

**15
MAY
26**

09:00-17:30

**SOFITEL
ATHENS
AIRPORT
HOTEL**

Organised by
 **ANAGEMENT
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**



Καλώς ήρθατε στην παρουσίαση NEBOSH

Steve McLaughlin

CHIEF OFFICER (Marketing & Commercial)

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NEBOSH – A Charity

...preservation of health and wellbeing by the promotion of high standards of health, safety and environmental protection at work in particular, but not exclusively, through study and competence in risk management...



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Vision



We enable and inspire the world
of work and wider environment to
be a safer and healthier place

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NEBOSH in 60 Seconds



Global Health and Safety Education

- NEBOSH is a global charity improving health, safety, and environmental management through quality education.

Trusted Qualifications and Partnerships

- NEBOSH partners with accredited Learning Partners worldwide to deliver consistent and respected qualifications.

Practical Competence Focus

- NEBOSH emphasises practical assessments that ensure skills are applicable to real workplace safety improvement.

Industry-Relevant and Adaptive

- NEBOSH adapts qualifications across industries to meet evolving global health and safety needs and standards.

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Knowledge and skills for the future



Equip learners with the tools they need to thrive and facilitate access to work

Expose learners to a variety of experiences supported by choice and a rich curriculum to support their development of knowledge and skills

Develop strong foundational knowledge to help ensure learners are developing the right component skills to make best use of generative AI

Assess the right skills in the right way, enabling learners to highlight their strengths and successes

Prioritise mental health and wellbeing



**69,447 learners from
168 countries earned
qualifications with
NEBOSH in 2024-25**



**NEBOSH qualifications
are regulated by
SQA Accreditation
and Ofqual**



**97% of employees
say they are proud to
work at NEBOSH**



**94% of successful learners would
recommend the NEBOSH National
General Certificate and
91% would recommend the
NEBOSH International General
Certificate**



**10,000 Diploma and
Masters holders
are members of the
NEBOSH Alumni**

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Speaking the right language



“ The language leaders use
becomes the culture people
live. ”

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Where did the focus on safety culture start?



- Major accidents across all industries
- Systems and controls alone were not enough
- Workforce commitment prove critical
- INSAG-4 (1991) – first definition of safety culture



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Leadership and management



- Strong leadership and visible commitment to safety from the most senior level
- Do leaders prioritise people over tasks?
- Is the difference between leadership and management understood?
- Are leaders seen as caring and credible?
- Do they recognise the person behind the role, not just performance metrics?

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What is safety leadership?



- A leadership approach that prioritises people and safety
- Setting clear expectations through policy and governance
- Creating trust so people speak up without fear
- Equipping people with the capability to work safely
- At its core, safety leadership shapes culture, not just compliance

“A proactive H&S culture flourishes when an organisation’s senior leadership is fully supportive, middle management is committed and held accountable, and employees and contractors are fully engaged and aligned.”

Dr. Abdulrahman Jawahery, Chief Executive Officer, BAPCO Refining

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Definitions of safety culture

- The shared characteristics and attitudes that determine how safety is prioritised (INSAG, 1991)
- How people feel, what they do, and how the organisation operates (Cooper, 2000)
- Simply put: **“the way we do things around here”**
- The values, actions and behaviours that place safety above competing pressures



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Why the C-suite is so important



- Sets the tone and priorities for the entire organisation
- Champions a safety-first mindset through decisions and language
- Aligns safety with business strategy and governance
- Enables delivery through funding, capability and resources
- Removes barriers when safety competes with performance pressures
- Provides strategic oversight and long-term direction

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Challenges facing organisations

- Rapidly changing ways of working
- Increased pressure on wellbeing, engagement and performance
- Productivity and performance visibility in hybrid environments
- Digital transformation and automation at pace
- Talent constraints: skills gaps, turnover and resourcing



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Organisational pressures and points of friction



- Fragmentation and siloed working
- Loss of knowledge and organisational memory
- Communication breakdown across teams and levels
- Increasing regulatory and compliance complexity
- Performance pressure and competing priorities
- Uncertainty, pace of change and lack of clarity

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When leadership support and clarity break down



- Inconsistent support and slow decision-making
- Loss of trust and growing scepticism
- Role transitions without clarity or backing
- Culture shaped by habits, not intent
- Talent, inclusion and belonging left to chance
- Safety leadership diluted by competing priorities



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Speaking the right language



“ When priorities compete, the loudest voice is not always the most important one. ”

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Why health and safety professionals may not have a voice?



