



Safety Culture Case Study

IMPROVING SAFETY CULTURE

Linking Risk, Culture & Performance

\$3T

Global cost of
workplace
accidents

28%

Increase in Worker
deaths 2019-2020

4X

Indirect costs vs
direct costs of
an accident

\$43K

Average cost of a
medically consulted
injury

THE CHIEF SAFETY OFFICER'S DILEMMA

Over the past 50 years, accident rates have steadily fallen in all industries. Much of that decline is the result of better training, as well as the use of modern technology and safer equipment design. Yet as recently as 2020 the US experienced an average of 15 worker deaths per day.

Most safety officers realize that safety is a result of company culture as much as training and equipment. The difficulty is getting senior management and the Board of Directors to understand that safety is a total cultural issue and to proactively support improving the many cultural causal factors that impact worker safety and business performance.

SAFETY AS A CULTURAL & BUSINESS ISSUE

The Head of Safety was convinced that every part of the company had an important role to play in safety. Efforts to engage with other functions, such as Finance, IT, Union leadership, HR, Internal and External Communications, and Business Line leaders gained little support. In working with PYXIS Culture Technologies, he was able to develop a visual map and model to reframe safety as a business and cultural issue that got the attention of senior leadership.

Top 5 Accident- Prone Industries:

1. Healthcare
2. Transportation & Logistics
3. Agriculture
4. Manufacturing
5. Construction

"Safety risks are a mirror
of the entire organization,
not just the safety
department."
~Christiane Wuillamie OBE



The business benefits of a strong safety culture include:

- Healthy place to work
- Fewer accidents
- Reduced Probability of Business Disruption
- Enhanced teamwork and peer support
- Greater Union – Management trust
- Reduced insurance premiums
- Greater Productivity
- Employee Engagement and Retention

IDENTIFYING & MITIGATING HIDDEN SAFETY RISKS

Building a strong safety culture requires a total enterprise effort. The PYXIS Safety Culture methodology helps senior safety officers engage the entire organization as safety champions and links safety to business performance, as well as employee wellbeing.

Step 1: Map Safety Causal Factors:

Working with the safety team and conducting focus groups from every function, PYXIS and key safety staff identify the multiple causal factors within the organization that impacts safety.

Beyond the usual factors such as training and equipment, we also uncover many previously unidentified causal factors. These include complicated safety and security policies, cumbersome work processes, supervisor demands for cost control, peer pressure not to speak up about mistakes, weak third-party safety practices, poor oversight of safety standards, lax physical security and housekeeping, and lack of support from senior leadership and the Board.

Step 2: Identify Systemic Safety Risks:

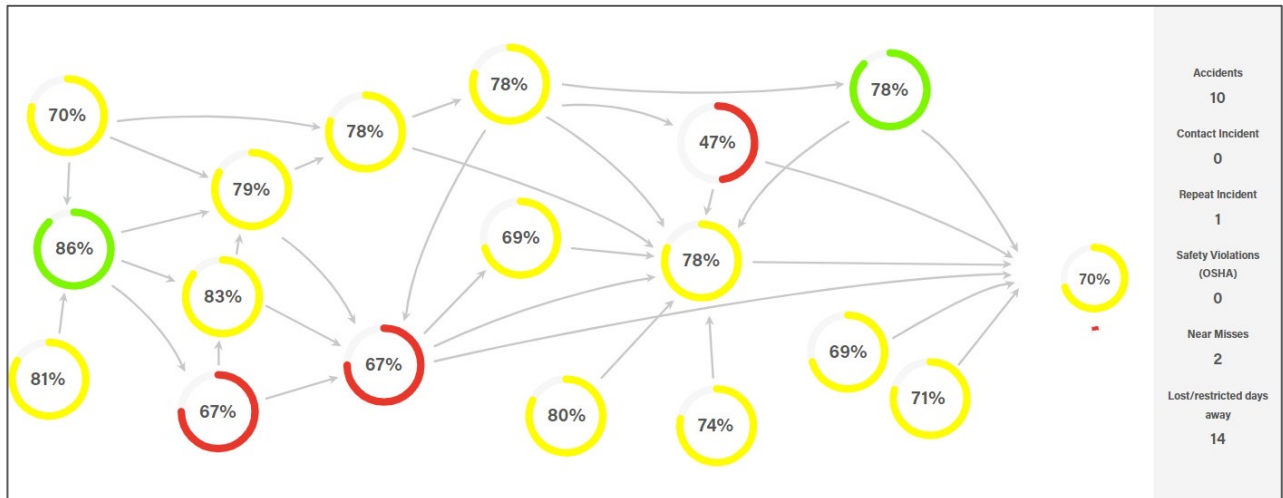
To gather quantitative and qualitative data and information for the PYXIS cyber mapping algorithm, the safety team helps gather internal company data, including historical safety metrics and past employee engagement and safety surveys. In addition, a custom safety culture assessment is developed and sent to employees, managers, and supervisors.

