Presenter Name

Date

AESA – ANNUAL REPORT

Honeywell Aerospace

Honeywell

THE POWER OF CONNECTED

LEVERAGING CORE STRENGTHS ACROSS A DIVERSIFIED PORTFOLIO

Honeywell

THE POWER OF **CONNECTED**

Aerospace

Phoenix, AZ
$14.8B in Sales

Enabling greater vehicle performance and fuel efficient turbochargers, more fuel-efficient and environmentally friendly airplanes, more direct and on-time flights and safer flying, our products and services are on virtually every commercial, defense and space aircraft.

Home and Building Technologies

Atlanta, GA
$9.8B in Sales

Helping customers control their comfort, security, and energy use, our products, software and technologies are in more than 150 million homes and 10 million buildings worldwide.

Performance Materials and Technologies

Morris Plains, NJ
$10.3B in Sales

Revolutionizing industries around the world with our high-performance solutions advanced materials, process technologies, automation solutions, and industrial software.

Safety and Productivity Solutions

Fort Mill, SC
$5.6B in Sales

Improving enterprise performance and worker safety and productivity with our scanning and mobile devices, software, cloud technology, automation solutions, and personal protective equipment.

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Aerospace Profile

Headquartered in
Phoenix, Arizona, USA

35,000 Employees

~80 Global manufacturing and service sites

9,463+ Active Patents and Applications

~ 13,000 Technologists and Engineers

Innovates and integrates thousands of products and services to advance and easily deliver safe, efficient, productive and comfortable experiences worldwide.

An airliner with Honeywell Wheels & Brakes lands somewhere in the world **every 5 seconds**.

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Honeywell Internal

Honeywell Presence in Arizona

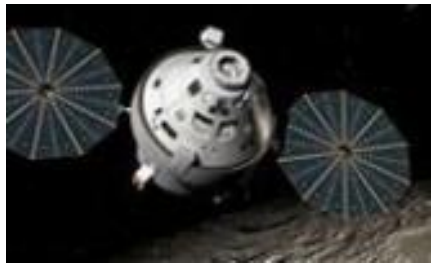
- **~7,800 employees working in Arizona**
- **~$1.1 B total payroll**
- **~$790 M purchases and Contracts to Arizona suppliers**
- **~$206 M investment with Arizona-based suppliers**

Major Facilities			Major Suppliers	
Facility	**City**	**Employees**	**Supplier**	**City**
Aerospace	Phoenix- 34th Street	~1,740	Avnet, Inc.	Phoenix
Aerospace	Deer Valley	~2,230	ASARCO LLC	Tucson
Aerospace	Tempe	~1,540	Curtiss-Wright Controls	Gilbert
Aerospace	Phoenix – Sky Harbor	~1,285	Avnet, Inc.	Chandler
Aerospace	Glendale	~440	Vitron Acquisition LLC	Phoenix

Honeywell Committed to AZ's Development

Defense & Space Products & Services Span ~300 Platforms

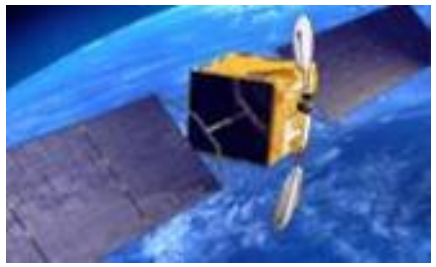
Fighter/Attack/ Trainer Aircraft
30 +
PLATFORMS



Human Space
10 +
PLATFORMS

Surface/ Soldier Vehicles
15 +
PLATFORMS

Bomber Aircraft
3
PLATFORMS



DoD, Civil, and Commercial Space
30 +
PLATFORMS

Military Helicopters
20 +
PLATFORMS

Mobility/Tanker Aircraft
40 +
PLATFORMS

Missiles and Munitions
80 +
PLATFORMS

Naval Platforms
10 +
PLATFORMS

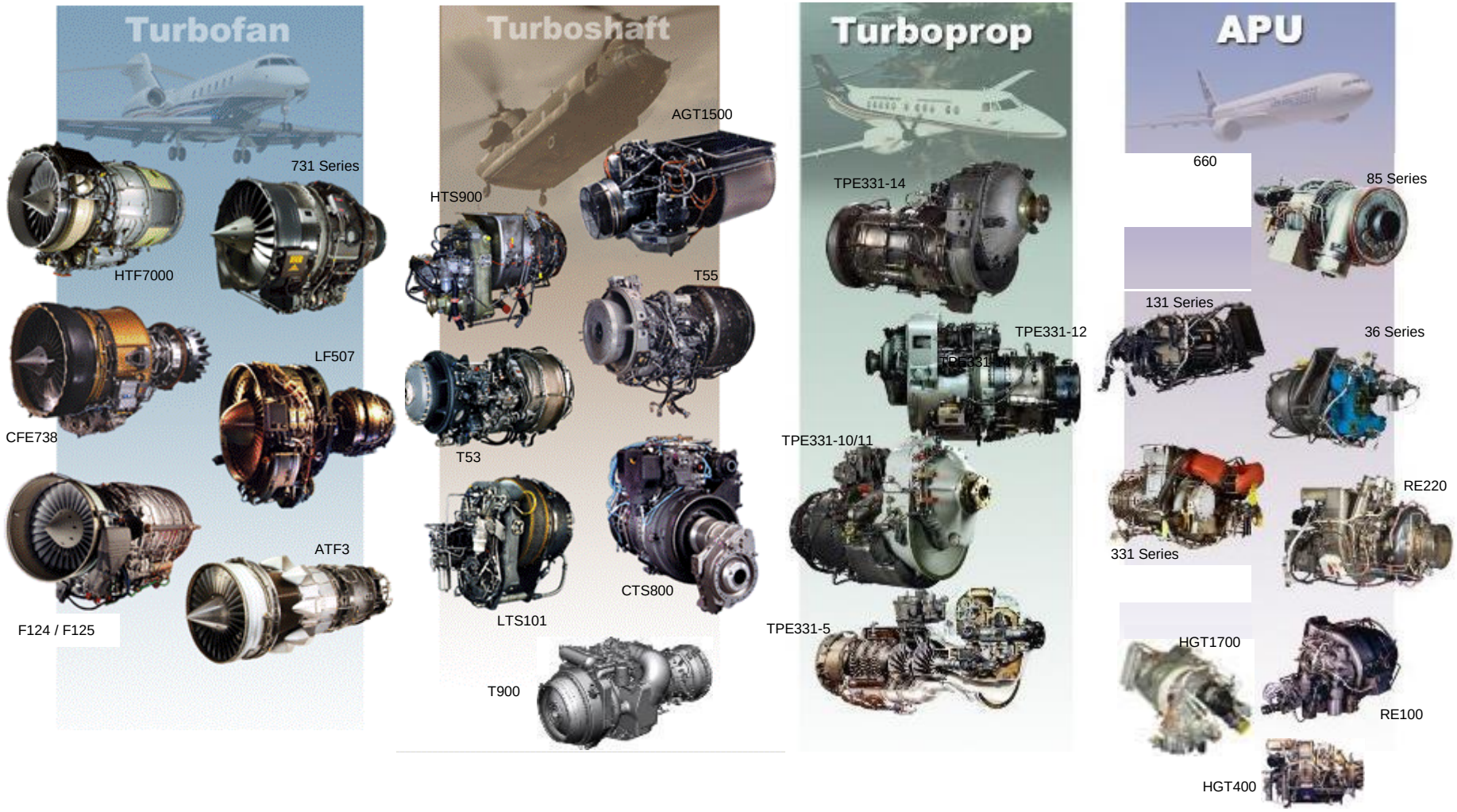
Special Mission/ UAV Aircraft
20 +
PLATFORMS

