



Safety Culture State Review

A hands-on approach to determine the current maturity state of a companies' safety culture

incl. workshops results

Dirk Schreiber

Associate Director EHS
Ferring Production Plant Kiel (Germany)

GLC HSE360° summit 2024 – Berlin, Germany



FERRING

PHARMACEUTICALS

Helping people live better lives

- Ferring Pharmaceuticals is a research-driven, specialty biopharmaceutical group committed to helping people around the world build families and live better lives.
- Ferring is a leader in reproductive medicine and maternal health, and in specialty areas within gastroenterology and urology.
- Ferring has been developing treatments for mothers and babies for over 50 years.



Welcome to our *GLC HSE360° summit* workshop today on determining the maturity level of our safety culture

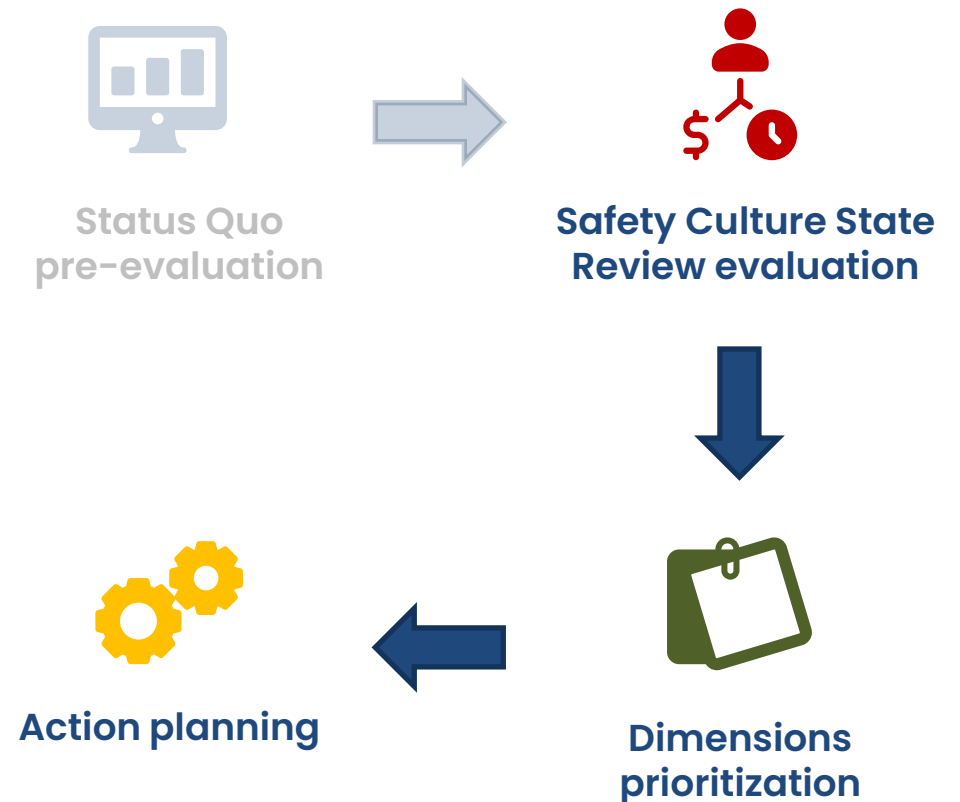
What are we doing today ?

- (A) What is a »safety culture« and can it be measured?
- (B) 20 Dimensions that are influencing a companies' safety culture

- (C) *Your evaluation of 5 preselected dimensions*

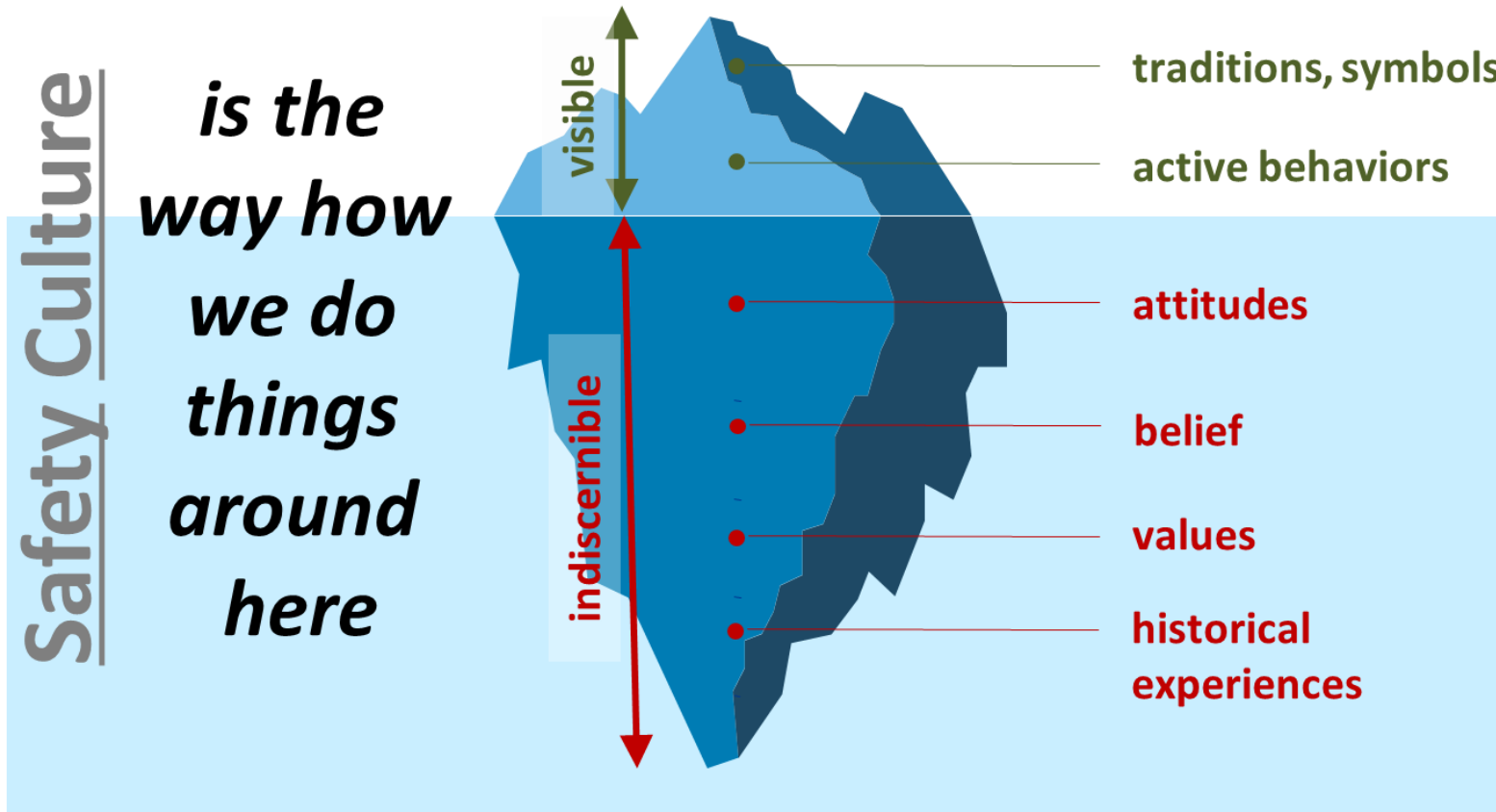
- (D) Presentation and discussion of results
- (E) Brainstorming measures to further develop the safety culture

