

FACING CHALLENGES IN THE MATURITY OF A COMPANY'S SAFETY CULTURE: GENERATING LEADS

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Abstract: Industries are fast increasing in number, and so are the risks, fires, fatalities, incidents, and accidents. Organisational safety is to be treated as more than a celebration and certification. Organisational safety is a function of the company's culture, board member's behaviours, their maturity about people's safety, their decision-making dynamics, and certain existing cost and business pressures. Studies revealed that the top management lack maturity of safety, which is the prime reason that they are not willing to support safety culture transformation. There is a need to educate the top management on safety culture and its connection to business. There are certain stages of maturity in a company's safety culture: initial, middle, and advanced. The training and implementation intervention would depend on the stage of these safety cultures. The results and implications are reflected in view of the stages of safety culture maturity levels. It is found that a mature safety culture is an elevation of the positive connections and collaborations across an organisation. Around 252 industry professionals participated in this qualitative study to share their field insights. What happens daily at sites as part of the company's safety planned intervention indicates various measures of work culture maturity, like the daily mass-communications, reverse tool-box talk (TBT) in every work area, and the daily observations for spot-correction of at-risk behaviours by everyone as part of their key result areas (KRA).

Keywords: Business, Maturity, Company, Safety, Culture

INTRODUCTION

COVID-19 has significantly impacted safety behaviours among societies across the globe. A supportive safety culture is a need for businesses, as risk is present at every moment for everyone. The Indian industry is not safe. Around 75% of the manpower are not safe because of the at-risk behaviours of 25% of the employees and associates across India (Harbans, 2021). The International Labour Organization (ILO) added safety and health as the fifth fundamental right, which will give a boost to the health and safety at the workplace (ILO, 2022). This convention of ILO renders employees and employers more responsible in sustaining safety culture at work. What is missing in our safety culture, which we need to be extra careful about is to be *aatmnirbhar* (self-reliant) for the safety, health, and environment (SHE) at organisations (Oliveros, 2020). An Oil & Gas leader observed that several models to diagnose the level of the safety culture of a given organisation have been developed. The Bradley curve generated by Vernon Bradley in 1995 basically describes the relationship between incident rate and organisation behaviour, from reactive to

dependent to independent to interdependent. The Hudson model provided five stages of maturity. The United Kingdom (UK) Health Safety Environment (HSE) culture maturity model addressed five stages, like emerging, managing, involving, cooperating, and continually improving. The UK HSE also used ten elements of behavioural approaches for safety improvement.

These stages from different models suggest focused action for safety culture transformation; however, they seem to overlap. Surprisingly, during implementation of safety culture, all these stages are surfaced. In practical implementation, there are different scenarios to manage, as per the existing mindset of the company's directors and management. The safety culture maturity levels depend on the implementation of the vision of the company and the active leadership of the management team. The mindfulness of safety leaders is paramount to remaining focused on safety culture maturity processes. Safety cost management is a big concern for most Indian companies. They wish to have minimum safety culture implementation; however, that minimum turns into maximum cost for incidents management.

The model of humanistic safety culture depicts 20 aspects as listed below (Kaila, 2022).

- Safety comes in seconds, not minutes; hence, spot-correction of at-risk behaviours is needed.
- Behaviour is either totally safe or totally unsafe. It cannot be half safe or unsafe.
- Business excellence comes with safety excellence, which is the main driver for scaling business.
- Safety excellence is not in documents but in maximising safe behaviours across sites.
- Behavioural safety is an application of behavioural science.
- Behavioural safety comes with humanistic behaviourism.
- Behavioural safety implementation is a planned intervention.
- All employees are trained as observers.
- BBS brings safety cultural change.

There is a difference in safety and safe behaviours' drive. This change is measured and monitored.

