

SAFETY CULTURE REPORT

DETAILED RESULTS

Company XYZ SAMPLE

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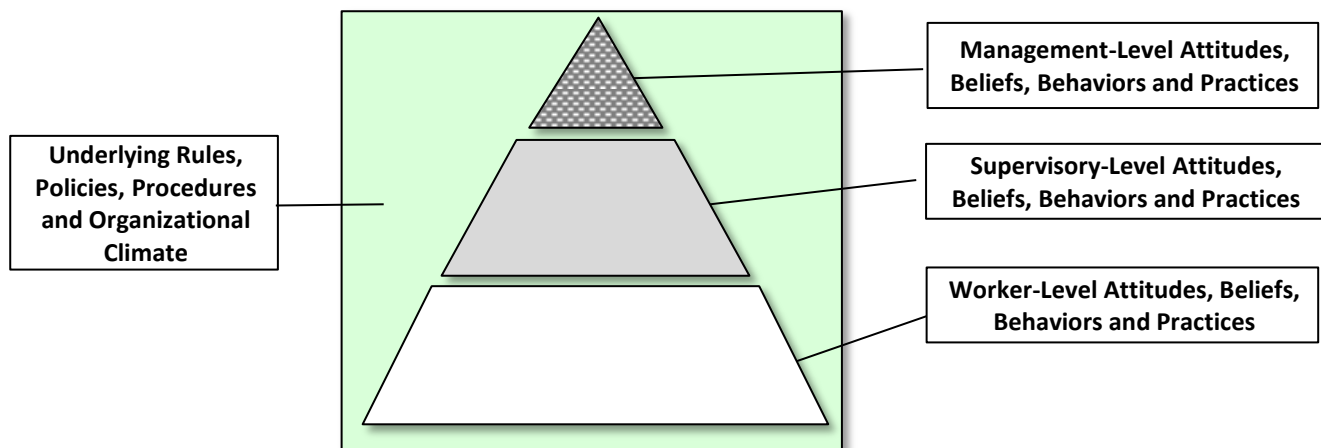
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Introduction

Safety Culture encompasses the ways in which safety is managed in the workplace, and often reflects "the attitudes, beliefs, perceptions and values that employees share in relation to safety" (Cox and Cox, 1991).

Safety Culture is formed by various factors in the workplace, including attitudes, beliefs, perceptions, policies and values related to safety. It reflects the commitment to safety at all levels in the organization and how safely members of the organization behave on a day-to-day basis.

Safety Culture is strongly influenced by upper-level management, but also by the behaviors of everyone in the organization.



A strong Safety Culture helps organizations attain their goals of (i) achieving better safety performance, and (ii) attracting and retaining valuable employees. However, in order to understand and improve Safety Culture, it is necessary to 'measure' it.

Measuring Safety Culture lets us more accurately see how safety is perceived, valued and prioritized in an organization and which actions can be taken to make improvements.

The Safety Culture of your organization was measured by gathering feedback from 3 levels of your organization listed above. **In total 79 Employees from your organization completed the Safety Culture Employee Feedback Survey. This represents 11% of your organization's total workforce.**

This document is your DETAILED RESULTS REPORT.

PART 1 – OVERALL RESULTS SUMMARY

3 HIGHEST-RATED DIMENSIONS AND RECOMMENDATIONS:

Your company's employee feedback survey results indicate that the following safety culture areas are rated highest:

- 1) **Management Commitment to Safety** – All participating employees rated the behaviors and practices of the management level of your company related to commitment to safety.

This is the **highest-rated area** of your company's employee feedback results. It indicates that the management level of your company is seen by your employees as demonstrating a high level of commitment to safety.

Behaviors and practices related to this area that should continue to be encouraged include:

- Management focusing on the prevention of safety incidents and not waiting until an incident has occurred to take action
- Management taking immediate action to address all workplace hazards
- Management recognizing and communicating the organization's safety achievements as well as recognizing and rewarding safe workers
- Management making it clear to all employees that safety is a higher priority than productivity

- 2) **Supervisory Monitoring and Enforcing** - All participating employees rated the behaviors and practices of the supervisory level of your company related to monitoring and enforcing.

This is the **second highest-rated area** of your company's employee feedback results. It indicates that the supervisory level is seen by your employees as demonstrating effective safety monitoring and enforcing.

Behaviors and practices related to this area that should continue to be encouraged include:

- Supervisors consistently enforcing safety rules and procedures
- Supervisors identifying all workplace hazards and understanding their risks and potential consequences and taking immediate action to address them
- Supervisors following all safety procedures when work falls behind schedule
- Supervisors making sure workers don't cut corners related to safety

- 3) **Worker Commitment to Safety** - All participating employees rated the behaviors and practices of the worker (non-supervisory) level of your company related to commitment to safety.

This is the **third highest-rated area** of your company's employee feedback results. It indicates that the worker level is seen by your employees as demonstrating a high level of commitment to safety.

Behaviors and practices related to this area that should continue to be encouraged include:

- Workers making safety a top priority
- Workers behaving safely even when no one is looking
- Workers behaving as though safety is equally as important as getting the job done
- Workers taking personal responsibility for safety incidents

For details on the highest-rated areas please see the results for each question of the Employee Feedback Survey in the last sections of this report.

PART 1 – OVERALL RESULTS SUMMARY (Continued)

3 LOWEST-RATED DIMENSIONS AND RECOMMENDATIONS:

Your company's results indicate some potential areas for improvement based on the employee feedback survey ratings:

- 1) **Management Participation in Safety** – All participating employees rated the behaviors and practices of the management level of your company related to participation in safety practices.

This is the **lowest-rated area** of your company's employee feedback results. It indicates that the management level is seen by your employees as demonstrating a lower level of participation in safety compared to other areas they rated.

Recommended actions to improve this area:

- Management should consistently model the right behaviors and earn workers' trust by always following safety rules themselves.
- Management should visibly participate in all safety activities or events alongside supervisors and workers.
- Management should demonstrate actions and verbally communicate a genuine concern for employee safety.
- Management should regularly ask for ideas and recommendations from all employee levels on how to improve safety.

- 2) **Supervisory Communicating and Informing** – All participating employees rated the behaviors and practices of the supervisory level of your company related to communicating and informing.

This is the **second lowest-rated area** of your company's employee feedback results. It indicates that the supervisory level of your company is seen by your employees as demonstrating a lower level of safety-related communicating and informing compared to other areas they rated.

Recommended actions to improve this area:

- Supervisors should regularly communicate that safety is a higher priority than productivity and regularly encourage workers to report any safety issues and concerns.
- Supervisors should regularly remind workers of safety rules and procedures, especially experienced workers who may become complacent.
- Supervisors should encourage workers to provide new ideas for safety improvement and follow through by acting on workers' safety suggestions if they are appropriate.
- Supervisors should conduct regular safety meetings where workers are given responsibility to highlight and discuss safety issues and concerns.

PART 1 – OVERALL RESULTS SUMMARY (Continued)

- 3) **Worker Teamwork** – All participating employees rated the behaviors and practices of the worker (non-supervisory) level of your company related to worker teamwork such as effective teamwork, helping and concern for each other's safety.

This is the **third lowest-rated area** of your company's employee feedback results. It indicates that the worker (non-supervisory) level of your company is seen by your employees as demonstrating a lower level of safety-related worker teamwork compared to other areas they rated.

Recommended actions to improve this area:

- Workers should be encouraged to give each other suggestions on safety issues. They should also be encouraged to communicate their suggestions to their supervisor.
- Workers should be encouraged to correct the unsafe behaviors of other workers in a helping way. Coaching on how to communicate these actions tactfully may be required.
- Workers should be reminded to never take actions that may put other workers at risk. Examples of behaviors that put others at risk should be used.
- Workers being encouraged by management and supervisors to take personal responsibility for the safety of their co-workers, not just themselves.

