

THE STATE OF SAFETY CULTURE IN UTILITIES

sentis

joined by
special guests



A photograph of a man in a plaid shirt and jeans carrying a young girl in a yellow dress and a young boy in a blue shirt and jeans through a doorway. The man is smiling and looking at the children. The scene is brightly lit, suggesting a sunny day outside. A decorative dotted line in shades of green and blue arches across the top of the image, starting from the left and ending near the man's head.

**To change the lives
of individuals and
organisations for the
better, every day.**

Webinar Panel: How to use

Open/close your control panel here

Participants are muted

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Today's webinar is being recorded

The screenshot shows a vertical sidebar control panel on the left and a main content area on the right. The sidebar contains four icons: a red arrow pointing right, a red microphone with a slash, a document icon, and a hand with a slash. The main content area is divided into sections: 'Audio' (with 'Sound Check' and three green bars), 'Handouts' (with a PDF icon and 'Sentis Safety Culture Worksheet.pdf'), and 'Questions' (empty). At the bottom, there is a 'Send' button circled in green, and a footer with 'Final Mockinar', 'Webinar ID: 467-412-019', 'This session is being recorded.', and the 'GoToWebinar' logo.

Today's handout

The State of Safety Culture in Utilities

INDUSTRY REPORT
2021 EDITION

sentis

DEMOGRAPHICS

3,490 RESPONDENTS

8 AUSTRALIA NEW ZEALAND

6 SUBSECTORS

- RENEWABLE ENERGY
- INFRASTRUCTURE & MAINTENANCE
- WASTE MANAGEMENT
- NETWORK & SUPPLY
- WATER & SEWERAGE

87% of utilities workites operate from a negative safety culture

87% NEGATIVE SAFETY CULTURE

INCIDENT UNDERREPORTING RATE

PRODUCTION PRESSURE

AGE (YEARS)	NEGATIVE SAFETY CULTURE (%)	POSITIVE SAFETY CULTURE (%)
45	87	13
46	87	13
47	87	13
48	87	13
49	87	13
50	87	13
51	87	13
52	87	13
53	87	13
54	87	13
55	87	13
56	87	13
57	87	13
58	87	13
59	87	13
60	87	13
61	87	13
62	87	13
63	87	13
64	87	13
65	87	13
66	87	13
67	87	13
68	87	13
69	87	13
70	87	13

"I'm older, so maybe the younger blokes are better, but I find safety a bit over the top nowadays."

CONSIDERATION FOR LEADERS

It's clear that age and experience play a large role in workers' likelihood to underreport or experience production pressure. When seeking to address these challenges, especially among younger, less experienced workers, leaders are encouraged to reflect on the following:

- How are formal induction and onboarding processes structured in the business? Do they reinforce why reporting and safe production are important? And is this linked to what's in it for me for the individual?
- How are new systems being introduced into their team? Is this being done in a way to ensure that helpful safety attitudes and habits are created early? Is there an opportunity for a buddy system with a team member who?
- Do existing reporting processes and systems support workers to report? Are there any factors (such as KPIs tied to incident rates, cumbersome processes or poor feedback mechanisms) that may influence workers' willingness to report?

YOUR HOST



Anthony Gibbs

CEO, Sentis



YOUR PANEL EXPERTS



Andrew Varvari

EGM Corporate Services,
CS Energy



Clint Theil

Head of SHEQ,
Veolia Australia and
New Zealand



Kenan Hibberd

Executive Manager People
Culture and Safety,
Unitywater



UNDERSTANDING THE DATA



RESEARCH SAMPLE

6,889

RESPONDENTS
(TOTAL)

3,490

RESPONDENTS
(STRATIFIED)



