

# SAFETY CULTURE OR ACCIDENTS CULTURE - PRACTICING ACCOUNTABILITY MANAGEMENT

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**Abstract** *An unsafe act is a cultural entity of an organisation that requires correction by its factory occupier, who needs to follow it, review it till correction failing which he or she is liable for a court correction as it affects lives of the workforce. Most corporates adopt double standards on safety spendings as well as remain significantly low on safety initiatives. Safety culture in the country and amongst the corporates can not be developed until and unless people are involved, managements are focused, institutions are driving it, government officials are enforcing it, and all employees reinforce it. Everyone who believes in humanity should participate in this endeavour. Accidents culture must be questioned and fix everyone's accountability for achieving positive safety culture in organisations. Power of spiritual safety is that celebrating religious festivals at workplaces is not an idol worship but to follow behavioural characteristics of those spiritual avatars or leaders for developing positive and supportive safety culture for saving lives. Behavioural accountability and business sustainability are inherently correlated for its implications. This research was conducted over a year during 2024-25 in India, including 252 Health, Safety, Environment (HSE) professionals from diverse industry sectors. Companies must give up their accidents culture and adopt accountability in organisations to rebuild positive safety culture. The upper leadership must provide resources and funds for safety culture that employees need. Eight themes are identified and discussed from qualitative and quantitative data of this research to identify and address the safety culture accountability management. Moving an organisational culture from an accident culture to a positive and supportive safety culture requires multiple actions under a long-term planned approach. Training for all manpower as well as a clear strategic approach to rebuild safety culture are utmost important. Lack of the safety minded leadership on the top of corporates gives way to injuries and fatalities of workers. There is a strong need to develop internal capabilities for controlling risks rather depending upon consultants for creating sustainable results on supportive safety culture in organisations. Managing Director visits the shop-floors is an emotional boost for employees.*

**Keywords:** *Accidents, BBS, Culture, Safety, Organisations, Accountability, Management*

## INTRODUCTION

Accidents culture or safety culture? Is leadership responsible for an accidents culture? Managers at sites know well that at-risk behaviours exist in plant and can injure and even take life of workmen, but still they keep silent, walk away and look at other side. Is this not a well-informed and organised act of an accident? Why so? Let's resolve. We are not short of solutions, rather we don't consider safety issues as problems of concern to us. The concept of managing process of rebuilding a safety culture involves the leadership commitment and practicing accountability as significant

components (Peightal & Singerhouse, 2020). Whether company directors support safety culture excellence is a deep question to explore the goal of incidents-free status? The top and site management, in general, are responsible for weak safety culture at corporates as well as at the sites resulting in regular incidents and fatalities. Industry professionals observed lack of management's will to support in safety culture, which amounts to a flaw in business sustainability. Top managements need guidance about the interventions leading to safety culture transformation (Kaila, 2022).

Improving the safety quality of employees is the most vital aspect to promote safe production in terms of the

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safety competency of employees, systematic analysis of key problems such as weak safety awareness, lack of safety skills, nonstandard safety behaviours (Lv, 2025). Companies must evaluate the role of safety regulations in preventing workplace incidents, focusing on the impact of employee awareness, implementation of safety measures, and enforcement of safety rules (Peter et al., 2025).

People experience both physical as well as psychological injuries at workplaces. Concepts of psychological safety, mental health, and well-being have now entered in the dictionary of safety professionals and leaders in organisations, being vital aspects of safety culture across the world.

Organisational positive safety culture is a one single combined dimension of effectiveness of all safety measures, systems, policies, procedures and processes. Workplace safety across industries depends largely on safety culture; therefore, it is vital to analyse work culture's impact on employees' readiness to report safety issues, examine obstacles to incident reporting along with management commitment and employee perceptions while also analysing regulatory framework, and essentially providing best practices and recommendations for building an active safety culture that improves incident reporting and minimises safety hazards (Juba, 2025).

