

Using Culture and Leadership Tools to drive Zero Harm in a Multi-Year Health, Safety & Environment Strategy.

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Aim

To use valid and repeatable methods to measure Safety Culture and Safety Leadership Capability in a diverse and geographically dispersed organization.

Our intent was to go beyond 'anecdotes and watercooler' conversations to gather data driven insights into 'how we do things around here' on safety. That data allows:

1. Targeted intervention on weak cultural attributes
2. Generation of leading performance indicators
3. Design of initiatives in our multi-year EHS strategy.

In concert, we were intent on growing our people managers' capability to manage safety and health as they manage their teams, making safety and health more central to the operation of our business.

Materials and Method

Siemens partnered with GSI to use the Safety Culture Index and Safety Leadership Index tools. Safety Culture Index is a 56 question digital survey tool derived from Loughborough University's Safety Climate Assessment, which measures individual perceptions, beliefs, experiences and behaviors.

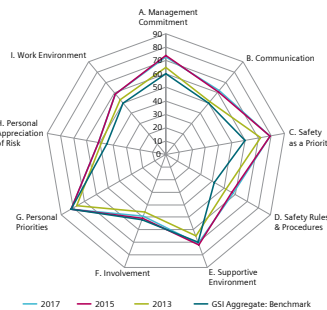
All Siemens people in Australia and New Zealand were invited to participate in business-wide, digital surveys in 2013, 2015 and 2017. Safety Leadership Index gives leaders a simple framework of leadership behaviors that make a difference and enables personal insights through self-assessment and 180° feedback.

360 Siemens leaders have completed Safety Leadership Index via a bespoke leadership program run from 2014 to date.

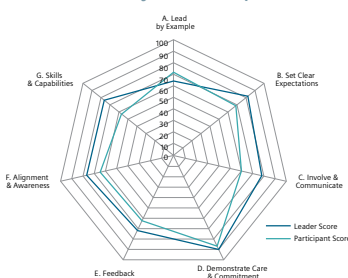
Safety Culture Index functionality



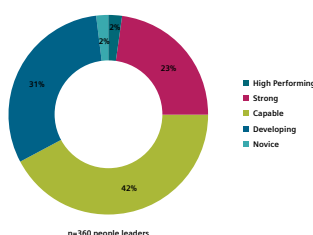
Siemens' Safety Culture Index change over time and comparison to GSI benchmark



Siemens' Safety Leadership Index



Siemens' Safety Leadership Profile



Results

- 12% improvement in Safety Culture Index from 2013 to 2017, based on targeted interventions
- Safety Culture Index outperforms the provider's benchmark
- 42% increase in Safety Culture Index participation rate from 2013 to 2017
- 70% decrease in Total Recordable Injury Frequency Rate over the corresponding period
- The strongest elements of our culture underpinned that performance improvement
- Safety Leadership Index results provide a great profile on our capability and those key leadership behaviors our leaders need to build: 31% of our leaders rated their capability at 'Developing'.

Conclusions and Discussion

Our safety journey is not complete.

The use of these tools provided Siemens Australia and New Zealand with data to make quick and specific decisions on safety and health initiatives that have made a sustainable difference to our performance. These data driven insights have removed assumptions and allowed us to maximize the use of our resources.

By placing a priority of getting feedback on our safety culture directly from our people, we have increased the preparedness of our people to provide feedback, in the knowledge that it leads to change.

Our focus on culture and the very specific leadership behaviors that make a difference, we have driven a sustainable step-change in reducing the frequency of recordable injuries.