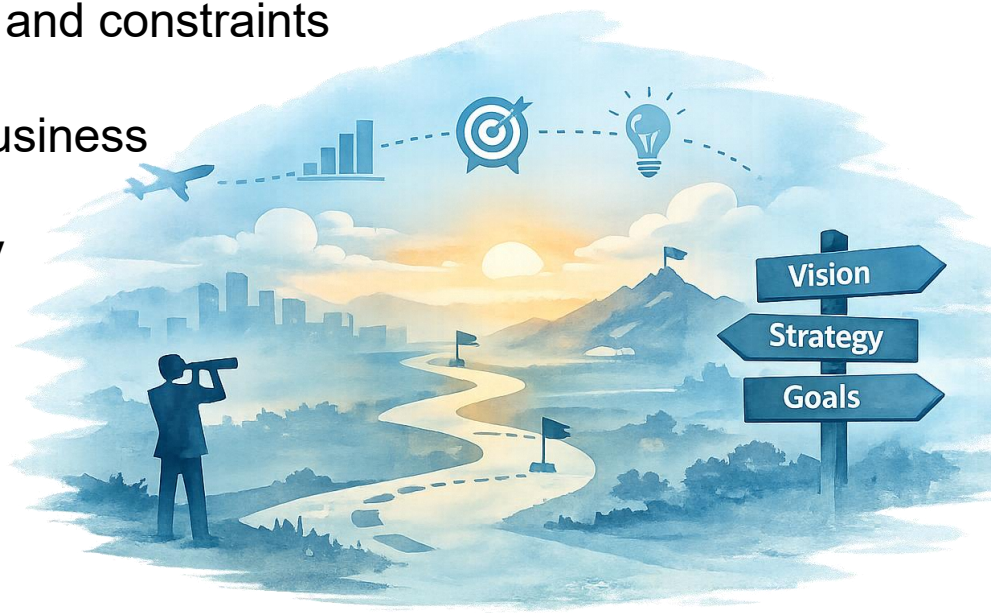
- Difficulty translating safety into executive priorities
- Limited understanding of wider business perspective
- Leading through process rather than influence
- Over-reliance on compliance language
- Not clearly articulating the 'so what'
- Under-utilising influencing and stakeholder skills

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Making your voice heard: Think like an executive



- Understand the destination
- Understand C-suite priorities and constraints
- Challenge and support the business
- Anchor everything in strategy



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Making your voice heard: Understand the perspective



- Write the narrative
- Frame the big picture through storytelling
- Understand business goals and priorities
- Align safety measures with strategic KPIs



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Making your voice heard: Act like a leader



- **Articulate value**, not just activity
- **Frame propositions**, not procedures
- **Talk profitability**, not only revenue or growth
- **Use data to inform**, not overwhelm
- **Measure what matters**, and explain why

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Making your voice heard: Think beyond compliance



Understand and align

- Understand what matters to them
- Join the dots across the organisation

Communicate with impact

- Customise your delivery
- Support your recommendations
- Speak with confidence

Operate like a leader

- Know your area
- Prepare thoroughly
- Focus on outcomes, not rules

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Making your voice heard: Answer the 'so what'



Clarity

- Appreciate their culture
- Answer the "so what?"

Focus

- Keep it concise
- Pay attention to timing

Action

- Include clear next steps



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Making your voice heard: Leverage influencing steps



- Evoke the right emotions
- Understand your audience
- Build relationships and networks
- Recognise power and influence



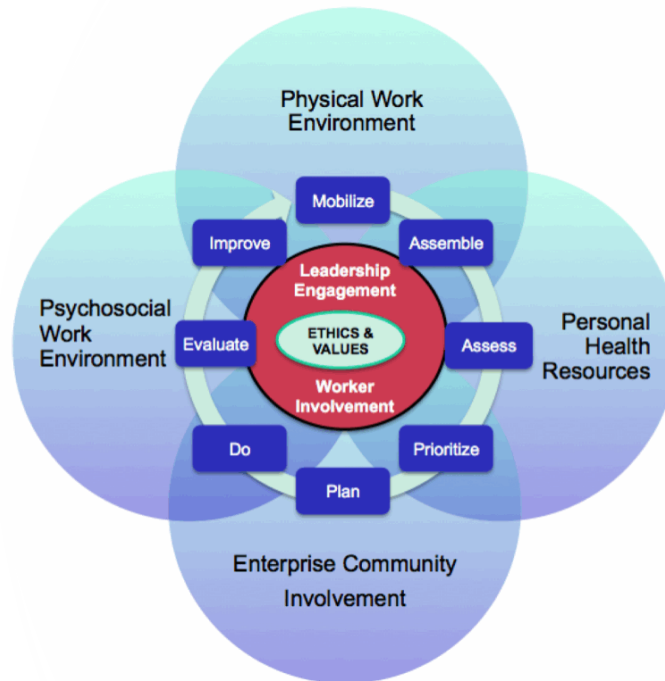
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WHO healthy workplace model



“A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace”

(World Health Organisation)



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The importance of prioritising safety



- Everyone has the right to finish work and go home safe and well, every day
- Putting people at the heart of what we do
- Valuing people
- Building resilience
- Building sustainability



Σας ευχαριστώ για την προσοχή
σας
Thank you