

Leading with Safety

***Let Leading Indicators Lead Your Employees
to Better Safety Performance***

What is a Leading Indicator?

- Leading indicators measure proactive efforts to achieving a result

Why Leading Indicators?

- Leadership is demonstrated through actions and words
- Ensures management reserves dedicated time for interactions leading to continuous improvement and true management of change
- Forward-thinking leadership requires leading indicators which enable the understanding of the effectiveness of the safety efforts.
- Leading indicators serve as a way to prevent injuries.

Comparison of Indicator Types

- Leading Indicators (Windshield)
 - Leading indicators measure proactive efforts.
 - Uncover weaknesses before they develop into problems
 - Focus on issues critical to successful safety performance
- Trailing Indicators (Rearview Mirror)
 - Are a reaction to past efforts
 - Reveal how successful past efforts have been

Examples of Leading Indicators

- Leading indicators become valuable tools only when used to take action!
 - Hazard Reviews
 - Near Miss Reporting
 - Safety Suggestions
 - Training Plan
 - Hazard Identification
 - Spill Prevention
 - Emergency Drills
 - Corrective Actions Taken
 - Housekeeping Inspections
 - Audit Actions
 - Vehicle Inspections
 - Safety Meetings
 - Chemical Substitution
 - Waste Reduction

Implementing Leading Indicators

1. Determine & prioritize what & who is measured
2. Develop safety measurement methods, tools & communication strategy
3. Develop a simple list of measures
4. Set performance objectives & monitor progress
5. Adjust and modify safety measures over time

Focus on items within their control

Items must be quantitative and measurable

Leadership
Actions &
Words

Safety
Process

Personal
Safety

Indicators
relate directly
to safety-
management
activities

Identifies
potential
failings in the
risk control
system

Desired
behaviors
that set
example for
others

First &
Second Line
Mnagers

Design &
Service
Engineers

Support
Functions &
Technicians

Example Measures

Safety Meetings

Alarm
Management

PPE Inspections

Corrective Action
Completion

Hazard
Identification

Skill Acquisition

Inspections

Design
Improvement

Near Miss
Reporting

Suzlon Leading Indicators

Suzlon Energy Ltd.

Leadership

- Leaders do the right things to motivate their team to work safe.
- Leadership Is exercised by decision-making, related to the safety objectives of the leader
- Leaders demonstrate EHS by their behavior
- EHS outcomes are the primary indicator of leadership performance

Location	Incident Report Creation	Incident Analysis Completion	Near Miss Reporting	Corrective Action Closure	Incident Reporting	Safety Meetings	Safety Meeting Attendance	Housekeeping	ESP Tech Audit	LOTO Site Audit	Vehicle Inspection	Training Completion	Location Average
Happy Jack	100%	100%	94%	100%	99%	100%	95%	100%	100%	100%	100%	97%	99%
Mountain Wind	100%	100%	76%	100%	94%	88%	100%	100%	67%	67%	100%	88%	90%
Mountain Wind	100%	100%	97%	94%	98%	100%	98%	88%	67%	67%	100%	85%	91%
Rugby	87%	100%	100%	97%	96%	91%	97%	75%	67%	67%	63%	75%	85%
North Region	97%	100%	92%	98%	97%	95%	98%	91%	75%	75%	91%	86%	91%
Bluegrass	100%	100%	89%	89%	94%	100%	99%	75%	100%	100%	77%	88%	93%
Cowbranch	100%	58%	66%	98%	81%	83%	97%	75%	100%	67%	63%	83%	81%
Dumas	100%	100%	86%	68%	88%	89%	100%	100%	67%	67%	100%	72%	86%
Guymon	63%	100%	91%	96%	88%	91%	96%	75%	33%	33%	69%	77%	76%
Ocotillo	100%	100%	86%	93%	95%	100%	97%	75%	100%	67%	90%	97%	92%
Sleeping Bear	100%	74%	74%	96%	86%	100%	100%	100%	100%	100%	100%	91%	93%
South Region	94%	89%	82%	90%	89%	94%	98%	83%	83%	72%	83%	85%	87%
Dry Lake	99%	100%	89%	91%	95%	100%	98%	100%	100%	100%	98%	93%	97%
Hay Canyon	100%	100%	46%	67%	78%	89%	94%	100%	100%	100%	86%	84%	87%
Kitittas Valley	100%	60%	94%	89%	86%	89%	100%	100%	100%	100%	85%	100%	92%
Pebble Springs	87%	96%	100%	96%	95%	91%	96%	100%	67%	67%	100%	81%	90%
Rattlesnake	38%	45%	63%	79%	56%	83%	87%	63%	67%	67%	38%	85%	64%
West Region	85%	80%	78%	84%	82%	90%	95%	93%	87%	87%	81%	88%	86%
Buffalo Ridge	69%	100%	91%	100%	90%	89%	100%	63%	100%	100%	72%	65%	87%
Big Sky	100%	96%	46%	100%	85%	80%	99%	100%	100%	100%	52%	64%	85%
Iowa	100%	100%	80%	100%	95%	97%	99%	100%	100%	100%	96%	75%	95%
Meadow Lake	100%	100%	20%	100%	80%	97%	99%	100%	100%	100%	100%	86%	90%
Mt. Lake	100%	100%	86%	100%	Susa	100%	96%	100%	100%	100%	100%	78%	96%
Penn	100%	100%	80%	100%	95%	94%	99%	88%	100%	100%	100%	78%	94%
Pipestone	100%	100%	29%	100%	82%	80%	94%	75%	100%	100%	77%	78%	85%
East Region	96%	99%	62%	100%	88%	91%	98%	89%	100%	100%	85%	75%	90%
OMS	93%	92%	77%	93%	88%	92%	97%	89%	88%	85%	85%	83%	89%

