

THE STATE OF SAFETY CULTURE IN MINING



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The State of Safety Culture in Mining

sentis



INDUSTRY REPORT
2022 EDITION

sentis.com.au

KEY FINDINGS

OVERALL SAFETY CULTURE

88% of worksites operate within a negative safety culture.

SAFE PRODUCTION

Production pressure is high at 22% (against a benchmark of 15%), with those aged 29 years and under experiencing a higher production pressure rate of 28%.

UNDERREPORTING

1 in 4 incidents aren't reported.

MAINTENANCE

Although faulty equipment and machinery may be taken out of service, the efficiency of maintenance on such equipment and machinery is an issue.

WILLINGNESS TO REPORT

More focus should be placed on creating environments and investigative practices that encourage workers to report and own up to incidents and errors.

EMERGENCY READINESS

Whilst workers may be somewhat confident in their emergency readiness, emergency drills and practices are not regularly held to validate this confidence.

LEADERSHIP

Leaders don't consult with workers enough about safety matters and senior management doesn't spend enough time interacting with workers about safety.

SAFETY INVOLVEMENT

Team support for safety is strong; however, workers' involvement in voluntary safety activities can take a backseat, particularly in times of busyness and high production pressure.

CONTRACTOR RELATIONS

Contractors experience different conditions and pressures compared to permanent employees, which increases the risk to safety.

WELLBEING

Wellbeing is not being treated as a top priority and more could be done at work to support workers' wellbeing.

A portrait of Anthony Gibbs, CEO of Sentis, a man with a beard and dark hair, wearing a white button-down shirt. He is positioned in front of a large window with a grid pattern, looking directly at the camera with a slight smile. The background shows a blurred view of greenery and a building.

Presenter

Anthony Gibbs,
CEO, Sentis



Panelist

Dr Amy Hawkes,
Head of Psychology, Sentis

Panelist

Anthony Deakin,
Director and Principal Consultant,
Glasshouse Consulting





Panelist

Leigh Slomp
Chief Advisor, Professional
Standards, AusIMM

UNDERSTANDING THE DATA



A total of 21,539 respondents participated in an online survey to share their perceptions of their safety culture at work. To ensure that no organisation was over-represented, the responses were stratified to a sample of 5,500 respondents. The survey was targeted at a wide variety of mining subsectors and included workers at all levels—including frontline, supervisor and management positions—and a cross-section of demographics.

5,500

RESPONDENTS



3 SUBSECTORS



COAL



METAL ORE



NON-METALLIC
MINERAL

INDUSTRY TENURE



ORGANISATION TENURE



POSITION



EMPLOYMENT STATUS



AGE



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

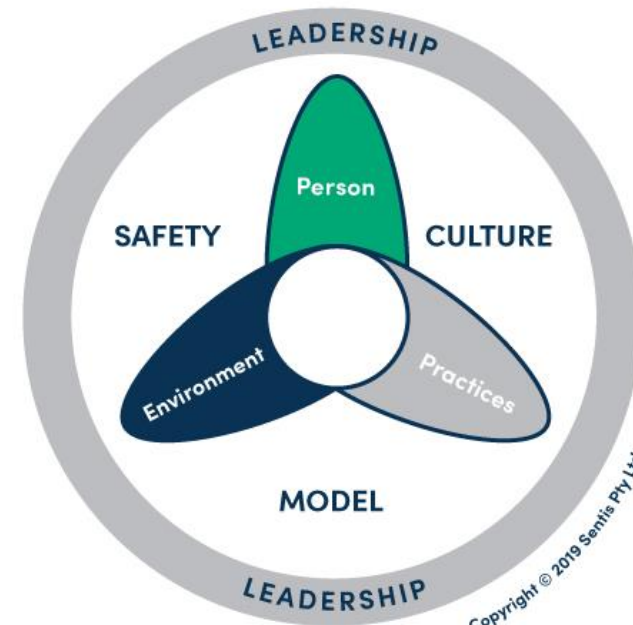


A fair result indicates that the safety climate is likely detracting from safety performance and there is room for improvement. Because a fair result does not meet the cut-off for a positive result, responses in this range are not considered strengths that contribute favourably to safety performance.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



KEY HIGHLIGHTS



Workers on our team look out for each other's safety.



