

**15
MAY
26**

09:00-17:30

**SOFITEL
ATHENS
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Organised by
 **SM ANAGEMENT
FORCE Group**
Risk Management & EHSS Services

18 SAFETY GALA

The Int'l ESG Conference

**Visionary Leadership & Governance for
Safety at
Workplaces and Beyond**

**Day 2 | Delphi
Interactive Workshops**

Towards a culture of total safety

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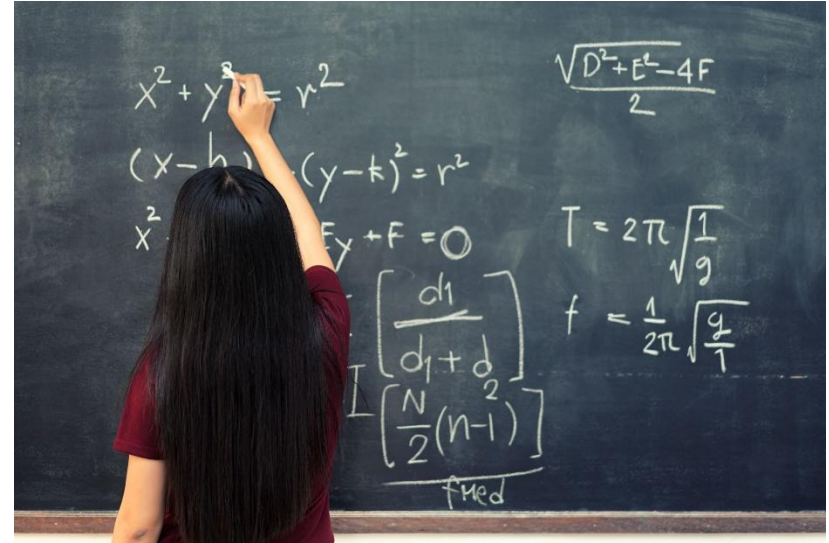
Presentation Contents

1. Why leadership is essential
2. From compliance to commitment
3. Leading by example
4. Tools and examples
5. Conclusion and call to action

Why leadership is essential

A few clichés for start...

- Leadership is most important
- Leading by example
- Leaders vs managers
- Active/visible leadership
- Objectives
- Targets
- ...



Why leadership is essential

- Senior management commitment is crucial to a positive health and safety culture. It produces higher levels of motivation and concern for health and safety, and is best indicated by the amount of resources (time, money, people) allocated to health and safety management. Essentially, all of the above lead to increased status given to health and safety.
- Managers lead by example, people recognize this commitment to health and safety(active/visible leadership)
- A more 'humanistic' approach to management involves more concern for individuals' problems (influential management style)

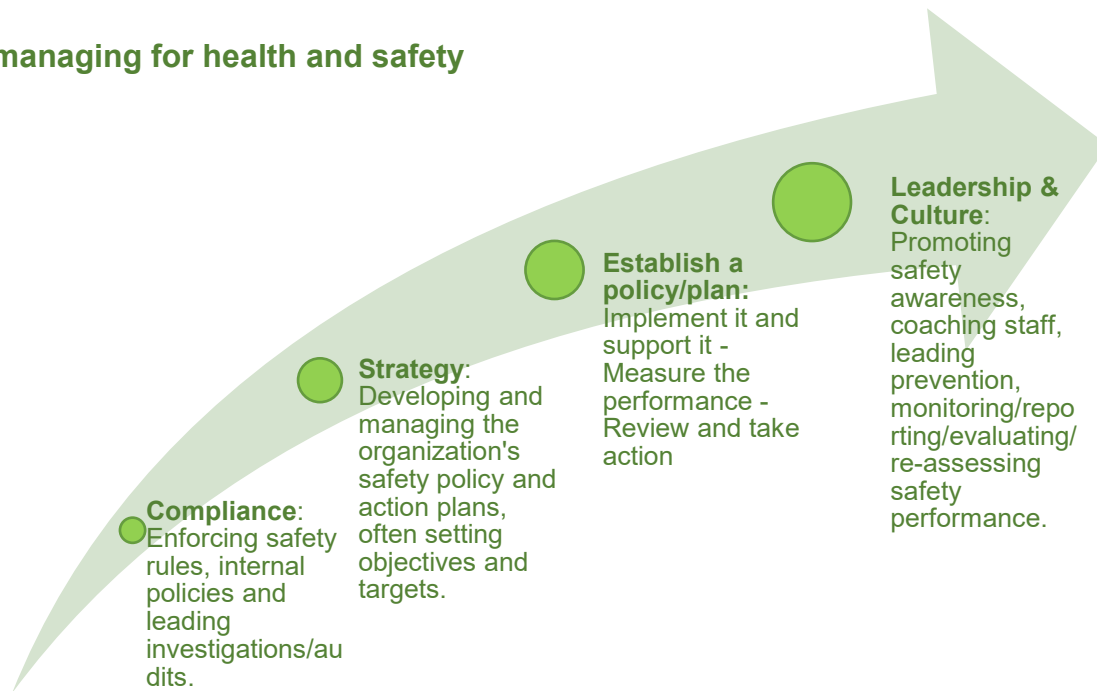
Why leadership is essential



- Requirements are integrated in the business process and the objectives align with the strategic direction.

