

CORPORATE BUSINESS CAN GROW WITH BEHAVIOURAL SAFETY CULTURE, NOT FATALITIES: QUALITATIVE STUDY

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Abstract Corporates must prevent fatal incidents for employees and contract workers, and fulfil business ambitions with the supportive safety culture. It is important that we promote a culture of holistic well-being for every individual in the global industry. Despite efforts, fatalities numbers are still very high: how to stop it? The present qualitative study comprised of field visits to 10 site locations, of which 250 managers and 235 contractors' staff were sampled across diverse Indian locations. Organisations and government must check during regular audits to identify what is lacking to stop fatalities in terms of: multiple actions at all leadership levels, stakeholders levels, stringent rule to imprison occupier of the company in case of fatality, imbibe safety over urgency of work completion, quarterly BBS audit, ensuring that interventions are implemented as planned, re-emphasising basic concepts, rejuvenate safety systems, managers to control the swing safety culture, recognise and accept challenges, combination of business strategy along with safety ethics and change is required at all levels. Managers to be held accountable for lack of safety culture. Identify challenges and effectiveness measures of the corporates' safety culture in terms of: Actions and decisions are not matching with managements' words. Gaps between theoretically drawn safety culture roadmap and its practical implementation to be addressed at sites. A case study of supportive safety culture is also presented for ease of understanding gaps in safety culture implementation at sites. This study reveals that building a robust safety culture ecosystem in any organisation is not as simple and straight forward, as it would involve multiple issues (behavioural, psychological, human and organisational), multiple actions (by all leadership levels) and multiple levels (all stakeholders). Employers need to be little more kind and compassionate, a little above their concerns over production and profits that they can surely act more actively to stop all workplace fatalities. Strengthening beliefs, that the positive safety culture, is not a set of religious or flowery contents, but a behavioural science intervention. In this direction, this paper would guide corporates towards a zero-fatality and zero-harm cultural, ethical, social, management and legal objectives.

Keywords Corporates, Business, Fatalities, Safety, Culture, Zero-Harm, BBS

INTRODUCTION

Humanity or fatality - this perception and equation is so often conveniently overlooked and misinterpreted by our individual corporate business leaders that it injures our families very deeply.

It is critical that countries must establish and sustain effective OSH systems (ILO, 2017). 4.6 million workplace accidents happen annually. With careful planning, almost all incidents could have been prevented. In 2017, work-related injuries lost 104,000,000 production days, according to the National Safety Council. The managements need to have updated information to keep up their safety implementations. Directors of smaller as well as big companies often have no much information, or poor quality information, which leads to poor or no decision-making (Parfrey Murphy, 2024).

Expectations and interest in workplace safety are increasing, but huge numbers of casualties still occur repeatedly in industrial plants and construction sites (Noh et al., 2023). In India, industrial accidents kill and disable thousands of

people each year. Government data indicate that on average, three workers lose their life each day in Indian factories due to a lack of basic safety measures. India aims to become a global economy and industrial hub. But a high number of fatal incidents or life-threatening workplace accidents would be holding it back (Bhat, 2024).

Purvis, Andrew (2024) Director, Sustainable Manufacturing found that safety and health in the industry data report revealed that a comprehensive approach towards employees' safety, health, well-being and environment is required to move industry performance to the next levels.

Almost every day, there is a fire and fatalities in Indian industries. One worker killed, four injured in two industrial accidents in Visakhapatnam at JN Pharma city. A boiler blast toll at Rewari factory killed 14 persons. Four people killed in Telangana's Sangareddy district during blast at chemical manufacturing unit. Construction worker died in Udhagamandalam after wall collapse. Worker of SUEZ India died of asphyxiation in Coimbatore to test water supply connection (The Hindu Bureau, 2024).