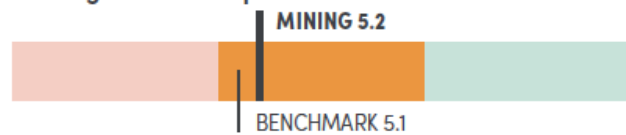
Our team regularly talks with each other about safety.



People on this team genuinely believe that safety is everyone's duty to maintain.



Many people around here participate in voluntary safety activities like serving on a safety committee or sharing ideas for improvement.



NEGATIVE FAIR POSITIVE

PERSON

"A strong belief that we are all in the same boat, and a willingness to help in difficult times."

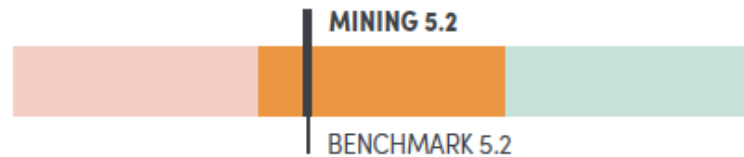
Safety meetings at this site include and encourage participation from contractors.



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

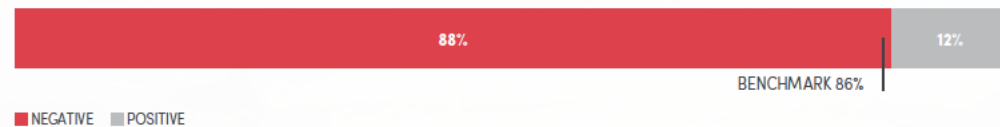


CONTRACTOR RELATIONS

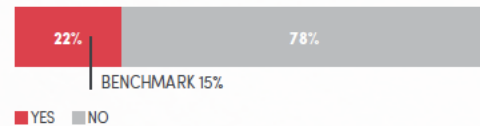
“In terms of reporting, if a contractor has an incident, forget about it, they’re done.”

HOW DOES THE MINING SECTOR STACK UP?

88% of mining worksites operate from a negative safety culture

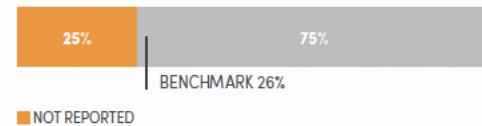


Production Pressure



Production pressure refers to the percentage of respondents who experienced pressure from their direct supervisor to prioritise production over safety in the prior three months (e.g., to ignore safety procedures or work unsafely to get the job done more quickly).

Incident Underreporting Rate

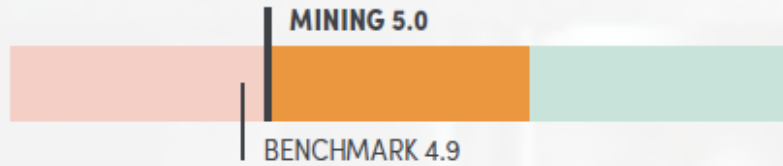


Safety incidents include minor/major injuries, near misses and property damage personally experienced by the respondents in this study. Underreporting is the extent to which employees have personally experienced safety incidents (in the 12 months prior to completing the survey) that weren't reported, and their reasons for failing to do so.

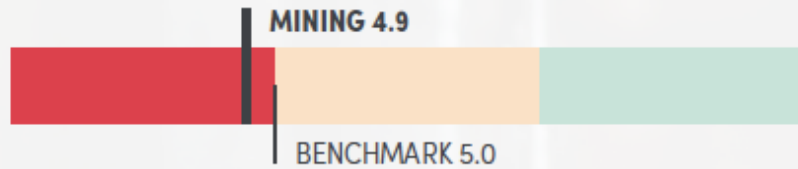
Production Pressure vs Underreporting Rate

	PRODUCTION PRESSURE (Benchmark 15%)	UNDERREPORTING RATE (Benchmark 26%)
TENURE - INDUSTRY (YEARS)		
<1	20%	18%
1-<5	26%	27%
5-<10	24%	27%
10+	19%	23%
Prefer not to say	23%	10%
TENURE - ORGANISATION (YEARS)		
<1	22%	22%
1-<5	24%	27%
5-<10	20%	22%
10+	22%	25%
Prefer not to say	17%	27%
AGE (YEARS)		
<20	28%	29%
20-29	28%	24%
30-39	23%	27%
40-49	20%	19%
50-59	18%	32%
60+	11%	13%
Prefer not to say	22%	76%
POSITION		
Frontline Employee	26%	24%
Supervisor/Frontline Leader	18%	27%
Middle Management	13%	22%
Executive Management	9%	25%
EMPLOYMENT STATUS		
Employee	23%	23%
Contractor	22%	16%

