

Registered Office Addresses

Bombay House

24, Homi Mody Street

Mumbai - 400 001, INDIA.

Tel: (91 22) 6665 8282

#SafetyApneHawale



ANNUAL SAFETY PLAN FY 25

"A true leader does not just point out risks but leads the way in mitigating them."

Prepared by
Mahantesh Kumbhar
Lead Engineer - Corporate Safety

Reviewed by
Anant Gurav
GH - Office Safety & Strategy Deployment

Approved by
Suresh Khetwani
Chief - Corporate Safety & Environment

Message from Chief - Corporate Safety and Environment

Dear Team,

I am delighted to present the Tata Power Annual Safety Plan for 2025. This strategic roadmap is designed to bolster safety throughout our organization, anchored in collaboration, data-driven analysis and a commitment to ongoing enhancement.

In FY24, we observed that accidents and incidents primarily resulted from a disregard for safety protocols. We are determined to rectify this in FY25. Physical safety of our employees and associates are more important than any business objectives. Each of us should try and make it our personal mission to translate this belief into reality. Let's raise the bar on safety standards that will be on par with all operating companies in the world.

Our focus areas in FY 25 include:

- 1. Felt Leadership , Role Modeling, Influencing and Engagement:** Enhancing the Felt Leadership Training (FLT) for middle-level managers and proprietors, with senior leadership and proprietors playing a pivotal role in modelling behavior and actively engaging with the Business Associate (BA) workforce.
- 2. Incident Reporting:** Improving the reporting of observations, unsafe acts and unsafe conditions, near misses, and minor injuries and take corrective actions to reduce serious injuries.
- 3. BASCC Implementation:** Supporting the BA workforce through the BASCC framework.
- 4. Technology and Automation:** Leveraging these tools to reduce risk and learn from incidents.
- 5. Audits and Standards:** Conducting extensive audits of critical procedures and implementing safety standards and management systems.
- 6. Skill Development:** Offering comprehensive practical training at levels L1/L2/L3, supervisory training, and adoption of competency framework through skill development institute.

Our comprehensive strategy, spanning FY25 to FY27, aims for zero fatalities, zero Lost Time Injuries (LTI), and no major fires.

Our safety initiatives are built on four foundational pillars:

- Leadership and Governance
- Operational Risk Management
- Business Partner Management
- People and Performance

Your Role:

As a valued member of the Tata Power family, your active participation is essential. Embrace and champion our safety practices, adhere to established procedures, and help us continue our journey of continuous improvement by promptly reporting incidents. Together, we can elevate Tata Power to new heights of safety. Let's renew our commitment to safety, step by step.

Stay safe and remain vigilant!

Suresh Hundrajibhai Khetiwani
Chief - Corporate Safety and Environment



A TRUE LEADER
DOES NOT JUST POINT
OUT RISKS BUT
LEADS THE WAY
IN MITIGATING THEM.

Table of Contents

01 Purpose and Objective	02
02 Inputs for Annual Safety Plan	03
03 Responsibilities for Implementing Annual Safety Plan	03
04 Tata Power Proactive Safety Measures	04
05 Inputs Detailed for Annual Safety Plan	06
06 Lead Indicators	33
06.01 Leadership Engagement Plan	33
06.02 High Risk Job Inspection Ensuring Effective Control	48
06.03 Cluster KPI / Division KPI	50
06.04 L2, L3 Training and Competency Assessment	52
06.05 Engagement of Employees and Business Associate Workforce	55
06.06 Felt Leadership for Business Associates / Proprietors / Co-ordinators / Line Managers	56
06.07 Safety Performance Evaluation of BA Through Field Audit by Line Manager	56
06.08 SDM Project	63
06.09 Reporting Unsafe Acts, Unsafe Conditions, High Risk Observations (Potential Hazards), Near Miss - Close Calls	66
06.10 Deployment of Learning from Incidents, Action as per Theme Based Safety	69
06.11 Step Change / Safety Intervention / Horizontal Deployment	77
06.12 Employee's Capability Building	80
07 Lag Indicators	83
07.01 Fatality	83
07.02 Lost Time Injury Frequency Rate	83
07.03 Major Fire	83
08 Bonus Marks	85
09 Leadership Engagement Plan and KPI Linkage with THSMS 13 Elements	88



The purpose of the Annual Safety Plan is to ensure a systematic approach to improve safety within the organization. This plan is based on the four pillars which are designed to engage leaders, BA workforce at all levels for the improvement of safety within organization.

The Annual Safety Plan is formulated based on a variety of inputs. These include the Tata Safety and Health Management System, Tata Power's Code of Conduct (COC), Safety and Health Policy, Vision, Values, ISO 45001:2018 standards, analysis of past incidents and non-compliances identified during High Visibility Safety Tours (HVST), cases from SAP EHS and Suraksha Portal, safety procedures, EPM processes, messages from the Chairman/MD, the DSS Bradley Curve, the Safety Pyramid, Cultural Survey Outcome, and Major Focus Areas.

Each of these inputs plays a crucial role in shaping the Annual Safety Plan. For instance, the Tata Safety and Health Management System provides a structured approach to managing safety and health risks, while the COC sets the ethical standards for behavior within the organization. The Safety and Health Policy outlines Tata Power's commitment to providing a safe and healthy work environment, and the Vision and Values guide the company's overall direction. The ISO 45001:2018 standards provide an internationally recognized framework for occupational health and safety management.

Past incidents and non-compliances are analyzed to learn from deviations and prevent future occurrences. Cases

from SAP EHS and Suraksha Portal provide real-time data on safety incidents, which can be used to identify trends and areas for improvement. Safety procedures and EPM processes ensure that safety measures are integrated into everyday operations.

Messages from the Chairman/MD, the DSS Bradley Curve, the Safety Pyramid, and the Cultural Survey Outcome provide strategic direction and help to foster a culture of safety within the organization. Finally, the Major Focus Areas highlight the key safety issues that need to be addressed in the coming year.

In summary, the purpose of the Annual Safety Plan is to provide a comprehensive and strategic approach to improve safety performance, by engaging leaders and incorporating a wide range of inputs to address all aspects of safety within the organization. This plan plays a crucial role in Tata Power's commitment to creating a safe and healthy work environment for all its employees.

The plan is designed to be implemented and monitored by various levels of leadership within the organization, from the Chief of Cluster, CEO, and Chief of Division to Site Heads, Department Heads, Group Heads, Executive Engineers, Chairmen of Various SIT Committees, BA Proprietors, and BA Employees. This ensures accountability and commitment to safety at all levels of the organization. The ultimate goal is to improve safety performance, reduce incidents, and foster a culture of safety within Tata Power.

2.0

Inputs to Annual Safety Plan

The formulation of Annual Safety Plan and Safety Indices (KPIs) is done using various inputs –

01) 13 Elements of Tata Safety and Health Management System

02) Tata power Safety COC

03) Tata power Safety and Health Policy

04) Tata power Vision, Values

05) ISO 45001:2018

06) EPM processes

07) Critical safety and General safety Procedures.

08) Safety Commitment and Outcome from Chairman Workshop /MD message. Major Focus Areas are Business Associates safety Management system, Leadership and Governance, Reduction of Operational risk through technology and safety interventions and People & Performance

09) Cultural Survey Outcome

10) DSS Bradly curve- Finding the right balance between risk control and operation Discipline

11) Safety Pyramid

12) Theme based Monthly safety drive based on analysis of learning from past incidents

13) Analysis of High potential observations found during HVST/Site visits/safety THSMS Audits

14) Analysis of SAP EHS and Suraksha Portal cases (High, Medium and Low)

15) TBEM action Planning.

3.0

Responsibilities for Implementing Annual Safety Plan

Responsibility of implementation & monitoring of Annual Safety Plan and Other Safety Indices is with Chief of cluster, CEO and chief of division, Site Head/Department head, Group head, Chairman of Various SIT committees i.e. (Capability Building, R&P, II&SO, and CSM & Office Safety), BA Proprietors, and BA Employees.

Tata Power's Safety performance is bifurcated into two categories: Lead Indicators and Lag Indicators. The former measures the proactive actions taken to prevent or reduce the occurrence of safety incidents, while the latter reflects the reactive outcomes or consequences of the safety incidents. Both types of indicators are used to monitor and improve the safety performance of Tata Power.

Lead Indicators (Safety Management Index):

1. Leadership and Governance:

- **Leadership engagement plan:** A leadership engagement plan is a comprehensive plan that outlines the organization's safety goals for the year which is linked with Tata Power's THSMS 13 elements. It is designed for leadership at all the levels to foster a culture of safety and accountability.
- **High risk job / PTW audit:** High risk job audit / PTW audits are required to be done in order to capture unsafe conditions and unsafe acts at site. Check the JSA and control measures suggested in it.
- **Cluster KPI / Division KPI:** Our three businesses have different scopes of work, so we made a cluster KPI and a division KPI for each: Generation, Transmission and Distribution, and Renewable Energy. Each cluster needs to refer to the Annexure and Plan to achieve their cluster-specific goals by the deadline and improve division safety.

2. Business Partner Safety Management:

- **L2, L3 training and competency assessment for BA workforce:** These are different levels of safety training provided to the Business Associates (BA) workforce to ensure they are equipped with the necessary knowledge and skills to maintain a safe working environment. Competency assessment of skilled workforce is necessary to ensure they are doing skilled jobs as per the SOP without deviations.
- **Engagement of Employees and Business Associate workforce:** Reporting safety observations by Business Associate workforce: This involves the active participation of the workforce in identifying and reporting safety observations, which can help prevent accidents and improve safety performance.

- **Felt leadership for business associates / proprietors / supervisors / coordinators / line managers:** This program will be conducted for BA, its supervisor, engineers to enhance their leadership skill. Program for BA can be conducted through third party. Program for line managers can be conducted by safety officers.
- **Employees and BA engagement; Business Associate filed safety audit (safety performance) by line managers:** Line managers are required to conduct the field safety audit of the BA. Minimum 20% of line managers shall complete safety performance evaluation of the contractors.
- **SDM projects:** SDM projects are identified for all the clusters. All the projects to be completed by 2nd quarter of FY 25. There are 14 projects applicable to all the divisions.

3. Operation and Risk:

- **Reporting unsafe acts, unsafe conditions, high risk observations, near misses:** These are proactive measures that involve reporting any unsafe acts or conditions, high-risk observations, and near misses. This can help in identifying potential hazards and taking corrective actions before an accident occurs.
- **Closing of observations:** All safety observations reported to be addressed and closed (100%).
- **Deployment of learning from incident, action as per theme-based safety:** A theme-based Safety Drive is an initiative that focuses on different safety topics each month. The primary objective of these drives is to increase awareness and comprehension of the selected theme, thereby encouraging safer practices.

4. People and Performance:

- **Safety Intervention / Horizontal Deployment:** The aim of these technological interventions is to encourage the adoption of new technology and safety measures to reduce risk, considering the Hierarchy of Risk Control measures, and to improve the standard of safety in the organization.
- **Employee's capability building:** This involves providing regular safety training on critical safety processes to employees to enhance their safety competencies.

Lag Indicators (Safety Performance Index):

- **Fatality, Lost Time Injury Frequency Rate (LTIFR), and Major fire:** These are lag indicators that measure the organization's safety performance based on past incidents. They include the number of fatalities, the frequency of lost time injuries (LTIFR), and major fires. These indicators provide valuable insights into the effectiveness of the organization's safety measures.

5.1 13 Elements of TSHMS (Tata Safety and Health Management System)

Tata Safety and Health Management System sets out guidelines on how Tata companies should manage Safety and Health. TSHMS helps us deliver greater consistency and a more rigorous approach to managing risks to Safety and Health within organization. It ensures that operations remain Safe as well as Reliable, throughout the organization.

This system describes how 13 elements interact in a continuous improvement process of PDCA (Plan, Do, Check and Act)



TSHMS 13 elements as below:-

- | | |
|---|--|
| 01. Leadership & Accountability | 08. Asset management |
| 02. Hazard identification, Risk Assessment & Management | 09. Management of Change |
| 03. Compliance Assurance | 10. Working with Contractors |
| 04. Design Construction & Operational Control | 11. Emergency Preparedness, Response & Crisis Management |
| 05. People, Competency & Behaviours | 12. Document Control & Record Management |
| 06. Communication, Consultation & Empowerment | 13. Measuring Performance, Audit & Review |
| 07. Incident Reporting, Investigation & Learning | |

5.2 Tata Power Code of Conduct

The Tata Group through the Tata Code of Conduct has clearly stated that, “We shall not compromise safety in the pursuit of commercial advantage. We shall strive to provide a safe, healthy and clean working environment for our employees and all those who work with us. Our commitment to providing a safe and healthy working environment and achieving an injury and illness free workplace is also stated in the Tata Safety & Health Policy.

The code covers nine key areas:

- Obtaining a valid permit to work and using the required personal protective equipment.
- Reporting and learning from safety incidents and observations.
- Maintaining orderliness at the workplace.
- Ensuring safety measures such as isolation, de-energisation, lockout and tag out.
- Demonstrating responsible conduct and behaviour.
- Adhering to traffic rules and avoiding distractions while driving.
- Not overriding any interlock or safety critical trip without proper authorization and understanding.
- Showing leadership and being a role model by visiting the ground-level and addressing gaps.
- Evaluating hazards and risks and using the tools of HIRA and JSA.

We urge you to follow the code and be proactive and safe in all your actions.

5.3 Tata Power Health and Safety Policy

The company has Safety & Health policy signed by top management and its implementation is ensured by structured Safety & Health team at corporate & site level.

Corporate team also ensures that proper awareness & training is carried out on the Safety & Health policy amongst the corporate management respectively.

Site HSE team imparts training on HSE policy to all stakeholders; it includes staff, workers, subcontractors, supervisors, drivers, operators, nearby community, client and visitors. The awareness is spread through display of policy at the conspicuous places at the site.

The company Safety & Health policy exhibits the written commitment and intention to implement and maintain occupational health, safety, and environment.

5.4 Tata Power Safety Vision

Safety is our highest priority. We are uncompromising in our commitment to the health and safety of our employees, subcontractors, customers, and community. We will continually improve our processes, demonstrate leadership, and promote comprehensive safety.

5.5 Tata Power Health and Safety Management Systems

Tata Power Company Ltd. certified to the International standards ISO 45001:2018, ISO 9001:2015/ ISO 14001:2015.

5.2 Tata Power Code of Conduct



Safety Code of Conduct

Be PROACTIVE - Be Safe

1. PTW / PPEs: I shall always obtain valid "Permit to Work", and also use the required PPEs as per job requirements.
2. Report: I shall always Report safety related incidents /observations and leverage it for learning and to avoid recurrence.
3. Orderliness: I shall maintain Orderliness at my workplace, to prevent trip, fall and accidents.
4. Attention: I shall always give personal Attention to ensure isolations, de- energisation, Lock Out and Tagout (LOTO) and other protective measures, to prevent unsafe operations.
5. Conduct/Certification: I shall demonstrate responsive Conduct and behaviour to be safe personally and for others too. I shall never work or drive under influence of sedatives, drugs, alcohol or under fatigue situation nor allow others to do so, if in such a state.
6. Traffic Rules: I shall adhere to Traffic rules and shall not use mobile phone nor have any other distractions, while driving or as pillion-rider and keep driver under check.
7. Interlock: I shall never override any Interlock /Safety critical trip without obtaining proper authorization and having full understanding of safety of such operations.
8. Visibility: I shall demonstrate felt leadership and be a role model, by Visibly pursuing ground-level visits and addressing gaps meticulously.
9. Evaluate: I shall Evaluate Hazard Identification Risk Assessment (HIRA), Job Safety Analysis (JSA) and Last-Minute Risk Assessment (LMRA) for effective risk control and avoidance of unsafe situations.

I commit to _be PROACTIVE and be SAFE.

Dr. Praveer Sinha
CEO & Managing Director

Date: 1st April 2023



5.3 Tata Power Health and Safety Policy



HEALTH AND SAFETY POLICY

We at Tata Power is committed to provide safe and healthy working environment for the prevention of work-related injuries and ill-health. Safety is one of our core values. We strive to be a leader in safety excellence in the global power and energy business. This Policy applies to all our facilities along the value chain of Generation (Thermal, Hydro, Waste Heat Recovery, Solar, Wind, and Hybrid), Transmission, Distribution, and Energy-based solutions to customers, as well as to all our subsidiaries, corporate offices, employees, and business associates (contractors and suppliers).

In pursuit of this, Tata Power is committed to the following:

- Maintain and continually improve our management systems to eliminate hazards and reduce health & safety risks to all our stakeholders.
- Incorporate appropriate health & safety criteria into business decisions for selection of plant and technology, performance appraisal of individuals and appointments in key positions.
- Comply and endeavour to exceed all applicable health & safety legal and other requirements.
- Integrate health & safety procedures and best practices into every operational activity with assigned line-functional responsibilities at all levels.
- Involve our employees and business associates in maintaining a safe and healthy work environment through consultation and participation.
- Inculcate safety culture by visible leadership and empowerment.
- Ensure required competency to enable our employees and business associates for working safely.
- Promptly report incidents, investigate, share crucial learnings, and prevent recurrences.
- Influence our business associates in enhancing their health and safety standards and align with Tata Power's health & safety codes and practices.
- Continuously monitor progress and address health & safety risks by evaluating, identifying, and prioritizing actions using established metrics and targets.
- Ensure the availability of appropriate resources to fully implement this policy.
- Communicate this policy to all stakeholders by suitable means.
- Periodically review its relevance in continuously changing business environment.

Rev. 05
Date: 3rd July 2023

Dr. Praveer Sinha
CEO & Managing Director



5.4 Tata Power Safety Vision



Tata Power Safety Vision

To be a leader in Safe Work Practices in the global power and energy business

Global Leader

- ✓ Aspiration to be world class

Safety Work Practices

- ✓ Feel safe to work
- ✓ Strengthen deployment of critical safety procedures
- ✓ Enhance safety work practices through technology, skill set and behavioral intervention

Safety Performance

- ✓ "No Harm, No Injuries"
- ✓ Benchmark approaches

Dr. Praveer Sinha
CEO & Managing Director

Rev. 04
Date: 1st April 2023



5.5 Tata Power Health and Safety Management Systems



IRCLASS
SYSTEMS AND SOLUTIONS PRIVATE LIMITED

CERTIFICATE OF APPROVAL
Issued by Indian Register Quality Systems
(A Division of IRCLASS Systems and Solutions Private Limited)

This is to certify that the Occupational Health & Safety Management Systems of

Organisation: The Tata Power Company Limited
Address: Office of Chief Generation,
Trombay Thermal Power Station,
Station A, Mahul Road, Chembur,
Mumbai- 400 074

has been assessed and found conforming to the following requirement

Standard: ISO 45001:2018
Scope: Corporate Safety Function involved in setting
direction for organizational safety management
through policies, procedure, audits &
management reviews

Certificate No.: IRQS/220400504

Original Certification Date: 27/04/2019
Current Date of Granting: 26/04/2022
Expiry Date: 25/04/2025



Indian Register Quality Systems





Shashi Nath Mishra
Head IRQS

This approval is subject to continued satisfactory maintenance of the Occupational Health and Safety Management Systems of the organization to the above standard which will be monitored by IRQS. The use of the Accreditation Mark indicates accreditation with respect to activities covered by the certificate with accreditation no. OH 007. Condition Overleaf COA/IRQS/NABCB/OHSMS/Rev 01

Head Office: 52A, Adi Shankaracharya Marg, Opp. Powai Lake, Powai, Mumbai - 400 072, India.

5.6 EPM Processes

Tata Power's Enterprise Process Model (EPM) is a framework that defines and integrates the company's processes across its divisions and locations. Tata Power has 10 EPM processes. The EPM helps Tata Power to achieve operational excellence, customer satisfaction, risk management, and continuous improvement. It also guides the company's critical safety procedures and provides instructions for safe operations and maintenance. The EPM is digitized and accessible

through a web portal, where employees can view the process maps, documents, performance indicators, and feedback mechanisms. The EPM is regularly reviewed and updated through a management of change cycle, which involves risk assessment and approval from the relevant stakeholders. The EPM is aligned with the company's strategy, vision, values, and goals, and enables Tata Power to deliver value to its customers and shareholders.

EPM processes are available on Sangam Portal.

EPM 01.08.01	Safety Leadership and Accountability
EPM 01.08.02	Hazard Identification Risk Assessment.
EPM 01.08.03	Design Construction Operational planning and control
EPM 01.08.04	People Competency Behaviour
EPM 01.08.05	Communication Consultation and Participation
EPM 01.08.06	Incident and Safety Observation Mangement.
EPM 01.08.07	Management of Change Process
EPM 01.08.08	Contractor Safety Management
EPM 01.08.09	Measuring performance Audit Review
EPM 01.08.10	Fire Detection Protection System Management.

5.7 Critical Safety and General Safety Procedures

Tata Power is committed to ensuring the safety of its employees, contractors and stakeholders by following the best practices and the applicable government regulations. The company has developed various safety procedures to identify and control hazards in different work scenarios.

Tata Power has 15 critical safety procedures and 20 general safety procedures.

A. Critical Safety Procedures

01. Excavation Safety Procedure
02. Working at height Procedure
03. Electrical Safety Procedure
04. Lockout Tag out Procedure
05. Fire Safety Procedure
06. Confined Space Entry Procedure
07. Mobile Crane Safety Procedure
08. Scaffold Safety Procedure
09. Permit to Work Procedure
10. Heavy Equipment Movement
11. Job Safety Analysis Procedure
12. Hazard Identification and Risk Analysis Procedure
13. Management of Change Procedure
14. PSSR Procedure
15. Road Safety Procedure

B. General Safety Procedures

01. Lift / Elevator Safety Procedure
02. Conveyor Belt Safety Procedure
03. Batteries Handling and Disposal Procedure
04. Material Handling Procedure
05. Office Safety Procedure
06. ELCB Testing Procedure
07. OH&S Legal Compliance Procedure
08. Incident Investigation Procedure
09. Safety Audit Procedure
10. Safety Communication Procedure
11. Document Control Procedure
12. Contractor Safety Code of Conduct
13. Safety Capability Procedure
14. Tree Trimming Safety Procedure
15. Loan Workers Safety Procedure
16. Precautions Against COVID 19
17. Guidelines for TPSMS Deployment at new
JVs/Subsidiaries
18. Good House Keeping (5S) Procedure
19. Personal Protective Equipment (PPE) Procedure
20. Process Safety Management Procedure

A. Critical Safety Procedures

01. Excavation Safety (Shoring and Sloping) Procedure

This procedure is developed to cover the safe practices required for shoring and sloping in excavation and trenching jobs. This procedure is developed to establish mandatory requirements for practices to protect personnel, property and equipment from hazards associated with above activities. For complete procedure kindly refer Procedure Document No TPSMS/CSP/EXS/002

02. Working at Height Procedure

This procedure describes the rules and procedures to protect employees from the hazards of working at heights. This procedure is developed to cover the safe practices required for Working at Heights. This procedure is developed to establish mandatory requirements for practices to protect personnel from hazards associated in this area. For complete procedure kindly refer Procedure Document No – TPSMS/CSP/WAH/004.

03. Electrical Safety Procedure

The objective of these standards is to specify minimum mandatory requirements and advisory guidance for identifying and controlling hazards to ensure 'Zero Harm' regarding operation maintenance and testing of electrical equipment. For complete procedure kindly refer Procedure Document No- TPSMS/CSP/ELEC/010

04. Lock Out and Tag Out Procedure

This procedure is intended to be used for the protection of Personnel while servicing or performing maintenance on distribution network / equipment / pipeline / vessel / process systems. This is a general procedure to be used as the minimum requirements for isolation of equipment, pipelines, machines, system from all possible sources of hazardous energy and / or material such as Steam, Hot Water, Compressed Air, any other process fluid / chemical energy / Mechanical energy or Electrical energy. For complete procedure kindly refer Procedure Document No. TPSMS/CSP/LOTO/001

05. Fire Safety Management Procedure

Objective of this standard is to specify the minimum mandatory requirements and advisory guidelines to ensure prevention of fire related incidents and managing / controlling their impacts if they do occur. For complete procedure kindly refer Procedure Document No - TPSMS/CSP/ELEC/011

06. Confined Space Entry Procedure

This procedure outlines the steps required to perform the confined space entry and to protect personnel from the hazards of entering and conducting operations in confined spaces. For complete procedure kindly refer Procedure Document No –TPSMS/CSP/CSE/003.

07. Mobile Crane Safety Procedure

Mobile cranes are responsible for many incidents, injuries. Falling loads from mobile cranes pose a severe hazard to operators and nearby workers and property. Many types of cranes, hoists and rigging devices are used for lifting and moving materials. To maintain safe, appropriate standards must be adhered to and only qualified and licensed individuals shall operate these devices. For complete procedure kindly refer Procedure Document No – TPSMS/CSP/MCS/006

08. Scaffold Safety Procedure

This procedure is developed to provide information on the safe erection, use, dismantling and maintenance of access scaffolding in the workplace. It is developed to establish mandatory requirements for practices to protect personnel from hazards associated with erection, use and dismantling of scaffolds. For complete procedure kindly refer Procedure Document No –TPSMS/CSP/SCAF/007..