The common prevalent misconception that human error is an individual failing has led to an ineffective approach in resolving workplace incidents. It is argued that human error is linked to organisational culture and must be addressed at a systemic level rather than focusing on individual accountability. Inadequate training, financial constraints and mismanagement of risks contribute to an unsafe work environment. The presence of physical, perceptual, cognitive, and behavioural deficiencies amongst employees exacerbate incidents even in technologically advanced workplaces. Human error is not an isolated phenomenon but a sequence of events triggered by leadership, cost-cutting measures, lack of adherence to safety protocols, and the absence of preventive maintenance. Temporary repairs and delayed regulatory approvals that overlook long-term safety contribute to the organisational hazards. Some organisations successfully transformed their safety cultures through systemic interventions, moving towards a zero-harm objective (Fig. 1). Focusing on cultural shortcomings at multiple organisational levels is essential in mitigating human error and enhancing workplace safety cultures (Lal & Choueiri, 2025). Safety culture is crucial for organisations seeking to enhance safety performance and is also quite challenging for them (Pedrosa et al., 2025).



**Fig. 1: Usha Martin Striving Towards Zero-Harm Mission**

## OBJECTIVES

- Explore as to why companies stick to a mistaken culture of accidents which must be addressed.
- How to manage everyone's accountability for achieving positive safety culture in organisations?

## METHODOLOGY

This paper is an extract from a longitudinal national safety culture program, and this research was conducted over a year during 2024-25 in India including 252 Health, Safety, Environment (HSE) professionals and experts from diverse industry sectors. Mixed methods approach was used and the data were drawn from the official records, literature reviews, eye witnesses, lunch meetings, site-based trainings, surveys, interviews, field insights, questionnaires, plant visits, lunch/dinner conversations with operational staff, experts meetings, workshops, national seminars, post-session meetings, informal conversations, emails, tele-meetings, video conferences, and recommendations.

A random sampling design was followed for selection of sample across Indian industry from diverse sectors such as chemicals, construction, steel, gas, petroleum, energy, pharmaceutical from MNCs, public/private sectors.

Based on objectives of this research, eight themes were identified from the qualitative and quantitative data of this research (Table 1).

This exploratory study followed globally accepted analytical frameworks such as ABC (antecedents – behaviours – consequences) as well as the Bradley maturity curve of

the safety culture, which depicts the connection between the study objectives and themes in order to identify and understand how companies suffered accident culture and/

or practiced accountability management towards a robust safety culture.

**Table 1: Eight Themes as Emerged Out of This Research to Identify and Address the Safety Culture Accountability Management**

1. Transformation is very slow.
2. Occupational health risks for HSE professionals in industry are very high due to their job demands, pressures and targets.
3. Corporates need stronger safety professionalism.
4. Abundance of At-risk behaviours co-exist with first aid injuries leading to incidents.
5. Nurturing organisations for positive safety culture to avoid serious incidents.
6. Why some industry people don't favour positive safety culture transformation.
7. Adopt Fearless safety culture for real business sustainability.
8. Management agenda of behavioural safety culture to promote.

## RESEARCH FINDINGS

### Transformation is Very Slow

For the elements required to deliver the best safety performance, focusing on accountability and strong leadership, needs to be applied along with workforce involvement and management commitment. The accountability and leadership have played a key role in improving the corporates safety performance. The motivation to change behaviour is achieved by linking safety to reward and recognitions. The updating of skills for people to make a behavioural change is done through training all staff on how to intervene if someone is acting in an unsafe way and how to respond to correct on the spot. Another key skill identified as essential is to communicate in a constructive non-threatening way. This demonstrates that a transformational leadership style is the most effective way for senior managers to communicate their commitment in a trusted form (Bryden, 2002). But practically, an accountability remains low on part of organisations till now even in the year 2025, as they have forgotten the essential elements of getting serious about safety in terms of accountability and leadership. Most corporates adopt double standards on safety spending as well as remain significantly low on safety initiatives. Despite emphasis on safety culture by ILO and WHO, corporates do not demonstrate commitment. The safety accountability impacts the safety performance of safety managers (Sha et al., 2024).

