



Confederation of Indian Industry

OHS Preparedness in the Eastern Region: Trends and Analysis

REPORT 2022

Report prepared by



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Introduction

CII Eastern Region has been recognizing enterprises for their achievements in the areas of Safety, Health & Environment (SHE). The SHE Awards is reckoned for the last two decades as a mark of excellence for the Leadership, Vision & Efforts made by organizations in following pathbreaking practices in Safety, Health & Environment.

This CII-Consultivo publication peruses the data collected for the purpose of this award with a view to capturing the state of SHE in the Eastern Region. The data have been collected from four sectors, viz, construction, manufacturing, mining, and services. Participation of companies of all sizes, starting from micro-enterprises to their very large counterparts, has made the sample truly diverse.

It is hoped that the pointers for improvement identified in this publication will inspire the award winners and the aspirants alike to augment their SHE performance, thereby improving the overall SHE landscape in this part of the country.





The complete canvas

About the companies and their performances



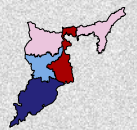
75 large, medium and small companies



Representing more than 2,20,000 employees



Sectors like construction, mining, manufacturing and services

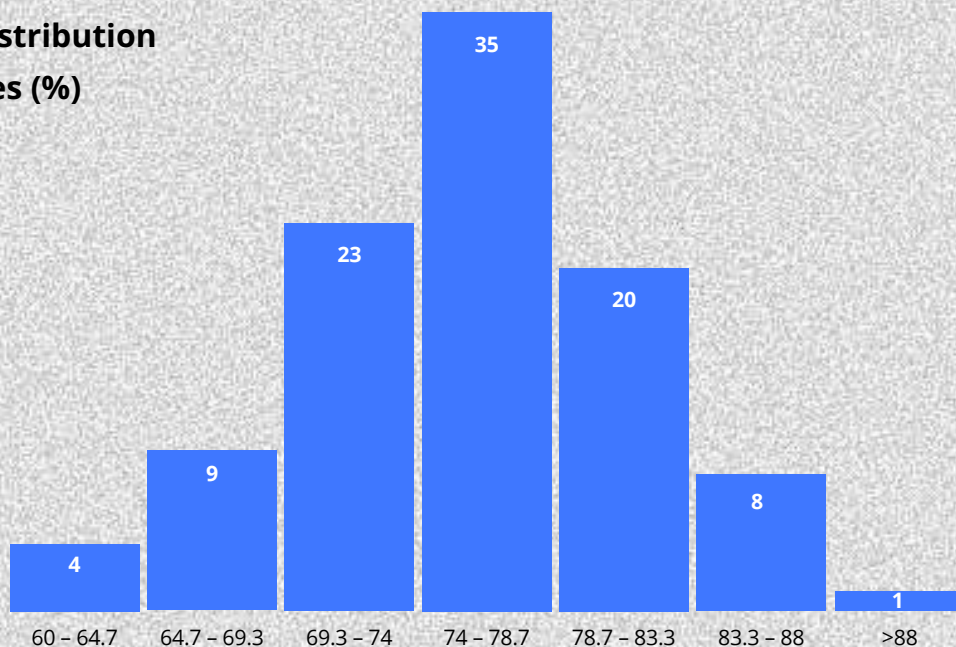


States like Assam, Bihar, Chhattisgarh, Jharkhand, Odisha and West Bengal

What we learned

- ✓ The average score secured by all respondents taken together was **75%**.
- ✓ The **mining sector** was the best performer with a **79%** score, followed by **medium-sized** manufacturing companies (**76%**).
- ✓ The overall performance did not depend upon the size of the enterprises. It was strictly based on their actions in areas defining occupational health and safety.
- ✓ The size of the enterprise appeared to be relevant only in leadership and occupational safety. Performance improved with size in these two areas.
- ✓ Occupational health emerged as the best performance area where companies of all types and sizes put up their best performance.