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Most companies lose their assets in fires and experience fatalities but do not spend in safety culture. Developing zero-harm culture is a key for corporates. Organisations fail in the balancing act of enforcement and reinforcement for zero-harm and invite bad news of incidents, accidents, fires, fatalities, injuries, disabilities, loss of assets and so on. A manager says that we were safe before safety implementation, due to this, fatalities have increased. People have become more like police not observers. Employees need retraining. As there is a need for serious introspections towards zero-harm goals. Corporates must focus on what should be their company's goal in safety culture - targeting zero fatalities, zero-blame, zero-hurt, zero incident, zero-harm or zero unsafe behaviours and not the outcomes? Teams can do miracles, like safety culture steering teams, if committed can really fetch zero-harm outcomes.

REVIEW OF LITERATURE

Accidents in industries are deadly mishaps that result in fatalities and injuries to people, and damage to property as well as environment. From the study of various policy documents, it is proved that the most countries are far behind to achieve the Zero Harm Vision (ZHV) and it would need sincere efforts from the private, government and non-government organisations to reduce the same. The phase-wise planned efforts are required to reduce the accidents and to achieve the ZHV. The Significant safety performance improvement cannot be achieved unless human and organisational factors are considered (Sang, 2020). Changes in the occupational health and safety practices are needed to be incorporated as the core values of ZHV (Narain et al., 2020).

A research (WHO/ILO, 2021) considered 18 occupational risk factors, including workplace exposure to carcinogens, air pollution, ergonomic risk factors, exposure to long working hours and noise. The key risk factor was exposure to long working hours linked to approximately 750,000 deaths. Workplace exposure to air pollution (gases and fumes) was responsible for 450,000 deaths. "It's disappointing to understand that thousands of people are being killed at work," said the Director-General. "WHO report is a serious concern for all corporations and nations to take steps for safety and health of every workmen by demonstrating their commitments and provide coverage of occupational safety and health services."

Eliminating fatalities and serious injuries is the main challenge for the global industry. Focus is to provide the industry with passionate leadership guidance and actionable recommendations to develop healthier and safer workplaces (World Steel Association, 2022).

Organisations must train and develop each area in-charges who would achieve a Value based field safety culture and nurture it as employees' lifestyle filled with compassion, gratitude, unconditional acceptance, empathetic listening and infinite love. Nurturing this culture would not only reduce risks but also develop a robust base that enables companies ensuring sustained success and employee well-being and thrive in the face of meeting challenges. HSE software of analysing such trends of data helps so that high risk areas can be addressed and accidents prevented. Corporate environment and workplace culture significantly impacted accidents and incidents. Internal elements of an organisation such as corporate culture and working environment can have an impact in reducing the occurrence of industrial accidents and fatalities (Noh et al., 2023).

In 2023, world steel's members reported 60 fatalities globally, representing a global fatal frequency rate of 0.017, the lowest on record. Additionally, the lost time injury frequency rate has risen slightly to 0.76 from 0.65 last year, but it remains below historical levels. We must check lagging indicators thoroughly understanding their relapse nature. It is evident that our industry's safety trajectory is generally positive. Despite challenges, we're making strides in implementing next-generation safety approaches such as organisational and human performance and maintaining a focus on process safety management. Typically 20% of the incidents have potential to become serious injuries or fatalities. To reduce serious harm, companies must concentrate on better identifying, reporting near-misses and injuries and managing with the potential to cause fatalities and disabilities (Purvis, 2024). Workplace accidents not only cause physical and mental harm to employees, but also financial harm to employers (Case IQ, 2024).

The objectives of SEBI (Securities and Exchange Board of India) as a regulatory body are to monitor and regulate India's securities market to safeguard investors' expectations and interests (SEBI, 2024). Safe investment essentially means ensuring safe environment in which the companies operate in terms of safety regulations, standards and behaviours towards zero-harm objectives.

Research Gap

Comprehensive literature revealed that despite procedures, systems and additional efforts, fatalities numbers are still very high. Eliminating fatalities and serious injuries is the main challenge for the global industry. This paper is aimed at exploring and contemplating reflections on the hurdles and solutions in the corporate safety culture in the context of preventing fatalities. Such a qualitative study would help implement positive, behavioural safety culture and save from fatalities.



