

# BIG CONCERNS AND SOLUTIONS ABOUT LEADERS' READINESS TO RE-BUILD POSITIVE SAFETY CULTURE

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**Abstract** Empowered and enabled positive safety culture methodology is possibly the best option to deliver a zero-harm objective. This paper dwells on a theme of exploring concerns and solutions over corporates' readiness to re-build a positive safety culture. Important recommendations are made to help organisations overcome the challenges for corporates' readiness to re-build positive safety culture, based on the field visits to almost 45 site locations and interactions with 330 managers. Biggest concern is dumping safety culture transformation down the levels by leaders, then asking for a monthly report, not being available for resources support or culture reinforcement. Make behavioural safety positive culture a boardroom agenda, a zero-blame SOP in our organisation as a long-term perspective towards our mission of "one nation one goal - zero harm". Fix safety culture accountability of each department (IT, CSR, HR, CC and operations). Let everyone be on-board for safety culture intervention, make it organisation-wide and purpose-driven at a scale and all leaders take it as personal responsibility for safety of all employees, associates and stakeholders.

**Keywords:** Safety, Culture, Corporate, Leadership, Concerns, Readiness, Solutions

## INTRODUCTION

Companies and employees are participating in safety culture programs but are they ready for change and implementation, is a question, which is why they don't take it beyond training programs? Some say, we have a shortage of manpower, how to implement a safety culture? They need to understand that safety culture is for saving existing manpower, less or more. They say, our company's main focus is production, they need to understand that they must go for safe production, otherwise, unsafe behaviours would bring down even the existing production targets. Employees would implement safety culture only when management would constantly reinforce safety culture through their visible presence in shop-floors. Positive safety culture with behavioural safety as a tool would reduce distance and disconnect between executives and employees, and create brotherhood. What is important is to make this safety cultural change as purpose-driven and making it a scale (McKinsey & Company, 2023)<sup>1</sup>.

Good safety culture demands continued struggle and persistence. If you are convinced that your organisation has a good safety culture, you are almost certainly mistaken, a safety culture is something that is striven for but rarely

attained. The virtue and the reward lies in the struggle rather than the outcome (Canso, 2023)<sup>2</sup>. In the process of developing safe behaviour culture, companies have already injured and killed so many. Positive safety culture ensures that no one gets injured physically, emotionally or culturally. This is to safeguard the right to safety of each individual at the workplace in a more democratic and holistic manner. With behaviour based safety (BBS) initiative, every aspect of safety comes under spot-correction for behaviours, barriers, resources, any matters pending for approval, etc. Safety culture is becoming an indispensable forecasting factor in achieving sustainable development (Jasiulewicz-Kaczmarek, 2022).

Safety culture training to the staff don't help much unless the location leaders are ready to be supportive in launching the same to next levels. ONGC Karaikal ED Uday Paswan, said, "People should not only be saved from physical injury but also from psychological harm at workplaces. I was recognised at ONGC more as a safety person and trained in safety systems as I demonstrated interest in safety culture". Proactive safety management serves the organisation for better results in our understanding of human safety from incidents (Thraen, 2022)<sup>3</sup>.

<sup>1</sup> McKinsey & Company (2023, April 13). The State of Organisations 2023. <https://www.mckinsey.com/>

<sup>2</sup> Canso (2023). Safety Culture: Definition and Enhancement Process. Civil air navigation services organisation. <https://www.icao.int/>

<sup>3</sup> Thraen, Iona (2022 Apr. 4). Moving from Reactive to Proactive: Safety 2.0. <https://accelerate.uofuhealth.utah.edu/>

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Unsafe is essential sometimes. Some people from Oil India were of the opinion that employees have to conduct some at-risk behaviours due to night time, rainy season, at height due to compulsion, otherwise work would stop. Whereas the management is of the view that BBS is mandatory at oil India. BBS is a teamwork and brotherhood approach which is possible to achieve in the long run when safe behaviour becomes a mindset (parampara) and nature of people. Says BBS coordinator of Oil India, "we have to inculcate safety in behaviour, it is mandatory program for us". Spot-correction may not be easy for many people, it may begin with safety conversations first. Each SOP needs to be behaviouralised, it should be ensured that it is behaviour based SOP (Lal & Choueiri, 2023).