- Behavioural safety implementation is an observation and communication of risk.
- Behavioural safety implementation is possibly sustainable with one top leader.
- Behaviour is definable, observable, correctable, measurable, and impenetrable.
- Behavioural safety observers are the backbone of interdependent safety culture.
- Behavioural safety is to implement caring, not scaring, as a corporate value.
- Behavioural safety is a corporate decision-making, not a journey.
- Behavioural safety is an approach, not a name-and-blame or fault finding process.
- Behavioural safety is part of key performance areas (KPA).
- Behavioural safety steering team meeting is important each month to review the sites.
- Finally, it is also an International Organisation for Standardisation – ISO 45001 – compliance, and incidents reduction is possible on a sustained basis to save life and business. BBS is applicable from workplace to anyplace.

Company safety culture is an element of business growth and enhancement. As incidents disrupt business growth, freedom from incidents and accidents keep the business

going smoothly. At the same time, a supportive safety culture attracts new businesses and orders. A strong safety culture paves the way towards certifications like ISO 45001, placing your organisation above the competition and opening the door to new customers (Tinianov, 2017).

STUDY OBJECTIVES

- To explore and discuss the indicators of safety culture maturity in the Indian context.
- To understand why companies fail to let their safety culture mature.
- To deal with challenges of safety culture maturity.
- To decide the level of maturity of a company's safety culture.
- To discern why companies keep negotiating between the maturity of safety culture and business growth.
- To understand various guidelines on safety culture maturity.

METHODS

Around 252 industry professionals, such as managers, heads of departments (HODs), and environment health safety (EHS) professionals across India, from the public/private sectors, including chemicals, gas, power, construction, and steel, participated in this study.

A non-random convenience sampling method was used for participants' selection on the basis of the researcher's contacts, using social media like WhatsApp, as well as email, to complete the online research survey. This article is an extract of a larger ongoing national longitudinal action survey, in which the sources of data included interviews, discussions, and safety documents like incident and accident rates. Open-ended questions were used and personal in-depth discussions were carried out through remote data collection techniques over a three-month period (April-June 2022). Eeckelaert et al. (2011) recommended using qualitative methods like interviews, questionnaires, observations, and focus groups, which have been used in the present research study.

An exploratory research design was used. A qualitative descriptive framework helped in building concepts and in discussions for this study's objectives by involving industry field experts.

During the process of thematic content analysis using the transcribed data, 12 global themes were identified from the qualitative data and discussed with industry examples and

case studies, which are explained below in the study results, its implications, and recommendations.

RESULTS

Most of the companies have HSE systems, but their employees and associates suffer from injuries and fatalities. On paper, the organisations are mature in their safety culture and keep winning accreditations and awards; however, the at-risk behaviours exist in all these companies (Harbans, 2021a). Why do companies fail to let their safety culture mature into a positive one that affects their business growth? The most important thing is to understand how we can decide the level of maturity of our safety culture.

In view of the study objectives, the results reflected 12 themes, as listed below:

Maturity of the top management leads to safety culture maturity, as stated by an Oil and Natural Gas Commission (ONGC) director. Employee behaviours are an outcome of the situation and culture they work in (Shawn M. Galloway, 2018).

Sembcorp expressed that the safety system and processes reach a mature level when we shift our efforts to higher level of initiatives, like human factors and error traps. According to the ILO (2022), the procedures must be maintained for the relevant occupational health safety (OSH) management system as a whole.

The safety culture is considered maturing when many of the departments start sharing the safety reports. Safesite (2019) observed that employees feel blamed for reporting incidents. Safety reporting is strongly recommended by OSHA.

Accidents do not happen; they are caused with the knowledge of everyone in the organisation for not being involved in managing the risks, or lacking in the process for not doing so. We can understand it by conducting group and individual interviews.

We can evidence safety culture maturity through the statistics of decreasing lagging indicators and increasing leading indicators.

Safety culture maturity is evident based on the attitude of the management and behaviour of the workers, and prompt adaptability of safety behaviour. When behavioural reinforcements do not work, the supervisors have to enforce discipline to spot-correct at-risk behaviours.

Mostly, safety managers dance to the tune of the top management in terms of decision making, expenses, and so on, which works contrary to the safety culture maturity.

