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CRITICAL LAPSES AND INSIGHTS INTO SAFETY CULTURE BEHAVIOURS

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Abstract *Better safety cultural measures could save a million lives annually. This article presents a review of the latest academic and field practitioners' literature and examines the critical lapses and insights into safety culture behaviours. Behavioural insights can facilitate boosting a culture of positive safety. The need for a long-term supportive safety culture intervention along with regular re-training, reviews, and reinforcements by the top authorities, as well as heads of departments, is re-emphasised for increasing internal risk controls by employees for saving people from injuries or fatalities. Frequent corporate communications to employees regarding safety culture implementation matters a lot. Safety excellence and business excellence scenarios need to keep human safety ahead of commercial values for gaining organisational sustainability. Occupational health and safety investments are increasingly driven by ESG perspectives. Twelve lapses and insights into safety culture behaviours are summarised in this article, which can be beneficial for organisations. The qualitative data have enriched the concept more clearly, as emphasised by the industry experts.*

Keywords: *Lapses, Insights, Safety, Culture, Behaviours*

INTRODUCTION AND CONTEXT

Lapses in safety culture contribute to major incidents. There are ups and downs in building safety cultures. Organisations that do not account for at-risk behaviours in their HSE index are safe only by chance. An uncertainty in at-risk behaviours builds more chances for incidents. An incident or near-miss comes when we are pressed for time for work completion, and safety care takes a back seat. People from a weak safety culture do not follow compliance so easily, unless they are reminded about it a couple of times. People do not consider safety when it is a matter of survival to earn enough for their daily needs. According to an air force retired officer re-employed as an audit expert for an airport fueling station, Indian safety culture lacks discipline, people take shortcuts and ignore audit recommendations. Total safety culture is rare, hence Indian organisations are really not totally safe from the behavioural safety point of view. Safety is cosmetic for companies. They are not interested in long-lasting safety solutions. In practice, the responsibility for health, safety, and environmental (HSE) issues becomes an integral part of the line management function, rather than being the domain of safety officers (Cooper, 2001). In India, building safety culture is still largely seen as the function of the safety department. Safety culture behaviour is a global challenge (Patel, 2014).

We boast about zero tolerance for at-risk behaviours, whereas we tolerate unsafe behaviour as much as 70%, since only 30% of people speak up for safe behaviours in our societies and industry. It means a majority of people look the other way when they observe any at-risk behaviours. Total safety culture transformation means 100% of the people speak up for safe behaviours regarding each other and none tolerate unsafe behaviour at any place. Some areas of concern are how organisations define and respond to human error and at-risk behaviours that lead to risk and harm, and fail to support learning safe behaviours ([1]ISMP, 2020). Three thumb rules are important while teaching safety: fun, fair, and safe, that is, people enjoy learning it, it is fair as per the SOP only, and unsafe action is never allowed.

Safety is a concern for people; they are safe if it exists. Managements and local authorities wake up only to fatalities post occurrence, not to prevent them. HSE (health, safety, and environment) takes a back seat in the Indian lifestyle. This is the reason why every year hundreds and thousands of fatalities take place during religious events where large public gatherings happen; road fatalities also follow accordingly. Are systems held responsible, or is it because the public/civil society lacks a sense of safety. This cultural backdrop drives people's beliefs and behaviour on the road, in public places,

[1] ISMP (2020, June, 18). The Differences Between Human Error, At-Risk Behavior, and Reckless Behavior Are Key to a Just Culture. https://www.ismp.org/resources/differences-between-human-error-risk-behavior-and-reckless-behavior-are-key-just-culture

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or in work places. A lack of culture is the primary cause of India's safety woes ([2]British Safety Council, 2020).

Most industries are run by management systems minus human safety values being in practice. Corporate values are in documents, because companies not only have to drive businesses, but also have to handle governmental as well as political interferences. Implementation of supportive safety culture must take place by all means, like training, re-training, handholding, support review, finding gaps and spot-correction, accessible top management for free and frank immediate closure of at-risk behaviours/barriers to safety improvement, providing resources, and enforcing procedures. Regarding work place safety culture, we all gave silent approval to unsafe behaviour for years; now let us give silent approval to a supportive safety culture. The conflict between egos among corporate, divisional, projects, and sites safety heads must not take place. Safety policy says 'Safety First'; executives communicate that production comes first ([3]INX, 2018).

