

The single greatest
influence on safety
isn't a system.
It's a leader.



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ACKNOWLEDGEMENT OF COUNTRY

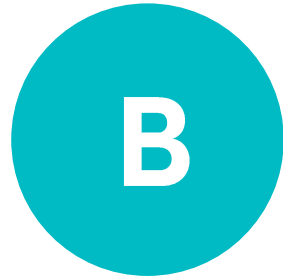
Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.

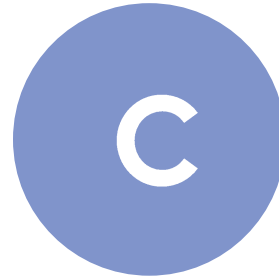
Where has most of your safety investment gone in the last three years?



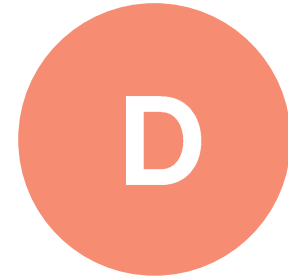
**Systems, process
and
documentation**



**Technology,
monitoring and
engineering
controls**



**Workforce training
and competency**

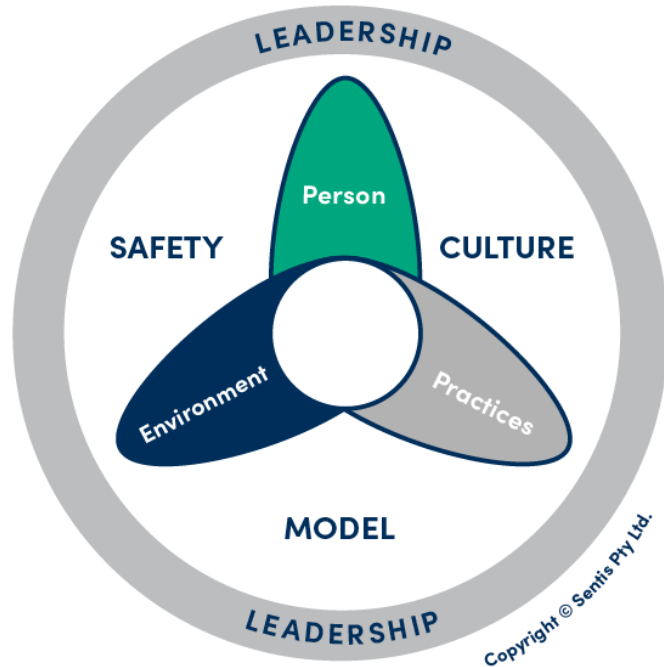


**Leadership
capability**

A construction worker in a white hard hat and safety vest, holding his head with both hands, looking distressed, surrounded by other workers in a construction site.