For details on the lowest-rated areas please see the results for each question of the Employee Feedback Survey in the last sections of this report.

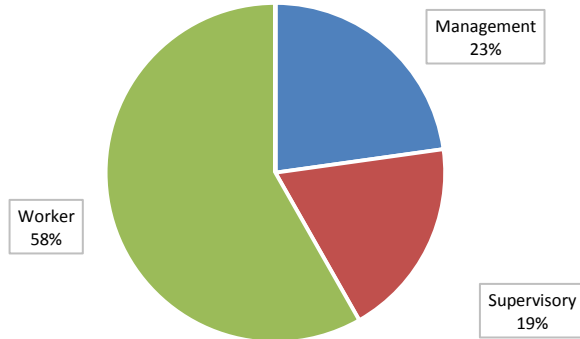
In order to make improvements in the areas recommended within this report, your organization may already have internal experts who specialize in these areas of organizational change management, employee learning and development, and enterprise risk management. However, if you require a referral to external consultants who specialize in these areas, please let us know and we will make an introduction to one of our world-class partners.

PART 1 – EMPLOYEE FEEDBACK RESULTS - SURVEY PARTICIPANTS

79 Employees from your organization completed the Safety Culture Employee Feedback Survey. This represents 11% of your organization's total workforce:

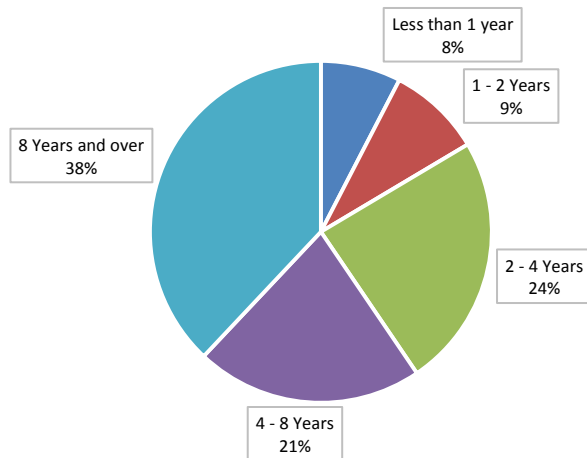
Job Types	Number of Employees
Management	18
Supervisory	15
Worker	46
Other	0
Total	79

Job Types



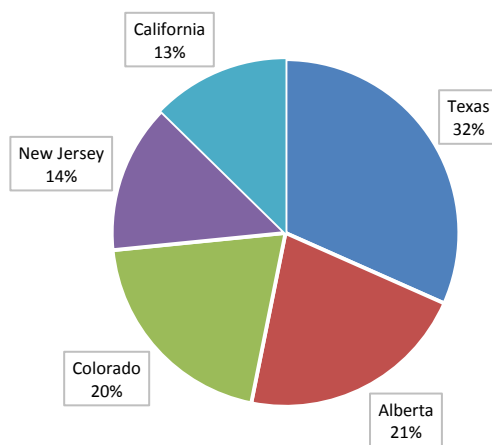
Number of Years with Your Organization	Number of Employees
Less than one year	6
1 - 2 Years	7
2 - 4 Years	19
4 - 8 Years	17
8 Years and over	30
Total	79

Tenure



Work Locations	Number of Employees
Texas	25
Alberta	17
Colorado	16
New Jersey	11
California	10
Total	79

Work Locations






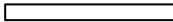

PART 2 – EMPLOYEE FEEDBACK RESULTS

The following pages contain the results of how the employees of your organization rated the safety practices they observe in their workplace.

Ratings are reported on a 5-point scale, with each number corresponding to the extent to which employees viewed their workplace compared to what was measured in the scale. The numbers in the scale represent the following statements:

- 1 - Does *not at all* describe your workplace**
- 2 - Describes your workplace *to a slight extent***
- 3 - Describes your workplace *to a moderate extent***
- 4 - Describes your workplace *to a great extent***
- 5 - Describes your workplace *to a very great extent***

Results are presented in five different ways:

-  **Your All Employees' Average Rating:** This bar represents how your employees view the safety practices of your organization. This includes all of the ratings from all participants who completed the survey, including managers, supervisors, and workers.
-  **Your Managers' Average Rating:** This bar represents how your Managers view the safety practices of your organization. This includes all of the ratings from the management level in your organization.
-  **Your Supervisors' Average Rating:** This bar represents how your supervisors and foremen view the safety practices of your organization. This includes all of the ratings from your organization who are employed at the supervisor or foreman level.
-  **Your Workers' Average Rating:** This bar represents how your Workers view the safety practices of your organization. This includes all of the ratings from your organization who are employed at the worker (non supervisory) level.
-  **Industry Average:** This bar represents the typical scores of organizations in your industry.

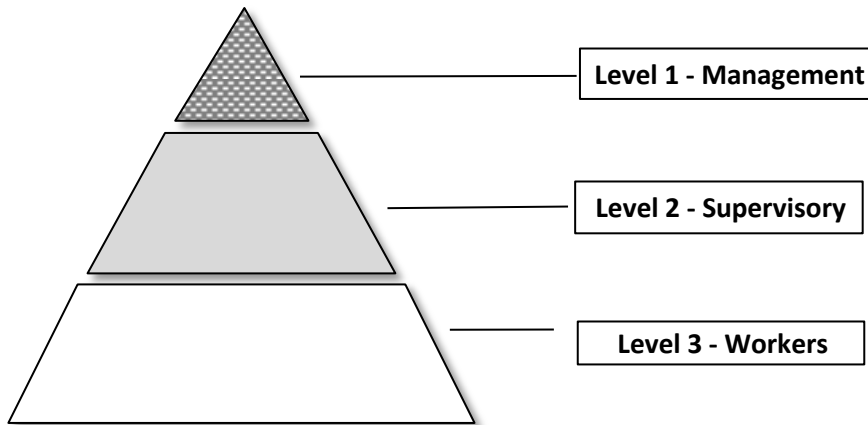
Gaps between raters' average scores on certain areas indicate differences in how they see the workplace's safety practices. Differences of 1.0 point or more are considered significant and should be noted.

Gaps between raters' averages and the Industry Average on a certain area indicate how your organization compares to the typical score for an organization in your industry. Differences of 1.0 points or more are considered significant and should be noted.

Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

EMPLOYEE FEEDBACK (SUMMARY RESULTS)

Employees completed a set of questions that measured their perception of the safety behaviors and practices of the three levels of the organization:



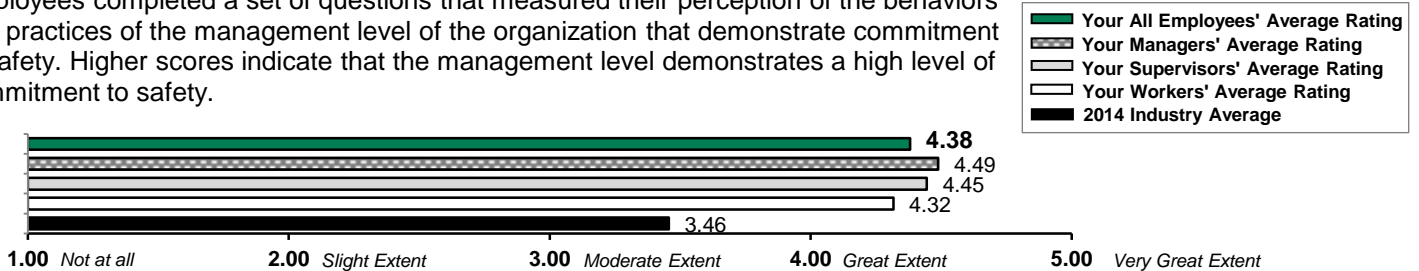
Level 1 - Management

Management refers to CEO's, presidents, vice-presidents, directors and top level managers. They generally work in office environments rather than working directly in the field or on the work site. They are responsible for controlling and overseeing the organization. They develop goals, strategic plans, and company policies and make decisions on the direction of the company. This includes providing supervisors and foremen with guidance and direction.