International
20 +
PLATFORMS

Commercial Helicopters
20 +
PLATFORMS

Strong Position and Heritage in the Defense & Space Industry

Turbine Engine Product Lines



Turbofan Engines
3,000 to 8,000 lb thrust

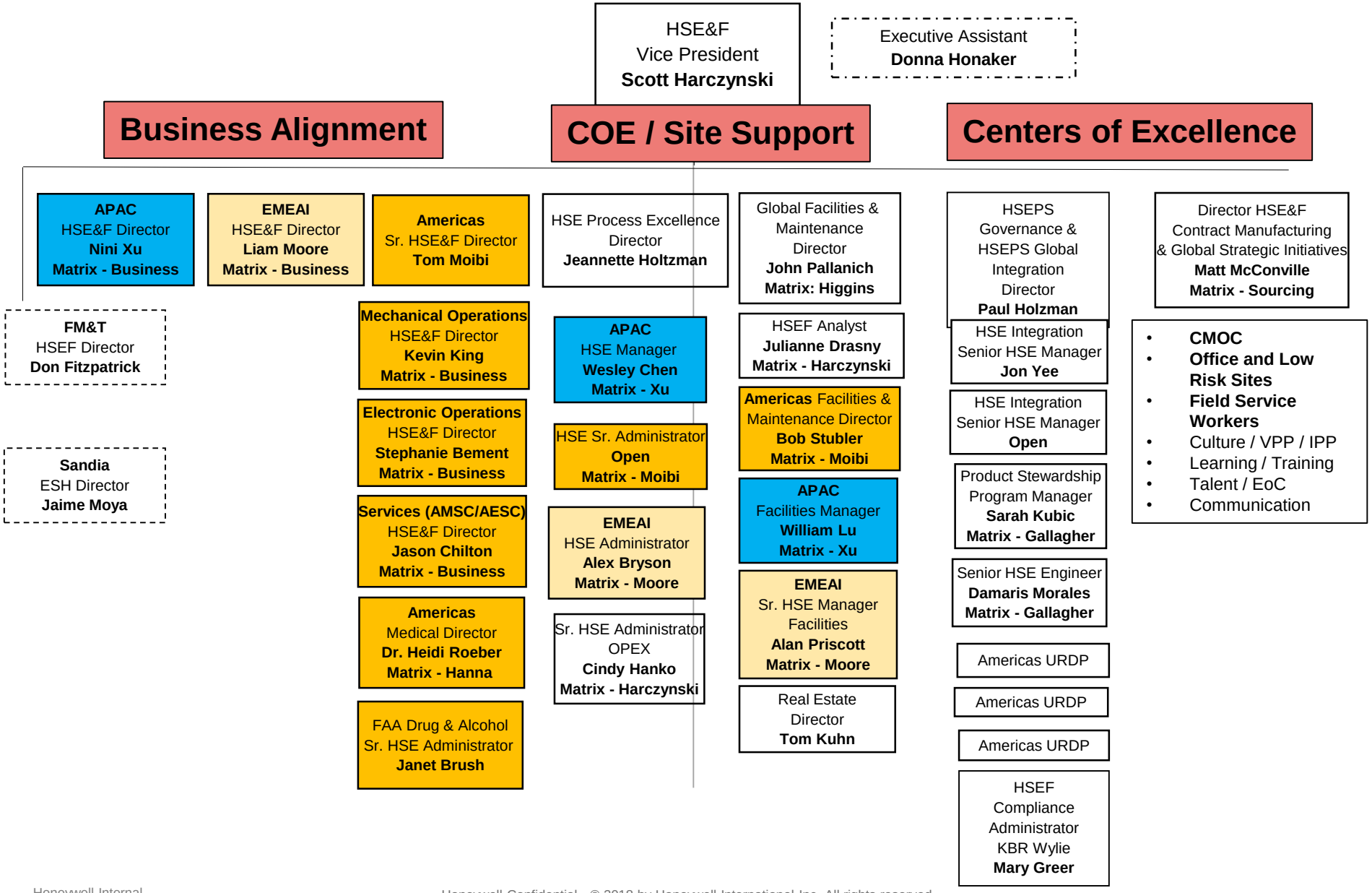
Turboshaft Engines
500 to 5,000 shp

Turboprop Engines
500 to 1,600 shp

APUs
100 to 1,700 hp

Over 150,000 Turbine Engines Delivered

Aerospace HSE&F Extended Organization



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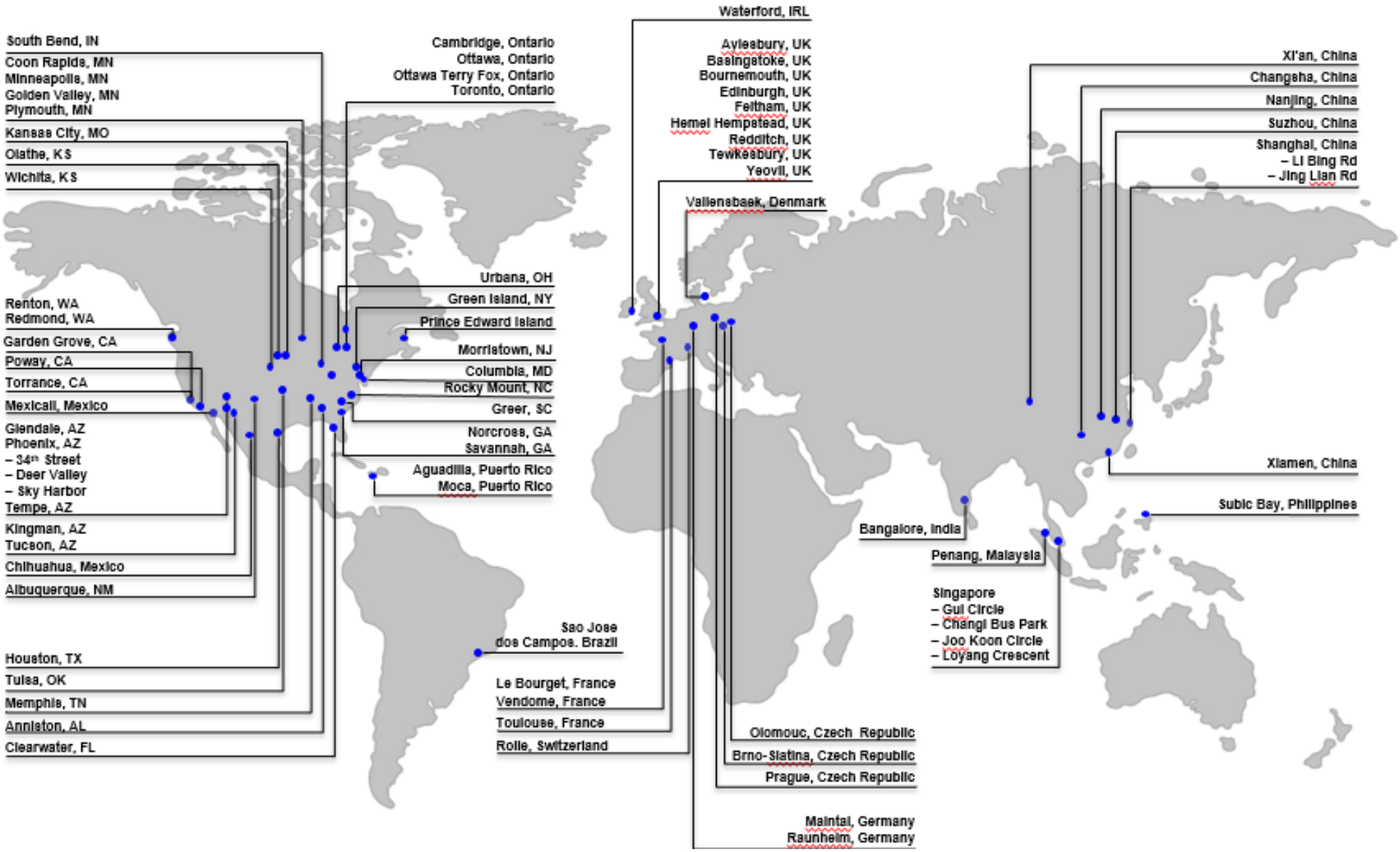
WHERE WE ARE



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HONEYWELL AEROSPACE

ARIZONA FACILITIES

- 19019 N. 59th Street, Glendale: 456
- 21111 N. 19th Ave., Phoenix: 2,255
- 4805 Mohave Airport Dr.,Kingman: 53
- 111 S. 34th Street, Phoenix: 1,901
- 1944 E. Sky Harbor Circle, Phoenix: 1,351
- 1300 W. Warner Rd., Tempe: 1,599
- 11100 N. Oracle Rd, Tucson: 266

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Arizona Impact

PRESENCE IN ARIZONA

HONEYWELL ARIZONA

- We employ ~5,965 Arizonans, with over a billion-dollar payroll in the state.
- Arizona is home to 11 facilities supporting research and development, engineering, manufacturing, test laboratories, sales, marketing, customer service, and more.
- We invest ~$790 million/year with Arizona-based suppliers.
- Thousands of Honeywell Aerospace technologies, products and services are found on virtually every commercial, defense and space aircraft worldwide.
- Through Honeywell Hometown Solutions, we partner with leading public and non-profit institutions to connect in powerful ways to address needs in the communities where we live and work.
- In 2016, Honeywell donated over $1 million and >5,000 volunteer hours to schools, communities and non-profits.
- In support of math and science, Honeywell has multi-year relationships with the Arizona Technology Council, AZ SciTech Festival and the Fiesta Bowl Aerospace Challenge.
- Each year, we sponsor numerous Arizona students and middle school teachers to attend the Honeywell Leadership Challenge Academy and Honeywell Educators @ Space Academy at the US Space and Rocket Center.
- In partnership with Rebuilding Together, several Arizona projects are conducted annually.

HONEYWELL AEROSPACE
Phoenix, Arizona, USA

$790M
PER YEAR INVESTED WITH ARIZONA -BASED SUPPLIERS

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Our HSE&F Vision and Mission Statements

Vision: Integrated Business partner providing unparalleled HSE&F value and uncompromising commitment to employee health and safety and environmental stewardship

Mission: Protect people and the environment through the capabilities of our global talent and the strength of our HSE&F Management System

Sustainable Opportunity Policy

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Sustainable Opportunity Policy
Honeywell's Commitment to Health, Safety and the Environment

By integrating health, safety and environmental considerations into all aspects of our business, we protect our employees, our communities and the environment, achieve sustainable growth and accelerated productivity, drive compliance with all applicable regulations and develop technologies that expand the sustainable capacity of our world. Our health, safety and environmental management systems reflect our values and help us meet our business objectives.

- We protect the safety and health of our employees, and minimize the environmental footprint of our operations through efforts to prevent illness, injury and pollution.
- We actively promote and develop opportunities for expanding sustainable capacity by increasing energy and water efficiency, improving security and safety, and reducing emissions of harmful pollutants.
- We are committed to compliance with all of our health, safety, environmental and legal requirements everywhere we operate.
- Our commitment to health, safety and the environment is an integral aspect of our design of products, processes and services, and of the lifecycle management of our products.
- Our management systems apply a global standard that provides protection of both human health and the environment during normal and emergency situations.
- We identify, control and endeavor to reduce emissions, waste and inefficient use of resources, including energy and water.
- We are open with stakeholders and work within our communities to advance laws, regulation and practices that safeguard the public.
- We abide by the company's own strict standards in cases where local laws are less stringent.
- Our senior leadership and individual employees are accountable for their role in meeting our commitments.
- We measure and periodically review our progress and strive for continuous improvement.

These are our commitments to health, safety, and the environment, and to creating Sustainable Opportunity everywhere we operate.

Darius Adamczyk
CEO

Scott Harczynski
VP HSE&F

Tim Mahoney
President and CEO Honeywell Aerospace

Rev. 3 4/2017

Policy: Commitment to HSE from Top Level

CONSERVATION AND POLLUTION PREVENTION

- ✓ Trip reduction program participation and innovation;
- ✓ Water conservation projects;
- ✓ Programs to minimize the production of waste; source reduction, product substitution, Waste Diversion Rate reduction, substitution, etc;
- ✓ Programs to reduce energy consumption, e.g., Energy Star, Green Lights;
- ✓ Use of renewable energy technologies;
- NA: Instituting an environmental reclamation or improvement project, e.g., creating a wetland.
- NA: Programs to reduce regulated discharges to the environment.