**What if your most
under-rated control is
your leadership team?**

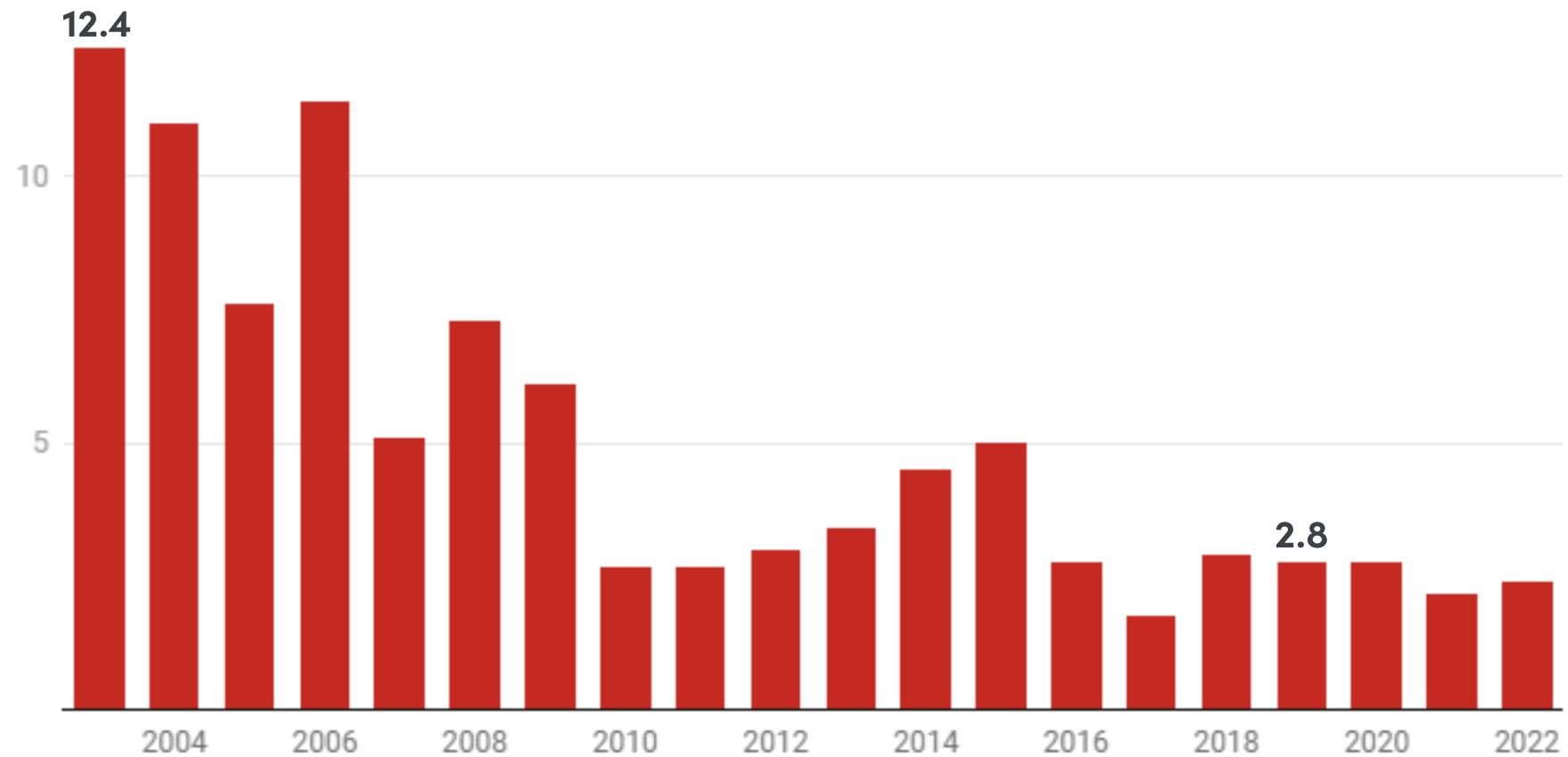
Investment in safety systems took us a very long way



What they delivered:

- Guarding, isolation and engineered controls
- Permits, procedures and safety standards
- Decades of falling injury rates
- Changed expectations around what's acceptable