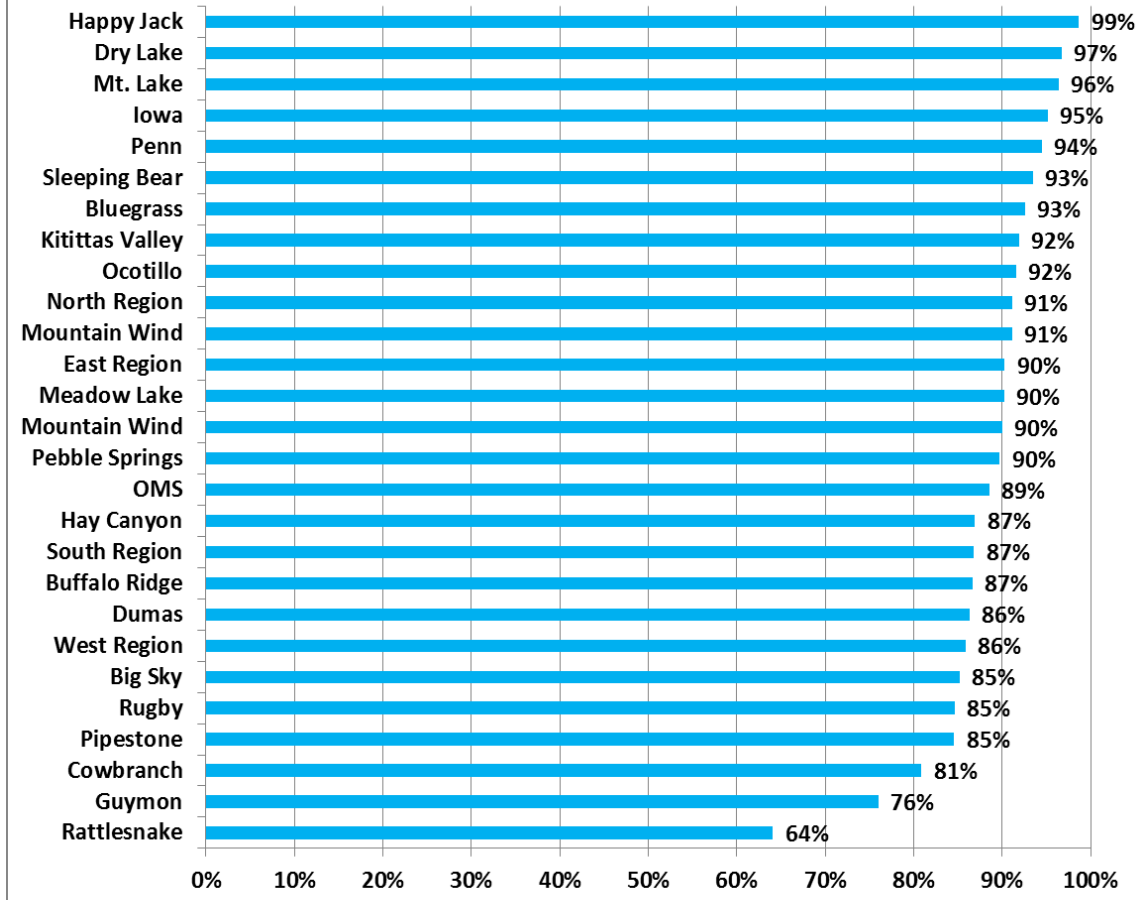
Ranking Drives Performance

Suzlon Energy Ltd.