The major hurdles in organisational readiness for safety culture transformation encompasses the power of position being used by executives to justify production over safety. Insulting words are used to suppress safety officers. Language control is necessary for managers for not being reactive while suppressing juniors for non-compliance safety behaviours. Most of the time, the safety heads are not consulted for safety issues and decisions as they hold low positions in the organisational hierarchy, they remain vulnerable. Most top management give verbal commitments in speeches but don't involve in "daily safety culture implementation and monitoring" which fails the safety culture progress, and leads to incidents. Management should talk about both business and risks while they interact with plant managers in terms of planning and implementation. Is the safety budget a real issue for plants? Why are safety budgets delayed by corporate top management for approval whereas safety culture planning is done well in advance perfectly? Building a safety culture requires the active participation and commitment of all employees, from top management to frontline workers (Kelly, 2023).<sup>4</sup>

## Objectives

- To explore concerns over corporates' readiness to re-build positive safety culture.
- To find solutions for corporates' readiness to re-build positive safety culture.

## METHODOLOGY

### Measures

Both primary data (interviews and discussions) were collected to explore concerns and solutions over corporates' readiness to re-build positive safety culture. Interviews

based on open-ended questions, focus group interviews and personal in-depth discussions were conducted almost over two years during 2022-2023.

## Sample and Procedure

Field visits to almost 45 site locations and interactions with 303 managers and 590 contractors workmen comprised a sample of this research. Industry professionals participated in the study as part of an action field survey with the researcher. These research participants had been implementing behavioural safety compliance culture at their work sites. The research participants included the Directors, Managers, Heads of Departments and EHS/HR Professionals belonging to the public and private industrial sectors, including chemicals, construction, gas, power and steel, across Indian locations. The sampling method used was random sampling.

## Statistical Analysis

The responses to the relevant questions were collated. Thematic analysis was performed and themes were identified from the quantitative data.

This paper is an extract of a national research programme of the Forum of Behavioural Safety under Bharat Bane Surakshit (BBS) mission. The study results and implications are reflected below from a rigorous review of safety culture literature and experiences / case studies shared by industry leaders across Indian organisations.

## RESULTS AND DISCUSSION

This paper dwells on the major theme on exploring concerns and solutions over corporates' readiness to re-build positive safety culture (Table 1).

### Concerns over Corporates Readiness to Re-Build Positive Safety Culture

Re-building positive safety culture is very critical issue as the fatalities numbers are still unacceptably high when seen through the promise of the OSH Act, which entitles every worker to safe and healthful working conditions and makes all employers and employees responsible to provide a work area free from recognised hazards (Lundell et al., 2021)<sup>5</sup>.

There are 10 big concerns over readiness to re-build a positive safety culture in plants:

<sup>4</sup> Kelly, Michael (2023, June 30). Building a Safety Culture: Everyone's Responsibility. <https://www.linkedin.com/>

<sup>5</sup> Lundell, Mark & Cheri, Cheryl Marcham (2021). Leadership's Effect on Safety Culture. <https://www.researchgate.net/publication/355364834>