The Director of Factories of Karnataka State pointed out that managements must treat people equally in terms of PPE. Senior managers of Bosch stated that behaviour has no language; internal and external behaviour have to match, and best practices must be shared actively with the community. Safety is sustainable only when we enable workers to ensure each other's safety. Safe work conditions have to be taken care of. Treat people as people, not resources. Anticipate risks, observe mentally, and correct physically. Building safety culture adds up to a disciplined work culture. The Director of ONGC says, "Training, re-training, skilling, and re-skilling are the need of the hour." CGM ONGC says, "The subject pertains to safety of people, environment, and assets which binds us all in this group." The SBU Head of Thermax says to all safety professionals, "I am available for safety 24x7", which ensures positive support for building long-term safety culture. An emerging area of interest is identifying the extent to which safety culture is acting as a driver in the reoccurrence of accidents. Unless efforts are made to understand and alter cultural drivers, and these findings shared within and across industries, the same accidents are likely to continue to occur (Emily et al., 2021).

INSIGHTS FOR SAFETY CULTURE BEHAVIOURS

Safety is a fundamental right of people from workplace to anyplace. Table 1 summarised the twelve lapses and insights/solutions on safety culture behaviours. It is observed that most companies take a calculated approach to safety implementation by conducting training for fulfilling customer demands only, cleverly avoiding long-term efforts for planned safety culture intervention, keeping commercial aspects ahead of safety concerns, and also because the management is unaware of the positive safety culture implementation methodologies. An inadequate safety culture brings significant risks ranging from employee injury to decreased productivity ([4]ROSS, 2019). A positive safety culture improves the well-being of employees, minimises risk, and improves organisational performance ([5]Vanguard, 2021).

If incidents are happening at sites, it indicates that safety culture reinforcement by top management is lacking in terms of their visibility in the field and their emphasis on spot-correction of at-risk behaviours and barriers. People behave as their bosses drive safety performance emphatically. When HODs are present in the field to appreciate safe behaviours, people firm up their safety beliefs. To gain a sustainable safety culture, they must overcome the mind-set that underlies unsafe behaviours ([6]Boutetière et al., 2019).

Recommendations for improved safety outcomes observed that one in four frontline leaders and senior managers fail to report, on an average, eight incidents per year ([7]Sentis, 2018). Ethos on safety systems and safety culture need more care at the helm of affairs at the top management agenda, especially by the board members of companies. Managements need to adopt methodologies that safety culture excellence can come from within the organisation. It is good to note that corporate India gives a thumbs up to safety culture change ([8]ANI, 2022).

[2] British Safety Council (2020, August, 17). Why a lack of culture—not compliance—is the primary cause of India's safety woes. https://www.britsafe.in/publications-and-blogs/blogs/read-all-blogs/why-a-lack-of-culture-not-compliance-is-the-primary-cause-of-india-s-safety-woes/

[3] INX (2018, April, 20). Overcoming the Conflict between Safety and Production. https://www.inxsoftware.com/ca/blog/2018/04/20/overcoming-the-conflict-between-safety-and-production/

[4] ROSS (2019, October, 12). The Risks of Poor Safety Culture. https://www.rosstechnology.com/news/poor-safety-culture-risks/

[5] Vanguard (2021, September, 27). How to improve safety culture & leadership in business. https://www.vanguardgroup.co.nz/2021/09/how-to-improve-safety-culture-in-business/

[6] Boutetière Hortense de la, Rousseau Jean-Benoît Grégoire, and Turnbull Eion (2019, May, 21). Overcoming limiting mind-sets to improve safety. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/overcoming-limiting-mind-sets-to-improve-safety

[7] Sentis (2018, August, 21). Underreporting of Safety Incidents in the Workplace. https://sentis.com.au/resources/workplace-safety-incident-reporting

[8] ANI (2022, October, 17). Corporate India gives a Thumbs up to safety culture change. https://www.aninews.in/news/

Supportive safety culture with BBS (behaviour-based safety) methodology acts as yoga to unite all HSE systems. Safety culture transformation has to come a full circle, wherever it begins, either top management or bottom-level associates, or in-between. Then only does it promise to bear fruits in the long run. The research for BBS continues to mature and assist both practitioners and companies (Jim et al., 2022). Everyone can add to the support system of safety culture for his/her company in a little way daily, by observation and spot-correction of at-risk behaviours of one's colleagues in a positive way. Increasing the BBS observers' numbers provides a strength to the company's safety culture. All BBS trained implementers serve as safety culture ambassadors for this noble mission in their respective states/cities. Behavioural safety data trends are missing, which will help involve all people and help everyone lead safer lives ([9]HSE, 2022).