6 SUBSECTORS



ELECTRICITY & GAS



NETWORK & SUPPLY



INFRASTRUCTURE &
MAINTENANCE



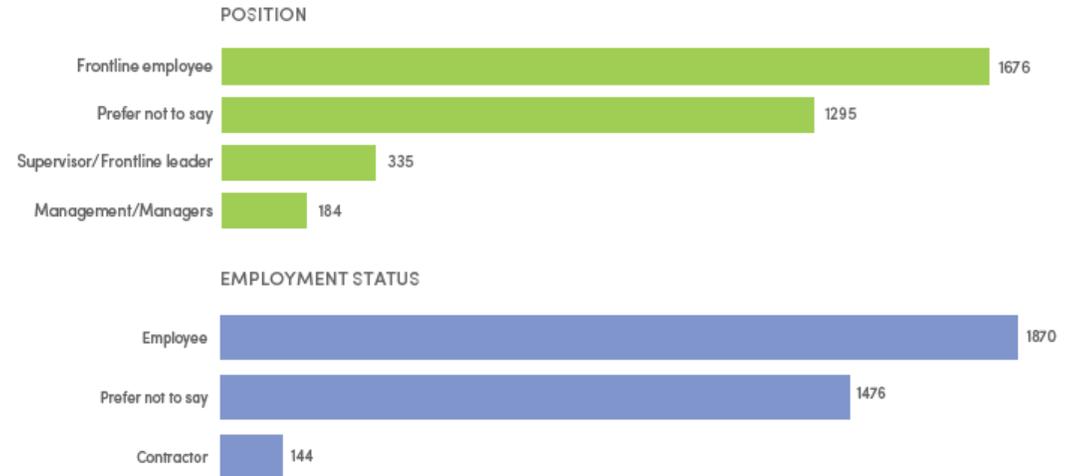
RENEWABLE ENERGY



WASTE MANAGEMENT



WATER & SEWERAGE



BENCHMARK (STRATIFIED)

20,300+

RESPONDENTS

47

COMPANIES

11

INDUSTRIES

UNDERSTANDING THE DATA

Positive



A positive result indicates that the safety climate is contributing favourably to safety performance and is typical of a positive safety culture. **To receive a positive result, the average must be 6.0 or above on a 7.0 point scale.**

Fair

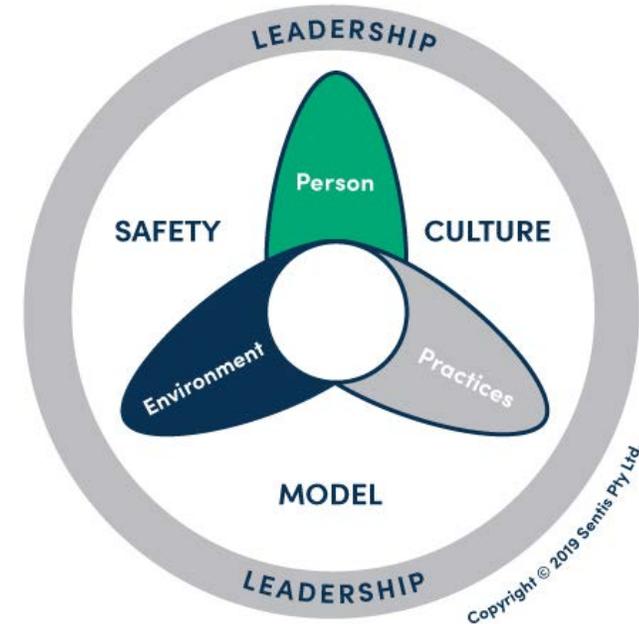


A fair result indicates that the safety climate is likely detracting from safety performance and there is room for improvement. Because a fair result does not meet the cut-off for a positive result, responses in this range are not considered strengths that contribute favourably to safety performance. **To receive a fair result, the average must be below 6.0 and above 5.0 on a 7.0 point scale.**

Negative



A negative result indicates that the safety climate is hindering safety performance and detracting from achieving a positive, safe workplace culture. **To receive a negative result, the average must be below 5.0 on a 7.0 point scale.**



An aerial night view of Australia, showing the continent illuminated by city lights. A satellite path, represented by a series of white and green dots, curves across the image from the top center towards the bottom left. The background is a dark blue sky with the horizon of the Earth visible at the top.

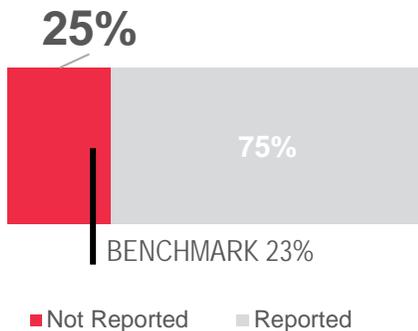
KEY HIGHLIGHTS

HOW DOES THE UTILITIES SECTOR STACK UP?