### Occupational Health Risks for HSE Professionals in Industry are Very High Due to Their Job Demands, Pressures and Targets

The first factor to explore as to why companies stick to the culture of accidents is the occupational health risks being

faced by the HSE professionals in industry. Generally, the hypertension, diabetes and heart problems, stroke, high cholesterol are common among them. How corporates address these health risks poses a big concern? Sivaramkrishna Rao, a HSE expert observed that there is huge pressure and little praise for the job done for HSE professionals. For any incident, suspect is a safety officer. Explanation is sought from safety personnel. This creates an unbalanced thought process and mental agony resulting in emotional health disorders. Pavan Rao, HSE head retired from SEIL found that stress arises when management doesn't support HSE professionals or does not understand the HSE requirements or has a wrong understanding of gaps and ways to address them. Then HSE professionals feel that it is better to resign.

Mohapatra, EHS Head of Thermax Power division, emphasised that we care of our employees. We are trying to simplify their work through digital reporting of safety culture, so they no longer need to send MIS reports to Corporate. We are making the line function accountable for safety, with the Site In-Charge leading safety efforts. The HO execution team is reviewing the progress. Safety officers no longer need to follow up for compliance, as this is now being managed automatically by the software.

KK Sharma DCM Shriram put forth very strongly that why specifically for HSE professionals, occupational health risks are across all functions. Corporates have initiated wellness programmes at all levels and are having 360-degree feedback to assess leadership attributes and build culture that provides right environment to everyone. Limited resources is a challenge that also contribute to stress causing occupational illness. We have the Art of Living programme at sites. Prakash Karjule, a construction head of Thermax opined that the regular physical activities, yoga and pranayam (breathing exercises) are best to overcome stress / hypertension / pressure etc.

Personalised protection for managing occupational health risks is the need of the time as described by Harvard

Medical information. KK Sharma added, those who care for themselves will act without waiting for corporates. The Bhagwad Gita (Spirituality) is the best for stress relief and deliver our best. Corporates also arrange Gita festival and other spiritual safety culture programmes for employees' families in the evenings.

Sushil Pandey from Hero Honda reported that this issue can be addressed through psychosocial risk assessments and wellbeing initiatives. Vijay Banker of Gharda Chemicals mentioned that fortunately I am away from all these health issues so far. Dr Ramesh Das of BARC advised that there is a need to encourage employees for regular physical exercise as well as yoga. This would enable them to face the demanding tasks at ease and remain happy. SK Sharma of Torrent Gas Pune recommended that the first step is the well-being policy and accordingly SOP to be developed. Employee friendly companies already have wellbeing programmes in line with the policy and SOP.

Mallikarjun of Gharda Chemicals reiterated that in their company, the following protocols are in place:

- Pre-employment Health check up and employment is offered to the candidate after declaration of fitness by Factory Medical Officer.
- Employees engaged in hazardous operations, are exposed for periodical health check ups on quarterly basis.
- Annual medical check up and reports are certified by Certifying Surgeon apart from Factory Medical Officer.
- Pre-exit medical check-up for those who get either retired or want to leave the organisation to ensure that individual employees are not suffering from any occupational health issues.

Additionally, we have implemented 'My Health' scheme for our factory employees, having personal health issues like hypertension, obesity, diabetes, smoking, heart issues, etc.

Health service is an important work area which can lead to important risks related to occupational health and safety (OHS) risks for employees. Hence it is important to evaluate the effects of occupational risks on health and decrease the exposure to occupational risks of health professionals. Thus, awareness can be raised to define occupational risks and help planning services for health professionals. National Institute for Occupational Safety and Health (NIOSH) reported many kinds of physical, chemical, biological, ergonomic and psychosocial hazards and risks. According to the ILO, there is 1.25 trillion dollars loss each year due to the OHS risks. Health professionals have work stress, and they suffer from the inconvenient design and hazards within the workplace. The health of health professionals directly affects the health of the community (Ulutaşdemir & Tanir, 2017).