SCSR – Workshop concept





(A) What is the **meaning** of a company's specific (**Safety**) **Culture**



A company is interested in...

- economic success (profitability)
- employee attraction
- not to harm employees
- low error rate and good product quality
- its reputation



The meaning of the four states of a safety culture

Concept of maturity continuum introduced by Stephen R. Covey

A) Dependent (supervisor)

Dependence is the paradigm of *you* – *you* take care of me, *you* come through me; *you* didn't come through; I blame *you* for the results

Dependent people need others to get what they want.



B) Independent (self)

Independence is the paradigm of *I* - *I* can do it; *I* am responsible; *I* am self-reliant; *I* can choose

Independent people can get what they want through their own effort



Interdependent people combine their own efforts with the efforts of others to achieve their greatest success

Interdependence is the paradigm of *we* – *we* can do it; *we* can cooperate; *we* can combine our talents and abilities and can create something greater together

C) Interdependent (team)



Progress by chance

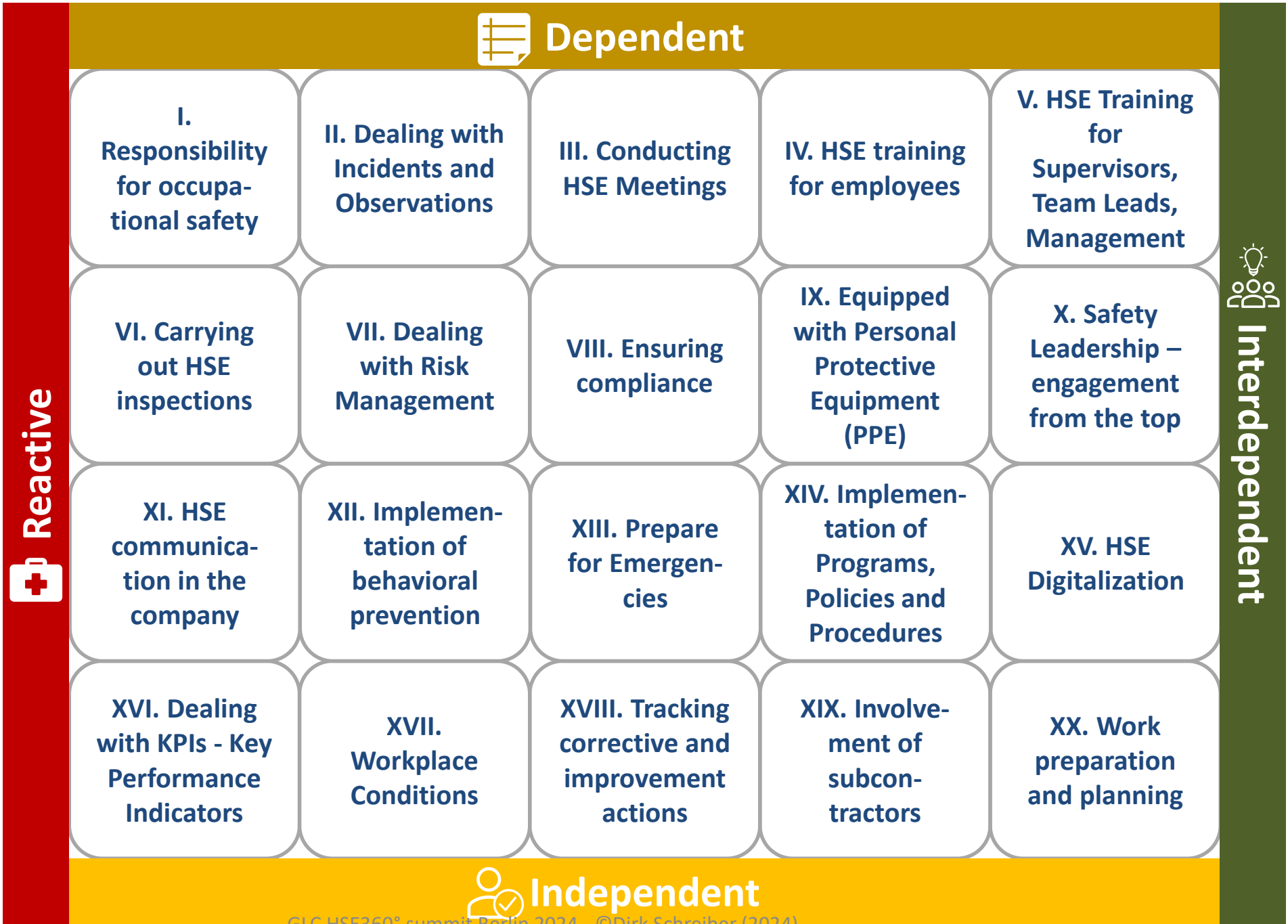
Reactive is the paradigm of *minimalism* - only take action when something bad has happened or a penalty is imminent

