

Safety Culture State Review

Embedding Safety into Business DNA How to and Strengthen a "Non-Measurable" Safety Culture to Enable Real Transformation

Dirk Schreiber

Accociate Director EHS
Ferring Production Plant Kiel (Germany)

EHS for Biopharma Summit, Frankfurt

November 20th, 2025



Detailed incident investigations of major disasters always flagged unsatisfying focus on 'safety culture' as one of the outstanding reasons

BP's Texas City Refinery Disaster

- March 25th, 2005 / Texas City, Texas, USA
- Fatalities': 15 Menschen / Injured Persons: 180
- Explosion during the commissioning of a refinery unit /
 Malfunction and human error /
 Neglected safety standards and cost-cutting
- Costs: Around 1.5 billion US dollars
- Impact: Massive impacts on BP's reputation / Led to comprehensive reviews of the company's safety culture

Columbia Explosion

- February 1st, 2003
- Fatalities: 7 astronauts
- During launch, a piece of insulating foam detached from the external tank and caused a hole in the heat shield of the left wing. / During re-entry, hot air entered and destroyed the wing's structure → the shuttle broke apart in the atmosphere.
- Financial damages: Over 13 billion US dollar

Piper Alpha Oil Rig Disaster

- July 6th, 1988 / Location: North Sea, approximately 190 km northeast of Aberdeen, Scotland
- Fatalities: 167 people
- Survivors: Only 61 out of 226 on board survived
- Costs (Insurance damage): around 1.4 billion US dollars

Deepwater horizon disaster

- April 20th, 2010 / Gulf of Mexico, approximately 80 km southeast of Venice, Louisiana, USA
- Fatalities: 11 workers / Injured: 17 people
- A blowout (uncontrolled gas release) on the drilling platform led to an explosion and a major fire / The blowout preventer valve failed. / Design flaws and disregard for safety protocols were later identified.
- Oil Spill: Over 780 million liters of crude oil (around 4.9 million barrels) spilled into the sea. / The leak was only stopped on July 15th, 2010 – almost 3 months later.
- Economic damages (total): More than 65 billion US dollars



Some definitions of (Safety) Culture based on scientific literature

Culture

Culture consist in patterned ways of **thinking**, **feeling** and **reacting**, acquired and transmitted mainly by **symbols**, constituting the distinctive achievements of **human groups**, including their **embodiments** in **artifacts**.

The essential core of culture consist of **traditional ideas** and especially their attached **values** (Kluckhohn, 1951)

quoted from Hofstede, Culture's Consequences, 2001

Safety Culture

The product of individual and group **values**, **attitudes**, **perceptions**, **competencies** and **patterns of behaviour** <u>that determine</u> the commitment to,

and the style and proficiency of, <u>an organisation's</u>

<u>health and safety management</u>

Advisory Committee on the Safety of Nuclear Installations (ACSNI), 1993



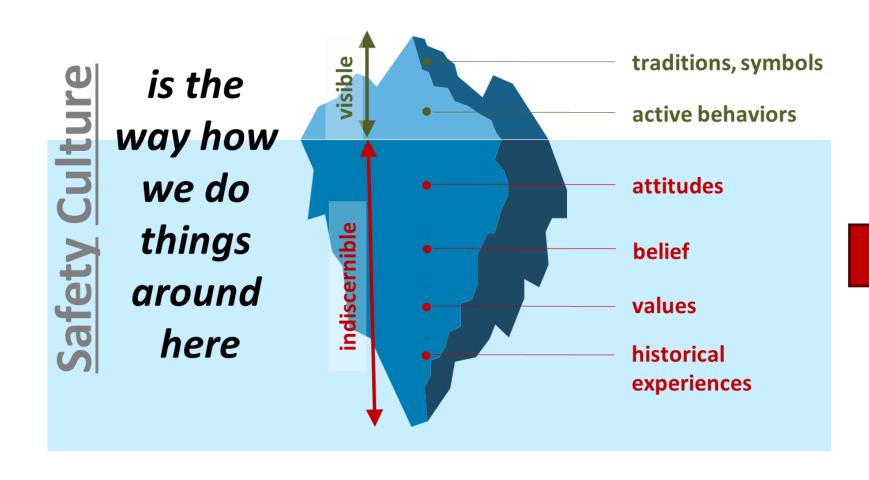
erb Kelleher, co-founder of Southwest more down-to-earth take comes from **Airlines**

