# positive safety

## Positive Safety in Your Organisation

- SAFETY CULTURE
- SAFETY LEADERSHIP
- RISK SERVICES
- PSYCHOSOCIAL SAFETY
- CRITICAL CONTROL ASSURANCE

sentis

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# Contents

# At Sentis we are a purpose driven business

Our mission is to change the lives of individuals and organisations for the better, every day.
We achieve our mission by doing great work, supporting great work and being a great place to work.

**Doing great work:** We support organisations to protect their assets and keep people safe through safety culture change, organisational diagnostics, training, coaching and consulting. Through positive safety, we equip and empower employees to work safely – not because they have to, but because they want to. The nature of our work transforms workplace culture – starting with people's intrinsic motivations and sparking life-changing culture transformation.

**Supporting great work:** Sentis also actively protects Australia's native environment by investing in the Banyula Conservation Reserve as part of our commitment to a more sustainable future. We are proud to have invested $2.25 million in the purchase, restoration and management of Banyula Conservation Reserve's 465ha in the Pillar Valley, NSW, nurturing biodiversity for future generations.

**Being a great place to work:** We live our values of bringing our passion, owning it, seeking mastery and showing we care and as a result have numerous awards recognising that Sentis is a great place to work.

This document is a result of 20 years of applied experience and represents the progression of our safety methodology from ZIP to positive safety.

In 2003, Sentis was created to deliver a new kind of safety training called ZIP. Moving beyond traditional behaviour-based approaches, we enable employees at an attitudinal level and help clients break through their safety plateau.

Today, Sentis has supported more than 500 companies and 200,000 people across 36 countries to think differently about safety. We offer clients a comprehensive suite of solutions, ranging from diagnostics and consulting through to training and coaching, with the practical application of content at the forefront. This allows your people to move beyond compliance and towards a mature safety culture, where everyone pulls together to raise the bar for safe work and to achieve safety excellence.

By supporting organisations to transform safety cultures and create safer workplaces, we have evolved our approach and philosophy to be about more than just the reduction of harm. Our focus is on using safety to improve the quality of life for individuals and, consequently, greater efficiency and operational success for organisations.

UNITYWATER


PACIFIC
ALUMINIUM


AUSTRALIAN
RED CROSS
LIFEBLOOD


TRANSPORT
SYDNEY TRAINS


GLENCORE


GENESIS
ENERGY
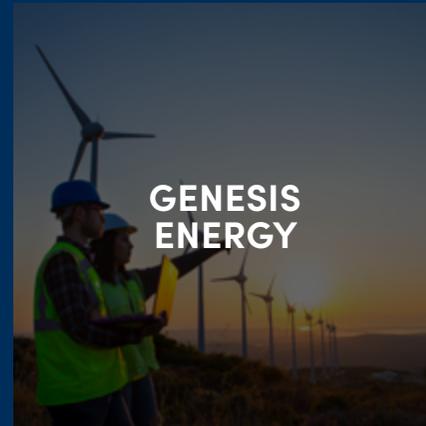
**200,000+**
INDIVIDUALS

**36**
COUNTRIES

**500+**
COMPANIES

# A Vision of Positive Safety

Positive safety is about focusing on proactive safety controls and genuine, helpful attitudes that can guide organisations to create a culture of trust, growth and excellence that leads to safer results.

Positive safety addresses the physical, social and psychological aspects of safety, resulting in an environment that supports each individual to bring the best of themselves to work.

There is no one-size-fits-all approach to safety. Positive safety is a flexible approach that seeks to provide a practical, evidence-based set of principles to help organisations identify their strengths, improve their operations and, in turn, improve their safety culture. Safety is more than an absence of harm, it is a presence

of something greater – a sense of security, confidence, clarity and high performance. Safety means protecting people **for** something, not **from** something.

It will always be important to understand and ensure minimum standards and compliance (0 to –10 side of the equation). That is, ensuring the basics are there for safe operation – getting you to a neutral position (e.g. correct controls are in place, that people have required equipment, that it is properly maintained etc.).

Adopting a mindset of positive safety (0 to +10 side of the equation) focuses on the presence of safety rather than only the absence of harm. Positive safety is about leading and supporting intrinsically motivated teams to invest in the safety and wellbeing of themselves and others.

Positive safety is having the courage and conviction to set the conditions for optimal safety where employees, teams and organisations thrive.

CONVENTIONAL SAFETY          POSITIVE SAFETY

–10          0          +10

Non-compliance          Compliance          Citizenship

*Figure: A new way to think about safety. Copyright © Sentis Pty Ltd.*

**86%**
of organisational sites operate
from a negative safety culture

Learn more at
**sentis.com.au/resources/driving-
a-positive-safety-culture**

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# Principles of Positive Safety

The Sentis positive safety principles are ultimately 'the way things are done around here'. They are used to guide discussions, planning and organisation change to help set the foundation for a culture based on positive safety.

## Lead with the vision

- Have a clear safety mission and vision that promote the why and what's in it for me.
- Ensure leaders live and breathe the vision.
- Link behaviours, performance and recognition to your vision.
- Use your vision to make the right decisions every day.
- Promote safety as a lever for positive culture change more broadly.

## Make data-based decisions

- Understand that safety is bigger than the individual and seek to understand external factors that impact your people.
- Differentiate between opinions and data.
- Use data to make good decisions, not just meet KPIs.
- Understand what the data is telling you and know its limits.
- Challenge whether the data tells you what you need to know; look for new data if it does not.
- Use data at an agreed frequency to inform decision making.
- Have data that matches your strategic objectives.
- Measure what you want to see.

## Build a strong foundation

- Reframe conventional safety to one that is now inclusive of physical, social and psychological safety.
- Take a holistic view of safety through having systems, equipment and resourcing required to work safely, ensuring you set people up for success.
- Ensure that leaders and team members have the skills, capability and capacity to engage with the systems that have been provided.
- Take a user's view of the systems in place; actively care and be curious about their usability.

## Actively care

- Consider individual diversity and team member needs.
- Role model safety and demonstrate that safety is a part of everyone's job.
- Empower the leadership team to take accountability for safety and their team.
- Look out for each other's safety and wellbeing.
- Support each other to live by the safety vision.
- Bring out the best in your people and support their potential.

## Be curious

- Actively seek feedback.
- Play the ball, not the person. Ensure investigation processes focus on seeking to understand, not place blame.
- Be prepared to understand your role in outcomes, good or bad.
- Prioritise person over position – look to consult and collaborate with the people who are doing the work.
- Create a culture where people feel supported to innovate, question the status quo and try new things.
- Reward and encourage leaders to ask questions and seek to understand.

## Keep it simple

- Keep messages simple and aligned with the safety goal.
- Create freedom within a framework. Solve safety challenges rather than relying on administrative actions and more 'rules'.
- Be curious – get teams' feedback on usability of systems and processes in place. Make changes.
- Focus on the critical risks that can cause life-changing injuries.

## Hunt the good stuff

- Focus on the potential of your people.
- Concentrate on the presence of safety, not only the absence of harm.
- Support your people to adapt, learn and be resourceful.
- Acknowledge the expertise of your workers and seek input from them to find the right solutions.
- Build trust with your people.
- See your people as an army of problem solvers, not an army of problems.

## Make an impact

- Focus on the whole person – health & wellbeing initiatives, focus on diversity/inclusion and positive workplace behaviours.
- Demonstrate a strong sense of corporate social responsibility.
- Be a great place to work with a welcoming and high-trust culture.
- Look for opportunities to make a positive impact beyond work.
- Run culture and climate surveys to understand employees' perspectives.
- Clearly communicate commitments, tie them to the vision and celebrate success.
- Support employees to give back to the community.
- Invest in culture, understand that it requires continuous focus.

# Expanding Safety
## Caring for the Complete Individual

Positive safety involves cultivating a positive physical, social and psychological experience of safety that not only reduces incidents but also enhances overall organisational culture and performance.

Positive safety recognises the interplay between our physical experience of the workplace, the social experience of interacting with the people around us and the psychological experience of our internal world. The three elements of safety are interrelated, and negative experiences in any of the three areas can have a negative impact on a person's overall wellbeing and work outcomes.

Understanding how the workforce experiences safety on a physical, social and psychological level is essential if an organisation is to move beyond public compliance and toward a truly thriving culture that intrinsically drives safety excellence.

The PHYSICAL experience relates to the way in which we interact with the physical environment of the workplace (for example, having the correct equipment or protective gear and controlling hazards).

The SOCIAL experience relates to our experience of interactions with others in our workplace (for example, a sense of community, mutual respect and collaborative problem-solving among colleagues, and a high-trust relationship with leaders).

The PSYCHOLOGICAL experience relates to the internal thoughts and cognitions we may have about work and our experience of wellbeing, stress levels and mental health (for example, feeling valued, respected, clear on job requirements and speaking up without fear of retaliation).

Organisations can influence how their people experience and engage with safety by taking positive actions to:

✓ Acknowledge and understand how people experience each element of safety within their organisation

✓ Apply the principles of positive safety to each element of the Safety Culture Model for their organisation, including:

- Building individual and safety leadership capabilities.
- Encouraging and reinforcing positive safety attitudes.
- Developing clear and accessible procedures.
- Providing resources to get the job done safely.

