

Safety Culture Maturity



The overarching opportunities we see to achieving stronger, more proactive safety cultures.

DATA & INSIGHTS FROM

safe365
Intelligent Safety Culture

2024

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Why safety culture matters?

As we reflect on the lack of improvement in safety statistics in the UK, Australia and NZ over the past 20 years, our need to take a more granular view of WHY we don't see further improvements in work-related harm reduction is imperative.

Despite advances in technology and a deeper technical understanding of the regulations, tools, systems and processes behind health and safety, we still see work-related harm at rates that none of us are content with. What is needed beyond imposing more regulation and compliance criteria or issuing more international safety standards?

The answer, at least in part is culture.

Safety culture, as it's become known, isn't a new construct. In fact, it's a subset of overall organisational culture. It addresses the specific attitudes, beliefs and values required to embed safety into the entire DNA of a company. Safety Culture Maturity is a process of measuring an organisation against a series of markers for 'what good looks like'. This contrasts with a compliance approach that measures whether or not an organisation is meeting minimum regulatory requirements.

Compliance requirements and the systems and processes they drive form an important, foundational part of culture. The presence of true safety culture, however, extends beyond this. It includes the reality of how those systems and processes are implemented, the success of that implementation, and the essential leadership ingredients that must be demonstrated to foster the right culture. A culture of engagement, commitment and advocacy amongst every member of the organisation.

Embedding a culture of safety is about taking safety outside of just the safety function.

Safety culture creates a reality where every individual conducts their day-to-day job with an ingrained awareness of the risks around them. They consider the people those risks may affect, and understand the safeguards put in place to allow for work to be undertaken safely. At the most advanced end of safety culture, there's an embedded practice of proactive behaviour - a habitual nature to look out for both themselves and others with every action contemplated and taken.



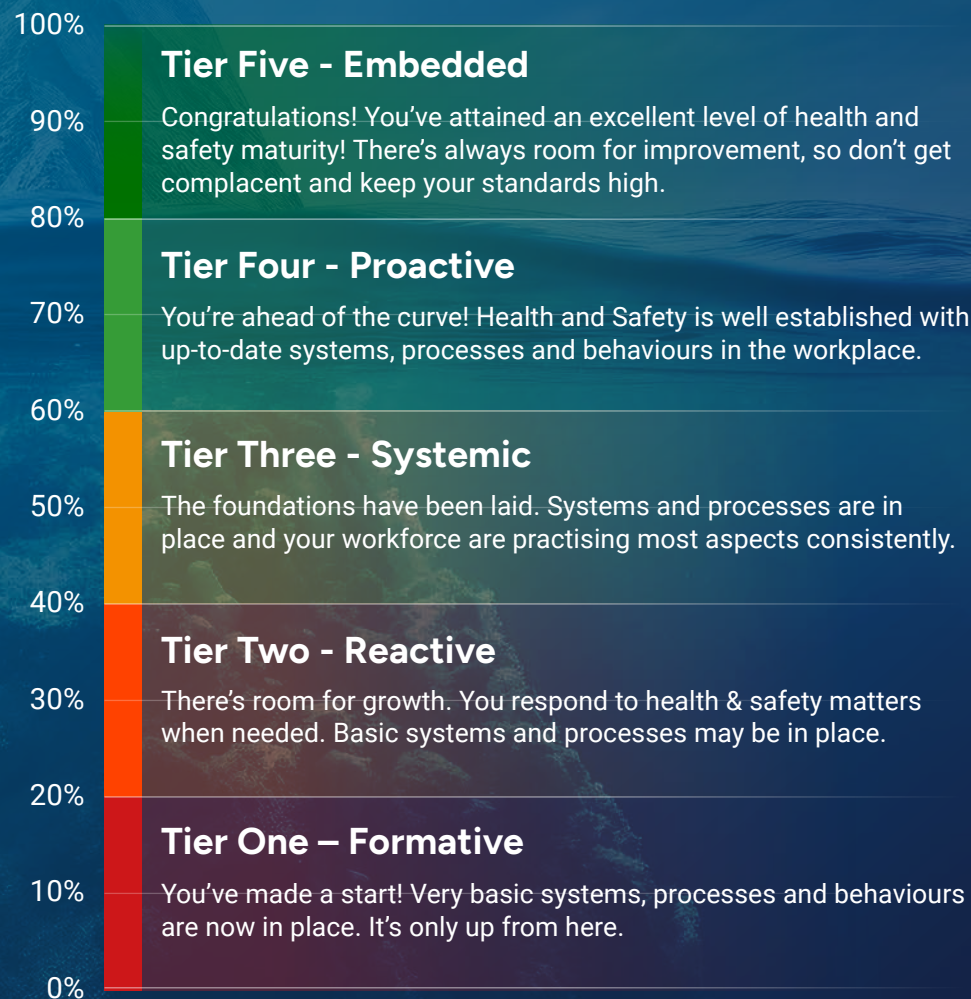
You can only manage what you can measure.

Safe365 helps measure, prioritise, and demonstrate the value of a more proactive safety culture and the necessary elements required to successfully realise this within an organisation. Our goal is to have 100,000,000 workers covered by a more proactive safety environment.

To do that, we all need to understand what's holding us back.

Inside this report, uncover what our data tells us are the biggest opportunities to achieve more proactive safety cultures.

Safe365 Safety Culture Maturity Scale



How we measure safety culture maturity.

Safe365 breaks safety culture into 82 elements, categorised into 10 modules.

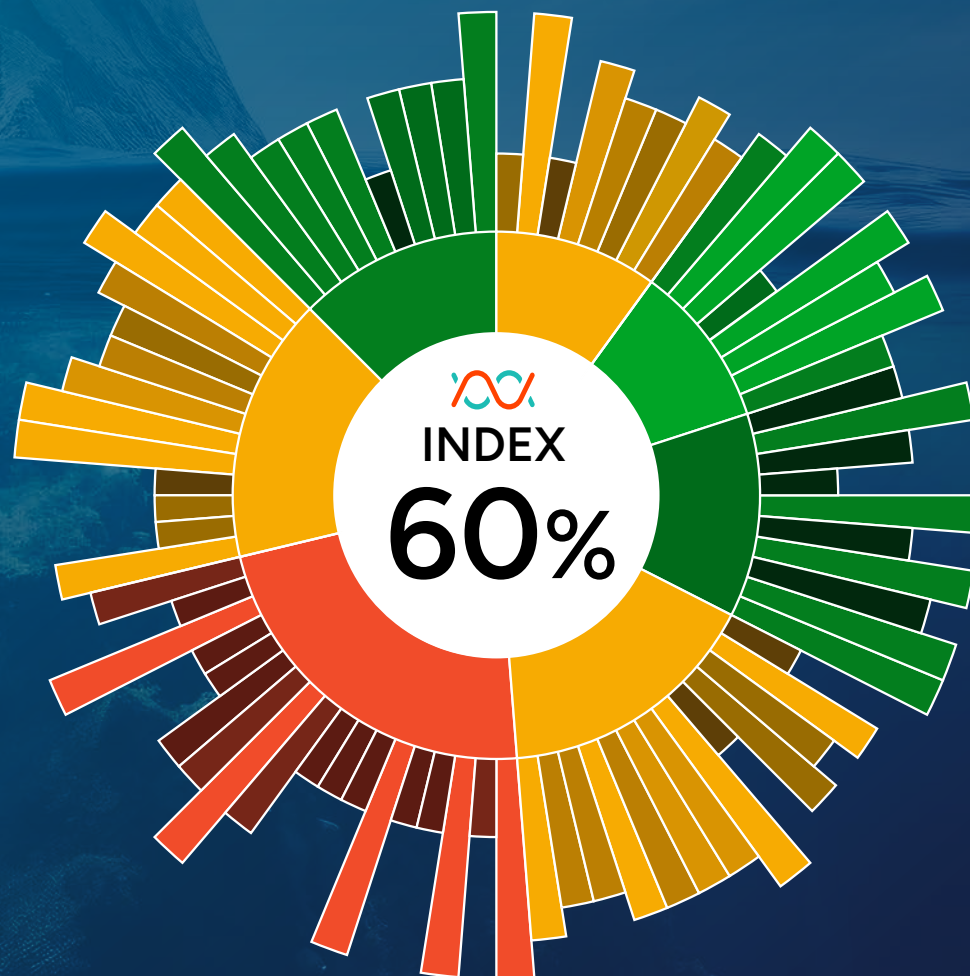
Our assessment and analysis focus not just on the systems and processes that form a basis for proactive safety cultures, but the degree to which these

- a) are part of normative behaviours
- b) are valued by all levels of the business and
- c) form an ongoing, cohesive feedback loop of continual improvement

The output

A quantitative value that rates the maturity of each of the 82 elements, summed into an overall safety culture maturity index and supported by clear insights into the biggest opportunities and common themes that will impact your safety culture from across your business.

The Safe365 assessment is informed by over seven years of research and development, ISO standards, global best practice and industry legislation.



Maturity Measurement: Safe365 Definitions

Safe365 Safety Culture Maturity Index

Element: A single measurable aspect or attribute that contributes towards safety culture maturity.

Module: A collective group of elements that form a measurable area or topic relating to safety culture maturity.

Maturity measurement: Safe365 measure the maturity of each element based on the current organisational practices and behaviours. Each question has a series of responses based on differing maturity definitions (what we call our maturity rater responses) which award a grade from 0 to 100% for each element measured.

Safe365 Safety Culture Maturity Index (SCM Index): The Safe365 SCM Index is the overall score an organisation is awarded based on the scores they have received across all elements in the assessment model calculated, and expressed as a %.

Maturity Tiers: There are five Safe365 Safety Culture Maturity tiers, each with a range of 20%. Every element is graded against these tiers. The five tiers are:

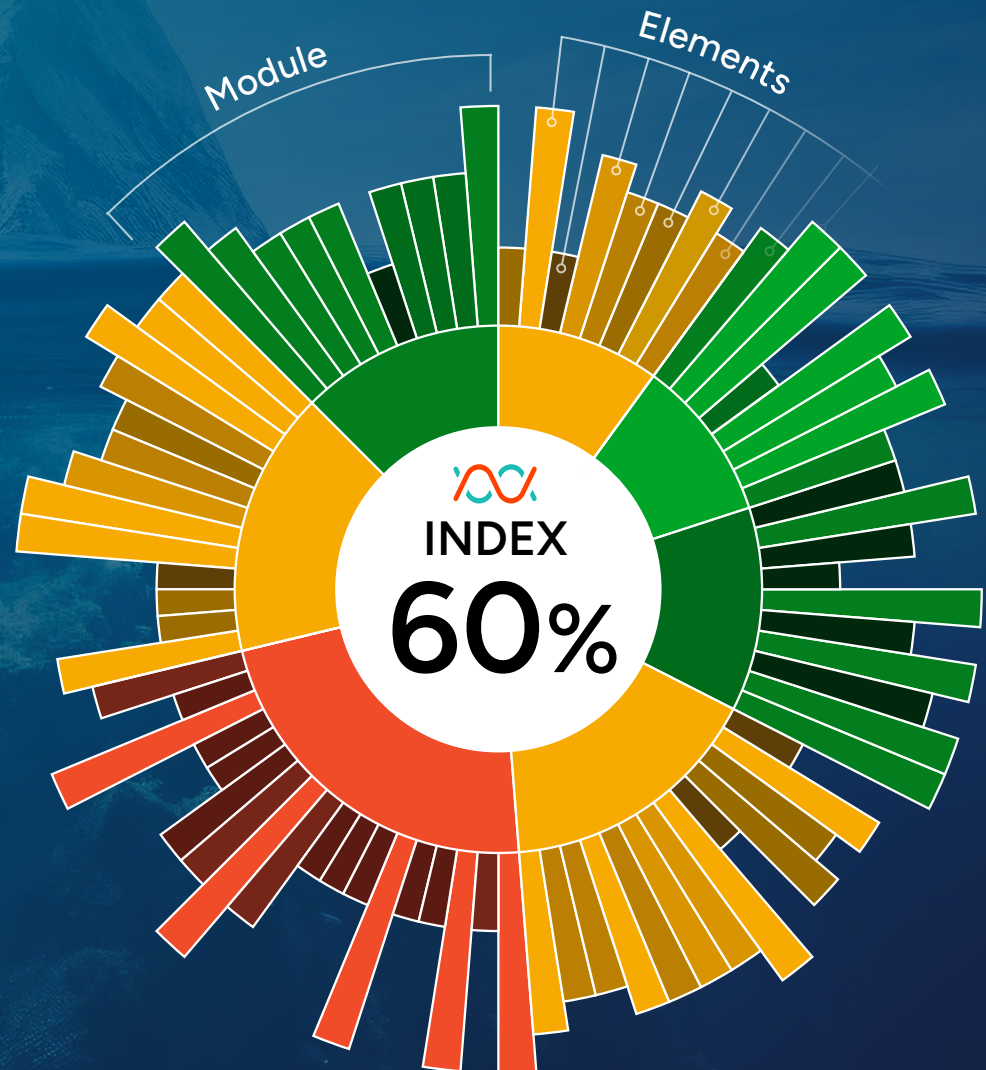
Tier One – Formative

Tier Two – Reactive

Tier Three – Systemic

Tier Four – Proactive

Tier Five – Embedded



Key Insights

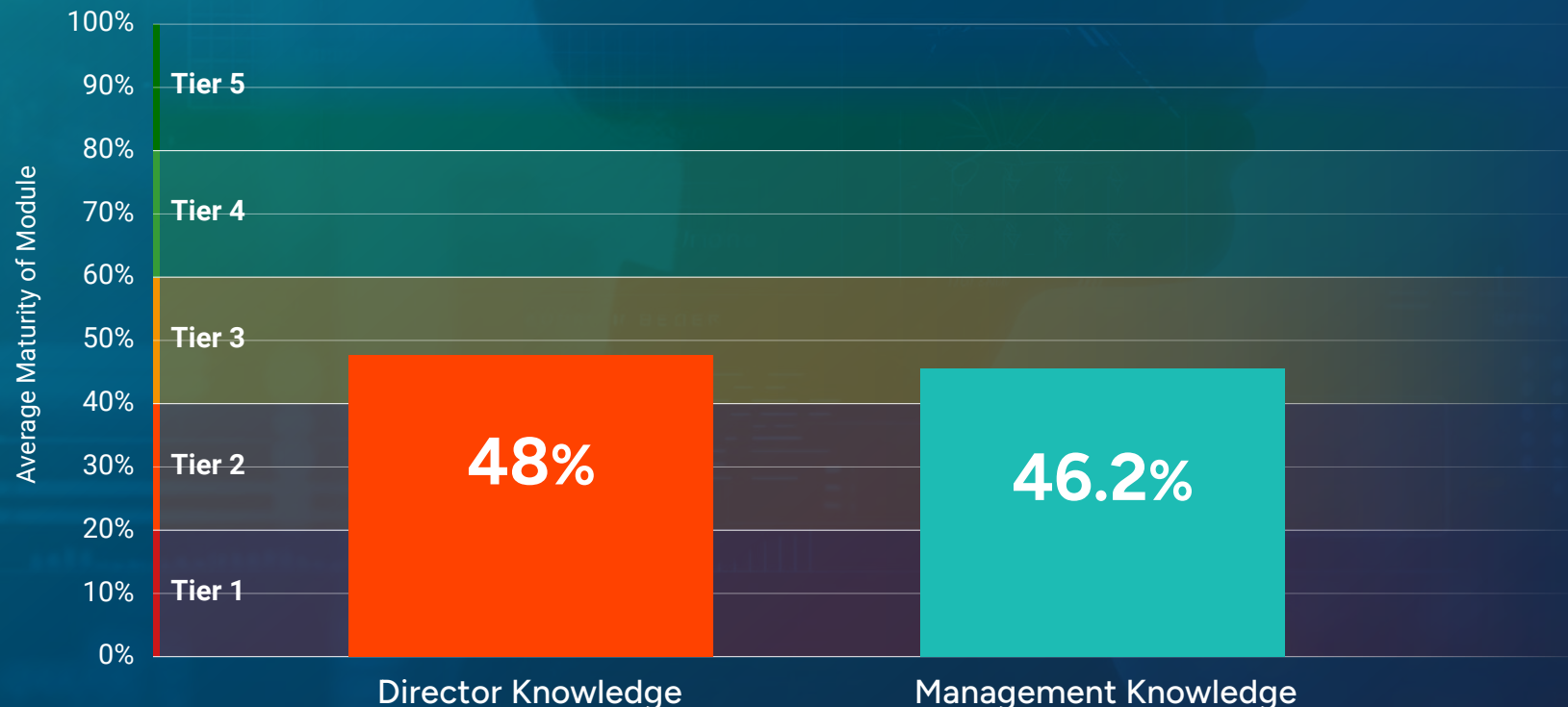
2024

1

Director and Management knowledge are holding safety culture maturity back.

The modules covering Director and Management Knowledge score an average of just Tier Three in maturity. This module assess elements including risk management knowledge, industry specific safety understanding and legal duties. Low levels of maturity here show senior leaders are not well set up to lead from the top.

Average Maturity of Director & Management Knowledge Module

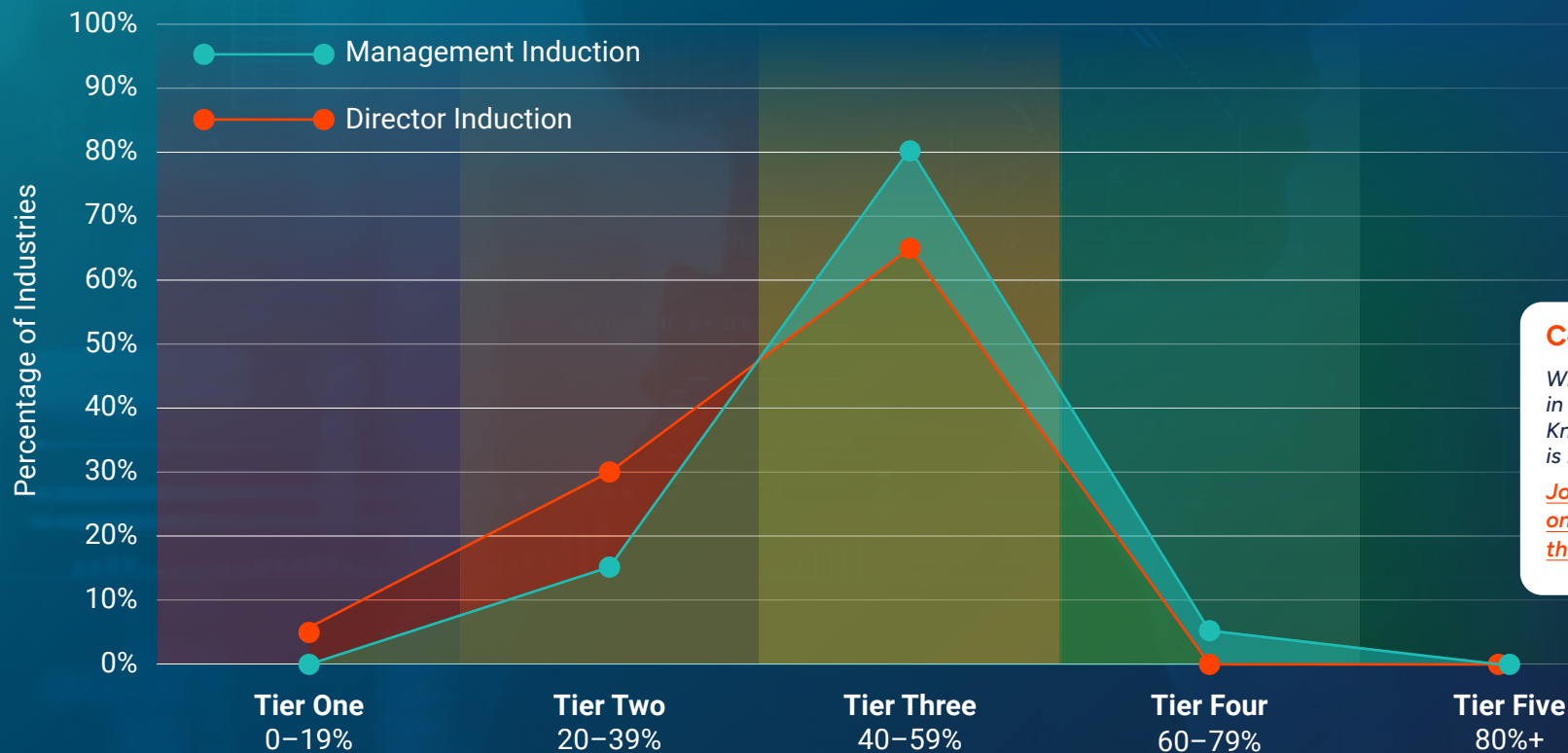


Director Inductions are the **weakest area of Director Knowledge.**

Director Inductions average 42%, Management Inductions score slightly better at 51%. 3/10 industries score just Tier Two in this element, and only ONE industry (Tourism & Hospitality) scores Tier Four with 62%.

Inductions set the scene for every Director or senior leader in an organisation. Without this important context, governance and leadership in safety will be compromised.

Percentage of Industries at each Tier of Maturity for Management & Director Inductions



Conversation Topic

What will unlock true maturity growth in both Management and Director Knowledge and whose responsibility is it to drive this action?

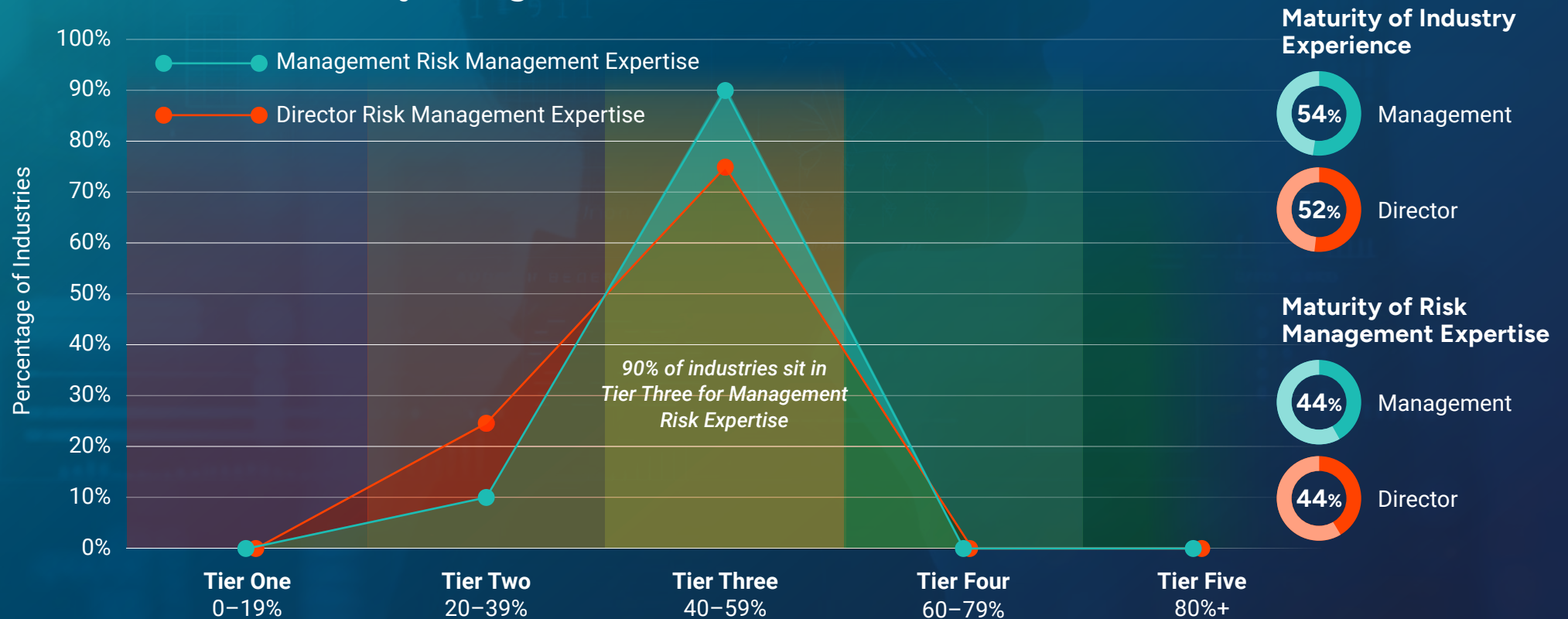
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It's time senior leadership in business went **beyond a basic understanding** of safety and risk management.

Aside from very explicit legal requirements that officers (governors) are accountable for, if proactive health and safety is to prosper, decision makers need a more advanced level of understanding of both their industry-specific safety landscape and the management of risk.

The average Risk Management expertise sits at 44% for both Management and Directors, whilst Industry Experience is 54% for Management and 52% for Directors.