- *In favour and not in favour of safety culture implementation:* there are groups of employees divided over some concern that they are not in favour and some who are in favour of safety culture implementation due to certain cultural reasons unexplained.
- *Balancing safety versus business targets:* for some employees, there are hurdles to balance it, and for others it is possible to balance.
- *Managements readiness for safety culture transformation:* some leaders have reasons for not being ready for change versus others who are for this change in culture. There are two issues, one is that the organisations are not aware of the right definition and approach of safety culture, and second, they don't intend to adopt the same due to internal safety politics. The management needs to understand and emphasise the positive relationship between a sustainable corporate safety strategy and stakeholder perceptions that brings advantages to business performance (Hristov et al., 2022).
- *Safety cultural frame of reference:* those who follow reactive and dependent safety culture find it very difficult to change versus those who follow independent and interdependent safety culture, find it possible to change.
- *Safety decisions are hard in the organisation:* people find that there are procedural struggles to process safety decisions. Do plants have to struggle for a lot of procedures for safety budget approvals, and they get demotivated? Therefore plant and EHS heads tend to avoid the procedure hassles and decide not in favour of safety culture transformation actions. However, they receive immense pleasure when top management walks the talk and extends immediate support for safety reasons that builds culture.
- *Safety culture—personal versus business goal:* if it is not a personal goal for employees, it is a weak business goal for them.
- *Top management expectations:* plants expect support from top management for understanding their practical hurdles in business goals, whereas top management thinks that plants are the custodian of safety culture. The discrepancy or distance between meeting both's expectations make it impractical to achieve business or safety goals.
- *Safety mindsets:* management precisely remembers production targets by heart, but they don't know how much are the behavioural safety risks, as it is not part of their culture.
- *Perception about behavioural risks:* people didn't recognise behavioural risks and their impact on business or safety of manpower. Now they think that its

important to understand this issue of human behaviour and necessary to fix the same.

- *Safety budget:* Is safety budget a real issue for plants? Why are safety budgets delayed by corporations for approval whereas safety culture planning is done almost in advance perfectly?

Industrial accidents kill hundreds of thousands of people and permanently disable thousands each year. A federal minister told parliament in 2021 that at least 6,500 workers had died while working in factories, ports, mines and construction sites in five years. Labour activists, who worked in the field for years, reported that the figures could be higher as many incidents are not reported or recorded (Shukla, 2022)<sup>6</sup>. The corporations must consider the above concerns for safety culture readiness.

**Table 1: Concerns and Solutions Over Corporates Readiness to Positive Safety Culture**

| Concerns                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Solutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Employees divide in favour of safety culture (92%).</li> <li>• Poor balance: safety versus business target (90%).</li> <li>• Managements divisiveness for safety culture transformation (87%).</li> <li>• Negative Safety cultural frame of reference (80%).</li> <li>• Safety decisions are hard in the organisation (75%).</li> <li>• Safety culture - personal versus business goal.</li> <li>• Top management vs plants expectations (73%).</li> <li>• Low Safety mindsets (71%).</li> <li>• Low perception about behavioural risks (70%).</li> <li>• Safety budget issues (70%).</li> </ul> | <ul style="list-style-type: none"> <li>• Find the differences between companies who implemented a positive safety culture and those have not.</li> <li>• Managements need to know BBS as a behavioural science application and a long term planned intervention.</li> <li>• Implement an action plan for global standards of safety culture.</li> <li>• Focus on measures of forecasting the best safety culture more accurately.</li> <li>• Qualitative Review of safety culture processes.</li> </ul> |

### Assessing Corporates Readiness to Positive Safety Culture on 20 Aspects

Poor awareness about safety culture has contributed to many major incidents and personal injuries. An organisation's culture can have as big an influence on safety outcomes as the safety management system (HSE, 2023)<sup>7</sup>. Therefore, it is crucial to assess corporate readiness to positive safety culture through many aspects in terms of 20 critical queries (See Appendix) into the organisation's work culture. There

<sup>6</sup> Shukla, Archana (2022, Sept 5). Workplace accidents: Inside India's 'factories of death'. <https://www.bbc.com/>

<sup>7</sup> HSE (2023). Why is organisational culture important? <https://www.hse.gov.uk/>

are challenges and complexities in safety culture assessment relating to definition, tools, dimensionality and response rates. The aim is to prompt critical reflection on these issues and point to possible solutions (Ellis et al., 2023).