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Trip Reduction Program

- Trip Reduction Program
  - Honeywell Engines, Sky Harbor, Tempe, Deer Valley and Glendale sites have been participating in the Honeywell Arizona Trip Reduction Program (TRP) for several years.
  - Over 6,500 employees are targeted
  - Over 5,500 employees are estimated to respond to the 2017 survey (approximately 75% of the total employee population). Some key elements of the Honeywell TRP include:
    - Special Contests: Bike Month, Rideshare, High Pollution Advisory, Transportation Survey
    - Monthly Clean Air Contests to encourage carpooling, transit use, and other alternate modes of transportation
    - Subsidies and reserved parking for Vanpool participants
    - Fully-subsidized Valley Metro Smart Cards are provided to employees for use on both the Light Rail and Valley metro
    - Reserved carpool spaces for registered carpool groups (316 employees registered for carpool program).

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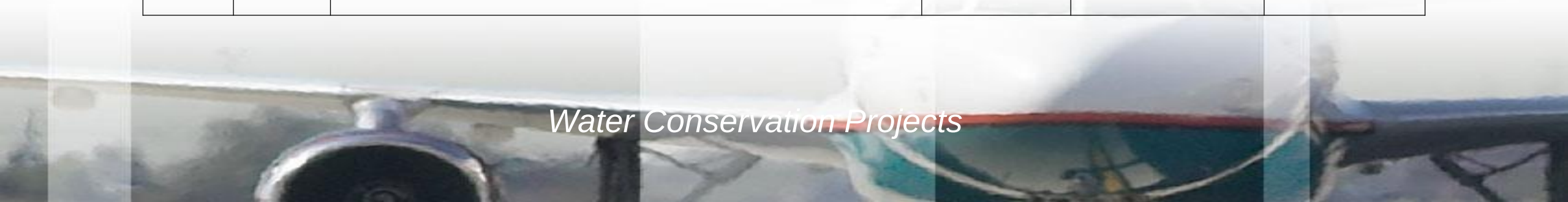
HONEYWELL AEROSPACE: WATER USE REDUCTION

Water Use Reduction Program

- Projects in 2017 targeted the following opportunities
  - Low flow faucets & showerheads/urinal ~~& toilet flush~~
  - Elimination of irrigation sprinkler heads
  - Landscaping

SBG	City	Title	Status	Energy / Water	Water Reduction (GAL)
AERO	Phoenix	New faucets at O33 Women's Restroom	Work Complete	Water	(345,800)
AERO	Phoenix	Turf Removal at AZ43	Work Complete	Water	(292,000)
AERO	Tempe	1201-1204-1230 Faucet flow reduction upgrades	Work Complete	Water	(1,861,704)
AERO	Phoenix	Replace courtyard landscaping with assorted cactus and succulents and eliminate irrigation water to area.	Work Complete	Water	(16,425)
AERO	Phoenix	New faucets at M12 Restrooms	Work Complete	Water	(1,037,400)
AERO	Phoenix	New Faucets at O33 Men's Restroom	Work Complete	Water	(345,800)
AERO	Tempe	1206 Dish Machine Replacement	Work Complete	Energy and Water	(25,578)
AERO	Phoenix	Low Flow Shower Heads Bldg. 142 Fitness Center	Work Complete	Water	(88,920)
AERO	Phoenix	0.5-gpm faucet install at Q35	Work Complete	Water	(345,800)
AERO	Phoenix	New faucets at Q35 Women's Restroom	Work Complete	Water	(345,800)
AERO	Tucson	Reduction in cycle rate for DI/RO water system	Work Complete	Water	(66,795)
AERO	Phoenix	Low Flow Toilet Replacement bldg. 301	Work Complete	Water	(170,848)
AERO	Glendale	Removal of 3 2Grapefruit Trees	Work Complete	Water	(726,624)
AERO	Glendale	Fix Broken Sprinkler Pipes	Work Complete	Water	(420,000)
					(6,089,494)