Corporate communication by way of regular circulars regarding safety culture matters a lot. It could be a request for cooperation from employees/associates to make daily observations and spot-correction of at-risk behaviours. It could be a communication on best locations performing BBS implementation and best observers for reinforcement of safety culture. The steps in building a company culture is to have proper corporate communication strategies, like explaining your current standing, discussing the benefits of new strategies, making the message resonate, using technology to communicate, celebrating milestones and achievements, following-up with actions, and leading by example ([10]Kraus, 2022).

People are blind to their own unsafe behaviour which blocks them from safety, and opens them up to incidents. Public safety systems may not work at times; the civil society and individuals have to wake up to a safety culture ([11]Mitra, 2022). Any fatalities are unfortunate for families. A supportive safety culture provides a balance to safety systems in action, with positive energies of brotherhood. The last decade has witnessed a massive increase in all kind of efforts invested in HSE, yet people continued to be killed at work. We all need to demonstrate care for each other, focusing on how we develop cultures that enable people and businesses to thrive ([12]Barton, 2022). Most of the Indian civic authorities are less concerned about the safety of public citizens, and managements are less concerned about the safety of the low-income groups, which is not so where the safety of high-profile people or employees is concerned. It is well known that we Indians (on average) do not prioritise safety as much as those in the US, Europe, and Australia. Hence, it is the government's job to push and enforce safety ([13]Shah, 2022). A supportive safety culture demands equal treatment to save human beings from any harm. To create a culture of safe behaviours needs informal training in schools and colleges, so that from academic/technical education, a message will spread to the students' family members. Industrial representatives should take initiatives in their neighbourhoods. Agencies like NITIE and DGFASLI may advise ministries of education and labour to promote safety culture nationwide.

Safety excellence is often linked to business excellence transactions, which is why sustainability is a problem. Safety is a life-saving value for the organisation to sustain business. Hence, safety function needs to be seen as de-linked from the business perspective. For the low-income section, safety is life; for management, it is a business value. Companies need to address and balance these perceptions. The chairman of Thermax said, "Business profit is not in figures, but in corporate values" as social perspectives. Business heads of organisations need to imbibe this principle in the right frame of reference. The humanistic sense of safety has to sync at micro levels of organisation. Business excellence would then be a natural ROI. It depends on the macro level of organisation: what reflects first, safety or business, in the minds of managers. Moreover, the freedom of speech down the levels from the top leaders in risk control and correction can go a long way towards building safer workplaces. Companies must adopt such a procedure so that all employees and contractor workers value safety ahead of the commercial concerns, and practice it daily. OSHA recommends employers implement a culture of safety excellence to reap financial benefits by keeping workers safe and productive ([14]Sira, 2022). If corporate culture is to be fixed, the top leaders have to do more to improve it

business/business/corporate-india-gives-a-thumbs-up-to-safety-culture-change20221017181730/

[9] HSE (2022). Annual Science Review. https://www.hse.gov.uk/research/review.htm

[10]Kraus, Jason (2022, February, 28). Communication Strategies for Achieving a Culture of Safety. https://prepare4vc.com/2022/02/28/communication-strategies-for-achieving-a-culture-of-safety/

[11]Mitra, Hritika (2022, November 15). Gujarat Bridge Collapse: HC raps Morbi civic body, says 'acting smart' after authorities fail to show up. https://www.indiatvnews.com/

[12] Barton, Francois (2022, April, 28). Now is the time... https://www.iod.org.nz/news/articles/now-is-the-time/#

[13] Shah, Dev (2022, September 10). What are the most common reasons we Indians don't prioritize safety. https://www.team-bhp.com/news/what-are-most-common-reasons-we-indians-dont-prioritize-safety?amp

[14] Sira, Ines (2022, June, 29). Support a culture of safety excellence. https://www.safetyandhealthmagazine.com/articles/22755-support-a-culture-of-safety-excellence

([15]Sull & Sull, 2022). While evaluating the safety culture behaviours, managers must actively look for changes in organisational performance ([16]U. S. Department of Energy, 2022) outcomes, such as leadership engagement, increased risk control, employees' involvement, improved HSE end results, behavioural safety data trends, and contractors' performance.