## Findings and Analysis

India reported 1,109 deaths and more than 4,000 injuries in registered factories, on average, each year between 2017 and 2020. Although about 90% of workers in India are employed in the informal sector, underreporting of incidents from the informal and the formal economy mean these figures are underestimated. India has passed occupational safety and health law reforms in 2020, but experts feel that the new OSH Code is less stringent than the Factories Act, of 1948 (Paliath, 2023)<sup>8</sup>.

Leadership safety time for safety culture implementation is to be fixed and logged in. Make safety an easy and a supportive culture for all units. Safety Leadership means getting everyone on-board (QHSE, 2022)<sup>9</sup>. If any leader is not involved in safety culture, the incidents potential is high in his/her work areas. It normally happens that all leaders are not focused with equal intensity for safety culture. This is a concern which needs to be communicated to corporate leaders. It is crucial that everyone in the company gives safety time each day to look around for risk and its spot-control. This is a continuous and big challenge for every plant or project site.

The concerns and solutions over corporates' readiness to re-build positive safety culture are categorised in the following ways.

- *Make Safety Culture Eventful and Digital to Achieve Its Milestones by Employees Empowerment - Ten Milestones:*
  - Develop BBS Awareness till the last person.
  - Develop Active observers till the last person.
  - Monitor month-wise behavioural trends for each area and section.
  - Track responsibility/accountability of each manager for BBS reinforcement.
  - Monthly progress review by top management.
  - Quarterly Directors review.
  - Include/monitor BBS as KRA.
  - Enable BBS policy framework.
  - Celebrate BBS Annual progress.
  - Include BBS in the Annual HSE Index.

Positive culture of visible leadership and a culture of spot-correction of any at-risk behaviours and barriers, takes the company's safety culture towards fulfilling zero-harm objective.

### ● *Model of Safety Culture: Difference Management*

Organisational safety mindset triggers employees behaviours (safe or unsafe) which lead to consequences (zero-harm or incidents). BBS is to move from mindset-1 to mindset-2 for creating positive safety culture transformation.

Employees need to understand and experience the following in terms of:

- Are you ready to mentor for BBS culture?
- Have you corrected your own at-risk behaviours?
- Who is in favour and not in favour of a positive safety culture?
- Is BBS a behavioural correction, observations, mindset, leadership visible presence in the field, Organisational behaviour such as over-emphasising production, pressures to work in unsafe conditions, only speeches not behaviours, reactive safety culture, zero fatalities and so on?
- What is your company's defined vision of positive safety culture?
- *Difference between Critical and Non-Critical at-Risk Behaviours is to be Understood*

When a company asks managers to aim for zero fatalities, they focus only on critical behaviours, whereas when employees don't care about less critical behaviours, they also pay less attention to critical behaviours and when less critical at-risk behaviours are ignored, they gradually turn into serious or non-serious incidents.

### ● *Suraksha Aadhar*

Research findings provide strong support for the premise that companies with policies aimed at improving employee health and safety, employee training, or having safety management systems positively influence safety performance, which in turn has a positive impact on financial performance (Bautista-Bernal et al., 2024). Hence, it is critical to link safety culture actions to individual performance, appraisal, promotion, variable pay and the entire career that it gets intensified so much so that everyone makes one observation and spot-correction daily for minimum 5 minutes. Top management needs to structure it passionately to act-ionise it from top to bottom. If required, incentivise this positive and supportive safety culture for all.

### ● *Self Observations*

*Live a safer life*, login your BBS observation score every day on the company portal. Employees who were trained in positive safety culture, observed that they had their own critical at-risk behaviours that they corrected such as

<sup>8</sup> Paliath, Shreehari (2023, Jan, 21). 3 Workers Die Every Day In Indian Factories, Govt Data Show. <https://www.indiaspend.com/>

<sup>9</sup> QHSE (2022, Dec 28). Safety Leadership: Getting Everyone On-Board! <https://www.blog-qhse.com/en/>

speeding vehicles above 150 kph, not able to focus on their job due to multitasking, not wearing PPE and so on. They found it difficult to show commitment to implement safety culture even after being trained due to many organisational factors such as the main focus of management on production, pressures to work even during night, rainy season, etc. However, employees were in favour of positive safety culture transformation. The definition of safety culture has been accepted and broadened since the onset of this concept in the year 1984, now including safety perceptions and practices, beliefs and behaviours and so on (Abeje & Fan, 2023).