ShivaRamakrishnarao expressed that “maturity in safety culture differs on the value system that a company adopts. So according to the maturity of the top management the culture also varies. No smoking is mandatory for show in some companies; their CEO, smokes in his cabin and says I can’t quit. Some companies take it as value and make it mandatory in every premise. Put harsh punishment. Both have safety culture. One shows up maturity for statutory, another cares for individual not statutory” (Personal Communication, 2022).

We can understand maturity of the company safety culture by asking some questions regarding training types, asking about procedure controls, and safety signage concept.

Depending on BBS observations, safety culture seems mature when each employee or person understands the safety culture and they remove the risk whenever they observe it.

When first-aid cases are zero for a longer duration of time, the safety culture seems mature.

When risks and learning events become minimum and plateau; moreover, transparency with even smaller incidents is another index towards safety culture maturity.

Comparing the behavioural trends, the proportion of safe behaviour would be increased against at-risk behaviours; over the years, fewer observations of at-risk behaviours.

Unfortunately, industries measure safety culture by safety statistics. However, safety statistics is only one part of safety culture.

Further, the study results are presented under the following categories:

- Indicators and levels of safety culture maturity.
- Safety culture transformation is to connect with all others.
- Indian scenario of safety culture maturity.

Indicators and Levels of Safety Culture Maturity

Related to the above discussion, three aspects are important b technological updation, management methods, and company culture. The performance of these three depend on each other, and safety culture generally is reflective of the company culture, and safety culture maturity depends on whether safety concerns are treated transparently (Ludwig, 2014), and implementation of interdependent safety culture helps improve this transparency (Harbans, 2022). In the Indian

context, there are issues of transparency, underreporting, and cost for safety culture. The models like the Bradley curve help one understand safety culture and develop a roadmap to safety excellence, for which the six important elements are: strategy, leadership, employee engagement, culture, and the role of safety professionals and safety metrics in the organisation. The real issue is how to get the culture to progress through these stages of safety culture. The final goal is not just to measure more, but to understand the metrics in a balanced approach (Mathis, 2019). As companies continue demonstrating the maturity level of safety, incident rates go down, and the involvement of people in the supportive work culture improves (Contego, 2020).

It is important to know which safety culture you are in, and more importantly, which level of safety culture you wish to go to, and how long you wish to remain there, and keep implementing safest behaviours of doing business by your people (Lal, 2019).

Mass-communications by contractors is a regular feature of industry safety culture now, which means moving towards interdependent safety culture on a higher culture maturity level (Fig. 1).



Source: Study participants.

Fig. 1: Mass-Communications by Contractors Associate

The companies would need to thrive on Sahyog se Suraksha, Suraksha se Smridhhi (everyone's help to safety, safety to prosperity). According to Dr S P Garg, there are the three main points to dwell on for aatmnirbhar SHE, such as self-belief, collaboration, and safety leadership. An example is the growth of the personal protective equipment (PPE) industry in India during the pandemic from nowhere to the second highest producer of PPEs in the world (Personal Communication, 2022).

Is safety culture in companies just on paper, or are we trapped in a lie of safety systems that do not save people from injuries and incidents. We must see the reality. The advance level training and implementation would depend on the stage of safety culture. How to decide as to how far a company is from the ideal goals of zero-harm, zero incident? The companies need external and internal reviews in the middle of every stage of safety culture transformation to decide over further actions to achieve continual progress towards zero-harm (Kaila, 2022).

There are three levels of maturity in company safety culture:

- *Initial*: Awareness level, first two years, type of culture is reactive and dependent.
- *Middle*: Behavioural level, next two years, type of culture is reactive and dependent, but evolving towards independent and interdependent.
- *Advanced*: Perception level, maturity, next two years, type of culture is focused on independent and interdependent.