Organisations are committed to an integrated responsibility in which environment, social, and governance (ESG) go hand in hand. OHS investments are increasingly driven by ESG criteria from a holistic perspective. The occupational health and safety (OHS) initiatives must focus attention on mental stress, which remains a major challenge of employees ([17]Quentic, 2022). HSE culture forums would bring people and organisations together, sharing expertise to make an impact on reducing death, ill health, and injury ([18]HSE, 2022a).

Table 1: Twelve Lapses and Insights into Safety Culture Behaviours

Lapses or Gaps	Insights / Solutions
- Companies take a calculated shortcut to safety culture approach	- Long-term planned safety culture intervention, including safety management practices
- Safety culture is the function of safety department; slow implementation	- Fast-tracking safety culture intervention to involve one and all, including all stakeholders
- Misunderstanding human error	- Re-training and re-skilling people
- Tolerating/silent approval of at-risk behaviours, lack of goal setting	- Management treat all ranks of people equally
- Lacking corporate boards/management's safety culture reinforcement	- Corporate boards and top management's support to restructure the safety culture, and setting safety culture milestones
- Lacking behavioural safety data trends	- Ethos on safety systems and safety culture
- Lacking corporate communications	- Safety enforcements by government leaders
- Despite HSE efforts, fatalities continue	- Evaluating safety culture outcomes in organisational performance
- Safety excellence to business excellence	- Connecting OHS and ESG perspectives
- Relying on reactive and dependent safety cultures	- Shift to independent/interdependent cultures
- Just focusing on supportive safety culture	- Innovations beyond supportive safety culture
- Not understanding safety culture risks	- Daily risk-based conversations (RBC)

At Thermax, in the first month of safety culture transformational intervention, 65% of the observers were non-HSE employees who helped others who were at-risk. This was the only way to move from a dependent to an independent safety culture. The moral of the story for an organisation is: safest safety culture would be where everyone actively takes care that the person next to them does not get hurt, wherever they are, from workplace to anyplace. For building a strong health and safety culture, we need everyone's support to make it happen ([19]Whakatutuki, 2013). The mentors who teach safety culture take you through the journey of safety culture transformation by letting you know the concepts, methodology, observation process, culture types, and measurement of at-risk behaviours, implementation actions, case studies, long-term intervention, and role of leaders. Safety culture is like a snakes and ladder game in which an at-risk behaviour is a snake, and cultural change is a ladder that an organisation has to climb. People need to be caring and calm while implementing behavioural safety approaches.

There are people who are not self-conscious, do not find time, do not make time for their own health and safety, or they do not find anyone reinforcing the same for themselves. It keeps them open to risk challenges and injuries. Organisations that adopt supportive and positive safety cultures make a

[15]Sull, Donald and Sull, Charles (2022, September, 28). How to Fix a Toxic Culture. https://sloanreview.mit.edu/article/how-to-fix-a-toxic-culture/

[16] U. S. Department of Energy (2022, January). Safety Culture Improvement Panel Tailoring the Analysis of Safety Culture Health Monitoring Means and Methods Working Group. Working Group Report and Recommendations. https://www.energy.gov/

[17]Quentic (2022, March, 17). Industry Report: an in-depth look at safety management in 2022. https://www.quentic.com/press/dv/80003239-safety-management-2022-trend-report-an-in-depth-look-at-safety-in-industry/

[18]HSE (2022A, June, 20). Hse Publishes New Science Review. Https://Press.hse.gov.uk/2022/06/20/Hse-Publishes-New-Science-Review/

[19]Whakatutuki, Hikina (2013). People come first. https://www.mbie.govt.nz/assets/4e336f62d8/people-come-first.pdf

provision for such safety care services reinforcement for their employees (Fig. 1, 2). Democratic safety by caring for everyone, plus firm enforcement of safety regulations by safety professionals, that is, by not becoming reactive, is the new behavioural safety culture. Remember that the small incidents may yet happen; however, major catastrophes can be prevented by a positive safety culture in place. It takes the whole world to build a safe universe ([20]Shetty, 2022).