- *Clarity on Visible Leadership for Inspiring Positive Safety Culture*

When you wish to drive BBS in plants, it would first depend upon how well do you understand it as a behavioural science application?

Mostly, top management are less committed to visible safety culture participation, more so true in case of government companies in comparison to private multinationals. Government Organisations demonstrate active participation due to enforcement by ministers. There's a need to amplify top leaders' visible presence as a value addition in positive safety culture activism in shop-floor. Visible leadership of the top management team in safety culture Transformation must be part of their KRA. Like business Head of SEIL comes fortnightly to site and conducts BBS mass-communication as well as takes account of weekly report on BBS implementation progress, which impacts participation of all HODs visibility and accountability in safety culture at sites. During the weekly round at the site of each top management member, the barriers to safety culture must be spot-closed such as resources, engineering controls, unsafe conditions, process hazards, systemic and administrative issues to demonstrate visible leadership.

The Directors must define the concepts of visible leadership in positive and supportive safety cultural roles and values emphasis at sites. Management members are aware of production numbers at any point of time, why they are not aware of the behavioural trends of safety each month, as behaviour is the base of all incidents and organisations that are not aware of behavioural aspects of safety are safe only accidentally. Management team is the core team of safety culture transformation and if the team members don't act to their role, safety culture doesn't take place, whatever else companies do. Visible leadership is about inspiring, energising and mobilising employees and associates into their safety culture's active involvement. Management speeches and frequent field presence must come together for charismatic results in safety, culture and business. There are examples of leaders in industry who are demonstrating these behaviours but not each one of them, which slows

down the spirit of positive work culture. Strong leaders at all organisational levels are critical for the prevention of sustained injury and fatality (Quality Safety Edge, 2023)<sup>10</sup>.

Arun Deore, HOD, Afcons, says, "The project manager and HSE heads expect proactive commitment from top management and directors. They rely on Top Management and Directors to actively support safety initiatives. This involves dedicating sufficient budget and resources for regular safety training programs, ensuring the availability of modern safety equipment, and promoting a safety-first culture throughout the Organisation. They expect leaders to conduct periodic site visits to demonstrate a personal commitment to safety, actively participate in safety meetings, and promptly address any safety-related concerns raised by on-site teams. Additionally, clear communication of safety goals, the enforcement of safety policies, and regular safety audits are crucial aspects of the support they seek to foster a positive safety culture across all sites". What should be our goal in safety culture— focusing on zero fatalities, zero incidents, zero harm or attending to zero unsafe behaviours, not the outcomes? If you do believe that no one should get hurt at work, and you believe that all incidents are preventable, leaders should set the expectation that everyone does whatever they must to prevent incidents (Wilson, 2023)<sup>11</sup>.

## CONCLUSION

This paper explored concerns and solutions over corporates' readiness to re-build a positive safety culture. Most organisations move slow in deciding matters on safety culture goals due to lack of accurate guidance and mentoring. Safety culture areas of improvement should be prioritised and immediately tackled, and strengths of safety culture should be maintained (Mrayyan, 2022). Important recommendations are made to help organisations overcome the challenges for corporates' readiness to re-build positive safety culture, based on the field visits to almost 45 site locations and interactions with 330 managers. Biggest concern is dumping safety culture transformation down the levels by leaders, and not being available for resources support or cultural reinforcement. Corporates need to make a positive safety culture, a boardroom agenda, a zero-blame SOP in the organisation as long term perspective towards the mission of "one nation one goal - zero harm". Fix safety culture accountability of each department such as IT, CSR, HR, CC, Operations. Let everyone be on-board for safety culture intervention, make it organisation-wide purpose-driven at a scale and all leaders internalise

<sup>10</sup> Quality Safety Edge (2023). Visible Safety Leadership. <https://www.qualitysafetyedge.com/>

<sup>11</sup> Wilson Perumal (2023). Zero safety incidents should not be your goal. <https://www.wilsonperumal.com/>

it and take it as personal responsibility for safety of their employees, associates and stakeholders. It is of utmost importance to raise the position of safety professionals within the company. There are only a few companies where safety heads are holding positions such as GM, ED, Director that render equations to justify their roles for safety culture transformation in the company.