All three BHU (Bradley, Hudson, and UK) models of safety culture maturity tend to suggest the supportive safety culture. How can we decide the level of maturity of a company's supportive safety culture? Dr S P Garg, HSE Executive Director of GAIL (Gas Authority of India Limited), summarised, "Just by experiencing it". All three safety culture levels as described above would begin reflecting maturity levels. Long-term planned intervention of safety culture implementation (Fig. 2) would provide relief from incidents for a long time as evidenced in companies like Sembcorp, GAIL, Galaxy Surfactants, Thyssenkrupp, and DCM Shriram (Harbans, 2021).

| BBS Project intervention organisation cycle has 6 main aspects to consider: | | | | | |
|---|---|---|--|----------------------------------|--|
| (1) Training for | (2) Data coordination | (3) Organizing Meetings | (4) Constant BBS expert guidance | (5) Project advertisement | (6) Project leadership |
| All employees | BBS Checklist distribution & collection | Monthly meetings between observers across department for exchange of observation & goal-setting | Monthly Interaction with observers | BBS Banners, posters | Monitoring, mentoring, motivating observers by all HODs |
| All contract workforce | Analysis of data | Fortnightly meeting of BBS Steering team to discuss behavioral trends | Monthly Interaction with Steering team | Stickers for observers | Monthly Plant rounds by line manager, and attending steering team meetings |
| BBS Observers & Internal trainers | Display of graph for behavioral trends across plant | Monthly meeting of BBS apex team | Overall project direction kailaht@hotmail.com | Reward for observer of the month | Closing unsafe barriers/ conditions/ providing resources |

Source: Harbans, 2021.

Fig. 2: Six Processes of Supportive Safety Culture Maturity

Behavioural safety is an action of spot-correction with affection to save the person from risk. Behaviour-based safety or BBS is referred to as a long-term planned OD intervention that essentially requires the behaviours to be defined first for change and their measurement, and so on.

Biraj Majumdar, Deputy General Manager of IOCL, said, “Wish to share, HR-HPCL has published a circular in 2017 on ‘Reward & Recognition Scheme’ for accident-free operation at Oil depot/terminal. Under your guidance and influence we started BBS implementation @ HPCL Hazira depot in 2017 and location has made a record of accident-free operations in last five years (2016-2021) and every employee has got incentive in the amount of Rs. 4000/-. So, it is proved that BBS has controlled unsafe acts and unsafe operations resulting in nil accident for five years”. Industries require direction and motivation for a positive and mature safety culture.

Measurement technique as in Fig. 3 depicts the safety culture score board.

| SL NO | Department/Section | NO. OF SAFE BEHAVIOURS | NO. OF AT-RISK BEHAVIOURS | NO. OF SPOT-CORRECTIONS |
|--|--------------------|------------------------|---------------------------|-------------------------|
| 1 | Process | 18 | 6 | 4 |
| 2 | Process | 42 | 6 | 4 |
| 3 | Process | 18 | 5 | 5 |
| 4 | Process | 18 | 5 | 5 |
| 5 | Process | 42 | 5 | 4 |
| 6 | Process | 36 | 4 | 4 |
| 7 | Process | 42 | 5 | 4 |
| 8 | Maintenance | 51 | 5 | 5 |
| 9 | Maintenance | 45 | 5 | 5 |
| 10 | Maintenance | 55 | 5 | 5 |
| 11 | Maintenance | 49 | 4 | 4 |
| 12 | Maintenance | 36 | 4 | 4 |
| 13 | Maintenance | 45 | 5 | 4 |
| 14 | Maintenance | 45 | 5 | 5 |
| 15 | Maintenance | 55 | 5 | 5 |
| 16 | HR | 55 | 5 | 5 |
| 17 | HR | 42 | 5 | 5 |
| 18 | HR | 39 | 4 | 4 |
| 19 | HR | 52 | 5 | 5 |
| 20 | HR | 39 | 4 | 4 |
| 21 | HR | 41 | 5 | 5 |
| 22 | HR | 32 | 5 | 5 |
| 23 | HR | 48 | 4 | 4 |
| 24 | Quality | 34 | 4 | 4 |
| 25 | Quality | 44 | 5 | 5 |
| 26 | Quality | 37 | 4 | 4 |
| 27 | Quality | 39 | 5 | 5 |
| 28 | Quality | 48 | 5 | 5 |
| 29 | Quality | 34 | 5 | 5 |
| 30 | Quality | 42 | 5 | 5 |
| Total | | 1225 | 148 | 148 |
| % | | 90 | 10 | 100 |
| Total Number of Plan Points | | 250 | | |
| Total Number of Observers As on 14.05.2022 | | 155 | | |
| Target for June 2022 | | 16 | | |