Scorewise distribution of enterprises (%)



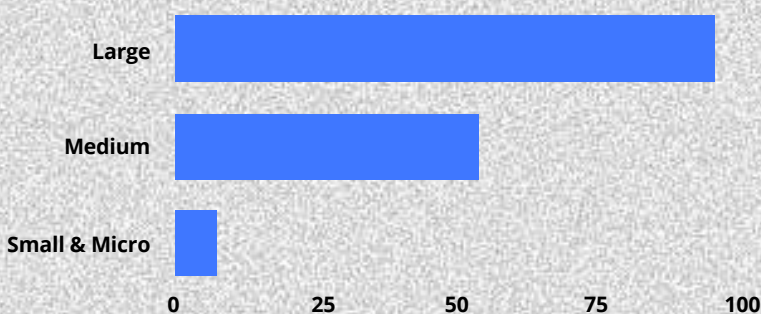
The leaders need
to be more involved...



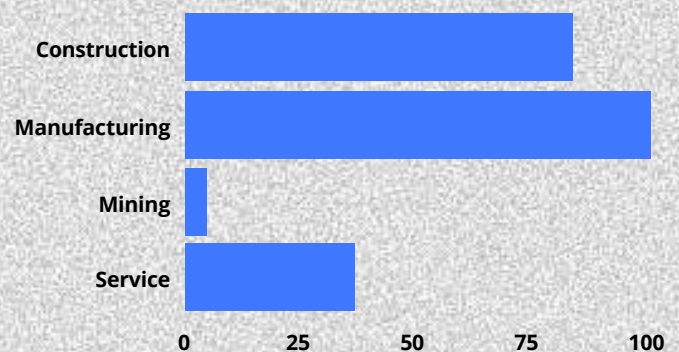
Analysing the Leadership Scores

- The leadership score varied from **50% to 97.50%** across sectors in **2021-22**.
- The highest concentration of the reporting companies (30%) was seen in the score group of **74 to 82%**. The average leadership score was 77% this year.
- The **highest average score (86%)** was secured by the **mining sector** while the **lowest (72%)** went to the **services sector**.
- Among all other sectors, the **construction sector** secured an average score of **78%** which was above the overall average of **77%**.
- The **manufacturing sector** shows the **highest variance** between the maximum and minimum leadership scores, followed by the construction sector. The **mining sector** shows the least variance.
- The medium and small companies showed more consistency in terms of their leadership score compared to the large enterprises, indicating that the quality of leadership did not necessarily improve with the size of a company when it came to ensuring a safe and healthy workplace for the employees.
- For the **manufacturing sector**, scores on the involvement of leaders were the main source of variance, ranging from as low as **40% to as high as 100%**. The key areas of improvement in this regard were found to be:
 - Need to put in place sound procedures and data capture methods to ascertain the participation of the employees in the safety management system;
 - Need to ensure stricter compliance with the safety guidelines and a reward system for the employees taking interest in such matters.

Variance in score by size



Variance in score by type



The large and medium enterprises are leading the pack



Governing the safety arrangements

The **large and medium enterprises** have scored the most on the governance of safety parameters. These enterprises scored above the average governance score of **78%**.

Companies in the **construction and mining sectors** averaged **82%** to lead the pack.

The enterprises surveyed did well in their absolute scores, with **30%** of the companies securing scores **between 81% and 88%**.

Initiatives in risk management and audit practices appeared to have had the strongest correlation with the overall governance score.

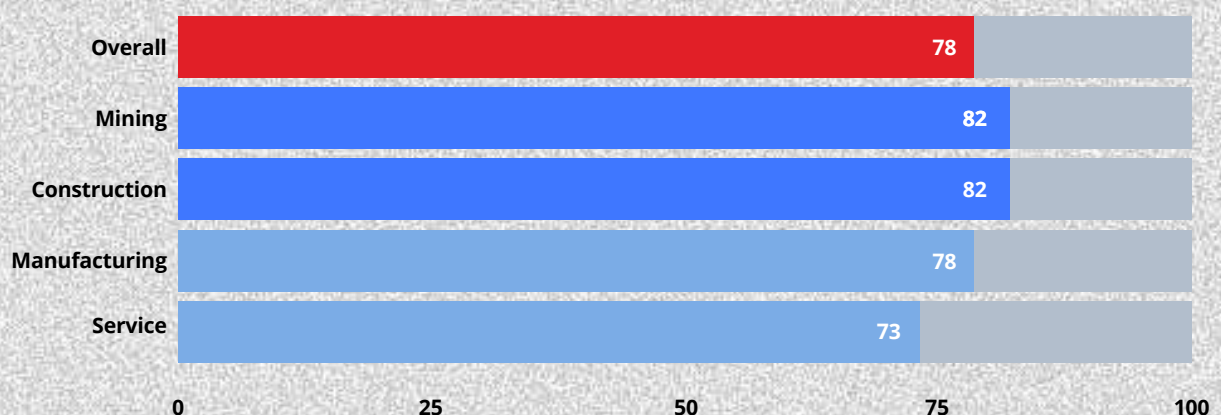
The **mining, manufacturing and construction sectors** put up a stellar performance in **risk management**.