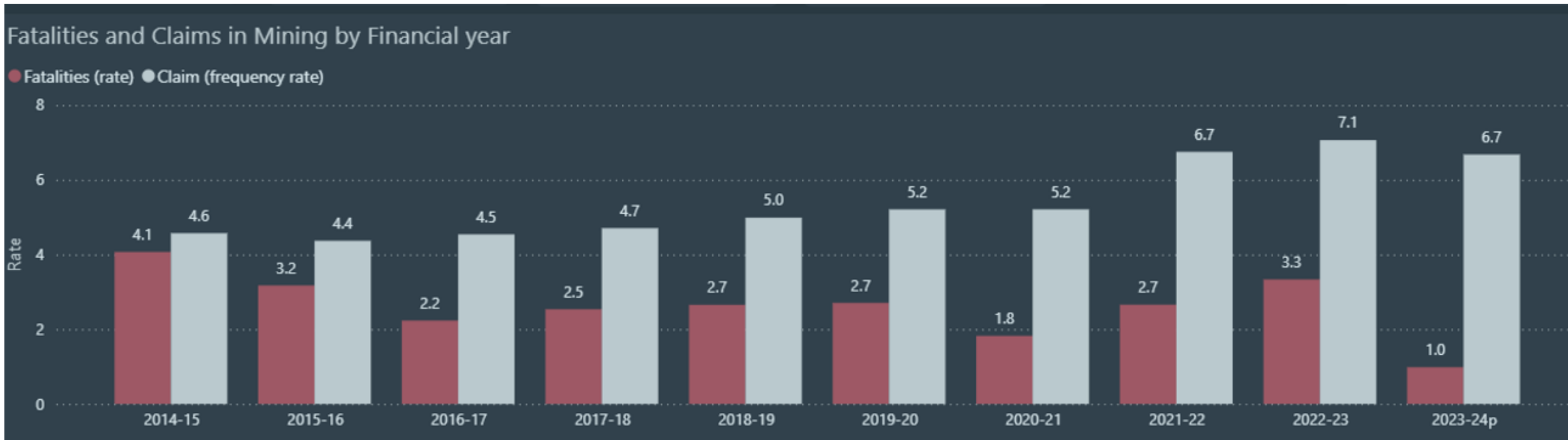
Deaths in Australian mining



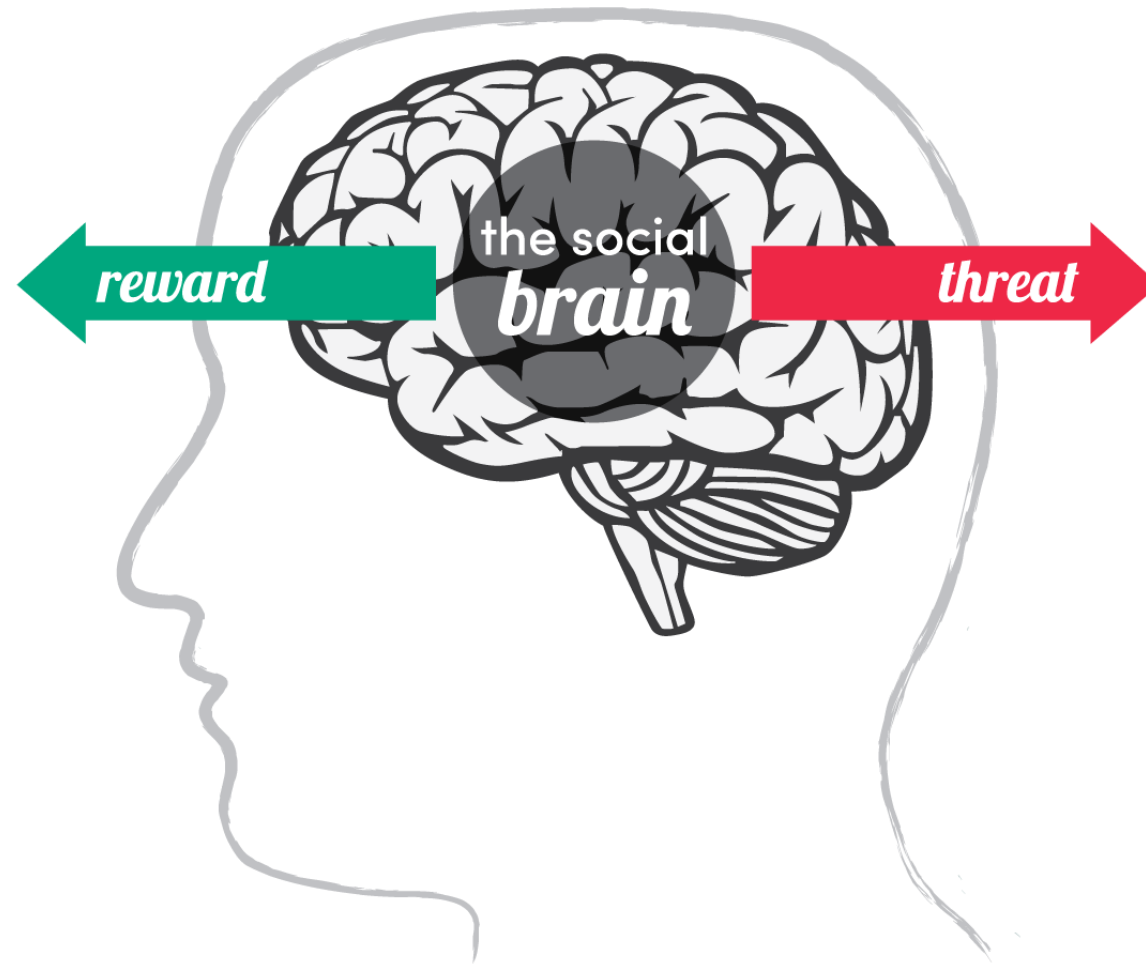
Annual number of fatalities per 100,000 workers in the mining industry.