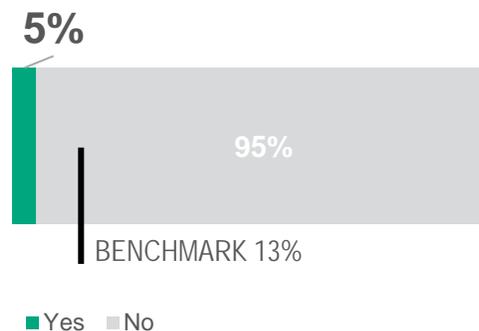
87% of worksites operate from a negative safety culture



Underreporting Rate



Production Pressure



	PRODUCTION PRESSURE	UNDERREPORTING RATE
TENURE – INDUSTRY (YEARS)		
<1	2%	31%
1-5	6%	20%
5-10	5%	23%
10+	6%	26%
AGE (YEARS)		
<20	21%	29%
20-29	11%	37%
30-39	5%	25%
40-49	3%	19%
50-59	5%	22%
60+	6%	33%

Incident investigations are conducted to identify all causes (e.g. tools, systems) rather than only blame specific people for doing something wrong.



Incident investigations are done in a way that is fair to all people involved.



The purpose of incident investigations is to help employees learn and grow from their mistakes.



NEGATIVE FAIR POSITIVE

APPROACH TO INCIDENT INVESTIGATIONS

“In the past five years the focus has been on the person and blaming the person.”

“If you report something then you have an issue, it’s a blame game.”

“Incident reports are less about the incident and learning and more about catching people out doing the wrong thing.”

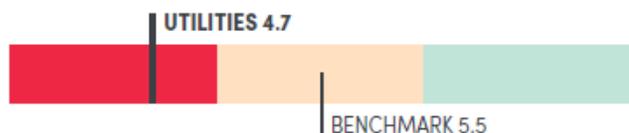
Contractors are put in no more risk than permanent employees to complete their jobs.



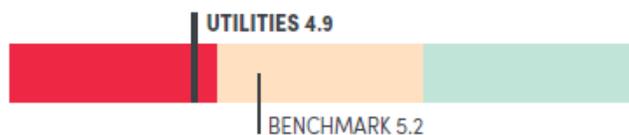
Safety meetings at this site include and encourage participation from contractors.



Through inductions and training, contractors are adequately prepared to work safely on site.

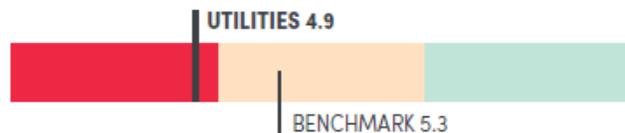


When a safety issue comes up on site, contractors are not automatically blamed by permanent employees as the source of the problem.