HONEYWELL AEROSPACE: ENERGY USE REDUCTION ~250 PROJECTS

SBG	City	Title	Utility Reduction (BBTU)	Carbon FootPrint (Tonnes)
AERO	Phoenix	Replace 600 ton Air Conditioning Chiller for Bldgs. 301, 302, 503	(6.57)	(768.7)
AERO	Glendale	Retrofit 44 250w wallpacks with 40w LED	(0.17)	(23.4)
AERO	Phoenix	Annual Air Leak Survey	(0.81)	(113.1)
AERO	Tucson	Install timer controlled solenoid on LN2-GN2 converter in Dist-1 (CEST Highlight)	(0.06)	(8.3)
AERO	Tucson	2017 Q2 lighting maintenance retrofits	-	(0.5)
AERO	Tempe	Bldg 1202 - Retrofit Interior Lighting for the Central Plant	(0.20)	(27.5)
AERO	Phoenix	202 Mech Inst Work Benches 28 3L T12 8' Flour Retrofit to LED	(0.07)	(9.7)
AERO	Phoenix	Review and adjust HVAC schedules and setpoints	(0.34)	(47.6)
AERO	Phoenix	Datac Unit #15 EOL, Replace with Liebert Unit	(0.10)	(13.8)
AERO	Tucson	Install digital thermostat to control VPH exhaust fan (CEST Highlight)	(0.03)	(4.2)
AERO	Tucson	Replace failed FC1 cooling tower motor with premium efficiency motor	(0.02)	(2.5)
AERO	Phoenix	Titan Swift - Replace T8 Fixtures with LEDs	(0.02)	(2.1)
AERO	Phoenix	112 Remove 14 ea 2L 4' 40w T12s	(0.02)	(2.1)
AERO	Phoenix	112 convert 76ea 2L 4' 40w T12s to 2L 25w T8s	(0.03)	(4.3)
AERO	Phoenix	116 convert 8ea Interior 250w MH to 36w LEDs	(0.03)	(3.8)
AERO	Phoenix	101 Turn style convert 2ea 13w CFLs 5w LED	-	-
AERO	Phoenix	301 Exterior convert 20ea 200w MH Wall Packs to 36w LEDs	(0.05)	(7.5)
AERO	Phoenix	Reprogram VSD max setting 2% lower speed for ventilation fans based on cleaner coils	(0.47)	(65.7)
AERO	Tucson	Retrofit 38 bollard fixtures and 8 stairwell lights from 70W HPS to 18.5W LED	(0.04)	(5.6)
AERO	Phoenix	Convert (2) T8s fixtures to LED	-	(0.1)
AERO	Phoenix	Remove Freezer from Service	(0.01)	(1.8)
AERO	Phoenix	Transition Emergency Lighting to Switched Lighting	-	(0.2)
AERO	Phoenix	160 Retrofit 16 4LT8 2x4 fixtures from Fluor to LED	(0.01)	(1.4)
AERO	Phoenix	158 Retrofit 89 3LT8 2x4 fixtures from Fluor to LED	(0.05)	(6.8)
AERO	Phoenix	DV8 Outdoor Signage Upgrade	(0.06)	(9.0)
AERO	Phoenix	AZ70 2017 Compressed Air Leak Survey and Repair Project	(1.29)	(179.4)
AERO	Phoenix	103 Replace 350 Ton Comfort Cooling Chiller	(6.98)	(817.1)
AERO	Tempe	1201 Exterior lighting retrofit	(0.15)	(20.6)
AERO	Tempe	Replace water heater to tankless water heaters	(0.42)	(23.6)
AERO	Phoenix	202 HTSI Metrology Retrofit 35 3L T8 2x4 fixtures to 32W LED	(0.02)	(2.2)
AERO	Phoenix	202 Mech Inst Lab Retrofit 41 4L T8 2x4 fixtures to 50W LED	(0.03)	(3.7)
AERO	Glendale	CMG Retrofit 147 2x4 fixtures 3 lamp 32w t-8 to 50w LED	(0.13)	(18.2)
AERO	Tucson	Install digital timeclock for loading dock lighting (CEST Highlight)	(0.02)	(2.6)
AERO	Tucson	Retrofit Distribution passenger elevator lighting from T12 to linear LED	-	(0.7)
AERO	Tempe	Replace 10 High Bay 4 Lamp T-5s with LED fixtures	(0.05)	(6.7)
AERO	Tempe	Remove 4 T12 f96 fixtures and 2 T-8 2 lamp fixture with 2 LED fixtures in the 1201-1 NE restroom hallway	(0.01)	(1.6)
AERO	Phoenix	AZ14 Replace 20ea 40W Exit Signs w Self Illuminating Signs	(0.02)	(3.3)
AERO	Phoenix	AZ43 Replace 20ea 40W Exit Signs w Self Illuminating Signs	(0.02)	(3.3)
AERO	Tucson	2017 Compressed Air Leak Survey and Repairs	(0.66)	(92.6)
AERO	Tucson	Retrofit 5 exterior flush mount ceiling lights from 70WHPS to 30WLED	-	(0.5)
AERO	Tempe	Retrofit all of the remaining 27 (existing) 250 w HPS exterior light pole fixtures around the site to LED	(0.11)	(15.8)
AERO	Tempe	1201-2 Replace 14 4 lamp T-5's with 1 lamp LED fixtures	(0.08)	(10.6)
AERO	Glendale	Work Place Modernization Café Dining Room Lighting	(0.06)	(6.9)
AERO	Glendale	CMG Assembly Retrofit 176 3 Lamp 2x4 T8 32w florescent to 50w LED	(0.14)	(20.0)
AERO	Phoenix	Upgrade TVs in 103 café and 142 fitness center-Remove 7 and replace with 5.	(0.01)	(1.8)
AERO	Glendale	Replace 2 old glass refrigerators with new Energy Star Refrigerator	(0.04)	(4.4)
AERO	Phoenix	Replace 231 - 3 lamp 25w fixtures with 231 12w LED in 2101/2 WPM	(0.11)	(12.7)
AERO	Tempe	1206 Dish Machine Replacement	(0.08)	(11.3)
AERO	Phoenix	Fuel cost avoidance by ceasing 9 weekly emergency generator runs not required by NFPA.	(0.19)	(13.7)
AERO	Phoenix	Replace halogen spotlights with LEDs	(0.02)	(2.6)
AERO	Phoenix	AZ70 - 103 Replace 45 2 lamp 20w incandescent exit signs to 2w LED in 103 Building	(0.06)	(8.3)
AERO	Phoenix	AZ70 - 102 Replace 9 2L 20w incandescent exit signs to 2w LED in 102 Building	(0.01)	(1.7)
AERO	Phoenix	AZ70 - 112 Replace 14 2L 20w incandescent exit signs to 2w LED in 112 Building	(0.02)	(2.6)
AERO	Phoenix	AZ70 - 142 Replace 12 2L 20w incandescent to 2w LED in 142 Building	(0.02)	(2.2)
AERO	Phoenix	201 bldg. Convert 75 2L 20w existing exit signs to 2w LED	(0.10)	(13.8)
AERO	Phoenix	AZ43 - Replace 48 2L 20w incandescent exit signs to 2w LED in 202 Building	(0.06)	(8.9)
AERO	Phoenix	503 N Patio convert 2 ea 60w incandescent bulbs 9w LEDs	-	(0.4)
AERO	Glendale	Building #2 Exhaust Fan Timer	(0.01)	(2.0)
AERO	Glendale	2017 Compressed Air Leak Survey and Repairs	(0.41)	(57.6)
AERO	Glendale	Retrofit 180 3 lamp 2x4 T8 32W Flourescent to 50W LED Phase 1 Labs	(0.15)	(20.5)
AERO	Glendale	Retrofit 180 3 lamp 2x4 T8 32W Flourescent to 50W LED Phase 2 Labs	(0.15)	(20.4)
AERO	Phoenix	Replace 1090 - 3 lamp 28w fixtures with 1090 12w LED as required campus wide	(0.57)	(79.5)
AERO	Tucson	2017 Q1 lighting retrofit to LED (5x 8ft T12 to LED, 4x 2X4 and 3x 1X4 T12 to LED)	(0.01)	(2.0)
AERO	Phoenix	Install programmable Thermostat in Bldg. 153	-	(0.6)
AERO	Phoenix	AZ43 - 203 Replace 15 2L 20w incandescent exit signs to 2w LED in 203 Building	(0.02)	(2.3)
AERO	Phoenix	AZ43 - 204 Replace 17 2L 20w incandescent exit signs to 2w LED in 204 Building	(0.02)	(3.1)
AERO	Phoenix	AZ43 - 206 Replace 12 2L 20w incandescent exit signs to 2w LED in 206 Building	(0.02)	(2.2)
AERO	Phoenix	AZ43 - 212 Replace 17 2L 20w incandescent exit signs to 2w LED in 212 Building	(0.02)	(3.1)
AERO	Phoenix	AZ43 - 217 Replace 17 2L 20w incandescent exit signs to 2w LED in 217 Building	(0.01)	(1.1)
AERO	Phoenix	AZ43 - 222 Replace 5 2L 20w incandescent exit signs to 2w LED in 222 Building	(0.01)	(0.9)
AERO	Phoenix	AZ43 - 226 Replace 6 2L 20w incandescent exit signs to 2w LED in 226 Building	(0.01)	(1.1)
AERO	Phoenix	AZ43 - 230 Replace 6 2L 20w incandescent exit signs to 2w LED in 230 Building	(0.01)	(1.3)
AERO	Phoenix	AZ14 - 402 Replace 11 2L 20w incandescent exit signs to 2w LED in 402 Building	(0.01)	(2.0)
AERO	Tucson	Replace failed 70W HPS flush mount fixture with 30W LED	-	(0.1)
AERO	Phoenix	Swap T8s for LEDs in Elevator Cars	-	(0.2)
AERO	Phoenix	AZ14 - 403 Replace 21 2L 20w incandescent exit signs to 2w LED in 403 Building	(0.03)	(3.9)
AERO	Tucson	Install timeclocks on BAC tower sandfilters to reduce runtime (CEST Highlight)	(0.02)	(3.2)
AERO	Tucson	Retrofit 12 parking lot pole lights from 250W HPS to 135W LED	(0.01)	(2.0)
AERO	Tempe	1201-2 Main Break Room - Retrofit 12 existing 4' fluorescent light fixtures to 8 LED fixtures	(0.06)	(8.2)
AERO	Phoenix	503-2 AZ43 Lobby Flood lights to LED	(0.01)	(1.6)
AERO	Phoenix	2102 Law office sensor install	(0.01)	(1.3)
AERO	Tempe	1230-2 Upgrade 1 flourescent light fixture in the mothers room to LED	-	(0.1)
AERO	Tucson	Retrofit Distribution utility elevator lighting from T12 to linear LED	-	(0.7)
AERO	Glendale	Building #1 Restroom exhaust fan on EBI	(0.01)	(1.5)
AERO	Phoenix	Turn off lights	(0.27)	(37.7)
AERO	Tempe	Evaporator Coil Cleaning of RTU-A1-1201	(0.07)	(9.6)
AERO	Phoenix	554 LED Exit Sign Upgrade	(0.01)	(1.0)
AERO	Phoenix	553 LED Exit Sign Upgrade	(0.01)	(1.1)
AERO	Phoenix	551 LED Exit Sign Upgrade	-	(0.6)
AERO	Phoenix	142 Office 2ea T8 U-Tubes to LED	-	(0.2)
AERO	Phoenix	301 N Canopy 8 ea CFLs to LED	-	(0.2)
AERO	Phoenix	103 elevator room 4' T12s to LED	-	-
AERO	Phoenix	103 FAA light convert 100w incandescent to 15w LED	-	(0.3)
AERO	Phoenix	102-2 PC 4A electric room	-	(0.4)
AERO	Phoenix	142 2ea 100w MV landscape lights to 16w LED	-	(0.3)
AERO	Phoenix	112 S 4ea 175w exterior MH to 36w LED	(0.01)	(1.3)
AERO	Phoenix	103 Stairwell convert 5ea 2L 4' T8s to 32w LEDs	(0.01)	(1.2)
AERO	Phoenix	105 SE exterior convert 5ea 175w MH to 36w LEDs	(0.01)	(1.6)
AERO	Phoenix	301 ATM convert exterior 175w MH to 36w LED	-	(0.3)
AERO	Phoenix	422 Electric room convert 4ea 2L 60w T12 fixtures to 4ea 48w LEDs	-	(0.2)
AERO	Phoenix	Slow Exhaust Fan Bldg. 422	(0.08)	(11.0)
AERO	Phoenix	114 S Exterior Wallpacks convert 2 ea 400w HPS to 54w LEDs	(0.01)	(1.5)
AERO	Tucson	Install motion sensors on energy center lighting	(0.02)	(2.6)
AERO	Phoenix	253 Trailer Abandoned	(0.13)	(18.4)
AERO	Phoenix	Replace AHU 9-04 Motor	(0.05)	(7.2)
AERO	Phoenix	V20 Lab Retrofit	-	(0.2)
AERO	Phoenix	Turn off AH 15-03	(0.39)	(54.2)
AERO	Phoenix	Turn Off Lights in Old GMS Area	(0.28)	(38.6)
AERO	Phoenix	Remove Refrigerator - old GMS Area	(0.01)	(1.6)
AERO	Phoenix	AZ70-151/153 Exterior convert 8ea 250w Halogen Wall Packs to 9.5w LEDs	(0.03)	(3.8)
AERO	Phoenix	2102 bldg. temp adjustment	(0.25)	(35.0)
AERO	Phoenix	VFDs on Cooling Tower 4	(0.12)	(17.2)

Utility Reduction (BBTU)	Carbon FootPrint (Tonnes)
-29.38	-3748.8

- Lighting and HVAC Upgrades
- Cooling Plant and Compressed Air & Operation Upgrades

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HONEYWELL AEROSPACE: RECYCLING EFFORT

AOP Balanced Scorecard ('17LE thru 11/2017)		'16 AOP	'17 AOP	'17 YE	'18 AOP
Self Assessment Tool (SAT) Score **		≥83%	≥ 85%	84%	**≥ 85%**
HSEF Performance Index (Max = 2.00)		**1.75**	**1.75**	**2.00**	**1.75**
Total Case Incidence Rate – 5%		≤0.45	<0.40	0.35	**<0.38**
Lost Workday Case Away Incidence Rate – 5%		≤0.11	<0.10	0.07	**<0.10**
Primary Regulatory Inspections w/o Findings (%) - 10%		≥89%	>90%	91.9%	**>91%**
Sustainability: Energy Efficiency – 10%	YTD Cumulative – BBTU/$M - 5%	3800 abs. Absolute 0.299	3521 abs. 0.302	TBD	3604 BBTU **0.294 BBTU/$M**
	YTD Cumulative (GHG/$M) – 5%	NA	40.50	TBD	471,089 GHG **38.3 GHG/$M**
Environmental Events (new '18) – 10%		NA	NA	NA	**<10%**
HSEMS Leading Indicators - 60% (YTD)					
On-Time Corrective Action Closure - 10%		≥95%	≥97%	99%	**≥97%**
Root Cause Corrective Action – 10% (new '18)		NA	≥97%	NA	**≥97%**
HOS/HSEMS Integration – 10%		≥97%	≥97%	99.3%	**≥97%**
Compliance Assurance – 10% (new '18)		NA	≥97%	NA	**≥97%**
Operational Risk Reduction – 10% (new '18)		NA	≥97%	NA	**≥97%**
Employee Engagement - 10% (new '18)		NA	≥97%	NA	**≥97%**
Additional Targets - Metric			**'17 AOP**	**'17 YE**	**'18 AOP**
HSE Audit Score (CAP Average All Aero)		≥83%	≥84%	81.9%	**TBD**
Ave Days to Close Corrective Actions (12-month rolling)		≤65 days	≤55 days	48	**≤50 days**
Corrective Actions >180 Days (12-month rolling)		≤2.0%	≤ 2.0%	6.81%	**≤2.0%**
All Regulatory Inspections w/o Findings		≥84%	≥85%	85.12%	**≥86%**
Hazardous Waste Efficiency absolute / normalized		29 projects	>-5.0%	-12.79%	**>-3.0%**
Waste Diversion Rate – YTD Average		>participation	+5.0% 42%	53.9%	**'17 YE + 3%**
DART Rate (Days Away/Restricted or Job Transfer Rate)		NA	Baseline	0.216	**Baseline**