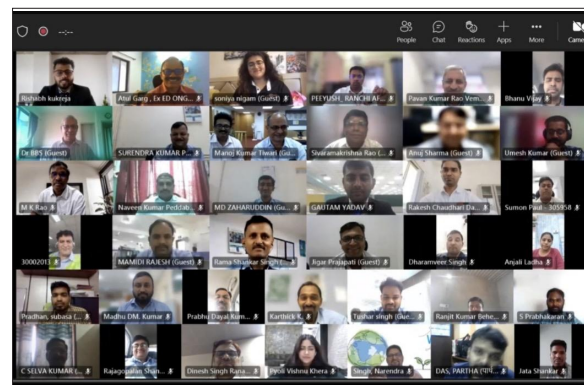
Source: Study participants.

Fig. 3: An Example of a Detailed Behavioural Safety Score Board

Moving to higher levels of safety culture transformation maturity, Sembcorp reviewed their fifth year action plan, which is described below:

- Goal Setting: Two observations per employee per day to be fixed as KPI as being done by Thyssenkrupp.
- Monthly/Quarterly refresher training to all, including associates, as being done by Vedanta plants by area/section heads.
- Reward and Recognition (R&R) for each observation and spot-correction, as being done by Colourtex Industries Pvt. Ltd.
- Reverse TBT by coordinators in the field, as being done by Everest Industries. Reverse TBT is delivered by workers, not by supervisor/officer, he/she talks about observations and corrections.

- Mass communications by department coordinators/HODs daily/weekly.
- Monthly/Annual incentive for maintenance of zero-harm in departments, as done by HPCL.
- Participate in multi-organisation forum (Fig. 4).
- A zero-harm culture and number of BBS teams are correlated. So keep increasing safety culture transformation teams to decrease incidents significantly.
- Long-term planned supportive safety culture transformation intervention takes companies beyond the culture of certifications, celebrations, and compliance.
- Behavioural safety culture is transforming safety culture for all while working together with all stakeholders to deepen the value of human life, reshape the safe environment, and strengthen the systems that care for life.
- Make each area BBS coordinator who is a non-safety person, to do mass communications.
- Spot-correction has to be used very thoughtfully, considering criticality of risk perceptions of an observee and the observer, which can either save life or lose life.



Source: Study participants.

Fig. 4: Second Course on BBS by NITIE, DGFASLI, and BESAFE

Safety Culture Transformation is to Connect with all Others

Example

Query: I am Venugopalan from Palakkad, Kerala. I need one clarification regarding the field work. As I stated earlier, I am a retired person and not working as of now. Hence, suggest how to go about the field work. Today it is supposed to initiate mass communication on BBS.

Answer to Query: Dear Venugopal, We request to make state-level BBS implementation team. For example, from Kerala, five delegates are participating in this course. They work as

one team. If someone like Venugopal is not attached to an organisation presently, his other four team members would involve him in their plants or sites for all BBS implementation activities for mass-communications, etc. Many delegates in this course were happily accommodated by participating companies for BBS implementation experience. So please join your state-level BBS implementation team. Thus, the state-level safety culture transformation issues need to be addressed for developing long-term strategic solutions and keep connecting and training people.