**Physical**

For example: work environment, equipment, hazardous tasks, shift work.

**safety experience**

**Psychological**

For example: resilience, engagement, wellbeing and mental health, psychological safety.

**Social**

For example: quality of relationships with team and leaders, communication, trust, support.

The introduction of the ISO 45003 global standard and regulations in Australia has heightened the focus on mental health and social well-being in the workplace, making it a legal and moral obligation for employers to recognise and address psychosocial risks.

With the projected cost of untreated mental health conditions in the Australian workforce expected to rise to $18.6 billion by 2025, the prevention and minimisation of psychosocial risks have become more crucial than ever.

# Understanding
# Safety Culture

Positive safety guides organisations to create a culture of safety citizenship across all four components of safety culture: leadership, person, environment and practices.

The physical work **environment** – ensuring that plant, machinery, tools, equipment, guards and personal protective equipment is accessible and well maintained. The psychological and social environment should be positive and supportive (e.g., addressing and preventing workplace bullying and harassment, and providing access to mental health resources).

The **person** component of safety is an integral part of any business. While skills, abilities, knowledge and attitudes are different, people who work safely and professionally always take ownership for their results. They are equipped to identify and manage risks, manage stress effectively, operate machinery and vehicles with careful attention, and display an attitude of professionalism in all their work efforts.



© Sentis – Safety Culture Model

Strong positive safety **leadership** is crucial in shaping the way people experience safety. The ability to create a safe environment and encourage employees to be safe is the most important factor in determining a company's safety culture and performance. Leaders must be able to model physically, socially and psychologically safe behaviour, challenge others to do the same, foster positive workplace relationships, and support safe work.

Commitment to excellent safety **practices** includes standard operating procedures that are easy to understand and follow, with a clear understanding of critical risk management processes, and effective training and meeting processes that promote a supportive and safe work environment.

# Safety Culture Model

Your safety culture is influenced by everything that happens in your business. This includes:

**Quality of leadership.**

**The attitudes and behaviours of all employees.**

**Effectiveness of your internal systems and processes.**

**Quality and condition of your plant and equipment.**

By taking deliberate steps to address each area of the safety culture model, organisations can increase their cultural and safety maturity.

# Achieving Safety Culture Maturity

Positive safety influences how organisations improve their safety culture. Utilising our Safety Culture Maturity Model, we work alongside organisations as they journey towards safety culture maturity and the goal of safety Citizenship.

## So what does 'good' look like?

The Sentis Safety Culture Maturity Model describes the journey organisations take as they progress towards a culture of safety Citizenship. On this journey, organisations display different types or 'profiles' of safety culture. Each of these profiles differ in their level of maturity or effectiveness. More mature safety cultures are more conducive to good safety performance.

Take our Safety Culture Self-Reflection at **sentis.com.au/safety-culture-self-reflection**

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In organisations with a mature safety culture, leaders consider the safety of the whole person and people genuinely buy into safety. People see safety as a personal value and actively choose to follow safety procedures – not because they have to, but because they want to.

People see safety systems as tools that add value to their jobs, rather than as barriers that make work difficult.

Relationships are characterised by high trust and mutual respect, with a common understanding around how safety helps everyone to return home safe at the end of every day.

Safety is a precondition of doing business, fostering a willingness to go above and beyond minimum role requirements to help others and, more broadly, contribute to the organisation's safety goals.

In contrast, a negative safety culture is driven by shared safety attitudes and beliefs that are unhelpful.

Safety is seen as a burden, a waste of time or something that gets in the way of getting the job done.

It is often viewed as something that is imposed by leaders or the organisation, rather than coming from a place of internal motivation.

As a result, compliance with safety processes, rules and procedures is sporadic and often depends on a leader monitoring and enforcing performance.

Employees are less willing to get involved in safety activities and more likely to look out for themselves rather than think about the good of their team or organisation.

To design a culture where leaders and teams take ownership of their safety and operate predominately from the green zone, it is crucial to understand how attitudes drive behaviours that ultimately drive the results we get.

**COUNTER-PRODUCTIVE**

"The company doesn't care much about me, my wellbeing, or my safety, so I don't care much about anything besides looking out for myself and getting the job done."

**PUBLIC COMPLIANCE**

"Most of the time, safety procedures are a burden to getting the job done. But, I need to make sure I'm following them incase I am being monitored."

**PRIVATE COMPLIANCE**

"Safety rules and procedures are there to protect me. It is my responsibility to follow them so that I can stay safe for the things that matter to me."

**COLLABORATIVE***
*Previously Mateship*

"In part, my safety and wellbeing depends on my teammates. To stay safe as a team, we need to work together and look out for one another."

**CITIZENSHIP**

"Physical and psychosocial safety are a core part of everyone's job and viewed as a shared responsibility within this organisation. We strive to improve ourselves and learn from our collective mistakes."

**Blame**

| | |
|---|---|
| Avoidance | Correct and control |
| Irresponsible | Blame |
| Complaining | Error / mistake focused |
| Problem-focused | Hunt the mistake |
| What not to do | Blame the worker |
| Absence of harm | Top down |
| Lag indicator focus | Hide issues |
| | Black and white rules |

**Ownership**

| | |
|---|---|
| Responsible | Focus on capacity and capability |
| In control | Empower and collaborate |
| Accountable | Learning from success |
| Solution-focused | Hunt the good stuff |
| What to do | Look at the system |
| Presence of safety | Walk a mile in your shoes |
| | Freedom in a framework |

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**Sentis** Safety Culture Maturity Model

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Learn more about the characteristics of Sentis' safety culture maturity profiles at **sentis.com.au/articles/sentis-safety-culture-maturity-model**

# The ABR Model

Traditional approaches to safety focus on driving compliance through KPI setting and a strong focus on behaviours through policies and procedures. The result of this approach is a constant focus on maintaining compliance to achieve minimum benchmarks.

*Behaviour is the end result of a prevailing story in one's mind: change the story and the behaviour will change.*

*– Dr. Jacinta Mpalyenkana*

Using the principles of positive safety, we want people to share a values-driven desire to do great work in which quality and safety are paramount. We also want them to be intrinsically motivated to invest in the safety and wellbeing of themselves and others. This leads to people using their discretionary effort to drive improvements and better performance.

How do you shift attitudes from a focus on compliance to a focus on Citizenship? At Sentis, we use the Attitude-Behaviour-Results (ABR) Model to demonstrate the influence that attitudes – what we think and feel – have on the behaviours people demonstrate and the results seen. By creating programs that are psychology-based, we shift attitudes and perceptions around safety, in-turn driving different behaviours and, ultimately, better results.

As an example, let's explore an organisation where there is a culture

of blame and avoidance with a focus on an absence of harm. The behaviours associated with this example see employees covering up mistakes or minor incidents. These behaviours are then reinforced through compliance training programs, rewards and recognition for decreased-incident reporting periods, and policies and procedures aimed solely at achieving incident targets.

While the result in this example may be the reduction or elimination of reportable workplace incidents, is it the best way to ensure everyone goes home safe at the end of every day?

Organisations that find themselves in this space are often in a culture of viewing safety as a cost. Safety costs time, effort, energy and money.

We tend to see the best safety results in organisations when the attitude of the workforce is proactive and motivated. They're organisations where employees

act as committed 'safety citizens'. Safety citizens invest in safe productive work because they want to, not because they're told to. The behaviours seen in these situations include the following of procedures, raising concerns if controls are not in place and challenging each other when safety is slipping. This is reflected in a desire to achieve well-defined performance goals (rather than avoiding injuries and near-misses).

In these organisations we see employees take ownership of safety and support leaders to build cultures that are high-trust, psychologically safe and mature. This in turn results in employees becoming the solution rather than the problem, leading to a natural decline in safety incidents through shared ownership of organisational safety. Organisations in this space see safety as a form of currency – a way to invest in what's most important to help employees get home to the things,

people and experiences they go to work to support in the first place.

It is time to change the focus on safety from the absence of harm to the presence of safety. It is time to empower your workforce to focus on what they can do to get home safe.