D) Reactive (minimum compliance)

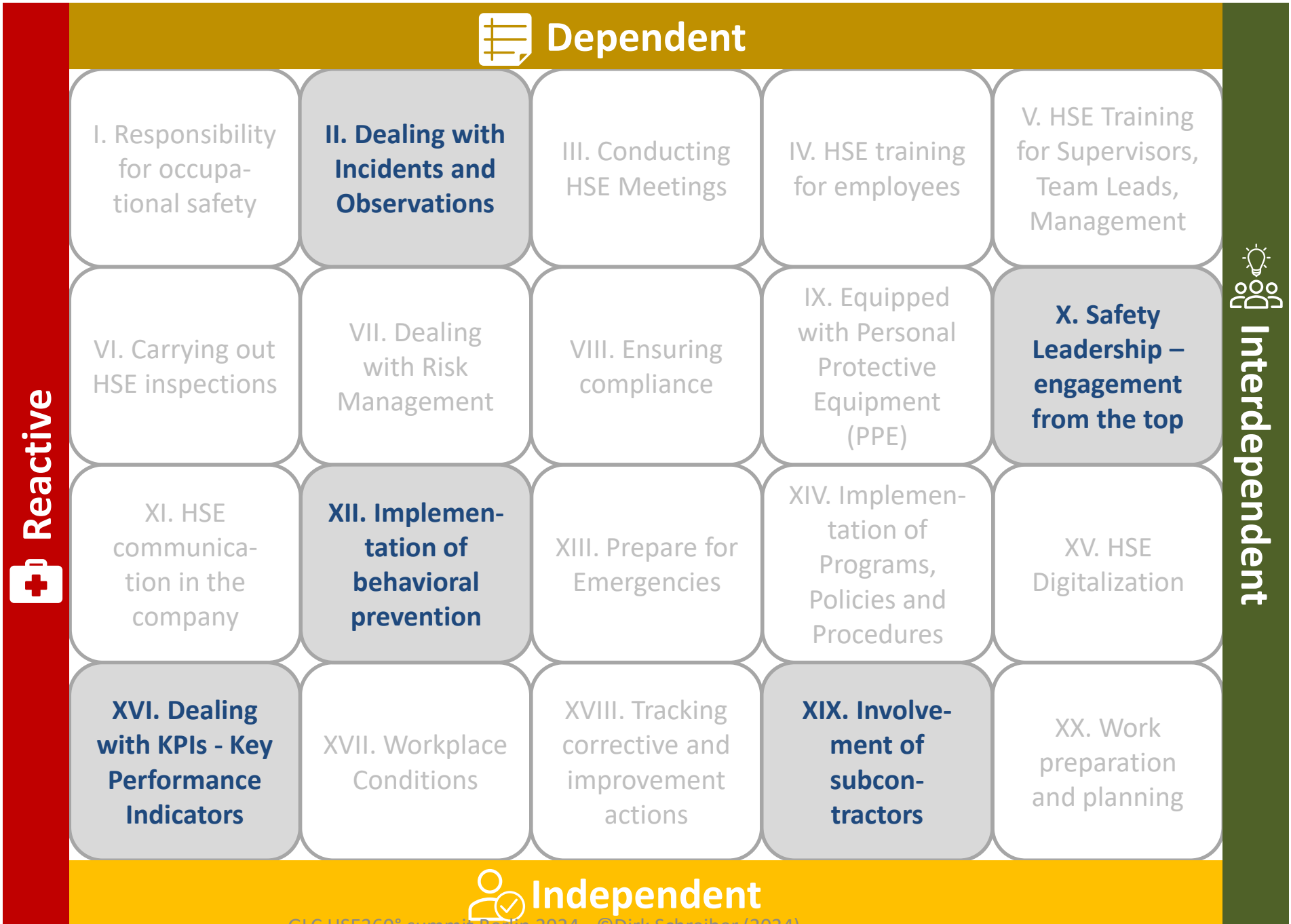


Covey, Stephen R., The 7 Habits of Highly Effective People. London, 1989.

(B) 20 Dimensions have been selected that significantly influencing the companies' safety culture



Pre-selection of 5 dimensions for this workshop





(C) Workshop interactive form

Please read the statements for each dimension a rate this on the app, discuss your view with your neighbours

Click to the QR / Link to get access to the online interactive form



<https://airtable.com/app0FIPcxGU3viAb/pageRL9HnnWaM2QHk/form>

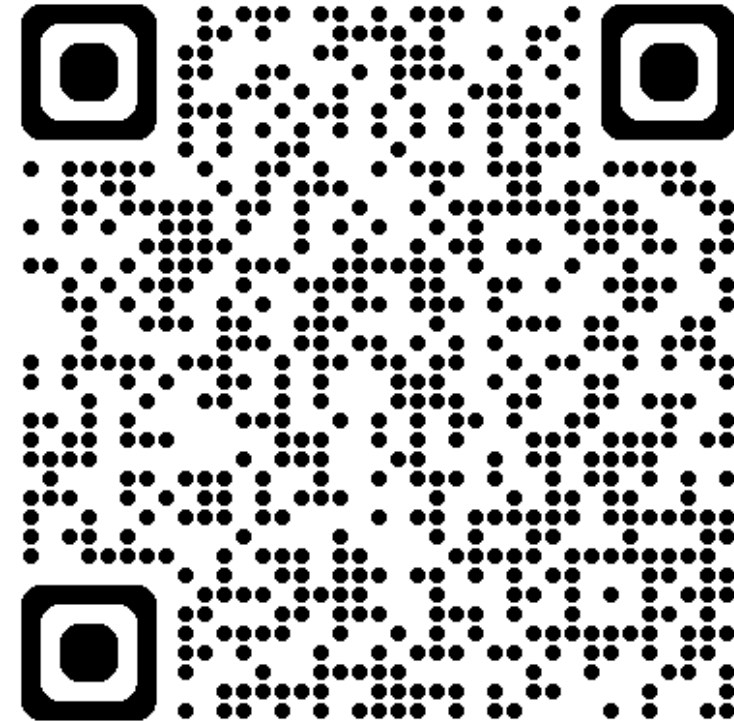
II. Dealing with Incidents and Observations

