

**15
MAY
26**

09:00-17:30

**SOFITEL
ATHENS
AIRPORT
HOTEL**

Organised by
 **MANAGEMENT
FORCE Group**
Risk Management & EHSS Services

**Day 2 | Delphi
Interactive Workshops**

18 SAFETY GALA

The Int'l ESG Conference

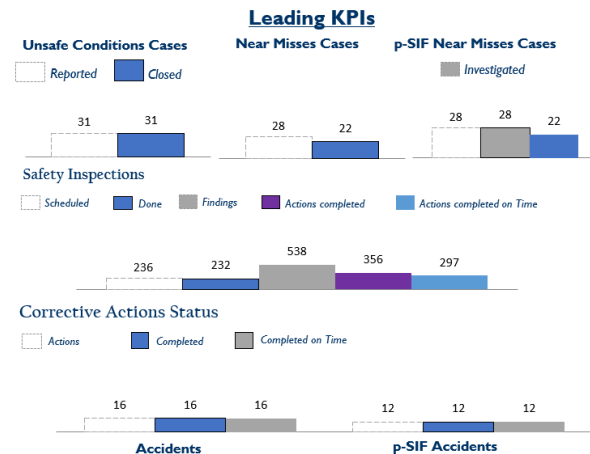
**Visionary Leadership & Governance for
Safety at
Workplaces and Beyond**

When the Numbers Lie... What Safety KPIs Don't Tell You

Magda Laskaridou
HSE Director, Steelmet

THE PARADOX

Everything is green in the safety dashboard...



EHS Performance



...although serious events still happen.

What We Measure vs What Matters

Leading KPIs

- ☐ Observations Reported
- ☐ Near Miss Reporting
- ☐ No of Inspections
- ☐ No of Findings
- ☐ Closed Actions
- ☐ Risk Hazard Assessment
- ☐ HS Meetings, etc.

Lagging KPIs

- ☐ No of Fatalities
- ☐ No of Accidents
- ☐ LTIFR
- ☐ Days away from Work
- ☐ Severity Rate, etc.

What We Measure vs What Matters

What we measure

- ☐ Number of inspections
- ☐ Training completion
- ☐ Observations/Near miss reported
- ☐ Closed actions

What we miss

- ☐ Quality of findings /conversations
- ☐ Understanding
- ☐ Trust & transparency
- ☐ Risk reduction

What should leaders pay attention to?

- ☐ Data Quality
- ☐ Investigation Quality
- ☐ Leadership presence on the field
- ☐ Learning from normal work

Quick wins that actually work

- ☐ Improve observation quality
- ☐ Fewer but deeper inspections
- ☐ Strengthen investigation quality
- ☐ Learn from normal work
- ☐ Verify real understanding

What Should We Really Measure?

- ☐ Instead of asking:
 - ☐ “How many inspections?”
- ☐ Ask:
 - ☐ What did we learn?
 - ☐ What changed?
 - ☐ What risks became visible?
 - ☐ What did operators tell us?

Final Thought

*“Safety performance is not defined by the quality of the dashboard,
but by the quality of the conversations behind it.”*

THANK YOU