Source: Thermax Learning Academy.

Fig. 1: Safety Care Reinforcement Training for Employees

Source: AFCONS site.

Fig. 2: Safety Care Mass-Communication

Industry leaders summarised their reflections below. Former executive director of India Glycols says that positive safety culture should not be treated separately and needs to be integrated with EHS systems. A professor of NITIE states that safety management is a journey of reinforcement, data, and culture. A safety head of L&T observed that the construction industry is about 3D: dirty, dangerous, and demanding, but a positive safety culture makes it easier. An ESG expert finds that directors face the heat before a board meeting when a lot of injuries and fatalities happen. The journey of supportive safety culture brings a promise and begins to assure the board members that there would be a progressive reduction in injuries and accidents. The HSE Head of Sembcorp shares his experience that zero-harm is a journey worth taking. The Director of the Forum of Behavioural Safety puts forth that he was struggling with the implementation of engineering controls and systems, but the injuries and fatalities were still happening. When we talk to the workers with trust, care, and affection, they are surprised that a safety officer who was scolding before is caring now. Caring for each other worked well for safety culture transformation. Hu and Muhammad (2022) emphasised the promotion of the discretionary and voluntary safety behavioural participation of first-line workers, which can be achieved better by safety management practices than by safety leadership. The Safety Head of AFCONS maintains that no one likes the pain of a small injury. Around 90 per cent of industry work goes through the workers. If a small injury happens to a person on the site, then the call is on the managers – how could they not care for him. Bar Bar Samjhao (BBS) should take place in

[20]Shetty, Harish (2022, November, 17). Could We Have Saved Shraddha? Firm Parenting, Identifying Red Flags in Relationships Can Prevent Violence Against Women. https://www.news18.com/news/

the hearts of people at the workplace. Things improve when reactive and dependent safety culture take a back seat. It is crucial to realise that even professionals commit safety and health errors, while an average person takes it for granted to commit unsafe or at-risk behaviours. Hence, the planned interventions face challenges and the process of cultural change and maturity slows down. People also change their perceptions about safety cultures over years of experience.

Emotional connectivity in organisations is missing, which needs attention from the employees to extend support to each other at the work place; just enquire people on a daily basis about their family well-being and ensure an emotional exchange to make people feel easy about life issues. Our cultural context allows us to exist together as a collective society with a sense of universal brotherhood. Organisations need to make psychological safety a strategic priority, creating a culture where employees comfortably raise concerns and contribute ideas ([21]Gube & Hennelly, 2022). Innovations in safety culture goes beyond supportive safety culture and emphasises on several features, like the psychosocial risks, occupational health, worker wellness management, psychological safety, mental health aspects, and employee assistance services. Organisations need to work smart, involving everyone in the caring processes for a total safety and health culture. Even the best safety culture transformation processes may not necessarily follow a linear path, as cultural maturation is subject to customisation as per organisational values and preferences.

Thirty six persons were killed in a plant fire in China's Henan ([22]ANI, 2022a). Nobody should die while working. Organisations must experience success in cultures of total supportive safety for their employees. Overcoming these lapses and implementing insights discussed in this paper may save people. The occupational health and safety culture development for workers is critical for human resource sustainability and the delivery of corporate responsibility, which include domains such as support of leadership and co-workers, practicing business values, policies, norms, involving employees, and a safe physical environment (Yang et al., 2022). A multiple stakeholder perspective is crucial towards building an effective occupational health and safety culture (Claxton et al., 2022), and organisations are responsible to develop an understanding of safety culture and shaping people's behaviour (Makoto & Sianipar, 2022). Everyone who contributes daily to safety behaviours is to be credited, and anyone who does not contribute to safety daily is to be discredited. However, more important is to develop safety culture behaviours at work sites by caring for each other like a mother affectionately cares for her children.

