

CEOs AND HSE PROFESSIONALS VOICE OVER WHY SAFETY DEVIATIONS ARE CONSIDERED NORMAL?

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Abstract *Profit is a must, safety is foremost. Profit plus safety makes a better CEO or a good company. The Managing Director of ThyssenKrupp walks into the plant, talks to a worker who is at risk. A last minute risk assessment is necessary by everyone. If you keep on working toward a zero-harm objective, surely there must be only first aid cases. Every company is serious about risk management. Zero-harm is possible but we are not focused due to disengagement with safety culture and over-addiction to mobile usage. Everybody has to connect with people around. How do companies take care of stakeholders as well as shareholders is a serious challenge. Reason for a big incident may be due to the low-quality accessories or tools provided by your vendors or contractors. Most safety culture interventions are cosmetic not behavioural. Availability of skilled manpower is a great challenge in safety management in organisations. Is there a change in your safety culture? The reflections of this paper would help in this query. CEOs and HSE professionals reflect on why safety deviations are considered Normal across industry. Solutions are presented in four themes: emphasising principles of improving safety culture, understanding psychology of why safety deviations are considered normal, and the industry professionals' need to enrich safety culture perspective, and importantly find out, is there a change in my organisational safety culture? The research highlights that companies must periodically self-assess, evaluate, benchmark and innovate their safety culture in order to prevent safety deviations that are considered normal by employees.*

Keywords: CEOs, HSE Professionals, Safety Culture, Profit, Organisations, Deviations

INTRODUCTION

How do deviations from standard safe practices become officially normal within an organisation during regular operations? Such deviations, when carried out in a manner inconsistent with practices, procedures, and policies can lead to failure to even identify and manage hazards. A routine tolerance for getting the jobs done without following the safety instructions can lead to the normalisation of deviations (NODs). Even the employees are appreciated for taking deviations that were made for not acknowledging change, resource inadequacy and so on (Mize, 2016).

Saving someone from an injury, is the noblest act of kindness and purpose of life. Serving someone is the highest goal for personal or organisational fulfilment. Safety is considered as noble service to Mankind. U.S. Surgeon General, "There are three essential elements that fuel our fulfilment and well-being: relationships, service, and purpose". Safety culture includes all three. Relationships keep us grounded and bonded to each other. Service, from formal volunteering to informal small acts of kindness, is about helping each other.

And purpose gives our life a sense of direction and meaning. Together, these elements form the triad of fulfilment. Employers can build a focus on relationships, service and purpose into their organisational culture (Murthy, 2025).

Every incident is to be traced back to safety culture or work culture of an organisation. Twenty six air crashes over 60 years reflect that the NODs were not the first time. They were repeated and rectified until fatalities and heavy penalties took place. NODs were happening in terms of maintenance, checklist compliance, unit malfunction, instrumentation issues, engine failure, fuel running out, design, material handling, cargo door problem and so on. All these deviations are happening in our workplaces. So there is an urgent need to work on these insights.

Thermax maintained that in safety culture, all are equally accountable, why only leadership. Whereas SEIL says, we have not punished anyone in their learning event processes for 7 long years, which reflects volumes. Because it is easy to punish, but difficult not to punish. At the same time, DCM Shriram says, you need to stay for a longer time to observe changes and ultimately the transformation. Importantly,

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Vardhman says, you need not harm anyone in the process of wanting more production. ThyssenKrupp maintains that everyone must make a couple of spot-corrections daily of the at-risk behaviours as a norm of our workplaces. Similarly, every unit, site or plant, has maintained some practices to improve their safety cultures. Indranil, EHS expert says, “safety culture improvements definitely enhance the moral of our entire team to contribute better for a generative safety culture”.