Organisations that are able to understand the attitudinal drivers of their people give themselves the best chance at driving positive organisational change.
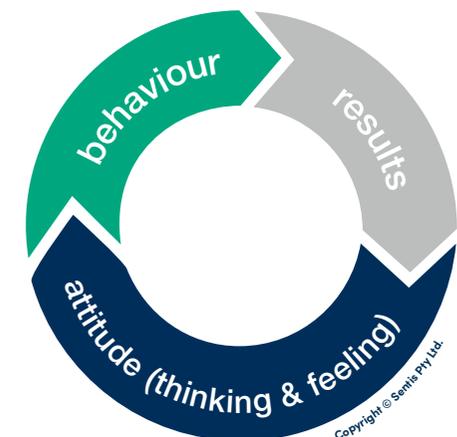
| ABR EXAMPLES BASED ON CULTURAL MATURITY | ATTITUDES | BEHAVIOURS | RESULTS |
|---|---|---|---|
| **COUNTERPRODUCTIVE CULTURE** | • If I follow the procedure the way I was told, I'll be safe. | • Employees who do the basics to meet expectations but never go above and beyond or lack discretionary effort. | • Safety performance that looks good on paper but is over reliant on policing of expectations and likely ignores non-reportable incidents. |
| | • No one was hurt today, so we are on track for our bonus. | • A compliant, externally motivated approach to safety. | • A sense of disempowerment and disengaging from safety. |
| | • If I am involved in a safety incident there will be hell to pay! | • Under reporting of incidents and unwillingness to own up to mistakes. | • Lost learning opportunities. |
| | • It is easier to cover something up or just fix it than deal with the fallout! | • Resistance to safety initiatives. | • A tendency to see safety as a cost rather than a benefit. |
| | • Leaders only care about safety because it is tied to their bonus. | • More likely to engage in unhelpful safety conversations and behaviours. | • Cynical attitudes and beliefs around safety and leadership. |
| **CITIZENSHIP CULTURE** | • Investing in safety means investing in things that matter to me. | • More safety ownership behaviours and language. | • Improved reporting. |
| | • I have a responsibility to make safe choices and support others and the organisation to do the same. | • Greater collaboration. | • Increased discretionary effort. |
| | • I know what I need to do to stay safe. | • Looking out for self and others. | • Improved culture, psychological safety and trust. |
| | • I feel safe to speak up. | • More debate, questioning and safety suggestions. | • Better focus on the most important safety activities. |
| | • When we do things safely the first time, it often leads to less rework down the track, greater productivity and better efficiencies. | • Sharing learnings. | • Observable improvement in the presence of safety and an overall reduced risk profile. |

Learn more about the ABR model **sentis.com.au/articles/attitude-behaviour-results-the-abr-model**

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# Leading Change

# What does it take to change a culture?
## Addressing organisational change

Understanding positive safety is the first step on a safety culture journey at an organisational level, but achieving a culture of safety Citizenship is a challenging task.

It requires the commitment of every individual in an organisation, and it takes time and effort to change ingrained behaviours.

Safety culture maturity will only be achieved with an aligned and passionate leadership team that understands how to lead an effective change process. The leaders understand the interplay between processes, environment and people, leverage strengths and strategically target areas of opportunity.

At Sentis, we provide solutions that align with organisational and individual change, putting you on the path to a mature safety culture. With focused energy, a committed group of leaders and an effective change process, we help you achieve your goal of a culture of safety Citizenship.

To effectively create and sustain change, it is useful to understand the process that occurs when individuals change and the strategy behind organisational change. To the right, we have provided an outline of how an organisation might choose to approach change.

# Leading Organisational Change

## PREPARE FOR CHANGE

- Collect data to understand the current situation.
- Create a clear story that covers why the status quo is no longer acceptable.
- Define what needs to change, and what 'good' looks like.
- Describe how the organisation, teams and individuals will benefit.
- Develop and clarify your vision.
- Start to build consensus that the change is needed.
- Get people involved.

**TOOLS:**

**Diagnostics**

**Governance** – Engage Stakeholders

## CREATE A STEERING COMMITTEE

- Create a Steering Committee powerful enough to:
  - Lead the change.
  - Make decisions.
  - Negotiate hurdles along the way.
- Empower this committee to communicate and support the change.

**TOOLS:**

**Diagnostics**

**Governance** – Establish a Steering Committee

## DESIGN & COMMUNICATE THE STRATEGY

- Define a clear strategy that will move the organisation towards the vision.
- Create an implementation plan detailing the steps of the change, then develop a communication plan.
- Use every opportunity to communicate the vision and strategy.
- Identify and allocate resources needed.
- Incentivise the change.

**TOOLS:**

**Governance** – Define Strategy

**Governance** – Plan and Communicate

## IMPLEMENT THE PLAN

- Launch leader and team development training and coaching.
- Make necessary upgrades/updates to the environment, systems or practices.
- Seek and provide regular feedback on the change initiative.

**TOOLS:**

**Leadership Development**

**Team Development**

## INTEGRATE CHANGES

- Integrate new language and approach in key processes such as meetings, in-field interactions, critical control verifications, incident investigations etc.
- Make sure all practices support your vision.

**TOOLS:**

**Leadership Development**

**Team Development**

## MEASURE SUCCESS

- Look for opportunities to celebrate big and small wins.
- Track the impact of the change on organisational success.
- Share the success with the business; ensure everyone can see the role they played in achieving the success.

**TOOLS:**

**Evaluation & Assurance**

**Governance** – Measure progress and evaluate success

# Leading Individual Change

Successful organisational change leaders recognise the nuances of individual change and target their approach accordingly. Strategies are shaped, taking into account the stages of change that people are experiencing for a fully customised, fit-for-purpose approach that is tailored to your organisation.

When looking to create individual change, there are three crucial elements to consider:

1. A strong internal motivation to change.

2. The knowledge and skills to change.

3. A sustained focus on the change.

For an individual to change their behaviour, it requires a change in thinking (motivation) and then a change in behaviour. This means that individuals need both thinking tools and behavioural tools.

Using an adaptation of Prochaska & Di Clemente's Stages of Change model, the principles of positive safety assist individuals as they move through the five distinct stages of change.

Developed during the 1980s, this model was initially based on work with smokers trying to quit, and has since been applied to many health-related behaviours, including injury prevention and safety. The model suggests that all individuals pass through five distinct stages when engaging in change.

At an individual level, positive safety invites employees to consider their current attitudes around safety, how they behave day-to-day and how this impacts those around them. Through collaborative discussions and activities, we can achieve a change in the way people begin to think about safety.

For some, this shift can be foundational, considering what their safety goals are and how their thoughts and actions may, or may not, be helping them achieve those goals. For others, this consolidates their helpful attitudes and behaviours and provides a connection to others in the business with a shared language and a willingness to apply strategies provided in the program.

PROGRESS

MAINTENANCE

ACTION

PREPARATION

CONTEMPLATION

PRE-CONTEMPLATION
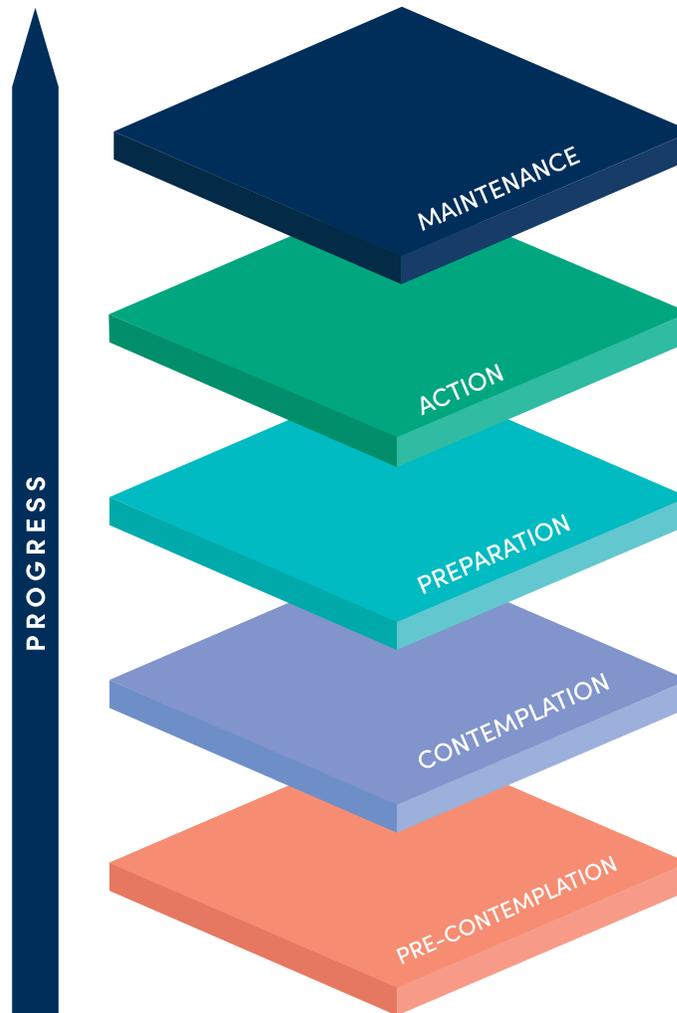
## MAINTENANCE

The individual has cemented the change and has been consistently acting with the new behaviour for about six months.

## ACTION

The individual has begun engaging in the new changes, although these changes are yet to be cemented over time.

## PREPARATION

There is a firm intent and plans for change. The individual may even have begun making small changes and will enact more significant changes in the very near future (i.e. within the next 30 days or so).

## CONTEMPLATION

The individual has no imminent or concrete plans to change, although they have begun to think about a need to change in the future.

## PRE-CONTEMPLATION

In this stage the individual has no intention to change. They are either unaware of, or not even thinking about, a need for change.

# More Than a Training Day:

## A life changing experience

Positive change is an experience and a process, not an event. To really engage individuals in long-term change, it is essential that interventions are targeted at the pre-contemplation, contemplation and preparation stages, and that systems are in place to support the maintenance of changed behaviours.

Positive safety is designed to assist participants as they move through the stages of change from pre-contemplation to maintenance by:

- ✓ Developing a clear understanding and emotional connection to participants' personal safety motivations (e.g. the link between safety and loved ones, friends, favourite activities, future plans, etc.)