09. Permit to Work Procedure

Given the inherent hazards of the power generation and distribution industry, a significant number of Tata Power operations and installations are critical. Work Permit (WP) System is an essential element in controlling the workplace risks in an effective

manner. For complete procedure kindly refer Procedure Document No – TPSMS/CSP/PTW/008.

10. Heavy Equipment Movement Safety Procedure

Heavy equipment lifting and movement is an activity involving loading, unloading, storage and movement from one place to another including lifting and erection or repairing of equipment with cranes or hoists. Material, machinery and equipment handling operations are being carried out by large capacity cranes and hoists, which make the job safer and faster. This procedure addresses the hazards and precautions associated with such equipment and their use. For complete procedure kindly refer Procedure Document No – TPSMS/CSP/HEMS/005.

11. Job Safety Analysis (JSA) Procedure

This objective of this procedure is to have a task-based risk assessment process in place that identifies, evaluates and controls the risks associated with work activities, and as a result, prevents those involved in the task or those potentially affected by the task, from being harmed. For complete procedure kindly refer Procedure Document No- TPSMS/CSP/JSA/009 REV 01.

12. Hazard Identification & Risk Assessment (HIRA) Procedure

Objective of this procedure is to define guidelines for Hazard identification, Risk assessment and determination of controls. For complete procedure kindly refer Procedure Document No - TPSMS/CSP/HIRA/012.

13. Management Of Change (MOC) Procedure

The objective of this document is to establish the procedures necessary to ensure that HSE risks are managed to an acceptable level in Tata Power Management of Change (MOC) process. For complete procedure kindly refer Procedure Document No - TPSMS/CSP/MOC/013.

14. Pre-Start-up Safety Review (PSSR) Procedure

Objective of this procedure is to provide guidelines for safe initial startup of a new facility or restart of a

modified facility. The PSSR process verifies that the new/modified facility meets the original design and operating parameters. The intent is to prevent incidents caused by inadequate, incomplete, unauthorized design, construction, installation, and/or commissioning. For complete procedure kindly refer Procedure Document No - TPSMS/CSP/MOC/014.

15. Road Safety procedure

To provide Safety Rules for road travel management and safe usage of all types of vehicles viz. passenger/ commercial, owned/ hired by company, driven by employees or Business Associates. For complete procedure kindly refer Procedure Document No - TPSMS/CSP/RSP/015.

B. General Safety Rules and Procedure

01. Lift (Elevator) Safety Procedure

To provide safe operating procedure for taking control of lift car before entering and existing the pit of OTIS make elevators. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/LIFT/001,

02. Working on conveyor belt Procedure

This procedure is developed to cover the safe practices required for working on live equipment and to protect personnel from hazards associated with it. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/CONV/003

03. Batteries Handling & Disposal

To provide procedure for recycling and / or safe disposal of used / waste batteries in compliance with all legislation. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/HAZM/003

04. Material Handling and Storage Procedure:

The purpose of this document is to provide procedures to assist the safe handling of materials (manual handling and mechanical handling). For complete procedure kindly refer Procedure Document No – TPSMS/GSP/MATL/004.

05. Office Safety Procedure

The objective is to provide a safe working environment to those working in office premises, who may be exposed to emergency situations and other chronic / cumulative risks that may arise due to various reasons of unsafe acts, unsafe conditions, fire and / or pandemic crisis like COVID-19 etc. For complete procedure kindly refer Procedure Document No -TPSMS/GSP/OFS/006

06. Earth Leakage Circuit Breaker (ELCB) Testing Procedure)

The objective of this procedure is to define the minimum requirements for testing of Earth Leakage Circuit Breaker (ELCB). For complete procedure kindly refer Procedure Document No - TPSMS/GSP/ELCB/008.

07. Occupational Health & Safety Legal Compliance ` Procedure

Objective of this procedure is providing guidelines for compliance of Occupational Health & Safety (OH&S) legal requirements and all ratified protocols and agreements as incorporated in Tata Power Safety Management System (SMS). For complete procedure kindly refer Procedure Document No - TPSMS/GSP/LEGL/009.

08. Incident Reporting & Investigation Procedure

Objective of this procedure is to outline the process for reporting, recording and investigating an incident, recommending corrective and preventive actions and to communicate the lessons learned to prevent recurrence of similar incidents. For complete procedure kindly refer Procedure Document No - TPSMS/GSP/IRI/011.

09. Business Associate Safety Management Procedure

The purpose of this document is to engage with Business Associates in a way to create safe work environment for everyone working for Tata Power. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/CSM/015.

10. Tree Trimming Procedure

The objective of this procedure is to define guidelines and minimum requirements for Tree trimming. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/TTRM/017

11. Safe Lone Working Procedure

Objective of this procedure is to lay down guidelines for reduction and safe managing of any additional risk arising from lone working. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/LONE/019.

12. Good Housekeeping(5S) Procedure

Objective of this procedure is to explain the meaning, importance and provide guidelines for implementation of Good Housekeeping (5S) at workplaces across organization. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/GHK/022.

13. Personal Protective Equipment

This procedure describes the basic requirements, applicability, and minimum specifications of Personal Protective Equipment (PPE). For complete procedure kindly refer Procedure Document No – TPSMS/GSP/PPE/023.

14. Process Safety Management Procedure

The objective of this document is to provide a standardized & uniform guideline to implement Process Safety Management in Tata Power, its JVs, and subsidiaries to prevent or minimize the consequences of releases of toxic, flammable, pressurized or uncontrolled chemicals/Steam/Water or any other material which may result in toxic, fire, explosion, burn or flood like situation. For complete procedure kindly refer Procedure Document No – TPSMS/GSP/PSM/024

The above procedures will be updated time to time and the updated version of the procedures as well as any additional critical procedure will be available on official website of Tata Power (www.tatapower.com) for your reference.

5.8 Safety Commitment and Outcome from Chairman workshop/MD message

COMMITMENT - Internal Motivation (Felt Leadership, Role Modeling, Influencing, Engagement) "I follow the rules because I want to."

Influence our business partners in enhancing their Safety and Health standards.

- There must be effective systems in place to ensure that the safety & health values, behaviors, and approaches are applied to Business Associate. We will monitor BAs' performance and ensure our processes contain the rigor to deliver our expectations.
- Business Associate and suppliers are accountable for their safety performance.
- Involve our employees and business associates in maintaining a safe and healthy work environment through consultation and participation.
- Improvement in Reporting and learning culture to match safety triangle.
- Focus on Business associate safety, Leadership & Governance, Reduction in Operation Risk through Technology , competency of people / workforce to improve safety Performance

Sr. No.	Leadership	Improvement	Business Associate safety focus	Employees Engagement	BA engagement
1.	Top Management	THSMS 13 elements	BA proprietors focus	KPI Review with senior leadership of site / R&R of Employees.	Town hall for BA
2.	Middle Level	Critical safety procedures	Interaction with workforce as Surakhsha Samwad	Interaction with workforce as Surakhsha Samwad	Meeting with BA site in charge & supervisors. Monthly R&R for BA
3.	Line Manager	Implementation	BA safety performance evaluation	BA safety performance evaluation	Toolbox Talk with all workforce

5.9 Cultural Survey Outcome

Tata Group Focus:

Contractor safety code of Conduct, Road safety and Tata Safety & Health Management System

Tata Power Focus:	Employee Voices – (Qualitative)-Cluster Focus:
• Traditional and established business and divisions are exhibiting higher perception score and lower deviation in the quantitative survey. - Key actions to sustain this would be embed Senior and Line Leadership on Safety Put in place challenging audits which continuously raises the bar of the Safety standards and systems Continuous exposure to best practices so that they can be adapted to our business.) • Newer businesses and acquisitions are exhibiting lower perception score and higher deviation indicating wide variation in Safety Leadership across functions and levels. - Key actions to accelerate safety journey include - Accelerate Training & Capability building Implementation of Safety Standards and Management Systems • Accelerate Reporting of Incidents and injuries across the organization by strengthening a culture of reporting with the company employees and contractors. • Embed the softer elements of safety culture in the organization to ensure safety becomes 'second nature' and it becomes a part of everyday life and not only when employees come to work at TPC.	• Division's specific action plans to culminate into a Division Specific Safety Business Plan with a 3-yr and 1-yr to drive actions. Align energy and resources to these action plans. • Generation cluster to work on the common minimum program - Increase time spent of line leaders at GEMBA for Safety – Best Practice at TSL-Long Products. - Enhance CSM Practices – Caring for contractors Contracting for 'Cost' rather than contracting for 'Expertise'. - Reduce commonly accepted unsafe practices (CAUP) and accelerate the Safety Observation process to reinforce safe behaviors. • T&D cluster to work on the common minimum program - Strengthen the fabric of reporting to accelerate reporting and investigations. - Process to manage BA's and BA employees effectively Focus on basic facilities - Accelerate Road Safety practices deployment • Renewables cluster to work on the common minimum program - Strengthen the fabric of reporting to accelerate reporting and investigations. Focus on quality rather than quality. - Enhance relevance, frequency of Competence Building

5.10 DSS Bradly curve- Finding the right balance between risk control and operation Discipline

Risk& Business Performance. Finding the right balance between risk control and operation Discipline-Dss Bradly curve

COMPLIANCE

External Motivation

(Rules, Procedures, Protocols)

"I follow the rules because I have to."

COMMITMENT

Intemal Motivation

(Felt Leaders • , Role Modeling, Influencing, Engagement)

"I follow the rules because I want to."

SHIFT in VALUES, ATTITUDES & BELIEFS

BRADLEY CURVE

GROWTH CURVE



Reactive

- Safety by Natural Instinct
- Compliance is the Goal
- Delegated to Safety Manager
- Lack of Management Involvement

Dependent

- Management Commitment
- Condition of Employment
- Fear/ Discipline
- Roles / Procedures
- Supervisor control, emphasis and goals
- Value all people Training

Independent

- Personal knowledge, Commitment & Standards
- Internalization
- Personal Value
- Care for Self
- Practice, Habits
- Individual Recognition

Interdependent

- Help other conform
- Others Keeper
- Networking Contributor
- Care for Others
- Organizational Pride

Knowledge Base 1: 2 to 1:10

Not sure about what to do - Workers must rely on their understanding and knowledge, perceptions of present circumstances

Rule Base 1:1,000

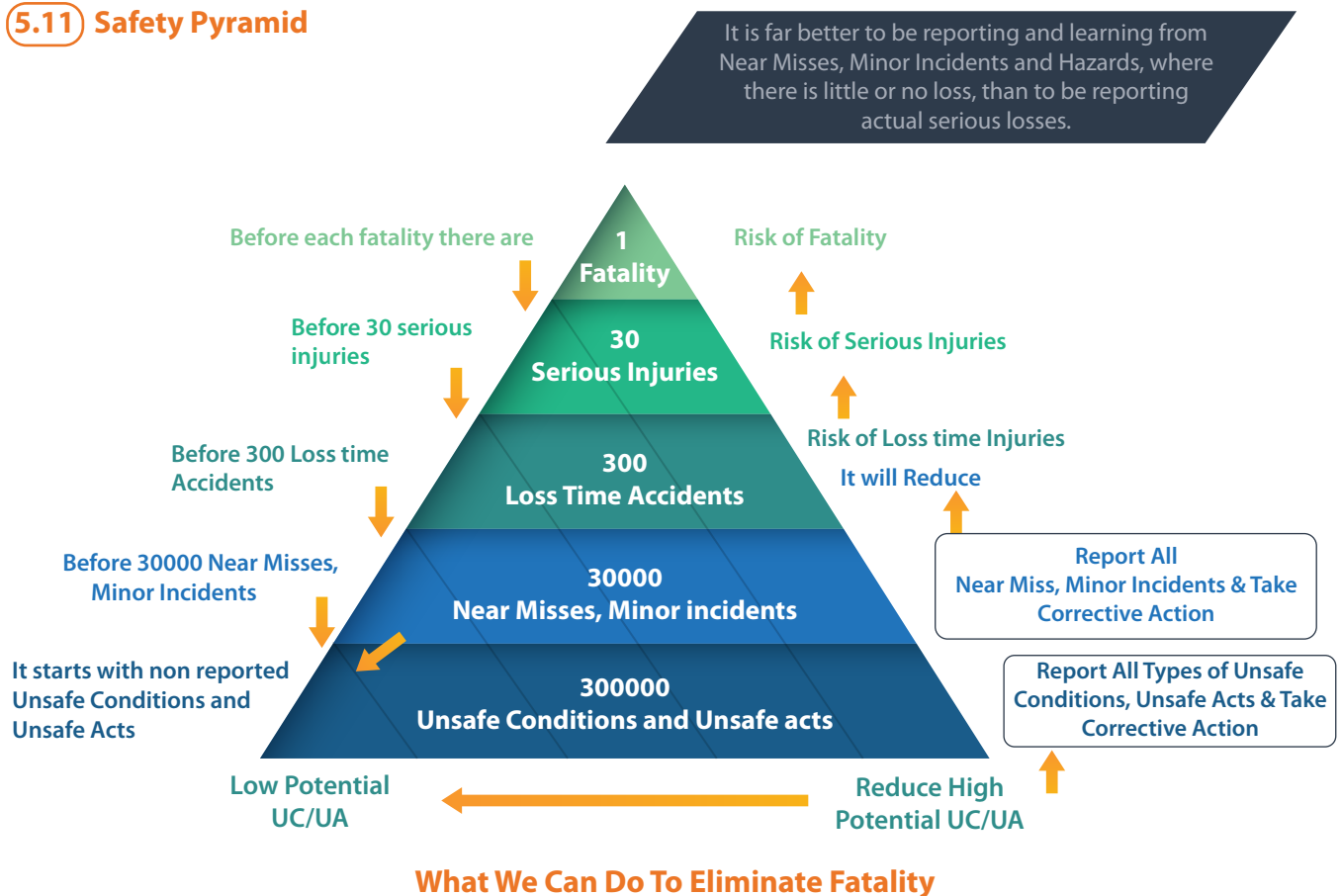
Rules are necessary for less routine or practiced activities

Skill Base 1:10,000

Highly practiced, largely physical actions conducted in familiar situations. Actions usually executed from memory without significant conscious thought or attention

High Performing Team 1:100,000 HPT with Independent Verification 1:1,000,000

5.11 Safety Pyramid



- It was a “near miss”, no one got hurt; so, we don’t call it an incident: A near miss is an incident that would have resulted in a loss such as an injury or property damage, under only slightly different circumstances. Often, only “luck” prevents a near miss from becoming a loss.

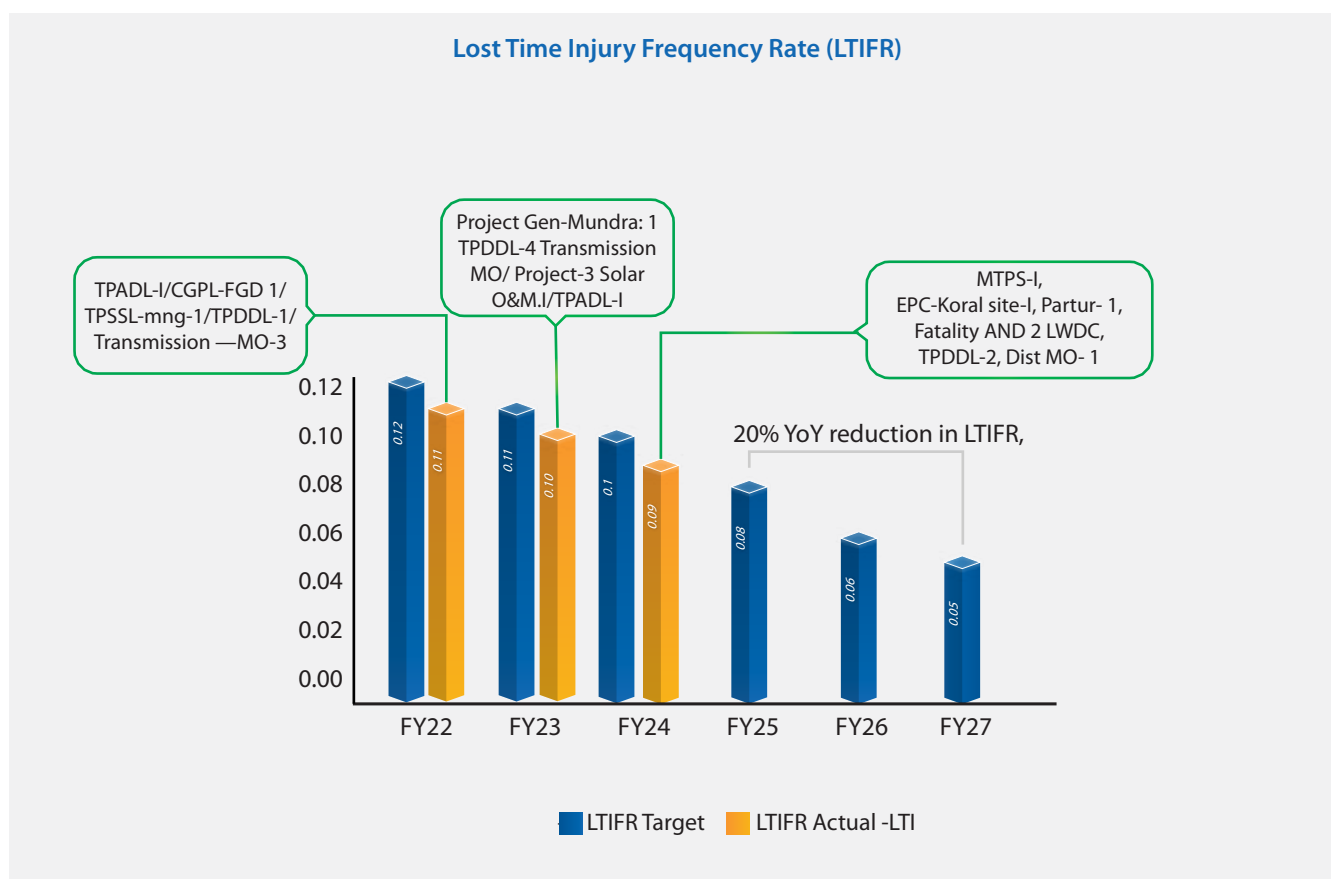
- ✓ **Safety pyramid:** The “accident triangle” or “safety pyramid”, is a theory that there is a direct relationship between serious accidents, minor accidents and near misses.
- ✓ Herbert Heinrich, a pioneer in workplace health and safety, first proposed the relationship in 1931 by determining that if minor accidents are reduced then there will be a corresponding fall in the number of serious accidents. Heinrich proposed a relationship of one major injury accident to 29 minor injury accidents, to 300 no-injury accidents. The • In 1966 Frank Bird contributed to the theory based on his analysis of over 1.5 million accident reports. He produced a new

triangle that showed a relationship of one serious injury accident to 10 minor injury accidents, to 30 damage causing accidents, to 600 near misses. Bird, like Heinrich, claimed that the majority of accidents could be predicted and prevented by acting on minor incidents and the behavior of employees.

- ✓ The safety pyramid has been called a cornerstone of health and safety for the last 80 or more years. Many safety systems include the premise that reporting and dealing with near miss incidents and their behavioral causes can nearly eliminate major accidents.
- ✓ The fixed ratios may not hold true. The relationship may not apply across different hazard classes. The pyramid focuses mainly on unsafe behaviors.
- ✓ Regardless of the statistics and shape of the safety triangle, the emphasis on reporting all incidents, including near misses, and dealing with them to prevent actual losses, is a sound safety practice.

5.12 Analysis and Learning from Past Incidents

Based on Available data below is YoY Analysis of LWDC, Fatality and Major fire from FY 22, FY23 and FY 24.



Details as LWDC:-

Incident 1:

FY 24 (Fall from Height at MTPS)

Brief details

Around 13:45 hrs. Mr. Harendra kumar Pal of M/s Power Mech-fitter aged 26 was inspecting return roller no. 238 in BCN-25 bridge area in the external coal handling system in M/s. Adani West Port area as the roller was found defective during site round. While trying to inspect the roller, the injured person stepped on the seal plate, the seal plate welding detached and was found to be in hanging condition. At the time, he was wearing safety belt, but the belt could not withstand weight and broke leading to fall of the person in the water creek below. No major injury was seen, and he was taken immediately to Alliance hospital Mundra for further check-up.

Root cause

- **Human Factor:** (TPSMS Element-5 :People, Competency & Behaviour)
 - ✓ Crossing over the hard barricading
 - ✓ Improper anchoring of lanyard
 - ✓ Inadvertently putting self-weight on seal plate while roller inspection
 - ✓ Competency gap among BA employees while inspection of roller.
- **Physical Factor:** (TPSMS Element: 4 Design, Construction & Operation Control Element no 8, Element no 2 HIRA and Management)
 - ✓ Non availability of lifeline/anchoring provision

- ✓ Saline weather conditions
- ✓ Space constraint for inspection
- ✓ Structural corrosion /seal plate /walkway corrosion
- ✓ Deviation in erection of seal plate during construction
- **System Factor: (Working with contractor)**
- ✓ Improper use of PPE.
- ✓ Inadequate WI for roller inspection such as inspection below conveyor belt, condition for operation of pull cord switch etc.

Incident 2

FY 24 (Flashover incident at 102 MW Koral Wind Project)

Brief details

IP (Injured Person) was engaged in pre commissioning activity of Wind Turbine. He was engaged in checking the phase sequence in the WTG Converter Panel. A flashover incident happened in TPK#19 at around 4:30 PM leading to burn injury on left hand palm. The IP was shifted immediately to the nearby hospital for treatment.

Root cause

- ✓ No coordination for such a critical activity
- ✓ No Prestart up safety review done.
- ✓ Charging not in plan.
- ✓ After charging, panel is open
- ✓ No engineering control like LOTO.
- ✓ Left to BA even for very critical work like on charged line

Incident 3

FY 24 (Flashover incident at TP-Kirnali Partur, Solar)

Brief details

Bus-1 was charged, and an outage was taken for Bus-2 for cleaning and silicon coating work. One individual was involved in the maintenance and cleaning work of Bus-2. Inadvertently, the individual entered the bus coupler panel, which was not planned for maintenance.

During the discharging of the bus coupler section, the individual came into contact with a live part, resulting in a flashover. At the time of the flashover, two nearby individuals entered the flashover area. They were immediately shifted to a burn care hospital for further treatment.

Root cause

- ✓ The accident was caused by an accidental touch with the live part of the Bus coupler during cleaning.
- ✓ The Bus coupler compartment is always in a live condition, so it should not be touched for any work
- ✓ The LOTO and isolation procedures were not adequately followed.
- ✓ A permit was obtained for the entire section, which may not have specified the risks associated with each part.
- ✓ Poor Job Safety Analysis (JSA):The risks related to the job were not clearly identified, and control measures were not deployed at the site.
- ✓ The toolbox talk, which should have addressed safety measures and potential hazards, was ineffective.

Incident 4

FY 24 (Customer premises for resealing a 1-phase meter - TPDDL)

Brief details

Zonal Lineman Chote Lal (RN-126142, GOLD category) went to the customer premises for resealing a 1-phase meter. There was some renovation work going on in the premises, and private labors were engaged in the stacking of bricks and marble slabs. Suddenly, a marble slab slipped from the hands of the labors who were passing from behind the lineman. The slab hit the lineman on the back side of his right leg near the ankle. The lineman felt some pain with a bit of swelling but completed his duty and went back home. The next day, he visited a doctor, and his X-ray report confirmed a minor fracture in the right leg near ankle.

 Root cause

- ✓ Immediate cause: Zonal Lineman failed to identify the associated Hazard at site.
- ✓ Root cases: Zonal Lineman did not barricade the work area.
- ✓ Zonal Lineman could've asked the owner of the premises to STOP the work (of transporting the marble slabs) for some time so that he could perform meter resealing work safely.

Incident 5**FY 24 (Pole Installation work Trench fall-TPDDL)** **Brief details**

The broken pole installation by Hydra activity was planned by zone at this substation. For this, a small 3 feet deep trench was dug, 29 Nos. of old broken poles were erected at site.