Safety culture is a global scenario today in terms of achieving a near zero-harm status, business sustainability and competitiveness amongst professionally managed organisations. But, culture is very dynamic in nature. Have you been with a pet dog for a month?. I have. While you train him for daily routine, he trains you for his needs as well. He licks you. You give affection. So in this process of interaction, we learn from each other and get adapted, trained, or changed. Culture is an organisational learning event in which we deliver to manpower needs and manpower adapt to our safety culture. That’s what we refer to behavioural, cultural transformation. But, does it provide you with a near zero incidents, or zero-harm culture? Because incident can happen in a most advanced technology with most experienced people as it happened in aviation sector, whereas we trace every incident to culture. As no incident is sudden or a human error, it is normalised for various organisational reasons, sometimes production, or cost, or manpower’s insufficient training, low quality product from stakeholders, checklist not completed etc. Cultural change or transformation in safety is possible in a positively caring and supportive environment, with the presence of top leaders who design the cultural change and observers who make it a ground reality.

OBJECTIVES

Exploring voices of CEOs and HSE professionals about principles of improving safety culture, understanding psychology of why safety deviations are considered normal, and the need to enrich safety culture perspective by industry professionals. Importantly to discern, is there a change in my organisation’s safety culture? Finding solutions to prevent safety deviations being considered as Normal.

METHODOLOGY

This is a qualitative account of how CEOs and HSE professionals voiced their opinions over safety culture based on nine annual national behaviour based safety (BBS) conferences held between 2016 till 2024, in which 51 CEOs, project directors, grassroots observers including middle management, and 800 HSE professionals participated from diverse industry sectors across India. The themes of

every conference changed from the safety culture concepts, solutions, measurements, challenges to safety as a core value, and CEOs transforming mindsets and behaviours by leveraging behavioural safety as key driver for excellence. Many companies participated in this research programme, namely, Gharda, SEIL, ThyssenKrupp, DCM Shriram, Vardhman, IDEX, Thermax, GEPIL, AFCONS, ONGC, BESAFE, NSCI, IIM, Hindalco, IOCL, Bluejet Pharma, Tata Projects, L&T, GAIL, SAIL, and HPCL. Presentations and discussions focused on improving safety culture to meet the research objectives.

RESULTS AND FINDINGS

Summary of discussions involving the Director General of National Safety Council of India, CEOs, and EHS /HR heads reflected the following key points. Raghav Trivedi, CEO of SEIL, emphasised that connecting with associates at the ground level provides an insight and realisation that all incidents could have been avoided. Save the person from the pain of injury not as a CEO or an engineer but as a human being. Spend time for safety. Safety data may drive the CEO, but one must think beyond it. Bring robotics and AI to safety areas which are inherently unsafe. An honest approach is needed. Kirtiraj, CEO of Thermax felt that changing behaviour is more important than safety metrics. Safety starts with ‘respect for people’. Safety has to become convenient for people in a digital way. CEO is a safety officer first. National safety mission is the need of the hour. Anil, CEO of ThyssenKrupp emphasised that shortage of skilled manpower is a safety issue, with a 70:30 ratio. That means if organisations need 100 skilled manpower, they get only 70, 30% manpower is not skilled to do their job, which is a serious threat. CEO must chair the behavioural safety steering team. Attrition rate is very high. Manoj Tiwary, IIM Director expressed that the loss of life and property has a huge toll on economy which can be prevented by behavioural safety. Dr Harish Shetty, a renowned psychiatrist stated that the healthy connections make happy organisations. Indranil of Thermax observed that there is need for national policy on behaviour based safety. Pavan Rao of SEIL experienced that every behavioural risk gap must become part of the safety management system; otherwise, the gap will remain (IIM, 2025).

Findings of this research are presented under four themes to understand and prevent safety deviations considered normal:

- Emphasising the principles of improving safety culture.
- Understanding the psychology of why safety deviations are considered Normal?
- Industry professionals need to enrich safety culture perspective.
- Is there a change in your safety culture?