During conferences, the safety professionals across the globe expressed certain doubts regarding safety culture and wished to know more about the psychology of at-risk behaviours (Fig. 5), the difference between behaviour and attitude, case studies, data on best practices from sites, how zero-harm and interdependent safety culture are connected, how to create a socio-safe environment with behavioural science intervention, how to raise levels of risk perception among the manpower, and how to drive safety culture at workplaces without calling it bottom driven or top driven. Safety comes with behaviour. A class barrier with lower contractors staff in safety culture need to be broken. Shake hands with people, and go greet and appreciate them. When you save money on safety, you tend to lose your manpower and business. Move from safety professionals to non-safety professionals to begin safety culture transformation. Make training simple and less costly. Focus more on casual labour safety (Fig. 6). Integrate behavioural safety with risk management and bring everyone under one umbrella of safety culture, and bring safety culture initiatives under a common online app. Observe safety from workplace to anyplace. Possibilities of incidents increase where multiple agencies work at a site. Teach safety culture to other vendors at site, where multiple vendors work together, for creating a totally safe environment for everyone. Invite the business client during TBT being delivered by workers at site to impress upon them the importance of a safe business. During reverse TBT, listen to workers and how they develop safety culture involving other co-workers. Safety professionals have to be business-minded to impress upon the client's involvement in safety culture activities. Focus on 100% safety culture for best of the technology, compliance, and culture. Manpower must know both what safety culture is, and if they follow it, then what the outcome is. The benefit of interdependent safety culture is that the associates demand PPE before they begin work, and workmen give TBT to others at sites. When sites complete a set target of incidents-free period and fulfill the promise, the client must award the vendor suitably. When all sites discuss safety culture together online, they learn new best practices of doing safe business. Integrate safety culture transformation activities with business client's presence at sites. Finally, our goal is to develop life-time incidents-free

behavioural safety culture, not just focus on a target of an incidents-free fixed period.

Explore Four areas of personal at-risk behavior of everyone

1. There are certain at-risk behaviors of myself that only I know;
2. There are certain at-risk behaviors of myself that I know and others also know;
3. There are certain at-risk behaviors of myself that only others know but I don't know
4. There are certain at-risk behaviors of myself that others don't know and I also don't know

Source: Harbans, 2019.

Fig. 5: Types of At-Risk Behaviours



Source: Study participants.

Fig. 6: Casual Labour Safety Mass-Communication

Indian Scenario of Safety Culture Maturity

How it developed from organization to organization over the past 20 years is depicted in 10 points below:

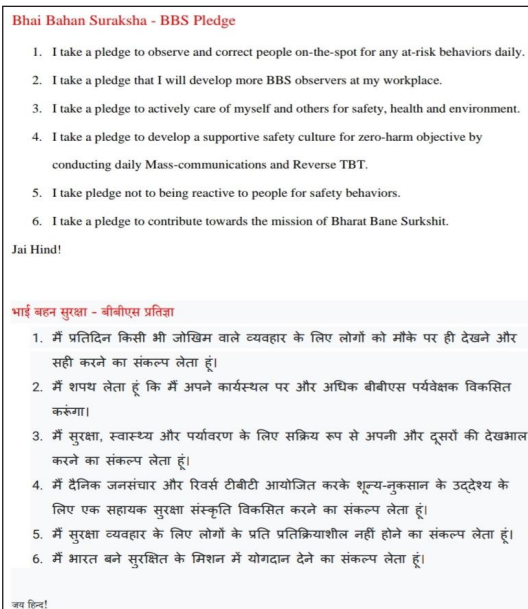
- Participation in BBS programs changed from Contract staff to CEO, MD, business heads
- Change in focus from mere observation to spot-correction
- Focus from conditions to at-risk behaviour
- Change in Approach: from reactiveness to interdependent safety culture
- Understanding that behavior impacts and hits the business
- Realizing that organizational Culture drives at-risk behaviors
- BBS Score board is necessary to understand trends of at-risk behaviors
- Understanding that more observers, more observations, more corrections at site
- Rewarding observers is must to sustain BBS system
- More industries have joined BBS, earlier only manufacturing and engineering companies were interested, now construction and chemical companies are coming forward.

Fig. 7: Maturity of Safety Culture in the Indian Industry (Kaila, 2019)

Step-up safety culture transformation maturity: Supportive safety culture positively reinforces the safety involvement of workmen (Arving et al., 2022). The BBS action plan for implementation at sites: Steps in balancing safety culture actions and measurement are listed below (Fig. 7, 8, and 9).