Chart: The Conversation • Source: Safe Work Australia

However, no matter how good your systems, procedures and environmental controls are, people are still people.



People, leaders, and our social brains





Our approach to Positive Safety



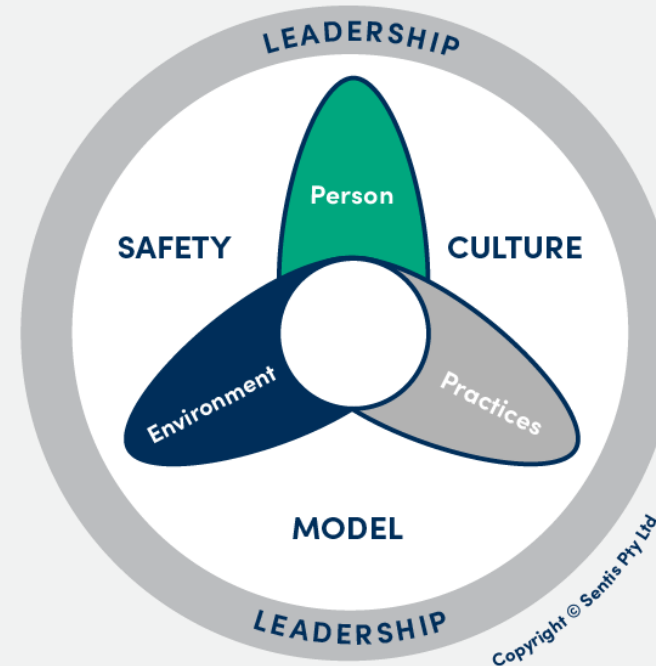
Safety is a physical, social and psychological experience of work.

Positive safety experiences create safe, well and engaged brains – brains that are switched on, emotionally regulated, performing optimally, and capable of good decision-making. A workforce full of safe, well and engaged brains achieves the best safety, productivity and profitability results possible.

Our approach to Positive Safety



Safety is a physical, social and psychological experience of work.



Organisations achieve these results by investing in the quality of leadership. It is the variable that determines whether everything else works.

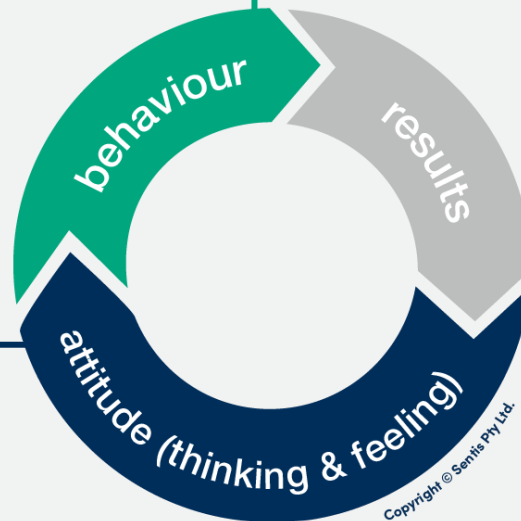
The way a leader shows up - every day, in every interaction – is the single greatest influence on how safe, supported and willing to speak up their people feel.

What you do as a leader:

- Vision
- Inspiring
- Actively caring
- Role modelling
- Supporting
- Recognising
- Challenging
- Collaborating

Who you are as a leader:

- Trust
- Authenticity
- Integrity
- Emotional intelligence
- Coaching
- Involvement



The outcomes your leadership influences:

- Your team's experience of work
- Psychological safety
- Psychosocial safety
- Team culture
- Team performance

*Leadership impact is shaped by **who you are** and **what you do** as a leader.*

We build leadership capability from the inside out: developing mindset, character and self-awareness of the conscious leader first, then building the practical skills and tools for the leadership moments that matter most.

Leadership that shapes how work feels

Develop the capability to create a positive experience of work – where people feel safe, connected and able to perform at their best.