Distribution in Maturity of Risk Expertise Element by Management and Director Modules



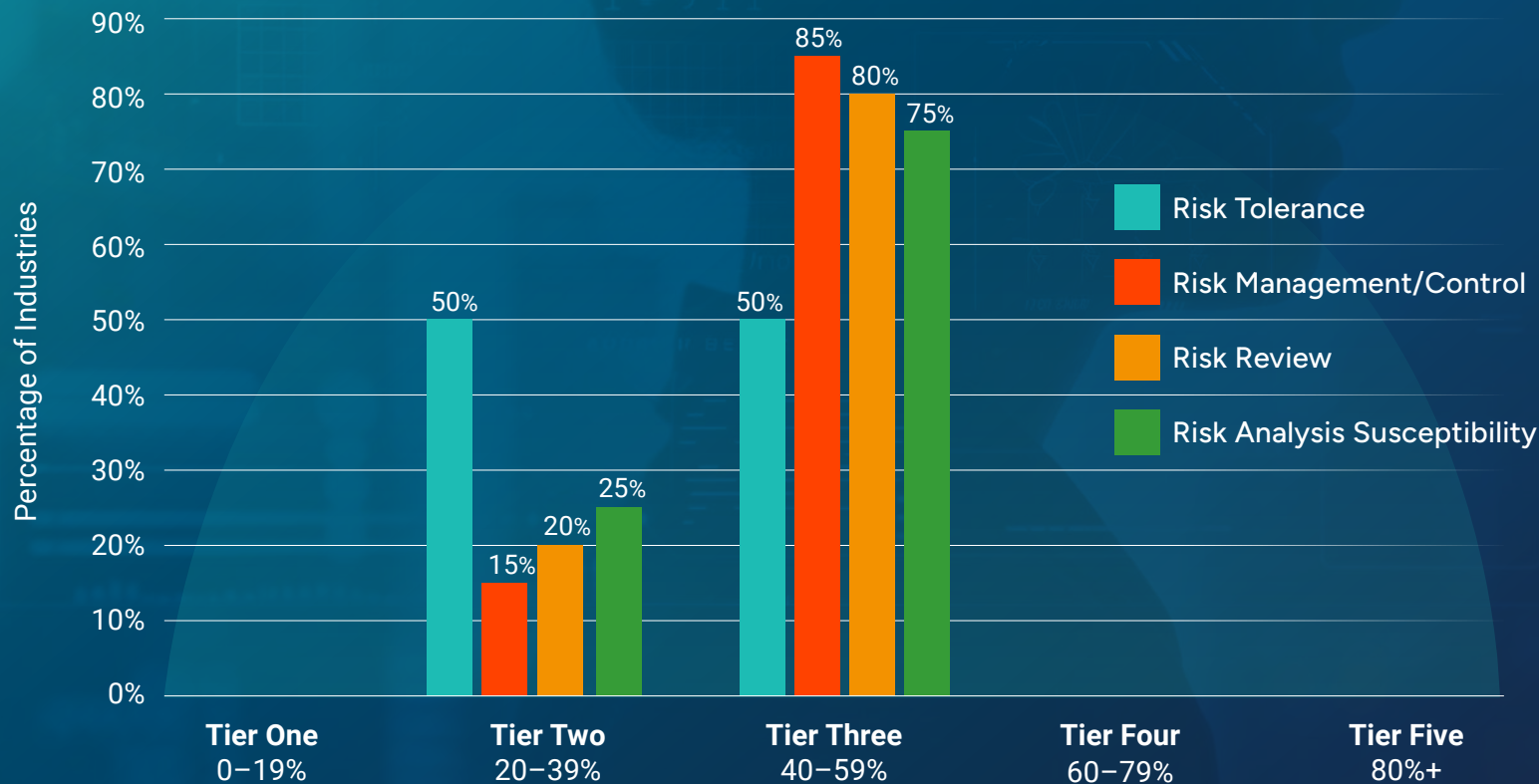
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Our lack of maturity in Risk Tolerance conversations creates a barrier to more mature safety cultures and decision making.

We have to talk about Risk Tolerance.

This one, very specific element heavily dictates the overall tone of safety culture in an organization. It's tense, it's uncomfortable, but low levels of maturity here suggest our value sets around health and safety don't fully address the company position between people and profitability.

Percentage of Industries by Maturity Tier for Risk Tolerance element



Conversation Topic

We need to talk about Risk Tolerance.

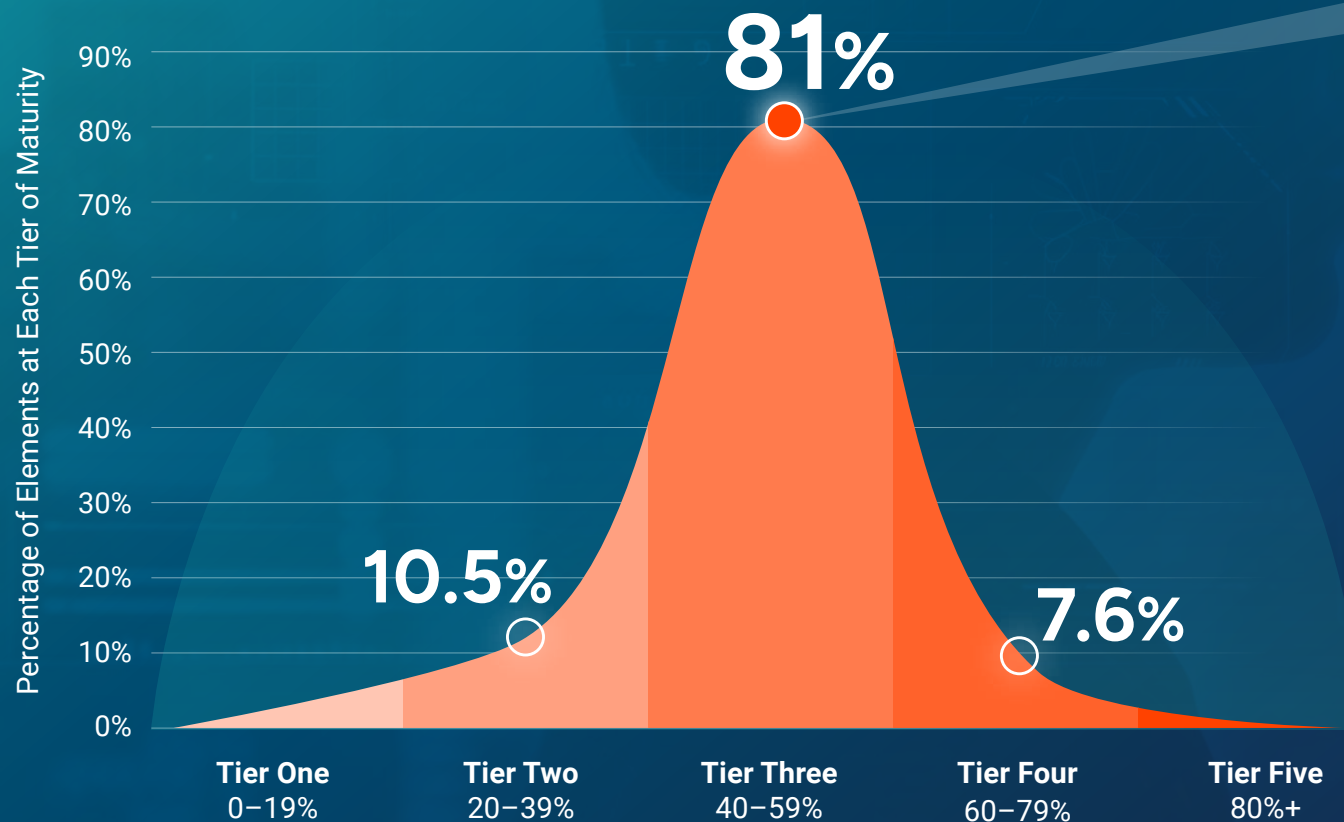
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3

As a profession we're far from where we need to be.

On a five-tier scale of safety culture maturity, we're performing middle of the road.

Distribution of Module Elements by Maturity



Across all organisations that work with Safe365, 81% of the safety culture elements measured score on average just Tier Three.

Tier One
Formative

Tier Two
Reactive

Tier Three
Systemic

Tier Four
Proactive

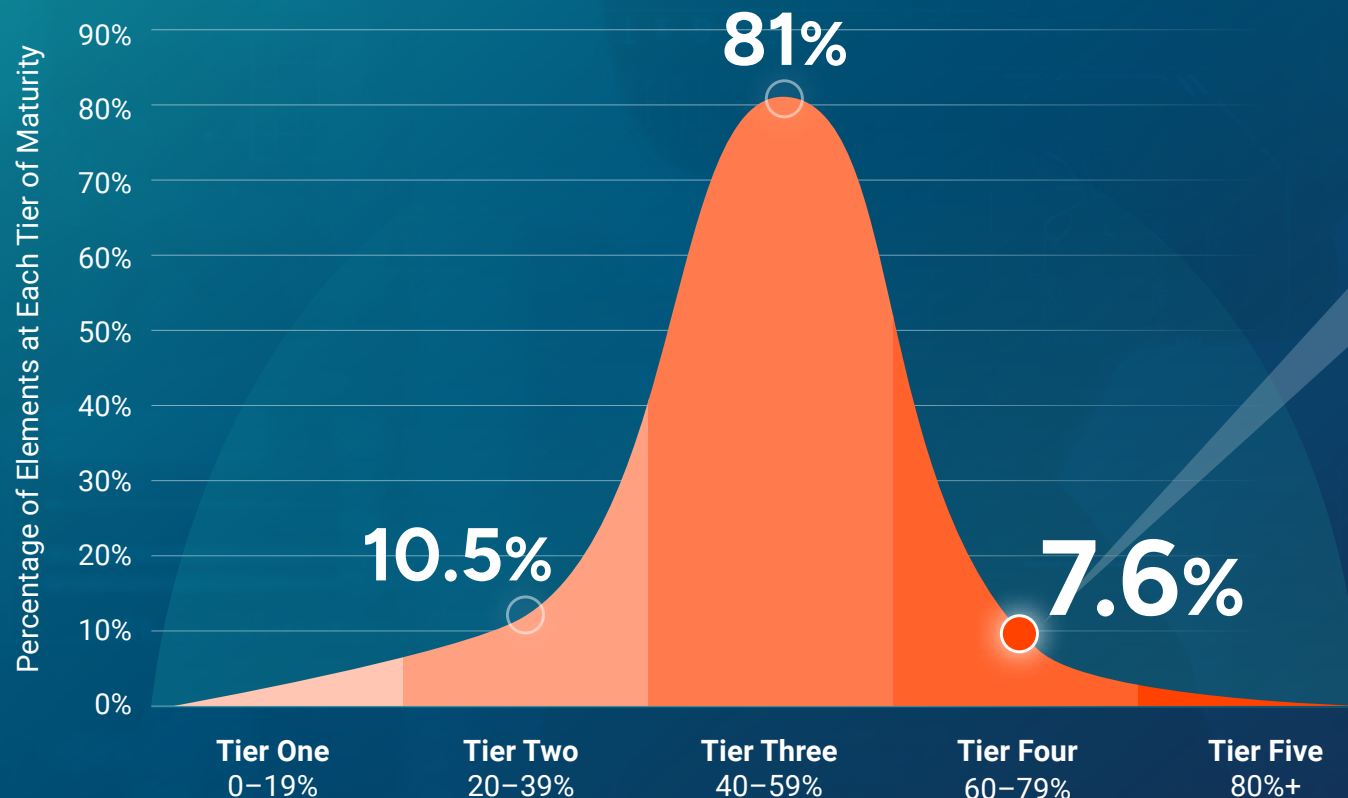
Tier Five
Embedded

Compliance practices, whilst stronger scoring elements, are still **less mature than they should be.**

It's encouraging to see health and safety value score 62% and above, showing Directors and Managers place strong importance on the role and presence of health and safety management in their organisations. However,

we should expect more. In areas like Value, H&S Policy, Incident Reporting and Knowledge of PPE, we should expect to see an average of Tier Five level maturity on such foundational activities.

Distribution of Module Elements by Maturity



7.6% of elements sit at Tier Four.

1. H&S Policy 70%
2. Incident Reporting 68%
3. Management Support 67%
4. Knowledge of PPE 65%
5. Director Health & Safety Value 63%
6. Management Health & Safety Value .. 62%
7. Worker/Contractor Support 60%

Tier Three
Systemic

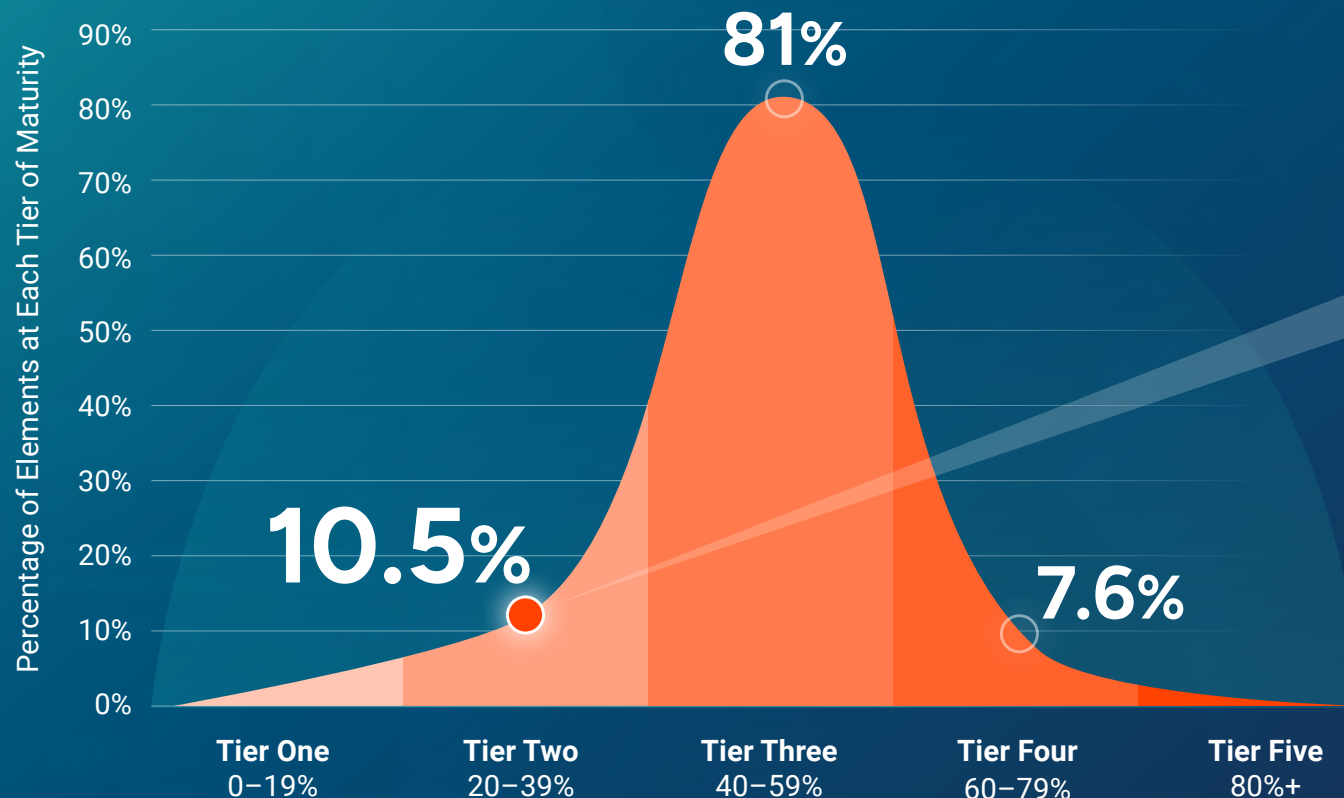
Tier Four
Proactive

Tier Five
Embedded

Our lack of maturity in those areas that actually measure proactive behaviour - work as imagined vs work as done - show we are far from close to proactive safety cultures.