| | |
|---|---|
| A | Incident investigations are conducted sporadically for all types of incidents; there is no systematic follow-up of actions; there is no systematic approach for reporting observations (unsafe conditions and actions, near-misses). |
| B | Incident investigations are systematically conducted for all classes of occurrences (work accidents, environmental incidents, property damage, reputational damage); there is a systematic approach for the follow-up of actions and the analysis of occurrences. Incidents are communicated within the company. Employees are encouraged to report observations (incidents that have not led to any damage). |
| C | Incident investigations are conducted for all occurrences as well as observations; occurrences and observations are systematically analyzed and communicated within the company. Teams take responsibility for incident investigations; reporting observations is a fundamental element of continuous improvement. |
| D | Accident investigations are only conducted for (serious) workplace accidents; there is no systematic approach for conducting incident investigations, nor for the follow-up of measures and the analysis of incidents. |

X. Safety Leadership – engagement from the top

| | |
|---|--|
| A | EHS supports management in the development and implementation of an EHS leadership program. A specific leadership training was introduced, and measures have been defined to conduct controls (e.g., conducting safety walks [Gemba Walks]). The managers are only moderately engaged and are taking a "check-the-box" approach to meet the expectations of upper management. |
| B | An EHS leadership program was introduced by leaders at all levels of the organization. Leaders are regularly on-site and actively engaging with the workforce to receive feedback. Leaders continuously communicate about EHS topics within the company and their area. |
| C | Managers are personally invested in continuous on-site improvement. A dialogue-based communication (two-way approach) has been implemented to address EHS (Environmental, Health, and Safety) issues. The managers take responsibility for following up on the agreed-upon actions with the employees. EHS issues are communicated transparently and without fear within the organization. |
| D | There is no specific EHS leadership program. |

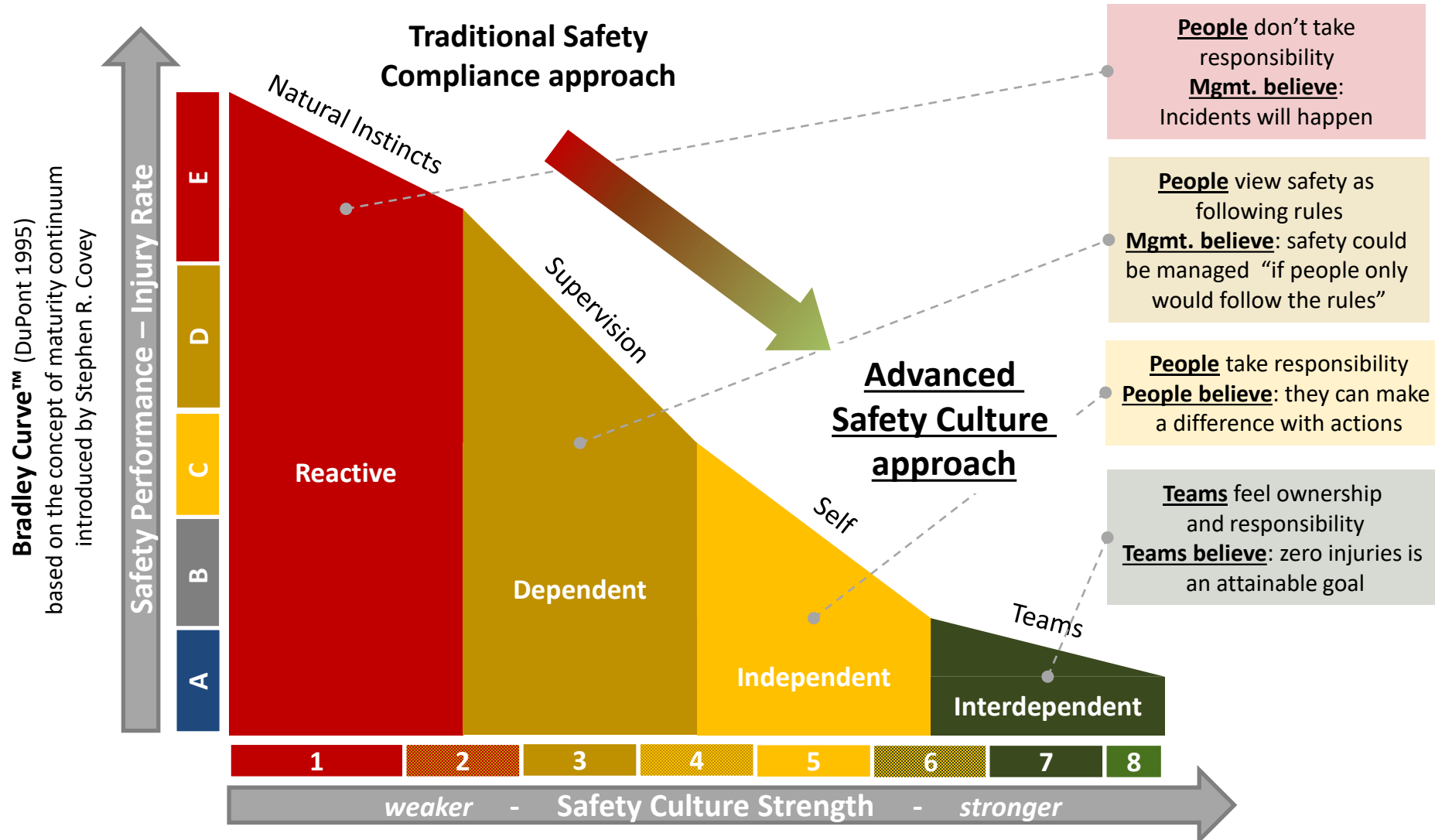
You get access to the interactive form via the QR code



