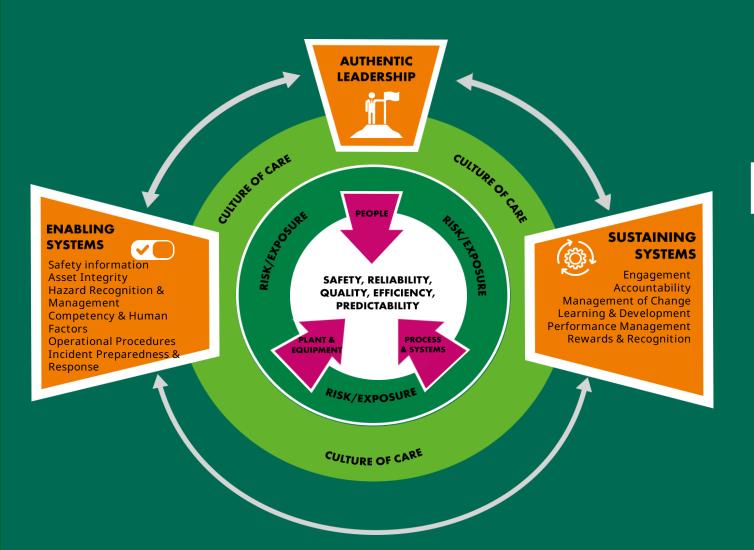


# Agenda



- Insights into DEKRA
- Foundational Concepts
- Organisational Culture
- Linking Culture to Leadership
- Serious Injury & Fatality (SIF) Prevention





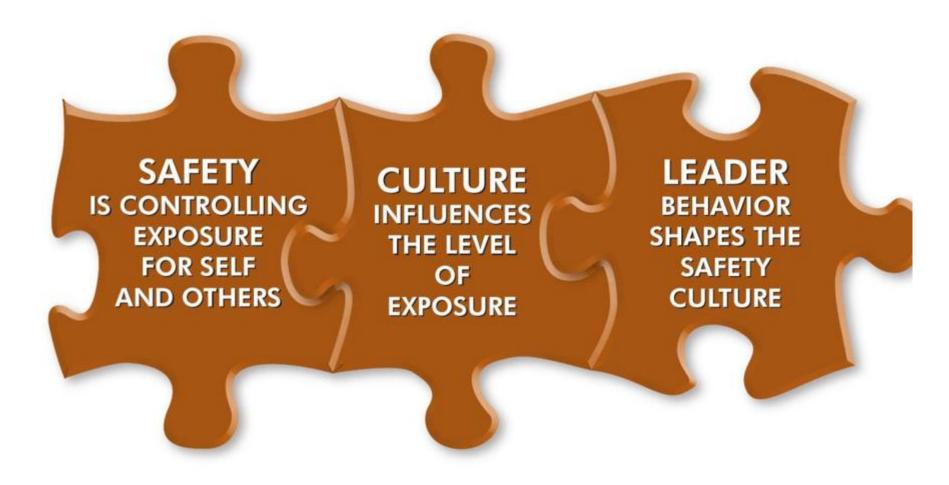
# The Safety Ecosystem®

- Organisational Safety & Technical Safety.
- Testing, Assessment, Modelling.
- Consulting, Training, Coaching.
  - Connected & authentic leaders
  - o Engaged & enabled workforce
  - Safe & sustainable operations

# **Foundational Concepts**

Cultivating Leadership's Role in Reducing Exposure





# Let's Begin with Culture



### Culture:

- Common values that drive organisational performance.
- Applies to many areas of functioning.
- "How we do things around here"
- Unstated.
- Background.
- Changes more slowly.

### Climate:

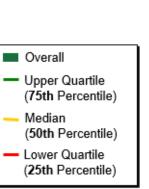
- Perceptions of what is expected, rewarded and supported.
- Applies to a specific area of functioning.
- "What we pay attention to."
- Stated.
- Foreground.
- Changes more rapidly.