**Fig. 2: Boosting Psychological Safety Culture**

## Corporates Need Stronger Safety Professionalism

Safety culture updation must not be based solely on consultants but on internal resources. Ramdas of IOCL, emphasised for promoting safety culture, managements must implement a leadership-driven safety culture and collective responsibility. Everyone should take ownership of safety and identify safety gaps during ESA audit, such as mock drills, HAZOP/QRA, and equipment inspections. The system should be practiced through joint facility inspections involving plant-in-charge, safety officer, and employees, and investment for effective dissemination of policy guidelines. Practice to be done for analysis of accident data, root cause analyses, and action for HSE roadmap.

Personalised attention to each other at any place is the key to improving safety, health, and environmental culture around us. Being Personalised means passionate, positivity, empathy, and enjoy lifestyle changes ever. New guidelines have shifted away from that numbers-based behavioural approach in favour of a highly personalised approach against all HSE risks so that everyone has learned to be safe in all circumstances at any place. Personal safety and health behaviours or lifestyle changes are essential like safe diet culture, exercise, meditation, proper meditation, music, yoga, hobbies, hygiene, routine medical care etc.

Prakash Karjule of Thermax mentioned that at our company including all construction sites, we implemented behavioural safety culture not just as a drive but as a cultural shift. Instead of assigning BBS observers, we focused on identifying root causes of unsafe acts mostly behaviour based and trained 100% of observers for effective spot-corrections. All observations and corrections are reported through the Thermax Life App, ensuring real-time tracking and response. Ground-level workmen including vendor staff and each and every workmen are empowered (Fig. 2) and trained to identify, report, and correct unsafe conditions. This approach significantly reduced unsafe acts and near-misses, leading to a visible safety transformation across all Thermax sites.

Corporates need stronger safety professionalism (Lal & Choueiri, 2025), focusing on individual accountability and organisational positive safety culture. Management

must send safety, health and environment messages down the levels regularly. Companies must look at the key areas of occupational health and safety (OHS) systems in the context of global challenges and latest legislative changes. The central importance is given to digital technologies, the formation of a safety culture and a risk-based approach. Practical recommendations for improving the efficiency of OHS services, especially at critical facilities must be implemented (Sattarov, 2025).

### **Abundance of At-Risk Behaviours Co-Exist with First Aid Injuries Leading to Incidents**

If small first aid injuries (FAIs) are happening at your workplace, it is certain that at-risk behaviours are taking place in abundance, due to which, serious incidents can happen any time. Therefore, take action to build a positive safety culture as soon as possible. Management often considers FAIs as normal, underestimate its implications, and serious incidents take place in due course to result in huge losses.

Top managements must experience safety culture development through case studies of other companies that implemented safety culture successfully before they can enthusiastically empower their own manpower. During training discussions, the employees always expressed to provide the safety culture training to their seniors. One of the EHS head emphatically stated that, *“I could complete my critical construction project without any major incident only because my site head trusted me to go ahead on mission mode for creating safety behaviour across the site”*.

Unsafe behaviours in some cultures are considered safe or normal, which poses a challenge in building safety culture in organisations. Behaviour based safety is an important methodology to reverse the unsafe behaviour at workplaces. An e-learning module of BBS must be developed by all companies to enable all manpower to understand the underlying concepts, and this e-module must be mandatory for all employees and stakeholders to pass it online every year.

Remember, not only the CEO, top management, but all employees and contract workmen are also equally accountable for building positive safety culture. Blending business with safety culture and inspirations from top managements helped safety culture transformation in Vardhman Ecosystem.

Joint managing Director of Vardhman visits plant daily to interact with workmen. Aichi Japanese partners of VSSL maintained that safety culture is all about communication with empathy. Another Japanese partner asked, is there any organisation that has achieved safety culture transformation in true sense. The answer is not straightforward as safety

culture transformation is a journey of struggle, not a destination as organisations keep changing in terms of manpower, technology and external impact on businesses.