Employee Feedback on the Safety Behaviors and Practices of Level 1 - Management:

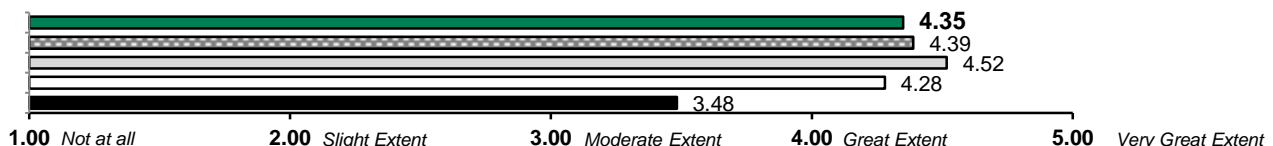
1) Management Commitment to Safety

Employees completed a set of questions that measured their perception of the behaviors and practices of the management level of the organization that demonstrate commitment to safety. Higher scores indicate that the management level demonstrates a high level of commitment to safety.



2) Management Participation in Safety

Employees completed a set of questions that measured their perception of the behaviors and practices of the management level of the organization that demonstrate participation in safety practices. Higher scores indicate that the management level demonstrates a high level of participation in safety.



EMPLOYEE FEEDBACK (SUMMARY RESULTS CONT'D)

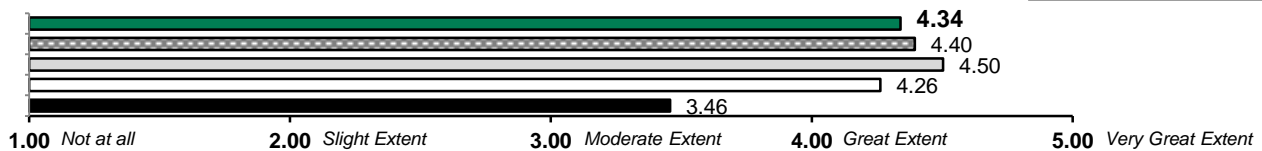
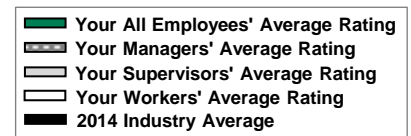
Level 2 - Supervisory

The supervisory level includes section leads, supervisors and foremen. They focus on guiding and directing workers in the field and on work sites. They usually have the responsibility of assigning worker tasks, guiding and supervising workers on the day-to-day duties and activities, ensuring quality and quantity production, making recommendations, solving worker problems and ensuring the safety of workers.

Employee Feedback on the Safety Behaviors and Practices of Level 2 - Supervisory:

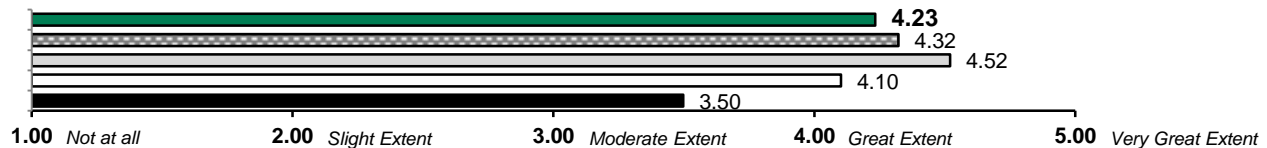
Supervisory Monitoring and Enforcing

Employees completed a set of questions that measured their perception of the behaviors and practices of the supervisory level of the organization that demonstrate safety-related monitoring and enforcing. Higher scores indicate that the supervisory level demonstrates effective safety monitoring and enforcing.



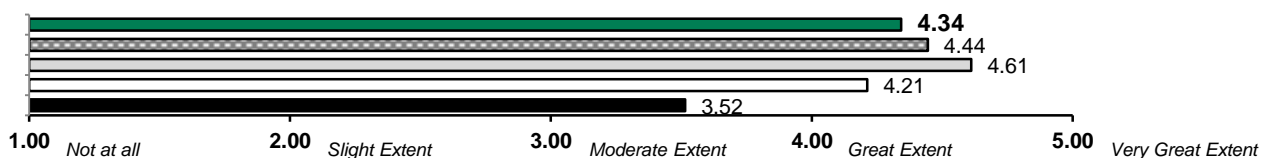
Supervisory Coaching and Guiding

Employees completed a set of questions that measured their perception of the behaviors and practices of the supervisory level of the organization that demonstrate safety-related coaching and guiding. Higher scores indicate that the supervisory level demonstrates a high level of safety-related coaching and guiding.



Supervisory Communicating and Informing

Employees completed a set of questions that measured their perception of the behaviors and practices of the supervisory level of the organization that demonstrate safety-related communicating and informing. Higher scores indicate that the supervisory level demonstrates a high level of safety-related communicating and informing.



EMPLOYEE FEEDBACK (SUMMARY RESULTS CONT'D)

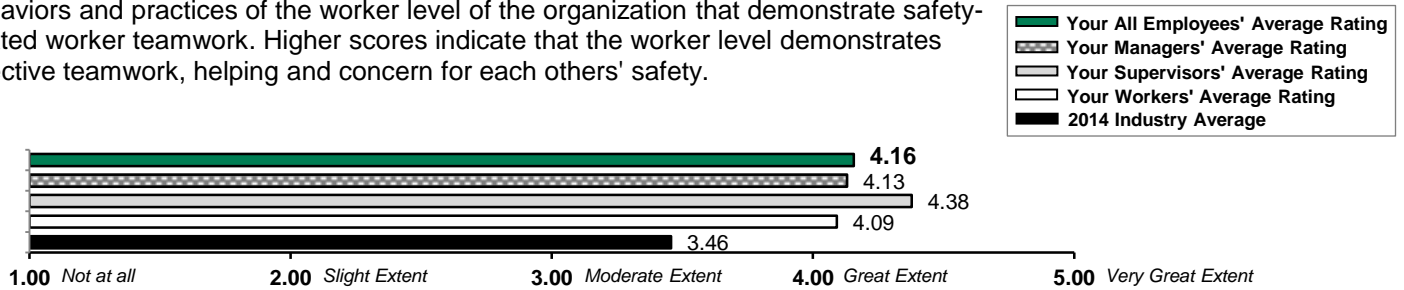
Level 3 - Workers

Workers are employees who do not supervise others in the organization. This group could include general laborers, trades workers and helpers, as well as all employees working in administration, operations, engineering, finance, IT etc. Workers operate under the direction and supervision of their supervisors, foremen and managers.

Employee Feedback on the Safety Behaviors and Practices of Level 3 - Workers:

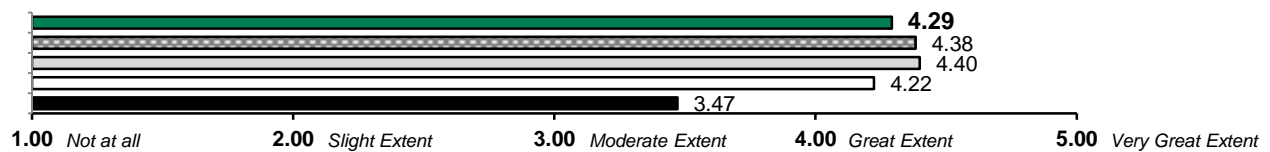
Worker Teamwork

Employees completed a set of questions that measured their perception of the behaviors and practices of the worker level of the organization that demonstrate safety-related worker teamwork. Higher scores indicate that the worker level demonstrates effective teamwork, helping and concern for each others' safety.