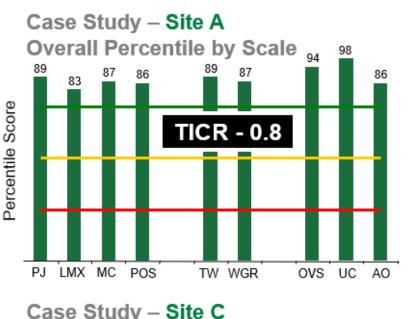


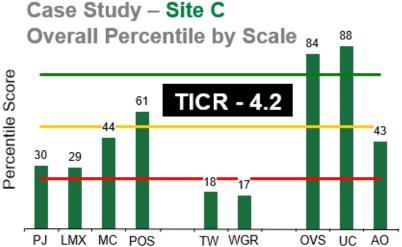
## Culture as a Performance Predictor

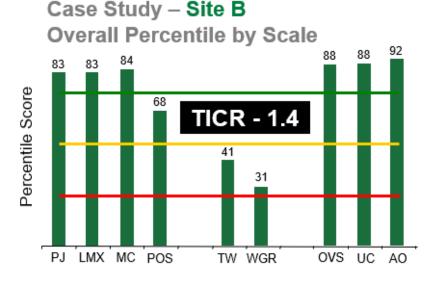
For Safety...and Beyond



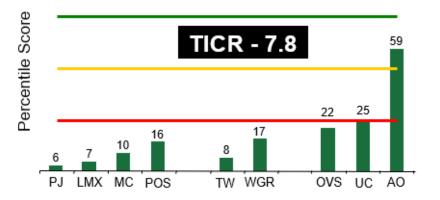








Case Study – Site D
Overall Percentile by Scale



# The Sphere of Influence

Leadership Catalyst - Igniting Organisational Transformation

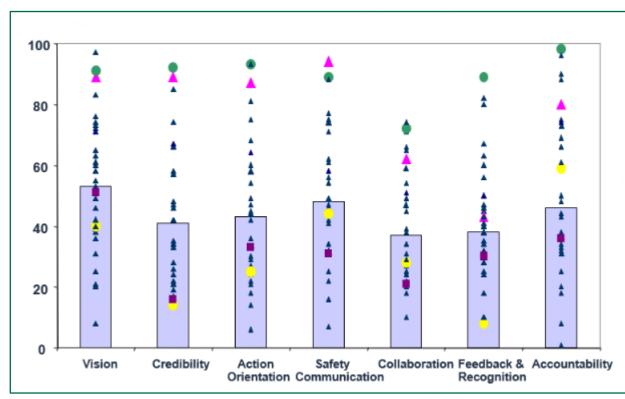
The higher one is in the organisation, the greater their power and influence.

Applying behavioural tools and concepts at the top levels can have a widespread impact. For lasting change, engagement and buy-in from people at all levels are essential, making the application of behavioural safety tools applicable across all levels.



# Leaders Behaviours in Safety, Predicts Culture!





Culture Percentile Score

38

29

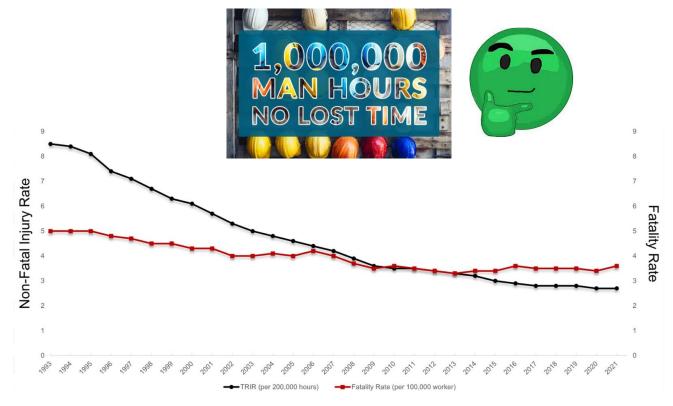
Bottom Third
Middle Third
Safety Best Practices Score

Individual and Aggregate Results from DEKRA's LDI – from 27 Global CEO's

High Best Practices = Stronger Culture

# Serious Injury & Fatality (SIF) Prevention

Focus on Incidents that Truly Make a Difference

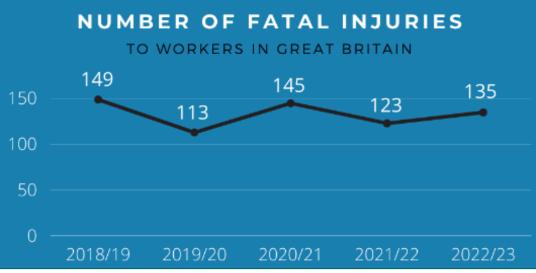


Source: Bureau of Labor Statistics, Fatal Occupational Injuries in 2021





Source: Bureau of Labor Statistics, Fatal Occupational Injuries in 2021



Source: HSE 2022/2023 fatality statistics

# Traditional Safety Triangle

Descriptive and Predictive?