After pole installation of last planned pole of the day, back filling work was in progress during which helper Mr. Ram Shankar lost his balance and fell in the trench. He was taken to ESI Basai Darapur, where doctor examined him in emergency ward. His X-ray of lower back showed minor hairline fracture in lower rib. H

 Root cause

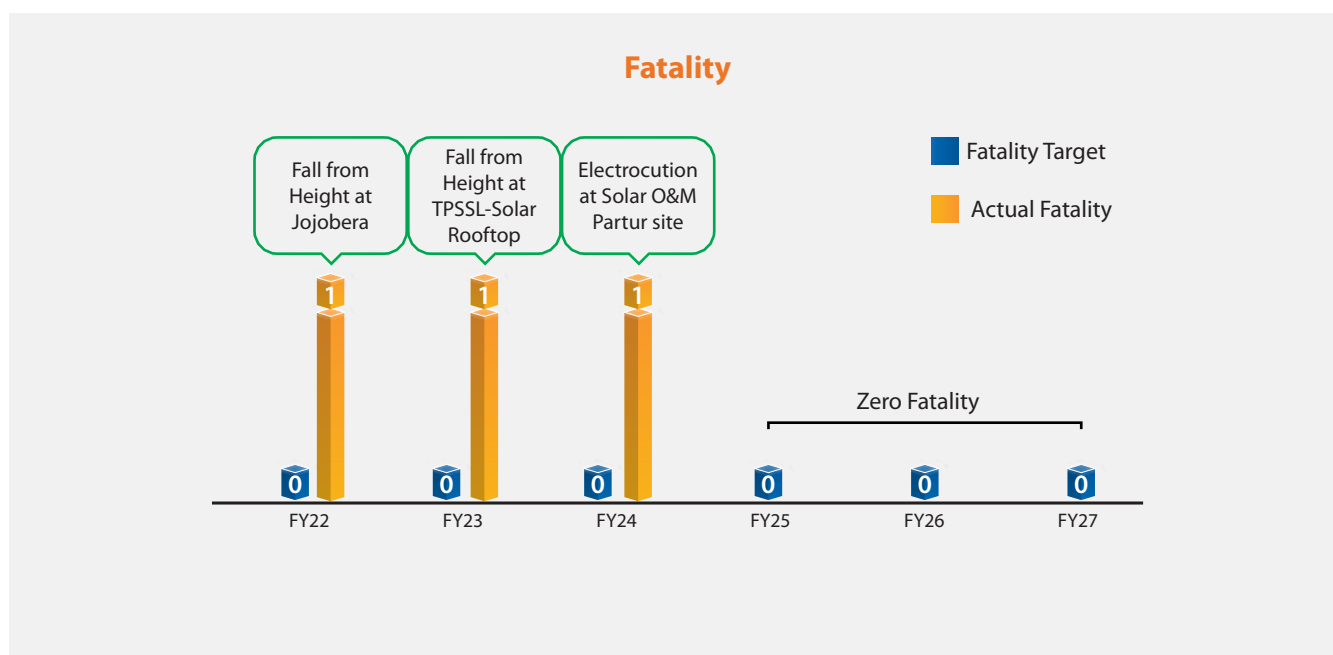
- ✓ BA Lineman failed to identify the associated Hazard at site.
- ✓ He failed to anticipate the distance of trench pit just behind him. e was discharged from hospital on the same day.

Incident 6**FY 24 (Fell down During Feeder pillar Inspection - Distribution MO)** **Brief details**

2 no. of LT team technicians of M/s Impelco Electric Company were at site near MAIL DSS 4 to carry out Periodic Inspection of Feeder Pillar SC/3723/F. This Feeder Pillar does not have any live outgoing connection. One person was standing in front side and other person was on back side of Feeder Pillar for periodic inspection. Suddenly person in front of feeder pillar fell down and got cut injury on the left-hand palm. The other person had immediately taken him to nearby hospital after giving CPR. At the hospital initial treatment was given to him. Presently doctor informed verbally that his health is stable and improving. There was no flashover marks observed in Feeder Pillar.

 Root cause

- ✓ Previous medical history of technician causing dizziness & leading to fall.
- ✓ Technician Failed to identify probable Hazard at site. (Narrow space)
- ✓ Technician was using partial PPEs (Helmet & Safety Shoes), since he was doing visual inspection activity and filling checklist data in tab, hence he didn't wore Hand gloves.



Details as Fatality: -

Incident 1

FY 22 (Fall from Height at Jojobera)

Brief details

During Renovation work of Coal Storage Yard at around 20 meters above the ground workmen fell from the above height on a heap of coal

Root cause

- ✓ Work was carried at Unprotected Fragile roof sheet around 18 mtrs from Ground level.
- ✓ Both FBH lanyard were disengaged from lifeline while changing position while working at height.
- ✓ Work at height procedure not followed completely

Incident 2

FY 23 (Fall from Height at TPSSL - Solar Roof Top)

Brief details

Team was engaged in safety lifeline mounting installation work. During the work deceased slipped and fell down from the sky light resulting into fatality.

Root cause

- ✓ Temporary lifeline material was not available.
- ✓ Under skilled workmen were deployed for Work at height activity.

- ✓ Deployment of subcontractor without credential Verification, Site survey not done for system adequacy and Requirement.

Incident 3

FY 24 (Electrical Flashover incident in 33kV Bus coupler Panel at 100 MW TP-Kirnali Solar Plant, Partur, Maharashtra)

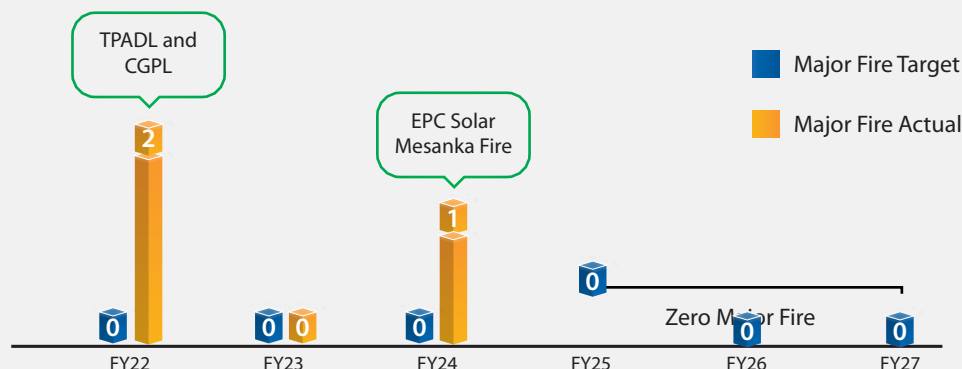
Brief details

During cleaning and silicon coating work on Switchgear panel and 33kV breaker workman came into contact with a live part, resulting in a flashover.

Root cause

- ✓ Violation of Incident Investigation and learning implementation process.
- ✓ Violation of PTW Procedure.
- ✓ Review and Approval by HOD for High-risk job is not evident.
- ✓ PTW/JSA was approved by Lead Engg in place of station Head and issued to BA supervisor in place of TPREL Lead Engg.
- ✓ HIRA observed to be of the very generic nature. This activity of working on Bus Coupler Panel is not identified in HIRA as well.

Major Fire Incidence



Incident 1

FY 22 (Fire Incident at Parbatpura Main stores, Ajmer)

Brief details

Fire in Transformer oil drums in store yard.

Root cause

- ✓ Failure of 33 KV cable outdoor termination of O/G Makhupura line and travel of fault current via cable armour to 33 KV Madar-Makhupura towers. This fault current lead to the inception of Fire.
- ✓ Storage of used Oil in PVC drums below the 33 KV tower (Incoming Madar-Parbatpura / Makhupura Double line)
- ✓ Storage of cable scrap & insulation scrap near the used Oil drum Without physical separation
- ✓ Non availability of adequate type (mechanical foam based) fire Extinguishers.

Incident 2

FY 22 (Fire Incident at External Coal handling system,CGPL)

Brief details

Fire in BCN-26 conveyor near Overbridge reported. Fire services called on to control the fire. Fire was controlled and extinguished. No injury to anyone. Property Damage.

Root cause

- ✓ Heat caused by jammed idlers and consequent rubbing with the running conveyor could have initiated the fire. Idler Jamming may be due to damaged bearing. During site investigation one of the rollers found in discoloured condition due to extreme heat. Due to extensive fire idlers are badly damaged and difficult to trace jammed idlers.

- ✓ When Belt was running the frictional heat from damaged roller and belt was dissipated, but after stoppage of belt localise overheating of belt may have occurred due to which belt caught fire.

Incident 3

FY 24 (Fire Incident at EPC, Mesanka)

Brief details

Due to the high speed of wind in this area, high ambient temperature and dry wooden cable drum, highly intensive Fire was spread out in the store area causing severe burring of dry wooden cable drum

Root cause

- ✓ A stubble/grass fire incident took place outside the boundary. & direction of flow of air towards the store boundary.
- ✓ The temperature and wind velocity were high.
- ✓ Wooden drums of DC Power cable, communication, and control cable (Material: Aluminium, PBC coating, PVC and XLPE) were kept near the boundary wall of store area.
- ✓ The farmer lightened the fire in his field (Adjacent to store boundary wall) to destroy the scrap of crop, dry grass, and bushes to make the farm ready for next crop.
- ✓ High wind velocity during the time of Fire incident.
- ✓ The fire brigade arrived at the incident location only after 30 minutes because the site location is situated at rural area around the agricultural land and nearest Fire brigade is situated 10Km (Gariyadhar Fire Brigade) away from the site.

5.13 Risk based Learning from incident

FY 24

- **Learning While work at height and Roof top mainly in Renewable cluster.**

- ✓ Practical L2 training and competency assessment of critical workforce.
- ✓ Scaffolding audit/inspection by certified scaffold inspector.
- ✓ Use Wire rope of 12mm diameter for lifeline for anchoring of full body harness. P.P rope not permitted as lifeline.
- ✓ Safety gadgets requirement is based on all learning from serious injury and fatality and our critical safety procedure work at height TPSMS/CSP/WAH/004 which includes anchor point for continuous tie off through full body harness of double lanyard and shock absorber. If require use retractable fall arrester.

- **Learning of inspection for Fire Prevention mainly in Renewable cluster**

- ✓ Dispose of Unwanted material (Combustible material) from site/ stack at safe place free from electrical source and water.
- ✓ Signages for glass door, emergency exit, safe assembly point route mark to be displayed at prominent place.
- ✓ Audit of all Welding machines while in operation including earthing as per checklist.
- ✓ GI sheet, Fire blankets, MS sheet shall be kept below area of operation during welding operation to avoid fire hazard from falling splatters.
- ✓ Inspect gas cutting set as per checklist.

- **Learning of Inspection/audit of Lifting Tools at all Division.**

- ✓ All lifting tools shall have Valid Third-Party Inspection certificate and valid punching/ marking on equipment.

- ✓ Periodic inspection of Tools & tackles, damaged slings shall be discarded
- ✓ During lifting operation area should be barricaded and no person shall stand in line of fire.

- **Learning for process safety management Corrosive Environment mainly with corrosive atmosphere like at MTPS and Trombay**

- ✓ Inspect structure of coal conveying system at MTPS, Trombay for its structural stability through engineering.
- ✓ Inspect damaged, loose cladding sheet, and replace.

- **Road Safety at all Division.**

- ✓ Form CFT to identify blind spots for installation of convex mirror at blind spot
- ✓ Prepare and implement SOP for vehicle movement like Hyva, Bulklers to ensure availability of driver in vehicle while vehicle in running condition on weigh bridge.
- ✓ Check the road condition in renewable projects for movement of vehicles/type of vehicle through engineering team before commencement of the work.

- **Common for all jobs**

- ✓ Last minute Risk assessment to be included in JSA as mandatory requirement before start of the Job.
- ✓ Proper barricading to be ensured to avoid the line of fire.
- ✓ Multiple activity may be allowed taking all the precaution after making surrounding safe.
- ✓ Competency mapping for work force engaged in critical work like electrical, work at height, confined space etc
- ✓ Usage of all requisite PPEs, work briefing & Toolbox

Talk and Proper supervision to be ensured while performing any activity.

- ✓ Before the closure of day, 15 minutes of 5S /housekeeping shall be done at site and materials & equipment's shall be kept at respective place in stable condition. Or weekly 4 hrs on Saturday.

- **Learning Fatal accident at Partur solar O&M on 29th Oct 2023**

- ✓ Drive to be taken for competency assessments for all execution people before giving independent charge.
- ✓ HR shall take systematic Capability building for all trainees & all executing people as per capability procedure including its effectiveness.
- ✓ Engineering to standardize HT Panel for procurement with safety aspects, LOTO & interlocks arrangement.
- ✓ SLD to be displayed near all switchgears for clear understanding. (Minimum A3 size).
- ✓ Drive to be taken for locking arrangement at all Swgr. Panels.
- ✓ HIRA and JSA to be updated through HIRA workshop.
- ✓ CEO, Chiefs and Zonal manager to audit weekly once for all above points and submit the report to President renewables.
- ✓ SOP to be updated for all High-risk job and activities for operational control
- ✓ Adequate permanent lighting arrangement shall be available at all the place of work.
- ✓ DO's & don't to be clearly displayed on every panel.
- ✓ Exclusive demarcation indicator system / method (Including LED live indication system) to segregate the special / critical / interconnecting panels viz. breakers (i.e. from Transformer / ICT / PT / Bus Kiosk etc.), Bus Coupler breaker, Bus Section breaker, Tie breaker, Isolator, Bus Riser panel, Bus PT, Outgoing Breakers to Capacitor Banks / reactors etc.

- ✓ Effective utilization of existing assets i.e. installed camera to be made functional.
- ✓ Suitable portable grounding tools & tackles for switchgears shall be made available at all locations.
- ✓ Standardization for integration of safety aspects like locking arrangement of shutter and panel door.
- ✓ To bypass any protection, process caution and due approval to be ensured from concerned authorities and records of same to be maintained.
- ✓ Technical competency of BA Technicians and supervisor to be ensured (site specific) before putting on the job.

FY 23

- ✓ QAP Plan (Inspection) to be develop, shall include in PO and deployed for electrical equipment.
- ✓ Standard procedure shall be developed and adhered for installation and mass maintenance including Re-sagging and Re-Jumpering activities of poles and laying of overhead lines
- ✓ Review & revisit risk assessment document (JSA & HIRA) and ensure effective control measures are identified, deployed and link to HIRA for all activities. LMRA to be done before taking any high-risk job
- ✓ Pre-start-up safety review to be carried out before commissioning
- ✓ BCDMP Plan to reviewed and updated on as per requirement.
- ✓ Process safety to be deployed for all equipment, system, plant, structure, cable, conductors etc to analyse condition of system

- **Competency Based**

- ✓ Segregation of Quality functions, Procurement and Engineering functions from O&M functions. It is recommended to have separate experienced person for these functions.

- ✓ Systematic Training shall be provided for the newly procured equipment/tool prior to put in to use.
- ✓ Training related to work at height, risks involved, PPE's and other mitigation measures to be further strengthened by incorporating sloped and fragile roof
- ✓ Only competent person with the L3 training having full knowledge of the work shall be deputed for Supervision and with L2 training for critical work to be deployed on high-risk job.
- ✓ Training on HIRA/PTW procedure to be conducted covering 100% of TPS Project Site Engineers and all O&M Staff.
- ✓ Competency assessment of workforce and of engineers before giving independent charge.

• Tools, tackles and structures

- ✓ All type of Critical crane operations must be done under supervision of Tata Power officials. Plan shall be approved by respective HOD.
- ✓ Underground cable detectors tools shall be procured and deployed for each Division and region Particularly in Projects.
- ✓ Ensure lifting tools & tackles shall be certified by competent person approved by respective state DISH before deployment

- ✓ Temporary lifeline hooking arrangement shall be adequately design and implemented by engineering team.
- ✓ Earthing arrangement to be provided to pneumatic / electric breaker along with 11 kV insulating taping on its handle

• Roof Top/Chemical safety

- ✓ Ensure there is proper access to "reach the roof"
- ✓ Temporary lifeline shall be easily accessible, and no point of time person is without anchoring the belt to reach the lifeline.
- ✓ Check and ensure edge protection is installed. Edge protection shall be installed after temporary lifeline installation
- ✓ Ensures permanent lifeline and walkway for operation and Maintenance on roof top.
- ✓ To keep chemical related PPE storage box with adequate quantity and items.
- ✓ Arc Suit, face shield shall be used with proper rated voltage while operating pneumatic / electric breaker.
- ✓ SOP and Risk of working at height (roof top cleaning for office buildings, substation) to be reviewed to further strengthen risk mitigation measures.
- ✓ Check and audit for defective sensor or valve as process safety checks.

5.14 Analysis of Non-compliances found during Site Audits/HVST. Not mandatory.

Tata power Company Limited provides demonstrable management leadership and commitment through active participation in HSE activities. Their leadership and commitments translate necessary resources to develop, operate and maintain HSE Management System and to attain HSE Policy and legal requirements.

The management provide strong demonstrable visible leadership and commitments towards HSE by personal example as role model and action. The Management participate in HSE meetings, conduct High visibility safety tours and HSE Audits, to encourage a positive attitude towards OH&S.

Talking about High Visibility safety Tours (HVST) each leader has to do HVST as per set Objective, Scope and Methodology Total 55 Visits are completed in FY 23 of which 24 were done by site leaders and Chief Safety and Environment done 31 HVST Audit.

Once audit is done, detailed report is shared with individual audited division. Division has to comply all points within said period

Tata power Company Limited is committed in managing all its operational risks throughout its business activities to reduce unplanned, unintended events that severely damage the moral, economical and legal perspectives of the organization.

HVST Guidelines**Objectives**

1. To ensure Company's safety vision, safety principles & Safety policy.
2. To ensure implementation of Tata Health Safety Management System (THSMS)
3. To ensure implementation of safety standards & procedures.
4. To improve safety performance, workforce, morale and wellbeing.

Scope

1. Observe High Risk Jobs.(Minimum Two Jobs)
2. Check Implementation of STEP change/CAPA
3. Learn Safety Best Practice adopted
4. Verification of Safety Legal Compliance.

Methodology

1. Site visit (dates will be decided by observer)
2. Select any one High risk job as per recommendation of site.
3. Visit the site of High Risk Job
4. Check CAPA implementation and legal requirements
5. Learn Safety Best Practice adopted
6. Recommend suggestion for improvement

HVST Report format sample

		Tata Power Company Limited			
		High Visibility Safety Tour Report			
Division Name		:-			
Name of HVST Person		:-			
Date of HVST		:-			
Name of HVST Team		:-			
Good Practices:-					
Sr. No.	Evidence/Photo graphs	Observation	Recommendation	Action By	Target Date
1					
2					
3					
Area of Improvements:-					
Sr. No.	Evidence/Photo graphs	Observation	Recommendation	Action By	Target Date
1					
2					
3					
Details of Best Practices Shared with Division: -					
Sr. No.	Best Practices Details				
1					
2					
3					
LIFE : Observations : As per check list attachment 1					
Sr. No.	Observation				
1					
2					
3					

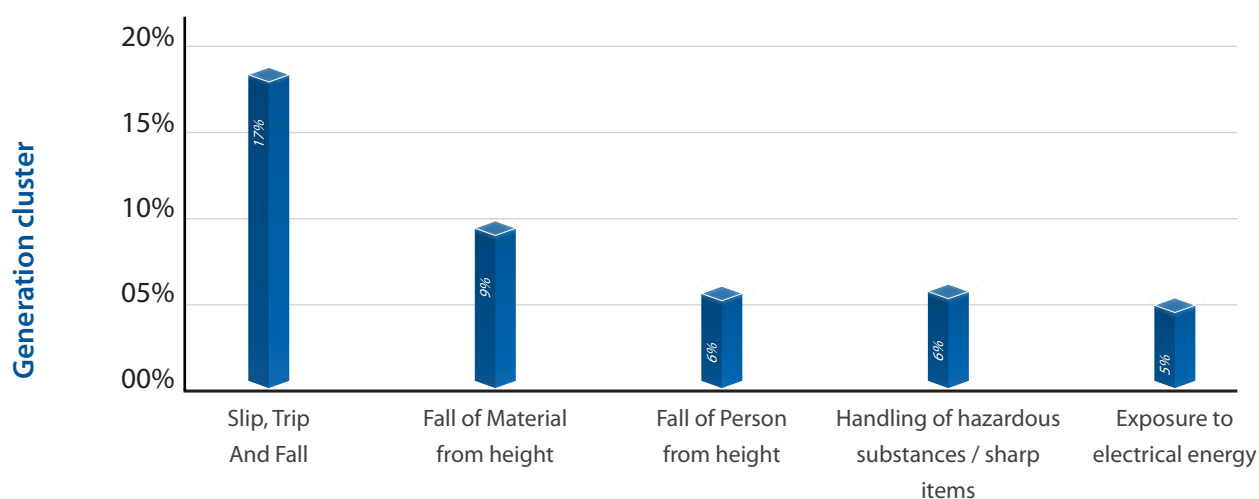
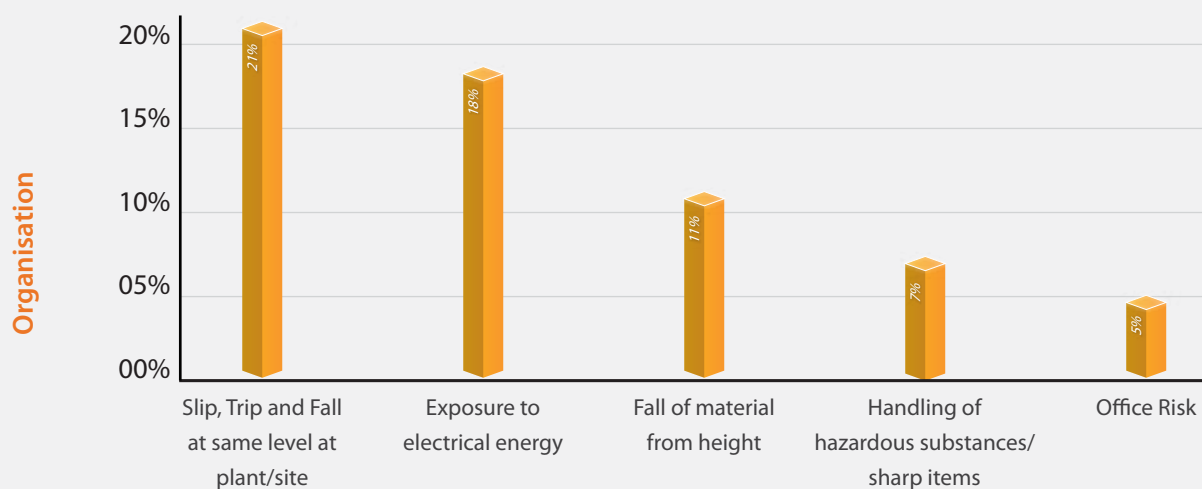
Life Terminology:

1. LIFE # 1: Working at Heights
2. LIFE # 2: Isolation and Lockout
3. LIFE # 3: Vehicle & Traffic Safety
4. LIFE # 4: Electrical Safety
5. LIFE # 5: Lifting and Supporting Loads
6. LIFE # 6: Fire Safety

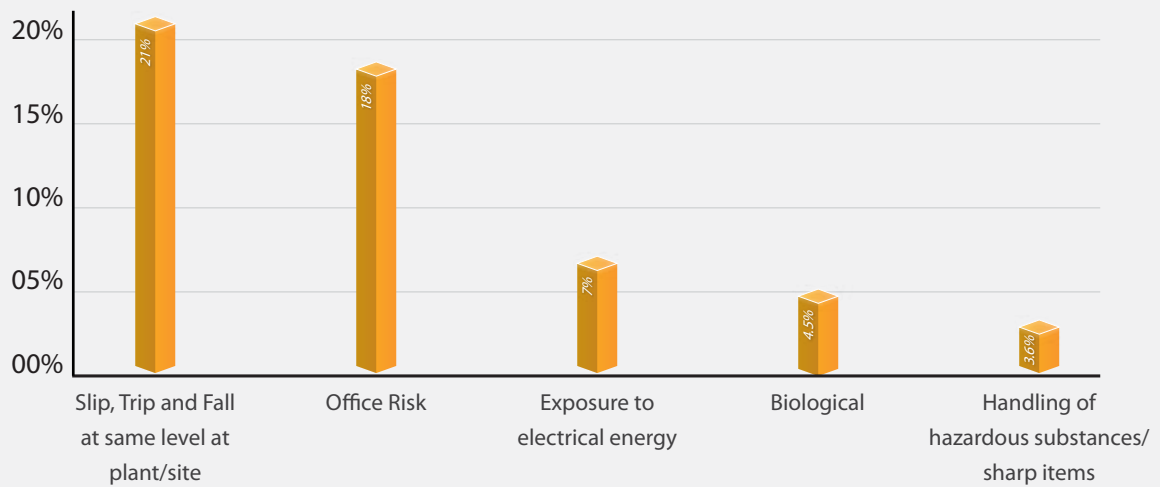
5.15 Analysis of SAP EHS and Suraksha Portal Observations (Top Five Risks).