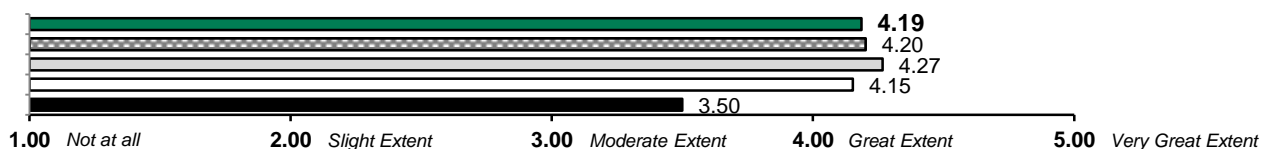
Worker Participation in Safety

Employees completed a set of questions that measured their perception of the behaviors and practices of the worker level of the organization that demonstrate participation in safety. Higher scores indicate that the worker level demonstrates a high level of participation in safety.



Worker Commitment to Safety

Employees completed a set of questions that measured their perception of the behaviors and practices of the worker level of the organization that demonstrate commitment to safety. Higher scores indicate that the worker level demonstrates a high level of commitment to safety.



YOUR EMPLOYEE FEEDBACK - HIGHEST RATED QUESTIONS

The survey questions that received the highest overall ratings by employees of your organization are listed below. These are the areas which highlight positive aspects of your organization and things that should continue to be reinforced. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

	Question Text	Your All Employees' Average Rating	Your Managers' Average Rating	Your Supervisors' Average Rating	Your Workers' Average Rating	2014 Industry Average
1	There are adequate safety rules, policies & procedures	4.71	4.83	4.93	4.59	3.57
2	I feel safe when I'm on the job	4.68	4.78	4.87	4.59	3.56
3	I would recommend this company to people I know as a safe place to work	4.66	4.78	4.67	4.61	3.24
4	Management communicates high standards for safety	4.63	4.72	4.80	4.54	3.57
5	Management provides workers with information on safety issues	4.62	4.72	4.73	4.54	3.56
6	I trust that the company is looking out for my safety	4.59	4.72	4.87	4.46	3.57
7	I enjoy being part of the company	4.57	4.67	4.53	4.54	3.54
8	Management demonstrates a genuine concern for and cares about employee safety	4.56	4.61	4.67	4.50	3.24
9	Supervisors understand the risks and potential consequences of workplace hazards	4.53	4.56	4.73	4.44	3.24
10	The proper personal protective equipment is always available	4.51	4.61	4.53	4.47	3.57
11	Workers understand the risks and potential consequences of workplace hazards	4.51	4.50	4.80	4.41	3.24
12	Management recognizes and communicates the organization's safety achievements	4.51	4.72	4.60	4.39	3.24
13	Management understands the risks and potential consequences of workplace hazards	4.50	4.61	4.40	4.49	3.24
14	Management takes action to address all workplace hazards	4.50	4.61	4.50	4.46	3.56
15	Safety specialists are available to provide assistance when necessary	4.50	4.78	4.73	4.30	3.57
16	Supervisors conduct regular safety meetings	4.49	4.67	4.73	4.33	3.56
17	I trust that my co-workers are looking out for my safety	4.48	4.61	4.67	4.37	3.24
18	Supervisors insist personal protective equipment is worn	4.48	4.50	4.67	4.41	3.24
19	Identified safety concerns are addressed or corrected immediately	4.47	4.67	4.73	4.30	3.24
20	New employees are properly trained in safety rules and procedures	4.47	4.56	4.67	4.37	3.24

YOUR EMPLOYEE FEEDBACK - LOWEST RATED QUESTIONS

The survey questions that received the lowest overall ratings by employees of your organization are listed below. These are the areas which present opportunities for improvement in your organization. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

	Question Text	Your All Employees' Average Rating	Your Managers' Average Rating	Your Supervisors' Average Rating	Your Workers' Average Rating	2014 Industry Average
1	Management recognizes and rewards safe workers	4.00	4.17	4.20	3.86	3.56
2	Safety inspections are frequent	4.03	3.94	4.07	4.04	3.57
3	Supervisors give positive feedback and recognition to team members who pay special attention to safety	4.05	4.39	4.33	3.82	3.24
4	Workers correct the unsafe behaviors of other workers	4.07	4.00	4.27	4.02	3.24
5	Supervisors frequently check to see if team members are following safety procedures	4.09	4.11	4.33	4.00	3.56
6	Workers follow lockout/tag out procedures	4.11	4.18	4.40	4.00	3.24
7	Workers provide each other with suggestions on safety issues	4.12	4.06	4.33	4.07	3.57
8	Workers behave safely even when no one is looking	4.13	4.12	4.27	4.09	3.57
9	Workers make safety a top priority	4.14	4.17	4.40	4.04	3.24
10	Management considers safety when setting production speed and schedules	4.15	4.22	4.13	4.13	3.24
11	Workers behave as though safety is equally as important as getting the job done	4.15	4.17	4.27	4.11	3.56
12	Management follows safety rules in their own behavior	4.16	4.11	4.27	4.14	3.56
13	Supervisors follow all safety procedures when work falls behind schedule	4.18	4.28	4.33	4.09	3.57
14	Existing employees receive regular safety training	4.19	4.28	4.53	4.04	3.56
15	Workers report all workplace hazards to their supervisor	4.20	4.28	3.93	4.26	3.56
16	Workers take personal responsibility for safety incidents	4.22	4.33	4.07	4.22	3.56
17	Workers report all safety incidents to their supervisor	4.22	4.50	4.27	4.09	3.57
18	Supervisors discuss how to improve safety with workers	4.23	4.22	4.60	4.11	3.57
19	Management identifies workplace hazards	4.23	4.28	4.14	4.24	3.57
20	I feel valued by the company	4.24	4.44	4.27	4.15	3.56

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY JOB TYPE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 1 – Ratings of Management Safety Leadership:

The Management level of the company includes presidents, vice-presidents, CEOs, top level managers and administrative staff. They generally do not work in the field or on the work site, but rather in an office environment. They are responsible for controlling and overseeing the organization. They develop goals, strategic plans, and company policies and make decisions on the direction of the company. They provide supervisors and foremen with guidance and direction.

	Survey Questions	Your <u>All Employees</u> ' Average Rating	Your Managers' Average Rating	Your Super- visors' Average Rating	Your Workers' Average Rating	2014 Industry Average
A.	Management Commitment to Safety (Questions Below)	4.38	4.49	4.45	4.32	3.46
1	Management identifies workplace hazards	4.23	4.28	4.14	4.24	3.57
2	Management understands the risks and potential consequences of workplace hazards	4.50	4.61	4.40	4.49	3.24
3	Management takes action to address all workplace hazards	4.50	4.61	4.50	4.46	3.56
4	Management makes safety a higher priority than productivity	4.35	4.50	4.47	4.26	3.57
5	Management includes safety in job promotion reviews	4.32	4.31	4.50	4.26	3.24
6	Management focuses on the prevention of safety incidents and does not wait until an incident has occurred to take action	4.34	4.44	4.40	4.28	3.56
7	Management tries to continually improve safety levels in each department	4.42	4.56	4.47	4.35	3.57
8	Management considers safety when setting production speed and schedules	4.15	4.22	4.13	4.13	3.24
9	Management provides workers with information on safety issues	4.62	4.72	4.73	4.54	3.56
10	Management communicates high standards for safety	4.63	4.72	4.80	4.54	3.57
11	Management recognizes and communicates the organization's safety achievements	4.51	4.72	4.60	4.39	3.24
12	Management recognizes and rewards safe workers	4.00	4.17	4.20	3.86	3.56
B.	Management Participation in Safety (Questions Below)	4.35	4.39	4.52	4.28	3.48
13	Management follows safety rules in their own behavior	4.16	4.11	4.27	4.14	3.56
14	Management participates in safety activities or events	4.33	4.56	4.40	4.22	3.57
15	Management demonstrates a genuine concern for and cares about employee safety	4.56	4.61	4.67	4.50	3.24
16	Management asks for ideas and recommendations on how to improve safety	4.35	4.28	4.73	4.26	3.56

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY JOB TYPE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 2 – Ratings of Supervisory Safety Leadership:

The Supervisory level of the company includes section leads, foremen and the like. They focus on guiding and directing workers in the field and on work sites. They usually have the responsibility of assigning worker tasks, guiding and supervising workers on the day-to-day duties and activities, ensuring quality and quantity production, making recommendations, solving worker problems and ensuring the safety of workers.