Culture is what people do when the boss isn't looking

Herb Kelleher, co-founder Southwest Airlines



What is the meaning of a company's specific (Safety) Culture



A company is interested in...

economic success (profitability)

employee attraction

not to harm employees

low error rate and good product quality

its reputation



How to Make the Elephant Dance: Beyond Compliance – Creating Culture from within

Extrinsic Cultural Transformation

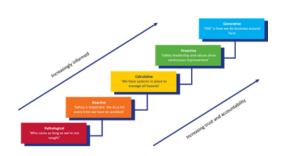
- Often seen as compliance-driven
- Focuses on procedures and systems
- Driven by external forces (consultants, regulators, etc.)
- Change is imposed rather than internalized
- May <u>lack internal ownership</u>

Intrinsic Cultural Transformation

- Employees and leaders initiate and own the change
- Rooted in personal values and commitment to safety
- Leads to sustainable behavioral change
- Transformation is authentic and embraced
- Driven <u>from within the organization</u>



Safety Culture Ladder (SCL) https://safetycultureladder.com



Hearts & Minds https://heartsandminds.energyinst.org



Safety Culture Maturity Assessment Bradley Curve (DuPont) https://www.consultdss.com/transformculture/dss-bradley-curve/







Welcome to today's SCSR-workshop at the EHS for Biopharma Summit

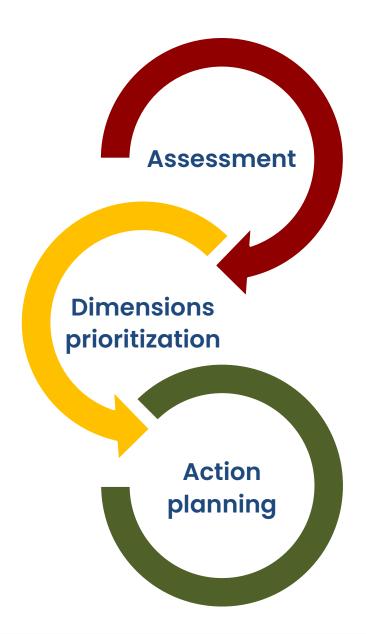
Let's explore where we stand on safety culture maturity

Let's dive into today's agenda

- # Voting with your Feet
- # Introduction to the topic of "safety culture": Can culture be measured?
- # 20 Dimensions that are influencing a companies safety culture

Your evaluation of 5 preselected dimensions

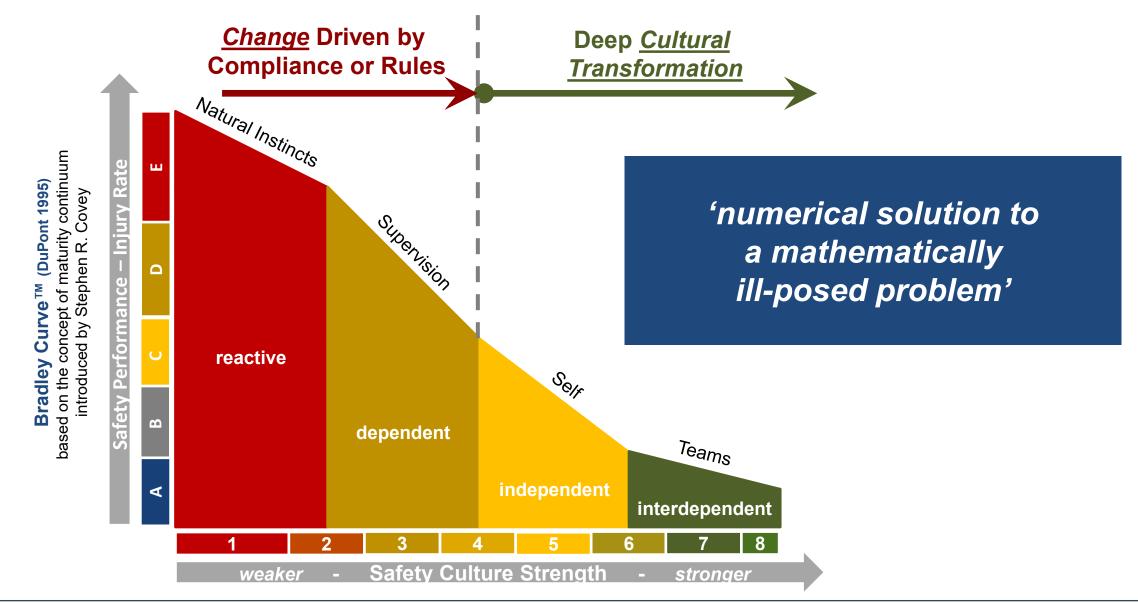
- # Presentation of results: Where do we want to develop?
- # Prioritization of the 20 Dimensions: Selection of up to 4 Dimensions
- # Development of an action plan for the prioritized elements