Fig. 1: Site Location Example of Work at Height

RESEARCH METHODOLOGY

The present study comprised of field visits to 10 site locations (Fig. 1), of which 250 managers, and 235 contractors staff were sampled (Table 1). The sampling method utilised was random sampling. Executives, supervisors, department heads, professionals, leaders, directors and EHS/HR specialists from the private and public sectors of industry constituted the study sample.

The present article serves as an initial report resulting from a longitudinal action survey that investigated the adoption of safety cultures in a diverse array of organisations. The research involved the participation of industry professionals, who observed the investigator carry out an action field survey. These research participants had been fostering a culture of behavioural safety conformance at their respective places of employment. Site locations were the industries spanning across India, such as steel, construction, chemicals, oil, gas and electricity.

In order to gather primary data, 90 interviews, 60 training seminars and 30 focused group discussions were conducted. An extensive discourse that lasted for approximately four years (from 2020 to 2024) was conducted, consisting of in-depth, open-ended inquiries and personal interviews. The topics of inquiry for both interviews and discussions revolved around the challenges that are inherent in fostering a safety culture within the industrial sector.

The thematic analysis performed on the qualitative data yielded the subsequent differentiations and parallels pertaining to safety culture, which were categorised into 20 overarching themes. The study's implications and findings are outlined in the following section. They are the result of a comprehensive review of the literature concerning safety culture and the perspectives of industry executives representing diverse organisations.

Table 1: Sample Description

Industry / 10 Sites	250 Managers	235 Contractors Staff
Chemicals Manufacturing (2 sites)	62	58
Construction (4 sites)	65	63
Oil and Gas (2 sites)	64	60
Power and Steel (2 sites)	59	54

The study results and implications are reflected below from a rigorous review of safety culture literature and experiences / case studies shared by the industry leaders across Indian organisations.

EMPIRICAL RESULTS AND DISCUSSION

Global statistics reveal that despite efforts, the fatalities numbers are still very high. It is a true concern, but how to stop it, is a big challenge? In this regard, 20 themes, identified from the research participants' responses, in this industry survey are as follows:

All organisations must checklist to identify what is lacking in order to stop fatalities in terms of:

Twenty Themes

- Stakeholders and leadership levels involvement.
- Re-emphasising basic safety concepts.
- Rejuvenating safety systems.
- Recognising and accepting challenges.
- Action and decisions are not matching with managements' words.
- Combination of business strategy along with safety ethics.
- Change in safety culture is required at all levels.
- Ensuring that interventions are implemented as planned.
- Quarterly BBS (behaviour based safety) audit.
- Safety Rules must imprison occupier of the company in case of fatality.
- Imbibe safety over urgency of work completion.
- Managers must be held accountable for lack of safety culture.
- Gaps between theoretically drawn safety culture roadmap and its practical implementation.

- A supportive safety case study to reinforce the culture.
- Every manager must conduct BBS mass-communications.
- Company Directors must attend behavioural science workshop.
- Zero-harm objective means not only physical injuries.
- Organisations checklist to identify what is lacking to stop fatalities.
- Positive environment will lead to dramatic benefits.
- Building a safety culture ecosystem is not simple and straight forward.
- *Stakeholders and Leadership Levels Involvement:* Corporate incidents are most common in today's highly risky business environment. New business practices, global crises, evolving stakeholder expectations and technology are giving boost to new ways of doing business. This entails opportunities as well as risks. There is an urgent need to discuss solutions to reinforce the corporate sector's resilience for mitigating the risk of incidents. The most effective means for this is the collective learning. Learning from corporate incidents is already happening but not being utilised. However, this often takes place in silos while lawmakers provide quick, makeshift solutions. It is in the interest of public to create safer solutions. Only a systemic long-term approach that promotes teamwork can deliver meaningful improvement. Multiple stakeholders approach for analysing corporate incidents and drawing learnings would provide recommendations for holistic improvements based on real-life experience and inputs from corporate ecosystem stakeholders including investors, board members, chief financial officers (CFOs), directors, auditors, supervisors, regulators and policymakers, for developing systemic approaches to improving the corporate ecosystem (Accountancy Europe, 2023).