We, at Tata Power Company, report safety observations in SAP-EHS and Suraksha Portal applications. We have fixed targets for each division based on their manpower. Each division has to report observations in various categories,

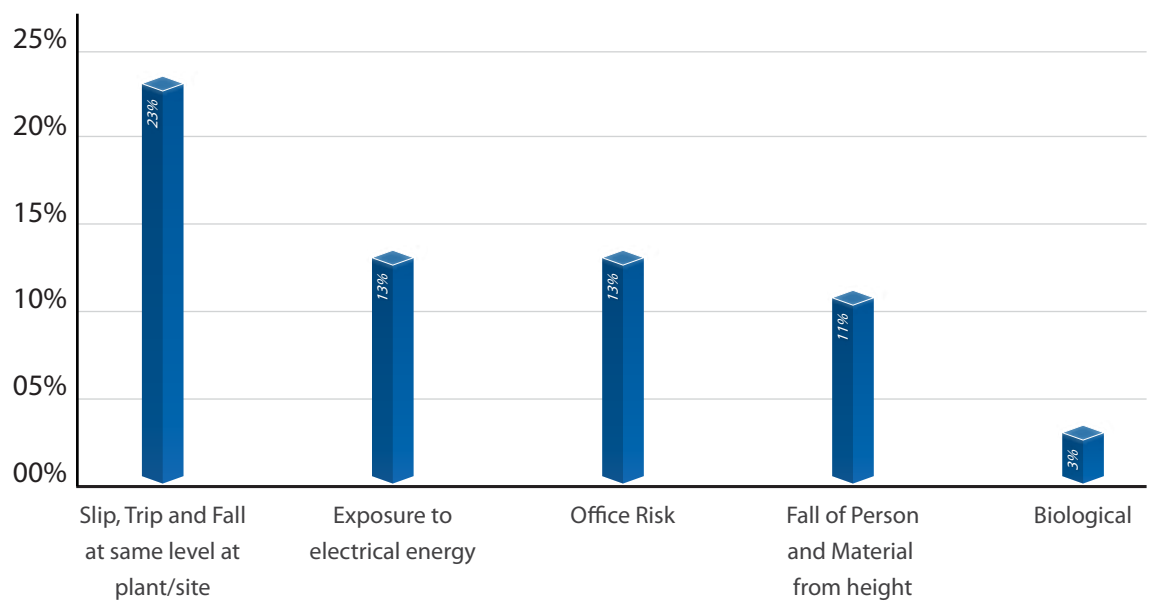
such as electrical safety, work at height, etc. Based on the observations reported, we do cluster-wise analysis of the top five risks and give them Cluster Wise action plans to mitigate the risks.



T&D cluster



Renewable Cluster



6.0

Lead Indicators

6.1 Leadership Engagement plan (50 Marks, 5 Weightage)

A Leadership Engagement Plan is a strategy to involve and motivate the leaders of an organization in enhancing the safety performance and culture. It is based on the principle that leaders should set an example and inspire others to follow the best safety practices. The plan is aligned with the Tata Power Health and Safety Management 13 Elements, which are a comprehensive framework for managing health and safety risks and opportunities. The plan consists of 104 tasks that the leaders are expected to complete throughout the year, with an average of 10 tasks per month. These tasks include activities such as conducting town hall meetings, participating in SIT meetings, recognizing safety champions, and communicating safety messages, R&R, Gap analysis of critical safety procedures.

The chart below illustrates how the tasks are distributed by month, quarter, and element, showing the number and type of tasks that the leaders have to do each month.

Each task has to be completed within a given time frame and action shall be taken by the leaders mentioned against that respective task.

Document evidence shall be maintained for each task completed in the form as applicable, such as MOM, attendance sheet, PowerPoint presentation.

Scoring will be given based on document evidence and site visit by a cross-functional team. A brief regarding each task will be mentioned below.

Leadership Engagement Plan FY 25

Element	Sub Element	Time per task in Hrs	Task Description	Action By	Frequency
1. Leadership and Accountability	1.30	3	Monthly Observations analysis , identification of top 5 Risk, action plan for Risk reduction and presentation in webcast	CEO / Chief of division	Monthly
1. Leadership and Accountability	1.40	18	Monthly Self-Assessment of THSMS 13 Elements, gap analysis and action items for improvement one elements per month.	HOD	Monthly
2. Hazard Identification and Risk Assessment (Operation control)	2.30	24	Gap analysis and action for effective implementation of critical safety procedure (Two procedures per month out of (LOTO, PTW, Electrical Safety, Work at Height, Fire Safety, Road Safety , JSA&HIRA))	R&P SIT / Group Heads / SDO	Monthly

6. Communication, Consultation & Empowerment	6.10	60	Conduct SIT (R&P Capability Building, CSM, II&SO, Office Safety, meeting monthly as per deliverable, record MOM and review action items in Apex meeting . 80% attendance by all SIT members	Chairman R&P SIT	Monthly
10. Contractor Safety Management	10.1, 10.2, 10.8, 10.9, 10.10	18	1) Meeting with Order manager by Contact cell to get feedback for safety performance. 2) Meeting with Proprietor of Business partners/proprietor/owners on expectation of Tata Power in safety	Chief of divisions / HOD / Group Head	Quarterly.
10. Contractor Safety Management	2.12	25	Department wise Mass communication drive with workforce for health and safety matters and learning from incident	HOD	Monthly
13. Measuring Performance, Audit & Review	13.2	40	Appointment of one departmental safety in charge (DSI) and tracking of departmental action items	Line manager	Monthly
13. Measuring Performance, Audit & Review	13.3	30	Monthly divisional /discoms apex committee meeting for safety performance and action planning in monthly BSC of division 1) Review of Lead indicators 2) Review of CAPA of learning from incident 3) Review of SIT action items 4)Review of annual safety plan 5) Divisional SDM projects	CEO / Divn Chief / Site Head	Monthly
6. Communication, Consultation & Empowerment	1.10	40	Suraksha Samvad by leaders	CEO / Divn Chief / Site Head / Group heads	Monthly

6.1.1 Task Explanation with respect to Leadership Engagement Plan.

Task 1 (THSMS element no 1.30) :

Monthly Observations analysis, identification of top 5 Risk ,action plan for Risk reduction and presentation in webcast (Record for below tasks shall be in form of PPT (Analysis in Graphical Representation), Action plan /Progress status in PPT/Word File) (3 hrs)

Description : The main Purpose of this task is to pinpointing the most significant risks that could impact the project or business. These risks could be operational, financial, legal, Environmental etc. Regularly examining data or results from a given period (in this case, monthly) to identify patterns, trends. This could be done using various statistical or analytical methods. Documenting the analysis and action plan in a PowerPoint presentation (Graphical representation) of data helps in understanding and identifying the trends and patterns of the data. Once the top risks are identified, an action plan is developed to mitigate these risks. This plan typically includes specific tasks, due dates, resources required, and the person responsible for each action. The progress of these tasks to be tracked and discussed in Monthly meeting.

Responsibility : CEO/Chief of division

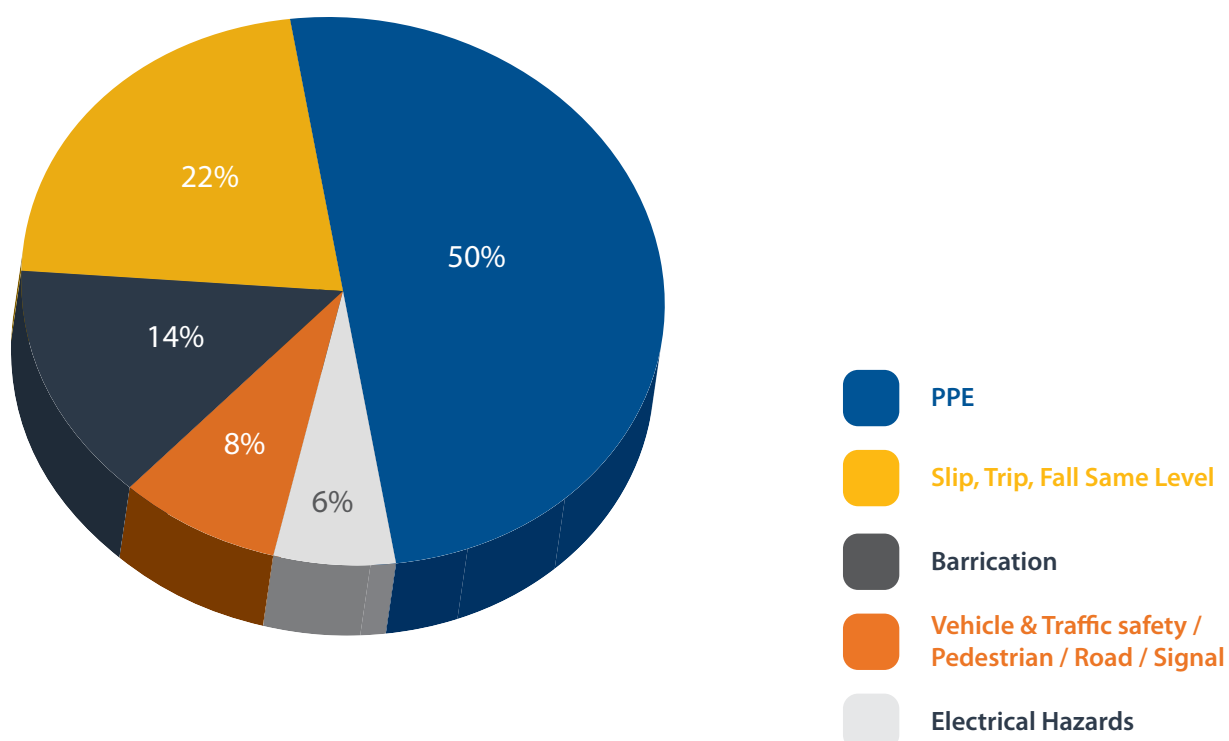
Frequency : Monthly

Approach :

- **Set up a Monthly Observations Analysis :** Establish a routine plan for collecting and analysing data on a monthly basis. This could involve setting up data collection systems (Through SAP portal/Suraksha app), determining key metrics to track (Unsafe act/Unsafe condition/ Surksha Samwad).
- **Identify Top 5 Risks :** Conduct a risk assessment to identify the top 5 risks. This could involve brainstorming sessions, expert consultations (within divisions/Cross divisions), and risk analysis techniques. The identified risks should be documented and ranked based on their potential impact and likelihood of occurrence.
- **Develop a Risk Reduction Action Plan :** For each of the top 5 risks, develop a plan to mitigate the risk. This should include specific actions, responsible parties, and timelines. The plan should be documented and communicated to all relevant parties.
- Use a tool like PowerPoint to visually represent the analysis results. This could involve creating charts, graphs, or other visual aids to help communicate the findings. This document should be regularly updated as actions are completed and compliance status changes

Electrical Hazards	Vehicle & Traffic Safety / Pedestrian /Road /Signal	Barrication	Slip, Trip, Fall same level	PPE's
1. Drives on inspection of ELCB/RCCB to be conducted for entire plant area including contractor team 3. Inspection of electrical tools & tackles to be done. 4. Certified TPSDI L2 in electrical safety certified workforce to be deputed at site. 5. Penalty to be impose on safety violation.	1. Routine / quarterly vehicle inspection to be done for all vehicle inside plant premises. 2. Pedestrian pathway barricading to be done inside plant area. 3. Awareness on signal installed inside plant to workforce.	1. Instructions & communication on proper barricading at site was discussin a TBT in dept. 2. LMRA to be done to avoid such violation at site. 3. Prior to start of job proper barricading by working party to be ensured by site in charge.	1. Proper housekeeping to be maintained after job completion. 2. Periodically drain cleaning to prevent accumulation of water. 3. LMRA to be discussed during TBT.	1. LMA inclusion in TBT 2. On site counselling & training to be imparted. 3. Inclusion of vendor safety stewards in TBT 4. Immediate replacement of expired / unsafe PPEs at site by TPC.

Action plan to be prepared on risk identified.
Note :- Progress status shall be closely Monitored.



Task 2 (THSMS element no 1.40) :

Self Assessment of THSMS 13 Elements, gap analysis and action items for improvement. THSMS Sheet folder) (18 hrs)

Description : We are following a comprehensive safety management system set by Tata group that consists of 13 elements and 144 expectations. These elements primarily focus on leadership, assets, hazard identification, and risk assessment. Each element is evaluated on a scale of 0 to 4, contributing to a final score.

In the first quarter, we have to conduct a self-assessment of all 13 elements. This assessment helps us identify any elements that are lagging behind.

Following the identification of these elements, we conduct a gap analysis. This analysis continues into the second quarter and beyond, until we have identified all areas for improvement.

Our goal is to continuously improve our safety practices, ensuring a safe and healthy work environment for all our employees. This process of ongoing assessment and improvement helps us maintain our commitment to safety and excellence.

Responsibility : Chief of Division/ HOD

Frequency : Quarterly

Approach

- Conduct a self-assessment of the 13 elements and 144 expectations of the Tata Group Health Safety Management System (THSMS) every month, focusing on one element each month.
- Rate each element on a scale of 0 to 4. This will help identify the areas that are performing well and those that need improvement.
- Perform a gap analysis on the elements that are lagging behind. Identify the reasons for the low scores and determine what can be done to improve them.
- Based on the gap analysis, develop an action plan to address the identified gaps. This could involve changes in procedures, additional training, or resource allocation.
- Implement the action plan for the improvement of the assessed element. Monitor the progress and make

necessary adjustments based on feedback and results.

- Continue the cycle of monthly assessments, with each month dedicated to a different element, followed by gap analysis, action planning, and implementation until all elements reach the improvement stage. This continuous improvement process will help maintain a high standard of safety and excellence in the organization.

Task 3 (THSMS element no 2.30) :

Gap analysis and action for effective implementation of critical safety procedure one procedures per month out of (LOTO, PTW, Electrical Safety, Work at Height, Fire Safety, Road Safety , JSA&HIRA)) (Records to be maintained in form of checklists, Word/Excel document , PPT, MOMs) (24 hrs)

Description : We at Tata power has 15 critical safety procedures. So Gap analysis to be conducted on a monthly basis for one critical safety procedures i.e. LOTO, PTW, and Electrical Safety etc. After the gap analysis, an action plan to be developed to address any identified gaps or areas of improvement in the safety procedures.

Responsibility : R&P SIT/HOD/GH

Frequency : Monthly

Approach:

- List out the 12 critical procedures that are crucial for the operations at Division out of 15 procedures mentioned in Matrix given below.
- Every month, perform a gap analysis on the identified one critical procedures. This involves comparing the current state of these procedures with the desired state.
- From the gap analysis, identify any discrepancies or areas where the current state does not meet the desired state. These gaps could be due to a variety of reasons such as lack of resources, outdated methods, non-compliance, etc.
- Based on the gaps identified, develop an action plan. This should include specific steps to improve the procedures, resources required, timelines, and the expected outcomes. The plan should be realistic and achievable.

- Start implementing the action plan. This could involve training staff, updating procedures, investing in new resources, etc.
- Regularly monitor the progress of the action plan. Review the effectiveness of the actions taken and make necessary adjustments. This is an ongoing process to ensure continuous improvement.

Task 4 (THSMS element no 6.10) :

Conduct SIT (R&P, Office Safety, Contractor Safety Management, Incident Investigation and safety observation, Capability Building) meeting monthly as per deliverable, record MOM and review action items Apex meeting. (Records to be maintained in form PPT, MOMs) (12 hrs each SIT)

Description :

At Tata Power, we adhere to a four-tier Safety Governance Structure that functions at the organization, business cluster, division, and site levels. As per our Safety Governance Structure document (TPSMS/Element 1/01), a Site Implementation Team meeting, known as the (SIT) meeting. A team nominated by Divisional Chief to implement respective rules and procedures in the division. Five broad level SITs are:

- 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. The purpose of conducting monthly Site Implementation Team (SIT) meetings is to systematically review and enhance the effectiveness of implemented rules and procedures, ensure office and contractor safety, manage incident investigations and safety observations, and build capabilities, thereby fostering a safe and efficient work environment.

Objectives and Deliverable of this meeting is mentioned in Safety Governance Structure document (TPSMS/Element 1/01), Section 6, Sub section E, F, G, H, I.

Responsibility : Chairman of Respective SIT's.

Frequency : Monthly (Minimum 80% attendance by all SIT members)

Approach :

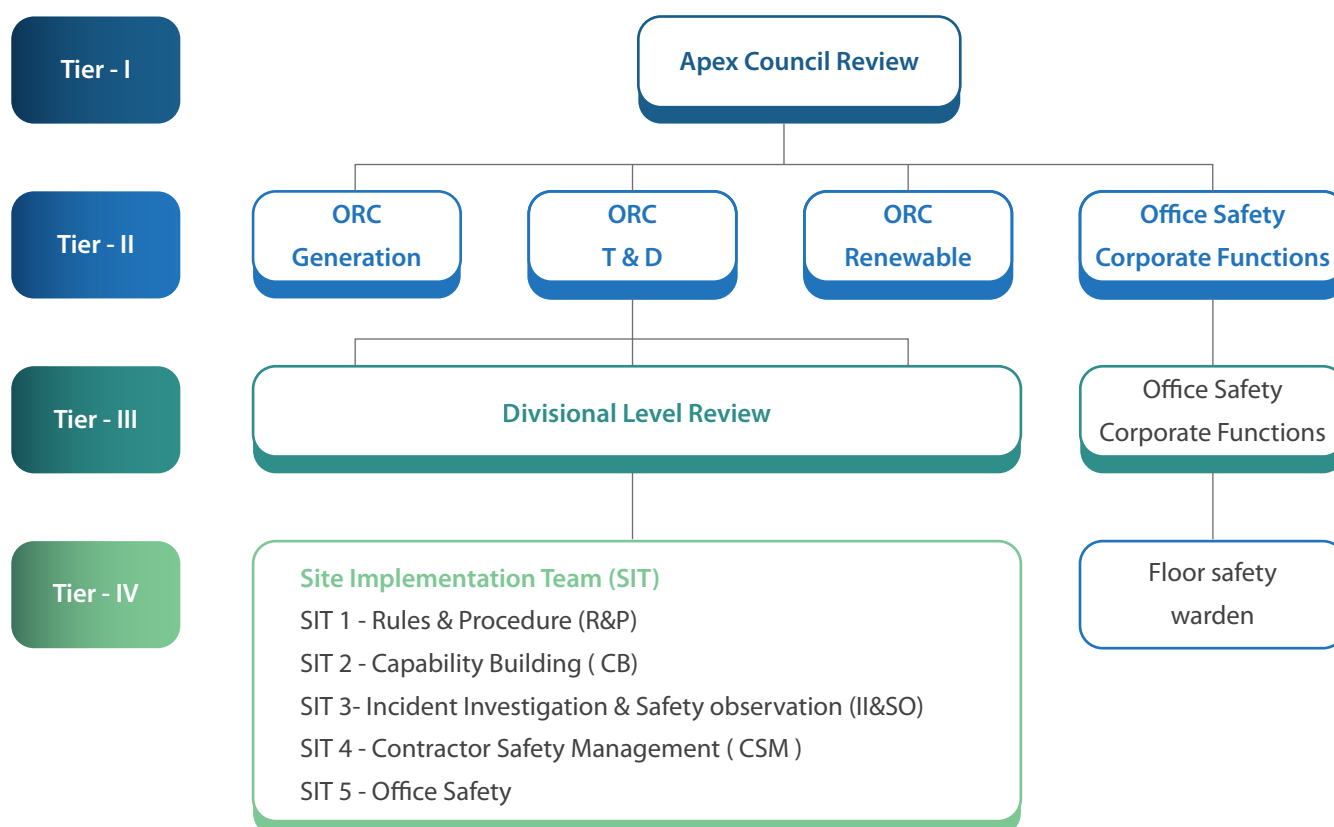
- Outline the key points to be discussed in the meeting, such as updates on rules and procedures, office safety measures, contractor safety management, incident investigations, safety observations, and capability building initiatives.
- Ensure that all relevant team members as per Structure, are invited and Participate in the meeting.
- Begin the meeting by Safety Pause following with reviewing the minutes and action items from the previous meeting. Discuss the progress made and any challenges encountered with respect to each SITs.
- Share updates on each area - rules and procedures, office safety, contractor safety management, incident investigations, safety observations, and capability building. Encourage team members to share their insights and suggestions.
- Each member from SIT shall give minimum 1 Suggestion in Meeting.
- Based on the discussion, identify specific action items to be taken before the next meeting. Assign responsibility for each action item to a specific team or individual.
- Before concluding the meeting, schedule the next SIT meeting. This ensures that the team has a regular, dedicated time to focus on site implementation matters.
- After the meeting, document the key points discussed, decisions made, and action items identified. Share these minutes with all team members to ensure everyone is aligned and aware of the next steps.
- A meeting is to be conducted in the last week of every month. The progress should be updated, and inputs regarding action items for discussion in the Divisional Safety Review Meeting should be provided.

Objective and Deliverables

S No.	Forum	Meeting Frequency
1	Apex Safety Council	As & When but at least once in 3 months
2	ORC	Monthly preferred as suggested by CEO & MD/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

Safety Governance Structure:

Safety Governance Structure is organized 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:



Site Implementation Teams are guided by SPOC from Corporate

ORC for Safety:

Objectives:

Objectives of Operational Review Committee for Safety are to:

- 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.

Deliverables:

The key deliverables of ORC safety review meeting are:

- Provide inputs to Annual Safety Targets
- Review and monitor business cluster Safety Performance
- Promote Intra-cluster as well as Inter-cluster identification and implementation of 'Safety Best Practices and 'Lessons Learned'
- Recommend Policy / Procedure changes
- Create alignment of corporate functions to facilitate improvements in safety
- Recommendation of Resources for achieving Safety Performance
- Review the functioning of divisional level committees for Safety.

Task 5 (THSMS element no 10.1, 10.8, 10.9, 10.10, and 10.11):

Meeting with Proprietor of Business

partners/proprietor/owners on expectation of Tata Power in safety (Record to be maintained in form of MOM, PPT) Meeting with Order manager by Contact cell to get feedback for safety performance. (Record to be maintained in form of MOMs) (18 hrs)

Description :

Conduct meeting with the proprietors, business partners, or owners to discuss Tata Power's expectations regarding safety also to know whether safety expectations are understood and met. Our safety expectations are outlined in their Safety & Health Policy, Procedures etc. It could also be a platform to discuss any safety concerns, improvements, or initiatives.

Responsibility : Chief of divisions/HOD

Frequency : Quarterly.

Approach:

- Outline the key points to be discussed in the meeting. PPT/Video can be prepared by respective divisions and shall be displayed during meeting. PPT/Video shall contain (learning from Incident, Unsafe act/Condition analysis, Violations etc.)
- Ensure that all BA team members, are invited in the meeting as subject matter experts.
- Begin the meeting by Safety Pause following with reviewing the minutes and action items from the previous meeting. Discuss the progress made and any challenges encountered with respect to each Tata health and safety Management system.
- Share updates on each area. Encourage team members to share their insights and suggestions.
- Based on the discussion, identify specific action items to be taken before the next meeting. Assign responsibility for each action item to a specific team or individual.
- Before concluding the meeting, schedule the next meeting. This ensures that the team has a regular, dedicated time to focus on site implementation matters.

- After the meeting, document the key points discussed, decisions made, and action items identified. Share these minutes with all team members to ensure everyone is aligned and aware of the next steps.

Description : Contract cell to organize meeting with all order manager once in quarter to get feedback on safety performance of contractor. Purpose is to give feedback to contractor in meeting with Proprietor with action items to improve safety performance.

Responsibility : Head of Contact cell /order manger / HOD

Frequency : Quarterly.

Approach:

- Contract cell to initiate meeting with all Order Managers/HODs.
- The order manager of the current order should be present in the meeting.
- The order manager is to perform the actual safety performance of BA.
- If the performance is not as per BASCC, a showcase notice should be issued by the contract cell. If the performance is below expectations, either give or take from plan for improvement and there after follow BASCC document.

The Minutes of Meeting (MOM) should be circulated to Corporate Safety and tracking should be done periodically.

Task 6 (THSMS element no 2.12) :

Department wise Mass communication drive with workforce for health and safety matters and learning from incident (Record to be maintained (Mass communication Attendance Sheets/Spreadsheets, PPT, Feedback form, MOMs) (25 hrs)

Description :

Organizing departmental wise mass Communication allows targeted communication that addresses the specific safety needs and concerns of each department. It could also provide large-scale effort to disseminate information related to learning from incidents in Division/Discoms/Clusters/Organization, initiatives, good practices of BAs, etc.

Responsibility : HOD

Frequency : Monthly

Approach :

- Identify the key health and safety topics that need to be communicated to Workforce.
- Develop clear and concise content for each topic. Use simple language and include real-life examples, especially from past incidents, to make it more relatable.
- Invite the all BA workforce team as a subject matter expert.
- BA's Supervisor will invite all BA employees for participation & engagement daily ensuring 100% in either observation reporting, TBT, Mass Meeting and discussion for Risk Assessment & implementation of control measure.
- Plan a schedule for the communication drive.
- Carry out the communication drive as per the plan. Ensure that the message reaches everyone in the department.
- After the communication drive, gather feedback from the workforce. Evaluate the effectiveness of the drive in improving understanding of health and safety matters.
- Based on the feedback, identify areas for improvement and plan follow-up actions. This could include additional communication drives, revisions to safety protocols, or targeted training sessions.