The Bradley Curve: A Clear Mid-Term Strategy for Advancing Workplace Safety

Each phase includes targeted actions to reach the next level



Maturity Levels Culture State Review

Safety

How do the maturity levels impact a safety culture?

(A) dependent

Safety is primarily management-driven, with compliance audits, rule enforcement, and discipline as key motivators. Employees follow procedures but have limited ownership of safety.

Dependence is the paradigm of you



Employees take ownership of safety, participating in training, self-inspections, and leadership programs. Performance evaluations and recognition programs reinforce proactive safety behavior.

Independence is the **paradigm** of *I*

(B) independent







Interdependence is the paradigm of we

Teams collaborate to **drive safety initiatives**, defining goals, leading incident investigations, and fostering a culture of shared responsibility and continuous improvement.

(C) interdependent



Minimal compliance; Safety treated as a boxticking exercise; actions are reactive.

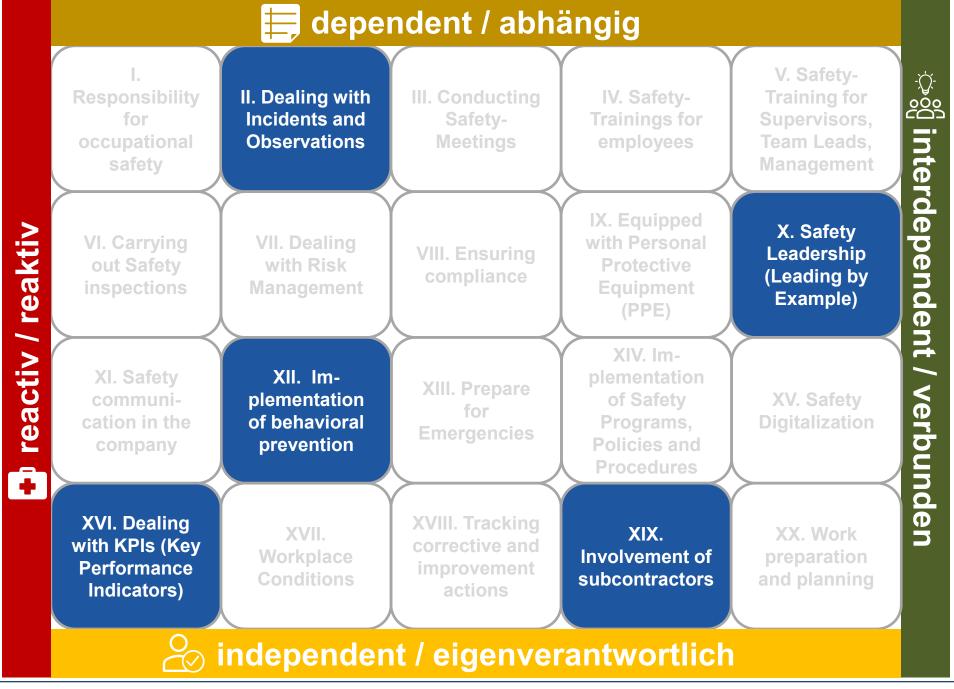
(D) reactive



dependent / abhängig V. Safety-Responsibility II. Dealing with **III. Conducting** IV. Safety-**Training for** Incidents and Safety-**Trainings for** Supervisors, for interdependent occupational **Observations** Meetings employees Team Leads, safety Management IX. Equipped aktiv X. Safety VI. Carrying with Personal VII. Dealing **VIII. Ensuring** Leadership out Safety with Risk **Protective** compliance (Leading by inspections Management **Equipment Example**) Ā (PPE) activ XIV. Im-XI. Safety XII. Implementation XIII. Prepare verbunden of Safety XV. Safety communiplementation for cation in the of behavioral Programs, **Digitalization** Ð **Emergencies** Policies and prevention company **Procedures** 4 XVI. Dealing **XVIII. Tracking** XVII. XIX. XX. Work with KPIs (Key corrective and Workplace Involvement of preparation **Performance** improvement **Conditions** subcontractors and planning Indicators) actions independent / eigenverantwortlich

dimensions evaluation. workshop, for demo selected Were







Pick the One Statement That Describes Our Current Reality

For each of the five dimensions, there are four maturity levels (Reactive, Dependent, Independent, Interdependent) — each with a unique statement. Select the one that best reflects the current state of safety culture in your immediate work environment.