K K Sharma, Director EHS, DCM Shriram focused that raising awareness among all stakeholders is the key to achieve goal zero target. It's unfortunate that the lack of it (which is common in all industries) creates an imbalance in an organisational safety culture transformation and fatalities continue at sites.

- *Re-Emphasise Basic Safety Concepts:* Newly conceptualised aspects of risk and safety management, collectively named as new safety paradigm (NSP) have challenged established practices and invite stakeholders to view their roles and safety initiatives from different perspective, which presents a critical commentary about NSPs based on the combination of the concepts introduced in systematic literature

reviews. The review suggested that NSP consists of principles about effective organisational management with safety serving mainly for organisational change rather than being the exclusive area of focus. Most NSPs rely on generalisations and assumptions about the reality of dynamic and diverse organisational contexts. Most NSPs lack visible connection with more technical safety-related areas such as process and fire safety, and they often reduce safety and human factors to an organisational psychology discipline. Nonetheless, considering NSP, as traditional safety management practice has also practical and scientific limitations. Implementation of NSP objectives would provide better understanding of an organisational aspect of safety. However, the industry must refrain from approaching these paradigms as universally applicable solutions. By recognising the limitations and nuances of any traditional or new paradigm, organisations could yield meaningful benefits while maintaining a holistic perspective on safety as a multi-dimensional field (Karanikas & Zerguine, 2024).

For preventing fatalities at sites and plants, Ram Jadhav, former GM HSE of IOCL emphasised on using PPE, following of SOP guidelines, adherence of safety rules, strict implementation of work permit, instructions and compliance, circulation of lessons learnt and continuously monitoring the safety activities, training of the employee and conduct of quiz to check job safety knowledge.

- *Rejuvenate Safety Systems:* Appropriate structure, systems, periodic reviews and refinement can help reduce micromanagement (Patil, 2020). "In the context of India's rapid economic growth and its integration into global markets, it is crucial that we understand manpower's health, safety, environment issues, as such EHS violations would result into barriers in our nations' growth story," Labour Secretary emphasised at the FICCI awards for excellence in safety systems (Rajora, 2023). In this regard, Manish Agarwal, HSE Head of AFCONS, enumerated the following aspects to be grounded and practiced:
 - Basic education up to 8th pass person to be introduced as labour.
 - Introduce training procedure by animation and real videos of incident.
 - Launch app and compulsory joint with EPFO.
 - A big television screen to be introduce and compulsory at entry/ exit/labour camp/ rest area showing animation video dubbed by famous celebrities.

- Safety hero award to be introduced in tool talk every week or month not in conference room.
- Entry exit area is designed as 50 meter corridor having poster display both side and quiz based on that in every tool talk daily basis.
- Rest area develops as safety theme park.
- Every safety jacket has introduced a different safety logo area apart from company log.

There is a need to identify the challenges and effectiveness measures of the corporates' safety culture, their OHS systems and legal requirements and ramifications so that corporate businesses can stop fatalities among their workforce and also create safer workplaces for their workers.

- *Recognise and Accept Challenges:* Lacking safety culture would result into concerns such as increased injuries, fatalities and more legal issues. Nobody is denying that workplace safety is most important, but unfortunately, it is normal for businesses to ignore its actions. Americans believed their safety at work is very important than ever. Nevertheless, in 2021, 5,189 fatal work injuries were recorded in the U.S. That is an 8.9% increase from 2020, and to make matters worse, 82% of employers stated that they wanted to focus on implementing better health and safety protocols in 2021 (Jones, 2023).