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Sample

2017

8,212 participants

Australia, Africa, USA, Other

Agriculture, Mining, Industrial Services,
Manufacturing, Oil and Gas, Utilities



2026

23,595 participants

Stratified aggregate data set pulled from
67,581 participants

Australia, Africa, Canada, New Zealand,
North America, Saudi Arabia, Vietnam, Other

Agriculture, Construction, Government,
Healthcare, Industrial Services,
Manufacturing, Mining, Oil and Gas, Ports
and Water Transport, Transport, Postal and
Warehousing, Utilities

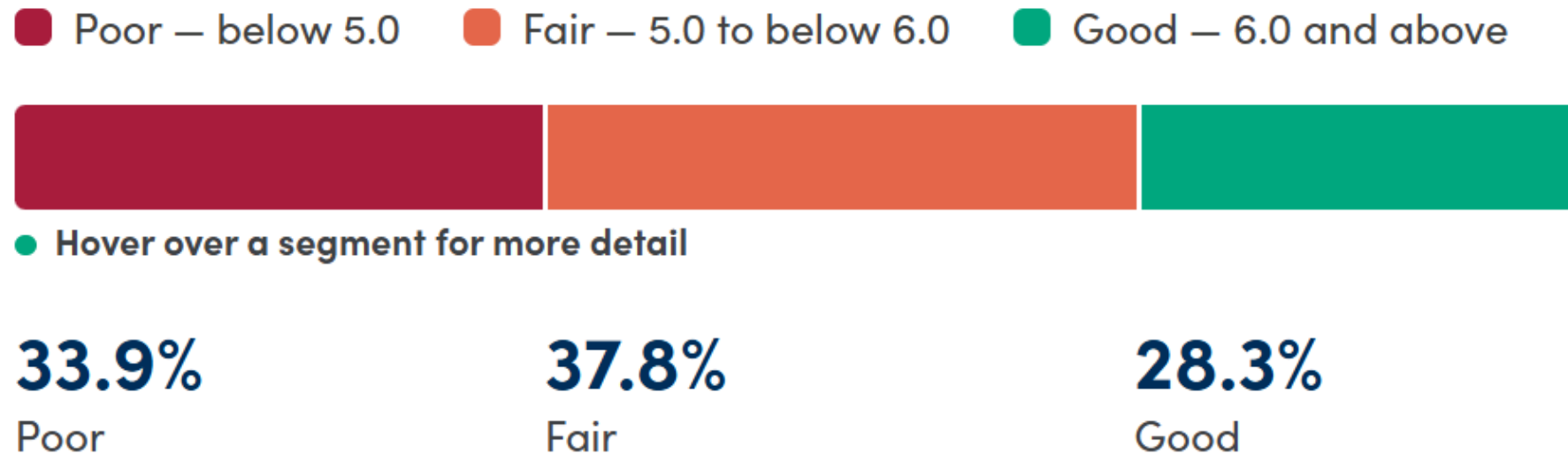
Interpreting results – most scales are 1-7



Group	Score	What the person was saying	What it describes
 Poor	Below 5.0	Less than 'slightly agree'	The behaviours show up inconsistently or not much at all
 Fair	5.0 to below 6.0	Between 'slightly agree' and 'agree'	The behaviours are present but not reliable
 Good	6.0 and above	'Agree' or stronger	The behaviours are consistent and visible

In 2017, 24% of leaders displayed strong safety leadership behaviours (as rated by direct reports)

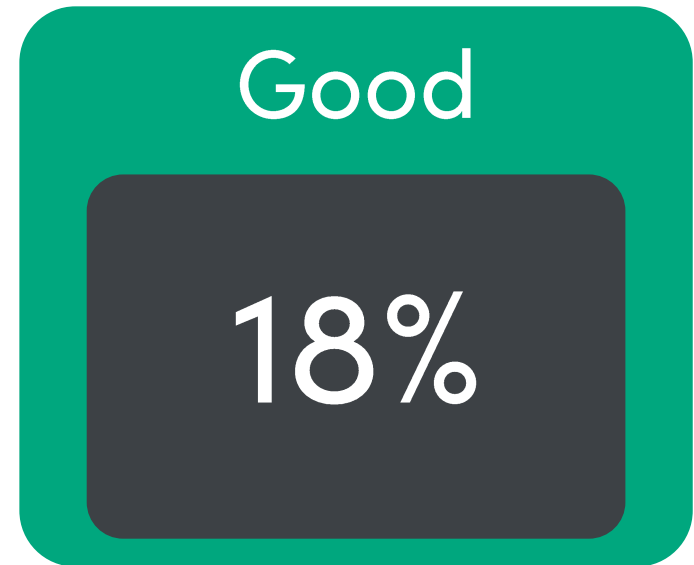
In 2026: 28% of leaders displayed strong safety leadership



Group Comparisons – Psychological Safety Climate and Critical Risk Climate Ratings



Underreporting



So what are great leaders actually doing differently?