Time window : 7 minutes



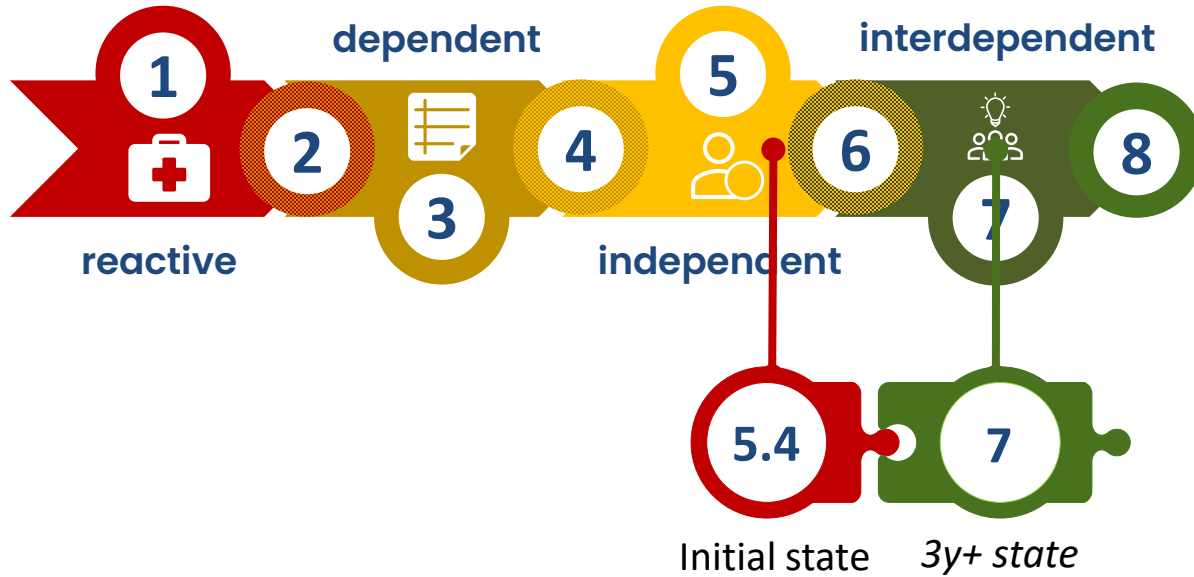
The Bradley approach enables senior management to define a clear medium-term goal regarding HSE. Each state includes specific measures to achieve the goal



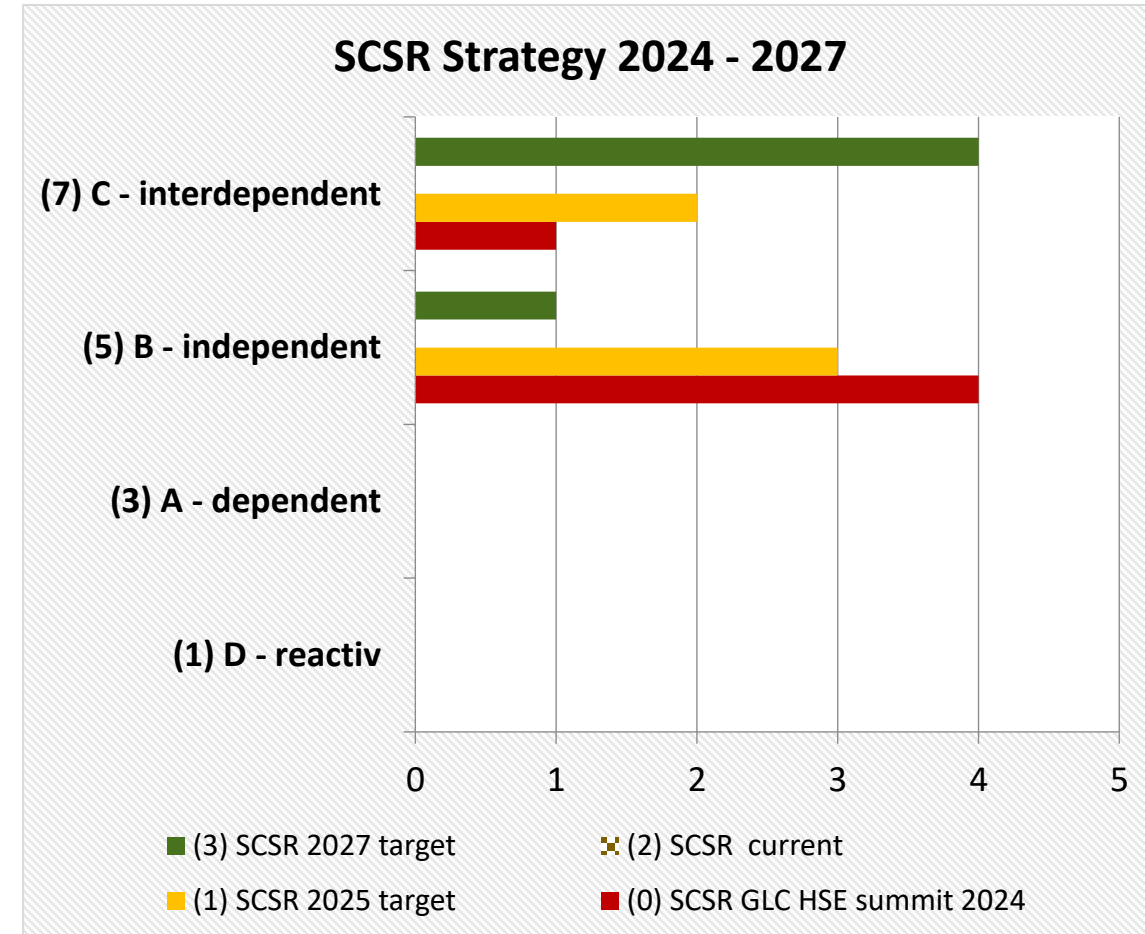


(D) GLC HSE360 – workshop results (Status 07.10.2024)