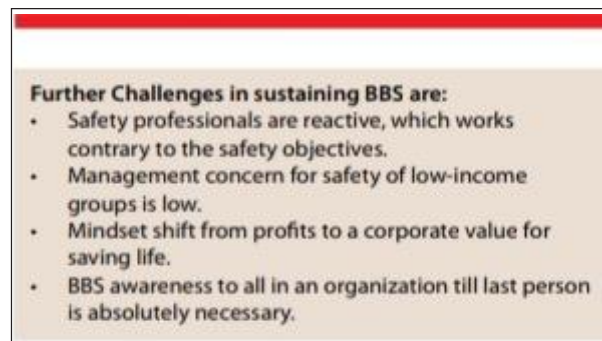
- Begin BBS mass-communication in all areas, and keep sending pictures of the same.
- Make each area's BBS coordinator, who is a non-safety person, take care of mass communication.
- Display BBS banners and BBS pledge in all areas/offices.
- Form BBS steering teams in the corporate offices, as well as each site.
- Name your BBS project, for its identity.
- Develop observers as per checklist in each area by BBS mass communications and TBT.
- Continue reverse TBT. Let workers talk about their observations/spot-corrections.

The maturity of safety culture in the Indian industry is depicted in Fig. 7. Maturity of safety culture of a company and business stability and its excellence are correlated. Risk identification and mitigation are vital in enabling and maintaining desired business outcomes (Smith, 2020). As business growth remains quite unstable while following reactive safety culture leading to incidents, it is true for higher business stability and growth while following interdependent safety culture focused on zero-harm culture. Mature safety culture transformation means everyone consistently cares for and saves everyone else from any risk.



Source: Author.

Fig. 8: BBS Pledge



Source: Kaila, 2019.

Fig. 9: Challenges in Maturity of Safety Culture in Industry

Lastly, for a higher safety culture maturity, to achieve a level of psychological safety for employees, observers need to connect with everyone, and try to be non-evaluative and non-judgmental. It matters most how long a leader has stayed in the experience of safety culture interventions for them to understand and sustain a supportive safety culture transformation, making it a way of life for people.

The implications of a particular study would differ from company to company, as per its organisational culture and compliance; in addition, every country's safety culture is different from ours, as is the manpower size. Further, limited number of dedicated observers and fewer frequent observations would encourage a dependent safety culture (Jim, 2022).



Source: Study participants.

Fig. 10: Road Safety Culture in the State of UP, India

For safety culture management strategies in India, refer Fig. 10, 11, and 12. Experts' opinion: K K Sharma: "Among all UP and Rajasthan really need support. However others need handholding to improve the culture." Prakash Karjule: "Many explosions have happened in Gujarat." Sunil Acharya: "Of course Gujarat and Maharashtra due to Industrialization. Maharashtra and UP need urgent attention for road accidents." Krishnan KPC: "Gujarat needs more focus since more major

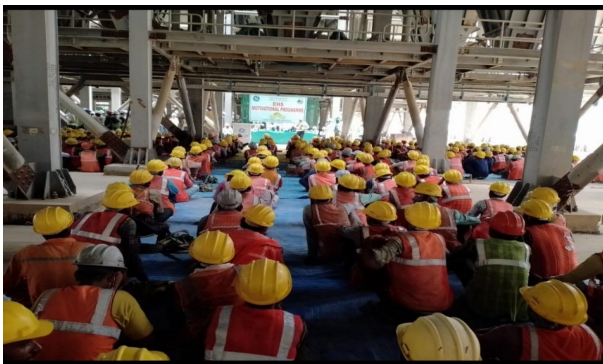
accidents were reported last two years from news reports.” Vijay Banker: “Really need support. However others need handholding to improve the culture.”

Some states in India require more immediate focus for supportive safety culture interventions, that is, the states that witnessed major incidents and fatalities during the last few years require immediate focus so that trained BBS teams can act fast and organise more programmes in those places first as part of the safety culture transformation strategy in the Indian industry. Delhi suffered hundreds of fatal accidents during the first five months of 2022 (Press Trust of India, 2022), which in a way reveals the nation's safety culture.



Source: Kaila, 2020.

Fig. 11: Public Sector Unit Raurkela Steel Plant for Zero Accident



Source: Study participants.