Using the data gathered, the PYXIS platform and algorithm creates a visual map of the safety causal factors, with numerical and colour coded scores, as well as an overall safety culture effectiveness score. In addition, historical and current business metrics were linked to the safety culture map.

Top 10 Hidden Safety Risks

- Management and supervision over-focused on cost
- Weak lessons-learned processes
- Demanding project schedules
- Infrequent equipment checks and upgrades
- Peer pressure to cut corners
- Fatigue and stress
- Board not understanding safety risks
- Third party contractors' unsafe practices
- Safety and schedule incentives misaligned
- Superficial safety training

**"An incident is just the tip of the iceberg, a sign of a much larger problem below the surface."
~Don Brown**



Example of a Safety Culture Causal Factor Map

Step 3: Scenario Planning & Best Practice Improvements:

The PYXIS platform contains a library of best practices specific to each causal factor. The internal safety team then adds additional best practices specific to their industry, locations, and requirements. A scenario planning function built into the PYXIS platform allows the safety team to model which best-practice initiatives deliver strong safety improvements, as well as help, determine Return on Investment.

PYXIS recommends the safety team select 2-4 safety improvement initiatives to focus on. These are then monitored and tracked inside the PYXIS software platform for clear and easy oversight.

Step 4: Track Safety Culture & Business Metrics:

The PYXIS platform and methodology also link the safety culture to important business metrics, which can then be tracked on a regular basis. This capability allows the safety team to constantly assess and adjust their internal practices to improve performance.

Step 5: Engage the Board & Senior Business Leaders:

With the visual cyber security maps, the safety team now has the capability to communicate with the Board and Senior Business leaders how safety is a total enterprise issue, and not just a training issue.

Rather than wading through the traditional thick safety quarterly reports, the PYXIS visual map makes it easy to spot hidden safety risks and helps the Board and senior leader open effective discussions about how to better protect employees, the company, and its customers. With this new approach to safety culture, the safety function moves from a cost centre to an effective business partner.



Map Safety
Causal Factors



Identify Systemic
Safety risks



Scenario Planning & Best
Practice Improvements



Track Safety &
Business Metrics



Engage the Board & Senior
Business Leaders



IDENTIFYING & MITIGATING HIDDEN SAFETY RISKS

As a result of mapping the safety culture, identifying hidden risks, and implementing best practices, a Midwestern electric utility achieved significant improvements in its safety culture, as well as overall safety and business performance.

"The Pyxis Safety Culture platform and map helps us identify the hidden drivers of our safety culture and make targeted improvements."

~CFO, US Energy Company

Q4 2019	Safety Metrics	Q4 2020
3	Lost Time Injuries	0
12	Incidents	2
1	Contact Incidents	0
2	Repeat Incidents	0
0	Internal Safety Violations	0
4	Near Misses	2
76	Lost / Restricted Days Away	0
115	Accident Severity Rate	0
4	Worker Compensation Claims	0

PYXIS: YOUR BUSINESS PARTNER FOR SAFETY

At PYXIS Culture Technologies we have pioneered an ecosystem approach to understanding, measuring, and managing culture and risk to improve business performance. We call this Culture-as-a-Business-System™.

Using systems analytics and proprietary algorithms along with internal company data, we can identify and map the causal factors inside the organization that have a significant impact on safety and business performance.

SUMMARY

- Safety is both a cultural and business issue, not just a training issue.
- The safety team needs to build an enterprise approach to safety
- The Board and Senior Business Leaders must have a shared safety agenda and clear oversight into hidden and current safety risks
- Sharing information about recent incidents helps all employees learn and become more accountable
- The safety strategy needs to support the business strategy.
- Proactive management of Third-Party safety risks is critical to a strong safety culture and business performance

For more information about an enterprise approach to cyber security, contact

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Visit our website: www.pyxisculture.com