Task 7 (THSMS element no 13.2) :

Appointment of one departmental safety in charge (DSI) and tracking of departmental action items. (Record to be maintained in Document, MOM.) (40 hrs)

Description :

The Line Manager or Engineer from each department is appointed as the 'Safety In-Charge'. Their role is to oversee and ensure that safety protocols and standards are adhered to within their respective departments. This appointment shall on yearly basis by departmental heads, a strategy designed to bring different perspectives to the role over time. One of the key responsibilities of the Safety In-Charge is to track departmental action items related to safety like Compliance Monitoring, Hazard Identification Risk Assessments for health control measures, Safety Improvement, Safety analytics/Departmental KPIs etc. ensuring that tasks are completed in a timely manner. The ultimate goal of this role is to enhance safety within the department.

Responsibility : Line Manager/Engineer

Frequency : Monthly

Approach :

- The department Head should formally appoint one of Line Manager/Engineer as the Safety In-Charge.
- Communicate this appointment to all Departmental employees so they know who to approach regarding safety concerns for that month.
- Safety Officer shall provide necessary training to the appointed Safety In-Charge so they are well-equipped to handle their responsibilities.
- The Safety In-Charge should then begin their role by reviewing current safety protocols and ensuring they are being followed and action items are complied.
- The Safety In-Charge should maintain a Register/Notes of all safety-related action items and track their progress.
- Hold regular safety meetings where the Safety In-Charge can report on the status of action items, discuss potential hazards, and suggest safety improvements.

- The Safety In-Charge should also take initiatives to promote a culture of safety among the staff. This could include safety drills, workshops, or awareness campaigns.
- At the end of the month, conduct a review meeting to discuss the effectiveness of the safety measures implemented and take feedback for improvement.

Task 8 (THSMS element no 13.3) :

Monthly divisional /Discom apex committee meeting for safety performance and action planning in monthly division meeting.

- 1) Review of Lead indicators
- 2) Review of horizontal deployment of learning
- 3) Review of SIT
- 4) Review of annual safety plan
- 5) Review of safety interventions
- 6) Divisional SDM projects.

(Record to be maintained PPT, MOMs etc) (30 hrs)

Description :

At Tata Power, we adhere to a four-tier Safety Governance Structure that functions at the organization, business cluster, division, and site levels. As per our Safety Governance Structure document (TPSMS/Element 1/01), a Divisional level meeting is conducted with the Divisional Chief as the Chairman. This meeting involves a comprehensive review of various line items including lead indicators, horizontal deployment of learning, the status of Safety Investigation Team (SIT) meetings, the annual safety plan, technological interventions, and Division Strategic Deployment Management (SDM) projects. Objectives and Deliverable of this meeting is mentioned in Safety Governance Structure document (TPSMS/Element 1/01), Section 6, Sub section D.

Responsibility : CEO / Divn Chief / Site Head

Frequency : Monthly

Approach :

- Provide inputs to Annual Safety Targets
- Review and monitor divisional Safety Performance

- Promote sharing as well as implementation of 'Lessons Learned' and 'Best Safety Practices'
- Recommend Policy / Procedure changes
- Recommendation of Resources for achieving Safety Performance
- Review the functioning of SITs
- Recommend methods for eliminating or controlling the hazard.

Objective and Deliverables :

Divisional Level Review for Safety:

Objectives :

Objectives of Divisional Level Review Committee for Safety are to:

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

Deliverables:

The key deliverables of Divisional level safety review meeting are:

- 1) Provide inputs to Annual Safety Targets
- 2) Review and monitor divisional Safety Performance
- 3) Promote sharing as well as implementation of 'Lessons Learned' and 'Best Safety Practices'
- 4) Recommend Policy / Procedure changes
- 5) Recommendation of Resources for achieving Safety Performance
- 6) Review the functioning of SITs
- 7) Recommend methods for eliminating or controlling the hazards.

Task 9 (THSMS element no 1.10):-

Suraksha Samwad by leaders (40 hrs)

Description :

What is Suraksha Samwad?

Suraksha Samwad," also known as Safety Interaction, is a proactive safety initiative. In this program, leadership engages with BA workmen and employees in a scheduled 30-minute session to discuss and observe safety practices in the workplace.

During these interactions, the leaders conducting Suraksha Samwad observe the implementation of safety protocols, the use of Personal Protective Equipment (PPE), adherence to safety guidelines, and the overall safety behaviour of the BA workmen and employees. They may provide immediate feedback and guidance to reinforce positive safety behaviours and correct any observed safety violations. This initiative aims to ensure a safe and secure working environment for all.

Responsibility : Senior leadership team upto Group Head.

Frequency : Chief level-Monthly Once

HOD- Monthly Two

GH-Monthly four

Approach :

- Go to the area where you plan to conduct a Safety Interaction (Suraksha Samwad).
- Conduct the Safety Interaction (Suraksha Samwad) near the employee(s) you have decided to observe and look for all five observation categories.
- Approach the employee and introduce yourself.
- Explain why you are there (to talk with the employee about the job).
- Review all five observation categories during your discussion.
- Evaluate your observation; summarize it with the employee.
- Encourage the employee to do the majority of the talking.
- Focus on people as you enter the area.

- Listen to employees' concerns if they want to talk about a problem; remember, you are not there to solve job problems.
- Maintain a questioning attitude with people.
- Remember that any employee, visitor, or contractor in your area of responsibility is considered "your employee."
- Use the Observation Checklist as a guide.
- If an employee gets defensive, back off.
- Use language that helps to make a point.
- Thank the employee for his or her time, interest, and discussion

Calculation :

Each division in our organization has a set target for conducting "Suraksha Samwad" sessions. This target is determined based on the number of leader's upto GH in that particular division. For instance, if a division has to conduct 50 Suraksha Samwad sessions in a month, this target of 50 will be distributed among the leaders. Each

leader is assigned a specific target: the Chief of the Division is expected to conduct one session, while each Head of Department (HOD)/Group Head (GH) is expected to conduct two sessions per month. It's important to note that if a HOD does not conduct their assigned Suraksha Samwad sessions, and another HOD conducts extra sessions (for example, 4 instead of 2), the extra sessions will not count towards the target of the HOD who did not conduct their sessions. Even if the overall target of 50 sessions is achieved, the score in the Management Information System (MIS) will be given based on the target compliance of each leader. This means that each leader must fulfil their individual targets for the division to score full points in the MIS

Document Required :

1. Suraksha Samwad Checklist.
2. SAP Dump with Leader-wise SS coverage.
3. PPTs.



Surksha Samvad Program

Observation Checklist

Actions	
Unsafe	Safe
Reactions Of People ☐ Adjusting Personal Protective Equipment ☐ Changing Position ☐ Rearranging discharge rods ☐ Stopping Job ☐ Attaching Grounds ☐ Performing Lock /Tag	Personal Protective Equipment ☐ All Safe
Position Of People ☐ All Safe	Tools and Equipment ☐ All Safe
Injury Causes ☐ Striking Against or Being Struck by Objects ☐ Fall of Material / Objects ☐ Fall from Height ☐ Extreme weather condition ☐ Contacting Electric Current ☐ Hit by running vehicles, Vehicle related accidents. ☐ Awkward Positions / Static Postures ☐ Repetitive Motions	Head-to-Toe Check ☐ Head ☐ Eyes and Face ☐ Ears ☐ Arms and Hands ☐ Trunk ☐ Legs and Feet
Procedures ☐ Available ☐ Adequate ☐ Known ☐ Understand ☐ Followed	☐ All Safe
Orderliness ☐ All Safe	Standards ☐ Known ☐ Understand ☐ Followed

Sample Suraksha Samwad Checklist

Front and Back

Observation Checklist

ELIMINATE UNSAFE CONDITIONS... PREVENT INJURIES

Conditions	
Unsafe	Safe
Tools and Equipment's ☐ All Safe	☐ All Safe
Are They ☐ Right for the job ☐ In safe condition	☐
Structures / Switch Gears ☐ All Safe	☐ All Safe
Are They ☐ Clean ☐ Orderly ☐ Right for the job ☐ In safe condition	☐
Work Area ☐ All Safe	☐ All Safe
Is it ☐ Clean ☐ Orderly ☐ In safe condition	☐
Orderliness ☐ All Safe	☐ All Safe
Standards ☐ Available ☐ Adequate	☐

Safe acts observed

Unsafe acts observed

Name _____

Date _____

Site _____

Area _____

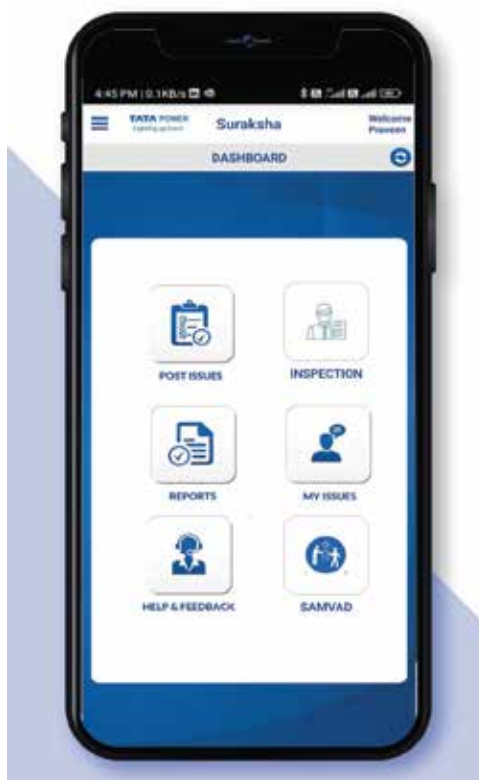
Shift _____

Time spent on Observation _____

of People Contacted ☐

of People Contacted ☐

Suraksha Samwad Observation to be reported by both Mobile application and SAP.



Mobile Application Dashboard Look:-

Report Safety Observation - Work - Microsoft Edge

http://sangam.tatapower.com:1443/nwbc/?sap-nwbc-node=app_window_body

Report Safety Observation

Send

1 Mandatory field "Plant ID" must be filled
1 Mandatory field "Title" must be filled

What do you know about the circumstances of the safety observation? (Fields marked with * are mandatory)

Situation: ☐ Unsafe Act
☐ Unsafe Condition
☒ Suraksha Samvad

Counselling Done?:

Estimated Risk:

Main | **Samvad Actions** | **Samvad Conditions**

What happened?

* Title:

Description:

Nature of Round:

Did you stop the unsafe work?: ☐ Yes ☐ No

When did it happen?

* Date / Time:

SAP Dashboard Look:-

Suraksha Samwad

Generation Cluster	Average per month	Annual Target
Hydro	57	684
MTPS	263	3156
Haldia	20	240
Jojobera	156	1872
Kalinganagar	29	348
MPL	171	2052
PPGCL	60	720
Trombay	259	3108
Project Generation	101	1212
Corporate Civil	94	1128
Total	1210	14520
T&D Cluster	Average per month	Annual Target
Distribution	175	2100
Transmission O&M	148	1776
Powerlink's	17	204
TPADL	18	216
TPDDL	400	4800
SEUPPTL	46	552
NRSS	8	96
Total	812	9744
Renewable Cluster	Average per month	Annual Target
EPC	232	2784
Wind O & M	40	480
Solar O & M	67	804
TPSSL Manufacturing	111	1332
Total	450	5400

Cluster wise Target of conducting Surksha Samwad for FY 25

6.2 High risk job inspection ensuring effective control–for All high risk (PTW audit) (KPI-2) (50 Marks, 5% weightage)

Description :

Most serious accidents occur due to gaps in the deployment of critical safety processes such as Permit to Work (PTW), Lockout-Tagout (LOTO), Job Safety Analysis (JSA), and Hazard Identification and Risk Assessment (HIRA). These gaps are particularly dangerous in high-risk jobs such as working at height, electrical work on high tension (HT) or low tension (LT) lines, excavation, and confined space work.

It is mandatory that 100% of high-risk permits are audited either by the Head of Department (HOD) or the Cross-Functional Team (CFT).

The audit checks for:

- Proper permit issuance
- Proper execution of JSA and HIRA
- Proper implementation of high-end controls
- Deployment of all applicable high-risk processes
- Proper training for Level 2 (L2) processes
- Competency assessment of critical personnel
- Proper tagging process

Responsibility : HOD/Line Managers

Frequency : Monthly

Calculation : (50 x weightage) (Actual/Plan)(100/1000)

Approach:

- Every day, various high-risk job permits are issued, each with its unique order number. It is mandatory to conduct at least one High-Risk Job Briefing (HRJB) audit for each generated order number.
- The HRJB checklist can be found in the SAP system and in Annexure 4 of Sheet 2 in the Safety Target Sheet. It is crucial to ensure that the checklist is accurately filled out, with all findings and recommendations clearly documented. This process helps maintain a high standard of safety in the workplace.



High Risk Job PTW Audit format

Date of Audit: -----

Division: -----

PTW Number: -----

Location: -----

Job Title: -----

Prerequisite

- General Permit to be taken as base permit for de-energization for applying LOTO and make surrounding safe by operation
- Add-on Permit/s shall be taken along with general permit based upon the types of high risk activity to address and mitigate risk pertaining to activity involved
- Job Safety Analysis/Method statement with adequate control measures to be prepared, approved and attached with the PTW
- Approval taken from safety and concerned HOD for High risk jobs?

Sl. No.	CHECKLIST	ACTION (YES/IF NO- Give recommendation or stop Job/NA)
1	Has permit copy been properly prepared / displayed / available in soft at the work site? Does PTW number mentioned in JSA match with PTW number?	
2	Does the permit adequately describe the work location and the equipment to be worked on, nature of job, hazard and risk consideration, job and equipment preparation, PPEs and fire protection at site,	
3	Approver, checker, holder and/or contractor supervisor name or sign is available?	
4	Type of high risk job audited (write nature of high risk job)	
5	Is proper TBT ensured to explain hazards, control measures mentioned in JSA and job-related instruction and LMRA is done? Is it documented along with proper signature and names of site team and date?	
6	Is permit holder/contractor supervisor present at site?	
7	Are all hazards and higher end control measures clearly identified for PTW? (Eg- No Flammable / combustible in vicinity of Hot Work)	
8	Does all energy isolating points and lock numbers mentioned on permit are matching?	
9	Whether all isolation points discussed between permit issuer and permit acceptor/holder to ensure all isolation points are clearly understood and agreed?	
10	If there are more than one Permit on equipment /system, have all appropriate cross-references have been made and all necessary personnel have been made aware.	
11	Permit Acceptor- Does the person have personally inspected the site and checked all PTW related requirements prior to approving?	
12	Are all workforce properly trained in L1/L2- for applicable critical process and supervisor in L3 and mentioned on PTW?	
13	Is the emergency plan available and are the workforce trained about the emergency plan? Is adequate Fire preparedness ensured at site?	
14	Has the task been fully discussed with working crew/ supervisor by permit holder?	
15	Check deployment of control measures mentioned on JSA and PTW	
16	Is work monitored under proper supervision and with unchanged condition?	
17	Is tools, tackles and machinery required for the job tested and inspected before start of the job	
18	Are standard PPEs and job specific PPE like electrical hand gloves, arc suit etc. being worn by the workforce/ all stakeholders involved.?	
19	Is additional checklist and inspection like scaffolding, crane/Hydras (Heavy Equipment) etc. available and used?	
20	I confirm that, any other points with respect to site conditions which are not covered in above questions to be detailed	

Audit Team Members:

Name:

Signature:

6.3 Cluster and Division wise (KPI-3, 75 Marks, 7.5% weightage)

Description :

The purpose of the setting Cluster and Division wise KPIs is to enhance safety standards, promote accountability, monitor progress, and encourage continuous improvement, and benchmark performance across all divisions and clusters in the organization.

Cluster wise and Division wise KPI was developed based on Inputs and Suggestion of Safety Advisors in safety conclave.

1. Generation Cluster :

- GEMBA Walks: GEMBA walks involve leaders spending time on the shop floor (the 'real place' where work is done), observing, learning, and improving safety. The aim is to identify areas that are dark, dirty, and dangerous in the first week of each month, improve these areas from 1S (Sort) to 3S (Shine) every month, and maintain other areas at 3S, audited by the HOD in the last week. The target is 24 nos/annum.

2. T&D Cluster (Other than Odisha) :

- Reporting and Investigations: Encouraging all employees to report all minor injuries like first aid cases/MTC and stop work cases to match the safety pyramid. All stop work cases/near misses/MTC are to be (Investigate all stop work /First Aid cases/Near miss/MTC) by HOD (MD1 and above) within 7 days. One slide to be presented in webcast

3. Renewable Cluster :

- Reporting and Investigations: Similar to the T&D Cluster, Encouraging all employees to report all minor injuries like first aid cases/MTC and stop work cases to match the safety pyramid. All stop work cases/near misses/MTC are to be (Investigate all stop work /First Aid cases/Near miss/MTC) by HOD (MD1 and above) within 7 days. One slide to be presented in webcast

Responsibility: HODs.

Frequency: Monthly

Generation Cluster

1. Risk reduction - Line Manager, HOD (2 /Month)

T&D and Renewable Cluster

2. At least 2 nos /HOD for 20% of leaders.

Approach :

Generation Cluster:

- GEMBA Walks: Schedule regular GEMBA walks for leaders. Provide training on what to look for during these walks. Set up a system for reporting and tracking identified issues and improvements.

T&D Cluster (Other than Odisha) :

- Reporting and Investigations: Establish a clear process for reporting minor injuries and stop work cases. Ensure that all employees are aware of this process. Assign HODs to investigate these cases within the specified timeframe.

Renewable Cluster :

- Reporting and Investigations: Similar to the T&D Cluster, establish a clear process for reporting minor injuries and stop work cases. Ensure that all employees are aware of this process. Assign HODs to investigate these cases within the specified timeframe.

Documents :

1. Checklist
2. PPTs
3. MOM

Target Sheet

Generation Cluster all Division KPI	Target
AI –VA for Road safety for real time monitoring of Speed and control over heavy vehicle movement (Taken In Cluster specific SDM project)	Q3FY25
Increase time spent of line leaders at GEMBA for Safety- Identify Dark, Dirty & Dangerous GEMBA by line managers in 1st week, improvement of Gemba from 1S to 3S every month 2, other are to be maintained at 3S audit by HOD in Last week.	24 nos/Annum
T&D cluster-Other than Odisha	
AI-VA for RSS/DSS for real time monitoring at least 25 % of total substation and all New station(Taken In Cluster specific SDM project)	Q3FY25
Strengthen the fabric of reporting to accelerate reporting and investigations- Encourage all employees to report all minor injuries like first aid cases / MTC and stope work cases to match safety Pyramid. Investigate all stope work cases/Near miss//MTC by HOD within 7 days.	At least 2 nos / HOD for 20% of leaders.
Reduce commonly accepted unsafe practices (CAUP) -Identify top 12 CAUSP from learning from incident of FY24 and focused closure by FY25(Taken In Cluster specific SDM project)	At least one per month
Special Drive for awareness of Hazards by all JE and above 4 hr. in a month at site aligning with communication of learning from incident of previous month.	4 hrs by all Executives per month.
Renewable Cluster	
for Road safety for real time monitoring of Speed and control over heavy vehicle movement(Taken In Cluster specific SDM project)	Q3FY25
Strengthen the fabric of reporting to accelerate reporting and investigations- Encourage all employees to report all minor injuries like first aid cases / MTC and stope work cases to match safety Pyramid. Investigate all stope work cases/Near miss//MTC by HOD within 7 days.	At least 2 nos /HOD for 20% of leaders.

6.4 L2, L3 training and competency assessment (at TPSDI) – (KPI 4, 50 Marks, 5 % Weightage)

Description :

In the context of contractor capability building, Tata Power ensures that all jobholders, whether supervisors or workers, receive appropriate training such as L-comprehensive (L1, L2, and L3). This training is provided through TPSDI and other authorized agencies, and it is designed to ensure that each individual is competent to perform their job safely. The training is based on a list of 15 critical safety procedures.

Before entering Tata Power premises, 100% of the workforce is required to complete L-comprehensive (L1, L2, and L3) Foundation Course in Safety. Furthermore, before working on critical jobs, individuals must complete the course of critical/high-risk operations and all supervisors are required to complete the Supervisory Training Course.

These measures are part of Tata Power's commitment to safety and ensuring that all individuals working on its premises are equipped with the necessary knowledge and skills to perform their jobs safely. It's always a good idea to check with your supervisor or safety officer for more details. Please note that these are general guidelines and the specifics may vary based on your organization's policies.

Training details are available in Document Ref No: TPSMS/GSP/ASP/04

Responsibility :

Line Manager/IR-To Execute
Safety Officer - To Verify

Frequency : Monthly Training completion as per target Sheet attached in Cluster specific Annexure.

Approach :

Before issuing gate pass:

For Odisha Discom/New Business:

- **Mandatory Safety Orientation:** All Tata Power Business Associate and sub-Business Associate workforce must attend a Site Safety Orientation Training to obtain a Safety Training Card. (Safety Training card will be issued by SDI)

- **Gate Pass Requirement:** The Safety Training Card is necessary to receive a Gate Pass for site entry.
- **Duration of Training:** The orientation course lasts at least half a day.
- **Orientation Content:** The training covers job rules, personal safety and conduct, hazard reporting, injury reporting, emergency procedures, safety activities and programs, disciplinary measures, incentives, and critical safety procedures relevant to the job.

For Tata Power Divisions:

- All Tata Power Business Associate and sub-Business Associate workforce is required to attend L0/L1 (as appropriate) Training to receive a Safety Training Card, which is required to obtain a Gate Pass to the site, prior to entry.

Before start of actual work:

L-Comprehensive (L1, L2, L3) Training & assessment

- **L-Comprehensive (L1, L2, L3) Training:** Supervisors and workers receive L-Comprehensive (L1, L2, L3) training (as outlined in Competency Skill Matrix Annexure - 01) to ensure they can perform their jobs safely. This training is provided by TPSDI for the BA workforce. Post-training assessments are conducted by a panel of at least two members.
- **Training adequacy:** Business Associates must ensure that workers receive sufficient training before starting work. After training, an evaluation test is conducted. Workers who pass this test receive a certificate (card) valid for three years. After three years, workers must undergo refresher training and reassessment.
- **Certification:** Certificates (cards) are issued based on competency demonstrated in the assessment, not merely on the completion of training.
- **Card Changes:** Specific changes to the certification cards will be made as follows:



- **Assessment Timing:** Conduct assessments after L2 or L3 training.
- **Failure Consequence:** Remove BA employees who fail the assessment from Tata Power premises.
- **Bronze Card Employees:** Can assist those with Silver or Gold cards.
- **Silver Card Employees:** Can work under competent supervisors.
- **Gold Card Employees:** Can work independently (only in Distribution/Discom Business)
- **Bronze Card Supervisors:** Considered learners and can only supervise low-risk jobs.
- **Silver Card Supervisors:** Cannot take permits; Tata Power employees must take permits in these cases.
- **Gold Card Supervisors:** Can take permits and supervise work, if authorized (only in Distribution/Discom Business)
- **Bronze Card Safety Supervisors:** Considered learners.
- **Certification Renewal:** Recertify L-Comprehensive (L1, L2, L3), after certificate or training card expiration.
- **Revalidation Tests:** Conduct quarterly or half-yearly L-Comprehensive (L1, L2, L3) revalidation tests for BA employees, especially in Odisha and new business areas.
- **Competency Assessment:** Conducted by Order Manager/Line manager, Safety In-charge/safety officer, and TPSDI during L2 and L3 training, on the same day as training completion. Assess all critical workforce within the training timeframe.
- **Training Expenses:** BA covers the cost of conveyance, food, training, salaries/wages, boarding, and lodging for their staff. Training is offered on a nominal chargeable basis decided by TPSDI. L0 training is one day, L-comprehensive (L1, L2, L3) training is two days per critical procedure, and L3 training is two days.

Recognition to the Prior Learning in Safety:

L-Comprehensive (L1, L2, L3) exemption based on safety competency

- **Recommendation and Satisfaction:** If the "Order Manager" recommends and the "Head of the Safety

Department of Discom" is satisfied with a BA employee's (this include Engineer/Supervisor/OEM Technician only) safety knowledge and competency, an assessment can be conducted to ascertain safety knowledge.

- **Assessment by TPSDI/Recognised SDI:** Tata Power Skill Development Institute (TPSDI) or other recognized/Approved institute by Corporate Safety will conduct the test to assess knowledge in safety.
- **Exemption from Training:** Employees who pass the assessment are exempt from attending L-Comprehensive (L1, L2, L3) training.
- **Nominal Charges:** The assessment is conducted on a nominal fee, with rates determined by TPSDI periodically.
- **Mandatory L2 and L3 Training:** Exemption from L1 training does not apply to L2 and L3 training, which are mandatory for skilled workforce and supervisors before they begin work.