Example	E	Workplace accidents — whether resulting in lost time or not — are systematically investigated, with line managers and departments actively involved in the process. Actions are consistently followed up, results communicated, and employees are encouraged to report observations and near-misses to the safety department.
	F	Teams take full ownership of investigations into both accidents and observations. They analyze findings and share them across the company. Reporting observations has become a core element of continuous improvement.
	G	Incident investigations are performed only by the safety department and take place sporadically for workplace accidents. Actions are partially defined and followed up, results occasionally communicated, and employees have just started reporting observations and near-misses to the safety department.
	н	Investigations are only conducted after serious workplace accidents; there is no systematic follow-up or analysis of incidents.



Please read the statements for each dimension and rate this on the app

Disclaimer: All data will be collected completely anonymously. It will not be possible to trace responses back to individual participants





Let's get this vote started!

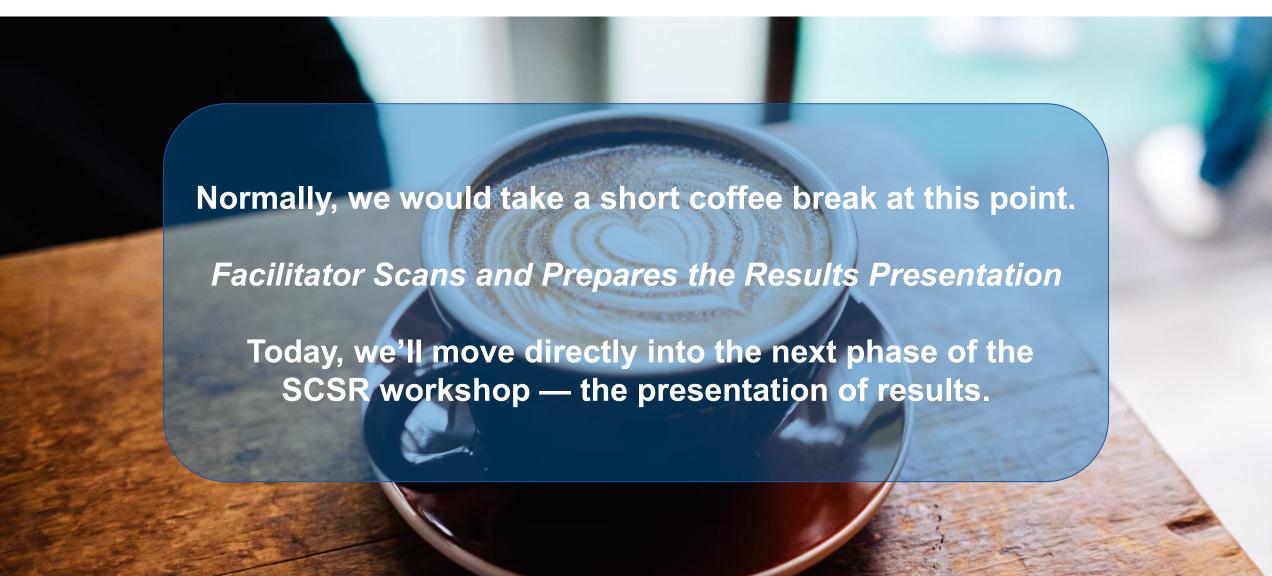


II. Incidents	
X. Leading by Example	
XII. Behavior prevention	
XVI. KPIs	
XIX. Contractors	

10	20	30
10	20	30
10	20	30
10	20	30
10	20	30



Skipping the Coffee Break — Moving to Results





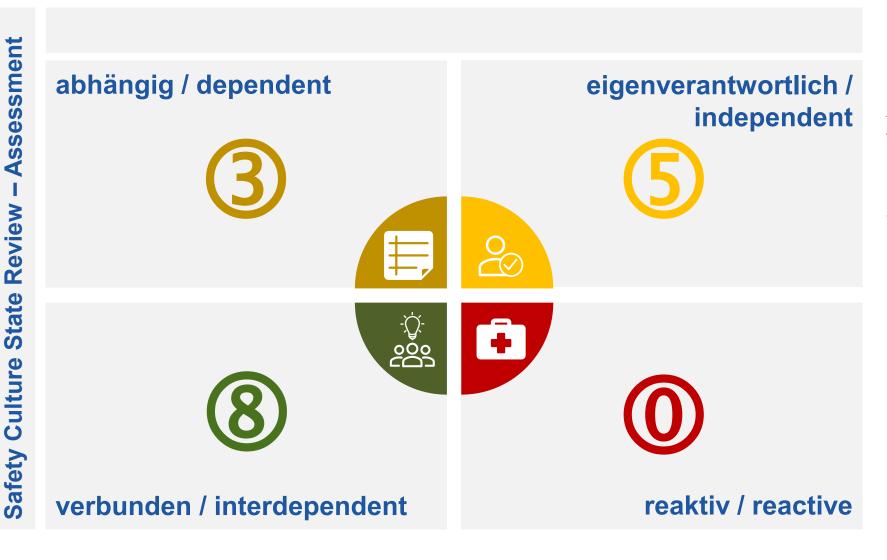
Shaping Tomorrow's Safety Culture

Presentation of results: Where do we want to develop?





How to calculate the SCSR Index?



- 1 Step 1: An index is determined for each individual dimension
- 2 Step 2: The average value across all 20 dimensions is calculated