Safety Culture State Review



Participants: 37



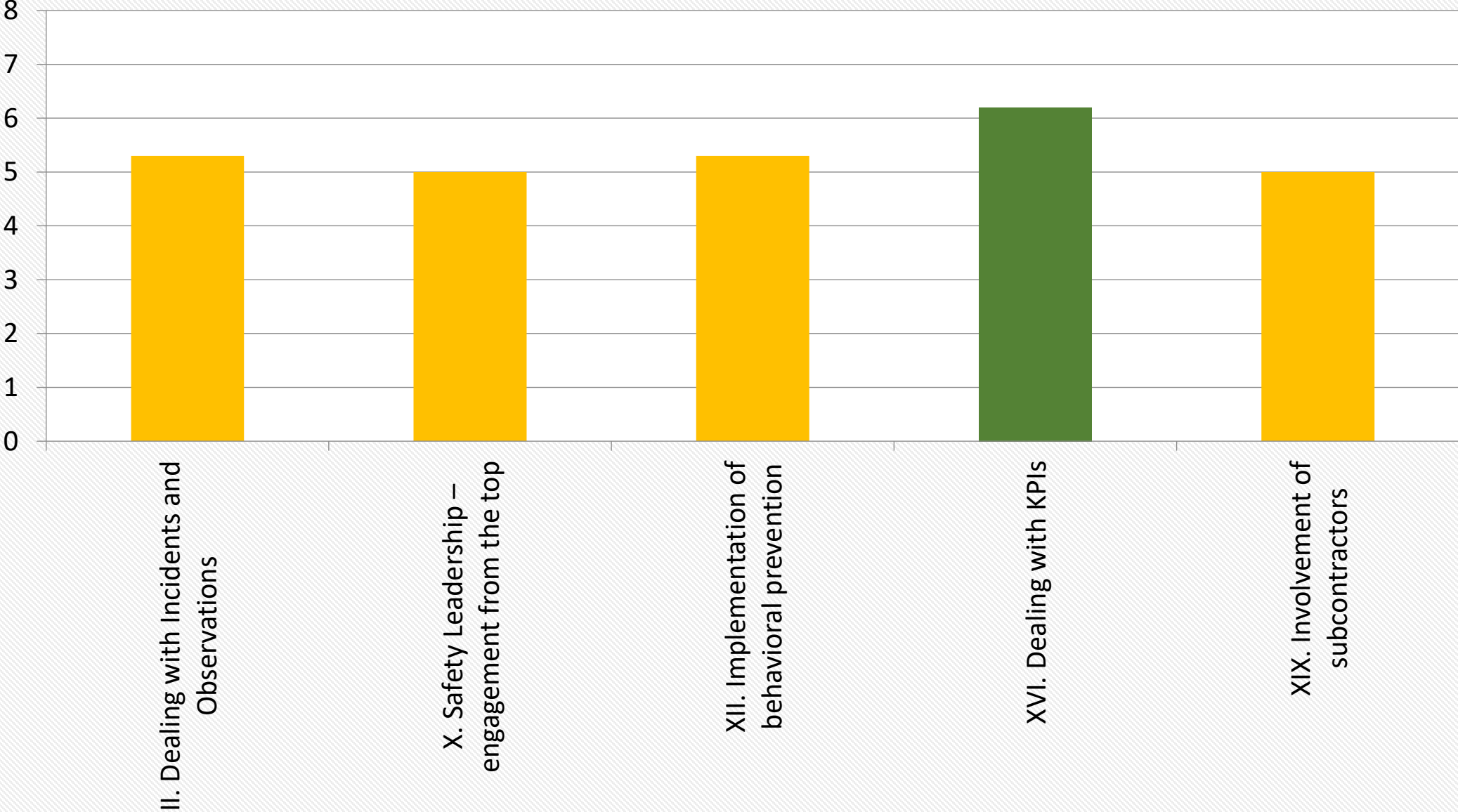
Summary

- Participants (online survey): 37
- **Current SCSR-Index: 5.4 (independent)**
- 3-years target SCSR-Index: 7 (interdependent)