There is consistent weakness in the areas of monitoring and assurance, showing that while we might check the box of having systems and processes in place, we're flying blind when it comes to understanding if those systems are operating as intended. In short - we've got visibility of the top of the iceberg but not what's happening underneath.

Distribution of Module Elements by Maturity



10.5% of elements score just Tier Two.

1. Practice Assurance 33%
2. Control Effectiveness 34%
3. Emergency Stress Testing 36%
4. Internal Auditing 37%
5. Health & Safety Recognition 38%
6. Risk Advice 38%
7. System Assurance 39%
8. Critical Risk Advice 39%

Tier Three
Systemic

Conversation Topic

The breakdown between strategy and implementation. How do we turn the principle of a values-based safety culture into reality?

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4 Verification & Audit is the least mature module we see in safety culture.

Average Maturity by Module



At just 38.7%, Tier Two, the data suggests we're still more focused on responding to what went wrong rather than embedding a prevention-based culture.

Nugget

Management Reporting is the highest performing module for 17/20 industries.



Conversation Topic

How do we move the conversation around leading indicators forward? What do we mean by lead metrics?

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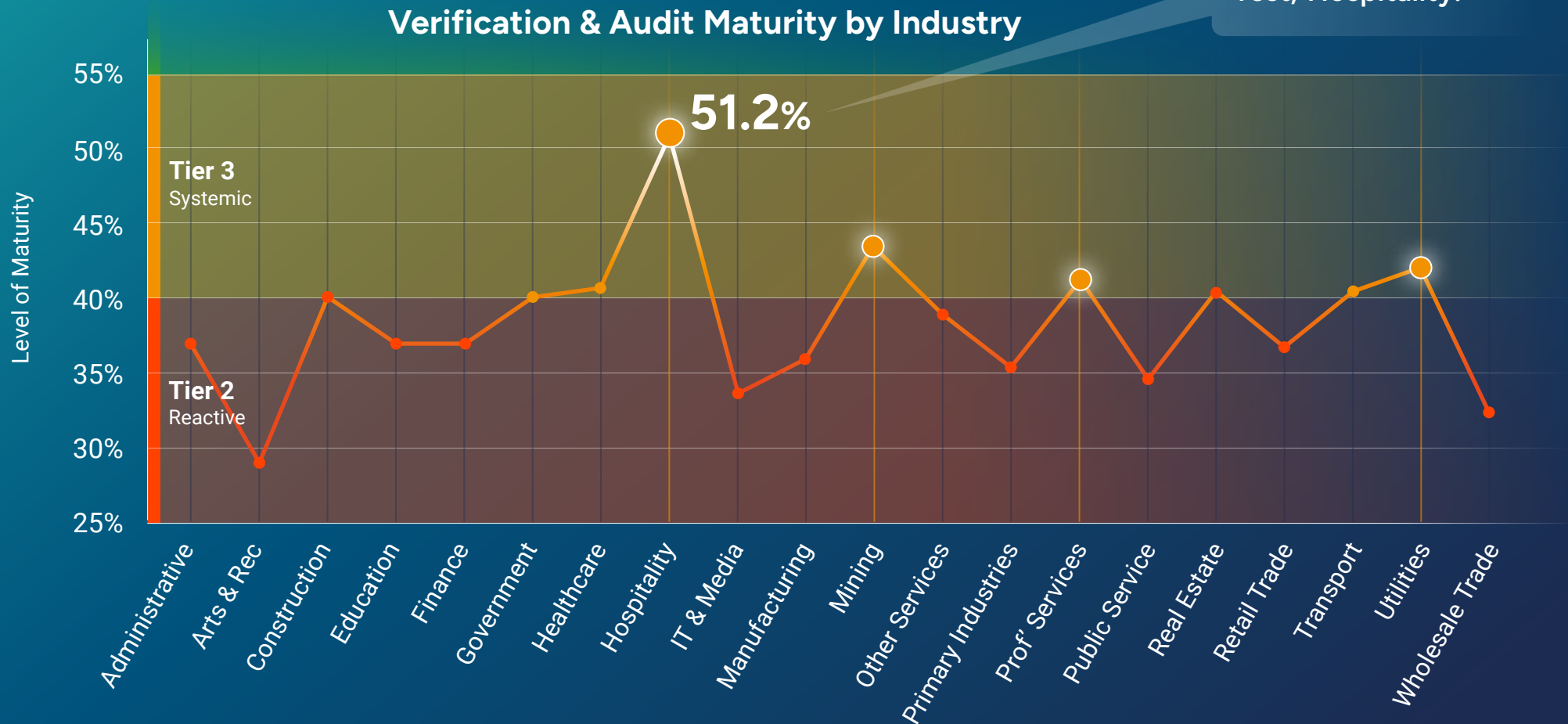
All industries score their lowest maturity rating in Verification & Audit regardless of their maturity tier.

This is echoed by organisation size.

4 out of 20 industries are Tier Three with greater than 41% maturity: Utilities, Professional Services, Mining and Hospitality.

#1

ONE industry excels beyond the rest, Hospitality.



5

We're failing on the crucial **Check Phase** of the safety cycle.

Practice Assurance and Control Effectiveness are elements where we see a profession-wide weakness.

19/20 industries all score Tier Two in these two elements. As individual elements, both Internal Auditing and System Assurance demonstrate a similar trend of low maturity, all ranking at just Tier Two. Each of these data points suggest that there is a dramatic difference in work as imagined vs work as done, and our confidence in the effectiveness of practices/controls.



Writing Policies



Hazard Identification



Collecting Hazard/Risk Data

Do Elements

VS

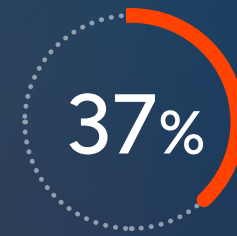
Check Elements



Control Effectiveness



Practice Assurance



Internal Auditing



System Assurance

Conversation Topic

Setting up the feedback loop. What can we learn from iterative learning to drive a practice of continuous improvement?

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6

We still favour a **stick vs carrot culture** of safety leadership.

There is a consistent theme throughout our data that shows organisations favour correcting vs incentivising behaviour.

A proactive mindset towards health and safety is best supported through the recognition of role-modeling behaviours and yet this element scores just 38% and is the lowest performing element of our Culture and Behaviours module.

To support a change in mindset, we need to strive towards formalised and consistent recognition programs and the support of lead indicators of safety.

Health & Safety Recognition is the lowest performing element in the Culture and Behaviours module.

“Regular & Informal Recognition: Workers/contractors that role-model sought after health & safety practices are informally recognised most of the time.”

Average Score

38%

Tier Two

Health & Safety Accountability

Accountability Most Of The Time:
Workers/contractors that do not behave consistently with our documented health & safety requirements are held to account most of the time.

Average Score

46%

Tier Three

Conversation Topic

Rewarding vs Incentivising behaviour - the psychology of a lead vs lag based recognition culture.

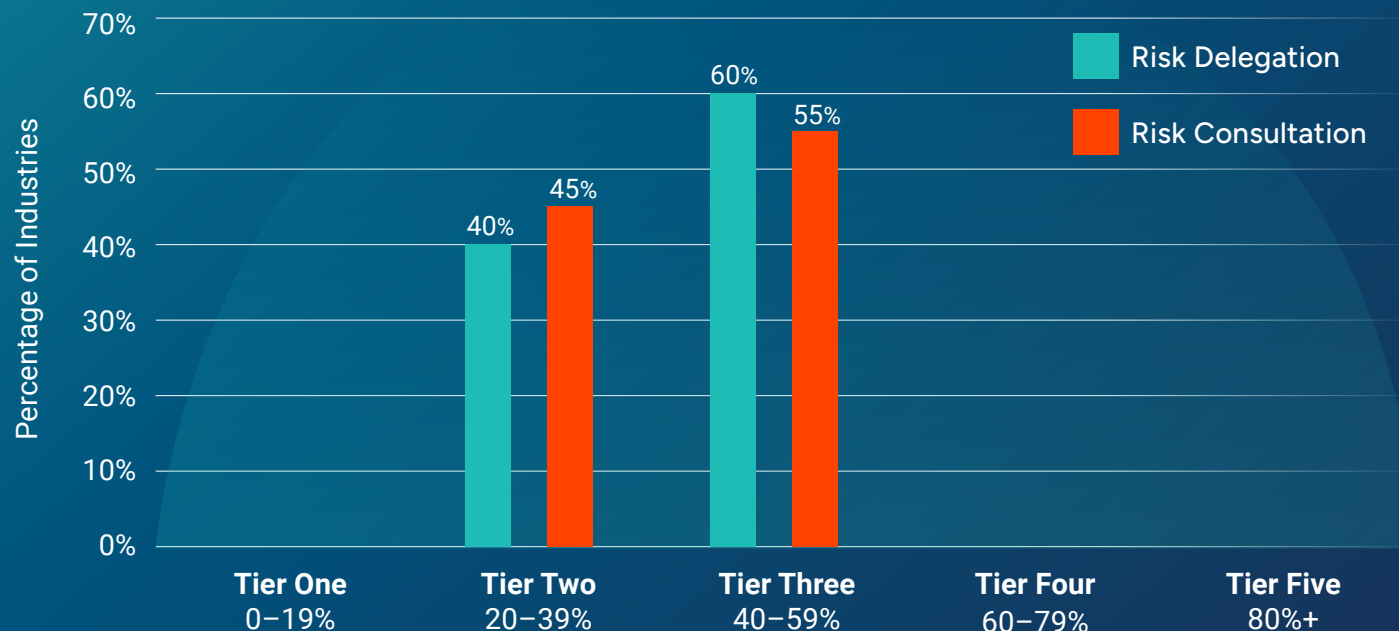
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7

There is a lack of maturity in risk ownership being implemented beyond the safety department. This suggests that we still struggle to achieve full workforce engagement in safety outcomes.

There is increasing maturity in the early stages of health & safety (identification and assessment), but collaboration with a wider stakeholder set and the subsequent need for stakeholder consultation, accountability and ownership is still largely immature. Both Risk Delegation and Risk Consultation skew low in maturity with 40% of industries at Tier Two in Risk Delegation and 45% in Tier Two in Risk Consultation.

**Percentage of Industries within each Maturity Tier
Risk Delegation & Risk Consultation**



Conversation Topic

How do we drive organization wide engagement in safety and safety ownership?

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8

We do not have effective systems for contractor management safety.

As a whole, 18/20 industries score Tier Three and below in the maturity of their contractor management systems. We see an average maturity score of just 43%. Retail Trade and Real Estate are ahead of the market showing significantly more maturity in this area at 64% and 80%.

Percentage of industries in each maturity tier for Contractor Management



Mining shows distinct leadership in overall Worker/ Contractor Engagement

Mining scores Tier Four in every element of this module with an average maturity of 65.9% - 11.9% ahead of the module average and 6% ahead of the next industry Utilities.

Conversation Topic

How do we tackle the challenge of contractor safety – wisdom and war stories.