Process Guidelines:

- No competency certificate will be issued to critical workforce listed in the skill matrix without completing L2 training.
- Workers must pass the L1 test before attending L2 training.
- Competency assessments are conducted immediately after completing the training content.
- The interview panel must include at least two members: TPSDI/Division Safety Head/Officer and a representative from the Order manager/line function.
- L2, L3 cards will not be issued without a competency assessment.
- Technical questions for the workforce will be provided by the order manager/line function, while safety-related questions will be provided by corporate safety.
- The Division Safety Head/Officers will coordinate interviews with support from TPSDI and the line function.
- Corporate safety members are not required to be on the interview panel.

- Separate guidelines will apply for AOH (Annual Overhaul).
- Competency assessment fees are included in the L-Comprehensive (L1,L2,L3) training fees; no additional charges will apply.
- The competency assessment will give equal weightage to safety-related and technical questions (50% each).
- Certification will be issued based on performance as follows:

Gold: Score above 90%

Silver: Score between 80-90%

Bronze: Score between 70-80%

Fail: Score below 70%, no certificate issued

6.5 Engagement of Employees and Business Associate workforce - Reporting safety observations by business Partners workforce - (KPI 5, 50 marks, 5% weightage)

Description:

Active Participation of workforce in safety discussion is part of cultural maturity. Trust and psychological safety increases, employee become more willing to work to improve health and safety. Engagement of Employees and BA workforce in safety practices helps to foster a culture of safety within the organization. When employees and the BA workforce are actively engaged in safety practices, they are more aware of potential hazards, which can lead to a reduction in workplace accidents and injuries.

Responsibility : BA workmen, Employees and Supervisor.

Frequency: Monthly

Approach :

1. Safety observations will be reported by Employees/BA workmen through the SAP or Suraksha app.
2. Out of the total strength, a minimum of 25% of Workforce shall participate in Safety & health matters mainly through safety observation.
3. Line function/Safety personnel must ensure that genuine safety observations are reported.
4. A monthly analysis should be conducted by Line function/Safety personnel to review all the observations reported by the BA workforce.
5. Feedback should be given to the BA workforce about the quality of their observations through Safety Committee meetings, SIT meetings, etc.
6. Any necessary improvements should be communicated to the BA workforce.
7. R&R to be given for Maximum participation.

Calculation = $((50 \times \text{weightage})(\text{Actual/Plan})) \times 100/1000$

Document Required:

Name -wise count of Safety Observation reported by BA (Division to submit on Monthly basis)



Stakeholder Surksha mobile app dashboard look:



6.6 Felt leadership for business associates Proprietor/Co-ordinators/Line managers (KPI-6) (75 Marks Each , 7.5% Weightage)

Felt Leadership for Business Associates Proprietor

/Co-ordinators : This program aims to develop leadership skills within the Business Associates

Proprietor/Co-ordinators. It encourages individuals to take ownership of their work and fosters a culture of responsibility and accountability.

Responsibility : Chief and HOD

Frequency : Monthly

Approach :

What is meaning of Felt Leadership?

1. Felt Leadership program to be conducted Monthly before Target Month.
2. Coaches who have Undergone Certified Felt Leadership training can only conduct the training program.

3. Felt Leadership program to be conducted in Offline mode.
4. Regular evaluation for effectiveness of the training program to be conducted. This could be done through feedback surveys, assessments, and observing changes in behaviour and performance. Use this information to continuously improve the program.
5. Record to be maintained in form of Attendance sheets, PPTs etc. and shared to corporate safety as an when needed.
6. Monthly engagement is 10% of Total BA workforce

Calculation = ((75 x weightage)(Actual/Plan)) X 100/1000
(Score will be considered in applicable month)

6.7 Safety Performance evaluation of BA through field audit by line manager (KPI-7) (75 Marks, 7.5 % Weightage)

Description :

Safety audits are checks done at work places like plants or sites to make sure everyone is safe. They help us find out if all safety rules are being followed and if there are any dangers. These audits also help us get better at keeping the workplace safe by showing us what we need to improve. They remind everyone that they have a part to play in keeping the workplace safe. If a danger is spotted during these checks, we can deal with it before it causes any harm. Lastly, these audits help create a culture where everyone thinks safety is important.

Responsibility : Line Manager

Frequency : Monthly

Approach :

What is meaning of Felt Leadership?

1. During the time of job execution, regular site inspection will be carried out by the Tata

Power-Division / DISCOM officials mainly Line manager to evaluate monthly safety performance of the Business Associate as per CSM F11 Safety Performance Evaluation Report and monthly score will be maintained by the Order Manager. Violations will be dealt as per CSM F12 Safety Violation Penalty Criteria. Please refer CSM document R8 F10 Process Flow Chart for Safety Performance Evaluation. Percentage of retention amount is usually mentioned in safety terms and conditions.

2. The evaluation criteria include Lead Indicators such as percentage of workers trained in TPSDI, inspection of critical equipment. Lag indicators such as Fatalities, LWDC and man-days lost.
3. In case of job stoppage due to safety violations / unsafe observations at the site, no time extension from PO completion date shall be given to the Business

Associate, if such delays are attributable to Business Associate.

4. In case of fatality, limb loss or loss of property, vendor must pay for liability, legal, statutory, and additional mutually agreed settlement charges imposed by the appointed committee by Division Chief/CEO. This charge is over and above the retention amount. The committee will finalize penalty amount based on factors such as advice by statutory authorities, contract value and impact of accident etc.
5. Order Manager, Head of Business and functional Chief have the authority to terminate the contract as per

CSM F12 Safety Violation Penalty Criteria Through contract department.

6. Site contract team will arrange Quarterly meetings with Order Manager to take feedback for Safety performance of Business Associates In-turn Site Leadership and Site Contract team will give feedback of safety performance to BA proprietors so as to take Corrective actions (R8).
7. CSM F11 Safety Performance Evaluation Report to be used to evaluate Star Rating of Business Associate for lead & Lag Indicator.

Checklist Format

CSM F11 Safety Performance Evaluation Report

BA field safety audit (Safety Performance Evaluation for BA).							
Division		Function					
Name of BA		Month					
Nature of Work		PO					
Lead Indicators			100 (for star rating score will dividend scale of 2.5)				
		UOM	Target		Actual score for the month		
1.	% of employees certified in Skill development institute/ authorized agency/Card issued.	% Workforce covered	100%	51% to 99%	50%	<50%	
	Score		10	Pro-rata	5	0	
2.	Monthly inspection and replacement of damaged Personal Protective equipment -PPE by BA (Safety shoes, Induction helmet, full body safety harness with work positioning lanyard, rubber insulated gloves, reflective jacket etc. as per Job requirement)	% of total workforce	100%	99% to 50%	<50%		
	Score		10	5	0		
3.	Monthly inspection and replacement of damaged Critical Equipment, lifting Tools & Tackles and hand tools used at site by BA (Neon Tester, Discharge rod, ladders Vehicle, Tools & tackles carried out and defective equipment replaced as required.	% Total T&T	100%	99% to 50%	<50%		
	Score		10	7	0		
4.	Unsafe Conditions/Acts (Potential Hazards), near miss(Close calls), minor injury(First aid cases and MTC) cases reported	Observation / Nos of workforce	0.50	0.25	<0.25		
	Score		10	7	0		

5.	Monthly R&R for workforce along with Tata power reparative monthly	% of total workforce	10%	5%	0		
	Score		10	5	0		
6.	Nos of workforce covered under program under Jivan Ki Aur / Ghar se Ghar tak / Surkhshit Pariwar ki aur	% of total workforce	10%	5%-10%			
	Score		10	0			
7.	Safe (designated way) Disposal of Waste generated, Records of waste (Hazardous Waste – Oily cotton waste – E- waste etc.) generation. No effluents to drain/discharges to ground		YES	NO			
	Score		10	0			
8.	Daily Tool box talk and Weekly Mass communications covering 100 % workforce and records maintained or not(R8).	% of total workforce	100%	50-100%	<50%		
	Score		10	5	0		
9.	Check for housekeeping at site(R8)	At least 3S.	YES	NO			
	Score		15	0			
Lag Indicators			50 (for star rating score will dividend scale of 2.5)"				
1.	Number of Fatalities		0	>0			
	Score		30	0			
2.	No of LWDC - Reportable		0	>0			
	Score		10 / 20*	0			
3.	Major Fire		0	>0			
	Score		10 / 0*	0			
	Total score		150		0		
	* Odisha					%	0

CSM F12 - Safety Violation Penalty Criteria

Major Violations and Escalation matrix

Consequence of safety violation observed not related to incidents or accidents		Violations				
Sl. No.	Safety Violation	1st	2nd	3rd	4th	Subsequent violation
1.	Working without required PPE such as Helmet /gloves / safety shoes / Safety harness etc.	A	B	C	D	Will Attract the same penalty as 4th violation
2.	Working without proper tools and tackles	A	B	C	D	
3.	Poor or bad condition of Crane / Hydra / Vehicle and/or Incompetent driver and/or helper).	B	C	D	E	Termination of Contract and blacklisting after repetition of violations (3 to 4 times as the case may be)
4.	Improper Working at Height	B	C	D	E	
5.	Untrained /unauthorized workman engaged in high-risk jobs	B	C	D	E	
6.		C	D	E		
7.	Working without PTW or LC / Without authorization / Without creating Safe Zone	C	D	E		

Legend	Action to be Taken	Responsibility	Penalty (INR)	Repeat Violations
A	Levy of Penalty	Order manager / EIC	5000	The no. of repeat violations shall be calculated cumulative during the FY and deduction will be done from the monthly bills.(R8)
B	Memo to BA and Levy of Penalty	Order manager / EIC	10000	
C	Memo to BA and Levy of Penalty	Order manager / EIC	25000	
D	Memo to BA and Levy of Penalty	Order manager / EIC	50000	
E	Memo to BA, Levy of Penalty, Termination of Contract, Blacklist	Order manager / EIC	100000	

Other Violations and Penalty

Penalty shall be imposed on the Business Associate's under the following circumstances for breaching the contractual agreements. The list is not exhaustive, but indicative.

Sl. No.	Description of Violation	Severity	Penalty (INR)
1.	Unhygienic / Bad condition of PPE	2	500
2.	Unsafe Act / Condition of Severity 4	4	4000
3.	Unsafe Act / Condition of Severity 5	5	5000
4.	No Earthing of Electrical equipment	5	5000
5.	Working without efficient supervision	4	4000
6.	Non-reporting of incidents	3	3000
7.	Starting the job without Toolbox Talk	4	4000
8.	Electric cable tied with metal wire / Use of damaged electrical cable / Use of two core cable	3	3000
9.	Rubber mat not available in front of electrical panels.	3	3000
10.	Inserting naked wire into the socket instead of a plug	5	5000
11.	Inflammable materials stored inside PSS / FCC / Distribution Room	5	5000
12.	Water accumulation found near electrical panels / equipment	5	5000
13.	Grinding wheel / Coupling / Piling winch / other rotating parts without guard	4	4000
14.	Inadequate illumination of working area	3	3000
15.	Bringing inside PSS/FCC or any other work area any chemicals without approval.	5	5000
16.	Loose materials in work area which can fall down or fly during a storm	5	5000
17.	Misusing emergency facilities like fire hydrant line / hose box / spray system/ eye wash etc.	3	3000
18.	Inadequate illumination of working area	3	3000

19.	Not using 24 V lamp inside confined spaces	3	3000
20.	Bypassing/overriding safety interlocks	5	5000
21.	Working besides road without proper barricading and monitoring of traffic	5	5000
22.	Smoking in prohibited area (Closed Go-downs, Storage of flammable material, Storage of Gas cylinders, PSS, Offices etc.)	5	5000
23.	Improper stacking of materials in Storage Yard	4	4000
24.	Sleeping at workplace	3	3000
25.	First aid box not available / in locked condition	4	4000
26.	Appointment of sub Business Associate without his Safety Bid Evaluation and/or without the permission of engineer in charge or Order manager.	3	3000
27.	Bad Housekeeping with respect to TPSMS / GSP / GHK / 022 • 1st Instant • 2nd instant • 3rd instant • 4th instant • Subsequent instants	3	3000
28.	Violations related to vehicles with respect to TPSMS / CSP / RSP/015. • Parking without wheel choke • Parking in undesignated area • Heavy vehicle without helper or co-driver • Seat belt not available / not used • Driver without license • Heavy vehicles without reverse horn • Using mobile phone while driving • Lights/mirrors not working /broken	5	5000
29.	Violation in Gas cutting and Gas cylinder handling • Cylinder valve without guard • No flashback arrester • Leaky DA/Oxygen hose • Cylinders not kept in secured manner • Cylinder trolley not available • Cylinders are transported by manual rolling	3	3000
30.	Violations in Lifting Operations w.r.t. to TPSMS / CSP / HEMS / 005 • Hook latch missing • Load raised or swung over people or occupied areas of building • Persons standing within the swing area of the crane • No barricading of crane working area • Use of damaged lifting tools and tackles • Lifting tools and tackles not tested / Test certificate expired • Crane operator without proper license	3	3000

	Angular loading Lifting / shifting heavy material without guide rope Using mobile phone during loading and unloading jobs"		
31.	Violation in Scaffolding work w.r.t. to TPSMS / CSP / SCAF / 007 • Unstable scaffolding/nonstandard Scaffolding in use • Handrails/mid rails/toe guards missing • Safety harness not anchored on fixed structure • Opening found in working platform	5	5000
32.	Violation in Excavation Work w.r.t. to TPSMS / CSP / EXS / 002 • Loose material falling into excavated pit • Water logging in excavated pits / trenches • Inadequate or no barricading • Undercut / cave in found on sides of excavated pits	4	4000
33.	Caution boards, danger signs (luminescent /red) along with emergency contact number are not found displayed.	3	3000
34.	Spillage of hazardous material/chemicals during transportation	3	3000

Penalty for Incidents / Accidents

Consequence of incident / Accident		Incident / Accident				
Sl. No.	Type of Injury	1st	2nd	3rd	4th	Action Required
1.	Major Injury (Bone injury or burn or hospitalization >48 hrs.) Non-fatal	F	F	G	G	Intolerable
2.	Major Injury (Bone injury or burn or hospitalization >48 hrs.) Non-Fatal (Two or more non-Fatal in one event)	G	G	H		
3.	Single fatality in one event	G	H			
4.	Multiple fatalities (Two or more fatalities in one event). Anywhere in Tata power.	H				

Legend	Action to be Taken	Responsibility	Penalty (INR)	
F	Memo to BA and Levy of Penalty	Order Manager / Engineer in charge	200000	The no. of violations shall be calculated cumulative during FY and deduction will be done just after Consequence of incident / Accident(R8)
G	Memo to BA and Levy of Penalty	Order Manager / Engineer in charge	500000	
H	Memo to BA, Levy of Penalty, Termination of Contract and Blacklisting the BA	Order Manager / Engineer in charge	1000000	

6.8 SDM project (KPI-8) (75 Marks, 7.5% weightage)

Description :

The Strategic Deployment Project, also known as the SDM project, is a task that each division must complete within a given timeline, as specified in the Safety Target Sheet Annexure 4, sheet no 8. These projects are derived from three pillars of the safety management system: Leadership Engagement, Operational Risk, and Business Associate Safety Management. The projects focus on developing new technologies to reduce risk and improve processes. Each division must complete its project within the timeline and share a detailed report with corporate safety. A cross-functional team will audit the site to verify whether all projects have been completed as per the target sheet. A Project is only considered complete if it has been rolled out. The SDM project carries a weightage of 75 marks.

Responsibility : Chief of division /chief

Frequency : Monthly

Calculation = Sum of progress of all SDM projects ((75 x weightage)(Actual/Plan)) X 100/1000

Approach :

1. Based on the three pillars of the safety management system - Leadership Engagement, Operational Risk, and Business Associate Safety Management, identify a project that is applicable to your division. Share the names of these applicable projects with corporate safety.

- Outline the steps needed to complete the project within the given timeline, as per the Project Planning Sheet (PPS).
- Execute the steps outlined in the plan. This could involve engaging leaders, managing operational risks, and ensuring the safety of business associates.
- Check the progress of the project on a monthly basis to ensure it is on track to be completed within the timeline.
- The division should ensure that the targets set for monthly or fortnightly completion of the project are met without any delay.
- Once the project is rolled out, prepare a detailed report outlining the objectives of the project, the steps taken, and the results. This report should be shared with corporate safety.
- A cross-functional team will audit the site to verify whether all projects have been completed as per the target sheet. Be prepared for this audit and ensure all necessary documentation is available.
- Marking will be done on a monthly basis by corporate safety.

Remember, the SDM project carries a weightage of 75 marks, so it's important to ensure the project is completed accurately and thoroughly.

	Pillars	Project Description	Time line	Weightage (out of 100)	Marks	Score
1.	People & Competency	Development and deployment of Visitor induction Program	Q1FY25			
		Prepare a presentation for visitors induction program to be given at the gate.	May-24	33%	2	0.20
		Presentation to be run on monitor which shall be displayed at security room at main gate.	June-24 Onward	33%	2	0.20
		Gate pass to be issued only after completion of induction	June -24 Onwards	33%	2	0.20
				100%	6	0.60

	Pillers	Project Description	Time line	Weightage (out of 100)	Marks	Score
2.	Operation Risk	One Technology project for reduction of Risk related to critical area or critical equipment or critical Processes	Q3FY25			
		a) Identify critical area or critical equipment or critical processes for implementation of the technology project	Apr-24	25%	3	0.30
		b) identify the technology project for implementation	May-24	25%	3	0.30
		c) prepare project plan for imlementation of technology project	May-24	25%	3	0.30
		d) Completion of the project as per the plan but before Dec 24.	Q2-Q3	25%	3	0.30
				100%	12	1.2
3.	Business associate safety management	Implementation and Strengthening of revised BA safety code of conduct along with safety terms and condition. Inclusion of star rating and BA performance evolution in line with BASCC process.	Q2FY25			
		a) Make plan for evaluating of contractor and its star rating.	May-24	33%	3	0.30
		b) Star rating of all high risk job BAs	Q2FY 25	33%	3	0.30
		c) Submission of results of star rating	April-24 onwards	33%	3	0.30
				100%	12	1.2
4.	Business associate safety management	BAMS/CLMS portal to be developed for Safety training(induction, L1, L2, L3 compliance with regulatory requirement .	Q2FY25			
		a) Prepare & submit a plan	Apr-24	50%	3	0.30
		b) Implement the plan as per schedule	Q2FY25	50%	3	0.30
				100%	6	0.6
5.	Business associate safety management	Safety grievances cell is to be established to check regarding safety concerns. Safety Box to be kept in all Division near to ethics box.	Q3FY25			
		a) Establish safety grievanance cell in the division	Apr-24	33%	3	0.30
		b) Provide safety box near ehtics box which shall be accessable to workforce	Apr-24	33%	3	0.30

	Pillers	Project Description	Time line	Weightage (out of 100)	Marks	Score
		c) Monthly concerns received in the safety box shall be resolved by safety grievances cell.	May-24 onwards	33%	3	0.30
				100%	9	0.90
6.	Business associate safety management	Hands on training center or skill institute to be established or tie up with ITI having practical training faculties. Generation: PPGCL, Haldia, KPO, T&D: Distribution MO, TPADL, PTL, SEUPPTCL Renewable: Bikaner, 4GW, One in Each Zone	Q3FY25			
		a) Plan to be prepared and submitted	May-24	33%	3	0.30
		b) Training centres to be established as per the plan	Q2FY25	33%	3	0.30
		c) Start providing hands on training	Q3 onwards	33%	3	0.30
				100%	9	0.90
7.	Business associate safety management	Infrastructure Development for Health (Medical, Drinking water facility and sanitation support) and Welfare (Canteen, shelter, Restroom, first aid and sitting facilities).	Q3FY25			
		Prepare plan for providing minimum basic amenities to BA workforce	Apr-24	50%	3	0.30
		Implement the plan and submit the report	Q2FY 25	50%	3	0.30
				100%	6	0.60
8.	Business associate safety management	Daily work management board to displayed for Cardinal rules, Top 5 risks, action items of 5 top risk and action items of Hi Pot/Fatality/LWDC in their respective work locations .				
		a) Daily work management board to be prepared in each work location (GAMBA board can also be used)	Apr-24	50%	3	0.30
		b) Points mentioned in the action items to be displayed on the board	Q2FY25	50%	3	0.30
				100%	6	0.60
9.	Operation & Risk (Applicable to Renewable & Generation)	AI –VA for Road safety for real time monitoring of Speed and control over heavy vehicle movement	Q3FY 25			

	Pillers	Project Description	Time line	Weightage (out of 100)	Marks	Score
		a) Identification of location for real time monitoring	May-24	50%	3	0.30
		b) Procurement of monitoring infrastructure Installation and monitoring	Q2FY 25	50%	3	0.30
				100%	6	0.6
10.	Operation & Risk (Applicable to T&D)	AI-VA for RSS/DSS for real time monitoring at least 25 % of total substation and all New station	Q3FY 25			
		a) Identification of RSS/DSS for real time monitoring	Apr-24	50%	3	0.30
		b) Installation of infrastructure Commissioning of system	Apr-24	50%	3	0.30
				100%	6	0.6

Note:- Point no 1 to Point no 8 in above sheet is common for all clusters which is mandatory to comply. Whereas point no 9 and 10 is cluster Specific which is to be completed by clusters within given time frame

6.9 Reporting unsafe act, unsafe condition, high risk observation (Potential Hazards), near miss -Close calls (KPI-9) (100 Marks ,10% weightage) and Closure of Safety Observation (KPI10) (50 Marks, 5% weightage)

Description:

Reporting safety observations, which include unsafe acts, unsafe conditions, near misses, and high-risk observations of severity 4 and 5, is crucial for several reasons. It acts as a proactive measure to prevent accidents by identifying potential hazards before they turn into incidents. Each report serves as a learning opportunity, offering valuable insights into recurring safety issues and their root causes. This enables the development of effective preventive strategies. Regular reporting also cultivates a safety culture within the organization, promoting vigilance and a collective responsibility for safety.

The reporting of high-risk observations of severity 4 and 5 is particularly vital. These could lead to serious injuries or fatalities if not addressed. Such reporting provides an opportunity to achieve an "Interdependent Safety Culture" on Bradley's Curve.

The number of safety observations (Unsafe Acts/Unsafe Conditions) to be reported this year by each division is calculated based on the Heinrich/DuPont triangle. This model suggests that each fatality indicates around 300,000 unsafe acts/conditions are present at the site. Given that there were 2 fatalities reported in FY 24, it has been decided that all employees and business associates together are required to identify and report a minimum of 300,000 unsafe acts/conditions. This collective effort is crucial for maintaining a safe working environment.

Responsibility: Employees/BAs

Frequency: Daily

1. For Reporting :Calculation = Sum of all sub elements ((100x weightage)(Actual/Plan)) X 100/1000

2. For Closing :Calculation = ((50 x weightage)(Actual/Plan)) X 100/1000

Approach:

1. Each employee or BA workforce is required to report a minimum of:
 - 78% of Unsafe Acts
 - 12% of Unsafe Conditions
 - 8% of High Risk Observations /Stop Work Cases
 - 2% of Near Miss-Close Calls
2. These observations should be reported on the SAP/Mobile platform as appropriate.
3. Reporting should be done in accordance with Annexure 1 of the Safety Target Sheet.
4. The aim is to ensure that genuine Unsafe Acts, Unsafe Conditions, and High Risk Observations are reported.
5. Based on the total observations reported, a monthly analysis should be conducted to assess the quality of the observations.
6. Based on the total observations reported, the top five risks should be identified and an action plan should be prepared for their mitigation.
7. For observations reported in High and Medium risk categories, a Root Cause Analysis and Corrective and Preventive Action (CAPA) should be conducted.
8. It is of utmost importance to report genuine observations to fulfil the parameters of the Safety Pyramid.
9. It shall be ensured that all observation reported shall be closed. 100% closure of actual observation reported required.