	Survey Questions	Your <u>All Employees</u> ' Average Rating	Your Managers' Average Rating	Your Super- visors' Average Rating	Your Workers' Average Rating	2014 Industry Average
A.	Supervisory Monitoring and Enforcing (Questions Below)	4.34	4.40	4.50	4.26	3.46
1	Supervisors identify workplace hazards	4.45	4.50	4.60	4.38	3.57
2	Supervisors understand the risks and potential consequences of workplace hazards	4.53	4.56	4.73	4.44	3.24
3	Supervisors take action to address all workplace hazards	4.38	4.61	4.40	4.29	3.56
4	Supervisors make sure workers don't cut corners related to safety	4.26	4.17	4.47	4.22	3.57
5	Supervisors consistently enforce safety rules and procedures	4.28	4.28	4.47	4.22	3.24
6	Supervisors frequently check to see if team members are following safety procedures	4.09	4.11	4.33	4.00	3.56
7	Supervisors follow all safety procedures when work falls behind schedule	4.18	4.28	4.33	4.09	3.57
8	Supervisors insist personal protective equipment is worn	4.48	4.50	4.67	4.41	3.24
9	Supervisors report all safety incidents to management	4.41	4.56	4.53	4.31	3.56
B.	Supervisory Coaching and Guiding (Questions Below)	4.23	4.32	4.52	4.10	3.50
10	Supervisors follow safety rules and procedures in their own behavior	4.36	4.33	4.60	4.29	3.56
11	Supervisors discuss how to improve safety with workers	4.23	4.22	4.60	4.11	3.57
12	Supervisors give positive feedback and recognition to team members who pay special attention to safety	4.05	4.39	4.33	3.82	3.24
13	Supervisors spend time helping team members to understand the consequences of risky behaviors	4.26	4.33	4.53	4.14	3.56
14	Supervisors explain the reasons for safety rules and procedures	4.27	4.33	4.53	4.16	3.56
C.	Supervisory Communicating and Informing (Questions Below)	4.34	4.44	4.61	4.21	3.52
15	Supervisors encourage workers to report any safety issues and concerns	4.44	4.56	4.67	4.31	3.57
16	Supervisors encourage workers to provide new ideas for safety improvement	4.31	4.33	4.73	4.16	3.59
17	Supervisors act on workers' safety suggestions	4.25	4.28	4.53	4.14	3.56
18	Supervisors communicate that safety is a higher priority than productivity	4.24	4.33	4.47	4.13	3.57
19	Supervisors regularly remind workers of safety rules and procedures	4.34	4.50	4.53	4.20	3.24
20	Supervisors conduct regular safety meetings	4.49	4.67	4.73	4.33	3.56

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY JOB TYPE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 3 - Ratings of Worker Commitment to Safety:

Workers include general laborers, trades workers and helpers. They perform important physical work tasks at building construction sites, highway infrastructures projects, mining locations, manufacturing plants and other locations. They operate tools and machines and work with different materials under the direction and supervision of their Supervisor(s).

	Survey Questions	Your <u>All Employees'</u> Average Rating	Your Managers' Average Rating	Your Super- visors' Average Rating	Your Workers' Average Rating	2014 Industry Average
A.	Worker Teamwork (Questions Below)	4.16	4.13	4.38	4.09	3.46
1	Workers provide each other suggestions on safety issues	4.12	4.06	4.33	4.07	3.57
2	Workers correct the unsafe behaviors of other workers	4.07	4.00	4.27	4.02	3.24
3	Workers do not do things that put other workers at risk	4.29	4.33	4.53	4.18	3.56
B.	Worker Participation in Safety (Questions Below)	4.29	4.38	4.40	4.22	3.47
4	Workers identify workplace hazards	4.39	4.50	4.47	4.33	3.57
5	Workers understand the risks and potential consequences of workplace hazards	4.51	4.50	4.80	4.41	3.24
6	Workers report all workplace hazards to their supervisor	4.20	4.28	3.93	4.26	3.56
7	Workers report all safety incidents to their supervisor	4.22	4.50	4.27	4.09	3.57
8	Workers follow lockout/tag out procedures	4.11	4.18	4.40	4.00	3.24
9	Workers respect incident protocols and procedures when incidents occur	4.36	4.44	4.46	4.30	3.56
10	Workers follow rules regarding personal protective equipment	4.26	4.28	4.47	4.18	3.56
C.	Worker Commitment to Safety (Questions Below)	4.19	4.20	4.27	4.15	3.50
11	Workers behave safely even when no one is looking	4.13	4.12	4.27	4.09	3.57
12	Workers make safety a top priority	4.14	4.17	4.40	4.04	3.24
13	Workers behave as though safety is equally as important as getting the job done	4.15	4.17	4.27	4.11	3.56
14	Workers take personal responsibility for safety incidents	4.22	4.33	4.07	4.22	3.56
15	Workers take actions to protect their coworkers	4.29	4.22	4.33	4.30	3.57

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY JOB TYPE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 4 – Ratings of the Overall Company:

	Survey Questions	Your <u>All Employees</u> ' Average Rating	Your Managers' Average Rating	Your Super- visors' Average Rating	Your Workers' Average Rating	2014 Industry Average
A.	Rules, Policies and Procedures (Questions Below)	4.37	4.49	4.50	4.28	3.45
1	There are adequate safety rules, policies & procedures	4.71	4.83	4.93	4.59	3.57
2	Identified safety concerns are addressed or corrected immediately	4.47	4.67	4.73	4.30	3.24
3	Near misses are reported and investigated	4.37	4.50	4.27	4.36	3.56
4	Safety specialists are available to provide assistance when necessary	4.50	4.78	4.73	4.30	3.57
5	There are adequate medical facilities on site	4.25	4.33	4.43	4.16	3.24
6	Safety inspections are detailed	4.31	4.35	4.47	4.24	3.56
7	Safety inspections are frequent	4.03	3.94	4.07	4.04	3.57
8	New employees are properly trained in safety rules and procedures	4.47	4.56	4.67	4.37	3.24
9	Existing employees receive regular safety training	4.19	4.28	4.53	4.04	3.56
10	High quality tools and equipment are provided	4.26	4.50	4.13	4.20	3.24
11	The proper personal protective equipment is always available	4.51	4.61	4.53	4.47	3.57
B.	Overall Perception (Questions Below)	4.53	4.63	4.65	4.44	3.42
12	I would recommend this company to people I know as a safe place to work	4.66	4.78	4.67	4.61	3.24
13	I feel safe when I'm on the job	4.68	4.78	4.87	4.59	3.56
14	All levels of the company (workers, supervisors and management) treat safety with a high level of importance	4.46	4.44	4.67	4.39	3.24
15	I trust that the company is looking out for my safety	4.59	4.72	4.87	4.46	3.57
16	I trust that my co-workers are looking out for my safety	4.48	4.61	4.67	4.37	3.24
17	I feel valued by the company	4.24	4.44	4.27	4.15	3.56
18	I enjoy being part of the company	4.57	4.67	4.53	4.54	3.54

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY TENURE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 1 – Ratings of Management Safety Leadership:

The Management level of the company includes presidents, vice-presidents, CEOs, top level managers and administrative staff. They generally do not work in the field or on the work site, but rather in an office environment. They are responsible for controlling and overseeing the organization. They develop goals, strategic plans, and company policies and make decisions on the direction of the company. They provide supervisors and foremen with guidance and direction.