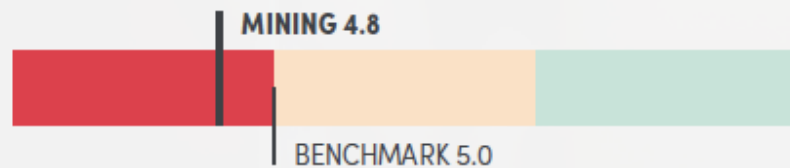
At this site you can earn respect for reporting incidents/near-misses.



Workers around here tend to openly disclose incidents/near-misses.



People who admit to incidents/near-misses at this site are likely to be glad that they did.



NEGATIVE FAIR POSITIVE

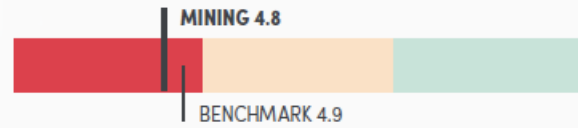
APPROACH TO INCIDENT INVESTIGATIONS

“Leadership communicates that reporting is learning, but people still question if they will be disciplined in the case that they report something.”

“Incident reporting is designed to find fault and not areas of improvement.”

“People aren’t owning up to their mistakes for fear of retribution.”

The senior leadership team spends time out in the field talking to workers about safety.



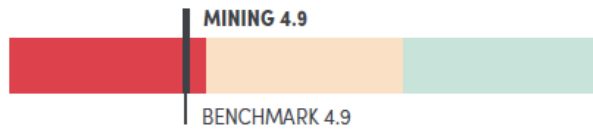
The senior leadership team understands the issues that truly impact safety.



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



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

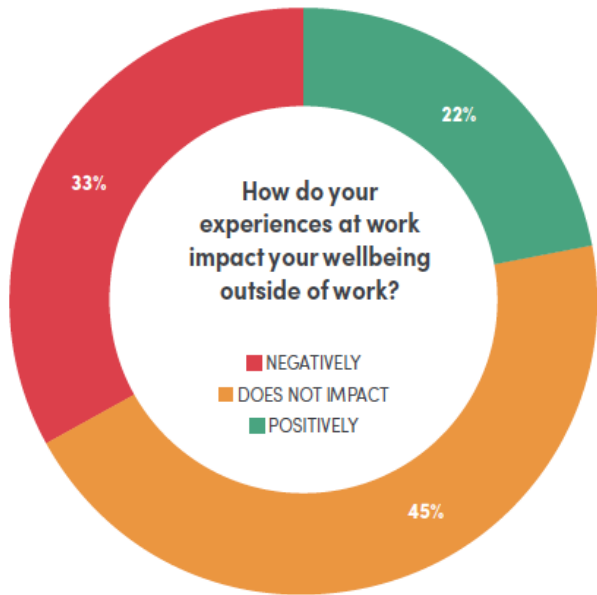


NEGATIVE FAIR POSITIVE

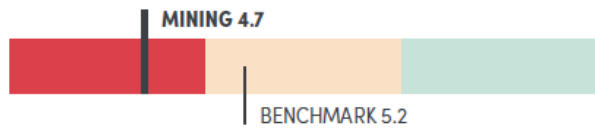


LEADERSHIP

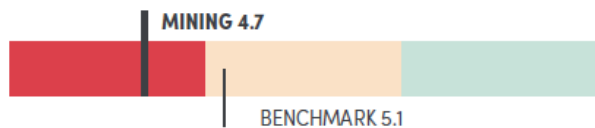
“Not visible onsite but smash us all the time with safety.”



Site management treats employee wellbeing as a top priority.



This organisation offers benefits or flexibility to help me balance my work and life demands.



NEGATIVE FAIR POSITIVE



WELLBEING



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

YVES PIGNEUR

Q&A

Over to you



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The State of Safety Culture in Mining Report

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Would you like more information on booking a deep-dive session with a member of our team?

Limited sessions available.



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- 2 **Collaborate** with 24/7 access to a global community of likeminded peers
- 3 **Apply** your learning to become an influential change agent and create a clear roadmap for culture change success.



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Q&A

Over to you



Get in touch



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