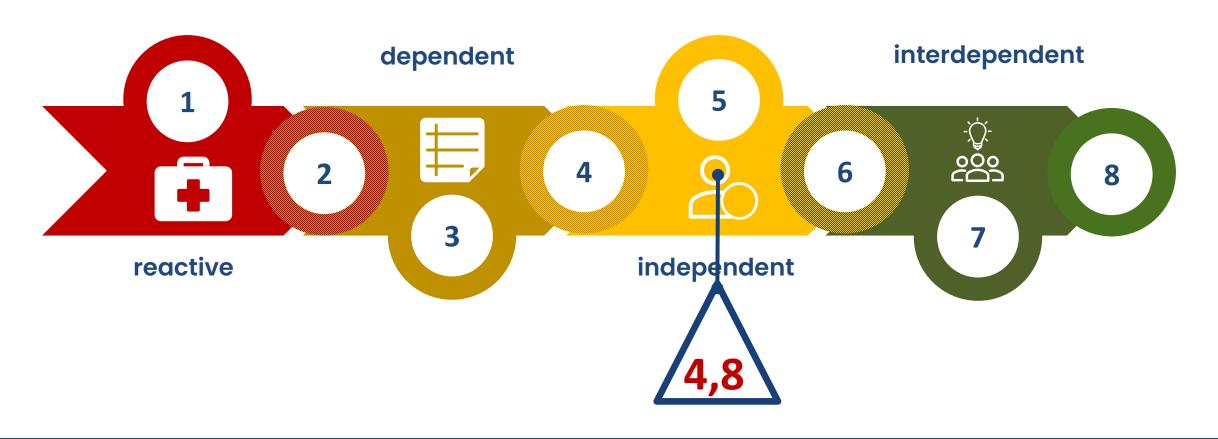


From Clicks to Clarity

Real-Time Insights from the Online Survey

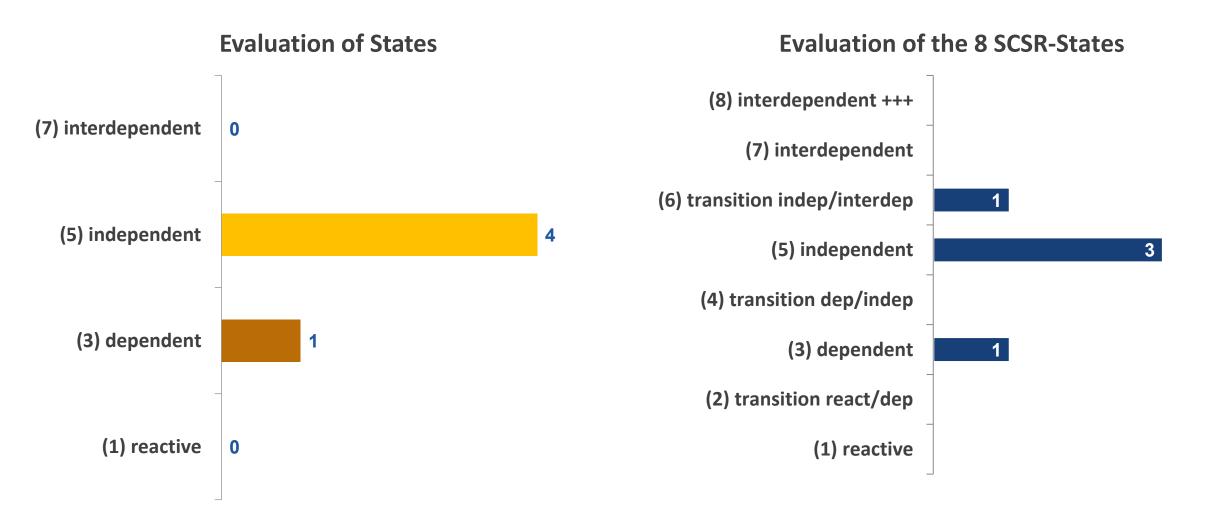