Calculation:

The total weightage of both the KPIs is 150 marks, which is divided as follows:

1. Unsafe act (78%) = 78 marks
2. Unsafe Condition (12%) = 12 marks
3. High Risk Observation reporting/Stop Work Case (8%) = 8 marks
4. Near Miss-Close calls (2%) = 2 marks
5. Closing of observations (100%) = 50 marks

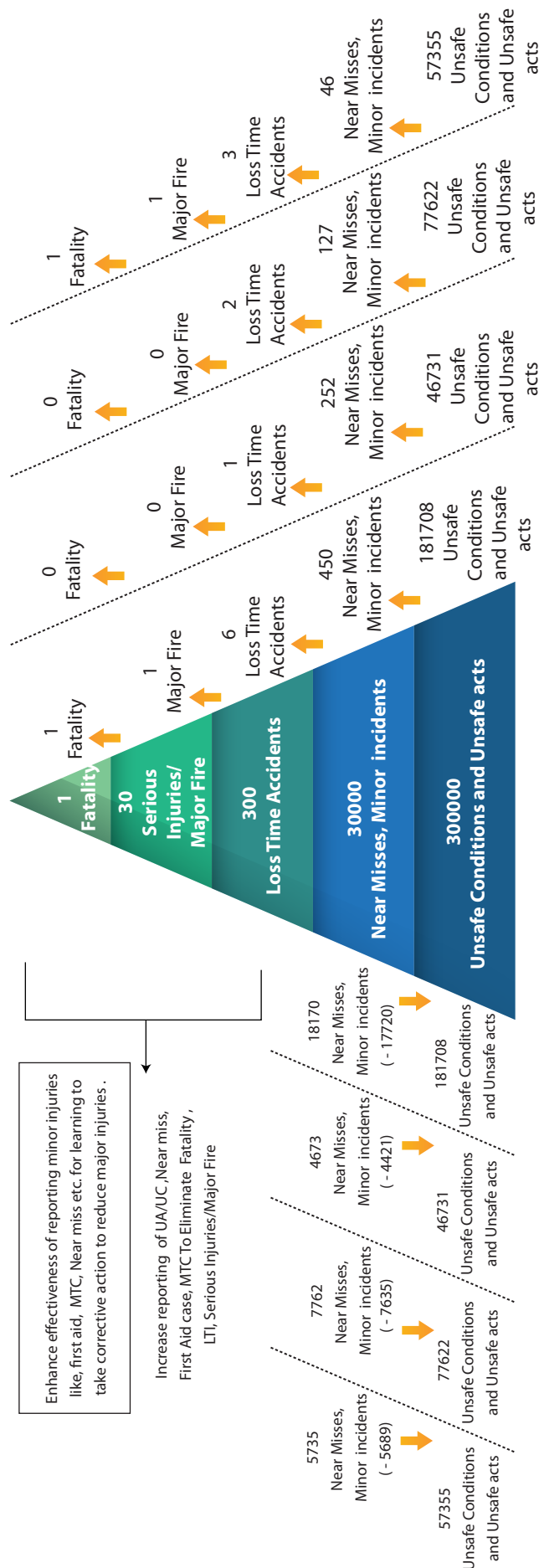
If a total of 100 observations are reported, the expected distribution is as follows: 78 Unsafe Acts, 12 Unsafe Conditions, 8 High Risk Observations/Stop Work Cases, and 2 Near Miss-Close Calls.

For example, if the plan for Unsafe Acts is 78 and the actual number reported is 60, the score is calculated as follows:

$$\text{Score} = (\text{Actual Observations Reported} / \text{Planned Observations}) \times 10$$

This same calculation applies to the other parameters as well.

Safety Pyramid



It is far better to be reporting and learning from near Misses, Minor Incidents and Hazards, where there is little or no loss, than to be reporting actual serious losses.

6.10 Deployment of learning from incident, action as per theme based safety (KPI-11) (50 Marks, 5 weightage)

Description:

A Theme-Based Safety Drive is an initiative that focuses on different safety topics each month. These themes are derived from a variety of sources, including national campaigns, specific safety practices, or any other safety-related aspects pertinent to the organization. The primary objective of these drives is to increase awareness and comprehension of the selected theme, thereby encouraging safer practices. Each theme is associated with several action items, which are formulated based on learnings from past incidents and crucial safety procedures. This approach ensures a comprehensive and dynamic approach to safety within the organization.

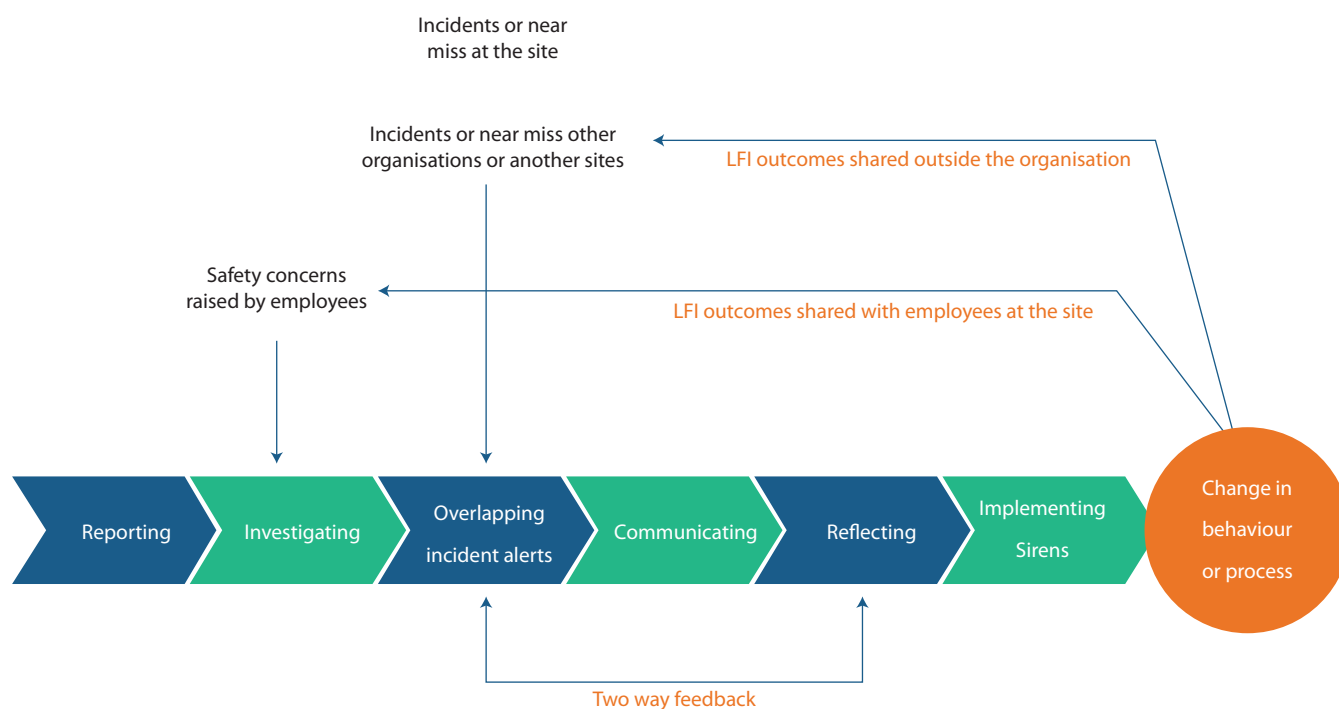
Responsibility: HODs

Frequency: Monthly

Calculation = $((50 \times \text{weightage})(\text{Actual/Plan})) \times 100/1000$

Approach:

1. Every month, Corporate Safety assigns action items related to that month's theme to each division via SAP/Mail.
2. Each division is responsible for driving the theme throughout the month and sharing the details as an attachment through SAP/Mail.
3. After driving the theme, divisions are expected to sustain it for the entire Year.



$$\% \text{ Horizontal deployment from LFI Score} = \frac{\text{No. of action item implemented} \times 100}{\text{Total no. action items planned}}$$

Theme based safety drive for FY25 based on Learning from FY23-24 involving communicating all workforce and Employees.

Month	Drive	Action
April-24	Drive to reduce Fire Hazard	- Identify and removal of combustible/ Flammable material from workplace. Dispose not in use items. - Observance of Fire Service week. (As per the theme) - Ensure Healthiness of Fire Detection & Protection System (AMC status, PM status, Breakdown status). Hydro test, replace damaged extinguishers. - Ensure the adequacy of Fire protection system at critical locations such as stores, fuel storage area, scrap yard, cable storage area through CFT or cross division team and prepare action plan for compliance if it is not adequate. - Identify fire prone material in the premise, segregate and store at suitable location with provision of firefighting system at storage location. - Identify water leakages in the fire hydrant and address the leakages. - Ensure water availability at scrapyard area & cable drum store area in solar plants, solar projects (minimum 10000 litre with portable pump and flexible hose pipe) - Keep material away from the boundary wall. - Awareness /Classroom training or practical training for workforce and Employees at Least 10% of Total Employees and Workforce. - Posters for Theme and Fire safety to be posted at all strategic location. - Signages for glass door, emergency exit, safe assembly point route mark to be displayed at prominent place. - GI sheet, Fire blankets, MS sheet shall be kept below area of operation during welding operation to avoid fire hazard from falling splatters."
May 24	Monsoon Preparedness / Public Safety / Heat Stress (Drive to reduce Monsoon related Risk)	- Leakage Checking Drive in Iron Poles. / ELCB inspection and testing. - Protection of electrical installations (cable joints, JBs, Panels, light fittings etc.) to avoid water ingress. - Vegetation/Tree Trimming Drive for lines & substations with proper precautions. - Attending the choked drainage and all possible sources of rainwater seeping in all possible utility. (Roof and gutter) - Check healthiness of earthing connection at all types of installation. - Periodic Inspection once in a year of office building workplace. (O & M building, covering window panels, false ceiling, staircase, handrail, walkway,

Month	Drive	Action
		emergency exit access to assembly point, level difference on floor etc.) • Identify lo laying areas in the premises where there are changes of water logging, demarcate the area, keep away material from water logging area. • Check chemical storage area and protect it from direct exposure to rain. cover it with waterproof sheet. • Awareness of Cyclone emergency and Heat stress for Employees and workforces. • Posters for Theme and LOTOTO to be posted at all strategic location.
June 24	Drive to be taken for LOTO adequacy and locking arrangement for all isolation Points and action to be taken for LOTOTO Procedures	• Do gap analysis /Audit. • Identifying Energy Sources & Energy-Isolating Devices • Ensure Marking and Lebling of all Hazardous energy sources. Exclusive demarcation indicator system / method (Including LED live indication system) to segregate the special / critical / interconnecting panels viz. breakers (i.e. from Transformer / ICT / PT / Bus Kiosk etc.), Bus Coupler breaker, Bus Section breaker, Tie breaker, Isolator, Bus Riser panel, Bus PT, Outgoing Breakers to Capacitor Banks / reactors etc • Check and ensure availability of appropriate lockout Devices for each type of Energy control points. • Check energy isolating devices: those capable of being locked out and those that are not. If not, then do Lock out provision. • Classify Employees for LOTO Implementation like Authorized Employees (Isolators / Permit Acceptors) and affected Employees. • Develop appropriate safe systems of work and machine specific LOTO procedures. • Initiate Verifying isolation of equipment & 'Trying'. • Ensure training LOTOTO procedure before giving them name as LOTO mentor/LOTO champion/LOTO authorized person. • Posters for Theme and LOTOTO to be posted at all strategic location
July-24	Electrical Safety (Drive to reduce Electrical Risk)	• Inspection of electrical testing and safe zone creation equipment's like neon tester, discharge rod, portable clamps/shorting and earthing clamps • Inspection and numbering/indexing of power tools, hand tools, welding machine, grinding, drilling, cutting machine as per check list. • Inspection of PPEs as electrical hand gloves, arc flash suit, face shield, electrical safety shoe and E class helmet Electrical safety training at skill institute and Practice yard for workforce • Thermo scanning of Office premise. Minimum 5% cross verification by safety team.

Month	Drive	Action
		• Thermo scanning of critical equipment and Minimum 5% cross verification by safety team. • Refurbishment of all the earth pits whose resistance value is more than limit. maintain the pre-treatment and post treatment values. maintain the earth plate cover with required details such as resistance value, next due date of testing. • Awareness /Impart classroom /Practical training for At least 10% of Employees and all critical workforces. • Posters for Theme and electrical e safety to be posted at all strategic location. • SLD to be displayed near all switchgears for clear understanding. (Minimum A3 size). • DO's & don't to be clearly displayed on every panel and near all equipment.
August 24	Hazard Identification and Risk Assessment	• Update list of all Activities of significant risk (qualitative) and having Risk Priority Number (RPN) 6 and above, which include Medium Risk, High Risk and Very High Risk. • Identify all the high-risk jobs in the division and list to be approved from division Head. • Update proper HIRA (Hazard Identification & Risk Assessment) register for all significant risk (qualitative) and having Risk Priority Number (RPN) 6 and above activity wise with application of more than one control/ berries with following methodology:(Try to avoid hazards , if not reduce the risk by providing permanent system that offers a solution for multiple workers, such as a physical barrier. Don't rely on PPE/Administrative control only. - Form the team of Employees and Check classification of work activities/Sub activities. - Identify the Hazards & determine Risks. (Including Environment Risk, Product or Service Quality, Asset or financial loss and Reputation (Local, National, or International) - Determine or check for existing control measures. - Assess the Risk considering the probable failures in the existing control measures, Legal Concern (LC), Interested Party Concern (IPC), Business Concern (BC), Potential Emergency (PE), (i.e. Effectiveness of existing risk control measures). Any Hazard / Risk which is associated with a LC, IPC, and BC are considered as Significant Risks by default irrespective of its subsequent Risk Priority Number (RPN). - Check whether the risk is acceptable. Provide the additional Risk Control Plan (if risk is unacceptable) to bring risk to acceptable level. - Awareness and Training for Business associate for HIRA and JSA

Month	Drive	Action
Sept 24	Job Safety Analysis /LMRA (Drive for HIRA and JSA)	• Start practicing preparing all JSA integrating safety and health principles and practices into a particular/ for specific job and Task including last minute risk assessment INVOLVING Business associates. • Review and revise of all Standard operating Procedure (SOP) / work instruction (WI). • Integration of HIRA into Job safety analysis for proper control at site. All JSA / SOP / WI shall have reference from HIRA. • Calibration of gas testing equipment and testing at site. • Inspection SCABA with drill (minimum 2 nos) and 24-volt lamps and other equipment's related to confined space. • Last Minute Risk Assessment to be done before taking any high-risk job like Work at Height/Electrical work on daily basis, cross audit by HOD/group head minimum 5% of total jobs. • Drive to check the quality of JSA / site risk assessment of high-risk activities with deviation analysis. • JSA to be linked with HIRA and minimum 5% of the JSA shall be checked at site-by-site team to identify any deviation with corrective action. • HIRA and JSA workshop for 10% Employees. • Posters to posted HIRA and JSA at Strategic location
Oct-24	Work at Height /Scaffold Safety / Monsoon Preparedness (Drive to reduce risk related to work at height)	• Inspect the Scaffold material inspection other equipment periodically and tag them to use. • Plan emergency evacuation and rescue procedure • Check healthiness of permanent lifelines. Conduct the survey for requirement of Hor. / Vertical Lifeline & ensure the implementation. No point of time person is without anchoring the belt to reach the lifeline particularly on roof top. Fall Protection Survey of existing work at height locations where lifeline (vertical/horizontal) is applicable but not currently installed. Typical locations may be such as transformers, roofs (slant), monkey ladders, truck tanker loading / unloading point, etc. Installation of lifeline identified during the fall protection survey. • Check availability of scaffolders, scaffold inspector and trained the authorised person for scaffold inspection. • Give awareness and Practical training to workforces and Employees at least 10%. Conduct hight pass test of all the workforce deployed for work at height. • Inspect all ladders within the division with respect to its inspection check list and hight working platforms.

Month	Drive	Action
		• Check Provide proper access to reach height to do job (Man-lifter, Scissor lift, ladder etc). Check for safety for using Arial lift. Ensure there is proper access to "reach the roof". • Give adequate protection for falling object. • Posters to post for Work at Height at Strategic location.
Nov 24	Permit to work drive	• Workshop on PTW. • Identity & Displayed (Nomenclature) the caution and SOP work area / fragile roof). • Prepare the list of authorised persons for issuing PTW and display at control room. • Identified lone work area & ensure implementation of lone working procedure. • All Non-routine job should follow PTW procedure. • Ensure the availability of list of site-specific routine & non-routine jobs with approval of division chief. • Drive to be taken for competency assessments for all execution people before giving independent charge. • Check for protection bypass, process caution and due approval to be ensured from concerned authorities and records of same to be maintained.
Dec 24	Special drive for Technology and Capability	• HR shall check Capability building for all trainees & all executing people as per capability procedure including its effectiveness for Batch of FY25. • Engineering to standardize HT Panel/Energy device for procurement with safety aspects, LOTO & interlocks arrangement as per LOTO survey in the month of June. • Show case from all Division for best three Technology in Year FY25 as per step change Criteria and Take bonus point and Reward for best SBU in FY25. • All division shall take up for Rewards of best workforce may be 2 at Department level and 3-4 level at Division level based on following. - Near Miss reporting – any serious potential near miss reported by the person. - Exemplary contribution in 5S and housekeeping of the working site. - Significant Contribution during emergency/ rescue operation - Compliance to safety standards in high-risk jobs like awareness and filling up of six directional hazards, compliance to electrical safety/ working at height/ positive isolation standards. - Contribution in Theme based drive. - Preparation of JSA.

Month	Drive	Action
		• Training of Employees for PSSUR/Incident investigation/Contractor safety code of conduct. • Effective utilization of existing assets i.e. installed camera to be made functional. AI to be installed for static camera if possible."
Jan 25	Road Safety Month (Drive to reduce road risk)	• Celebration of Road Safety Month. • Conduct Vehicle inspection through authorised dealers in division. (Internal transport buses, hired vehicles) and carry out maintenance. • Identify High risk driver and Drive on Health check-up for all the drivers. Eye check-up of all the drivers for colour blindness, vision test etc. • Drive for seat belt and Crash helmet at plant and Colony. • Check driving licence of all drivers driving heavy equipment, Hywa, Mobile crane, Farana etc. • Road Signages / Safety measures inside the plant premises. • Defensive Driving Training of 100% Driver of vendor and Employees including fatigue awareness and management program. • Check for Road condition of Plant, correct the hazards like potholes, blind spot and uneven surfaces. • Take drive for over speeding, Parking space, safe reversing and ready to take position campaign. • Raise road safety awareness inside plant, colony, and Community.
Feb 25	Special Drive for Chemical Handling/Office safety and Excavation safety whichever applicable	• Impart chemical safety trainings & MSDS training. • Ensure that labelling of chemicals in all storage container. • Ensure the secondary container / dyke for all storage. • Take drive to check if storage of chemicals is done in water bottles. discard the practice and do awareness session/counselling of workforce. • Checklist to be incorporated for check of leak sensor, sump level sensors & availability of spill kit such applicable points. • Glimpse of MSDS should be displayed in regional language with the pictorials. • Ensure adequate PPEs are available at chemical handling area, check its expiry date, qualify, regular use. • Use of higher version of CAT indicating location and depth of underground utilities before taking up excavation. Frequent and repeated use of CAT should be ensured during excavation work to reconfirm the exact location/ position of underground utilities. • All excavation tools should be inspected for adequate insulation. • Survey, nomenclature, and healthiness check of ladder.

Month	Drive	Action
		• Drive to initiate Thermos canning of all office buildings. • All office premises equipment to be checked. • Leaders to visit plant office.
March 25	National safety week/Month/Drive to check PPE and Tools and Tackles	• Celebration of National Safety Month. • Drive to initiate 100% fulfilment of nomenclature and signages on equipment. • Inspection of PPEs as per following: - Ensure it is in good condition and not expired. - Identify potential damage and failure points. - If you find defective or damaged PPE, take the gear out of use right away - Ensure PPE with the right fitting and specifications. • Inspection of Tools and Tackles as per following: - Ensure that you are using the correct tools for the job. - Ensure proper PPE while working with a wide range of tools and equipment. - Use and store sharp objects very carefully. - Portable power tools shall be inspected before first use and subsequently on Quarterly basis - Placing of valid inspection sticker with testing date, due date on each power tool. • Ensure use of insulated electrical tools. • AFTER USING A TOOL — clean it and return it to its proper storage place. • Over and Above Ensure proper usage of Discharge/Grounding equipment, Neon tester and Electrical Hand gloves. • Ensure TPI certificate for applicable tools & lifting tackles. • Audit of all Welding machines while in operation including earthing as per checklist. • Inspect gas cutting set as per checklist. • Adequate permanent lighting arrangement shall be available at all the place of work.

6.11 Step Change/Safety Intervention /Horizontal Deployment (KPI-12) (Horizontal Deployment 60, 5% weightage Marks)

Description:

Workplace safety is now being enhanced by the application of new technologies such as wearables, machine sensors, cloud-based software, robotics, real-time employee monitoring and tracking, and PPE tracking with embedded sensors. The aim of these technological interventions is to encourage the adoption of new technology and safety measures to reduce risk, considering the Hierarchy of Risk Control measures, and to improve the standard of safety in the organization. Three types of technology interventions are planned:

Step Change, which is a significant change that results in a substantial improvement in performance. This could involve new products, tools, equipment, technology, automation, or mechanization available in the market to manage workplace health and safety risks across the entire division.

Safety intervention is an effort to change procedures to enhance safety. This could be a new program, practice, or initiative intended to improve safety, such as an engineering intervention, a special training program, or an administrative procedure.

Horizontal deployment: Any technology adopted in one division same technology can horizontally deployed across another division.

The organization has been working on technology interventions for the last three years. The number of safety interventions and step changes implemented in

FY21, FY22, FY23, and FY24 are as follows: FY21: 54 Step Changes FY22: 51 Step Changes, 158 Safety Interventions FY23: 66 Step Changes, 87 Safety Interventions FY24: 39 Step Changes, 140 Safety Interventions (as of Nov 23) In total, there have been 210 Step Changes and 485 Safety Interventions.

Responsibility: HODs

Frequency: Monthly

Calculation = ((60 x weightage)(Actual/Plan)X 100/1000

Approach:

1. Analyse the impact of the implemented Step Changes and Safety Interventions. This could involve looking at accident and incident rates, employee feedback, and safety audits.
2. Based on the review, identify areas where safety could be further improved. This could be specific processes, departments, or types of incidents.
3. Based on the identified areas for improvement, plan new Step Changes or Safety Interventions. This could involve researching new technologies, consulting with experts, or benchmarking with other organizations.
4. Implement the planned interventions and monitor their effectiveness over time.

Marks Bifurcation:

Step Change-60 Marks

Safety Intervention-30 marks

Horizontal deployment-20 marks

Criteria for Step Change (Bonus points)	60
1) Address One of the Top 5 risk identified in FY 23	
2) Use of advance Technology	
3) Reduction of Risk by (elimination)	
4) First of its Kind	
5) Implemented in current year	
6) Is it implemented in the division (no pilot)	
7) Address critical safety procedure	

Criteria for Safety Intervention	Marks 30
1) Address One of the Top 5 risk identified in FY 23	
2) Reduction of Risk through process improvement	
3) Implemented in current year	
4) Address concerns of any one of the level mainly BA workforce	
5) Deployed at all applicable places in the divisions	
6) No pilot project will be taken as intervention	
7) Use of technology	

Criteria for Horizontal Deployment	Marks 30
1) Horizontally Deployed at all locations in current year	
2) Readymade products procured from market will be considered under Horizontal deployment need to deploy at maximum applicable locations	

	Scrutiny for Step Change/Intervention
10	Show the risk matrix indicating risk identified and addressed in the intervention
10	Digitalization/AI-VI/Drone/AI-ML
10	Evidence of elimination of risk
10	Adopted first time in Tata Power
10	PO copy PTW number /JSA copy for adopted in this year
10	Marketing presentation by vendor/only trial implementation /single case implementation will not be considered
10	Addresses critical safety procedure
10	Addresses concern of BA workforce
10	Can be replicated across all clusters of Tata Power
10	Does the improvement triggered from past incident, evidence of incident in the form of incident report and root cause analysis
90-100	if score is more than 90 or more it is Step change
70-90	if score is between 70-90 it is intervention
<70	If score is less than 70 , it is not qualified



Summary - (Key Step Changes-Organization YTD)

TATA POWER

Step Change: YTD

1. Step Change- Use of AI based CCTV camera for early detection of Unsafe act & conditions in the critical area- MPL
2. Step Change- Robotic Cleaning of CT basin- Jojobera
3. Step Change- Safety Control Room for 24x7 monitoring of workplace- PPGCL
4. Step Change- Infrared Ray Based Anti Collision Device Trombay.
5. Step Change- Robotic Portable Grounding – Transmission (MO)
6. Step Change- Portable Handheld Welding Machine – Corp Civil & Estate
7. Step change- Portable Lift for Office Maintenance- MTPS
8. Step Change- Digital Platform for Real Time Access of Data - TPADL



1. Use of AI based CCTV camera



5. Robotic Portable Grounding



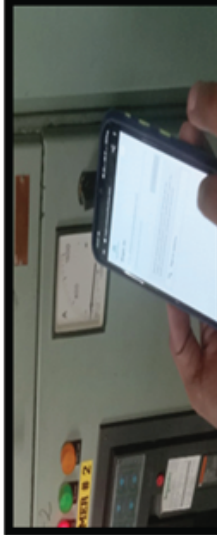
2. Robotic Cleaning of CT Basin



6. Portable Welding Machine



3. Safety Control Room 24X7 Monitoring



7. Digital Platform for Real Time Access of Data



4. Anti Collision Device



8. Portable Lift

6.12 Employee's capability building-Two class room training for Critical Procedures per employee per year (100%) (KPI -13) (40 marks)

Description:

Two classroom training for Critical Procedures per employee per year (100%): Every employee in the Division is required to attend two classroom training sessions each year on Critical Procedures. The aim is to ensure that all employees are fully aware of and can correctly follow these procedures, which are likely crucial for the operation of the organization or for maintaining safety standards.