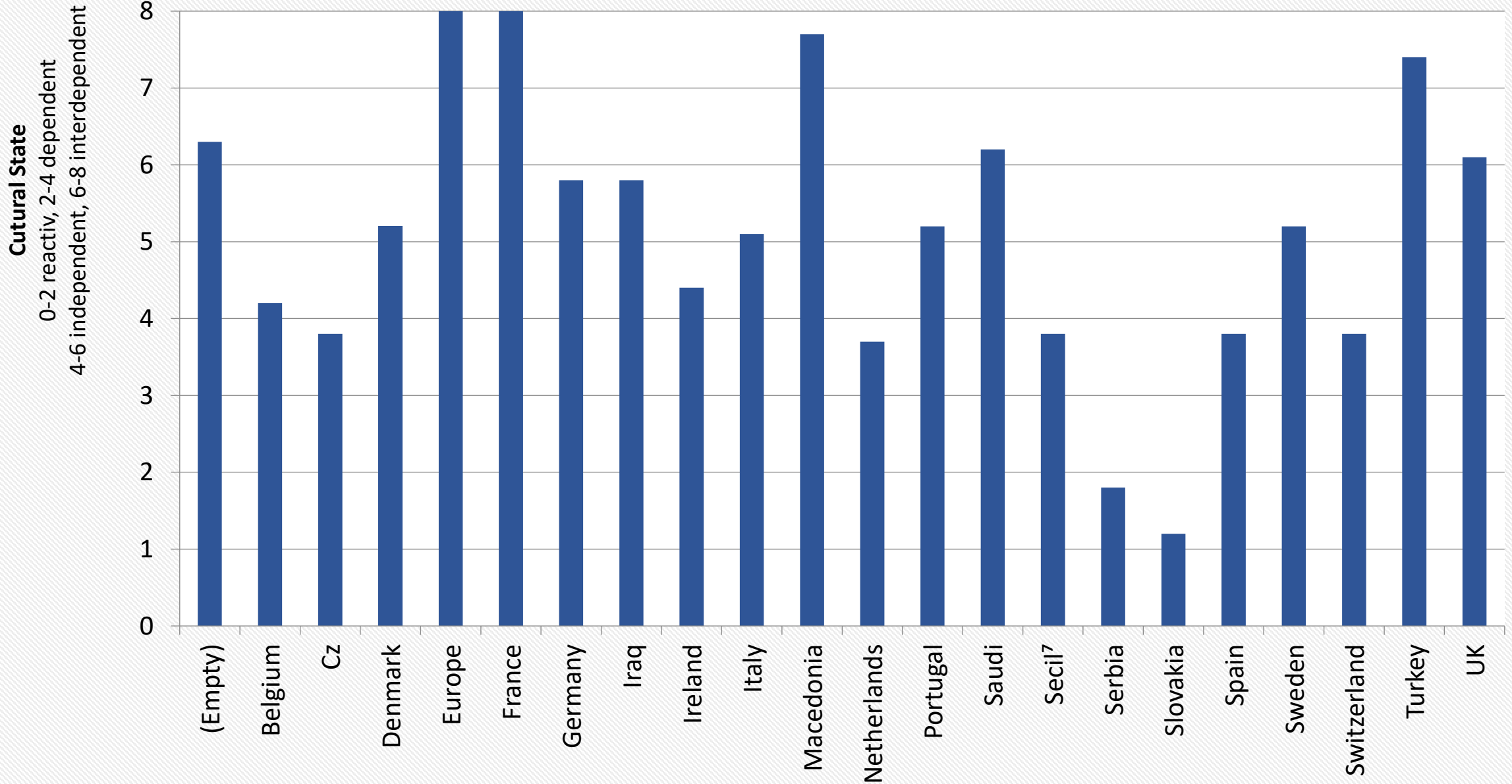
Safety Culture State Review – Results of the GLC HSE360 summit Berlin 2024

Cultural State

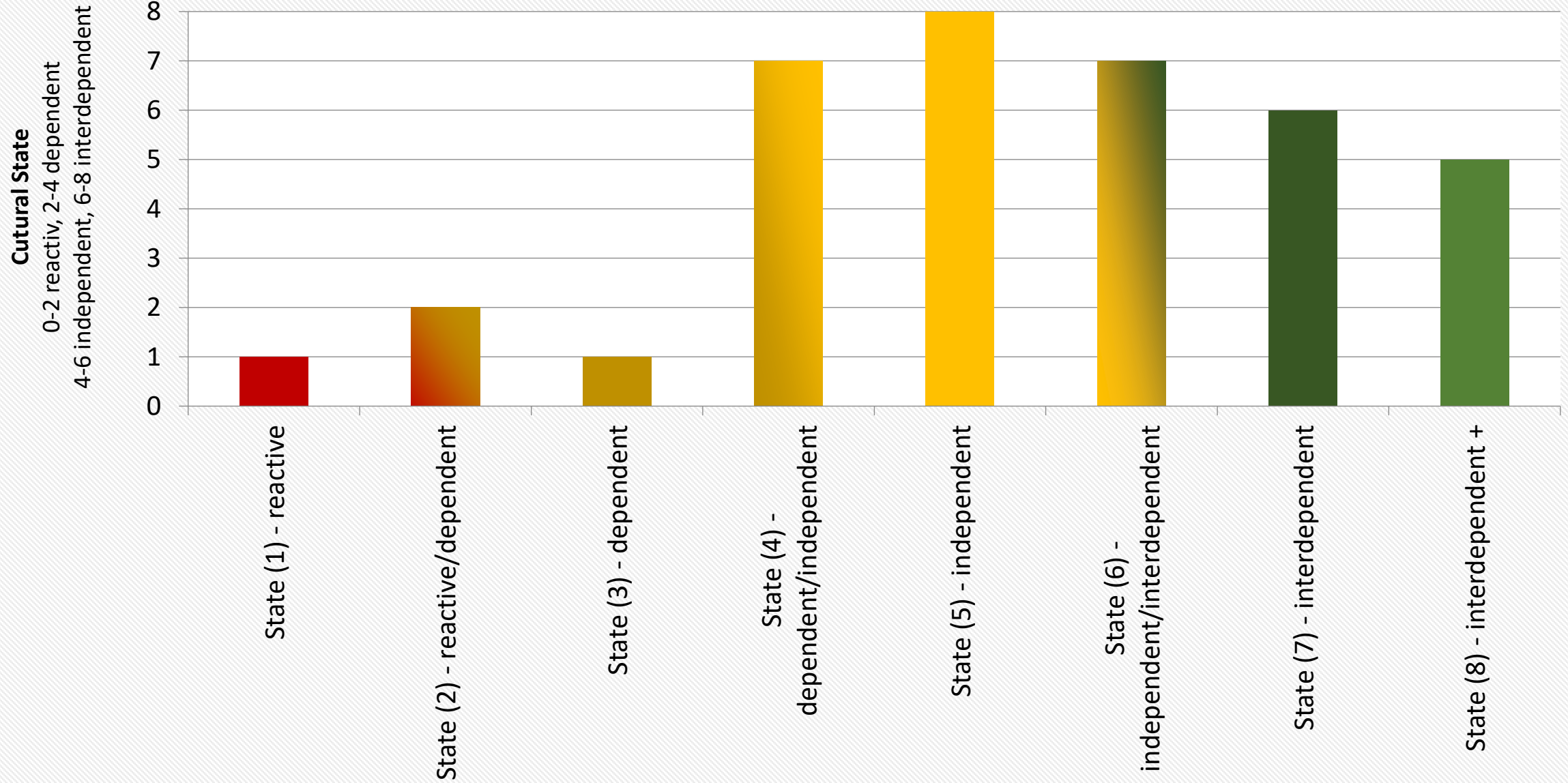
0-2 reactiv, 2-4 dependent
4-6 independent, 6-8 interdependent