### **Nurturing Organisations for Positive Safety Culture to Avoid Serious Incidents**

KK Sharma, Pavan Rao, Vijay Sadigale, and many EHS professionals believe that, for promoting positive safety culture at the national level, the behaviour based safety (BBS) culture must be an important element in all safety audits and all curriculums. It is important and must be an integral part of business as well. In addition, psychological safety (PS) be also assessed as both BBS and PS are part of a coin that are required for positive safety culture. Compassion and empathy as values in action at leadership are keys to BBS implementation.

Arvind Roy said that Afcons considers BBS in safety audit. Guru Pratap, HSE expert from Vizag mentioned that he is trying to promote safety culture in every audit whichever being done by him.

Indian Chemical Council (ICC) and Thermax auditors regularly include BBS assessments in safety audits of their plants. Whereas most others don't do so. The dynamic nature of the industry renders it inherently hazardous, leading to elevated rates of occupational injuries. Thus, it is imperative to explore diverse strategies aimed at mitigating these risks. One such approach is Behaviour Based Safety (BBS), which targets the enhancement of safety performance by addressing the behaviours of workers. It becomes increasingly evident that prioritising safety culture might supersede the sole reliance on BBS methodologies (Al-Bayati et al., 2024).

### **Why Some Industry People Don't Favour Positive Safety Culture Transformation**

Safety incidents bring tears in the eyes of families of employees and contract workmen, then why some industry people don't favour positive safety culture transformation?

KK Sharma observed that they do not see their employees as extended family. There are other industry people who not only see this as part of their value respecting everyone but also exhibit in their actions promoting positive culture. Arun Deore of Afcons is of the opinion that the safety culture is not only company's initiative but everyone is responsible for adoption of safety culture.

India urgently needs education on safety culture. Safety culture is not consultant driven, its company's own initiative. Aakash Thakur of Vardhman mentioned that his company's objective is to build and nurture a strong and positive safety culture.

Safety culture transformation is the only robust mechanism of internal risk control of organisations sustainability. And this internal control must be defined with humanity, unity, positivity, empathy, daily observation, spot-correction by top to bottom employees. An extensive review of the safety culture literature identified three key themes, role of new employees, absence of a pro-active approach, and need for a ‘No-blame’ culture, and it explores their impact on occupational health and safety culture (OHS), which have important managerial implications (Claxton et al., 2021).

## Adopt Fearless Safety Culture for Real Business Sustainability

Success needs a continuous influx of new challenges, new ideas, and critical thoughts, and the interpersonal climate in organisations must not silence, suppress, intimidate, or ridicule. People must be allowed to voice un-finished thoughts, ask queries, and brainstorm openly, which creates a culture in which a momentary lapse is no big deal, and where actual mistakes are owned and corrected, and where the idea could be the next big thing. There is a need to explore this culture of psychological safety, and provide a blueprint for bringing it to occupational life. The road is sometimes not so easy, but succinct and informative scenario-based explanations provide a clear path forward to constant insights, new learning and healthy innovations (Edmondson, 2018).

A fearless safety culture is also ethical. But is it possible in our scenarios? It is never normal in safety scenarios and if we think so, then it is a myth. Moreover, no options for safety compliance must be given. Safety or accident, nothing in between. Whenever leaders choose option, they invite incidents.

The world needs safety culture education. Organisations must adopt Safety culture Project HOPE.

H - Humanity not reactive approach.

O - Observation of at-risk behaviours.

P - Personalisation of safety values.

E - Ethics of safety culture and education to all.

Are business ethics and safety ethics different? Balancing the two is a dilemma for professionals.

Our aim is to bring ground-based safety culture interventions to high-performance environments and to empower individuals of all backgrounds in organisations. Research underscores the central role of a resilient safety culture in boosting the impact of workers educational levels on safety performance. This study acknowledges the influence of an individual’s learning ability on safety actions. Integrating educational levels with individual learning abilities

would facilitate the development of targeted strategies for improving the safety excellence (Chan et al., 2023).