Responsibility: HOD/Safety officers

Frequency: Monthly

Calculation = (40 x weightage) (Actual/Plan)(100/1000)

Approach:

1. Plan the dates and logistics for two Critical Procedures training sessions, the Lockout-Tagout (LOTOTO) training, and the SAP awareness session. Make sure the training materials are current and relevant.
2. For the LOTOTO training, determine which 50% of the employees will attend this year's training. This decision could be based on their roles, the risks they encounter, or other pertinent factors.

3. Conduct the training sessions as planned. Create a conducive learning environment and ensure all participants comprehend the material.
4. Maintain a record of the attendees for each training session. This is crucial for verifying that all employees receive the necessary training and for monitoring the organization's progress towards its Training Needs Identification (TNI).
5. After each training session, collect feedback from the participants to evaluate the training's effectiveness. Use the link shared by the corporate safety team for this purpose.
6. For the assessment, it is mandatory for each employee to attempt all 40 questions, each carrying one mark. A minimum score of 32 is required to pass.
7. If an employee fails the test, they should be retrained 15 days after the assessment.
8. Ensure that employees are applying what they learned in their daily work. This could involve follow-up sessions, on-the-job observations, or other methods

Classroom Training Chart

Sr No	Training	OLA Number	Agency
1	"Critical Safety Procedure 1) WAH 2) Safe Rigging & Slings & Mobile crane safety 3) Confined Space 4) Safe Scaffolding erection, use and dismantling and inspection, 5) Heavy Equipment Movement & EOT Cranes 6) Excavation Safety/Shoring and sloping, 7) fire safety 8) Occupational Health & Industrial Hygiene, 9) Statutory and legal requirement, 10) Confined space, 11) electrical safety, 12) MOC 13) Incident Investigation 14) HIRA & JSA 15) Safe Handling & Usage of chemicals "	9200021559	PNM Enviro Safe Solutions Pvt Ltd. HSE Integro Pvt Ltd.
2	"Critical Safety Procedure 1) WAH 2) Safe Rigging & Slings & Mobile crane safety 3) Confined Space 4) Safe Scaffolding erection, use and dismantling and inspection, 5) Heavy Equipment Movement & EOT Cranes 6) Excavation Safety/Shoring and sloping, 7) fire safety 8) Occupational Health & Industrial Hygiene, 9) Statutory and legal requirement, 10) Confined space, 11) electrical safety, 12) MOC 13) Incident Investigation 14) HIRA & JSA 15) Safe Handling & Usage of chemicals "	9200023044	
3	HIRA & JSA workshop	9200022214	ASK EHS Engineering & Consultant
4	Incident Investigation Workshop	9200022214	ASK EHS Engineering & Consultant
5	Felt Leadership Training for BA supervisor, BA engineer, BA proprietor	9200022935	PNM Enviro Safe Solutions Pvt Ltd.
6	Felt Leadership Training for BA supervisor, BA engineer, BA proprietor	9200022936	Act International Pvt Ltd.
7	BBS training	9200023548	Basera Empowerment (OPC) Pvt Ltd.

Sr No	Training	OLA Number	Agency
1	Chemical Handling Procedure	6000071396	Act International
2	THSMS Gap Analysis	6000071223	Act International
3	"Review of General Safety Procedure 1) Fire Safety Procedure, 2) Road Safety Procedures, 3) Battery Handling and Disposal, 4) Office Safety Procedures, 5) Material Handling and Storage Procedures, 6) OH&S Legal Compliance, 7) Safety Audit Procedures, 8) Lone Working Procedures, 9) PPE Procedures, 10) House Keeping procedures	9200023343	Act International
4	Safety & Fire Audit	6000069829	Act International
5	"Review Critical safety Procedures 1) WAH & Scaffolding Procedure. 2) HIRA & JSA 3) Heavy equipment movements & mobile crane safety 4) Electrical safety 5) material handling & storage 6) incident investigation 7) Process safety "		ASK EHS
6	Training Content Development of Critical safety procedures	6000064885	Edu Force
7	LOTOTO Procedure		E Square

7.0

Lag Indicators

7.1 Fatality (KPI-14) (100 Marks, 10% weightage)**Description:**

Purpose of this parameter to achieve Zero fatality and to prevent serious injuries during work.

Tata Power safety principle says all accidents are preventable. An effective Safety Management System must achieve Zero fatality and to prevent serious injuries.

Fatality is defined as death of an employee resulting from an accident caused while performing his /her work-related activities (Death arising out from medical causes e.g., heart attack, suicide and due to personal behaviour e.g., violence /murder etc. are excluded). 100% disability is also considered as fatality.

Calculation = If No Fatality, Full Marks, Else Zero Marks)

7.2 Lost Time Injury Frequency Rate (LTIFR) (KPI-15) (50 Marks , 5% weightage)**Description:**

Lost Time Injury Frequency Rate (LTIFR) is a lag indicator indicating serious injuries occurred in one-million-man hours worked. It helps in comparing the Safety performance of two different divisions. It also helps in tracking the performance of any division on monthly or yearly basis .

20% reduction with respect to the lowest LTIFR of last 2 years

Formula to calculate LTI FR is given below:

$$LTIFR = \frac{\text{Total No. of Lost Time Injuries} \times 10^6}{\text{No. of manhours worked}}$$

IF LTIFR is less than target, full marks, else Zero marks.

7.3 Major fire (KPI-16) (50 Marks, 5% weightage)**Description:**

Fire can cause serious damage to asset / loss of lives and serious business interruption. This indicator will help to focus on fire control efforts.

Considering the potential to interrupt business continuity, damage to the property and loss of human life, a target of ZERO Fires is set for Category L1 (Minor), Category L2 (Moderate) and Category L3(Major)

Fire incidents are broadly divided in 3 categories called Level L1, Level L2 and Level 3. Any fire causing damage to the assets of more than Rs. 50, 00,000.00 or business interruption of more than 28 days is considered as Major Fire. Only Major fire is taken in target at Organization level.

If no Major Fire, full marks, else Zero mark

Accident / Incident details of FY24

FY 24

Hydros	G	708412	0	0.00	0.00	0.00
MTPS	G	4899498	1	0.00	0.20	0.00
Haldia Generating Station	G	545632	0	0.00	0.00	0.00
Jojobera Generation Plant	G	3772328	0	0.00	0.00	0.00
IEL KPO	G	748936	0	0.00	0.00	0.00
Maithon Power Ltd	G	4793189	0	0.00	0.00	0.00
Prayagraj	G	5925748	0	0.00	0.00	0.00
Trombay Generating Station	G	3843680	0	0.00	0.00	0.00
Projects FGD	G	6439410	0	0.19	0.00	0.00
Civil	C	6546191	0	0.00	0.00	0.00
Generation	G	38223024	1	0.03	0.03	0.08
Distribution MO	T	1498945	1	0.00	0.67	0.53
Transmission MO	T	1392483	0	1.52	0.00	0.00
Powerlinks Transmission Ltd	T	202243	0	0.00	0.00	0.00
TPADL	T	1383280	0	0.26	0.00	0.00
TPDDL	T	15011472	0	0.19	0.00	0.00
T&D	T	19488423	1	0.28	0.05	0.08
Wind Operations	R	1285058	0	0.00	0.00	0.00
Solar Operations	R	5251127	3	0.46	0.57	0.37
TP Solar Systems Ltd.	R	17677692	1	0.05	0.06	0.04
Renew	R	24213877	4	0.09	0.17	0.08
Tata Power Overall		81925324	7	0.12	0.09	0.08

8.0

Bonus Marks (50 Marks)

Description:

This KPI rewards the divisions that have reduced the number of incidents by giving them additional benefits. The best Divisions based on BA action plan to be considered, BA action plan to be completed by December 24

Strategy Item No.	Group	Action Required	KPI/Leadership engagement plan/SDM Project	Time line proposed
01	BA safety code of conduct	Implementation and Strengthening of revised BA safety code of conduct along with safety terms and condition. Inclusion of star rating and BA performance evaluation	SDM Project-Divison	Q3FY25
02	Job Safety	Identification, management and communication of Hazards and risks associated with contractor activities in our businesses.Mandatory Toolbox talk and involving critical work force for preparing JSA	KPI / Leadership engagement plan	Monthly Monitoring
03	Work Supervision	Company supervision on every 10-15 workforce and for all High-risk jobs.	KPI / Leadership engagement plan	Monthly Monitoring
04		All non-routine /Unplanned job shall be supervised by Tata power executives. Advisory from Corporate safety	Leadership engagement plan	Monthly Monitoring
05	Communication	Appropriate communication takes place between contracted service providers and the company at periodic intervals.Department wise Mass communication drive with workforce for health and safety matters and learning from incident.	Leadership engagement plan	Monthly Monitoring
06	Vendor Performance Monitoring	Systems are in place to enable local operations teams to provide feedback on contractor performance.	SDM Project-Divison	Q1FY25
07	Incidence Reporting & Emergency Response	Develop and communicate a comprehensive emergency response plan, including evacuation procedures, first aid, and contact information.	SDM Project-Divison	Q1FY25
08		Incident Reporting: Implement a clear and prompt incident reporting system.	KPI	Monthly Monitoring
09	Digitalisation of Safety Records	Keep detailed records of safety training, inspections, incidents, and corrective actions, ensuring compliance with regulatory requirements.	SDM Project-Divison	Q3FY25

Strategy Item No.	Group	Action Required	KPI/Leadership engagement plan/SDM Project	Time line proposed
10	Engagement	Feedback Mechanism:** Encourage feedback from contractors regarding safety concerns, allowing for continuous improvement and collaboration in maintaining a safe work environment	SDM Project-Divison	Q2FY25
11		Development of Behaviour base special program for implementation of Processes, Practices, behavioral improvements, family involvement, etc.	KPI	Monthly Monitoring
12	Skill Development	Hands on training center or skill institute to be established or tie up with ITI having practical training faculties	SDM Project-Divison for PPGCL, Haldia, KPO, PADL, PTL, SEUPPTCL, Bikaner, 4GW, One in Each in Renewable, TPWODL, TPNODL, TPSODL	Monthly Monitoring
13	Worker Dignity program - Health as per factory act chapter 3 and Welfare as per factory act chapter 5	Infrastructure Development for Health (Medical, Drinking water facility and sanitation support) and Welfare (Canteen, shelter, Restroom, first aid and sitting facilities)	SDM Project-Divison	Q4FY25
14	BA Empowerment	Cardinal rules, Top 5 risks, action items of 5 top risk and action items of Hi Pot/Fatality/LWDC in their respective work locations by each department to be displayed	SDM Project-Divison	Q4FY24
15		• Self-Audit by Contract Agency – Weekly	KPI	Monthly Monitoring
		• Felt leadership Program		
		• Safety observation by BA workforce		
16	Recognition & Appreciation	On the spot award /Monthly R&R. Reinforcement of Safety Positive Behaviour by R&R for BA work force as per Guidelines	Leadership engagement plan	Monthly Monitoring
17	Safe Working Condition	Appropriate quality of PPEs and safety equipment for BA workforce	SDM Project-Divison and Leadership engagement plan	Q4FY24 / Monthly monitoring
18		Assessment of BA workforce for unsafe risk takers	SDM Project-Divison and Leadership engagement plan	Q2FY25 / Monthly monitoring
New		Inspection of BA vehicles	SDM Project-Divison	Q4FY25

Strategy Item No.	Group	Action Required	KPI/Leadership engagement plan/SDM Project	Time line proposed
New	Technological Interventions by BA	BA should also actively take part in technological interventions for safety improvement	KPI	From Q1 FY25
New	THSMS Awareness	Spread awareness about THSMS and implemenent in BA organization	SDM Project	Q4 FY25
New	Health & Hygine	Building awerness on occupational health and hygine	SDM Project-Divison	
New	Recreation	Encourage Involvement of BA in different celebration, sports and recreational activities	SDM Project-Divison	
New	Worker Participation & Consultation	Requirement as per ISO 45000	SDM Project-Divison	
ASP	Contractor Safety Management		Leadership engagement plan	Monthly Monitoring
New	Training & Development	Technical and Safety capability building	KPI	Monthly Monitoring
ASP	TPDDL			

Leadership Engagement Plan and KPI Linkage with THSMS13 elements

Leadership Engagement Plan Linkage with THSMS13 elements

Sr No.	THSMS element	Sub Element Expectation with Element No.	Action Item with Respect to TPCL Safety Targets.	Document to be checked	Target	Applicability	Remark
1.	Leadership & accountability (Element No 1)	Leaders review the effectiveness of the Safety & Health Management System annually. A system is in place to ensure that the Safety & Health strategic plan progress is monitored and a process exists to allow its amendment. The strategic plan must be aligned to the company goals, values and long-term aspirations.(1.30)	Monthly Observations analysis , identification of top 5 Risk ,action plan for Risk reduction and presentation in webcast	1.To be discussed in Monthly meeting (MOM) .The document outlining the representation of risk, which includes graphical representations and bar charts. An action plan should be prepared and tracked on a monthly basis.	Monthly	CEO / Chief of division	The objective of the Action item is to emphasize the importance of annual reviews of the Safety & Health Management System's effectiveness, monitoring of strategic plan progress, and alignment of the strategic plan with the company's goals, values, and long-term aspirations.
2.	Leadership & accountability (Element No 1)	Leaders integrate the safety & health requirements into business planning and decision-making processes, and ensure that documented systems are in place to deliver these requirements. A strategic planning process is in place which aligns with the Annual Business Planning Framework and sets out the long-term activities required to implement the Safety & Health Management System (1.40)	Self-Assessment of THSMS 13 Elements , gap analysis and action items for improvement .	1. Review THSMS sheet parameters with respect to line items, including expectations, checkpoints, key findings & positive observations, and opportunities for improvement. 2. Scoring should be based on current findings and practices. Conduct a gap analysis and find solutions to increase the score. (Refer to the THSMS Sheet and Quarterly MOM for more details.)"	Monthly	HOD	The objective of the statement is to conduct a self-assessment of the 13 elements of the Total Health and Safety Management System (THSMS), perform a gap analysis, and identify action items for improvement.

3.	Hazard Identification and Risk Assessment (Operation control) (Element No 2)	The hazard identification process is undertaken by a team of competent persons and involving the workforce and / or its representatives. A hazard profile exists in the organisation's document control system. The review process considers the output of other element review processes and past impacts to business.(2.30)	Gap analysis and action for effective implementation of critical safety procedure (Two procedures per month out of (LOTO, PTW, Electrical Safety, Work at Height, Fire Safety, Road Safety , JSA&HIRA))	Gap analysis Report and action plan should be prepared and tracked on a monthly basis.	Monthly	R&P SIT / Group Heads / SDO	The objective of the Action item is to conduct a gap analysis and take action for the effective implementation.
4.	Communication, Consultation & Empowerment	1.Clear and established information flow networks and communication channels exist that allow top-down and bottom-up communication.(6.10) 2. Work group meetings with representation from workforce take place at an operational level and ensure that operational staff have the opportunity to raise concerns and issues that can be fed into the management meeting structure.(6.30)	1.SIT meetings (R&P, II&SO, Office safety, Capability Building, CSM)	Check meeting structure with Authorisation with Chief of Division, MOM, and Action plan and compliance status. 2. Participation of members to be checked.	Monthly	Chairman's of Committee .	These meetings aim to discuss, review, and improve safety and operational procedures, enhance capabilities, and ensure customer satisfaction.
5.	CSM	1. Systems are in place to ensure the effective management of interfaces between contracted services and company's operations.(10.8) 2. Internal information flow channels exist to ensure appropriate communication takes place between contracted service providers and the company at periodic intervals (10.9) 3. Systems are in place to enable local operations	1.Meeting with Proprietor of Business partners/proprietor/owners on expectation of Tata Power in safety 2. Meeting with Order manager by Contact cell to get feedback for safety performance.	1. MOM of Meetings 2. Other Relevant document	Quarterly	1. Chief of divisions / HOD (For Line item 1) 2. All order manager / HOD (For Line item 2).	The objective of a meeting with the proprietors of business partners on the expectations of Tata Power in safety is to communicate and align on safety standards and expectations.

		teams to provide feedback on contractor performance.(10.10) Contractor and supplier performance is periodically evaluated through audits by both parties to ensure partnership expectations are continually met and identified deficiencies are corrected.(10.11) Systems are in place to ensure pre-qualification, selection, retention and tender assessments take place. Assessments are appropriate for the scope of work requirements (10.1)					
6.	Hazard Identification and Risk Assessment	1. Clearly defined communication lines exist to ensure that all relevant people who may be affected by the risk receive appropriate training and instruction resulting from the risk assessment. Follow-up systems are in place to ensure decisions taken as a result of risk assessments are communicated to all relevant people (2.12)	Department wise Mass communication drive with workforce for health and safety matters and learning from incident	1.Mass communication Attendance sheet, PPT.	Monthly	HOD	The objective of the statement is to emphasize the importance of effective communication
7.	Measuring Performance, Audit & Review	Performance measures include the undertaking of internal and external benchmarking activity against established best practices.(13.2)	Appointment of one departmental safety incharge (DSI) and tracking of departmental action item	Tracking sheet, Meeting MOM and Presentations.	Monthly	Line manager	Workplace safety
8.	Measuring Performance, Audit & Review	Risk control systems established within Element 2 are subject to periodic monitoring by leading and lagging performance indicators. The output of	"Monthly divisional /discom apex committee meeting for safety performance	Meeting MOM and Presentations.	Monthly	CEO / Divn Chief / Site Head	Workplace safety

		monitoring activity is captured in appropriate reports and data is kept within the site's documentation system.(13.3)	and action planning in monthly BSC of division.				
9.	Leadership & accountability (Element No 1)	Leader's model positive health and safety behaviours by personal example, reinforce and reward commitment to good health and safety performance, and promote and demonstrate visibly the principles of openness, transparency and honesty (1.10)	Suraksha Samvad by senior leaders /HOD/group head	SAP records	Monthly	CEO / Divn Chief / Site Head	Workplace safety

KPI Linkage with THSMS 13 elements

Sr No.	THSMS element	Sub Element Expectation with Element No.	Action Item with Respect to TPCL Safety Targets.	Link with ASP/KPI	Document to be checked	Target	Applicability	Remark
1.	Leadership & accountability (Element No 1)	Leaders allocate ownership and responsibility for implementation of all aspects of the Safety. & Health Management System, ensure competent resources and, where necessary, specialist expertise is available, a supportive organisational structure is in place to ensure Effective operation and sustainability of the management system.(1.30)	L2, L3 training for BA with Competency	KPI -4 (Business Associate Safety Management)	Training records shared by TPSDI with Competency assessment	Monthly	HOD / Group heads.	Workplace safety.
2.	Working at Contractors (Element no 3)	Hazards and risks associated with contractor activities in our businesses are identified, managed and communicated.(10.4) Internal information flow channels exist to ensure appropriate communication takes place between contracted service providers and the company at periodic intervals (10.9)	Reporting safety observations by business associates and workforce and Toolbox talks	KPI-5 (Business Associate Safety Management)	1. Suraksha app dump / Stakeholder app 2. SAP EHSM. TBT sheets	Monthly	HOD and GH to ensure BA reporting	Workplace safety.

Sr No.	THSMS element	Sub Element Expectation with Element No.	Action Item with Respect to TPCL Safety Targets.	Link with ASP/KPI	Document to be checked	Target	Applicability	Remark
3.	People, Competency and Behaviours	1.Safety and health role requirements, accountabilities and responsibilities are established based on business needs and form part of individual performance targets as applicable. Performance expectations are documented and form part of personal development plans and feedback process.(5.10) 2. Individuals with core competencies essential for the safe and effective operation of the system are recognised, with succession plans in place. Their competence profiles are clearly defined and documented.(5.20). 3.Training objectives, direction and focus are established in accordance with the Safety & Health plan and are reviewed annually. Systems are in place to identify specific training and competence needs for role and job profiles. Training needs are identified for business leaders.(5.30). 4. Employees are expected to comply with the site / company rules and regulations. A system exists to continually improve safe behaviours through observation, recording, and coaching. In case of non-compliance to site / company rules progressive discipline process of the company takes effect(5.11)"	Competency Assessment , Felt leadership for business associates, SHE L1 revalidation of workforce, BBS (Jivan Ki aur)	KPI -6 (CA,FL,BBS) and KPI-13 (Capability Building)	1.Competency assessment forms and Summary sheet from Division 2.Felt leadership Attendance sheet 3.SHE revalidation L1 data from TPSDI. 4. BBS attendance from Respective agencies.	Quarterly and Employee training on Monthly basis	CEO / Divn Chief / Site Head	Evaluate the skills, knowledge, and abilities of employees to ensure they are capable of performing their roles safely and effectively. Encourage a culture of safety leadership among business associates, where leaders demonstrate a commitment to safety in their actions and decisions..

Sr No.	THSMS element	Sub Element Expectation with Element No.	Action Item with Respect to TPCL Safety Targets.	Link with ASP/KPI	Document to be checked	Target	Applicability	Remark
4.	Measuring Performance, Audit & Review	Systems are in place to ensure sites are audited to establish the level to which the expectations in the Safety & Health Management System are met.(13.5)2. Individuals with core competencies essential for the safe and effective operation of the system are recognised, with succession plans in place. Their competence profiles are clearly defined and documented.(5.20). 3.Training objectives, direction and focus are established in accordance with the Safety & Health plan and are reviewed annually. Systems are in place to identify specific training and competence needs for role and job profiles. Training needs are identified for business leaders.(5.30). 4. Employees are expected to comply with the site / company rules and regulations. A system exists to continually improve safe behaviours through observation, recording, and coaching. In case of non-compliance to site / company rules progressive discipline process of the company takes effect(5.11)	Employees and BA engagement ; Business Associate Filed safety audit (safety performance) by line managers	KPI -7 (FSA)	Audit reports.	Monthly	Line managers	Workplace safety.
5.	Communication , Consultation & Empowerment and Incident Investigation	1.All safety, health, asset integrity, process and environmental incidents, including near misses, are openly reported, investigated, analysed and documented (7.10) 2. Involvement and participation of all employees in Safety & Health is essential. Employees at all	Reporting safety observations	KPI-9 (Reporting of Unsafe act, NM, High risk) and KPI 10 (Closing of Oservations)	Suraksha app dump SAP EHSM.	Monthly	HOD and GH to ensure BA reporting	Workplace safety.

Sr No.	THSMS element	Sub Element Expectation with Element No.	Action Item with Respect to TPCL Safety Targets.	Link with ASP/KPI	Document to be checked	Target	Applicability	Remark
		levels are empowered to stop work which can put oneself and others at risk of illness and injury. When confronted with an unsafe or unhealthy work condition, employees are expected to take immediate and personal action to address the condition. At minimum, the person in charge of the area is informed and is expected to mitigate the situation.(6.80) 3.Training objectives, direction and focus are established in accordance with the Safety & Health plan and are reviewed annually. Systems are in place to identify specific training and competence needs for role and job profiles. Training needs are identified for business leaders.(5.30). 4. Employees are expected to comply with the site / company rules and regulations. A system exists to continually improve safe behaviours through observation, recording, and coaching. In case of non-compliance to site / company rules progressive discipline process of the company takes effect(5.11)						
7.	Incident Investigation	Lessons learned from the investigations of incidents are shared within the same company in different businesses and employees in leadership roles take appropriate action on receiving such information. These actions are tracked till completion (7.9).	Deployment of learning from incident , action as per theme-based safety	KPI-11 (Operational Control)	Horizontal deployment-SAP EHSM PPT	Monthly	Divn Chief / Site Head / Department head	Reoccurrences of Incidences.

Sr No.	THSMS element	Sub Element Expectation with Element No.	Action Item with Respect to TPCL Safety Targets.	Link with ASP/KPI	Document to be checked	Target	Applicability	Remark
8.	Design, Construction & Operational Control	Safety & health considerations are integrated into the planning and management of construction projects, from design concept onwards, to reduce the risk of harm to those that have to build, use, maintain and demolish plant and structures. Operational, maintenance and safety & health aspects are integrated early in the project / design stage.(4.10)	Safety Intervention /Horizontal Deployment	KPI-12 (Operational control)	1.Step change documents	Monthly	CEO / Divn Chief / Site Head	This aims to create a safer work environment and promote a culture of safety across the entire organization. `
7.	Asset Management	A system is in place that identifies specialist equipment requiring inspections and maintenance at specific intervals. Inspection and maintenance requirements clearly set out and is documented in procedures. A register is kept and maintained with the owner of equipment listed by name and title.(8.50)	High risk job inspection ensuring effective control-for All high risk (PTW audit)	KPI-2 (People and Performance)	1.HRJB-Mobile Platform Dump 2. HRJB analysis PPT.	Monthly	Divn Chief / Site Head / Department head	Workplace safety.