	Survey Questions	Employees' Number of Years with Your Organization				
		Less than one year	1 - 2 Years	2 - 4 Years	4 - 8 Years	8 Years and over
A.	Management Commitment to Safety (Questions Below)	4.69	4.33	4.44	4.40	4.28
1	Management identifies workplace hazards	4.67	4.14	4.16	4.47	4.07
2	Management understands the risks and potential consequences of workplace hazards	5.00	4.14	4.53	4.53	4.47
3	Management takes action to address all workplace hazards	5.00	4.43	4.58	4.47	4.38
4	Management makes safety a higher priority than productivity	4.50	4.43	4.26	4.41	4.33
5	Management includes safety in job promotion reviews	4.40	4.29	4.44	4.29	4.25
6	Management focuses on the prevention of safety incidents and does not wait until an incident has occurred to take action	4.67	4.43	4.37	4.47	4.17
7	Management tries to continually improve safety levels in each department	4.83	4.29	4.37	4.35	4.43
8	Management considers safety when setting production speed and schedules	4.50	4.29	4.21	4.24	3.97
9	Management provides workers with information on safety issues	4.83	4.71	4.74	4.71	4.43
10	Management communicates high standards for safety	4.83	4.57	4.79	4.65	4.50
11	Management recognizes and communicates the organization's safety achievements	4.83	4.43	4.68	4.35	4.43
12	Management recognizes and rewards safe workers	4.20	3.86	4.21	3.88	3.93
B.	Management Participation in Safety (Questions Below)	4.56	4.46	4.43	4.34	4.23
13	Management follows safety rules in their own behavior	4.40	4.29	4.21	4.06	4.10
14	Management participates in safety activities or events	4.67	4.43	4.37	4.38	4.20
15	Management demonstrates a genuine concern for and cares about employee safety	4.83	4.57	4.58	4.59	4.47
16	Management asks for ideas and recommendations on how to improve safety	4.33	4.57	4.58	4.35	4.17

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY TENURE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 2 – Ratings of Supervisory Safety Leadership:

The Supervisory level of the company includes section leads, foremen and the like. They focus on guiding and directing workers in the field and on work sites. They usually have the responsibility of assigning worker tasks, guiding and supervising workers on the day-to-day duties and activities, ensuring quality and quantity production, making recommendations, solving worker problems and ensuring the safety of workers.

		Employees' Number of Years with Your Organization				
	Survey Questions	Less than one year	1 - 2 Years	2 - 4 Years	4 - 8 Years	8 Years and over
A.	Supervisory Monitoring and Enforcing (Questions Below)	4.67	4.24	4.39	4.33	4.27
1	Supervisors identify workplace hazards	4.67	4.17	4.47	4.59	4.37
2	Supervisors understand the risks and potential consequences of workplace hazards	4.67	4.33	4.58	4.71	4.40
3	Supervisors take action to address all workplace hazards	4.67	4.17	4.47	4.35	4.33
4	Supervisors make sure workers don't cut corners related to safety	5.00	3.83	4.37	4.29	4.10
5	Supervisors consistently enforce safety rules and procedures	4.83	4.00	4.42	4.12	4.23
6	Supervisors frequently check to see if team members are following safety procedures	4.50	4.00	4.11	4.00	4.07
7	Supervisors follow all safety procedures when work falls behind schedule	4.33	4.17	4.17	4.24	4.14
8	Supervisors insist personal protective equipment is worn	4.67	4.50	4.58	4.29	4.48
9	Supervisors report all safety incidents to management	4.67	5.00	4.32	4.35	4.33
B.	Supervisory Coaching and Guiding (Questions Below)	4.53	4.20	4.18	4.28	4.19
10	Supervisors follow safety rules and procedures in their own behavior	4.67	4.33	4.37	4.41	4.27
11	Supervisors discuss how to improve safety with workers	4.50	4.00	4.21	4.35	4.17
12	Supervisors give positive feedback and recognition to team members who pay special attention to safety	4.40	3.67	4.00	4.00	4.13
13	Supervisors spend time helping team members to understand the consequences of risky behaviors	4.40	4.50	4.21	4.29	4.20
14	Supervisors explain the reasons for safety rules and procedures	4.67	4.50	4.11	4.35	4.20
C.	Supervisory Communicating and Informing (Questions Below)	4.64	4.49	4.24	4.42	4.28
15	Supervisors encourage workers to report any safety issues and concerns	4.50	4.83	4.32	4.41	4.43
16	Supervisors encourage workers to provide new ideas for safety improvement	4.67	4.33	4.21	4.41	4.23
17	Supervisors act on workers' safety suggestions	4.67	4.80	4.16	4.18	4.17
18	Supervisors communicate that safety is a higher priority than productivity	4.67	4.17	4.05	4.47	4.17
19	Supervisors regularly remind workers of safety rules and procedures	4.67	4.00	4.16	4.56	4.33
20	Supervisors conduct regular safety meetings	4.67	4.83	4.53	4.47	4.37

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY TENURE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 3 - Ratings of Worker Commitment to Safety:

Workers include general laborers, trades workers and helpers. They perform important physical work tasks at building construction sites, highway infrastructures projects, mining locations, manufacturing plants and other locations. They operate tools and machines and work with different materials under the direction and supervision of their Supervisor(s).

	Survey Questions	Employees' Number of Years with Your Organization				
		Less than one year	1 - 2 Years	2 - 4 Years	4 - 8 Years	8 Years and over
A.	Worker Teamwork (Questions Below)	4.33	4.29	4.02	4.19	4.16
1	Workers provide each other suggestions on safety issues	4.67	4.14	4.17	3.88	4.10
2	Workers correct the unsafe behaviors of other workers	4.33	4.29	3.78	4.13	4.10
3	Workers do not do things that put other workers at risk	4.00	4.43	4.11	4.56	4.27
B.	Worker Participation in Safety (Questions Below)	4.64	4.19	4.28	4.28	4.25
4	Workers identify workplace hazards	4.50	4.43	4.42	4.41	4.33
5	Workers understand the risks and potential consequences of workplace hazards	4.50	4.57	4.53	4.53	4.47
6	Workers report all workplace hazards to their supervisor	4.83	4.14	4.16	4.18	4.13
7	Workers report all safety incidents to their supervisor	4.83	4.00	4.11	4.12	4.27
8	Workers follow lockout/tag out procedures	4.50	3.75	4.14	4.00	4.09
9	Workers respect incident protocols and procedures when incidents occur	4.67	4.29	4.44	4.35	4.28
10	Workers follow rules regarding personal protective equipment	4.67	4.14	4.17	4.35	4.20
C.	Worker Commitment to Safety (Questions Below)	4.50	4.37	4.19	4.14	4.10
11	Workers behave safely even when no one is looking	4.33	4.43	4.12	4.24	3.97
12	Workers make safety a top priority	4.50	4.29	4.11	4.18	4.03
13	Workers behave as though safety is equally as important as getting the job done	4.67	4.29	4.16	4.06	4.07
14	Workers take personal responsibility for safety incidents	4.50	4.43	4.16	4.12	4.20
15	Workers take actions to protect their coworkers	4.50	4.43	4.42	4.12	4.23