Pavan Rao HSE Head of SEIL, listed a row of factors to focus on safety culture as below:

- Recognise and accept challenges and hot spots.
- Have an action to address those. Have management commitment.
- Build safety leadership at all levels.
- Continuously work on creating awareness.
- Analyse successful and normal work for gaps.
- Management has to give clear signal that safety is more important than production.
- *Action and Decisions are not Matching with Managements' Words:* Safety is paramount but their action and decisions are not matching with their words. Sometimes business priorities overpower safer actions. Sometimes we reward unsafe behaviour. So, organisational behaviour is very important than individual behaviour. Mohapatra, EHS head said, "all my observations are while driving BBS culture at a variety of sites across India. Change is required at all levels, only site level change is not sufficient". Every 10th employees/associate must be a BBS mentor to develop active observers across all areas of operations. Ramesh, a HSE officer from BARC reflected that time-

to-time education and spread of BBS play a miracle role.

- *Combination of Business Strategy Along with Safety Ethics:* BBS is one of protection layer i.e. attributing to human behaviour only. However, due to tremendous business competitions, every industry is going for review of their business strategy and in the process they are supposed to adapt newer technology/hazardous chemicals, etc. After all, a combination of business strategy along with safety ethics would definitely reduce the quantum of fatalities. To make it zero, would be depending on the thrust of management towards accident prevention. Mallikarjun, HSE Head of Gharda Chemicals, felt concerned that the accident statistics especially fatalities are a huge issue.
- *Change in Safety Culture is required at all Levels:* Business should consider safety as a profit centre to reduce injuries. Mohapatra, HSE Head of Thermax Power Division, observed that the behaviour of site employees improved. Workers started demanding safety. But head office employees behaviour is not changing. Safety is a top down approach, business vertical heads should believe in safety. They have to set the tone for the business with safety. Beliefs influenced our safety behaviour of employees and associates.
- *Ensuring that Interventions are Implemented as Planned:* Sujata Sinha, a doctorate HSE scholar from Dubai reflected for corporates to ensuring that the safety culture interventions are implemented as they are planned, and the buy-in of the workers towards the BBS initiatives, organisations can stop fatalities. A sustained safety culture is not only behaviour-based, but also value-based, a corporate value which is a long-term intervention. Management must talk of business as well as risks while they interact with plant managers in terms of planning and implementation. The managements must emphasise the positive relationship between a sustainable corporate safety strategy and stakeholder perceptions that brings advantages to business performance (Hristov, et al, 2022).
- *Quarterly Behaviour Based Safety (BBS) Audit:* When you add supplier audits to your pre-qualification processes, you can reduce safety incidents even more. Supplier audits help take safety to another level (Shields, 2021). Atul Garg, ex-GM EHS of ONGC, stated a couple of aspects to emphasise, like more involvement by senior management, quarterly BBS Audit to know effectiveness and involvement of grass-root level and separate cadre of safety. Monthly reviews of AFCONS sites reported that there is a culture of safe behaviour and workers demand safety before starting work.