Last update: 2025-11-20 - 14:45:00

Participants: 20





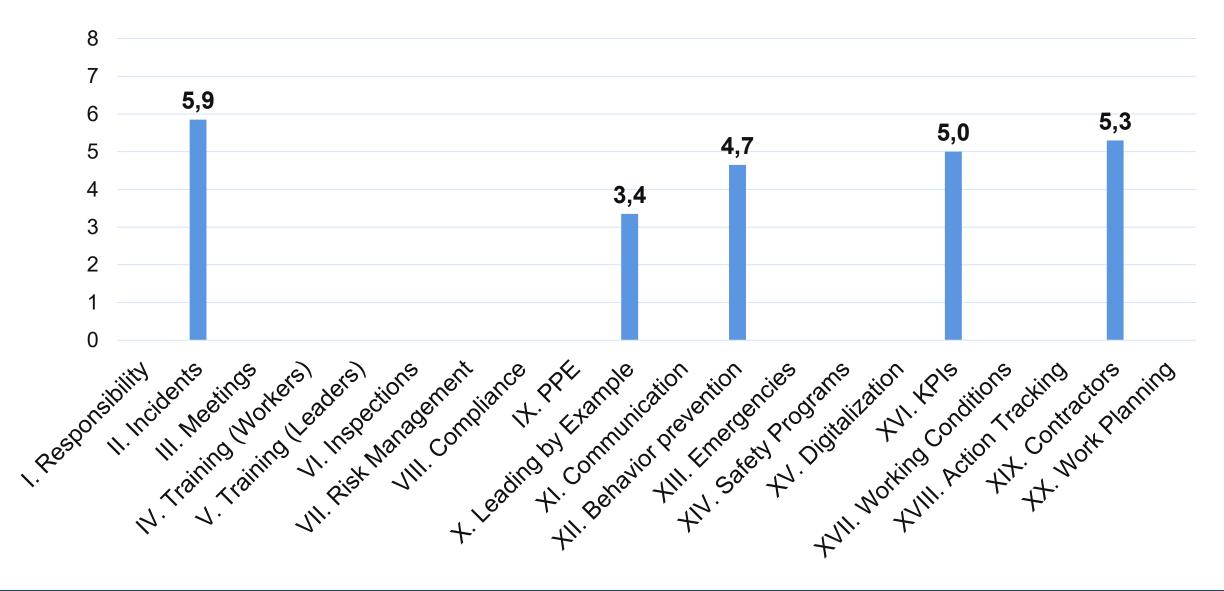
The Landscape of Safety Culture – From Gaps to Strengths