Emphasising Principles of Improving Safety Culture

The Sustainable Development Goals (SDG3, SDG8) reflect that the most important values in human life is health and safety, and a highest level of positive safety culture is connected with the health and well-being in the life of employees and workers at the lowest rung (Kabiesz & Tutak, 2024).

Principles of improving safety culture were (see Table 1) reflected out of the discussions, as below.

- *Establishing an Imperative for Safety:* Top management recognises Safety as a Core value. No activities like operations/ maintenance should take place without safety measures. Safety is never ignored even in tough times.
- *Providing Strong Leadership:* Leading by example and providing resources for timely response to safety issues.
- *Understanding and Acting Upon Hazards and Risks:* Leadership must ensure the timely identification of hazards, risk assessment, and related actions. Exploring Robotics in high-risk activities.
- Foster Mutual Trust among the employees by ensuring open and frank communication, and creating a conducive atmosphere for questioning and learning.
- Seeking experts 'advice in key or specific areas, e.g. Psychological safety/ Emotional Intelligence. Addressing Mental health and Stress management.
- *Maintain a Sense of Vulnerability:* It means everyone being aware of hazards/ associated risks, constantly looks for warning signals and avoids complacency. Complacency can set in after a superior performance out of not experiencing any incidents for a long time and earning safety awards.
- Empower individuals to successfully fulfil their Safety Responsibilities through Employee engagement practices, the "STOP WORK" policy, and Rewards (positive reinforcement).
- *Promoting Psychological Safety Support:* Psychological safety is a state wherein one feels (a) included, (b) safe to learn, (c) safe to contribute, and (d) safe to challenge the status quo with no fear of being humiliated, marginalised, or punished in any manner (Clark, 2020).
- *Combating the Normalisation of Deviance from Established Practices:* Not allowing operating outside the safe operating envelope. Eliminating/ minimising variations in shift team operating practices and protocols.

- Learn to assess and advance the culture:
 - Review at highest level in the hierarchy.
 - Monitoring Leading and Lagging metrics and acting upon them promptly.
 - Digitalisation of metrics and using AI/ ML to analyse them.
 - Ensuring appropriate training is imparted to workforce, esp. the migrant/ contractor's manpower which is varying and unskilled.
 - Learning from incidents/ near-misses happening within and outside the Company.
 - Sharing of such learnings and best practices with all direct stakeholders (employees, suppliers, customers, Government bodies and community) and with other industries.

Table 1: Principles of Improving Safety Culture

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| <ul style="list-style-type: none"> ● <i>Establishing an imperative for safety</i> ● <i>Providing Strong Leadership</i> ● <i>Understanding and Acting Upon Hazards and Risks</i> ● <i>Foster Mutual Trust among the employees</i> ● <i>Ensure Open and Frank Communications</i> ● <i>Maintain a Sense of Vulnerability</i> ● <i>Empower Individuals to successfully fulfil their Safety Responsibilities</i> ● <i>Combating the Normalisation of Deviance from established practices</i> ● <i>Seeking experts 'advice in key/ specific areas</i> ● <i>Learn to Assess and Advance the Culture</i> ● <i>Interventions that are practiced in organisations to fix safety deviations are: behavioural safety, psychological safety, human factors, human error, cultural safety, robust safety systems, critical reviews, personal safety, community safety, corporate value</i> |
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Understanding the Psychology of Why Safety Deviations are Considered Normal

Vaughan coined this phenomenon of why safety deviations are considered Normal as occurring when people within an organisation become so insensitive to deviant practice that it no longer feels wrong to them. This insensitivity develops silently over years because serious incidents do not happen until critical factors appear together (Price & Williams, 2015).

In order to prevent deviations, how business leaders communicated with the manpower on safety culture, like having skip levels town hall meetings without any hierarchy barriers. Most importantly if you really wish to tackle safety culture among employees, you need to understand the

cultural backgrounds of workers, and address how cultural safety issues arise (Table 2).