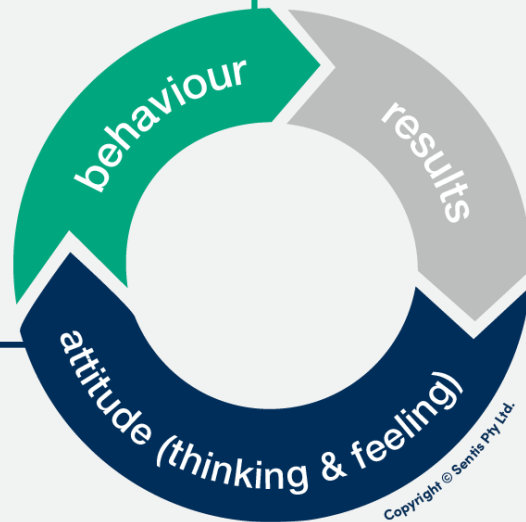
A short list of observable, repeatable behaviours.

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What the most effective safety leaders do differently

1

They respond well to bad news

How they react to the first problem raised determines whether they hear the second one.

2

They absorb pressure instead of transmitting it

They carry the same schedule anxiety and convert it into clear priorities, not implied shortcuts.

3

They are predictable

The crew can forecast how they'll react. Predictability is what makes speaking up feel safe.

4

They recognise and reinforce

They reinforce helpful attitudes and behaviours by giving effective acknowledgement in the moment

5

They close the loop

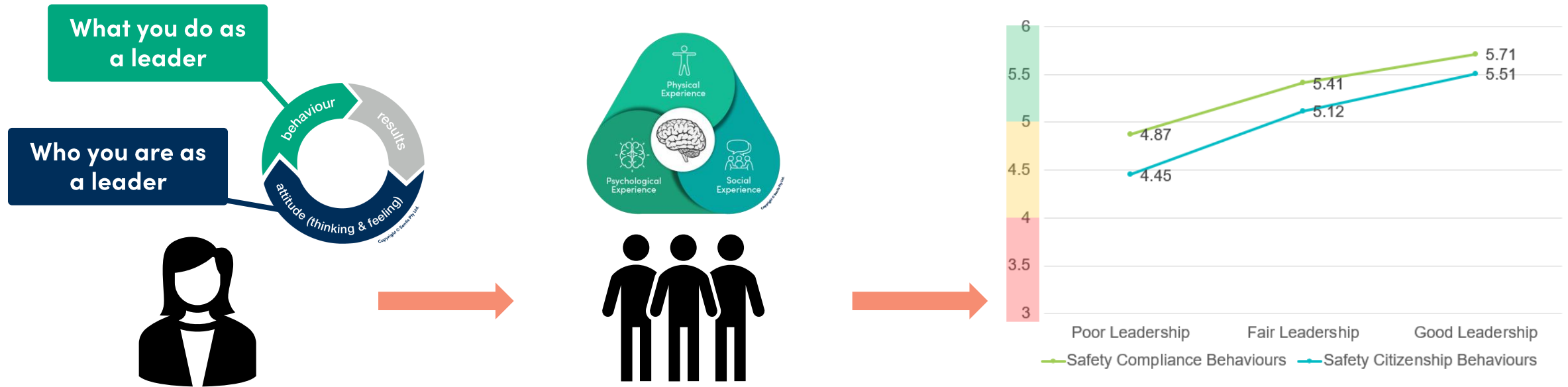
Everything raised comes back with an answer, even when the answer is no. Silence teaches people to disengage.

6

They are in tune with their people

They spot the operator who isn't themselves today and act before the shift starts, not after.