The **mining sector** excelled in its **audit practices**.

The scores obtained for preparedness for emergencies at the workplace did not seem to impact the overall governance score much.

However, while the services sector held on to its performance on this count, significant strides were made by the construction, manufacturing and mining sectors this year compared to their performances in 2021.

Average Score vs Type of Entity



Mining sector: the first among equals



The brass tacks of safety parameters

The safety performance scores show a frequency distribution skewed towards the higher scores, indicating a generally high level of performance put up by the enterprises. **73% of the respondents scored above average.** This is a continuation of the last year’s trend.

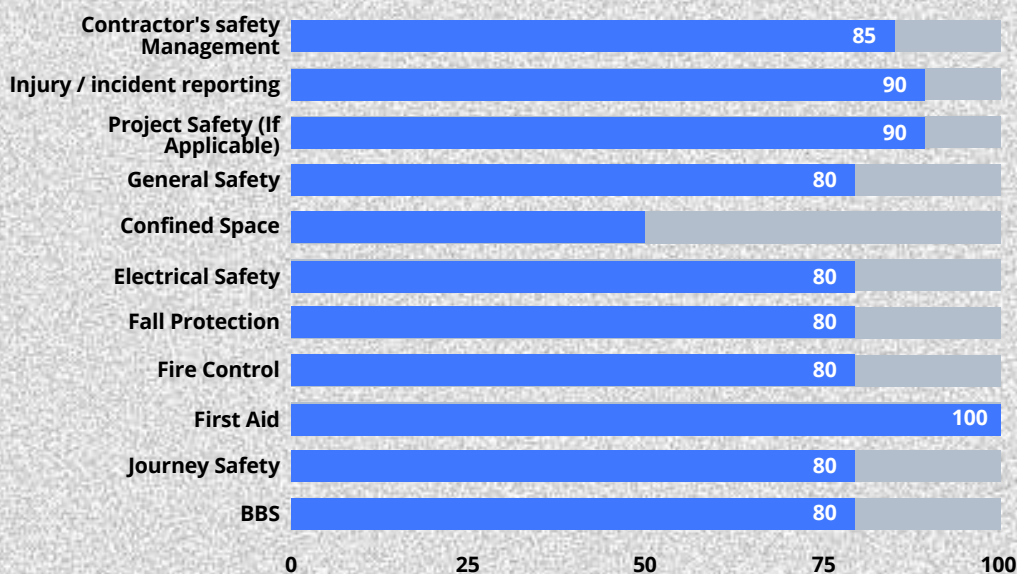
Enterprises of all sizes performed well, evidencing a high degree of awareness amongst them irrespective of their sizes.

In terms of the types of entities, the **mining sector** performed particularly well on this count.

This year, improvements have been noticed in the **contractors’ safety management**, which indicates steady movement towards bolstering supply chains by the enterprises.

Last year, it appeared that injury reporting did not have much bearing on the overall safety score. The situation has improved this year, and it seems that a well-laid-out process for incident reporting has gained more ground amongst the enterprises.

Mining sector: % achievement per score component



A 'healthy' show by the enterprises



Measuring the performance in occupational health and hygiene

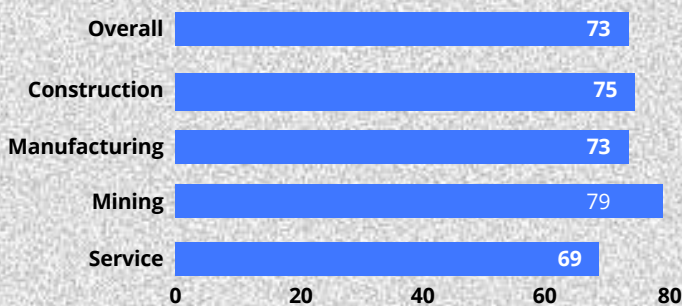
It was the **'best performance'** area for the reporting enterprises, as **31%** of the respondents secured more than **80%**.