Safety Culture State Review – Results of the GLC HSE360 summit Berlin 2024 by Participants Country

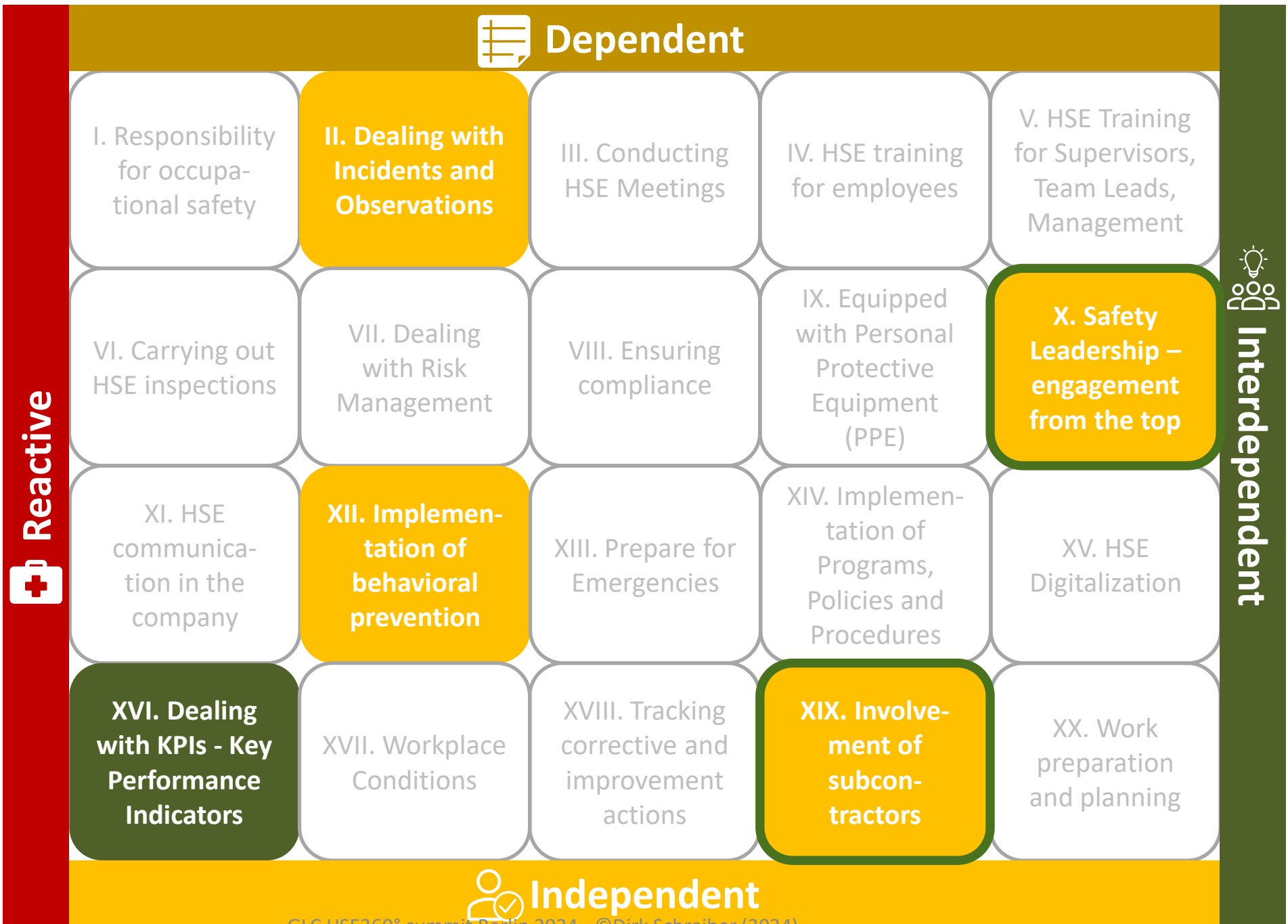


Safety Culture State Review – Results of the GLC HSE360 summit Berlin 2024 by State





Results and Prioritization of dimensions



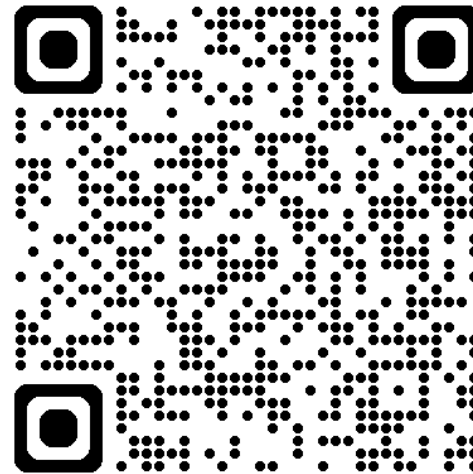


Q&A Session – Contact – further information

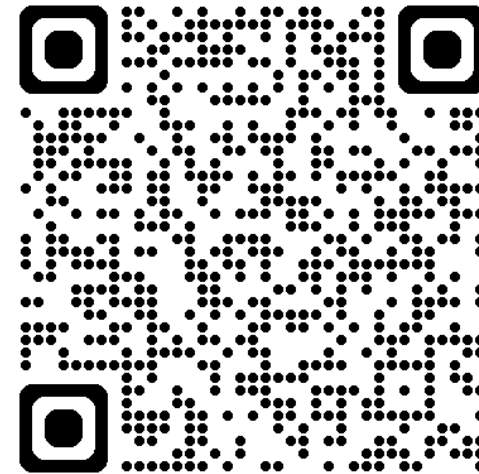
Q&A Session

- Results of this workshops are available as pdf by request (GLC or E-Mail)
- Q&A

www.safetyculturestatereview.com



LinkedIn QR-Code



Ferring E-Mail:

- dirk.schreiber@ferring.com



Close out statement

Safety can't be a *priority*
(priorities change daily and are political),
it must be a ***core value*** embedded
in the very DNA of the company so
that's it very much
'what we do around here'

Scott Geller