## Management Agenda of Behavioural Safety Culture to Promote

*Upper management serves as the initiator of safety culture within companies. The role of top management is crucial to site safety and can take to enhance organisational safety culture. The actions in terms of resources and funding, leadership, and communication demonstrate commitment to safety through actions. This emphasises the role of upper management collaborating with and empowering frontline staff as safety champions. For building a robust safety culture, the site climate is essential for ensuring the well-being of workers and the success of any project. This cannot be achieved without a clearly defined list of desirable safety actions (Al-Bayati & Chellappa, 2025).*

Top/upper management must ensure the following:

- Behavioural Safety be included as an important element in all safety audits and curricula.
- All industries should adopt BBS as a long-term most effective planned initiative towards Interdependent Safety Culture and Zero Harm.
- All organisations must develop an e-learning module of BBS awareness for reaching out to all employees and stakeholders.
- To initiate Safety Culture and Zero Harm objectives in zones, regions, states to meet our objective - Bharat Bane Surkshit.
- All organisations must, through regular trainings, increase the “quality of observational soft skills of observers and reporting” for enhancing effectiveness of positive safety culture.
- Annual BBS external audit is essential for companies to enhance effectiveness and an update of positive safety culture.

Sivaramkrishna Rao, an HSE expert opined that BBS must not become another ISO with SOPs and checklists. If BBS Manuals become mandatory, they will meet their demise like ISO now. It is suggested to update BBS annually by anonymous surveys top to bottom, not through audit. Ramdas Jadhav of IOCL said that checklist is important aspects of the safety audit, must have details like: what time BBS programme was announced/inaugurated, BBS training of implementor, selection of observation areas, appointment of observer and implementation coordinator, improvement in the selected BBS programme, overall rating and management role. Sujata Sinha, a PhD scholar suggested that posters such as “safe behaviour brings workplace safety”, “I behave safe, you behave safe, make workplace safe” must be displayed with some graphics in all

critical and eye catching points like in cafeteria, in meeting rooms and on shop-floors (Personal Communications, 2025).

## CONCLUSIONS

*In order to identify and address the safety culture accountability management*, it is emphasised to focus on occupational health risks for HSE professionals, need for stronger safety professionalism, identifying at-risk behaviours that co-exist with first aid injuries, nurturing organisations for positive safety culture, reasons why industry people don't favour positive safety culture transformation, adopting a fearless safety culture for real business sustainability, need to adopt safety culture project HOPE, and top managements to promote an agenda of behavioural safety culture.

One of the most important values in human life is health and safety. This is reflected in the Sustainable Development Goals (SDG3, SDG8). These goals emphasise the importance of ensuring and promoting well-being and healthy lives for all, and fostering sustainable and inclusive economic growth through congenial work and safe working conditions. The research revealed that the employees rate the level of safety culture very highly. The level of safety increases, the number of accidents at work decreases, and thus the protection of employee health is better. Therefore, a high level of safety culture is correlated with a high value attached to the health and life of employees, and this, in turn, affects public health. Moreover, fostering a robust safety culture aligns with the principles of sustainable development, contributing to long-term society well-being and aligning with global goals for ethical and responsible growth (Kabiesz & Tutak, 2024).

All countries have grown due to change in their safety culture amongst their citizenry and policy implementation. In order to achieve the safety culture implementation in the social fabrics, behavioural safety culture must become a part of academic syllabi, industry curricula, all EHS audits, as well as of the CSR actions to reach out to communities. Importantly, as safety culture being a behavioural science application must be a long-term planned intervention so that it can become the social mindset. The role of educational institutions at all levels is vital in promoting safety culture. All fatalities would have controlled if there were a safety culture initiatives taken by the authorities at higher level, since the root cause of all incidents is in the culture. Role of CEOs leadership is important in safety culture promotion as they manage large number of manpower across the global workspaces. *CEOs who not only speak about safety culture but also review its implementation progress can make a significant difference*. Organisations must see that the safety culture becomes a core value of the corporates during its journey of cultural transformation.