Env Events tracked.
2016 Baseline – 12
2017 Goal – 11
2018 Perf YTD - 5

2018 YTD WDR is up over 60%

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Waste Diversion Rate

51-sites In-Scope, 8 in AZ

WDR = Incineration + Repurposed + Reuse + Recycled / Incineration + Repurposed + Reuse + Recycled + **LANDFILL**

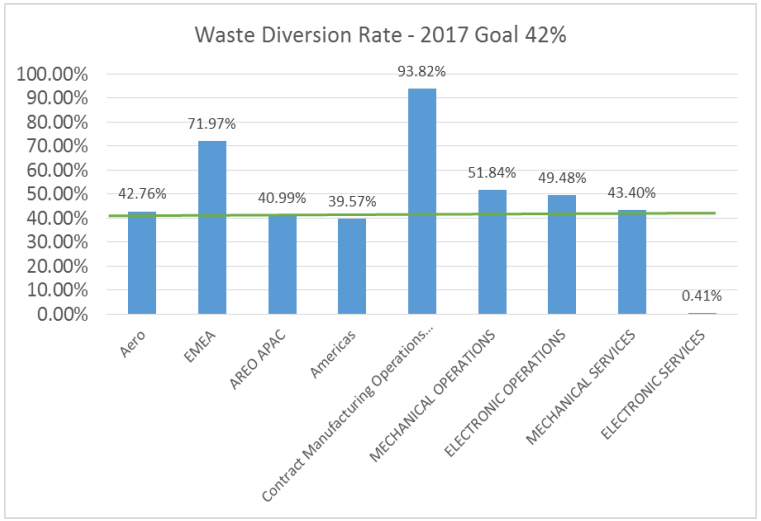
Americas - 35
Albuquerque Aero (NM75)
Anniston R&O (AL07)
Chihuahua Aero (MX60)
Clearwater (FL51)
Coon Rapids (MN51)

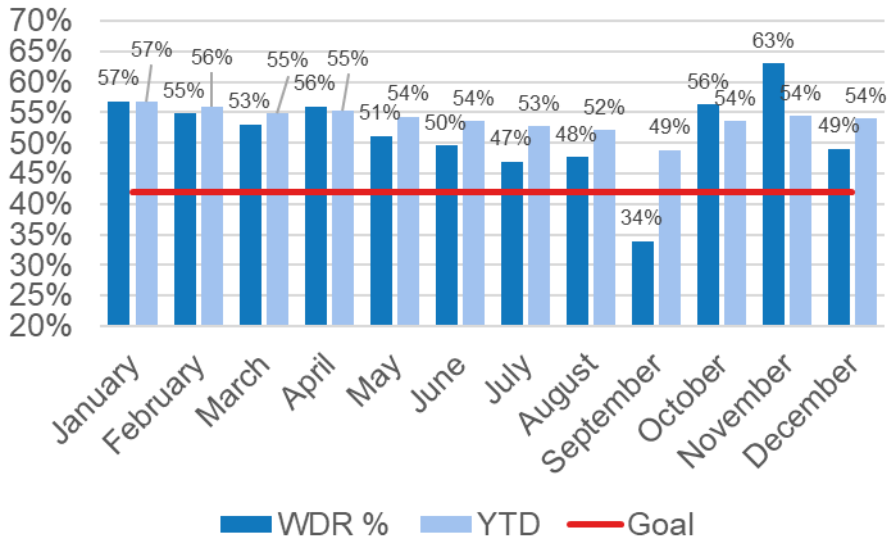
Deer Valley (AZ75)
Glendale (AZ76)
Green Island (NY09)
Greer Propulsion (SC09)
Houston R&O (TX06)
Kingman Aero (AZ09)
Memphis (TN19)
Mexicali Aero (MX29)
Minneapolis (MN17)
Norcross EMS (GA59)
Olathe (KS07)
Ottawa EMS (ON0R)
PEI (PI01)
Phoenix ES (AZ43)
Plymouth (MN14)
Puerto Rico (PR08)
Redmond (WA05)
Rocky Mount (NC03)
San Tan (AZ54)
Sarasota (FL49)
Seattle Svc Ctr (WA78)
Sky Harbor (AZ17)
South Bend (IN08)
Tempe (AZ18)
Toronto (ON98)
Torrance (CA60)
Tucson Oracle Rd (AZ10)
Tulsa Aero (OK04)
Urbana (OH29)
Wichita (KS23)

APAC- 9
Changsha China W&B JV (CH5Z)
Nanjing Aero (CH10)
Penang Aero (MY43)
Shanghai Aero (CH1W)
Singapore Gul Circle (SN68)

Singapore JK Circle (SN65)
Subic Bay (RP05)
Suzhou Aero (CH19)
Xiamen (CH28)

EMEA - 7
Basingstoke Svc Ctr (UK78)
Maintal (GE02)
Olomouc (CZ06)
Raunheim (GE12)
Waterford Aero (EI04)
Yeovil (UK26)
Toulouse





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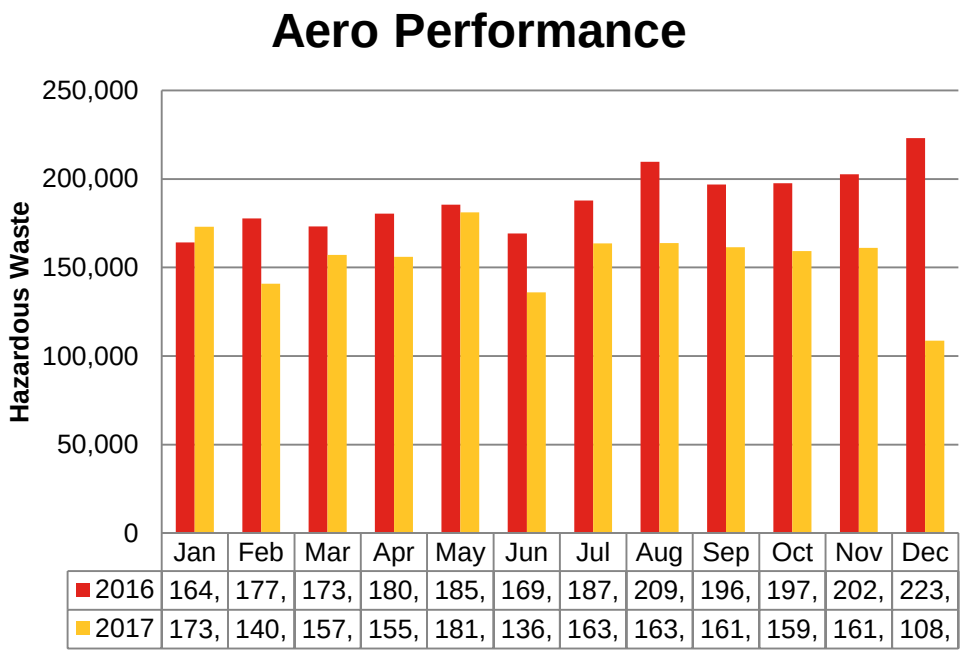
Reuse, Recycle, Repurpose

Honeywell Internal

AERO & AZ HAZARDOUS WASTE REDUCTION



Row Labels	2014	2015	2016	2017	% Change
Olomouc (CZ06)	765,881	674,226	577,719	428,364	-25.9%
Torrance (CA60)	190,510	197,206	167,966	147,458	-12.2%
Chihuahua Aero (MX60)	218,916	208,243	201,093	126,594	-37.0%
Mexicali Aero (MX29)	140,113	123,767	137,247	120,041	-12.5%
South Bend (IN08)	101,150	150,327	129,204	114,660	-11.3%
Singapore JK Circle (SN65)	190,585	148,369	122,053	112,210	-8.1%
Yeovil (UK26)	35,609	49,814	55,706	102,856	84.6%
Raunheim (GE12)	82,597	78,252	51,106	80,285	57.1%
Shanghai Aero (CH1W)	52,681	67,080	77,335	67,370	-12.9%
Feltham (UK57)	70,438	69,790	56,651	63,777	12.6%
Phoenix ES (AZ43)	108,178	80,573	69,043	50,178	-27.3%
Waterford Aero (EI04)	70,828	61,371	32,400	44,755	38.1%
Sky Harbor (AZ17)	47,357	34,491	40,414	31,514	-22.0%
Redmond (WA05)	36,525	31,029	26,936	28,070	4.2%
Maintal (GE02)	62,090	35,910	49,957	27,139	-45.7%
Houston R&O (TX06)	29,571	21,419	22,710	26,522	16.8%
Urbana (OH29)	43,326	30,807	27,347	25,821	-5.6%
Tulsa Aero (OK04)	43,777	25,596	38,855	24,523	-36.9%
Memphis (TN19)	34,530	28,760	27,243	24,451	-10.2%
Subic Bay (RP05)	35,490	31,318	30,285	21,656	-28.5%
Minneapolis (MN17)	23,522	22,783	21,939	20,028	-8.7%
Singapore Gul Circle (SN68)	18,545	20,594	17,880	16,561	-7.4%
Clearwater (FL51)	10,577	17,713	16,758	14,972	-10.7%
Suzhou Aero (CH19)	23,981	22,762	12,616	13,019	3.2%
Kingman Aero (AZ09)	24,698	16,417	13,122	12,270	-6.5%
Tempe (AZ18)	18,147	13,579	8,634	10,537	22.0%
Grand Total	**2,479,621**	**2,262,196**	**2,032,218**	**1,755,631**	**-13.6%**