- ✓ Using experiential activities, role plays and real scenarios to move from academic learning to a life-changing felt experience.

- ✓ Leveraging group dynamics and social learning to challenge unhelpful safety attitudes and build alignment around new positive safety attitudes.

- ✓ Understanding the limitations of the brain, and therefore the importance of existing safety strategies such as risk assessments, critical control verifications and observations and standard operating procedures to further protect against hazards.

- ✓ Understanding the tools and techniques to take control of and change thinking patterns to ensure positive safety choices.

- ✓ Building safety leadership capability in the areas of supporting, recognising, role modelling, actively caring, collaborating, challenging, sharing a vision and inspiring others with the goal of supporting safe work.

- ✓ Understanding the power inherent in leadership thinking and actions by exploring the psychology of influence.

- ✓ Developing specific leadership and communication skills to influence others.

# Our Impact
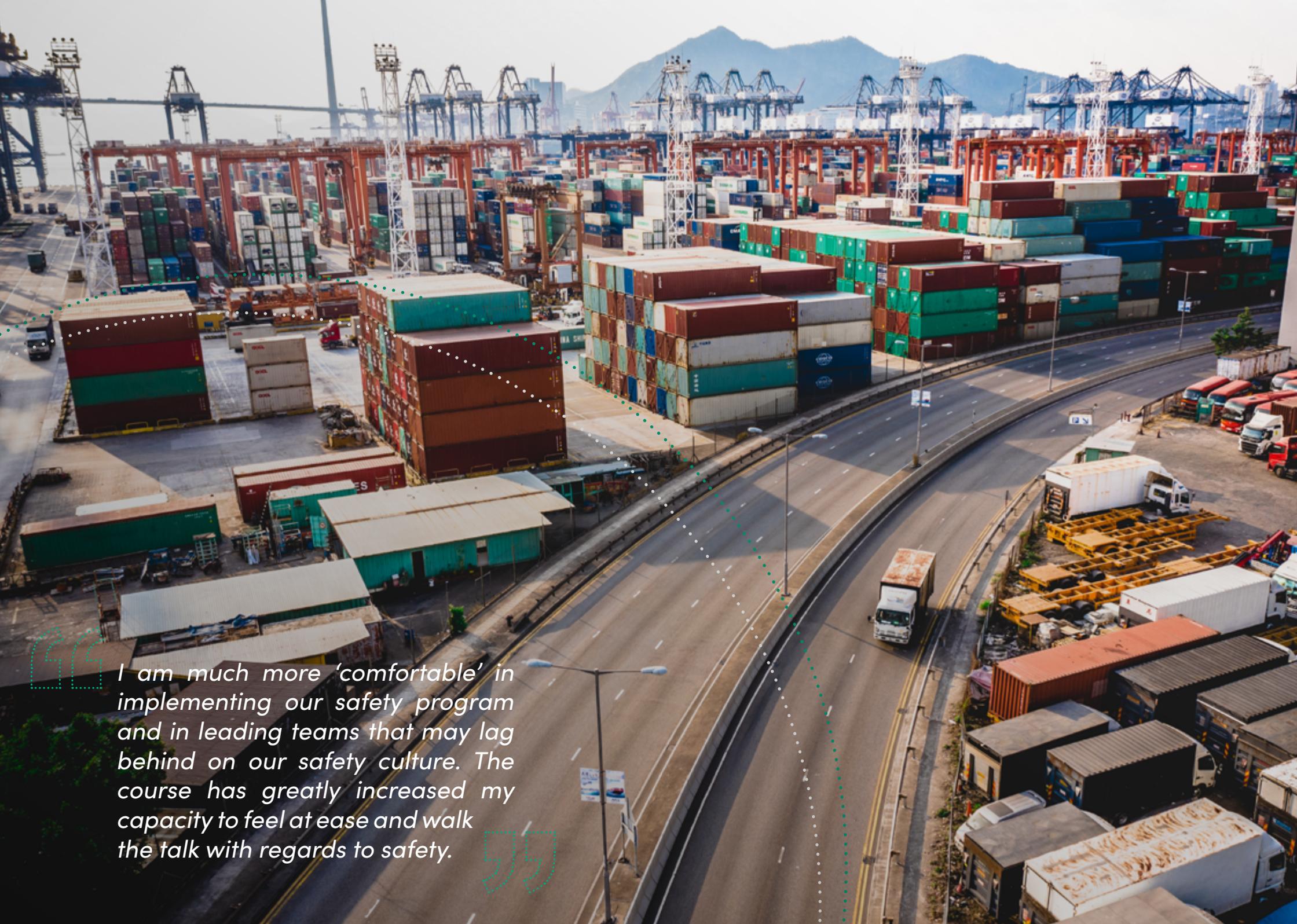
*I am much more 'comfortable' in implementing our safety program and in leading teams that may lag behind on our safety culture. The course has greatly increased my capacity to feel at ease and walk the talk with regards to safety.*

# Case Study: Materials Handling

## Client snapshot

- Global firm specialising in materials handling, reduction technologies and automation.
- Headquartered in Canada with sites in Europe, North America and Australia.
- 1000+ employees.

## Objectives

- Create a stronger, more positive safety culture.
- Increase safety leadership knowledge and skills.
- Improve safety performance.

## Results

- Significant increase in self-reported safety leadership behaviours, with improvements ranging from 8-17%.

Sentis partnered with a global firm specialising in materials handling, reduction technologies and automation. Extensive collaboration and consultation identified the need to target safety leadership development across the organisation.

Together, Sentis and the client partnered to deliver the Sentis 360° Safety Leadership Assessment and training program, followed by a year-long series of individual coaching sessions to promote positive change and sustainable growth in safety leadership knowledge, skills and motivation. As a result, the client saw a marked improvement in safety leadership ability across all eight safety leadership competencies.

## Solution

Over the course of the safety leadership initiative, Sentis conducted the following activities:

- **Diagnose and Benchmark**
  A comprehensive 360° Safety Leadership Assessment was undertaken to provide individuals with information about their safety leadership ability from the perspectives of their direct reports, peers and managers. These results were compared to leaders' self-reports to establish current strengths and identify areas of discrepancy that signalled opportunities for learning and development.

- **Design and Implement**
  Using insights gained from the 360° assessment, a safety leadership development pathway program was designed and delivered to up-skill safety leaders. With a clear picture of their own strengths and opportunities, leaders could engage in the program in a way that was most meaningful to them and absorb the knowledge and skills that would be most critical for their personal development.

- **Sustain and Measure**
  Personal safety leadership development plans were created to provide an anchor for ongoing leadership coaching sessions. Progression along these development plans was tracked and facilitated by Sentis Consultants during individual sessions. As participating leaders were geographically dispersed, the coaching element of the program was developed to function within a virtual environment, allowing leaders access to a range of coaching delivery formats including face-to-face, teleconference and video conference.

## Impact

To evaluate the impact of the safety leadership development pathway program, Sentis measured outcomes associated with program participation as well as coaching effectiveness. Results included:

- 100% of participants indicated that they learned new safety leadership skills and knowledge.
- 100% of participants reported improved confidence to demonstrate safety leadership skills.
- Self-reported performance in all eight safety leadership competencies increased significantly after the program, with improvements ranging from 8%-17%.

**Hear from our clients and explore the results they've achieved**

sentis.com.au/case-studies

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# Case Study: Aquaculture

## Client snapshot

- Global aquaculture firm, headquartered in Norway.
- Over 300 sites across Europe, North and South America and Asia.
- 5000+ employees.

## Objectives

- Create a stronger safety culture.
- Increase personal ownership of safety by all employees.
- Improve safety performance.

## Results

- 31% reduction in LTIFRs over the first six months when compared to the same period the previous year.
- 82% of employees believe their personal safety performance has improved.
- 67% of employees have used new skills and knowledge to protect themselves or others from harm since undertaking the Sentis program.

Headquartered in Norway and employing over 5,000 people across more than 300 sites, this global aquaculture firm engaged Sentis to help address its critical safety challenges. Specifically the need to create a more positive safety culture to improve site and organisational safety performance. Using a train-the-trainer model, Sentis assisted the client to drive ongoing safety culture change, including the development of internal ambassadors and targeted strategies to embed program concepts for the long-term.

## Solution

Over the course of the organisation-wide engagement, Sentis conducted the following activities:

- **Diagnose and Benchmark**
  A comprehensive on-site scoping process was conducted to identify strategic safety goals, as well as the company's key strength and opportunity areas. These insights were used to inform program development and implementation.

- **Design and Implement**
  Sixty-four internal facilitators undertook a rigorous development program to up-skill in the Sentis concepts and safety culture change program. This included a combination of formal training, coaching, webinars and evaluation. With ongoing support from Sentis, internal facilitators then administered the safety program to staff at all levels.

- **Sustain and Measure**
  Due to the diverse nature of the client's operations, supporting materials were translated into Norwegian, Spanish, French and Dutch to further aid training transfer. Sentis also assisted each site to establish 'Implementation Teams', tasked to drive local ownership and engagement in the safety program, and roll-out embedding initiatives.