- *Safety Rules should be Made Stringent to Imprison Occupier of the Company:* Penalties (Under the Factories Act, 1948) Section 92: General penalty for offences states that in case there is any kind of contravention with the laws of the Act, then the factory manager and the occupier are accountable for violation of the law. They can be imprisoned for 2 years and also fined for Rs.2 lakhs. If, they are regular violator, they can be punishable with Rs.10,000 each day of the continuing violations (DGFASLI, 2020). Guru Pratap, ex-HSE Head of Vasudha Pharma, observed that Factory Act and State rules should be made stringent to imprison occupier of the company, on case of any fatalities at site.
- *Imbibe Safety over Urgency of Work Completion:* Developing a good organisational safety culture is important irrespective of whether the incident would happen or not, said Dr S P Garg, Advisor GAIL (Personal Communication, 2024). A new sense of urgency surrounds this year's world day for safety and health at work - how is climate change impacting health and safety at work? Roopam Thakre, DGM HSE of OIL emphasised to imbibe safety over urgency of work completion. ONGC GM Karaikal expressed that safety awareness programs like BBS training is a must and continual improvement is to be maintained.
- *Managers Must be Held Accountable for Lack of Safety Culture:* Managers are responsible and accountable for their unsafe thinking and behaviours for crippling and killing workers at sites for not taking maximum actions for building positive safety culture. Mature safety management would introduce AI and software in vulnerable area for close monitoring. Arun Deore of AFCONS opined that an extensive training on BBS at all levels is needed (Personal Communication, 2024). According to SK Sharma EHS Head of Torrent gas, "managers must be held accountable for lack of safety culture and all incidents at workplaces". Managers need to control the swing safety culture which means there are always some portion of manpower that are active and others are playing passive role which hampers control of incidents.
- *Gaps between Theoretical Safety Culture Roadmap and its Practical Implementation:* It is well said by a Project Director that there must not be a gap between what is theoretically drawn as behavioural safety roadmap and its practical implementation at sites. Mostly organisational leaders are very reactive and they leave safety culture implementation to the safety department. That's why they are not able to develop the supportive safety culture in organisations.
- *A Supportive Safety Case Study to Reinforce the Culture:* Field Reports of this study indicate that BBS is progressing all across PIL plants and units are getting engaged more and more into supportive safety culture which means there is an increased risk control than before BBS implementation.

Forty two plants with approximately 10,200 manpower across Indian locations of chemical industry reported 14 changes in plants' safety culture as noticed during online presentations as a result of behavioural safety intervention as below:

 - Safe behaviours trends are increasing every month.
 - Employees' involvement in safety culture is rising.
 - There is a maturity trend towards independent and interdependent cultures. But the reactive safety culture continues to a certain extent.
 - Engagement of contract people for observations increased.
 - Practice of reverse TBT increased.
 - Increased involvement of unit heads.
 - Gemba walks by plant heads increased.
 - Reward and recognition for employees increased.
 - Reduction trends of unsafe behaviours continue each month.
 - There is a good practice of on-the-spot recognition for safe behaviours.
 - There is a better control on incident management. Comparing incidents statistics before and after BBS implementation is useful every 6 months.
 - BBS observers working as EHS officers. Employees began to talk about safety like EHS officers.
 - Way forward is being planned every next month for improving safety culture at each plant.
 - Steering team of BBS implementation is meeting regularly to review progress every month.

According to Mallikarjun V Malgatte, "Our Nation lives on your honest safety efforts, when you save someone from an injury or fatality" (Personal Communication, 2024). By virtue of on-going BBS campaign, most of us are contributing to the field observations by having safety tour at the workplace. Further, Safety Department is analysing on that to take suitable measures and make this program more effective. With an objective to stimulate the mindset of all employees and to reflect positive BBS culture by converting at-risk behaviour to the positive behaviour at the workplace which can be achieved with the cohesive efforts by all of us, that would be further

helping to consolidate the thinking process optimally and to redevelop the BBS mindset at the desired level as per management expectations.

- *Every Manager Must Conduct BBS Mass-Communications:* With workers every day to fast-track supportive safety culture at sites and plants (as reported by 94% of this survey participants). Most of the workers belong to the poor living conditions where safety and well-being concerns are very low, hence they are not self-conscious on these aspects. The managers and front-line engineers must enable workmen about their safety. Significant policy changes are needed to rapidly increase the company workers' health and safety information (WHO, 2023). This is important for daily reinforcement of workers' safe behaviours.
- *Company Directors Must Attend Behavioural Science:* Workshop on safety culture transformation, as reported by 94% of this survey participants. Sull (1999) noticed that when business conditions change, the most successful companies are often the

slowest to adapt. Hence the management need to be more alert in maintaining occupational health and safety concerns during organisational changes. Most company's directors and top managements delay in decision-making regarding occupational health, safety and environment (OHSE) due to their own lack of awareness about the OHSE's positive and negative effects for corporate businesses.