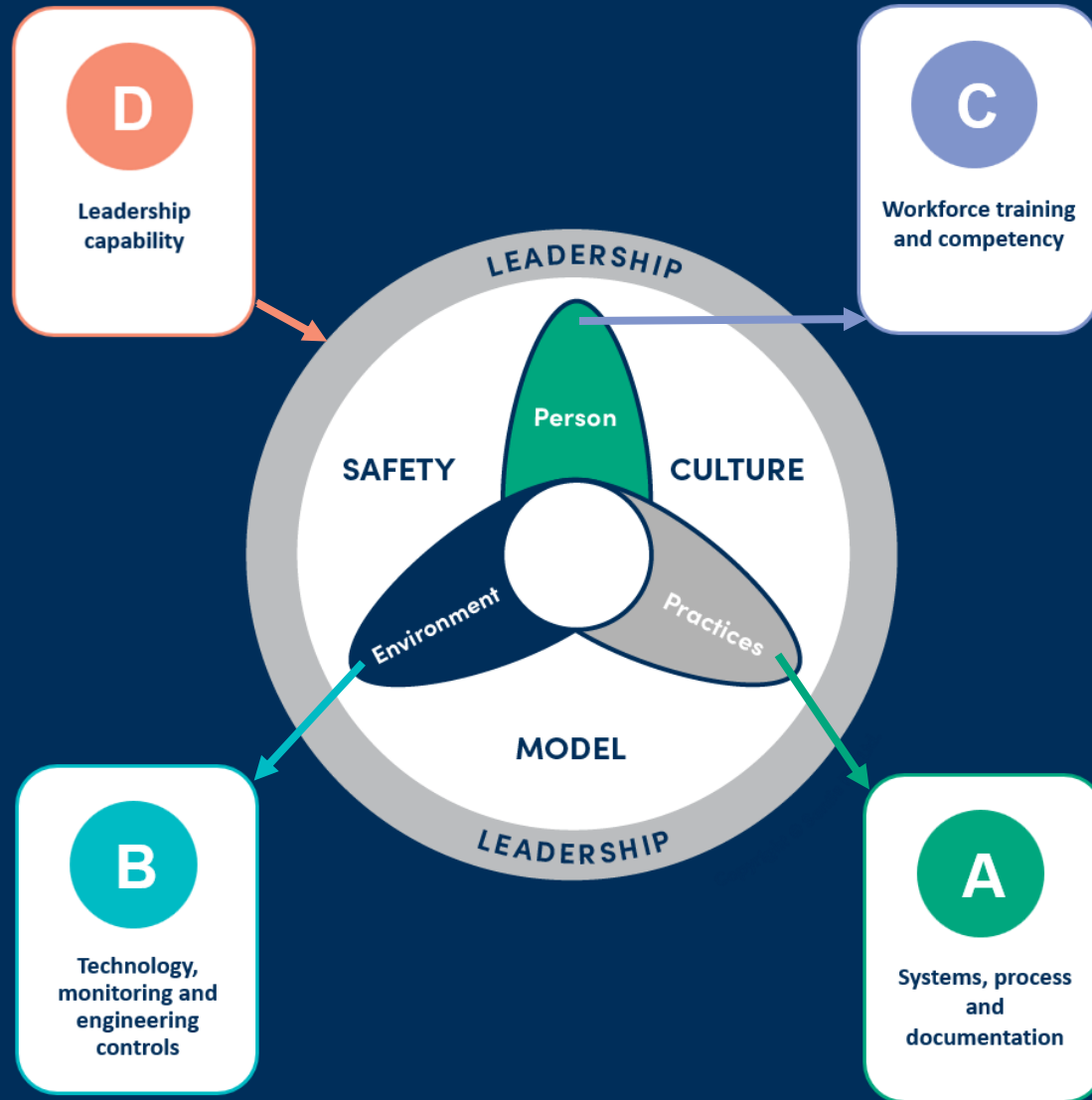
The impact of great leadership



Positive safety leadership

influences a positive experience of work that enables safe, well and engaged brains

and this leads to safety, performance and culture improvement



Leadership is the multiplier.

Every investment in safety becomes more effective when leaders create a positive experience of work.