Although the minimum score secured was **40%**, this was more of **an outlier**. The average score comes to **73% if this outlier is taken out**, indicating that the enterprises, irrespective of their sizes and types, are well geared up to ensure occupational health and safety at the workplaces.

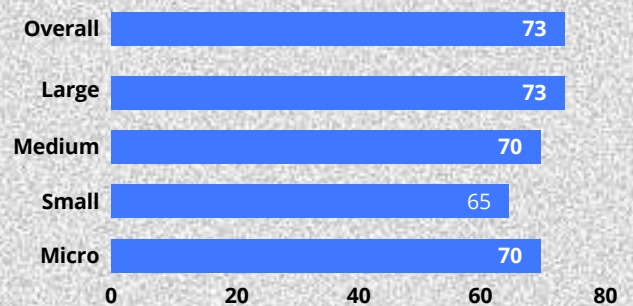
Companies from the **mining sector** put up the best performance, securing the average score of **79%**.

A stringent procedure ensuring regular monitoring of workers' health was the strongest driver of the score. The reporting enterprises also excelled in work area monitoring and ensuring hygiene at the workplaces.

Health scores by enterprise type



Health scores by enterprise type



Performing well in water conservation



Companies' performance in environment parameters

Nearly half of the respondents scored around **80% or more** on these parameters.

The performance of the companies on waste water quality was most noteworthy, and it was also the most important contributor to the overall scores.

Measures taken in waste management were the second most important contributor.

However, scopes of improvement were seen in the area of wastewater treatment.

The **large enterprise** led the way and secured the highest average score of **75%**, followed by the **medium (72%)** and **small (69%)** enterprises.

The **mining sector** put up the best performance with an average score of **81%**.

% achievement, component-wise



Recommendations



Leadership

Involvement of people

- Improve (through a structured process) people participation in incident reporting, suggestion scheme
- Use of people oriented tools like small group activities (SGA), Kizen to improve people participation
- Design and implement more positive reinforcements

Management Visible Leadership

- Implement a robust system visible leadership and leading by example
- Allocate appropriate responsibilities, authorities and accountability across the organization
- Ensure management participation (includes line management) in SHE activities like incident reporting, incident analysis, behavioural observations, mock drill exercises, tool box talks, training programs etc.



Governance

SHE issues in Supply Chain

- Identify of critical suppliers (with higher OHS/SHE risks & larger quantity of supply)
- Implement monitoring mechanism
- Support them to improve their performance

Learning from the Event

- Establish a process to capture learnings from past incidents
- Implement a robust review process
- Communicate appropriate information to relevant people



Performance

Safety Culture and Behaviour Based Safety

- Identify behavioural issues in different processes, sub-processes & activities
- Establish a structured process of inculcating visible safety leadership
- Develop a safety culture within the organization
- Establish a baseline and monitor improvement (both qualitative and quantitative)

Journey and Logistics Safety

- Establish onsite vehicle safety/traffic management based on risk assessment.
- In line with the risk assessment outcome, adopt control measures like separate pedestrian pathway, two wheeler tracks, separate material gate, oneway movement, convex mirror in blind fold areas, deployment of traffic marshals etc.
- Implement offsite journey safety initiatives based on journey risks

Energy and Climate Change

- Strategize Low Carbon Growth Policy
- Develop baseline through Carbon Footprinting of Scope 1, 2 & 3
- Improve renewable energy portfolio

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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, with around 9000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 286 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

As India completes 75 years of Independence in 2022, it must position itself for global leadership with a long-term vision for India@100 in 2047. The role played by Indian industry will be central to the country's progress and success as a nation. CII, with the Theme for 2022-23 as Beyond India@75: Competitiveness, Growth, Sustainability, Internationalisation has prioritized 7 action points under these 4 sub-themes that will catalyze the journey of the country towards the vision of India@100.

With 62 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 350 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

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