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- **EHS outcomes are the primary indicator of leadership performance**

Score Card Ranking - November 2011

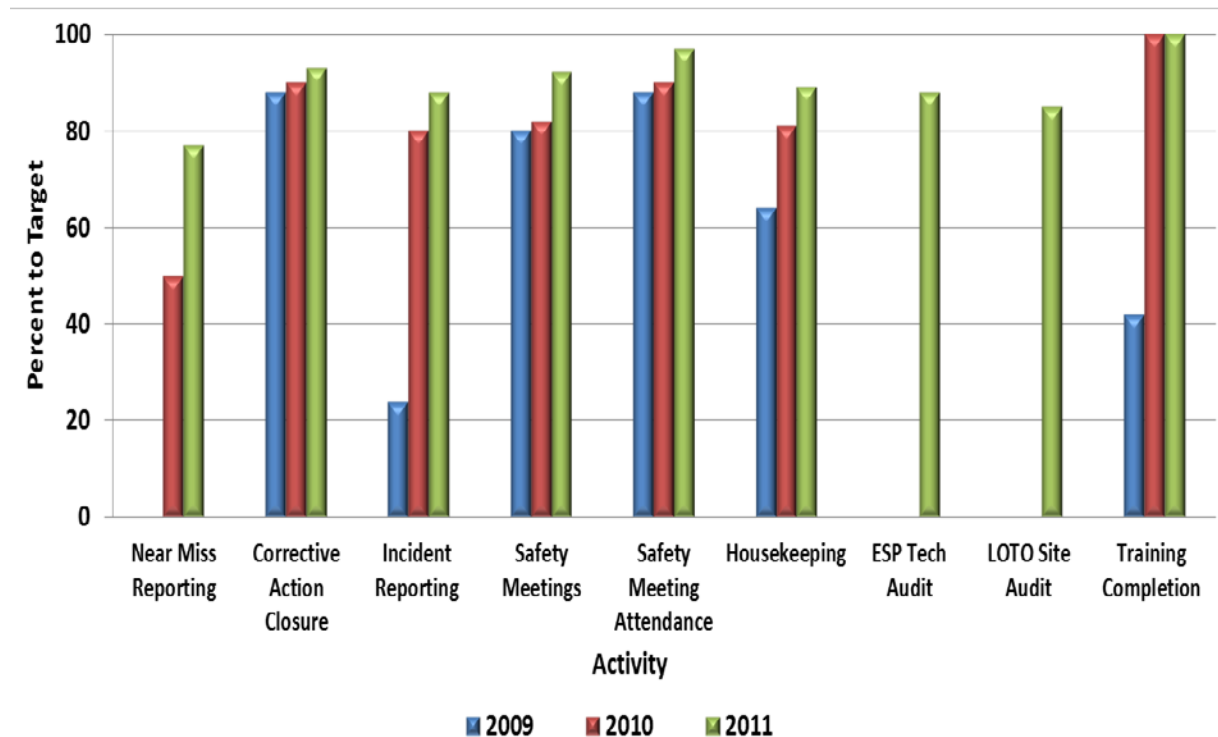


Suzlon EHS Score Card

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Systems

- Integrate effective EHS targets and measures into business activities
- Establish EHS objectives and accountability for all management
- Monitor EHS activities, training, procedures, and improvement mechanisms
- Automate systems



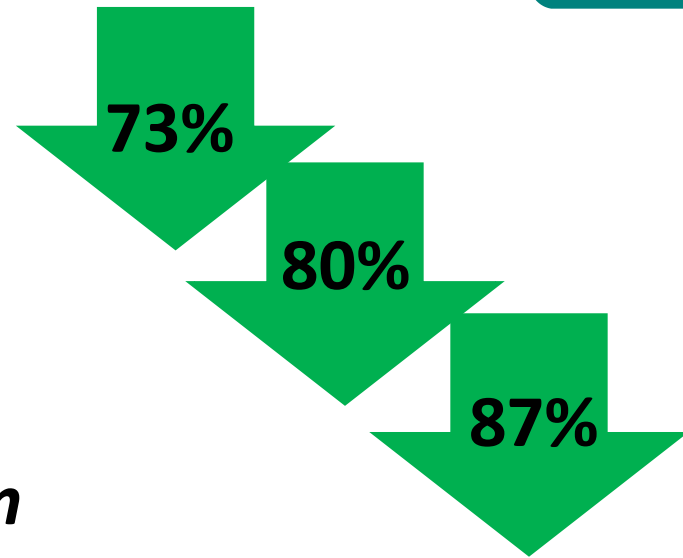
Activity Measures

- Are part of business strategy measures
- Impact a managers performance appraisal
- Are monitored every two weeks and reported monthly

Results Matter!

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- *Total Case Incident Rate*
- *Lost Time Case Rate*
- *Average Cost of WC claim*



Suzlon relies on “Leading Indicators” as the measure of safety performance.