## Impact

Following the implementation of the Sentis training program, the client saw positive improvements in safety attitudes and performance including a 31% reduction in LTIFR over the first six months when compared to the same period the previous year.

Participant feedback has also been extremely positive:

- 82% of employees believe their personal safety performance has improved.
- 78% of employees report thinking more about safety issues.
- In the month following training, 67% of employees experienced a situation where new knowledge and skills protected themselves or others from harm.
- 31% reduction in LTIFR achieved over the first six months when compared to the same period the previous year.

Hear from our clients and explore the results they've achieved
**sentis.com.au/case-studies**

SCAN ME

*Highly recommend this course. Have suggested my partner should tell his work about it as it would be useful for them too.*

**95% of program attendees would recommend Sentis to others.**
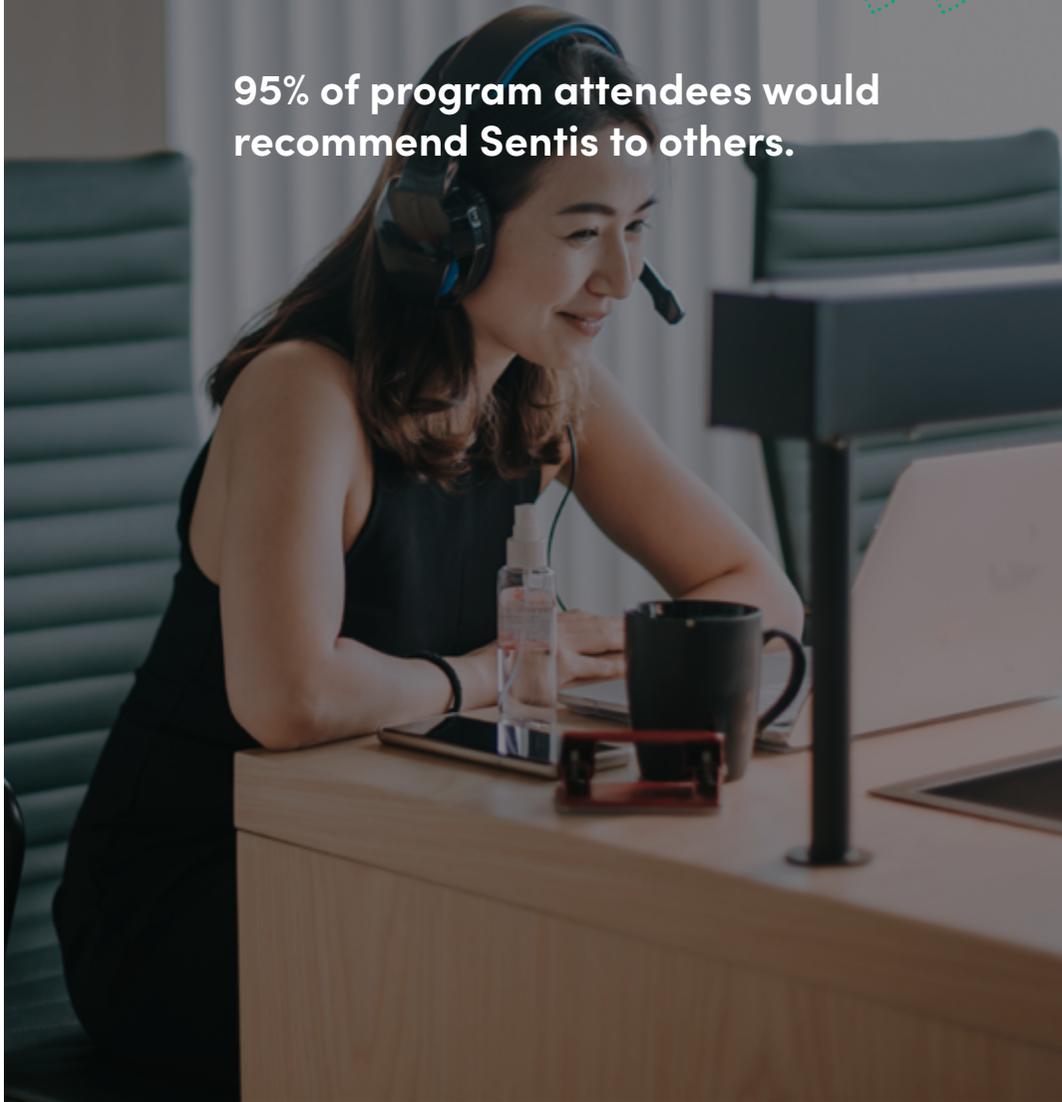
*Often with training, you are lucky to walk away with one (maybe two) key takeaways that you may use. However in the Leading Safety training, I think I remember every concept that was shared. Furthermore each concept is relevant to my work, and I walk away after the training able to readily apply each concept.*

**97% of program attendees will apply something they learned immediately to their work.**

Aggregated data for Sentis program participants between July 2022 and May 2023.
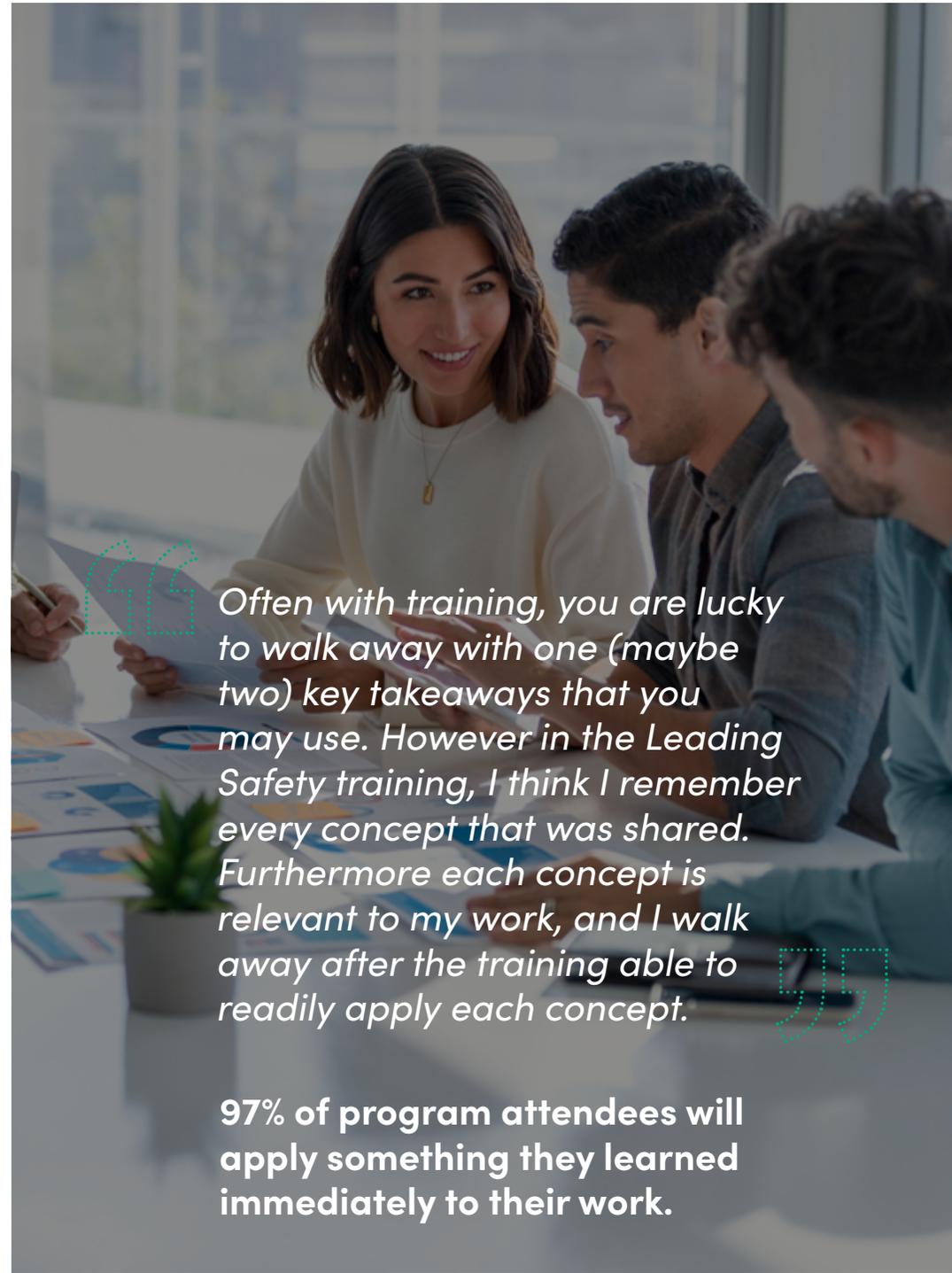
_Very well delivered, I'm confident our workers will benefit from this. I've had 18 years in the industry but this is the program that I've found most value in._

**91% of program attendees rated Sentis "above" or "far above average" in comparison to other programs in their organisation.**

_Excellent and incredibly engaging facilitators. I'm leaving feeling more confident as a leader._

**97% of program attendees found the facilitation of the program to be of a high quality.**

Solutions

## Diagnostic

- **Onsite Safety Evaluation**
- **Safety Climate Surveys**
- **Incident Severity Analysis™**
- **Meta Incident Analysis®**