The 20 Dimensions – What Your Organization Really Thinks

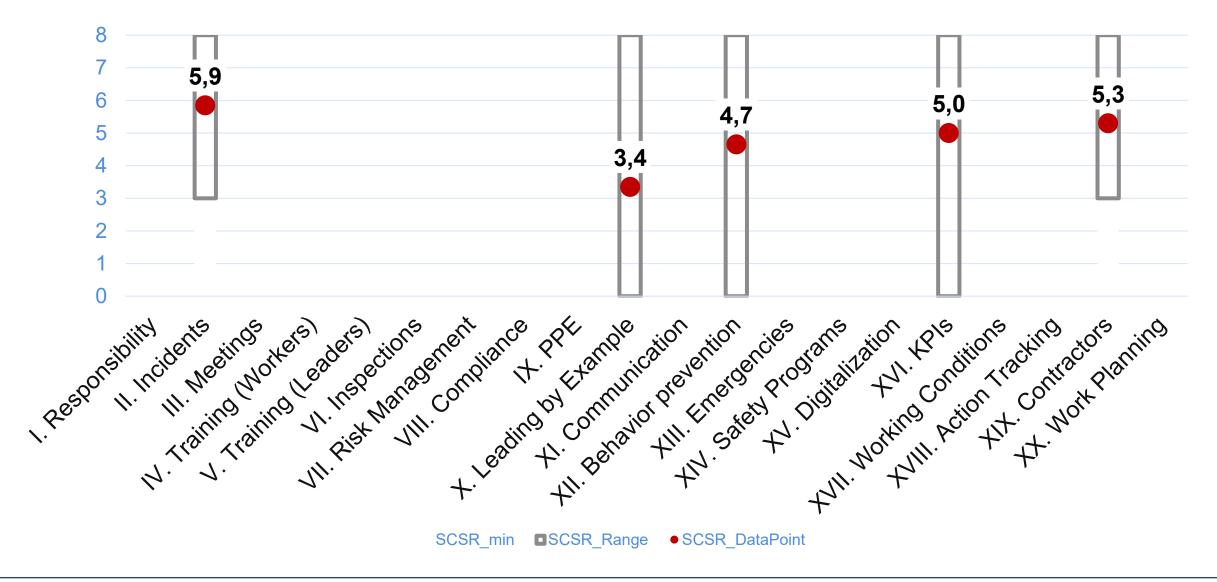
(0-2 reactive, 2-4 dependent, 4-6 independent, 6-8 interdependent)





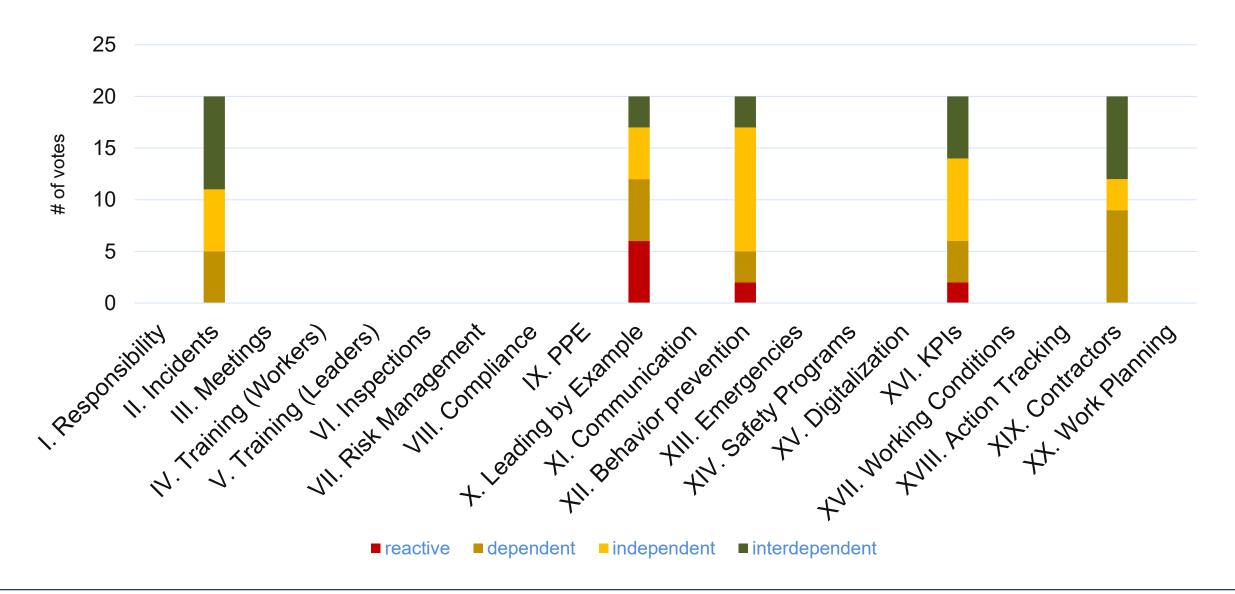
Beyond the Average – How Responses Vary Across the 20 Dimensions