As a safety professional, it is emphasised that our Managing Director comes to the shop floor which is the reason that our safety incidents have significantly reduced. The result is that today all workers get involved in safety actions. We must buy-in the workers and stake-holders by explaining the importance of safe behaviours. How do you engage and encourage employees that they feel value in safety culture, is utmost important. In this regard, most important is the HOD whom employees listen with keen interest as they evaluate their performance for incentives and promotions. To be a mentor not boss is important to workmen. Share real-time stories to workers so that their resistance can be broken. Additionally, AI observers can be developed for behavioural safety culture. While employees take short-cut in completing a job, the company must not take a short-cut in adopting implementation of the positive safety culture. Convert safety policy into actions with employees, and understand that safety culture is incremental and gradual, not that it gives immediate change in the work culture transformation. Research revealed that employee can demonstrate commitment towards achieving goals, prevent errors and break away from old habits to attain favourable outcomes. This cultural journey impacts to the operational areas. The main challenge is changing stakeholders behaviour and culture that has been embedded for long. To overcome the challenges, leader provides clarity for each safety concern, demonstrates commitment toward achieving goals, offers support to colleagues who take initiative and make decisions and are open to considering ideas and perspectives (Harris & Arief, 2025).

Ensuring workplace safety in the industry requires a shift from mere regulatory compliance to a deep-embedded safety culture. The companies must aim to develop measures for not only adherence to safety regulations but also integration of safety values into daily practices. It is indicated that a strong safety culture correlates well with the improved operational efficiency reduced workplace incidents, and better employee engagement. Leadership commitment, continuous training and worker participation emerge as critical elements of an effective safety culture. The regulatory compliance alone is not sufficient to sustain long-term safety improvements, rather identify gaps and implement defined improvements to explore the long-term impact of safety culture interventions and their effects on organisational performance. By shifting the focus from compliance to culture, organisations enhance employee well-being, create safer work environments, and improve project outcomes (Nawaz & Yang, 2025).

The role of top management is highly effective in the promotion of safety culture in the sense that each company can achieve a lot in a day by sending an open clear message that each employee would make an observation a day and spot-correct some at-risk behaviours of fellow colleagues. Each company would form a behavioural safety steering

team consisting of all HODs to steer cultural transformation by developing observers at different levels through mass communications and develop safety awareness and beliefs to serve as a brother or sister of safety. Each CEO must review the safety culture each month through HODs. Safety culture development must be a part of KRI or KPI.

It is evident from the field reports that the organisations who followed safety culture accountability on a piecemeal basis, continuously had minor to serious incidents and accidents. However, companies (such as Thermax, SEIL, ThyssenKrupp) that pursued safety culture as a long-term framework, reached their zero-harm objective (Table 2), as incremental reduction in unsafe or at-risk behaviour prevented incidents.

**Table 2: Average Behavioural Trends**

Month	Safe Behaviours	At-Risk Behaviours
July '24.	76%	24%
Sept '24.	87%	13%
Nov '24	88%	12%
January'25	92%	08%
March'25.	95%	05%
June'25.	98%	02%

On the other hand, focus group discussions revealed the inside stories of critical incident data. Even large organisations also suffered fatalities at their units which indicated that these companies practiced the accidents culture, not the safety culture. These companies manipulated their fatalities data in connivance with local authorities. The corporates need to understand that the accidents culture would surely lead to fires and property damages which can not be manipulated. Hence, inculcating safety culture is a only key for business sustainability.

Between the accident and safety cultures, either people lose their lives and businesses get disappear every day, or the vice versa. The company directors / CEOs must understand criticalities of safety cultures and make essential choices. They must carefully manage accountability of safety culture down the levels across the entire workforce. They can either save their people and business, or leave their safety culture to the probabilities of accidents. They must connect to their own inner sense of contributions in terms of public safety and national economy. Importantly, researches underscore the vital need for collaboration among all stakeholders to build safer, more efficient work environments involving safety participation, process safety, positive leadership, safety compliance, job competences, and psychologically safe workplaces (Tang, 2025).

Note: This research is not a classic piece of hypothesis testing or a generalising findings but a path breaking qualitative research for guiding corporates' thought

processes to delve into a more structured long-term innovative journey from accidents mode towards safety culture scenarios.

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