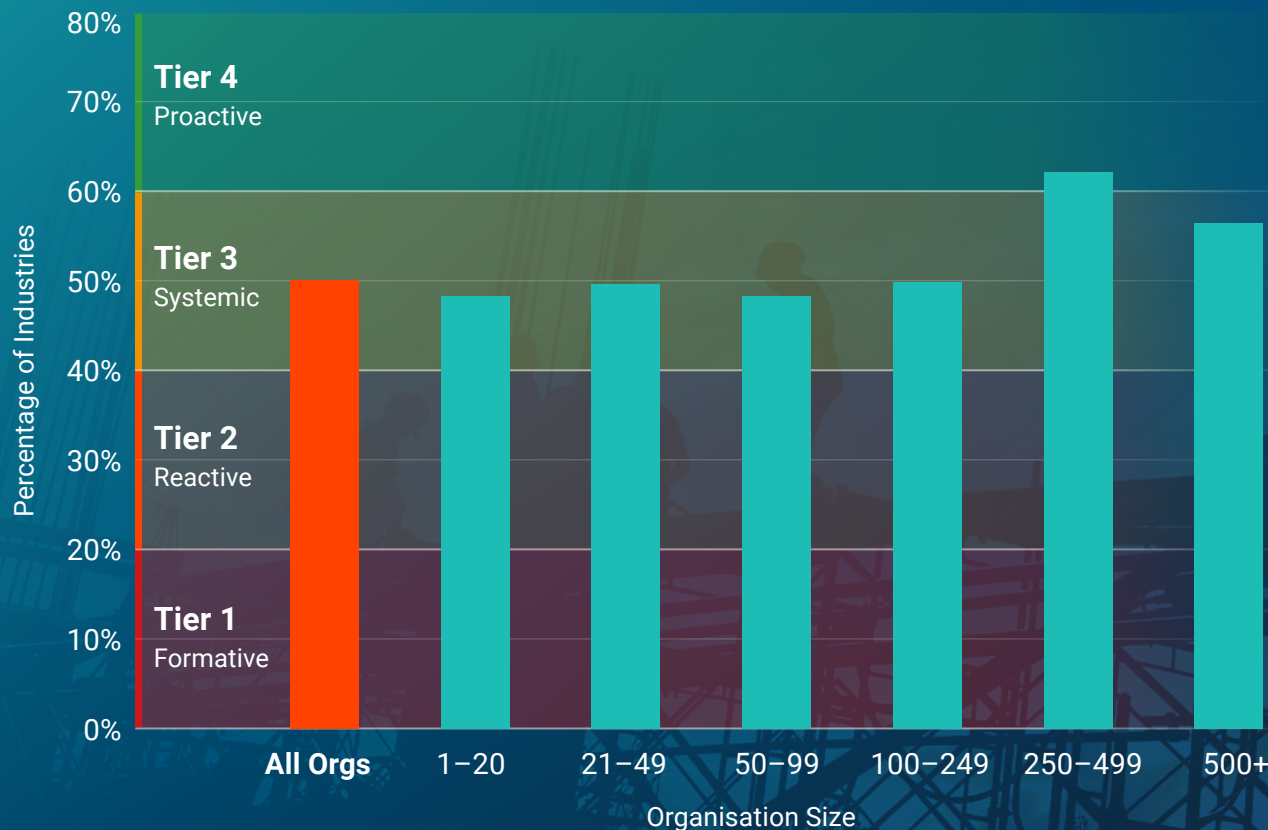
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9

Bigger isn't always better.

On average, there is **less than 10% difference in safety culture maturity** between small and large organisations. Overall the average maturity across all groups by organisation size is Tier Three – Systemic.

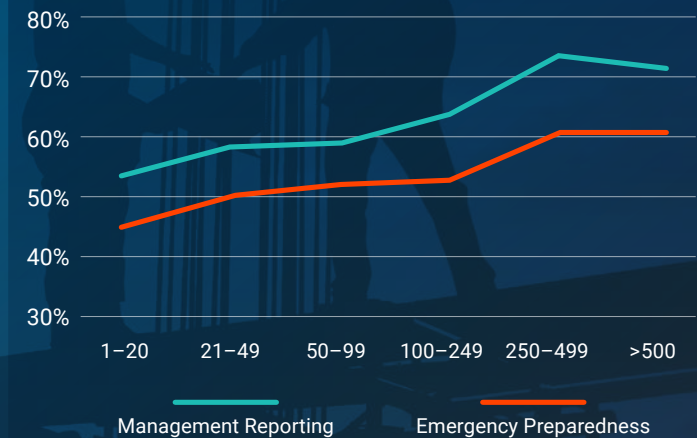
Average Safety Culture Maturity Index by Org Size



Just two out of 10 modules show a greater than 10% difference in maturity between small and large organisations.

Management Reporting +18.3% between smallest and largest, and Emergency Preparedness at +15.8%.

Modules of notable safety culture maturity difference by organisation size

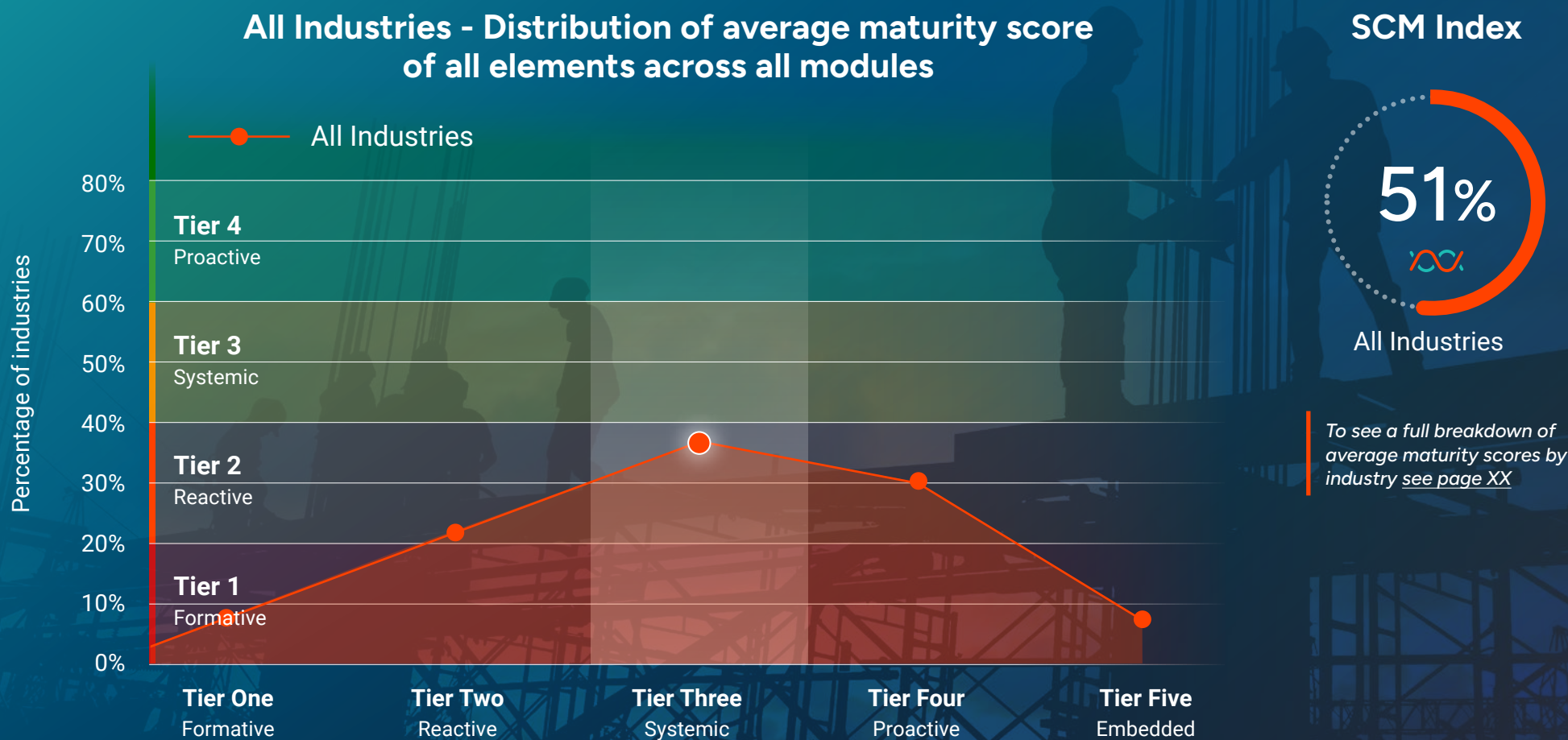


Conversation Topic

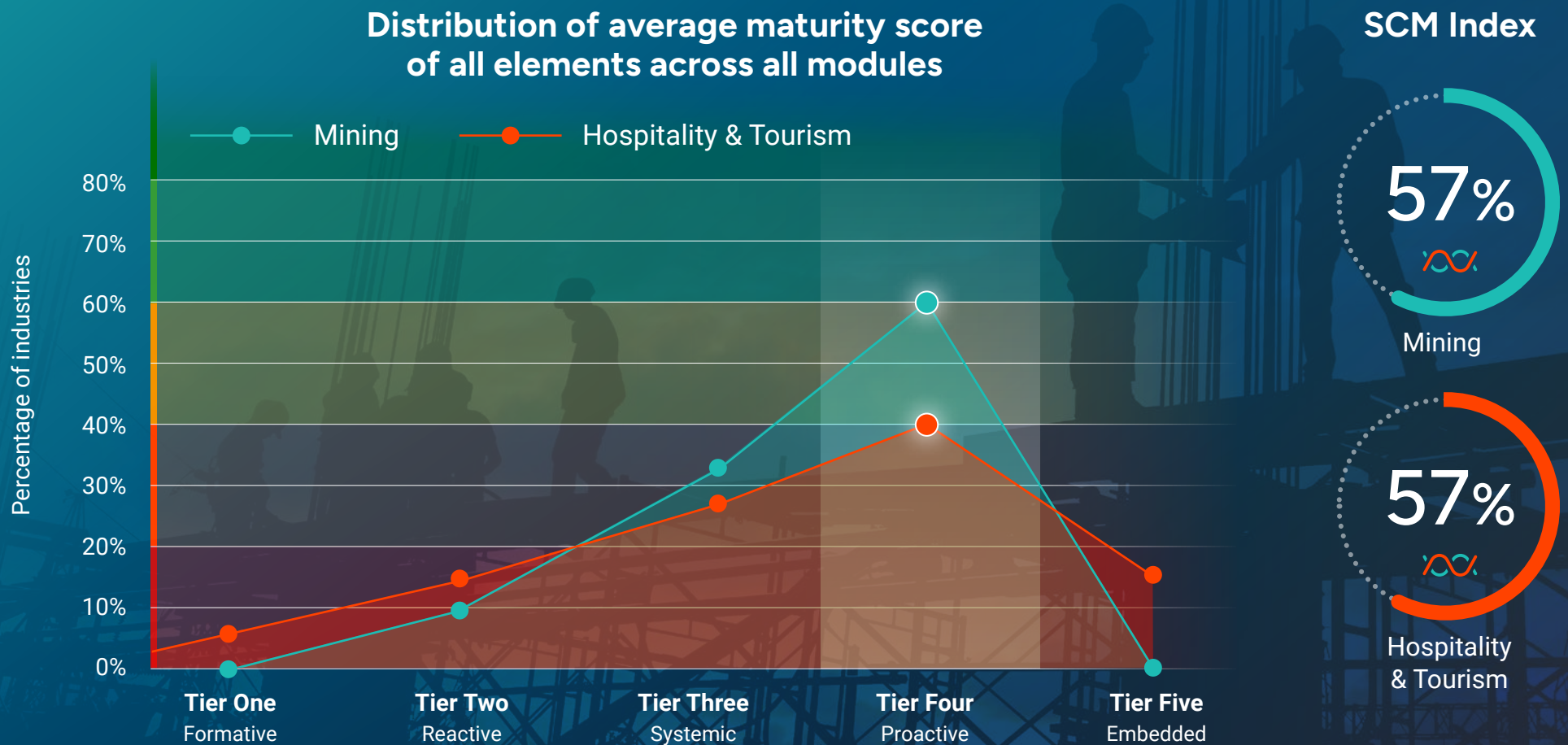
Why don't greater resources mean higher levels of safety culture maturity? Are we trapped in a compliance-first investment loop?

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The majority of industries mimic the same reality with a distribution curve that averages Tier Three - Systemic.