(0-2 reactive, 2-4 dependent, 4-6 independent, 6-8 interdependent)





Distribution of your Votes





Prioritization – A Second Look at the Results

Dimensions – Low5

- X. Leading by Example 3.35;
- XII. Behavior prevention 4.65;
- XVI. KPIs 5.00;
- XIX. Contractors 5.30;
- II. Incidents 5.85

<u>Dimensions – Top5</u>

- II. Incidents 5.85;
- XIX. Contractors 5.30;
- XVI. KPIs 5.00;
- XII. Behavior prevention 4.65;
- X. Leading by Example 3.35





Welcome to today's SCSR-workshop at the EHS for Biopharma Summit

Let's explore where we stand on safety culture maturity

Let's dive into today's agenda

Voting with your Feet

Introduction to the topic of "safety culture": Can culture be measured?

20 Dimensions that are influencing a companies' safety culture

Your evaluation of 5 preselected dimensions

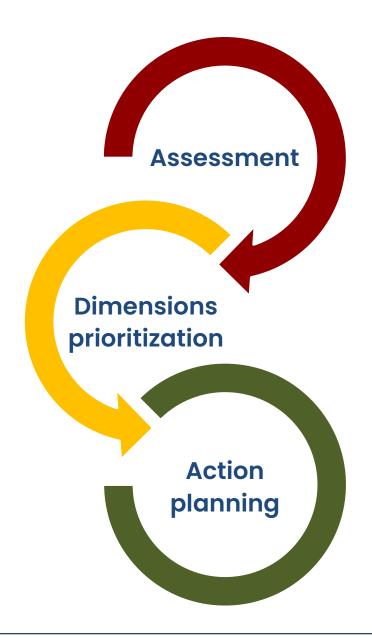
Presentation of results: Where do we want to develop?

At the final steps of the SCSR workshop participants move from analyzing data to actively shaping their organization's SafetyCulture – *from within*.

Prioritization of the 20 Dimensions: Selection of up to

4 Dimensions

Development of an action plan for the prioritized elements





Embedding Safety Culture – From Insight to Measurable Transformation

Building ownership and alignment across all levels – over time.

Target Groups (Who is involved)

- Senior Management, Employees, Departments
- Across countries and business areas
- Cross-level involvement builds shared ownership

Results & Actions (What we learn and act on)

- Tentral collection and analysis of results
- Solution of concrete actions with responsible teams
- → Focus on measurable culture indicators

Implementation (How it evolves)

- E Regular repetition over time
- M Varying team compositions in each review cycle
- Wisible trend across maturity levels

Strategy & Reporting (How it sustains change)

- of Integrate results into strategic planning
- IIII Align with senior management decisions
- *Enable* consistent culture reporting across sites and regions

SCSR transforms individual workshops into a measurable, organization-wide learning process.



through dialogue,

Culti

ssme

9

0

Safety Culture State Review (SCSR) v2.0

Compact

- 4-hour on-site workshop
- Conducted by internal facilitators
- Target group: foremen, supervisors, and blue-collar workers, operators

Horizon

- Full-day workshop
- Externally moderated
- Kick-off for SCSR implementation
- Target group: new branches, large projects, and leadership (high-level)

Flex

- Integrated workshop into existing training programs
- Includes an SCSR pre-assessment conducted before the training

Health-Check

- Online survey via Intranet
- Reduced number of dimensions
- Tailored to branches and specific areas

reactive * dependent * independent * interdependent

Safety can't just be a priority (priorities change daily and are political); it must be a core value embedded in the very DNA of the company – so that it truly becomes 'what we do around here'

Scott Geller



Start Your Own SCSR Journey

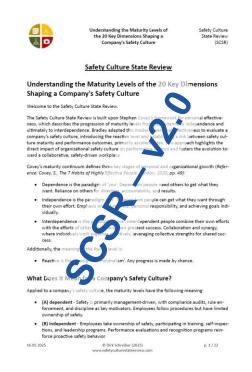
Get in Touch & Explore More





Dirk Schreiber

www.safetyculturestatereview.com





https://lnkd.in/ecERdc3W