



The Journey to Safety Excellence pillar "Leadership and Engagement" is demonstrated by the National Safety Council "CEOs that Get It". How many of these best practices does your company leadership team do?

Safety Leadership Demonstrated

- **Active role of top management in safety** - CEO performs EHS audit each quarter and requires leadership team to conduct quarterly EHS audits; embraces and implements a safety management system; CEO personally tests uniforms, PPE, or other company-required gear for comfort
- **Participative leadership style** - CEO travels with safety department attending team/crew safety meetings; meets weekly with employees at largest project sites to discuss safety concerns and stress safety as the top priority; attends and presents at employee safety meetings; initiates face-to-face campaigns so executives and management meet with shop floor employees, contractors, and temporary staff about safety being a priority
- **High-ranking safety officer** - Aligns SHE function with C-suite functions, ensuring direct involvement in all matters related to safety and health
- **Supervisor commitment** - Implements a "project EHS checklist" to be completed by all project supervisors and reviewed by EHS for every new project
- **Safety meetings** - Mandatory monthly corporate and construction EHS meetings to align departmental goals/initiatives and allow open communication to address areas for improvement
- **Safety policy** - Implements a smoke-free policy for company vehicles and worksites; establishes a near-miss reporting system so potential EHS problems are scanned and detected instead of awaiting an incident
- **Safety communication** - Establishes mission not to control loss but to prevent it from ever occurring; adopts and communicates safety principles (e.g., ownership of safety belongs to everyone; working safely is a condition of employment; all work-related injuries and illnesses are preventable)
- **Incentives for employee participation** - Invests significant resources and time in safety incentive program
- **Employee training and development** - Invests in safety training from the top down, including continued safety education/training for safety professionals
- **Empowerment of workforce** - Implements a top-down "learning organization" concept that increases employee safety involvement
- **Resources made available** - Opens a campus gym, allowing employees to exercise at no cost and at times that are convenient for their schedule; opens campus family health center that allows retirees, employees and family members access to urgent and routine medical care; invests in the latest technology