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Hazardous Waste Reduction Projects, AZ Sites

- **Hazardous Waste Reduction ~~Program~~**
  - Projects focused on:
    - Improved Wastewater Trea~~tment vs~~ Disposal
    - Better Solids Management Practices
    - Chemical Substitution

Site	Name of Project	Waste Stream	Proj. Red. (Kg)
Kingman	Deline Dust Waste Reduction	Hazardous Metal Dust	278
Sky Harbor	Spent Caustic Reduction	Caustic Waste	900
Phoenix Eng.	Send Tote Waste from Plating through the WWT Plan	Metal Contaminated Wastewater	3800

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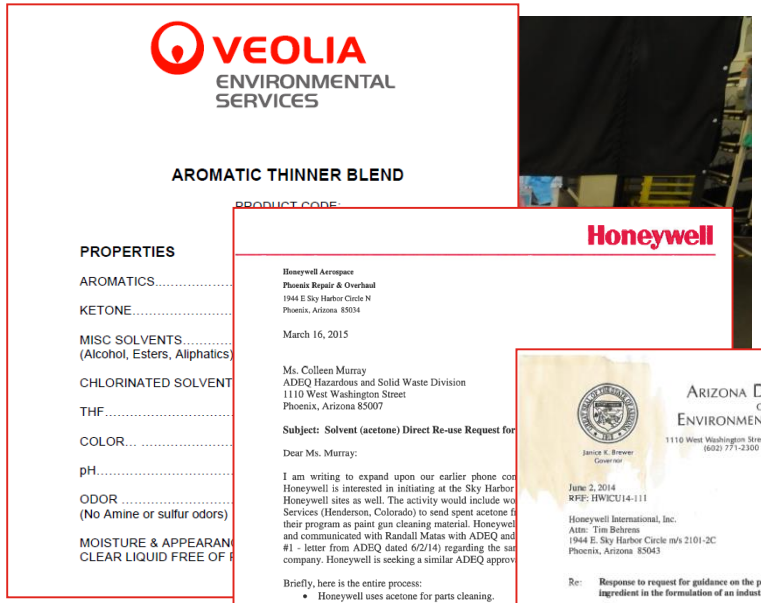

VEOLIA
ENVIRONMENTAL
SERVICES

AROMATIC THINNER BLEND

PROPERTIES

AROMATICS.....

KETONE.....

MISC SOLVENTS.....
(Alcohol, Esters, Aliphatics)

CHLORINATED SOLVENT

THF.....

COLOR... .....

pH.....

ODOR .....
(No Amine or sulfur odors)

MOISTURE & APPEARAN
CLEAR LIQUID FREE OF

Honeywell

Honeywell Aerospace
Phoenix Repair & Overhaul
1944 E Sky Harbor Circle N
Phoenix, Arizona 85034

March 16, 2015

Ms. Colleen Murray
ADEQ Hazardous and Solid Waste Division
1110 West Washington Street
Phoenix, Arizona 85007

Subject: Solvent (acetone) Direct Re-use Request for

Dear Ms. Murray:

I am writing to expand upon our earlier phone con
Honeywell is interested in initiating at the Sky Harbor
Honeywell sites as well. The activity would include wo
Services (Henderson, Colorado) to send spent acetone f
their program as paint gun cleaning material. Honeywel
and communicated with Randall Matas with ADEQ and
#1 - letter from ADEQ dated 6/2/14) regarding the sa
company. Honeywell is seeking a similar ADEQ approv

Briefly, here is the entire process:

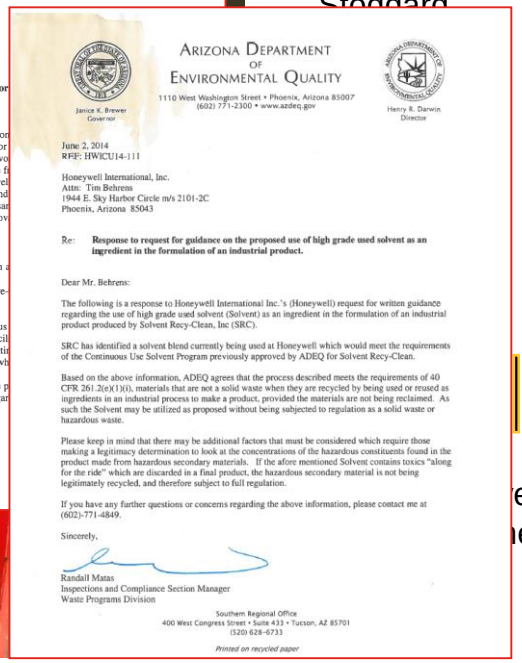
- Honeywell uses acetone for parts cleaning.
- The spent acetone would be placed in a drum
to Veolia.
- Veolia will manage the spent acetone as a re-
process (please see attachments #2, 3, & 4).

Honeywell is requesting a similar approval to previous
Honeywell Aerospace Phoenix Repair & Overhaul facil
Phoenix, Arizona. There are several benefits to initiati
reducing the amount of acetone shipped for disposal, wh

If you have any questions or would like to discuss the p
at 602-365-4499, or contact me via email at mark.delgar

Respectfully,

Mark T. DelGarbino
Sr. Environmental Engineer
Honeywell Aerospace - Sky Harbor


ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY

1110 West Washington Street • Phoenix, Arizona 85007
(602) 771-2300 • www.azdeq.gov

Janice K. Brewer
Governor

Henry R. Darwin
Director

June 2, 2014
RFF: HWICU14-111

Honeywell International, Inc.
Attn: Tim Behrens
1944 E. Sky Harbor Circle m/s 2101-2C
Phoenix, Arizona 85043

Re: **Response to request for guidance on the proposed use of high grade used solvent as an ingredient in the formulation of an industrial product.**

Dear Mr. Behrens:

The following is a response to Honeywell International Inc.'s (Honeywell) request for written guidance regarding the use of high grade used solvent (Solvent) as an ingredient in the formulation of an industrial product produced by Solvent Recy-Clean, Inc (SRC).

SRC has identified a solvent blend currently being used at Honeywell which would meet the requirements of the Continuous Use Solvent Program previously approved by ADEQ for Solvent Recy-Clean.

Based on the above information, ADEQ agrees that the process described meets the requirements of 40 CFR 261.2(e)(1)(i), materials that are not a solid waste when they are recycled by being used or reused as ingredients in an industrial process to make a product, provided the materials are not being reclaimed. As such the Solvent may be utilized as proposed without being subjected to regulation as a solid waste or hazardous waste.

Please keep in mind that there may be additional factors that must be considered which require those making a legitimacy determination to look at the concentrations of the hazardous constituents found in the product made from hazardous secondary materials. If the afore mentioned Solvent contains toxics "along for the ride" which are discarded in a final product, the hazardous secondary material is not being legitimately recycled, and therefore subject to full regulation.

If you have any further questions or concerns regarding the above information, please contact me at (602)-771-4849.

Sincerely,

Randall Matas
Inspections and Compliance Section Manager
Waste Programs Division

Southern Regional Office
400 West Congress Street • Suite 433 • Tucson, AZ 85701
(520) 628-6733

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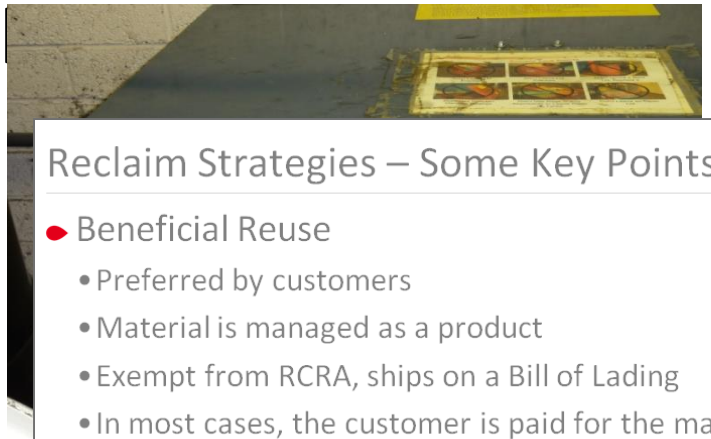

Reclaim Strategies – Some Key Points

- Beneficial Reuse
  - Preferred by customers
  - Material is managed as a product
  - Exempt from RCRA, ships on a Bill of Lading
  - In most cases, the customer is paid for the material
    - → Transportation charges may result in a net charge to the customer for low value solvents
  - Sold at a fraction of virgin market pricing