## Governance

- **Establish a Steering Committee**
- **Stakeholder Engagement**
- **Define Strategy**
- **Confirm Governance Framework**
- **Implementation and Communication Plan**
- **Measure Progress and Evaluate Success**

## Leadership Development

**Attitude Alignment**
Taking Control of my Safety
Safety Attitude Assessment

**Leadership Development**
Leading a Safe Culture
Safety Leadership Assessment
Leadership Development Coaching

**Skills Development**
Leading Thriving Teams
Running Effective Meetings
Safety Interactions
Leading High Risk Work
Skills Coaching

## Team Development

**Attitude Alignment**
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**Skills Development**
Building Resilience
Taking Control of High Risk Work

## Process Improvement & Integration

**Critical Control Assurance**
**Process Improvement**

**Pre-Start**
**Process Improvement**

**Safety Interactions**
**Process Improvement**

**Application Toolkits**

**Inductions**

**Refresher Training**
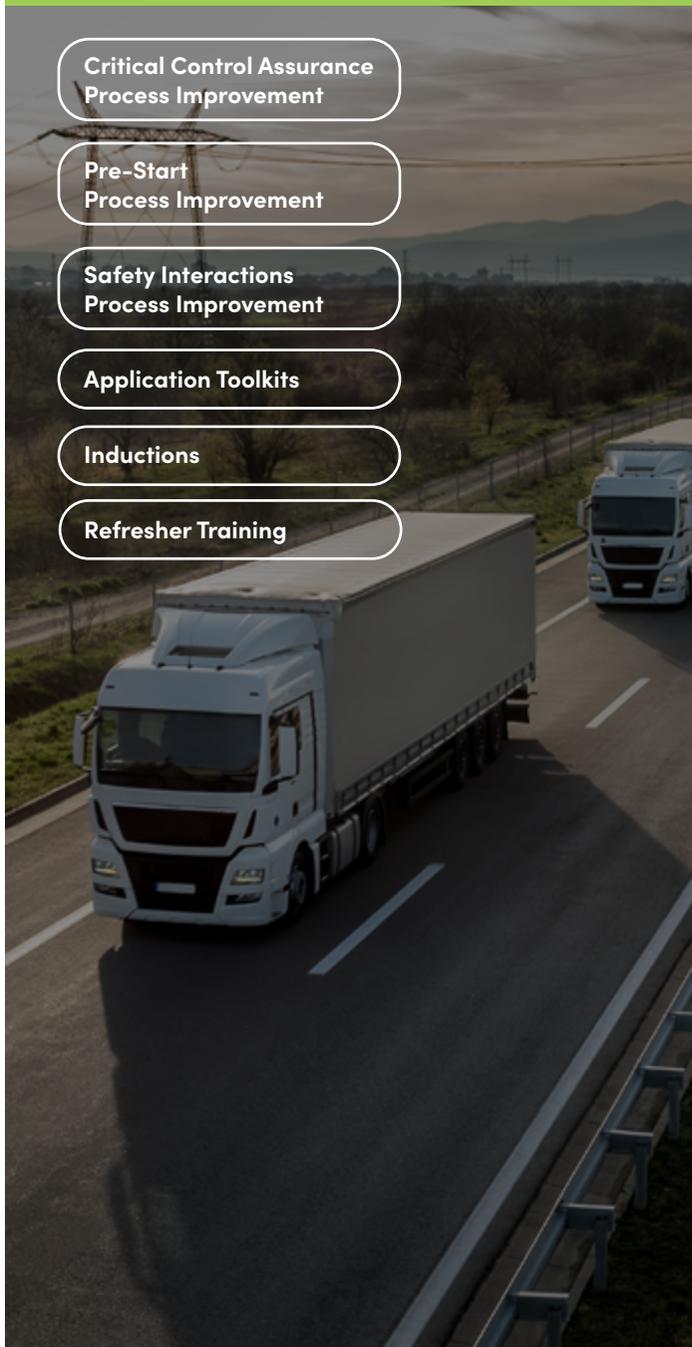
## Assurance & Review

**Comparison of Lead**
**and Success Metrics**

**Impact Study**

**Reassessment Against**
**Baseline Data**

# Diagnostic

Onsite Safety Evaluation

Safety Climate Surveys

Incident Severity Analysis™

Meta Incident Analysis®

A key component of successfully implementing the principles of positive safety is understanding where your organisation is now and painting a clear picture of where you want to go.

This requires the support of a diagnostic intervention to gain an understanding of current safety culture strengths and opportunity areas. The initial diagnostic also establishes a baseline of performance against which to measure project success and cultural improvement.

### Onsite Safety Evaluation

Including focus groups and interviews, this diagnostic does a deep dive into your safety culture and provides a benchmark result on the Sentis Safety Culture Maturity Model.

### Safety Climate Surveys

Online survey tools gather employee perceptions of safety climate and provide detailed results in a digital dashboard. Available as a full survey option, and a shorter Pulse Survey option, which can be used as a quick measure of a particular dimension of interest, our Safety Climate Survey includes:

✓ Critical Risk & Psychological Safety Climate.

✓ Critical Risk & Contractor Safety Climate.

✓ Critical Risk & Reporting Climate.

✓ Reporting & Psychological Safety Climate.

✓ Wellbeing & Psychological Safety Climate.

### Incident Severity Analysis

Impartial and independent, the Incident Severity Analysis includes a review of incident data, including output from incident investigations. It tests and reports on the accuracy of corporate incident severity classification and breaks down that analysis by business division and/or operation. It also reports on the prevalence of high-severity potential events across certain high-risk activities (when appropriate data is provided), allowing you to pinpoint key opportunities to improve safety outcomes.

### Meta Incident Analysis

This enables you to gain a comprehensive insight into the operational, leadership and organisational factors that influence the management of high-risk work activities. The Meta Incident Analysis process (which incorporates the Incident Severity Analysis) examines incident data to isolate the precursors to serious incidents, including effectiveness of critical controls, human factors and organisational factors that can influence repeat incidents. This data will inform your strategy to improve the effectiveness of critical controls in your operations.

# Governance

- Establish a Steering Committee

- Stakeholder Engagement

- Define Strategy

- Confirm Governance Framework

- Implementation and Communication Plan

- Measure Progress and Evaluate Success

# To ensure the effective management of the project, governance is key.

Sentis will work with you to determine the governance model that is right for your organisation. Governance frameworks often depend on the scale of the project, and typically include:

### Establish a Steering Committee
Steering committees typically comprise of Executive or Senior Leadership Team members and define roles, responsibilities and accountabilities for the project.

### Stakeholder Engagement
Including Executive, Board and leaders to confirm alignment and support for the project.

### Define Strategy
The aim is to take the recommendations from the diagnostic process and create a plan for change, detailing current state, future ideal state and the steps required to get there.

### Confirm Governance Framework
The Steering Committee will need to agree on a set schedule and agenda for governance meetings and determine what reporting is required and how it will be shared.

### Implementation and Communication Plan
Develop an Implementation Plan – determine the rollout structure and timelines, including training delivery format, which may include standard face-to-face, blended or online options, or train-the-trainer processes.

Prepare a Communication Plan – the communication plan will document what information will be shared with whom and when.

### Measure Progress and Evaluate Success
The Steering Committee will determine the metrics that will be used to track project progress and evaluate success. Typically, this will include Pulse Survey results, pre/post comparison analysis of data, feedback reports from participants and other lead metrics as measured by the organisation.

# Partnering Through Change

Change can be complex, and transformation works best when you have the right structures in place and the right team of people around to support you. Some of the key roles and responsibilities that may be relevant to your governance model could include:

**EXECUTIVE SPONSOR:**

Normally the highest-ranking leader within the Steering Committee, this individual needs to agree to and openly support the organisation in the implementation. This is to ensure that the necessary resources are allocated to the process, that Executive leaders are aligned and supportive of the project and the process is considered a priority within the business.

**SITE SPONSORS:**

Where organisations have multiple distinct business units or sites, sponsors should be selected from within each site's leadership team. These individuals are responsible for ensuring that the site leadership understands the process and for demonstrating their active support for the process. The sponsors typically form part of the Steering Committee and are responsible for resource allocation, schedule planning and supporting the rollout onsite.

**STEERING COMMITTEE:**

The Steering Committee is responsible for the governance of the project, alongside the Sentis Consultant. The members of this committee are responsible for planning and launching the communication plan, coordinating the implementation schedule, resolving challenges, keeping the project on track and acting as role models in authentic safety leadership.

**TRAINERS/AMBASSADORS:**

When organisations opt to up-skill internal personnel to deliver training or become experts in applying program concepts, these trainers or ambassadors will play a key role in supporting the change. They will attend additional training opportunities to expand their specialist skills in the program concepts, and they will undertake an informal coaching role within the business, acting as positive safety role models.

**LOGISTICS ADMINISTRATOR:**

One of the most critical roles in a rollout, this person ensures that venues are allocated, people are scheduled and all of the logistical planning and follow through occurs. Prioritising this role and allocating responsibility to a capable person will ensure that resources and time are not wasted and the project runs according to the implementation plan created by the Steering Committee.