- *Zero Harm Objective Means Not Only Physical Injuries* as well as no psychological harm to people which can be achieved with an ABC Model of supportive safety and zero harm culture (Table 2). There is a clear correlation between workplace fatalities and training provisions. Poor workplace training and awareness are leading to fatalities. Preventable workplace accidents have taken lives of so many employees. Employers must continue to prioritise workplace safety (HR Magazine, 2023). The lack of awareness, beliefs and care serve as blocks in building strong culture, as reported by 92% of this survey's participants.

Table 2: ABC Model of Supportive Safety and Zero-Harm Culture (Kaila, 2023)

Awareness to all stake holders (from directors to supervisors) about the concepts and implementation of supportive safety culture.	Beliefs in supportive safety culture (continuous journey with leadership thirst on shop-floors). Strengthen belief that the positive safety culture is not a set of religious or flowery contents, but a behavioural science intervention.	Care for self and others as trained mentors and observers (for developing supportive culture with a 12C skill-set as said below).
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ABC Model follows a 12C skill-set for BBS Observation to achieve target of Zero-harm as below:

- 1C - Capture (Always Observe the safety behaviours at 360°)
- 2C - Connect (During observations, connect like a Big brother and big Sister)
- 3C - Care (Physical and emotional touch)
- 4C - Correct (Instantly correct unsafe behaviours)
- 5C - Conversation (Risk based Conversations daily)
- 6C - Conclude (Summarise an overall response)
- 7C - Conviction (Take promise not to repeat unsafe behaviour)
- 8C - Contact (Always contactable for an observee)
- 9C - Culture (Following these 12C skills creates a culture)
- 10C - Concern (Feeling concerned and making an observee feel so)
- 11C - Consequences (Understanding consequences of positive safety culture)
- 12C - Compassion (Being unconditionally kind): tough persons need compassion not penalty.

During the journey of 12 steps from capture to compassion, a relationship of trust builds amongst the workgroup members. However, close relationships between employees, management and workgroups pose greater challenges of conflicts and ego clashes that make safety connection and corrections difficult in the process of zero-harm objective, that need focused training to all at work.

- *Organisations Checklist to Identify What is Lacking to Stop Fatalities:* This research identified fifteen factors (Table 3) as an organisational checklist to discern what is lacking to stop fatalities. Mbat and Eyo (2013) observed the factors that cause corporate failure and its inability to attain their objectives. Corporate organisations have been advised to establish research and development departments to continuously review their performance progress and to introduce effective ways by which they could satisfy their consumers, employees and associates for safety and well-being. Organisations and government must check during regular audits to identify what is lacking to stop fatalities in terms of multiple actions at all leadership levels, stakeholders levels, stringent rule to imprison occupier of the company in case of fatality, imbibe

safety over urgency of work completion, quarterly BBS audit, ensuring that interventions are implemented as planned, re-emphasising basic concepts, rejuvenate safety systems, recognise and accept challenges, combination of business strategy along with safety ethics. Change is required at all levels. Managers must

be held accountable for lack of safety culture. Action and decisions are not matching with managements' words. Gaps between theoretically drawn safety culture roadmap and its practical implementation need to be addressed at sites. A case study of supportive safety culture is also presented for ease of understanding the gaps between safety culture implementations at sites.