NEGATIVE FAIR POSITIVE

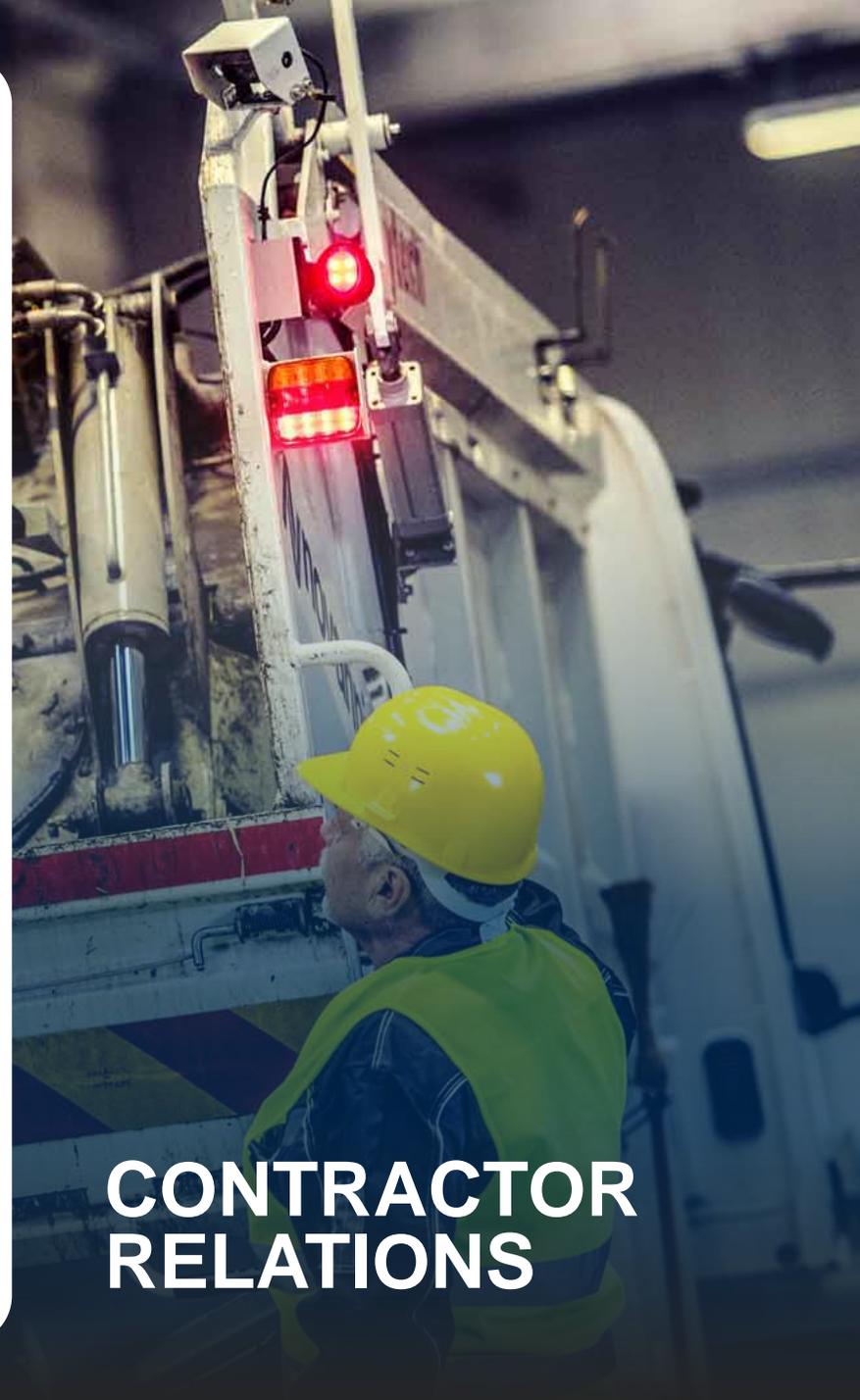
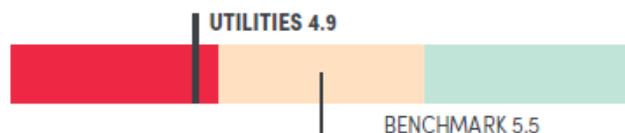
The attitude and behaviour of contractors onsite are consistent with the company's safety vision and values.



Contractors are put under the same amount of pressure to complete their work as permanent employees.



Company leadership and contractor leadership work together effectively to ensure safety is a priority.



CONTRACTOR RELATIONS

MANAGEMENT COMMITMENT TO SAFETY

Senior management sends clear messages to employees about safety.



Senior site management treats employee safety as a top priority.



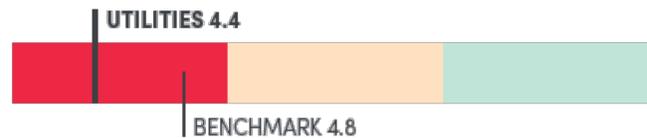
Leaders consult with workers about health and safety issues before major decisions are made.



Senior site management understands the issues that truly impact safety.



Senior site management spends time out in the field talking to workers about safety.



Workers' opinions and suggestions about safety are always welcomed by leaders.



Our supervisor is genuinely concerned about the team's safety.



Our supervisor understands the issues that impact our safety.



NEGATIVE FAIR POSITIVE

"It's difficult to know what good safety looks like if management haven't shown us."



**THE RIGHT CULTURE
CAN CHANGE
THE ART OF WHAT'S
POSSIBLE
IN ORGANISATIONS.**

YVES PIGNEUR

Q&A

Over to you



ONLINE EXECUTIVE ROUNDTABLE

Driving Safety to Protect Brand and Reduce Risk

Limited spaces available for our next session in April 2021

- 90-minute interactive discussion on safety as an enabler for improved brand, productivity and financial performance
- Small group sessions enable peer-to-peer networking and multi-disciplinary insights
- GM, C-suite and Executive level forum

Learn from your peers as we address the role of executive leaders in maximising corporate results through safety.



Express your interest

JOIN US FOR OUR NEXT WEBINAR

Beyond TRIFR – Selling Safety Culture to the Board

Wednesday 5 May, 2021

12pm AEDT | 2pm NZST

Session Outcomes

- Popular success measures and metrics
- The challenge with traditional lag indicators
- Lead metrics that resonate with senior stakeholders
- How to use metrics to build a case for safety culture change

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