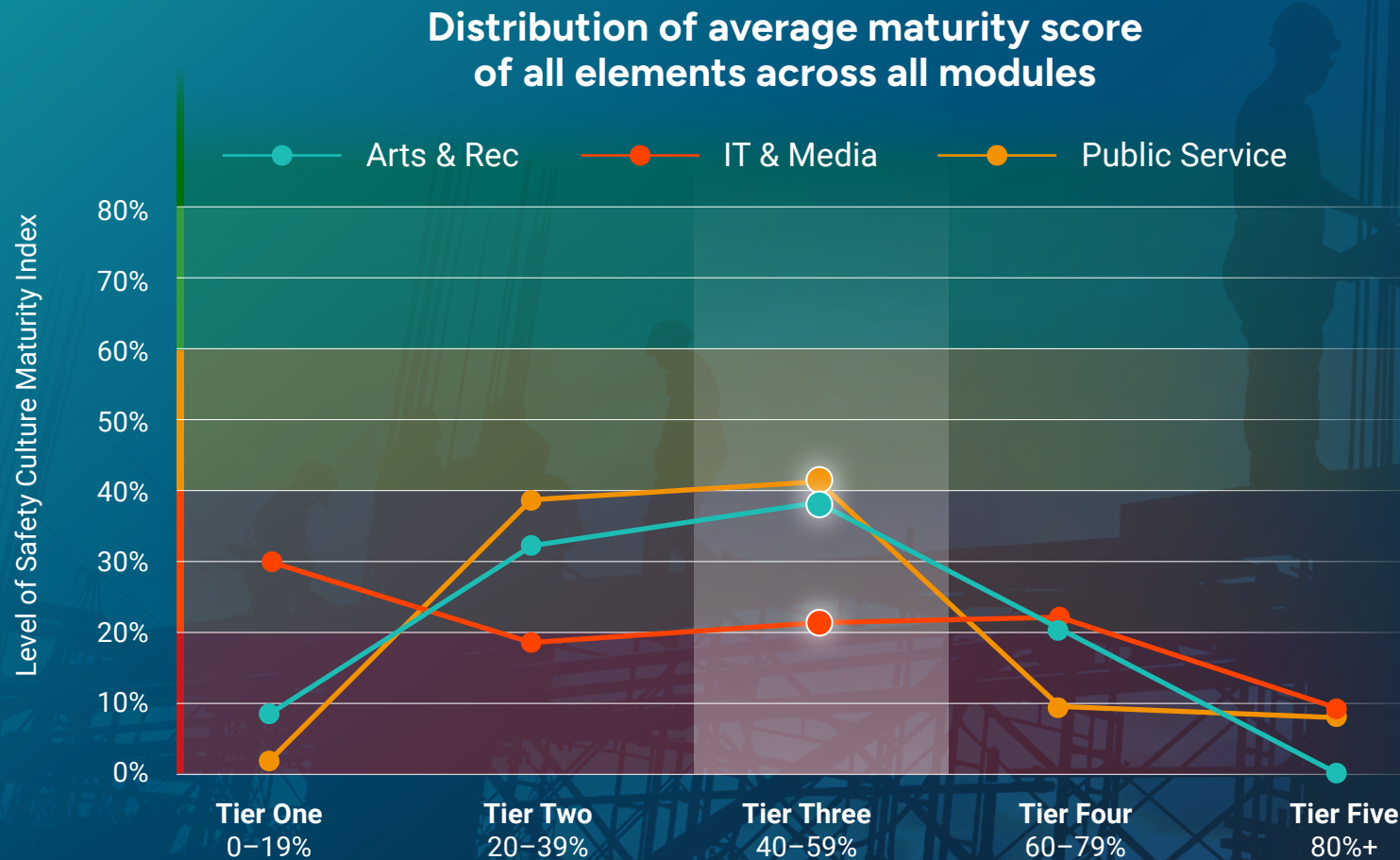


Mining, as well as Tourism & Hospitality are the exceptions. They are showing signs of increased safety culture maturity **vs their other industry peers.**



To see a full breakdown of average maturity scores by industry download the full report.

Counter to that, Arts & Rec, IT & Media and Public Services are **the weakest sectors** barely achieving Tier Three - Systemic status.



SCM Index

42%

Arts & Recreation

41%

IT & Media

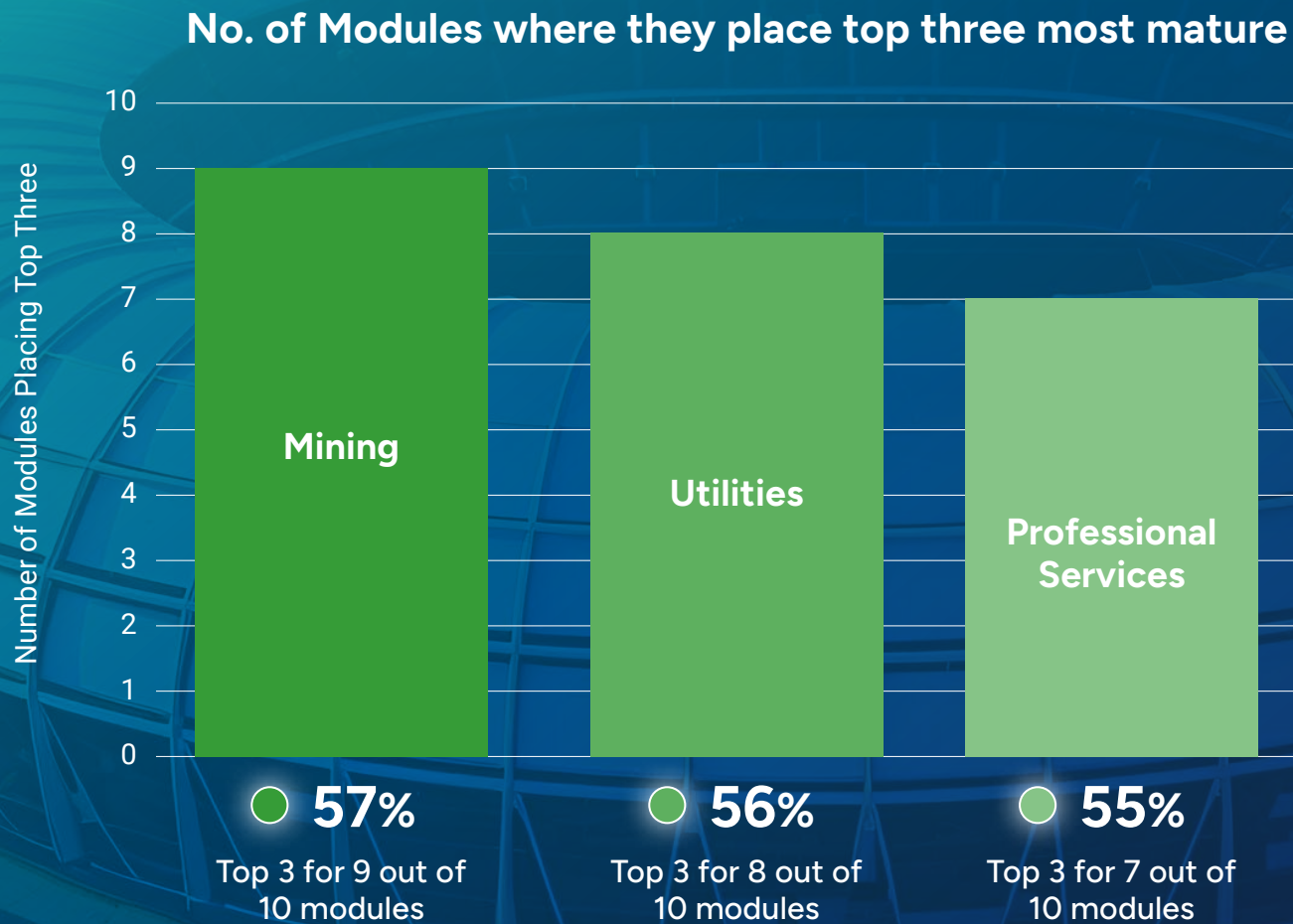
42%

Public Service

To see a full breakdown of average maturity scores by industry download the full report.

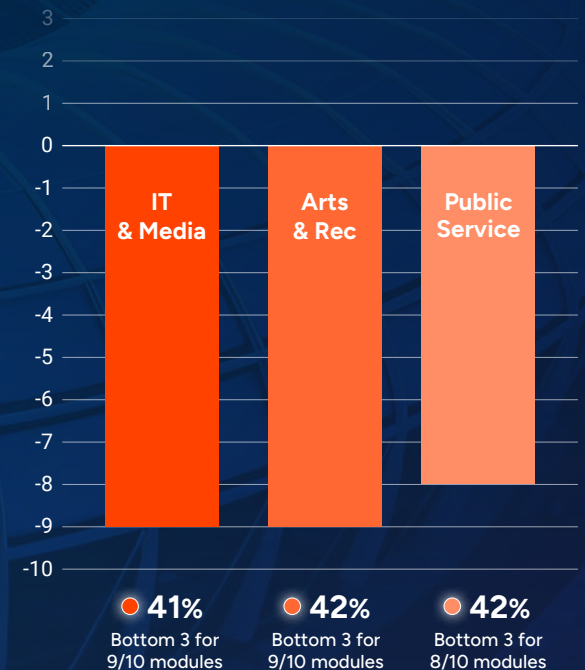
10

Mining, Utilities & Professional Services are **the most mature industries** across the breadth of modules.



The least mature industries are:

- IT & Media
- Arts & Rec
- Public Service

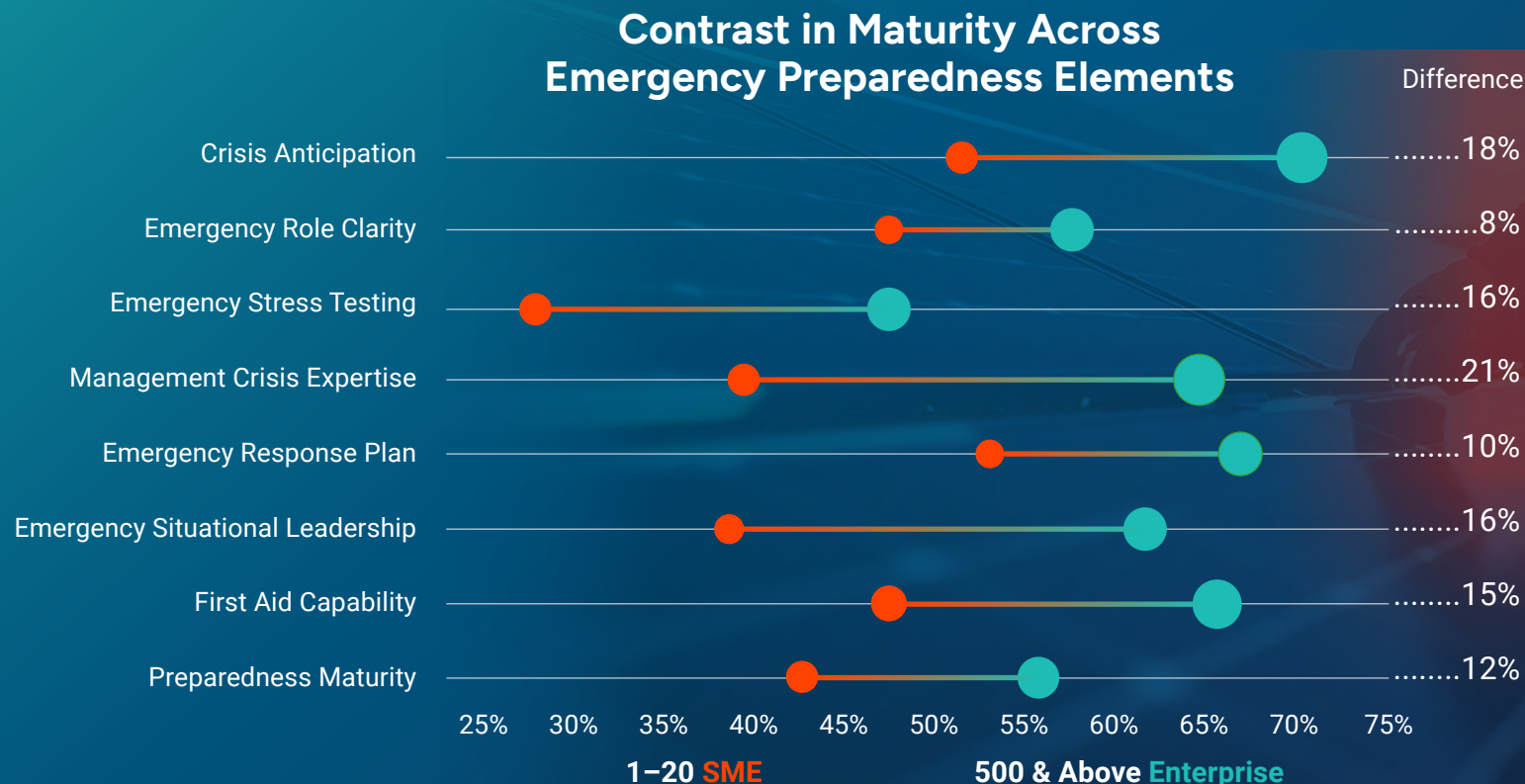


To see a full breakdown of highest to lowest in industry ranking download the full report.

11

Large businesses are more prepared for emergencies that may occur at work than small to medium-sized organisations.

We see an average of 17% difference in maturity between SMEs and Large Enterprises across all elements in the Emergency Preparedness module, most being separated by two maturity tiers. Yet the growing rate of emergency situations affects companies of all sizes.



There was a 75% increase in reported disasters between 2000–2019 vs the prior 20 years**

Conversation Topic

How do we avoid Emergency Preparedness being a luxury? Cross organizational collaboration and the case for a cross-industry approach.