Fig. 12: Huge Motivational Mass-Communication by GE

MANAGERIAL IMPLICATIONS AND RECOMMENDATIONS

Leaders who do not decide on safety cultural maturity of their company, curtail or damage progress of the business

excellence. Companies require more immediate focus for supportive safety culture interventions, that witnessed major incidents and fatalities during the last years, so that their trained BBS teams can act immediately and show how a positive safety culture is a key to a more resilient business. According to AlertMedia (2022), most employees feel that safety is a crucial factor when it comes to deciding where to work. However, their safety is not important to their bosses. Corporates must know that a culture of positive safety drives the business performance (Jespersen, 2021). For variety of reasons, most companies are not inclined to pursue long-term planned safety culture interventions that provide higher levels of maturity into safety culture.

Dhara (2022) questioned, why are incidents still so prevalent in India many years after the Bhopal disaster? Safety standards and systems flavoured and reinforced with compassion, human connect, and care (Business Manager, 2022) of everyone at workplace and social places make a deeper difference in our safety culture to save people from injuries and fatalities. Observers are the frontline safety culture soldiers, and organisations must care for them with appreciation. Daily mass-communications and reverse TBTs as depicted above are the backbone of a supportive safety culture transformation at sites for developing a caring interdependent safety culture, keeping in mind the long-term planned intervention of the behavioural science principles. This would help us move beyond our reactive and dependent safety cultures. Observers, observations, spot-correction of at-risk behaviours, and connections with people down the levels define the maturity of safety culture. The leader's committed motivational efforts for rewarding observations of the last people to leave a site are crucial in the sustainability of a positive safety culture. ILO stated that a culture of safety, health, and environment can be built together at a workplace (Azzi, 2022). Ways to establish a work culture that is more humanistic ensures safety for all at work (Drishti IAS, 2022).

The difference between training and implementation is to be sensed and streamlined by leaders.

Maturity of leaders reflects cultural maturity to lead the teams. A true safety culture leadership team is on a mission, not allowing even a single at-risk behaviour at sites. The psychology of safety culture management revealed that the at-risk behaviours are the weakness of businesses. Let each one of us be a safety to our companies. There is a Zero-LTI for three years at Thyssenkrupp, when the managing director gave a target of two observations with spot-correction for every line function. Pavan Rao expressed that we need to customise company-specific safety culture inputs. That would be of great help as companies are in different stages of maturity. It is crucial to set up a forum of SHE heads of industries, who

have exemplary safety performance, to share their learnings and best practices (Personal Communications, 2022).

Definitely, when you spread BBS as a lifesaving process in companies to save people from incidents, people like to get involved. The goal of behavioural safety supportive culture is a zero-incident zero-harm environment, involving spot-correction of every small at-risk behaviour of your colleagues on a daily basis and valuing human life. Spot-correction is your quickest response to even the smallest at-risk behaviour. This is an easy and proven method for everyone to go back to his/her family without even a small injury. Company performance and well-being of individuals are closely connected. BBS is an integral part of our business, performance, and EHS policies. Hence, each HOD takes the role and responsibility as site BBS implementer for training, implementing, reporting, reviewing, and rewarding employees and workmen, including every last person in the BBS mission for development of an interdependent supportive safety culture (Harbans, 2022).

At-risk behaviour is a last chance to be spot-corrected before it becomes an incident. All incidents require someone to care for correcting the risk before it would become an accident. That level of safety culture maturity on the part of each employee at the organisation requires the corporates to act upon, to empower, and enable one and all for a lifesaving process to be implemented as an integral part of employee performance (Harbans, 2022). It requires a strong determination of leadership to implement safety culture as a planned intervention. Safety culture transformation happens faster by increasing observations daily by trained observers. Finally, reaching out to the contractor workmen is the highest value for safety support (Fig. 13 and 14). Continue observations, control risks. More observers, more observations, more spot-corrections. Think of one person who died in an accident; adopting safety culture saves several such people.



Source: Author.

Fig. 13: Reaching out to Contractor Workmen



Source: Author.

Fig. 14: Conduct of Reverse Tool-Box Talk by Contractor Workers

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