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY TENURE

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 4 – Ratings of the Overall Company:

	Survey Questions	Employees' Number of Years with Your Organization				
		Less than one year	1 - 2 Years	2 - 4 Years	4 - 8 Years	8 Years and over
A.	Rules, Policies and Procedures (Questions Below)	4.52	4.40	4.38	4.37	4.33
1	There are adequate safety rules, policies & procedures	4.50	4.71	4.68	4.76	4.73
2	Identified safety concerns are addressed or corrected immediately	4.33	4.57	4.42	4.59	4.43
3	Near misses are reported and investigated	4.40	4.29	4.32	4.35	4.43
4	Safety specialists are available to provide assistance when necessary	4.17	4.50	4.53	4.53	4.53
5	There are adequate medical facilities on site	4.33	3.83	4.44	4.19	4.23
6	Safety inspections are detailed	4.50	4.29	4.44	4.18	4.28
7	Safety inspections are frequent	4.67	4.29	4.05	4.00	3.83
8	New employees are properly trained in safety rules and procedures	5.00	4.86	4.37	4.53	4.30
9	Existing employees receive regular safety training	4.83	3.86	4.22	4.12	4.17
10	High quality tools and equipment are provided	4.50	4.33	4.17	4.35	4.20
11	The proper personal protective equipment is always available	4.50	4.83	4.53	4.47	4.47
B.	Overall Perception (Questions Below)	4.69	4.71	4.57	4.46	4.46
12	I would recommend this company to people I know as a safe place to work	4.83	4.86	4.74	4.53	4.60
13	I feel safe when I'm on the job	4.83	4.86	4.68	4.71	4.60
14	All levels of the company (workers, supervisors and management) treat safety with a high level of importance	4.67	4.71	4.32	4.47	4.43
15	I trust that the company is looking out for my safety	4.50	4.86	4.63	4.59	4.53
16	I trust that my co-workers are looking out for my safety	4.67	4.86	4.47	4.41	4.40
17	I feel valued by the company	4.50	4.14	4.42	4.06	4.20
18	I enjoy being part of the company	4.83	4.71	4.74	4.47	4.43

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY LOCATION

The entire set of survey questions and ratings by employees of your organization are listed below.

Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 1 – Ratings of Management Safety Leadership:

The Management level of the company includes presidents, vice-presidents, CEOs, top level managers and administrative staff. They generally do not work in the field or on the work site, but rather in an office environment. They are responsible for controlling and overseeing the organization. They develop goals, strategic plans, and company policies and make decisions on the direction of the company. They provide supervisors and foremen with guidance and direction.

	Survey Questions	All Locations	Location				
			Texas	Colorado	New Jersey	California	Alberta
A.	Management Commitment to Safety (Questions Below)	4.38	4.35	4.49	4.08	4.08	4.39
1	Management identifies workplace hazards	4.23	4.11	4.64	4.00	3.75	4.33
2	Management understands the risks and potential consequences of workplace hazards	4.50	4.47	4.64	4.25	4.50	4.42
3	Management takes action to address all workplace hazards	4.50	4.44	4.73	4.25	4.13	4.61
4	Management makes safety a higher priority than productivity	4.35	4.50	4.36	3.88	4.13	4.32
5	Management includes safety in job promotion reviews	4.32	4.13	4.09	4.25	4.14	4.33
6	Management focuses on the prevention of safety incidents and does not wait until an incident has occurred to take action	4.34	4.22	4.55	4.13	3.88	4.37
7	Management tries to continually improve safety levels in each department	4.42	4.28	4.64	4.00	4.13	4.47
8	Management considers safety when setting production speed and schedules	4.15	4.22	4.18	3.50	4.00	4.26
9	Management provides workers with information on safety issues	4.62	4.67	4.91	4.25	4.13	4.63
10	Management communicates high standards for safety	4.63	4.61	4.73	4.25	4.50	4.68
11	Management recognizes and communicates the organization's safety achievements	4.51	4.39	4.64	4.38	4.25	4.53
12	Management recognizes and rewards safe workers	4.00	4.17	3.82	3.86	3.50	3.78
B.	Management Participation in Safety (Questions Below)	4.35	4.40	4.32	3.78	4.25	4.35
13	Management follows safety rules in their own behavior	4.16	4.33	4.27	3.50	3.88	4.06
14	Management participates in safety activities or events	4.33	4.44	4.18	3.88	4.13	4.39
15	Management demonstrates a genuine concern for and cares about employee safety	4.56	4.67	4.36	4.13	4.63	4.47
16	Management asks for ideas and recommendations on how to improve safety	4.35	4.17	4.45	3.63	4.38	4.47

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY LOCATION

The entire set of survey questions and ratings by employees of your organization are listed below. Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 2 – Ratings of Supervisory Safety Leadership:

The Supervisory level of the company includes section leads, foremen and the like. They focus on guiding and directing workers in the field and on work sites. They usually have the responsibility of assigning worker tasks, guiding and supervising workers on the day-to-day duties and activities, ensuring quality and quantity production, making recommendations, solving worker problems and ensuring the safety of workers.

	Survey Questions	Location					
		All Locations	Texas	Colorado	New Jersey	California	Alberta
A.	Supervisory Monitoring and Enforcing (Questions Below)	4.34	4.42	4.25	3.78	4.17	4.42
1	Supervisors identify workplace hazards	4.45	4.53	4.55	4.00	4.25	4.42
2	Supervisors understand the risks and potential consequences of workplace hazards	4.53	4.59	4.64	4.00	4.38	4.58
3	Supervisors take action to address all workplace hazards	4.38	4.41	4.36	4.00	4.38	4.42
4	Supervisors make sure workers don't cut corners related to safety	4.26	4.18	4.18	3.75	4.13	4.32
5	Supervisors consistently enforce safety rules and procedures	4.28	4.35	4.09	3.88	4.00	4.42
6	Supervisors frequently check to see if team members are following safety procedures	4.09	4.18	3.91	3.50	3.88	4.21
7	Supervisors follow all safety procedures when work falls behind schedule	4.18	4.47	4.18	3.43	3.88	4.16
8	Supervisors insist personal protective equipment is worn	4.48	4.59	4.09	3.71	4.50	4.58
9	Supervisors report all safety incidents to management	4.41	4.47	4.27	3.75	4.13	4.63
B.	Supervisory Coaching and Guiding (Questions Below)	4.23	4.42	4.11	3.68	4.13	4.27
10	Supervisors follow safety rules and procedures in their own behavior	4.36	4.59	4.27	3.75	4.25	4.26
11	Supervisors discuss how to improve safety with workers	4.23	4.35	4.18	3.50	4.13	4.32
12	Supervisors give positive feedback and recognition to team members who pay special attention to safety	4.05	4.35	3.91	3.88	3.75	3.94
13	Supervisors spend time helping team members to understand the consequences of risky behaviors	4.26	4.35	4.18	3.63	4.25	4.39
14	Supervisors explain the reasons for safety rules and procedures	4.27	4.47	4.00	3.63	4.25	4.42
C.	Supervisory Communicating and Informing (Questions Below)	4.34	4.35	4.31	3.77	4.42	4.40
15	Supervisors encourage workers to report any safety issues and concerns	4.44	4.53	4.45	3.75	4.38	4.53
16	Supervisors encourage workers to provide new ideas for safety improvement	4.31	4.18	4.09	3.75	4.50	4.47
17	Supervisors act on workers' safety suggestions	4.25	4.18	4.40	3.75	4.38	4.37
18	Supervisors communicate that safety is a higher priority than productivity	4.24	4.35	4.18	3.63	4.38	4.21
19	Supervisors regularly remind workers of safety rules and procedures	4.34	4.41	4.09	3.88	4.38	4.37
20	Supervisors conduct regular safety meetings	4.49	4.47	4.64	3.88	4.50	4.47

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY LOCATION

The entire set of survey questions and ratings by employees of your organization are listed below.

Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 3 - Ratings of Worker Commitment to Safety:

Workers include general laborers, trades workers and helpers. They perform important physical work tasks at building construction sites, highway infrastructures projects, mining locations, manufacturing plants and other locations. They operate tools and machines and work with different materials under the direction and supervision of their Supervisor(s).

	Survey Questions	Location					
		All Locations	Texas	Colorado	New Jersey	California	Alberta
A.	Worker Teamwork (Questions Below)	4.16	4.23	4.24	3.54	4.04	4.11
1	Workers provide each other suggestions on safety issues	4.12	4.18	4.09	3.50	4.13	4.17
2	Workers correct the unsafe behaviors of other workers	4.07	4.12	4.18	3.38	4.00	4.00
3	Workers do not do things that put other workers at risk	4.29	4.39	4.45	3.75	4.00	4.17
B.	Worker Participation in Safety (Questions Below)	4.29	4.30	4.37	3.96	4.13	4.30
4	Workers identify workplace hazards	4.39	4.50	4.55	3.88	4.38	4.26
5	Workers understand the risks and potential consequences of workplace hazards	4.51	4.39	4.73	4.25	4.38	4.42
6	Workers report all workplace hazards to their supervisor	4.20	4.28	4.36	4.13	3.75	4.16
7	Workers report all safety incidents to their supervisor	4.22	4.22	4.00	4.13	3.88	4.26
8	Workers follow lockout/tag out procedures	4.11	4.00	4.33	3.57	4.00	4.36
9	Workers respect incident protocols and procedures when incidents occur	4.36	4.44	4.36	3.88	4.13	4.56
10	Workers follow rules regarding personal protective equipment	4.26	4.28	4.27	3.88	4.38	4.11
C.	Worker Commitment to Safety (Questions Below)	4.19	4.29	4.22	3.78	3.95	4.15
11	Workers behave safely even when no one is looking	4.13	4.25	4.27	3.63	4.00	3.94
12	Workers make safety a top priority	4.14	4.17	4.09	3.63	3.88	4.32
13	Workers behave as though safety is equally as important as getting the job done	4.15	4.28	4.09	3.75	3.75	4.26
14	Workers take personal responsibility for safety incidents	4.22	4.44	4.27	4.00	4.00	4.00
15	Workers take actions to protect their coworkers	4.29	4.33	4.36	3.88	4.13	4.21

YOUR EMPLOYEE FEEDBACK - ALL QUESTIONS - BY LOCATION

The entire set of survey questions and ratings by employees of your organization are listed below.

Scores range from 1 to 5. Scores based on the results of less than 2 raters are not displayed to maintain raters' anonymity.

Section 4 – Ratings of the Overall Company:

	Survey Questions	Location					
		All Locations	Texas	Colorado	New Jersey	California	Alberta
A.	Rules, Policies and Procedures (Questions Below)	4.37	4.36	4.39	3.98	4.19	4.44
1	There are adequate safety rules, policies & procedures	4.71	4.61	4.82	4.38	4.75	4.79
2	Identified safety concerns are addressed or corrected immediately	4.47	4.39	4.55	4.13	4.25	4.58
3	Near misses are reported and investigated	4.37	4.44	4.18	4.00	4.25	4.61
4	Safety specialists are available to provide assistance when necessary	4.50	4.65	4.60	4.00	4.13	4.53
5	There are adequate medical facilities on site	4.25	4.29	4.27	3.75	3.88	4.44
6	Safety inspections are detailed	4.31	4.13	4.36	4.00	4.13	4.47
7	Safety inspections are frequent	4.03	4.12	4.18	3.38	3.88	4.00
8	New employees are properly trained in safety rules and procedures	4.47	4.33	4.64	4.38	4.50	4.37
9	Existing employees receive regular safety training	4.19	3.94	4.00	3.50	4.13	4.42
10	High quality tools and equipment are provided	4.26	4.35	4.00	4.13	4.13	4.16
11	The proper personal protective equipment is always available	4.51	4.71	4.64	4.13	4.13	4.42
B.	Overall Perception (Questions Below)	4.53	4.67	4.58	4.04	4.39	4.44
12	I would recommend this company to people I know as a safe place to work	4.66	4.72	4.73	4.38	4.50	4.63
13	I feel safe when I'm on the job	4.68	4.72	4.73	4.50	4.50	4.63
14	All levels of the company (workers, supervisors and management) treat safety with a high level of importance	4.46	4.61	4.55	3.63	4.38	4.47
15	I trust that the company is looking out for my safety	4.59	4.61	4.55	4.13	4.63	4.58
16	I trust that my co-workers are looking out for my safety	4.48	4.61	4.73	4.00	4.38	4.37
17	I feel valued by the company	4.24	4.67	4.18	3.63	4.00	3.95
18	I enjoy being part of the company	4.57	4.78	4.64	4.00	4.38	4.47

APPENDIX - EMPLOYEE FEEDBACK - OPEN-ENDED QUESTION RESULTS

Employees were given the opportunity to provide additional comments related to safety culture. Their unedited responses are listed below:

	Open-Ended Comments from Employees
1	Company management really highlights safety issues after an incident has happened but not when we've had a good run of incident-free weeks. We should have safety as a focus all the time.
2	I feel like we are doing everything we can to improve safety. Everyone agrees that safety is a top priority.
3	Sometimes we "talk the talk" about safety but if we're in a rush to get work done sometimes we cut corners. This doesn't happen often but it is something we could improve.
4	Workers really help each other out when it comes to safety. Everyone looks out for each other.
5	I think if there was more opportunities for craft workers to get the safety messages from the company management, there would be better compliance to the safety rules.
6	Foremen and supervisors are good at making sure there is zero tolerance for workers who don't wear proper PPE.
7	Sometimes we wait too long to repair equipment because of the paperwork needed for getting new equipment. Working with broken equipment is not safe so we should fix this process.
8	Craft workers are starting to take responsibility for their own safety but some of them still don't realize what they need to do to keep others safe. This is their responsibility too.
9	Safety reps are good at providing training and coaching on new equipment.
10	Some workers don't clean up fully before moving on to the next task. This is unprofessional and unsafe. There should be stronger rules to prevent this.
11	We don't do enough to handle ice problems in the winter. We've had some nasty slips and falls because of this.
12	I think we need more confined space training. Some guys are cutting corners here and they need to be corrected.
13	There are a few workers who behave unsafely when they get annoyed and lose their tempers. It really distracts other workers too. Maybe we need an anger management class or something for this.
14	Sometimes I think our safety goals are too hard to reach. With the kind of work we do it should be expected that someone is going to get hurt once in a while.
15	All workers are serious about safety. I feel like my team has my back.
16	Management really cares about everyone's safety. They always remind us of this.
17	Sometimes we are rushed and safety is ignored. This always seem to happen at the end of a shift and now all the workers just expect this. Sooner or later this is going to catch up with us.
18	This is by far the safest company I have worked for because of the effort everyone puts into safety. Other companies say that safety is important but they really don't show it in their actions.
19	Management is always open to hearing ideas on how to improve safety.
20	I don't think we could really improve safety much more then the way it is now. We're doing everything possible.
21	I wish there was a way we could improve safety but not increase paperwork. We need to improve but we really don't have free time for more paperwork.
22	We have great safety training and good coaching so I think we're in good shape.
23	We should get more training on safety in high winds. Workers don't really know what to do when this happens.
24	Management should have a way for us to submit anonymous reports on safety violations.
25	Foremen need more training on how to discipline workers in a way that doesn't make them defensive and annoyed.