**SENTIS PRINCIPAL CONSULTANT:**

Your Sentis Principal Consultant will act as your positive safety expert to guide you in selecting the right solutions and building an implementation plan that suits your operating context and business needs.

**SENTIS CONSULTANT:**

A designated Sentis Consultant will be responsible for the delivery of all training programs and coaching.

**SENTIS IMPLEMENTATION MANAGER:**

Your Sentis Implementation Manager will oversee and manage the day-to-day execution of the project.

**SENTIS SPECIALISTS:**

Throughout the course of a project, various Sentis subject matter experts will be involved to support project success. Specialists may include:

**Product development team** – for contextualised programs, custom materials or bespoke solutions.

**Research team** – to support the diagnostic phase, evaluation phase or for any custom research projects.

# Leadership Development

Attitude Alignment

Leadership
Development

Skills Development

# Leaders who are aligned around, and engaged in, a common vision become the cornerstone to implementing positive safety principles.

This program ensures leaders are aligned, speaking the same language and using the program tools to demonstrate strong safety leadership skills. The leadership development phase may include programs to shift attitudes, develop general safety leadership capability and/or build specific skills required of effective safety leaders.

### ATTITUDE ALIGNMENT

**Taking Control of My Safety** – this program focuses on the individual, their thinking processes, behaviours and sense of accountability regarding safety. It is designed to provide participants with insight into their thinking patterns to empower them to make better decisions about safety. They will learn about how the brain works, five important thinking patterns that impact their ability to stay safe and brain tools that give them control over their thinking and safety results.

**Safety Attitude Assessment** – this is a self-report assessment of individual thinking patterns that drive safety-related behaviours and aligns with Sentis' 'Taking Control of My Safety' program content.

### LEADERSHIP DEVELOPMENT

**Leading a Safe Culture** – this program focuses on developing capabilities within leaders to support your organisation on its journey towards safety Citizenship and introduces the eight safety leadership competencies: supporting, recognising, actively caring, collaborating, challenging, role modelling, creating a vision and inspiring.

The program also focuses on developing authentic and transformational leadership skills to build a culture of trust and psychological safety and influence others towards improved safety attitudes, behaviours and performance.

**Safety Leadership Assessment** – a self-report assessment of the extent to which leaders believe they demonstrate the eight safety leadership competencies. This assessment aligns with content from Leading a Safe Culture.

**Leadership Development Coaching** – recommended for senior leaders. This coaching focuses broadly on safety leadership, drawing on the Safety Leadership Assessment results and may target motivation, effective communication and influencing skills, shifting worker attitudes, workplace culture etc. Developmental coaching is delivered 1:1 and is self-directed, with the leader bringing their challenges to coaching sessions to work through with their coach.

### SKILLS DEVELOPMENT

**Leading Thriving Teams** – a program for leaders that builds capability to lead in a supportive way that builds resilience in others. It introduces the neuroscience of resilience and the five practices of resilience that support individuals to truly thrive at work and at home, which include: being active and engaged, optimistic and solution-focused, living with purpose, being connected and aware and practising social citizenship.

**Running Effective Meetings** – a training program for leaders to develop facilitation and safety leadership skills relevant to running meetings. This practical and applied training program develops leaders' communication and influencing skills and improves focus on safe production goals.

**Safety Interactions** – a training program for leaders to develop facilitation and safety leadership skills relevant to running safety observations or interactions. This practical and applied training program develops leaders' communication and influencing skills in formal and informal settings to improve worker focus on safe production goals.

**Leading High-Risk Work** – a program for leaders to drive effective critical control management in the field, with a particular focus on the knowledge and skills to conduct effective critical control verifications.

**Skills Coaching** – recommended for leaders who spend significant time in the field and need to demonstrate specific skill sets. This coaching is linked to specific behaviours or skills (e.g. pre-start delivery, critical control verifications or safety observations). Skills coaching can be delivered 1:1 or in small groups and is often conducted in the field so the coach can observe leaders' behaviours in a real work context.

# Team Development

Attitude Alignment

Skills Development

Unleash the potential within your business by creating teams that are actively engaged in safety and care about each other by demonstrating the principles of positive safety.

Team development is rolled out to all team members onsite, ideally including long-term contractors. Team programs can be delivered in a variety of formats to suit operational requirements and may include face-to-face delivery, online or blended learning, or train-the-trainer approaches.

## ATTITUDE ALIGNMENT

**Taking Control of My Safety** – this program focuses on the individual, their thinking processes, behaviours and sense of accountability regarding safety. It is designed to provide participants with insight into their thinking patterns to empower them to make better decisions about safety. They will learn about how the brain works, five important thinking patterns that impact their ability to stay safe and brain tools that give them control over their thinking and safety results.

**Safety Attitude Assessment** – a self-report assessment of individual thinking patterns that drive safety-related behaviours. This assessment aligns with Taking Control of My Safety program content.

## SKILLS DEVELOPMENT

**Building Resilience** – a program that delves deeper into the human mind and explores the neuroscience of resilience and introduces the five practices of resilience that support individuals to truly thrive at work and at home, which include: being active and engaged, optimistic and solution-focused, living with purpose, being connected and aware and practising social citizenship.

**Taking Control of High-Risk Work** – a program for leaders to drive effective critical control management in the field, with a particular focus on the knowledge and skills to conduct effective critical control verifications.

# Process Improvement & Integration

- Critical Control Assurance Process Improvement

- Pre-Start Process Improvement

- Safety Interactions Process Improvement

- Application Toolkits

- Inductions

- Refresher Training

# Integration and process improvement is about ensuring that organisational systems and processes support individuals and the leadership team to work in line with positive safety principles every day.

This stage requires input from the steering committee (as established during the governance phase), to determine the activities that are right for the organisation. These activities may include:

### Critical Control Assurance Process Improvement

Review current critical control management processes to determine what is working well and where improvements are needed. This may include improving the understanding of critical control assurance fundamentals within your business by providing leaders and teams with the support needed to effectively implement critical controls and conduct critical control verifications. This process aligns with the Leading High-Risk Work and Taking Control of High-Risk Work training programs.

The process includes:

- ✓ **Critical Control Management Review** – conducting a review of current processes and execution by leaders to determine what is working well and where improvements are needed.

- ✓ **Application Toolkit** – drive improved communication about critical control management using resource packages that contain monthly topics, posters and activities.

- ✓ **Consulting** – getting expert support to drive improvement.

### Pre-Start Process Improvement

Review current meeting processes and execution by leaders to determine what is working well and where improvements are needed. Improve your leaders' ability to engage and prepare workers for a safe and productive day. This process aligns with the Running Effective Meetings training and coaching package, designed to build leaders' skills in facilitation and engagement of workers during safety, pre-shift or toolbox meetings.

### Safety Interactions Process Improvement

Review current safety observation processes and execution by leaders to determine what is working well and where improvements are needed. Improve your in-field safety observations and interactions to ensure leaders are developing high-quality working relationships to inspire, motivate and hold their teams to account when it comes to ensuring safe work is maintained. This process aligns with the Safety Interactions training and coaching package and is designed to build leaders' skills in effective communication.

### Application Toolkits

Prepared campaigns aligned to program concepts support leaders with a range of multimedia tools, including videos, activities, posters and focus statements. Designed to refresh and remind people about the positive safety principles and how they can be applied onsite, toolkits are ideal for use in safety, pre-start or toolbox meetings. Topics include:

- ✓ Risk Awareness.
- ✓ Playing Our Part.
- ✓ Safety as a Currency.
- ✓ Taking Control of Your Brain.
- ✓ Hand Safety.
- ✓ Slips, Trips and Falls.
- ✓ Resilience.

### Inductions

Integrating program concepts and content into organisational or site inductions provides a way to introduce new starters to the 'way things are done around here' in terms of safety culture. This can support new permanent staff until they have the opportunity to attend a full program and is ideal for shutdowns or other times large numbers of contractors are brought onsite.

### Refresher Training

Short refresher workshops ask participants to reflect on their application and provide a renewed energy to continue with the application of program concepts and tools.

# Assurance & Review

Comparison of Lead and Success Metrics

Impact Study

Reassessment Against Baseline Data

# Measuring progress should occur continually throughout the rollout, as defined by the governance framework.

This ongoing review should ensure all stakeholders are aware of project successes, challenges and employee feedback and have had the opportunity to observe the impact on identified lead metrics. Depending on the governance structure agreed upon by the Steering Committee, ongoing project reviews may include:

✓ Lead metrics (e.g., quality of pre-start meetings, hazard reporting, etc).

✓ Pulse Survey results.

✓ Participant feedback post training program.

✓ Participant feedback post coaching engagement.

✓ Budget and cost management.

✓ Adherence to implementation plan and any challenges or identified risks.

