Chapter 6: Comparing EHS Performance at the time of evaluating existing EHS culture and after bringing in improvements among employees requiring EHS improvement.

6.1 Comparison of EHS Performance at the beginning and after improvement

The EHS Culture valuation has been carried out for two successive years. The first year is taken as base line assessment of EHS Culture. The various EHS concerned activities such as Training Program, improvement works area, counseling and coaching of workforce and improving the personal protective equipment at site have been taken up for improvement.

Existing EHS Culture- 2011-12

![Figure - 4]
Table - 5

From the above evaluation of EHS-Culture 5-Levels shows that 7.4% employees studied are in Reactive, 26.9% in Calculative, 46% in Proactive and 19.7% in Generative EHS-Culture Levels. A target of bringing 100% under Proactive and Generative is being fixed and plans being drawn up to achieve this target within a year to ensure optimal level of EHS-Culture.
6.1.1 Improved EHS culture - 2012-13

![Figure 5]

Table 6

<table>
<thead>
<tr>
<th>EHS Culture Level</th>
<th>RMHS</th>
<th>Coke Oven</th>
<th>Aggllo</th>
<th>IM-4MT</th>
<th>IM-7MT</th>
<th>SMS-1</th>
<th>SMS-2</th>
<th>HSM-1</th>
<th>HSM-2</th>
<th>CRM-1</th>
<th>LP</th>
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<th>%</th>
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<td>26</td>
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6.1.2 Comparison of Employees EHS Culture level for two Financial Years

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<tr>
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<th>2012-13</th>
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<tbody>
<tr>
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<tr>
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<td>Proactive</td>
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<tr>
<td>Generative</td>
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<tr>
<td>Total</td>
<td>487</td>
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</tr>
</tbody>
</table>

Table - 7

6.1.3 Comparison of Percentage of Employees EHS Culture level for two Financial Years

<table>
<thead>
<tr>
<th>EHS Culture Level</th>
<th>2011-12</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
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<tr>
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<td>Total</td>
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</tr>
</tbody>
</table>

Table - 8
From the above evaluation of EHS-Culture 5-Levels shows that 6.2% employees studied are in Reactive, 23.30 % in Calculative, 45 % in Proactive and 25.5% in Generative EHS-Culture Levels.

There is reduction in percentage of EHS culture level in Reactive and Calculative and Proactive EHS cultural level is more or less same. The Generative culture level is well improved.

A target of bringing 100% under Proactive and Generative is being fixed and plans being drawn up to achieve this target within two years to ensure optimal level of EHS-Culture.
6.2 Improvement of Safety Performance

Reportable Injury: Employee is not in a position to report duty within 48 hours after the injury.
**Frequency Rate:** Number of Reportable injuries per Million Man Hours worked.

**Incident Rate:** Number of Reportable injuries per 1000 employees.

From the above graph, it shows that there is marginal improvement in Frequency Rate and Incident Rate every year.

**Incident Statistics for the last two Years:**

**2012:** Total Incidents - 638

![2012 Incidents Chart](image)

**2011:** Total Incidents - 734

![2011 Incidents Chart](image)

**Figure - 8**
The reduction of Lost Time Injury is 28% in the year 2012 as compared to 2011.
The following suggestions are made to Management for improving the Safety Standards.

1. Senior leaders must “walk the talk”
2. Hold leaders accountable
3. Add the individuals' compliance to their performance review
4. Deepen our observation skills beyond the obvious PPE
5. Get serious about PPE!
6. Analyze the data to understand systemic issues – for instance which procedures are regularly being violated
8. Incident reporting has to increase dramatically
9. Understand of importance of near misses and promote reporting in all Divisions
10. Accelerate Incident Investigation Standard training
11. Which Safety Observations should also be recorded as incidents – only then will we analyze root cause and employ systemic corrections
12. Senior leaders to ask questions about reporting and investigation rate at management meetings
13. Line managers to review quality of the investigation

The following Safety Action Plan is scheduled to control and reduce the works, projects injuries.

**Safety Action Plan**

1. Encouraging to report Near Miss Incidents and corrective & preventive measures.
2. Toolbox Talk before starting the job
3. Daily Safety Observations at Works
4. Daily Safety Observations at Constructions Site
5. EHS Safety Culture Training Programs
6. Improving the works environment
7. Improving the Hygiene Index regarding Stress Index Ranking
8. Improving the quality of Personal Protective Equipment.
9. Enforcement of Permit to Work and Safety Measures
10. Coaching, Training for Senior Executives for demonstrating Safety at Works
11. Developing Safety Observations Matrics
12. Conducting the Safety Action Meeting