Also need to address that physical injuries happen sometimes but psychological injuries take place daily, so mental health aspects of safety are often ignored. People do not feel safe to speak up to those who deviate from safe working.

Safety communication becomes an issue that needs to be addressed. That's exactly what RBC i.e., risk-based communication, how we communicate risk to people, sometimes contract staff takes years to understand you. A safety professional admitted that it took him 6 years to convince the importance of PPE to casual workers and make them wear rightly.

Furthermore, if you speak in such a way that is not being grasped by others, does not make them safe. This time when I met my granddaughter Mehr, she Google searched my name and watched two of my safety videos, and said, don't speak fast, its not being understood, when you speak slow, it good, better. Speaking fast came normal to me. Over the time, I became so insensitive to whether people understand me or not whatever I say. Unless this was communicated to me, I kept on conducting this behaviour and considered as Normal, which may not work as a safe communication at all.

Another important aspect to consider is that unless the safety department gains proper status and position, safety doesn't get its place in the organisation. They speak up but not heard as they do not hold senior position in an organisation. Safety issues must not be pushed down because safety heads do not equal in rank to other operational heads in a company.

Companies have created safety culture for employees. Now should they also cover all stakeholders and end users of your products in communities to enjoy the positive safety culture. All suppliers, all drivers, all villages, farmers community you work with must raise voices for safety.

At one time, our collective ignorance caused fires and fatalities with reactive safety culture over past few decades, and now with collective wisdom, consciousness and innovations, we have adequate control over risks with positive safety culture. Safety culture is of concern ranging from collective ignorance to collective wisdom.

Two aspects of the safety culture are important. One, how did this culture grow up over the years? Second, safety culture actions must be deliberate and reflect upon meeting the company's safety culture mission. Look at the 7 years committed journey of safety culture that develops the capacity to transform the mindset and behaviour of manpower towards risk control.

Power culture takes over safety culture in many organisations. Safety culture is in utopia, on paper, it is

100%, but on ground, it is 70%. Anybody who speaks more about safety is often isolated. Business leaders support to safety culture was a critical issue for many years?

Business leaders must take the opportunity to understand the business economics of safety culture. As on one side, safety culture boosts the business economy, on the other side, a single incident can disturb the management and finance of the company. The CEO visibility and constant reviews of safety culture are important. The CEO, COO, business heads need to reveal how they inspired the manpower through regularly reviewing, engaging and supporting the safety culture movement in their respective organisations. How did they get convinced that the right balance between money, production and safety are much needed and regained it. Business economics and safety culture are connected, nobody knows it better than business leaders. Only cost of safety culture transformation to organisations is their long-term commitment and positive results are several.

Table 2: Reasons Why Safety Deviations are Considered Normal?

- Safety communication is an issue.
- Business leaders' communication with the manpower on safety culture.
- Physical injuries versus psychological injuries.
- Unless safety departments get its status and position.
- Covering all stakeholders.
- Collective ignorance versus collective wisdom.
- Power culture takes over safety culture.
- Lacking assessments over how did this culture grow up over the years?
- Company's safety culture mission.
- When products are in high demand, people take shortcuts, and safety takes a back seat.
- Business economics of safety culture is not balanced.
- Safety culture that stays longer forever fills our hearts.
- Across industry sectors, 30% non-compliance of safety standards and practices exist.

When we (our products) are in high demand, we have to do everything faster, then safety often takes a back seat. This needs to be balanced. Even the last person at site is your internal resource for risk control. It is very important to focus on changing grass-root culture.

A safety culture that stays longer forever fills our hearts that no one is hurt or harmed or punished. It depends upon how your employees approach your safety culture at ground level. To keep it simple, what are we aiming at, is some continual improvement in safety culture of organisations, through various methods such as holding discussions, bringing people together.

Across industry sectors, there is 30% non-compliance with safety standards and practices exist. Non-Compliance is an issue, how the business heads address in this country. We must debate and fix solutions about what business requirements really conflict with safety actions? We must reflect on how do we move from a confined safety culture to the country culture ('Bharat Bane Surkshit').

