



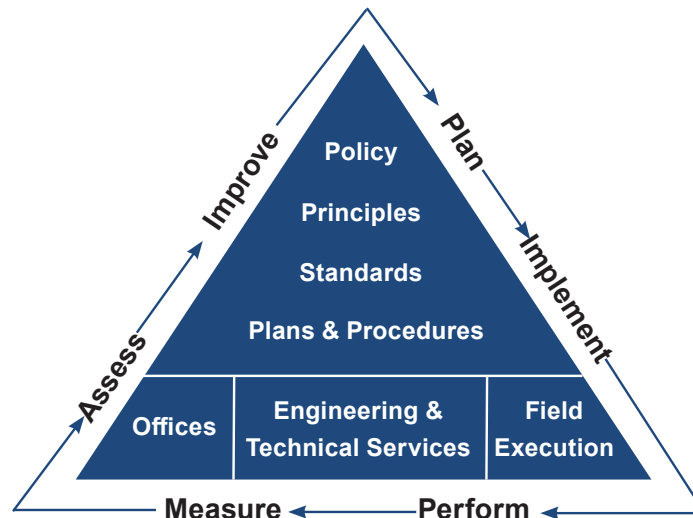
## 'You're not just safe – you're NAES Safe™!'

As an industry leader in safety, we've made a commitment to a higher standard of excellence – NAES Safe™. This new initiative reinforces our belief in safety as the company's foremost priority and provides a new level of challenge, achievement and recognition for all projects and offices worldwide:

- Intolerance for injuries, unwanted events and deficiencies.
- More than just compliance – we are safe because we eliminate hazards!
- We evaluate risk, knowing there is a safe way to perform every job.
- Safety is every NAES employee's responsibility...and they prove it!
- We protect employees 24/7.

### The NAES Safety Management System (SMS)

The NAES Safety Management System (SMS) provides the tools and methodology that integrate safety into work planning and execution throughout the entire organization:



- Our Safety Policy provides vision and value.
- The Safety Principles guide our decisions, our planning, and the work we perform and observe.
- Our Safety Standards reside in the NAES Health & Safety (HS) Manuals for Operations, Construction, Maintenance and Corporate Offices.
- The Safety Plans & Procedures include site-specific Safety Plans, Safety Improvement Plans (SIPs) at all plants and projects and the NAES H&S Manual tailored to the site-specific safety program.
- The SMS incorporates safety in our offices, in the engineering & technical services we provide, and through field execution of maintenance and construction projects and plant operations.

### NAES Safe™ Guiding Principles

- Management Accountability
- Employee Involvement
- Incident Prevention
- Work Safely
- Stop Unsafe Acts
- Share Lessons Learned

"As our founding principle, we consider only one safety standard acceptable – zero injuries in all areas of our business."

– NAES Safety Policy



## Continuous Improvement

In a cycle of continuous improvement, the SMS ensures that we ‘plan our work’ and ‘work our plan.’

**Plan** – We plan our work by identifying scope, resources, materials, and safety requirements including: safety gear, training requirements, necessary controls, PPE, JSAs, etc.

**Implement** – We implement the plan, assign responsibility, establish controls, train and qualify the workers (both employees and contractors).

**Perform** – We perform work with the established controls, work instructions and engineered plans. If we can’t, we stop the job and re-plan the work.

**Measure** – We report and measure our performance to completion. We establish metrics that are Safety Leading Indicators, or those established in the site-specific Safety Plan, so that we can evaluate and ‘course correct’ to achieve desired outcomes.