## Recommendations

Whereas each of the measures discussed above, directly or indirectly, impact the success of safety culture, largely the change is achievable depending upon how long the focus is maintained by the employees. Professional development including systems thinking and safety training are the necessary steps along with the policy changes facilitating organisations to support learning from mistakes which would contribute to reducing human errors (Mahsoon et al., 2021). Managements need to know the positive safety culture as a behavioural science application and a long term planned intervention in terms of its concepts and measurable units such as behavioural trends, rate of participation of manpower, comparison of safety statistics before and after its implementation.

For positive safety culture implementation, identify and fix the role of each member of top management each month as well as the director's quarterly review. Follow Global standards of safety culture. Release BBS Policy signed by the managing director and display at each site. Know the Success Stories of BBS Culture of GAIL, SAIL, VEDANTA, DCM SHRIRAM, GALAXY SURFACTANTS, TOYOTA, SEMBCORP, Thermax, Thyssenkrupp, Torrent, Hikal and so on (Kaila, 2023).

Most importantly, when a company announces a safety culture intervention, first communication has to go down the levels by the corporate communications (CC) department in a very succinct manner to build a favourable perception of employees towards safe behaviour practices. Moreover, each leader has to reinforce the same down the levels in their respective areas and departments. There is a positive relationship between safety culture and organisational performance, indicating that a more positive perception of safety culture by the workers translates into a greater level of safety performance (Davyda et al., 2023).

- *Find the Differences between Companies who Implemented Supportive and Positive Safety Culture and those have not, in Terms of:*
  - They don't walk the talk, only speeches.
  - They are not clear about safety and safety culture transformation.
  - They dumped safety culture on plants down the levels.
  - They need to know the difference between C1 and C2

in terms of ABC

- Directors/top management have not reviewed safety culture transformation regularly in a structured manner.
- Effect on last workmen involvement is visible.
- Site management is actively engaged in mobilising manpower in safety culture reviews.
- Active involvement of IT, CSR, CC, HR, finance and security departments.
- Driving positive safety culture in a more structured/innovative way.
- Positive safety culture or positive workplace / positive organisation.

Supportive safety culture presupposes that we (everyone at workplace) actively care about our people, places and cultures which is a daily journey and practice not a destination (Manufacturing Today, 2022)<sup>12</sup>.

- *Check the Directors and Top Management's Role in Strengthening the Safety Culture Ecosystem: Way Forward in Terms of:*
  - Are top management leaders a part of the behavioural safety culture steering team?
  - Are they actively participating in monthly safety culture meetings?
  - Are they conducting weekly observations round for reinforcing spot-corrections?
  - Are they rewarding observations of active observers every month at sites/plants?
  - Are they appreciating HODs for their role in developing and increasing observers at sites/plants?
  - Do they conduct mass communication each month for employees/associates?
  - Do they discuss the monthly improvement in behavioural safety culture score dashboard?
  - Are Directors focused on the overall performance of safety culture intervention?
  - Are they concerned about which behaviours are frequently causing incidents?
  - Are they reinforcing support such as resources, spot-correction of safety barriers, reward and recognising best practices across businesses?