Table 3: Organisations Checklist to Identify What is Lacking to Stop Fatalities in Terms of:

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| <ol style="list-style-type: none"> 1. Leadership involvement at all levels (87%). 2. Stakeholders levels involvement (85%). 3. Rules must imprison occupier of the company in case of fatality (80%). 4. Imbibe safety over urgency of work completion (77%). 5. Quarterly BBS Audit (67%). 6. Ensuring that interventions are implemented as planned (84%). 7. Re-emphasise of basic concepts (89%). 8. Rejuvenate safety systems (81%). 9. Recognise and accept challenges (76%). 10. Combination of business strategy along with Safety ethics (85%). 11. Change is required at all levels (86%). 12. Managers must be held accountable for lack of safety culture (81%). 13. Gap between theoretically drawn safety culture roadmap and practical implementation (87%). 14. A case study of supportive safety culture. 15. Action and decisions are not matching with managements' words (75%). |
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The leadership involvement at all levels is lacking by 87%, which means only 13% leaders are involved in building safety culture or to prevent fatal or non-fatal incidents. The Stakeholders levels involvement is only 15% which means 85% stakeholders are not interested in preventing accidents or incidents. Large number of employees (80%) felt that rules must imprison occupier of the company in case of fatality. These factors listed above often provide turning points in the management of zero-harm objectives as any safety and well-being outcomes are achievable but not in a very straight and smooth way. There are jerks in the journey as there exists a lot of daily at-risk behaviours and barriers at sites.

- *Positive Environment will Lead to Dramatic Benefits:* Research reviews on organisational psychology demonstrated that the highly competitive environment is harmful to productivity, but a positive environment has several advantages for employees, employers and the contract staff. Although there's an assumption that stress and pressure push employees to perform more, better and faster, what cut-throat organisations fail to recognise is the hidden costs incurred (Seppälä & Cameron, 2015). Human factors framework analyse actions employees perform to complete a job safely as well as efficiently. As reported by 93% of the survey

participants, 12 dirty dozen of human factors in safety are: Fatigue, Lack of Resources, Pressure, Stress, Lack of Awareness, Norms, Complacency, Lack of Knowledge, Distraction, Lack of Communication, Lack of Teamwork and Lack of Assertiveness. Complacency is a human factor in safety that typically develops over time (Faa Safety, 2024).

- *Building a Safety Culture Ecosystem is Not Simple and Straight Forward:* Reported by 91% of the survey participants, this study revealed that building a safety culture ecosystem in organisations is not simple and straight forward, as it would involve multiple issues (behavioural, psychological, human and organisational), multiple actions (by all leadership levels) and multiple levels (all stakeholders). In this direction, this paper would guide and enable the corporates towards a zero-harm objective. Progress in positive safety culture is possible over the years of continuity and patience. SEIL completed 6 years of journey and achieved 97% of safety behaviours (SEIL, 2023).

CONCLUSION

Corporate business can grow with behavioural safety culture, not fatalities. Many businesses continue to experience

accidents well above the national average and end up paying for incidents that could easily be avoided and there are best practices, businesses can immediately implement to help improve workplace health and safety (Francis, 2024). Employers and employees both believed but did not focus on implementing better health and safety protocols.

Human factors approach analyse employees' actions to complete a job safely as well as efficiently. Such actions and practices based on this qualitative research findings and reported by more than 90% of the survey participants, are described below to prevent fatalities at sites and plants.

- Every manager must conduct BBS mass-communications.
- Company Directors must attend behavioural science workshop.
- Zero-harm objective means not only physical injuries, also psychological injury.
- Organisations must checklist to identify what is lacking to stop fatalities?
- Positive environment will lead to dramatic benefits.
- Building a safety culture ecosystem is not simple and straight forward.

Humanity, ethics and values are important for corporate businesses. This association is yet to be realised by our corporates, societies, governments and individuals. Business, not at the cost of humanitarianism. Like without 100% safe reports, no flight can take off, similarly, no business can achieve best global heights without positive safety culture. A long-term behavioural safety culture with a scientific and humanistic touch helps prevent fatalities at work. Ethical safety culture is to be practiced on daily basis by one and all, is a fundamental requirement of sustainability of work culture. Otherwise it creates a gap and lapse in the change and transformation processes of safety culture outcomes. Let's think differently in terms of safety culture as we all are safety custodians primarily of ours, our family, our employees, our society and our nation at large (Kaila, 2024).

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