Industry Professionals Need to Enrich Their Safety Culture Perspective

Globally, safety culture has become increasingly popular as a means to reduce the workplace risks of major incidents and accidents. The topics gaining greater popularity in safety are the human factors, safety management, safety performance, safety culture, safety climate, and so on (Yalçın, 2024).

The following are a host of factors that would enrich the perspective on a company's safety culture (Table 3).

- What is your *definition of safety culture* that forms your company's perspective. If you ask any professional or a manager, how much do you understand about safety culture? Someone may say 80 or 70 percent, as its definition is so widely dynamic. Another question to focus is, why do incidents happen when plants or sites are 100 percent safe in documentation?
- It is important to note that any *deviations that are considered normal are highly risky*, and must be controlled. *All errors or incidents are driven by* or can be traced back to the culture of an organisation.
- *Need to innovate your safety culture* with the best practices from other organisations. The safety culture transformation journey must consider the changes from time to time to now. Constantly enriching your organisational safety culture with different perspectives is the key. As external and internal environments become more uncertain and dynamic, mental health concerns are considered essential for employees to implement innovative behaviours (Zhan et al., 2025).
- *Safety culture must be your work culture*. Do we wish to create safe behaviours or safety as a corporate value? Safety culture is a unity in diversity. Get unified over your safety culture objective and mission. It is a cultural marriage in which people from different backgrounds come together.
- *What can convince a business head* or CEO to get involved in the safety culture of an organisation is an issue? Seeking a wider set of inspirations from the CEOs role in safety culture transformation is important to achieve near zero-harm culture in workplaces.
- *Awards and certifications do reflect that you are doing your best, but they must not be considered a mark of perfection* as incident can happen despite best

technology, experienced people and robust systems, as it has been happening in so called safest aviation industry sector.

Table 3: Industry Professionals Need to Enrich Safety Culture Perspective

- Definition of safety culture.
- Deviations that are considered normal are highly risky.
- All errors or incidents are traced back to culture of an organisation.
- Innovate your safety culture.
- Safety culture must be your work culture.
- What can convince a business head to get involved in safety culture is an issue?
- Awards and certifications must not be considered a perfection.
- Why do we want to harm someone if we want more production?
- These are corporate safety scandals when management delays critical safety decisions.
- Observers as gate keepers of the safest culture at grassroots, must be rewarded.
- Beliefs, behaviours and statements (BBS) are different for employees.
- Competitions are undeniable trends, but demand internal competitiveness skills.
- *Why do we want to harm someone if we want more production* - this question comes from a managing director Padma Bhushan Shri Oswal ji, someone must attempt to answer this? We try to trace incidents into culture, but the root cause of all incidents lies in the mindsets of corporations.
- *These are considered as corporate safety scams* when it has repeatedly shown that the managements delays the safety decisions often until fatal accidents take place, resulting in devastating financial as well as human costs (Lal & Choueiri, 2024).
- *Observers as gatekeepers of the safest culture at grassroots*, must be retrained, reviewed and rewarded from time to time. They are also the implementers of safety culture ethics, they must know how to "bell the cat" when safety is being bypassed at any level by anyone.
- *Beliefs, behaviours and statements (BBS) are different for employees*. There are three categories of CEOs or top management leaders. 1st category, those who are interested in safety culture but not very clear about concepts; 2nd category includes those who are aware but not committed; and the 3rd category comprises those who are aware, committed and innovative. Leaders must remember, you may ignore risks, but risk doesn't ignore you. First, we performed as manager, then became a leader, now we have to act as a change catalysts, the country demands to self-actualise what

you gathered over life time, from being a beginner to innovators as CEO. It is important to understand CEOs' belief and self-perception of their responsibility for establishing psychological safety in the workplace. The CEOs' own perceptions are influenced predominantly by their experiences, personal values and personality. Also that the psychological safety and mental health have become hygiene factors for CEOs, the absence of which has a huge negative impact on the organisational performance than the positive influence of their presence (Schigt, 2020).