From compliance to commitment

Leading and managing for health and safety



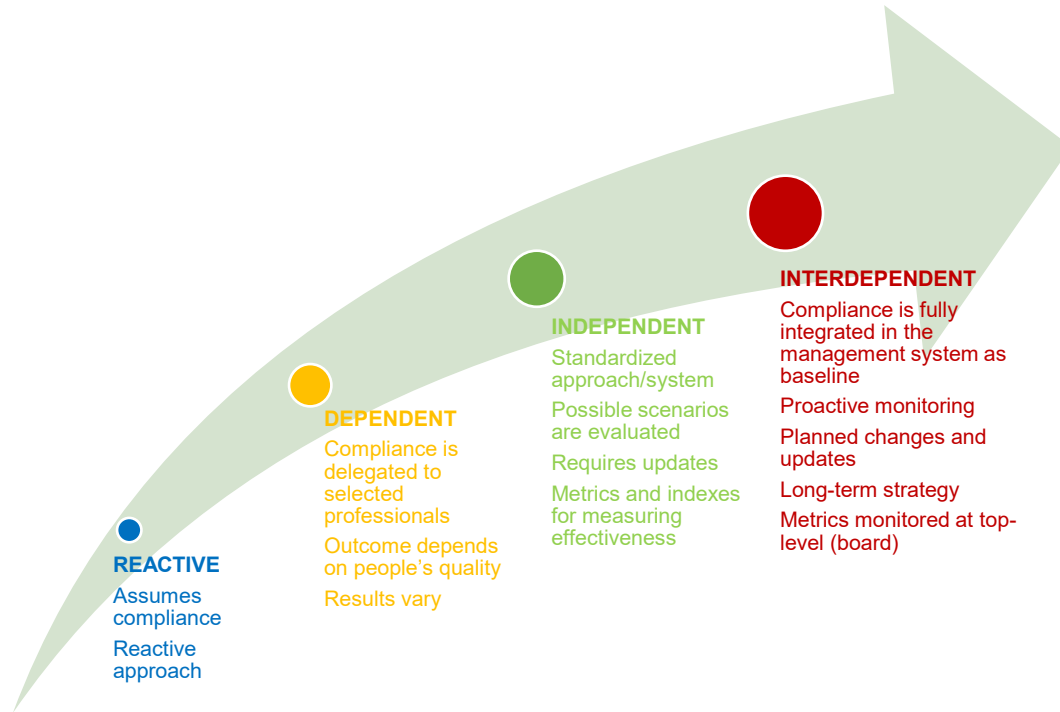
From compliance to commitment

- Safety compliance without effectiveness is a wasted effort.
- ISO 45001 and other standards or systems won't fix or replace poor leadership.
- Standards and audits identify gaps. They don't change behaviour. Safety performance depends on more than procedures and checklists. You don't improve safety just by rules, you improve it by leadership behaviour (hands-on leadership role).



Source: <https://www.enhesa.com/>

From compliance to commitment



Source: <https://www.enhesa.com/>

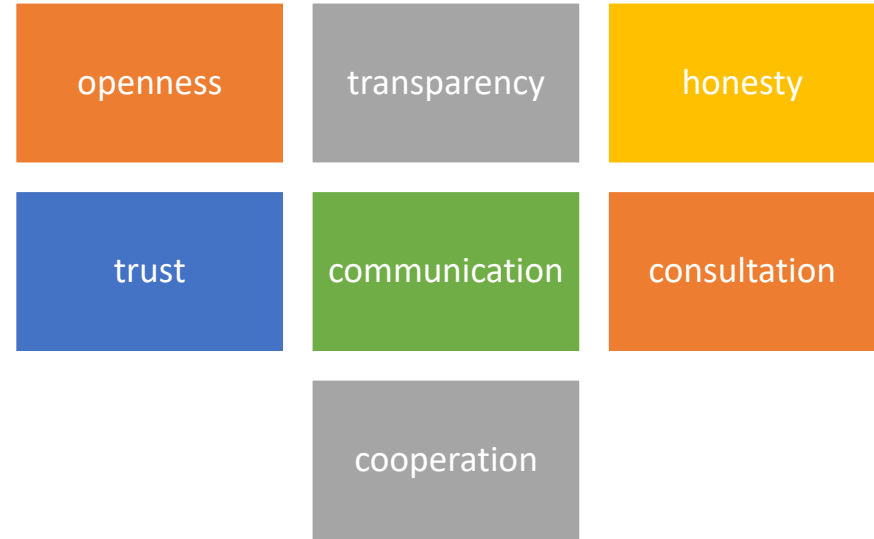
Leading by example

Leaders:

- ✓ Take daily risks seriously
- ✓ Act on audit and safety observations / inspections findings and gaps
- ✓ Encourage safety reporting, learning, return of experience
- ✓ Turn safety compliance into daily practice
- ✓ Encourage a culture of safety by embedding accountability and continuous improvement
- ✓ Lead and inspire people at all levels
- ✓ Drive innovation
- ✓ Shape and influence the future

Leading by example

- Key function of effective H&S management is communication; with colleagues, with contractors/partners and with all stakeholders (including societies).
- Openness is not just a “plus”, it is a “must” in order to cultivate a culture of trust, cooperation and transparency which in turn is the basis for a sustainable and effective safety culture.



Leading by example

- Leadership that cares for people
- Leadership that listens
- Leadership is visible
- Leadership that acts (clear authority to act making sure everybody adheres to rules – disciplinary measures are also just and appropriate)
- Standards that are not negotiable
- Decisions, commitment and resources
- Accountability sits with leaders

Tools and examples

In ALSTOM:

- Alstom's management at all levels demonstrate leadership and commitment with respect to the HSE management system (taking accountability, ensuring integration, providing resources, communicating and involving people, promoting continuous improvement)

Tools and examples



Tools and examples

“For the next two years, our priority is clear: EHS outcomes in Europe will be driven by leadership accountability, not EHS activity. Success will not be measured by the number of initiatives we run, standards we publish, or reports we produce. It will be measured by visible leadership ownership of risk, fewer serious and repeat harms, and credible evidence that risks are being systematically controlled at country and site level.

Leadership accountability means:

- Leaders own EHS risk— EHS provides expertise.
- Silence is treated as a risk indicator.
- Learning quality matters more than volume.
- Minimum standards are non-negotiable.
- Contractors receive the same protection as employees.

It is a leadership commitment to protect people, prevent harm, and deliver defensible CSR outcomes across Europe.”

Daron BILLINGTON
EHS Europe Director, ALSTOM

Conclusion and call to action

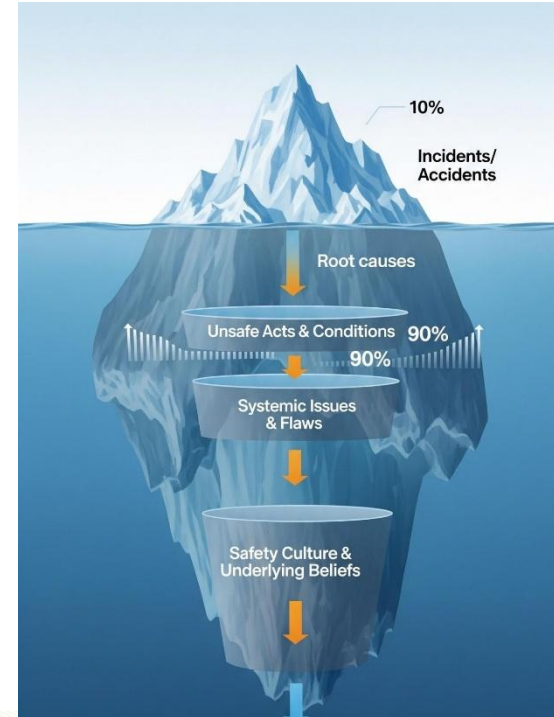
- Leaders should take positive steps to address **human factors** issues and to encourage safe behaviour. They need to recognise that the prevailing health and safety culture is a major influence in shaping people's safety-related behaviour.
- A blame culture usually prevents from/discourages reporting near misses, then valuable knowledge will be lost.
- Promote an open questioning attitude. Make sure you are not only receiving 'filtered good news' – do you welcome feedback and constructive challenge?
- Resolve ineffective procedures that result in "workarounds" (i.e. short-term fixes) or violations of procedures.



Source: RSSB, Introduction to human factors, Righttrack, Issue 34

Conclusion and call to action

- Avoid complacency – take responsibility for keeping your knowledge and capability up to date.
- Worker consultation and involvement: Discuss plans with workers or their representatives.
- Avoid overburdening workers with initiatives or too much bureaucracy.
- Involve workers in organisational change.
- Take steps to avoid the loss of corporate memory.



REFERENCES

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- The essentials of safety leadership, Institute for an industrial safety culture, <https://www.icsi-eu.org/>
- Rail safety and standards board, <https://www.rssb.co.uk/>
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What is leadership for you?

Please share your feedback!