Employees' behaviours are a strong evidence of the culture in an organisation ([23]PwC, 2022). Unfortunately, the magnitude of behavioural risks is not adequately assessed by or known to organisations; this is causing the fires and fatalities. Safety management practices are passive in terms of behaviour, and reinforcement for the same is inadequate. Overcoming the risks at the earliest is the answer. The question is, has safety culture transformed over years in organisations? This is a multi-pronged question: Have leaders motivated people for this cultural change? Have all stakeholders been involved? and so on. Hence, the quality of this change would be varying depending on a set of such sub-questions. The top managements have to foresee the strength of safety culture and its impact on work, business, and people's psyche. The top management's top concern is whether all people who come to work in their organisation without a bandage went home every day without a bandage, for which safety culture transformations have to be implemented totally, or people are not going to be really safe. The entire supportive safety cultural ecosystem is to be inculcated, thinking that today's at-risk behaviour is an incident for tomorrow, and a fatality or disability for another day. The uniformity of safety culture messages among all levels of employees must be in sync. Moreover, risk communication to all levels is a key function in the skill set of safety culture ambassadors or BBS observers, and risk-based conversation (RBC) is the best approach to connect with people and communicate the risk and its consequences. Hence, BBS combined with RBC becomes a strong tool for risk communication. A mentor and observer who is well versed with both BBS and RBC can be the best facilitator in the delivery of safety cultures management training intervention programmes. Engaging people in conversations about risks is crucial in rebuilding safety culture for organisations ([24]Resorgs, 2022). The safety culture transformational management strategy and structure are very useful to drive and review the progression of safety

[21]Gube, Maren and Hennelly, Debra Sabatini (2022, August, 25). Resilient Organizations Make Psychological Safety a Strategic Priority. https://hbr.org/2022/08/resilient-organizations-make-psychological-safety-a-strategic-priority

[22]ANI (2022a, November, 22). 36 killed, 2 missing after plant fire in China's Henan. https://www.aninews.in/news/world/asia/36-killed-2-missing-after-plant-fire-in-chinas-henan20221122093000/

[23]PwC (2022). Behavioural Risk – What's the issue? https://www.pwc.com.au/publications/audit-risk-insights/behavioural-risk-oct18.html

[24]Resorgs (2022). Let's talk about risk. https://www.resorgs.org.nz/our-projects/risk-and-resilience-decision-making/lets-talk-about-risk/

culture in the organisation, which comprises the roles and responsibilities of corporate boards, top management, HODs, mentors, observers, coordinators, and steering teams. The culture (an organisation's unique DNA) directs the mind-set and behaviour of all stakeholders towards the vision and mission of the company ([25]Korn Ferry, 2022). The directors feel responsible to ask management leaders throughout the identifying, prioritising, and mitigating processes of risk, and corporate boards oversee the ESG issues ([26]Ramani & Saltman, 2019). Creating and sustaining a healthy safety culture is a significant and complex task. A strong safety culture ensures that all safety processes comply with stringent regulations to make safety a core value and not just a top concern (Choueiri & Choueiri, 2022). Risk does not become an incident. Improving safety culture behaviours would help. Moreover, there is a need to fast-track safety culture implementation to stop losses (Lal, 2022), for which a special corporate team is created to act on improving the existing safety culture. While employees contribute to safety culture by observation processes, the management ought to perform their responsibilities: to monitor, support, and sustain the safety culture on a regular basis. In addition, there are strong sub-cultures within every corporate safety culture that can be strengthened.

Most organisations (65%) are operating with piecemeal insights, and are missing out on real-time safety culture insights ([27]Sphera, 2022). Guiding organisations in safety culture methodologies is important; however, it is lacking in scientific approach. Companies often experience inadequate guidance from consultants. Almost all organisations would need experts' help in safety culture transformation; they should differentiate between the consultants and experts while choosing such intervention support. Wrong guidance would slow down the change process, whereas the right professional approach would accelerate growth in safety culture behaviours. Safety culture outcomes would vary with the use of concepts, processes, actions, measurements, and so on. Experts' guidance, combined with company directors' vision, when implemented in regularity brings best results.

[25]Korn Ferry (2022). You can't transform without changing minds at scale. https://www.kornferry.com

[26]Ramani, Veena and Saltman, Hannah (2019, November, 25). Running the Risks: How Corporate Boards Can Oversee Environmental, Social and Governance Issues. https://corpgov.law.harvard.edu/2019/11/25/running-the-risks-how-corporate-boards-can-oversee-environmental-social-and-governance-issues

[27]Sphera (2022). Building a Resilient Safety Strategy. https://sphera.com/ppc-building-a-resilient-safety-strategy/

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