A formal evaluation of project success should occur after 18-24 months for large-scale change projects, or at shorter intervals for smaller, more targeted projects. Formal project evaluation typically involves running post-implementation diagnostics to compare the new state to baseline data collected during the initial diagnostic and includes repeated measures such as:

**Onsite Safety Evaluation.**

**Safety Climate Surveys.**

**Meta Incident Analysis.**

**Incident Severity Analysis.**

## Diagnostic

**Onsite Safety Evaluation**

**Safety Climate Surveys**

**Incident Severity Analysis**

**Meta Incident Analysis**

Notes

## Governance

**Establish a Steering Committee**

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**Safety Interactions Process Improvement**

**Application Toolkits**

**Inductions**

**Refresher Training**

**Notes**

## Assurance & Review

**Comparison of Lead and Success Metrics**

**Impact Study**

**Reassessment Against Baseline Data**

**Notes**

# Positive Safety Checklist

The Sentis positive safety principles are ultimately 'the way things are done around here'. They are used to guide discussions, planning and organisation change to help set the foundation for a culture based on positive safety.

## Lead with the vision

Have a clear safety mission and vision that promote the why and what's in it for me.

Ensure leaders live and breathe the vision.

Link behaviours, performance and recognition to your vision.

Use your vision to make the right decisions every day.

Promote safety as a lever for positive culture change more broadly.

## Make data-based decisions

Understand that safety is bigger than the individual and seek to understand external factors that impact your people.

Differentiate between opinions and data.

Use data to make good decisions, not just meet KPIs.

Understand what the data is telling you and know its limits.

Challenge whether the data tells you what you need to know; look for new data if it does not.

Use data at an agreed frequency to inform decision making.

Have data that matches your strategic objectives.

Measure what you want to see.

## Build a strong foundation

Reframe conventional safety to one that is now inclusive of physical, social and psychological safety.

Take a holistic view of safety through having systems, equipment and resourcing required to work safely, ensuring you set people up for success.

Ensure that leaders and team members have the skills, capability and capacity to engage with the systems that have been provided.

Take a user's view of the systems in place; actively care and be curious about their usability.

## Actively care

Consider individual diversity and team member needs.

Role model safety and demonstrate that safety is a part of everyone's job.

Empower the leadership team to take accountability for safety and their team.

Look out for each other's safety and wellbeing.

Support each other to live by the safety vision.

Bring out the best in your people and support their potential.

**Notes**

## Be curious

Actively seek feedback.

Play the ball, not the person. Ensure investigation processes focus on seeking to understand, not place blame.

Be prepared to understand your role in outcomes, good or bad.

Prioritise person over position – look to consult and collaborate with the people who are doing the work.

Create a culture where people feel supported to innovate, question the status quo and try new things.

Reward and encourage leaders to ask questions and seek to understand.

## Keep it simple

Keep messages simple and aligned with the safety goal.

Create freedom within a framework. Solve safety challenges rather than relying on administrative actions and more 'rules'.

Be curious – get teams' feedback on usability of systems and processes in place. Make changes.

Focus on the critical risks that can cause life-changing injuries.

## Hunt the good stuff

Focus on the potential of your people.

Concentrate on the presence of safety, not only the absence of harm.

Support your people to adapt, learn and be resourceful.

Acknowledge the expertise of your workers and seek input from them to find the right solutions.

Build trust with your people.

See your people as an army of problem solvers, not an army of problems.

## Make an impact

Focus on the whole person – health & wellbeing initiatives, focus on diversity/inclusion and positive workplace behaviours.

Demonstrate a strong sense of corporate social responsibility.

Be a great place to work with a welcoming and high-trust culture.

Look for opportunities to make a positive impact beyond work.

Run culture and climate surveys to understand employees' perspectives.

Clearly communicate commitments, tie them to the vision and celebrate success.

Support employees to give back to the community.

Invest in culture, understand that it requires continuous focus.

# Banyula Conservation Reserve

Learn more about our
465ha of land in the
Pillar Valley NSW at
**sentis.com.au/banyula**

# Banyula Conservation Reserve

Sentis is proud to have invested more than $2.25 million in purchasing, restoring and managing 465ha of land in the Pillar Valley NSW as part of our commitment to a more sustainable future.

Join us in shaping a sustainable future, where biodiversity flourishes and Sentis leaves a lasting mark on the world.

Banyula Conservation Reserve, nestled in the breathtaking Pillar Valley of North-Eastern NSW, is a sanctuary dedicated to preserving our natural heritage while creating a positive impact on the environment and local communities.

At Sentis, we are driven by a passion for making a positive impact on individuals and organisations.

That's why, in August 2019, we invested in a 136ha property, Banyula Conservation Reserve. Banyula supports sustainable environments that not only enhance biodiversity but also serve to provide a lasting legacy for threatened Australian species.

With your help, in January 2021, we further expanded the reserve by acquiring an additional 332ha of land. Banyula presents an unparalleled opportunity to advance our

mission and make an even greater positive impact on the environment.

By working with Sentis, you become an integral part of our mission to make a positive impact on our world.

Banyula Conservation Reserve serves as a crucial catalyst for change.

Situated in the lower Clarence Valley area, our reserve shares a boundary with the Candole State Forest, forming a vibrant conservation community within a noted biodiversity hotspot.

By supporting conservation-minded landholders and maximising positive biodiversity impact, we are part of a movement that creates lasting legacies for threatened Australian species – both flora and fauna.

The widespread fires that devastated the local area in 2019 have made our work even more time critical. At Banyula Conservation Reserve, we employ a science-based approach supported by ecologists to drive meaningful change which has enabled:



A wildlife monitoring program using motion detection cameras, as well as spotlighting and on-ground searches.



The identification of over 360 plant species and more than 85 bird species.
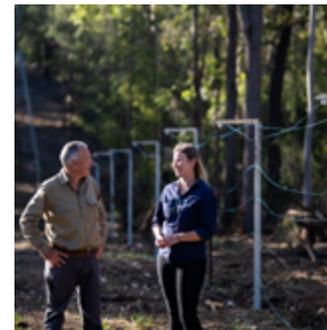


A feasibility study on the creation of a predator-proof enclosure to house critical remaining members of small mammal species.



Work and volunteer opportunities supporting the local community.

# Our Resources

Discover our latest articles, events and safety research findings, based on real data from real clients at **sentis.com.au/resources/**

SCAN ME

# Here's how you can transform your workplace with a **Positive Safety Culture**

**1**

We'll understand your safety challenges

**2**

We'll create a roadmap for improvement that is specific to your needs

**3**

You will be on your way to a Positive Safety culture, supporting your employees to achieve better results in work and in life

SCAN ME

Get in touch with one of our expert consultants today

**sentis.com.au** | **1300 653 042**
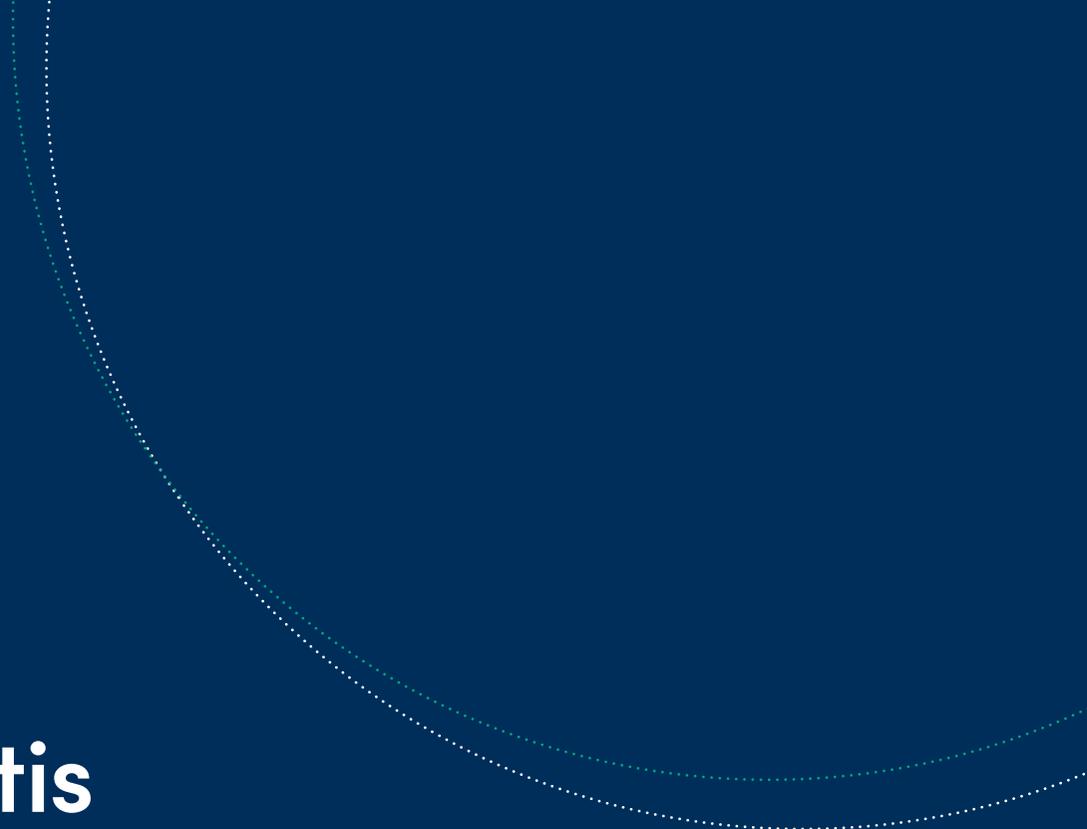
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