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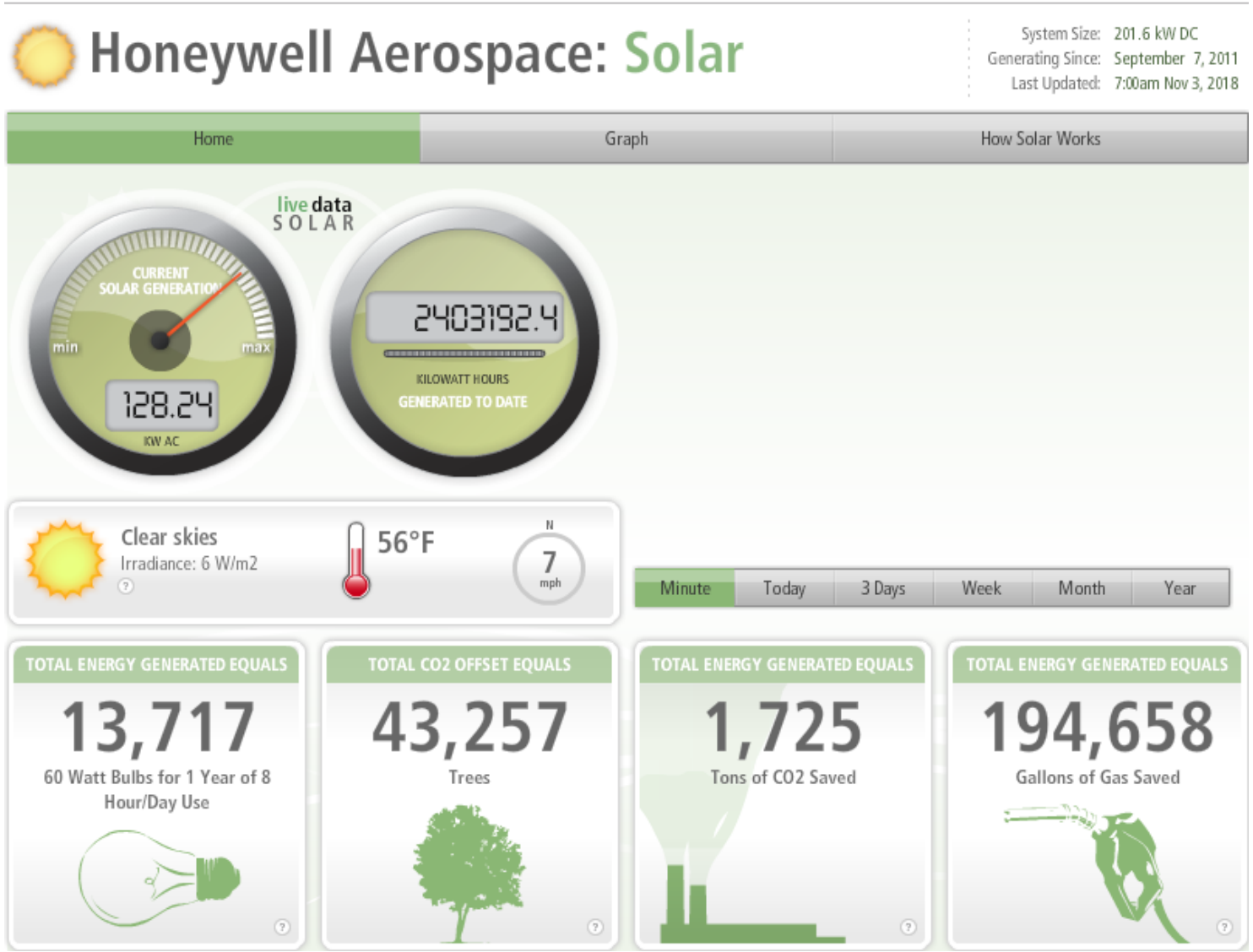
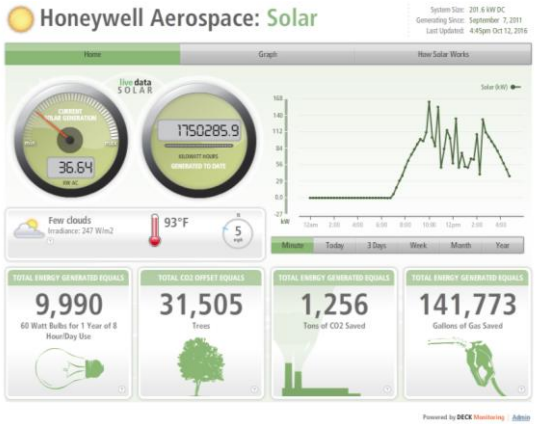
HONEYWELL AEROSPACE: RENEWABLE ENERGY

YTD 2018



Reported to AESA in 2016



Reported to AESA in 2017

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Education and Mentoring

- ✓ Mentoring other organizations regarding process improvements and pollution prevention approaches and techniques;
- ✓ Providing to the public an annual report documenting environmental performance;
- ✓ Membership and active participation in voluntary federal, state, or local environmental protection programs;
- ✓ Creating or participating in programs that enhance environmental goal beyond regulatory requirement (Regulatory Engagement);
- ✓ ***Continued***: Innovation for environmental improvement in industry or sector

NA: Distribution of literature, guides, or reference material concerning environmental issues.

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HSE INTERN PROGRAM

OBJECTIVE Build Foundational Knowledge/Experience

- HSE Program Management
- Operating/Management Systems
- Project Management

OPPORTUNITY Upon Successful Completion of Internship

- Formal Offer for HSE Rotational Engineer Program Position (Full Time)

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HSE ROTATIONAL ENGINEER/ PROFESSIONAL PROGRAM

OBJECTIVE Build On Foundational Knowledge/Experience

- HSE Program Ownership
- Operating/Management Systems
- Project Management
- Develop Influencing Skills

OPPORTUNITY Upon Successful Completion of Rotations

- Apply for HSE Position within Aero

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Mentoring

- Mentoring, Communication Opportunities:
  - **~Monthly VPPPA/BOD Meetings**
    - Honeywell SGE's trained to provide VPP audits/guidance
    - Tempe site mentoring Cintas for VPP (Oct 2018)
  - **Maricopa County Air**
    - Every 2 Month Meetings with Director for Clean Air Council
    - Oct 2018 – Seminar Presentations (Hazardous Waste) – Kruti Tanna
  - **Standing Monthly Meetings with ADEQ**
    - Interacting and Partnering with Regulators
    - Stakeholder feedback participation
  - **HSE Rotational Engineer/Intern Program**
    - ASU – Participate in ASU ERM Career Fairs
    - U of A – Presented HSE Professional Outlook to MPH Students
    - Embry Riddle – Plan to visit campus by Year-end

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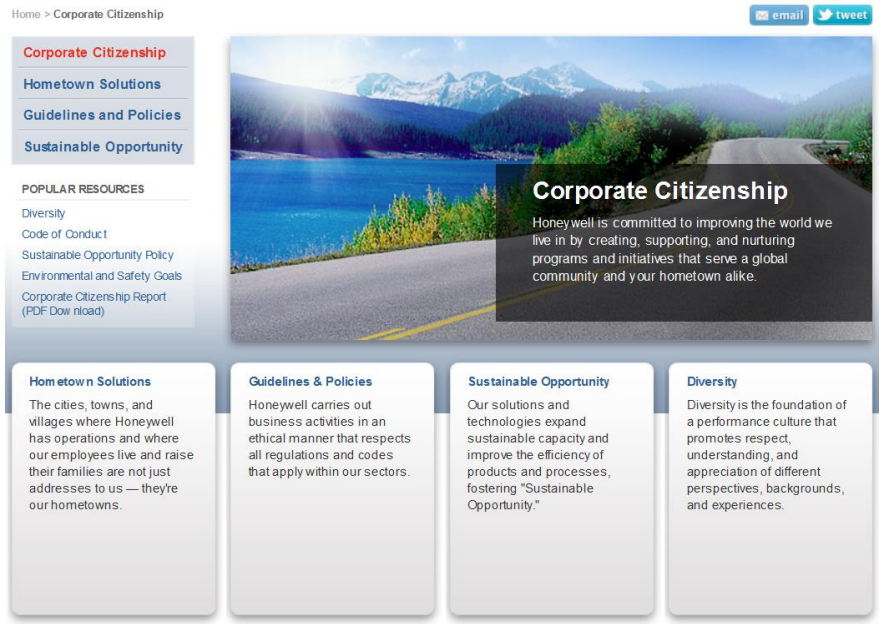
Corporate Citizenship Report

Corporate Citizenship

- Honeywell is committed to creating, supporting, and nurturing programs and initiatives that serve a global community and our hometowns too.
- With nearly 50% of its products linked to energy efficiency, Honeywell can help the world face its energy challenges.
- In fact, if Honeywell's existing technologies were widely adopted today, energy demand in the U.S. could be reduced by 20-25%.
- Now available for download on our external website at

https://citizenship.honeywell.com/



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VESP PARTICIPATION

- ADEQ Voluntary Environmental Stewardship Program
- Honeywell Aerospace is a member of the Advisory Council for AZ VESP
  - All AZ Aero sites accepted in the program at Platinum Level 2015-2017
  - All Sites approved for renewal of VESP for 2018-2020
  - Onsite benchmarking visits to Honeywell

Voluntary Environmental Stewardship Program

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Beyond Requirements: Regulatory Engagement

- What does regulatory engagement aim to do?
  - Facilitate interaction with regulators outside of inspections.
  - Build trust between the regulator and the regulated entity.
  - Open lines of communication that benefit understanding of technical issues.
  - Help regulators better understand the regulated community.
- Who should lead it?
  - Greatest benefit is seen at the Site-Level – most common denominator to appropriately interact with regulators.
  - Also, support and participate in this at a Aerospace level- if you ask your sites to participate in a program then what will you do to support it?
    - Part of Branding Strategy

Planned/Actual Monthly Engagements																							
5	8	6	10	8	8	13	15	3	8	12	16	6	12	11	19	6	29	6	9	6	10	4	0
JAN		FEB		MAR		APR		MAY		JUN		JUL		AUG		SEP		OCT		NOV		DEC	

Total Planned	Total Complete YTD	Progress to Annual Plan Goal
94	144	153.19%
Planned YTD		YTD Progress to Plan
70		205.71%

Gregory Bopp; Aero Regional Leaders, Business Leaders, COEs

NA

NA

RE Activity: *Planned* (P), *Actual* (A)

Regulatory Engagement (RE) Activity	JAN P	JAN A	FEB P	FEB A	MAR P	MAR A	APR P	APR A	MAY P	MAY A	JUN P	JUN A	JUL P	JUL A	AUG P	AUG A	SEP P	SEP A	OCT P	OCT A	NOV P	NOV A	DEC P	DEC A
Routine: 1 Point Value																								
-Administrative																								
Complete training on RE Process 2016 in LMS or Aero Meeting	1	1																						
Update RE SharePoint (contacts, agency, focus, opportunities, etc)	1	1																						
Upload RE Plan to SharePoint after review with RL/BL			1	1																				
All HSE Team takes: "What to Do During A Regulatory Inspection" training					1						0													
-Non-inspection interaction																								
Informal meeting with regulators (not email)									1		3													
Permit review with regulator interaction (a contact to discuss key points/clarify)																2								
Other review with regulator (regulatory focus)					1				1		4													
-Attending outreach opportunity with regulators																								
Stakeholder regulatory focus (outreach typically sponsored by regulator)				1		1			2		2		1		2									
Other stakeholder activity or outreach				1	1						8		2		1									
-Participating in an HSE Alliance Meeting (recognized partner with regulators)																								
Alliance, Partnership, qusi-regulators, chamber or commerce, etc	1	1		1	1	0			1	2	5				1	2						2		

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Innovation for Environmental Improvement

- October 2017: Honeywell received “Manufacturer of the Year – Excellence in Sustainability” Award

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Organizational Environmental Policies

- ✓ Evaluation of the environmental impacts of product(s) life cycle;
- ✓ A NEW environmental management system and audit program;
- ✓ Implementation of sustainability practices.
- ✓ Product Stewardship Audit introduced in 2017
  - ✓ Restricted or Regulated Process Materials, Process Specs, Build of Materials are Assessed
  - ✓ New Product Introduction Procedure (HSE 607) that provides the framework and requirements for new product development. Specifically, this process now includes increased focus and internal formal auditability on responsibly sourced materials, wetland protection consideration, utility usage, recycling and disposal considerations, as well as several other health, safety, and environmental areas.