**BE A
GREAT
PLACE TO
WORK**



**SUPPORT
GREAT
WORK**



**DO
GREAT
WORK**

Our Mission: To change the lives of individuals and organisations for the better, every day

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DO
GREAT
WORK

TRUSTED TO DELIVER

South East
Water

GLENCORE

genesis
ENERGY

BHP

TITAN

PACIFIC
ALUMINIUM

ERGON
ENERGY

RioTinto

Viridis^{Ag}

contact

GrainCorp

AUSTRALIAN COUNTRY
choice

electranet

MMG

Downer

22
YEARS

500+
COMPANIES

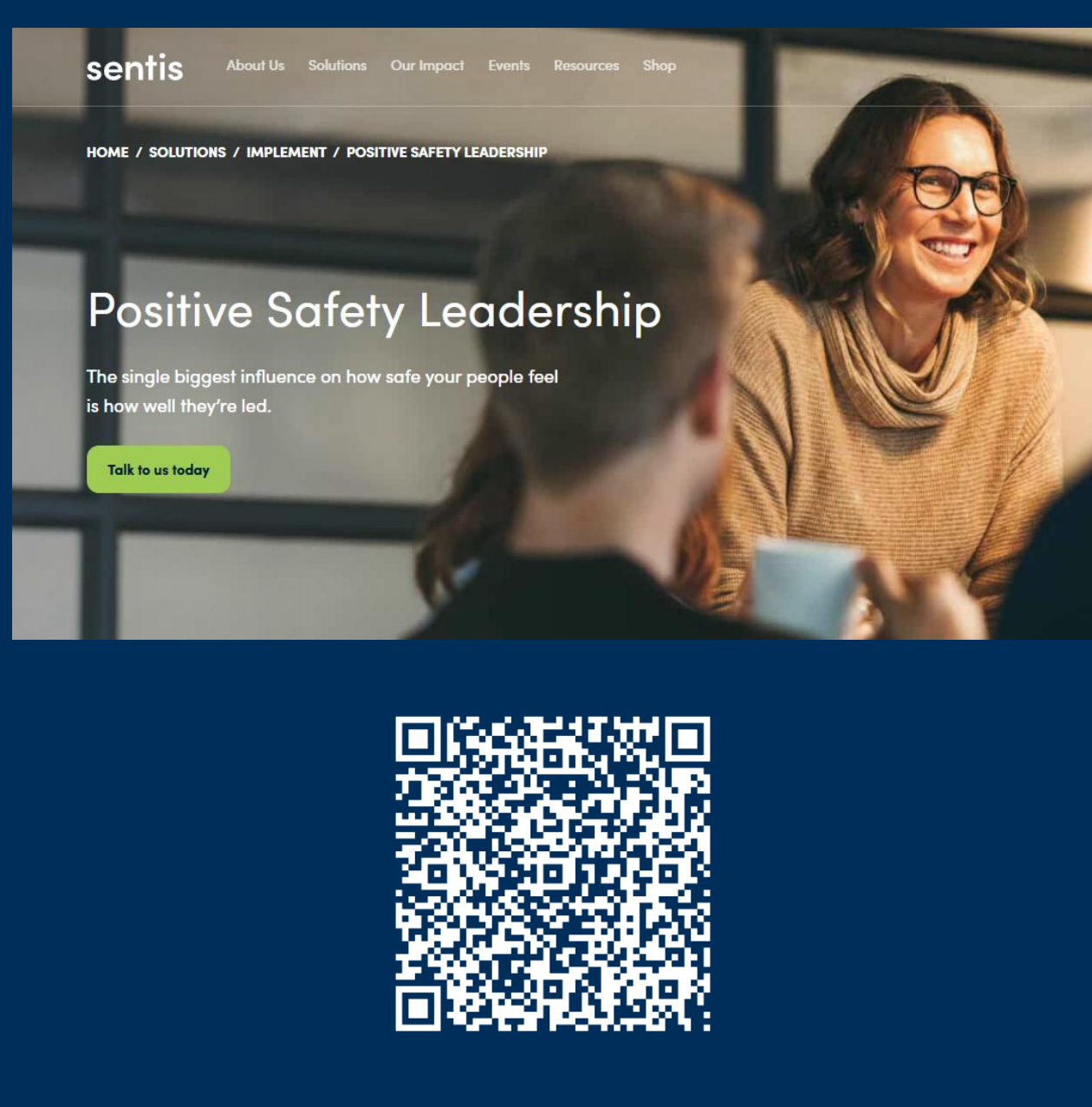
200,000+
INDIVIDUALS

40+
COUNTRIES

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Find out more about
how Sentis can help
you develop Positive
Safety Leadership in
your organisation.

sentis.com.au/solutions/implement/positive-safety-leadership/



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Positive Safety Leadership

The single biggest influence on how safe your people feel
is how well they're led.

Talk to us today



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Questions?

THANK YOU

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