- *Competitions are undeniable trends, but demand internal competitive skills* to deal with safety culture and zero-harm objectives. Global competitiveness is an outcome of safety culture goals, i.e., near zero-harm position and business sustainability. Competitiveness gives challenge of internalising competition. While competition refers to improving quality of service or product, whereas competitiveness is the ability to respond to the environment.

Is There a Change in Your Safety Culture?

With an understanding of how safety culture is sustained in an organisation, more effective routes can be developed in order to improve safety culture by using the maturity analysis, in ways that the associations between individual safety culture factors should not be considered separately, as they are all connected to each other. Also, it has been found that mature communications support the employees' commitment even without the supervisors' commitment (Tappura et al., 2022).

Some reflections below would help organisations know whether there is a change in their safety culture (Table 4).

Safety culture is not an accidental, or a fixed formula but a planned long-term struggle which doesn't guarantee that you achieved zero incidents. Any day is an incident day, as its potential exists ever.

Make safety culture accessible, simple, and scientific. Popularise it and take to all states in India. Now Industries, associations, governments institutions, individuals are promoting the same.

Keep on self-assessment to evaluate and benchmark your own safety culture. Any incident can be traced back to the organisational culture.

Many systems and sub-cultures prevail in an organisation, which are great challenges. During the safety culture management, we try to unify and transcend all into a uniform culture. Discover how to build safety strengths in science-backed 5 minutes in your organisation, empowering everyone at work to observe for spot-correcting at-risk behaviours of your colleague daily. Practice it as SOP.

The effects of the unspoken layer on safety culture in an organisation are huge, unsealed, and un-scaled. Mostly we say, speak up to save people. But we must understand the effects of our body language, nonverbal and unsaid human gestures that convince people to involve passionately.

In safer environments, people feel happy and give their best to perform. In a weak safety culture, one has to protect oneself from getting harmed or hurt, but in a strong safety culture, others care that no one gets hurt.

Leaders determine to be at the forefront for safety culture improvements. *Top leadership drives safety culture*. But at Thermax, this accountability rests with everyone as observers, why just the leaders? SEIL says, we didn't punish anyone for learning event for 7 years which speaks on the culture building. You stop blaming humans, rather start fixing and reframing your organisational culture for incidents to be prevented. But you need to redefine what is safety culture for you. Initially you begin with a narrow definition, as to dive to deep waters, the definition gets wider and wider, and you never stop redefining it, innovating it.

Table 4: Finding Out, is There a Change in Your Safety Culture?

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| <ul style="list-style-type: none"> • Safety culture is not accidental, but a planned long-term struggle. • Make safety culture easy, simple and scientific. • Keep on self-assessment to evaluate your own safety culture. • Many systems and sub-cultures are great challenges. • Effects of body language of managers on safety culture is huge. • In safer environments, people feel happy and give their best to perform. • Leaders determine to be at forefront for safety culture improvements. • Safety awards for competitiveness and business sustainability. • Communicate with courtesy, but abuse of safety culture is not tolerated. • Unlock your safety culture by adopting interdependent safety culture. • Mental health awareness sessions are important for creating positive organisations. |
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Understand the significant difference that safety awards are not in competition with others, but are about competitiveness, and business sustainability when you reach near zero-harm objectives. It's inspirational and motivational. Achieving zero incidents status is a natural outcome of positive safety culture which puts you on higher pedestal globally. Competition is a short-term goal whereas 'business sustainability with safety culture' is a corporate value as long-term goal. With a strong internal competitiveness, you give competition to others. You don't compete with them. You raise up to the level where others chase you as a model. Competitiveness is a

corporate virtue and sustainability is an outcome of safety culture which is a tool to achieve near zero-harm objective. You are competitive to others because you follow safety culture that gives you near zero-harm position of which the result is business sustainability. Awards helped companies discover a broader perspective on positive safety culture implementation.