- 1,028 total cases studied
- 7 Global Clients





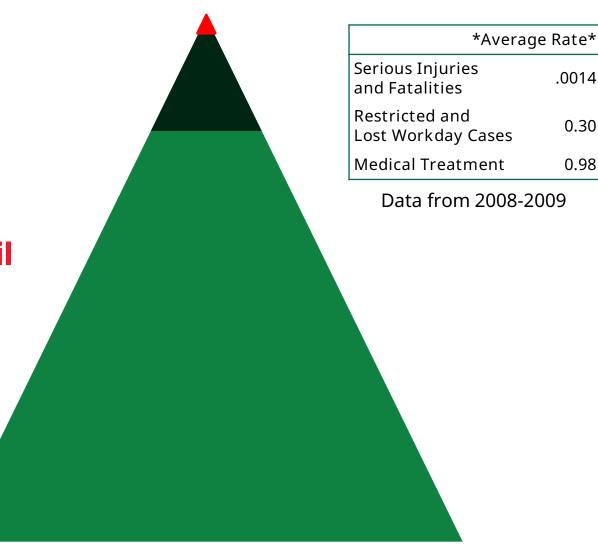
**E**xonMobil











.0014

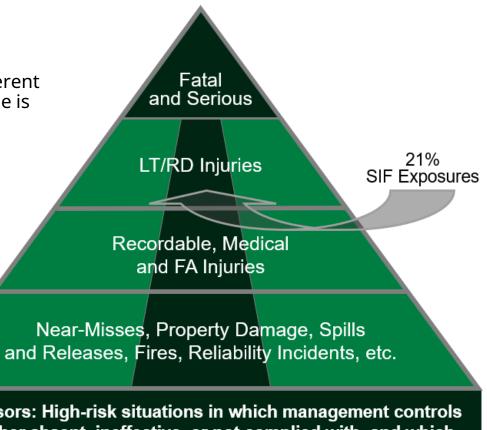
0.30

0.98

# SIF Prevention - A New Paradigm



The causes and correlates of SIFs are different from Non-SIFs. Work inside the SIF triangle is required.



Precursors: High-risk situations in which management controls are either absent, ineffective, or not complied with, and which will result in a serious or fatal injury if allowed to continue.

# Recordable Injury Log is Misleading



## Recordable Injury - LTI

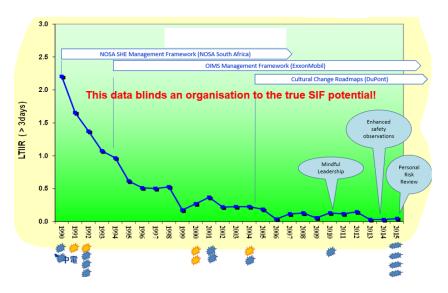
Worker bends over to pick up a 20-litre bottle of water and strains back muscle.



### Near-Miss

Worker on top of truck pulling the tarpaulin to cover load (3.5m high). Truck is bumped heavily by a forklift, and he falls off, grabbing cargo netting on side of truck. Pulls self back onto top of truck.





# The Hierarchy of Controls



# **EXPOSURE FOCUS**

# EMPLOYEE FOCUS

# **Elimination**Complete redesign of the system to remove the exposure

### **Substitution**

Switch out a process step with a less hazardous step; Use low voltage system versus high voltage; replace a toxic material with a non-toxic material

### **Engineering Controls/Isolation**

Isolate hazard; install guards and/or interlocks; build barriers; use light curtain; develop new tool

### **Administrative Controls**

Post signs and warning; Write procedures and rules; Train employees

### **Personal Protective Equipment**

Provide protective equipment for Employee (e.g., hard hats, respirators)

Gimmicks; incentives; hollow threats

Exposure eliminated

Exposure significantly reduced

Exposure possible during maintenance operations or emergencies

Exposure controlled IF employees rigorously comply and IF culture supports compliance and IF leadership maintains commitment to oversight

Used when hazard is unpredictable or pervasive; control is dependent on proper selection and use

Employee seen as the cause of exposure and requiring motivation; no change in exposure

### Safety depends LEAST on employee behavior



Safety depends MOST on employee behavior

# Four Things You Must Do for SIF Prevention



- Educate Senior Leaders on SIF:
  - They need to understand this problem before they can act on it.
  - The solutions to the SIF problem require their regular attention.
  - Enlist their sponsorship.
- 2. Provide Visibility to SIF Exposure:
  - Define "SI"F: Life-Threatening vs. Life-Altering.
  - Determine SIF Exposure Potential: Judgment-based versus Decision-tree.
  - Calculate SIF Exposure Rate: SIF Recordable and SIF Total.

- 3. Know Your SIF Precursors:
  - Three places where they hide:
    - High Risk/High Exposure Tasks (81% Routine)
    - Management Systems Missing, Deficient, or Not Complied With
    - Allowed to Continue
- 4. Integrate Interventions into Existing SMS:
  - Incident Management System, SIF Metrics, FVCC, SIF Education & Training, Pre-Task Risk Assessments, Pausing Work, Contractor Management, Life-Saving Processes, etc.

# Thank you!



Mr. Daryl Wake

**Director Business Development** 

E: daryl.wake@dekra.com

M: +44 7919 064 772