NA: Instituting a policy requiring vendors to meet the member's environmental requirements

NA: Instituting and following a "green" purchasing policy

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IMPACT OF HON PRODUCTS ON THE ENVIRONMENT

Product Stewardship Audit introduced in 2017

- Restricted or Regulated Process Materials, Process Specs, Build of Materials are Assessed
- New Product Introduction Procedure (HSE 607) that provides the framework and requirements for new product development. Specifically, this process now includes increased focus and internal formal auditability on responsibly sourced materials, wetland protection consideration, utility usage, recycling and disposal considerations, as well as several other health, safety, and environmental areas.

Product roadmaps to incorporate the CO2 certification metric to ensure HON Engine & Systems performance meet future aircraft requirements.

AIA??

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Environmental Management System

- Environmental Management System (HSEPS MS)
  - Our Management System Tool incorporates the conformance standards of ISO 14001, OHSAS 18001/ISO 45001 into a single system
  - Annual site-level audit and 3-yr Corporate Audit (covers environment):
    - Waste Management and Medical Waste
    - Container Management
    - Air Emissions
    - Wastewater and Storm Water
    - Spill Prevention
    - Drinking Water
    - Energy Management

HSEMS Maturity Progression (Self Assessment Tool) ***Scale is 0-4***								
Site	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Glendale	3.00	3.00	3.56	3.36	3.31	3.50	3.50	3.38
Deer Valley	2.54	2.68	3.32	3.04	3.31	3.38	3.42	3.42
Engines	2.92	3.16	3.24	3.40	3.31	3.35	3.00	3.42
Tempe	3.08	3.40	3.20	3.16	3.38	3.54	3.28	3.34
Tucson	2.77	3.00	2.96	2.92	3.31	3.38	2.57	3.42
Kingman	2.92	3.00	3.12	3.16	3.23	3.35	3.50	3.30
Sky Harbor	2.77	2.84	3.32	3.32	3.46	3.62	3.57	3.30

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WDR Cost Avoidance 2017 YTD

- 51 Aero Sites Currently Participating in WDR reporting
- Average cost to landfill a ton of waste is $33/ton
- Cost avoidance to Honeywell Aero in 2017 is ~$2MM

Cost Avoidance Calculation:
(Recycled + Repurpose + Reused + Incinerated) * $33 * .0110231

- **In addition, much of the recycled waste results in rebates and positive recycling revenue returned to the sites**

Regulatory Status and Compliance History

- Regulatory Compliance
  - Federal (NESHAPs)
  - State (ADEQ: Hazardous Waste, UST, Air)
  - County (Air, Food Safety, Trip Reduction, Ind. Commission, Facilities)
  - City (City of Phoenix, Wastewater, Storm Water, Fire Department)
  - Local (GRIC)
- Compliance Status- Regulatory Inspections w/o Findings
  - 47 Regulatory Inspections in past 12 months, 44 (94%) of which resulted in no "*findings*" and No NOV's issued
    - *No issues affecting Honeywell Aerospace Compliance with AESA requirements*

- 3 inspections with findings includes:
  - Maricopa County – 1 door missing a "No Smoking" sticker
  - Maricopa County Health – Café Inspection – Temperature in reach-in cooler
  - City of Phoenix Fire Dept – 3 findings at Glendale location

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Questions?

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Common HSEPS Dashboard

Lagging Indicators

Metric Category / Focal Point	Metric Description	Metric Definition	Weight	2018 Goals
Safety/Health Regional / Business Ldrs	Total Case Incident Rate	Number of recordable employee injuries per 100 full-time employees. Use of US OSHA definition for recordable injury and employee. # injuries x 200,000 / Hours Worked	5%	0.38
Safety/Health Regional / Business Ldrs.	Lost Workday Case Incident Rate	Number of recordable employee lost work day cases per 100 full-time employees. Use of US OSHA definition for Lost work day case and employee. # lost time injuries x 200,000 / Hours Worked	5%	0.10
Sustainability Regional / Business Ldrs.	Performance to required sustainability objectives	• Performance to goal for Energy and GHG • Thresholds for green, yellow and red to be defined based on AOP goals • Equal split of weighted scorecard value between GHG and Energy	10%	
Environmental Paul Holzman	Environmental events	• All permit excursions, Tier 1 and 2 environmental releases, and all environmental regulatory non-compliance events that were not the result of an inspection • Inspection results are tracked in HSE Regulatory Inspections • Indicator field to be included in MST to designate events that meet the definition	10%	Proposed goal <5%
Governance Paul Holzman	HSEPS regulatory inspections without findings	• Percent of primary regulatory inspections with zero findings • Primary regulatory inspections will be categorized in MST based on the focus of the inspection and not the regulatory agency type AERO: Compliance Director manually reviewing ETS data to determine if type of inspection and categorize as to primary/secondary and findings. NOTE- MST configuration to include data collection for direct metric calculation.	10%	>91%

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Common HSEPS Dashboard

Leading Indicators				
Metric Category / Weight / Focal	Metric Description	HSEPS - Metric Definition	Aero Process Definition	2018 Goals
Corrective Actions / **10%** **Ed Light**	Percent on time corrective action closure	• On-time closure of corrective actions from Tier 1 & 2 events as measured against the Target date. • Corrective actions open and past the target WILL BE INCLUDED in this metric. Any action that is past the target date will be added to the denominator of the calculation. • Number of CA's that were closed on or before their Target date divided by the total CA's that were planned to be closed over the same period. • The metric is calculated for Current Year (YTD) for scorecard, but can also be evaluated as rolling 12 month average in separate CA scorecard	The aero process definition is the same as the HSEPS metric definition.	≥97%
Compliance Obligations / **10%** **Paul Holzman**	Compliance assurance leading actions	Site level actions that assure compliance with regulatory and other requirements as part of HSEPS-MS. SBG will define the specific target and activities with a limited scope of requirements, taking into account current maturity and past leading indicators. Actions required must drive the requirements of a compliance operating system.	1. January - Sites to perform rigorous Permit Reviews and ensure permit requirements are in the site's Legal & Other Calendar and that the due dates assigned ensure compliance. 2. Feb – Dec sites will: Comply with L&O Calendar, ensure tasks are appropriate to maintain compliance. 3. Review in the Monthly HSEMS meetings 4. Integrate L&O calendar into Leadership Tier 4 MOS.	≥97%

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Leading Indicators				
Metric Category / Weight / Focal	Metric Description	HSEPS - Metric Definition	Aero Process Definition	2018 Goals
Risk Management / 10% Kevin King	Operational risk reduction leading actions	Site level actions to identify and manage risk via the HSEPS-MS. SBG will define the specific target and activities within a limited scope of requirements, taking into account current maturity and past leading indicators. Actions defined must drive maturity for aspects/impacts identification and risk reduction. Current metrics used by SBGs: • Risk Maturity Improvement • One Honeywell MAP – Risk Reduction Plan?	MST Documented site applicability review of all Aero Alerts released. Where found applicable the site will implement action plans against the "actions recommended for other sites to take" as outlined in the alert. Entry of Alert applicability and Actions in MST	≥97%
Employee Engagement / 10% Nicole Carver	Employee communication and engagement actions	Site level actions to improve employee communication and engagement, including site and SBG leadership. SBG will define the specific target and activities within a limited scope of requirements, taking into account current maturity and past leading indicators. Actions defined must drive maturity for aspects/impacts identification and risk reduction. Current metrics used by SBGs: • HSE Alert Entry /QUICK ALERT	Each site will develop an employee engagement plan and submit specific recurring actions that target employee engagement. Regional leaders will approve the plan. Performance to the plan will be measured monthly against the total YE number of targeted activities.	≥97 % to YE plan

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Leading Indicators				
Metric Category / Weight	Metric Description	HSEPS - Metric Definition	Aero Process Definition	2018 Goals
RCCA / 10% Matt McConville	Event/Corrective Action verification	Site level actions to improve maturity for managing Incident, Nonconformity and Corrective Action via the HSEPS-MS. SBG will define the specific target and activities within a limited scope of requirements, taking into account current maturity and past leading indicators. Actions defined must drive maturity in proper reporting, investigation and RCCA.	**Includes Monthly:** Incident Effectiveness Review of a closed Tier 1, 2, 3 event with at least one non-HSEF team member. • Small sites scaled to Quarterly or agreed schedule	≥97 %
HSEPS/HOS / 10% Tom Moibi	HOS/HSEMS integration actions	Site level actions to improve management operating systems and HOS-OTC as the primary driver of HSEMS implementation and sustainable performance through leadership engagement.	**Includes Monthly:** 1. HSEMS & FMS Steering Committee Meetings 2. Completion of HSEF Leadership Gembas 3. Completion of HSEF Layered Reviews • Documentation to be uploaded to MST • Small sites scaled to Quarterly	≥97 %

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