Communicate with courtesy, but the abuse of safety culture is not tolerated. Weekly reviews and rewarding the safe behaviours of employees and best observers are key to success of safety culture at organisations. Recognising his unwavering commitment to the principles of Behaviour-Based Safety (BBS) and his leadership in driving the ZERO HARM objective is truly inspiring. This leadership support and vision strengthen our collective resolve to prioritise safety as a core value within the organisation. Mr. Jilkar's dedication and enthusiasm have consistently motivated the entire team to embrace BBS as a transformative approach. Under his guidance, we have made significant strides in fostering a proactive safety culture that empowers individuals and aligns with industry best practices (Personal Communications, 2025).

Unlock your safety culture by adopting interdependent safety culture. Some companies even expanded their safety cultures with community outreach to neighbourhood companies, schools, roads, industrial associations, and so on. On the other side, some organisations gamble with safety risk, they manage it sometimes and ignore it on other times, which can be very risky.

Mental health awareness sessions are important for creating positive organisations. A Positive safety culture sustains in positive organisations. Additionally, more humanised environments need to be created that can respond effectively to the employee grievances as well as serious personal problems of people such as substance abuse in lives of the workers. An access to high-quality mental health services is also associated with improving workers' health and positive organisational outcomes. Employers must provide EAP and stress management programmes for promoting positive mental health in the workplace that requires collaboration across all leadership levels (Ashley et al., 2021).

CONCLUSIONS

A research inquiry attempted in this paper was to investigate why safety deviations are considered normal across industries. For which the solutions are presented such as: emphasising principles of improving safety culture, understanding psychology of why safety deviations are considered normal, and the industry professionals' need to enrich safety culture perspective, and importantly find out, is there a change in the organisational safety culture? The research highlights that companies must periodically self-

assess, evaluate, audit, benchmark and innovate their safety culture in order to prevent safety deviations. However, it is acknowledged that preventing safety deviations that are considered normal within organisational ethos, is not simple, linear, or straightforward. It is complex, dynamic but not complicated. It can be prevented following discussions of this paper.

CEOs and HSE professionals voiced over the characteristics of organisations that consider safety deviations as 'normal' are lacking assessments about emphasising principles of improving safety culture, and not realising whether their industry professionals' need to enrich their safety culture skills and perspectives. Additionally, they are not evaluating to find out whether there is a change/ transformation in their organisational safety culture. There are several reasons about each of these absence of actions within their organisational cultures, such as safety communication, leaders' communication, psychological injuries, safety departments' position, covering stakeholders, collective ignorance, power culture, lacking assessments, safety culture mission, products vs safety, business economics, longer safety culture, huge non-compliance. Research suggests a positive safety-culture through transformational leadership, reward and recognition programmes, an updated technology for an easy method of reporting hazards for reducing accidents and improving employee well-being and an urgent need for collaborations amongst all stakeholders, shareholders and end users of company products to build safer environments (Tang, 2025).

Also, the organisations that consider safety deviations as 'normal' must address cultural failures by addressing interventions such as behavioural safety, psychological safety, human factors, human error, cultural safety, robust safety systems, critical reviews, personal safety, community safety, and corporate values. These organisations must follow safety principles such as establishing an imperative for safety, providing strong leadership, acting upon hazards and risks, foster mutual trust among the employees, ensure open and frank communications, maintain a sense of vulnerability, empower individuals to successfully fulfil their safety responsibilities, combating the normalisation of deviance from established practices, seeking experts 'advice in key/specific areas, and learn to assess and advance the culture. The combining of these multiple interventions have proven to be synergistically effective approaches, enhancing HSE results and an overall safety culture, safeguarding individuals' well-being and protecting the operational environments (Benson et al., 2024).

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