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26**

09:00-17:30

**SOFITEL
ATHENS
AIRPORT
HOTEL**

Organised by
 **MANAGEMENT
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**

Safety as a Core Value: The Journey from Obligation to Ownership



From Reactive to Generative

Mindset	What it looks like
Who cares as long as we're not caught	Accidents seen as inevitable
We act after incidents	Improvements follow harm
We have systems	KPIs, procedures in place
We anticipate	Hazards removed before incidents
Safety is how we do business	Values and learning lead decisions

Safety as an Obligation

External Control Driven Safety

Safety at this stage relies on rules, audits, and inspections enforced by supervisors and management.

Responsibility Perceived Externally

Safety responsibility is seen as belonging mainly to management and HSE departments, not individuals.

Compliance Over Real Safety

Focus is on meeting requirements and passing audits, rather than true risk management and safety awareness.

Foundation for Growth

Obligation-based safety is a necessary foundation but must evolve toward a value-driven safety culture.

Safety as a Core Value

Safety as a Core Value

Safety is framed as a deeply held value beyond mere rules or technical requirements.

From Obligation to Ownership

Focus on transforming mindset from compliance to genuine ownership of safety responsibilities.

Integrity and Personal Responsibility

True safety is demonstrated through integrity and responsibility, especially when unobserved.

Emotional Connection to Safety

Safety is about protecting people, families, and lives, fostering emotional commitment.

Deepwater Horizon_Obligation vs Ownership

- All procedures existed

Agency regulating offshore drilling issued its SAFE (Safety Award for Excellence) to BP for its 2008 performance, citing "outstanding drilling operations" and a "strong performance period".

• Challenge inconsistent data
 • Escalate concerns immediately
 • Stop operations until clarity is achieved

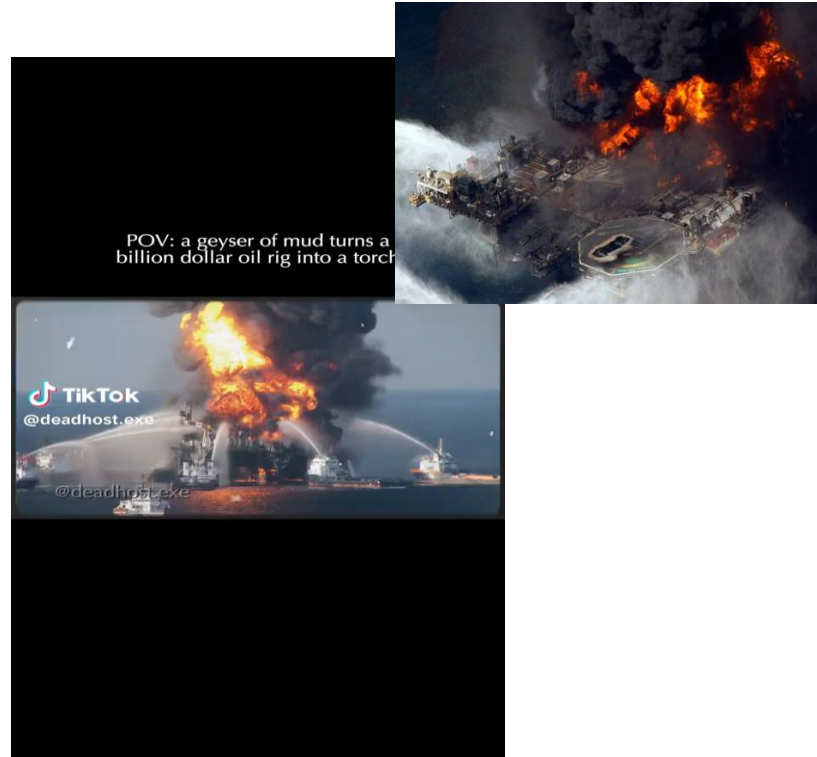
• What OWNERSHIP would look like

- The failure

- Cost overruns
- Significant safety concerns
- Desire to finish drilling forward
- Multiple contractors, unclear ownership

- It was decision-making under pressure

- This is acceptable
- Signals interpreted to fit expectations
- Work continued



From Compliance to Commitment

Personalizing Safety

Safety commitment grows when individuals understand the reasons behind rules and feel personally connected to them.

Building Trust Over Fear

Replacing fear with trust leads to respect and voluntary adherence to safety practices among team members.

Leadership's Role

Consistent leadership, open communication, and engagement cultivate safety commitment rather than compliance by force.

Emotional Connection to Safety

Connecting safety rules to real human consequences emphasizes the emotional importance of commitment.

What Ownership Looks Like on the Ground

Challenging Unsafe Acts

Ownership means respectfully addressing and challenging unsafe behaviors to maintain a safe environment.

Reporting Near Misses

Employees report near misses without fear, promoting transparency and proactive safety management.

Adjusting to Changing Conditions

Adjusting work practices promptly when conditions change ensures ongoing safety and awareness.

Encouraging Open Dialogue

Speaking up about concerns

Measuring Ownership Beyond KPIs

Limitations of Lagging Indicators

Lagging safety metrics like TRIR and LTIs do not fully represent ownership or proactive safety culture within organizations.

Leading Indicators of Ownership

Ownership is shown through quality near-miss reports, active safety discussions, and peer-to-peer safety interventions.

Culture Beyond KPIs

True safety culture is reflected in behaviors and trust when KPIs are not visible, highlighting maturity in safety ownership.

The Journey, Not a Switch

Gradual Change Process

Safety culture evolves over time through stages rather than instant change.

Patience and consistency are vital.

Stages of Safety Culture

The journey includes compliance, commitment, and ownership, with people at different stages of adoption.

Sustained Effort Importance

Continuous reinforcement and realistic expectations help maintain progress without a defined finish line.

What We Ask From Everyone

Speak Up

Everyone is encouraged to speak up to promote safety and prevent hazards in the workplace.

Stop Work

Caring enough to stop work when safety is compromised is a shared responsibility.

Listen Actively

Active listening fosters inclusion and reinforces collective safety ownership every day.

Conclusion and Reflection

Safety as a Core Value

Safety transcends rules and departments, it is demonstrated through consistent actions, especially under pressure.

Impact of Safe Choices

Each safe choice protects multiple lives, reinforcing the importance of individual responsibility in safety.

Gratitude and Reflection

The message expresses gratitude and encourages reflection on safety achievements and future commitment.

Thank you for your time

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