Empowered and enabled positive safety culture methodology works better and faster, and is an only option to deliver a zero-harm objective for industry. Biggest concern of safety culture transformation is dumping down the levels by leaders, then asking for a monthly report, not being available for any support or reinforcement. Let's

<sup>12</sup> Manufacturing Today (2022, July, 22). 123 Indian companies receive the International Safety Award. <https://www.manufacturingtodayindia.com/>

all make behavioural safety culture a boardroom agenda, and BBS a SOP (Standard Operating Procedure) in our organisation as long term perspective for zero-harm, zero-blame implementation with a big brother safety approach and Bharat Bane Surkshit mission. SOPs must be developed for all critical activities and be shared with the contractors and their workmen. The companies must target zero at-risk behaviours. HODs daily round is absolutely necessary (OISD, 2023)<sup>13</sup>.

Make safety an emotional experience for each employee, let it be publicised like a product by the CC department people, as Fevicol is the best-selling product of Pidilite company and that has made a place in every home, similarly, positive safety culture is to be a belief, and CC leaders have an active role in it. Make safety culture your product line—"All our products are made in positive safety culture". It is a safety culture—vision implementation by one and all. Internal communication mechanisms are critical to engage staff in safety culture activities. CC creates a favourable viewpoint of employees about safety culture. Communication directly supports employee commitment (Tappura et al., 2022).

Position power of a corporate leader is to be used to ensure that no one gets injured in organisations. It is crucial to realise that towards this objective, how do you get yourself accountable with your daily actions and more importantly, how do you get everyone in the organisation accountable for this goal every day in order to achieve zero-harm? This is what is a big concern for organisations. Ultimately, safety leadership is about taking personal responsibility for the safety of others, which involves creating a workplace where individuals at every level from the C-suite to frontline employees are actively engaged in supporting and advocating for safe practices (Evotix, 2023)<sup>14</sup>.

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## APPENDIX

### Assessing Corporates Readiness to Positive Safety Culture on 20 Aspects

- Do you think, your managers are ready to achieve positive safety culture?
- Are you aware of your plants' process risks, behavioural risks and so on?
- Is your commitment and support for positive safety culture visible to employees?
- Are you aware what the plant/ EHS heads expect from you in terms of safety culture support for their plants?
- Are you able to fulfil their expectations of qualified resources provision for achieving safety culture?

<sup>13</sup> OISD (2023). Fatal incident at Depot construction site. Oil Industry Safety Directorate. <https://www.oisd.gov.in>

<sup>14</sup> Evotix (2023, Sept. 29). What Is Safety Leadership and Why Is It Important? <https://www.linkedin.com/>

- Do you address mass-communications of employees and associates on plant's safety culture?
- Do you participate in BBS meetings/ BBS celebrations/ appreciation of BBS team/involvement in BBS planned activities/personally discuss on BBS with all you meet?
- Are you realistically and practically involved in safety culture Transformation along with finance approvals/ allocation?
- Do you think, your commitment is reflected in achieving the safety behaviour at floor, and in culture, which includes clear communication of safety expectations, adequate resource allocation for safety programs, regular safety audits, and a commitment to continuous improvement in safety practices?
- Do you give message to those who don't support BBS or hinder BBS progress?
- Do you: Support in actions instead of words. Act on advice of HSE Head. Clear verbal and non-verbal communications to all. Clear safety KPI for HODs and Line Managers?
- Do you ensure HSE as top driven approach, and walk the talk as well without duplicity?
- Do you give authority to plant heads & HSE Heads in screening deployment of workforce in view of employees competency?
- Do you demonstrate concern, timely support and actions on safety by heart?
- Do you assure visibility of your support by promptly approving proposals to improve working conditions, automation and quality of PPEs, and also ensuring that related implementations are on course?
- Do you often communicate company's vision and mission statements towards Safety?
- Do you think that while implementing safety culture, top management environment is very much required and ultimately plant head supports expectations from the top management for the safety culture implementation?
- Do you think you need to know BBS as a long-term planned intervention?
- Do you think yourself passionate to drive BBS in plants under your areas of influence?
- Do you empower and enable your plant/EHS heads for various decisions at plant level for building a positive safety culture?