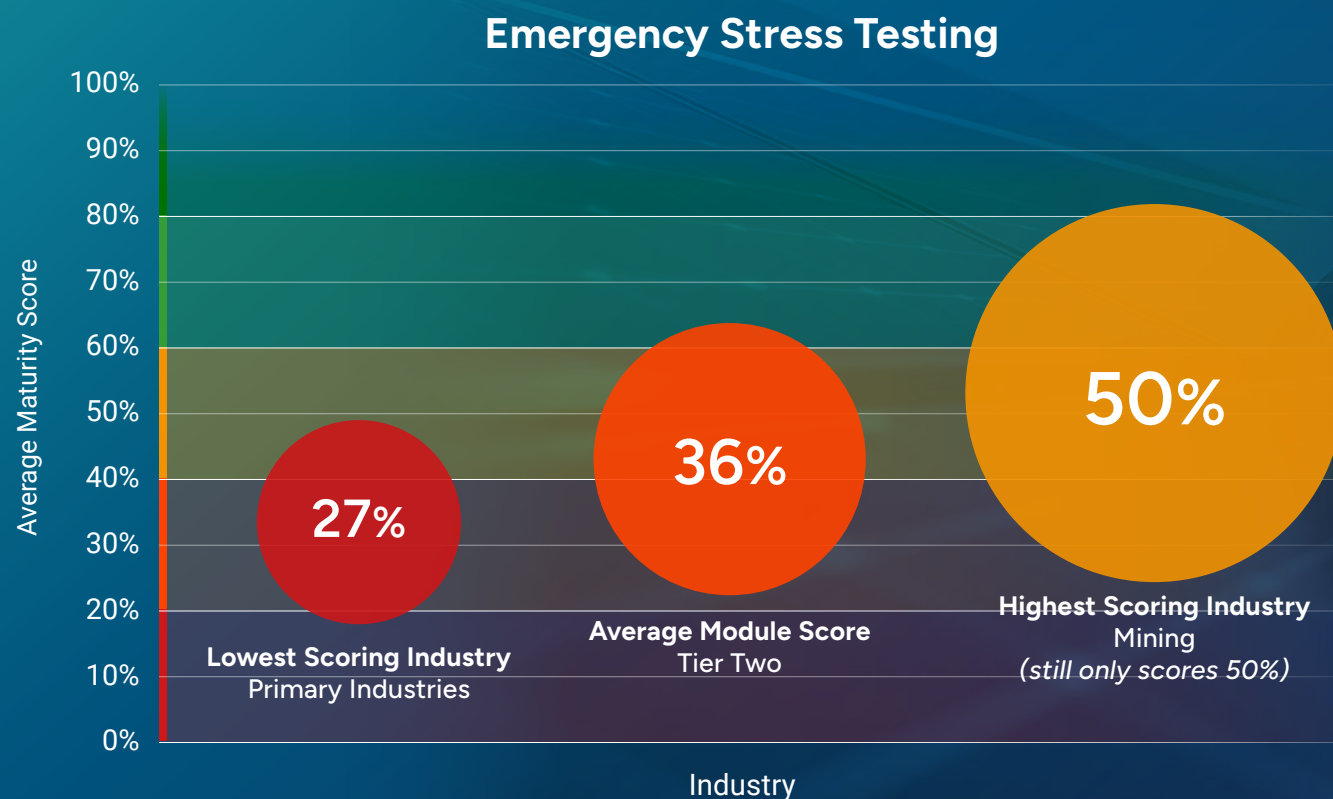
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**UN Office for Disaster Risk Reduction. <https://www.undrr.org/media/48008/download?startDownload=20240528>

12

Despite having a plan for emergencies, practice makes perfect. **We need to do better here.**

Businesses are not strong in taking steps to stress test their emergency preparedness. The Emergency Stress Testing element scores at just Tier Two for 14 out of 20 industries and is consistently 10 percentage points lower than all other elements in this module.



With the increasing uncertainty in the world – socially, politically and environmentally – and the increase in disasters we’re experiencing, there’s a need to come together as a profession and tackle this collectively.

Conversation Topic

BCM and emergency preparedness often sit separately, if we brought these together would they elicit the right behaviours and the right testing?

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Diving Deeper The Data

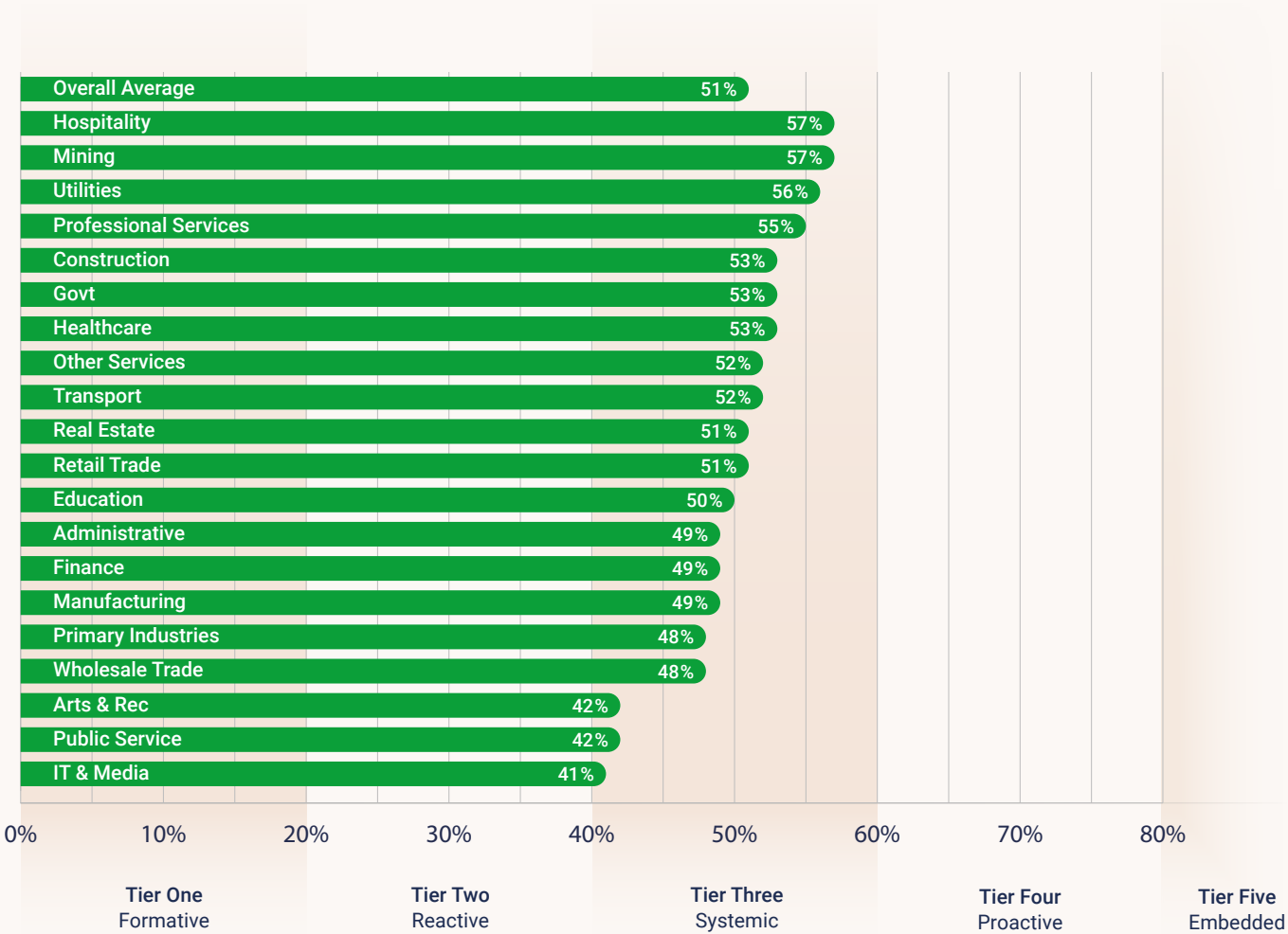
BY INDUSTRY BREAKDOWN:

Average Safety Culture Maturity Index (SCM Index)

Summary Average
Safety Culture Maturity Index

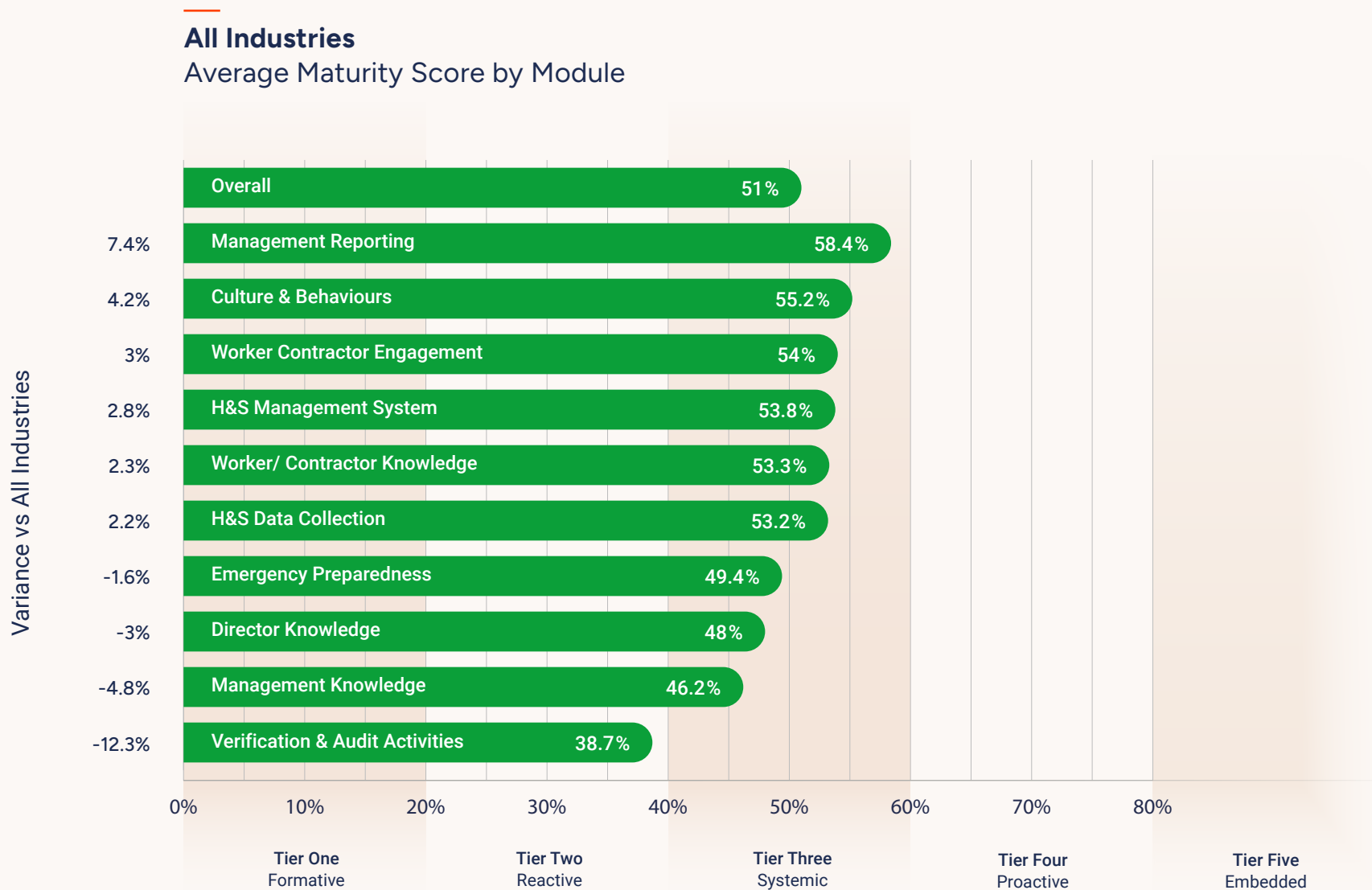


Average Safety Culture Maturity Index
by Industry



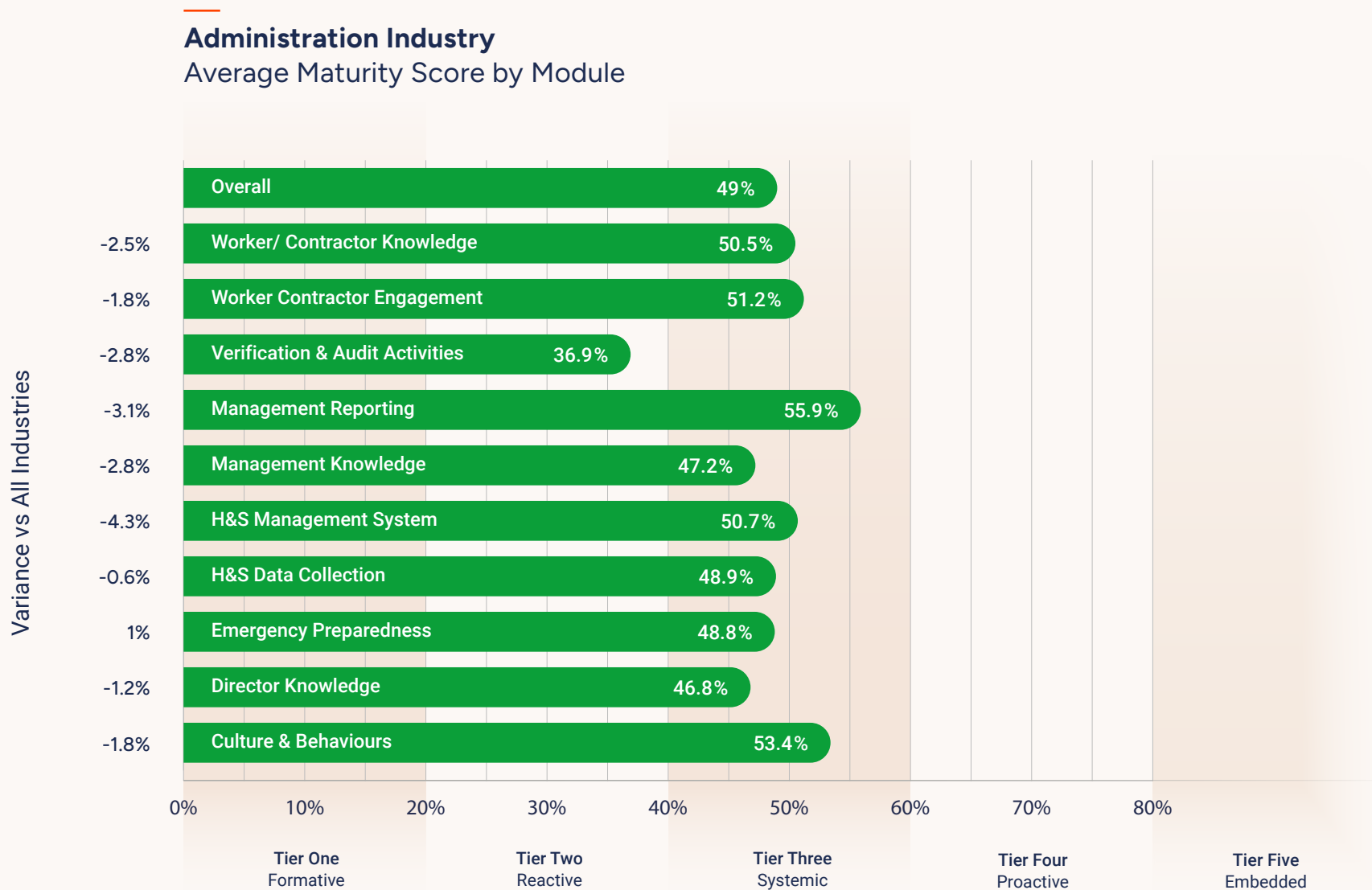
BY MODULE:

Module Maturity Score - All Industries



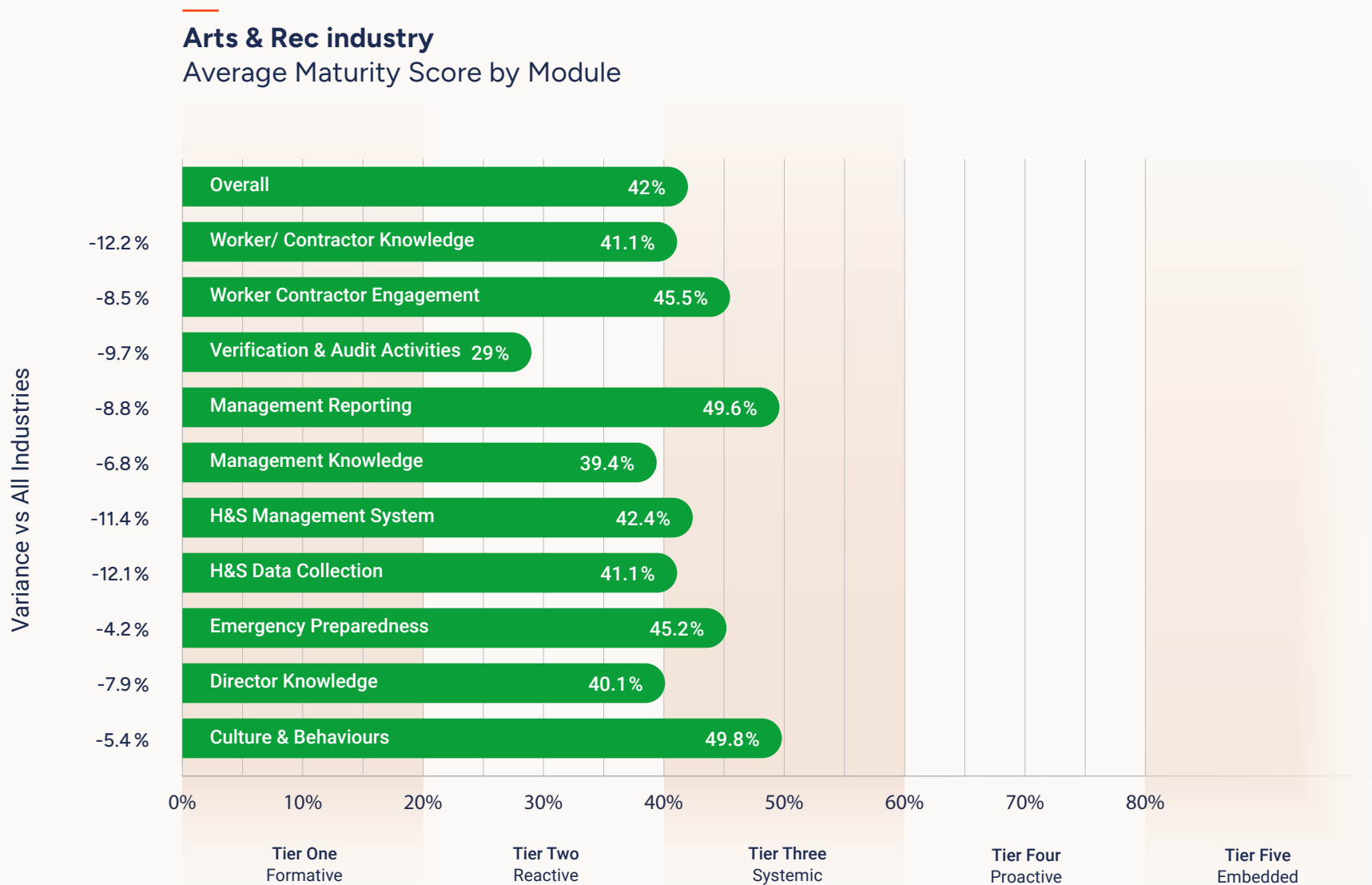
BY MODULE:

Module Maturity Score - Administration Industry



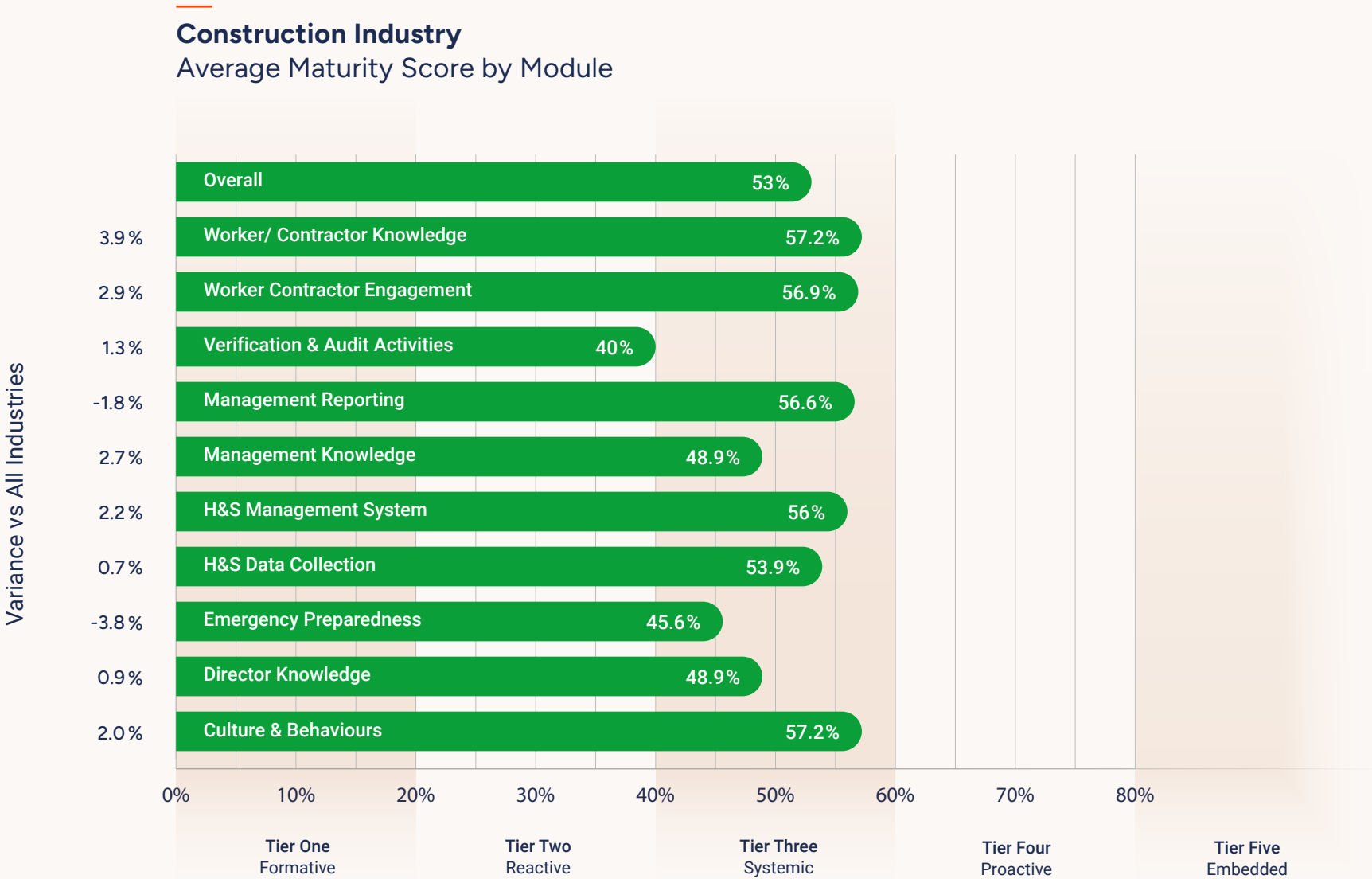
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Module Maturity Score - Arts & Rec Industry



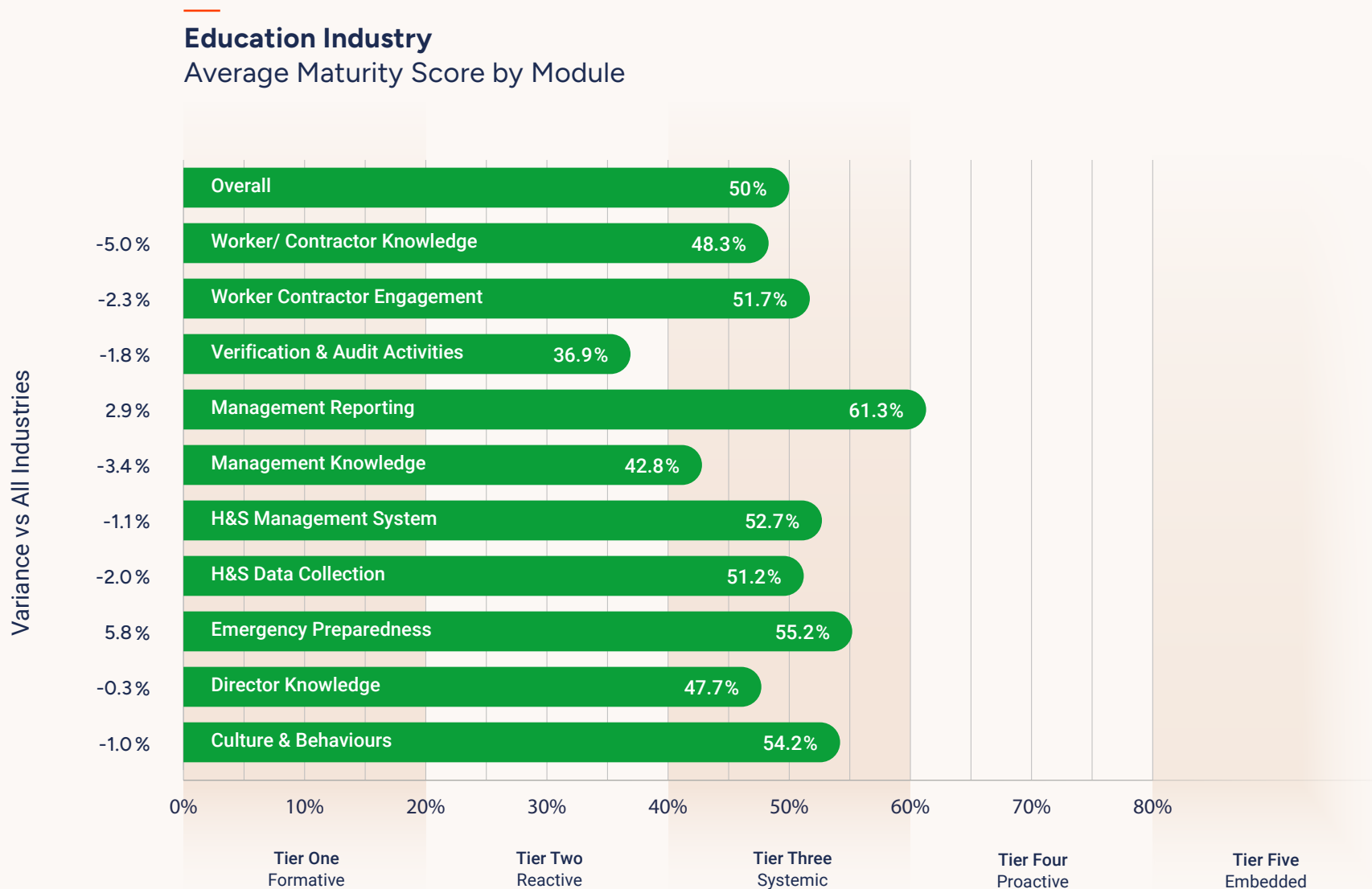
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Module Maturity Score - Construction Industry



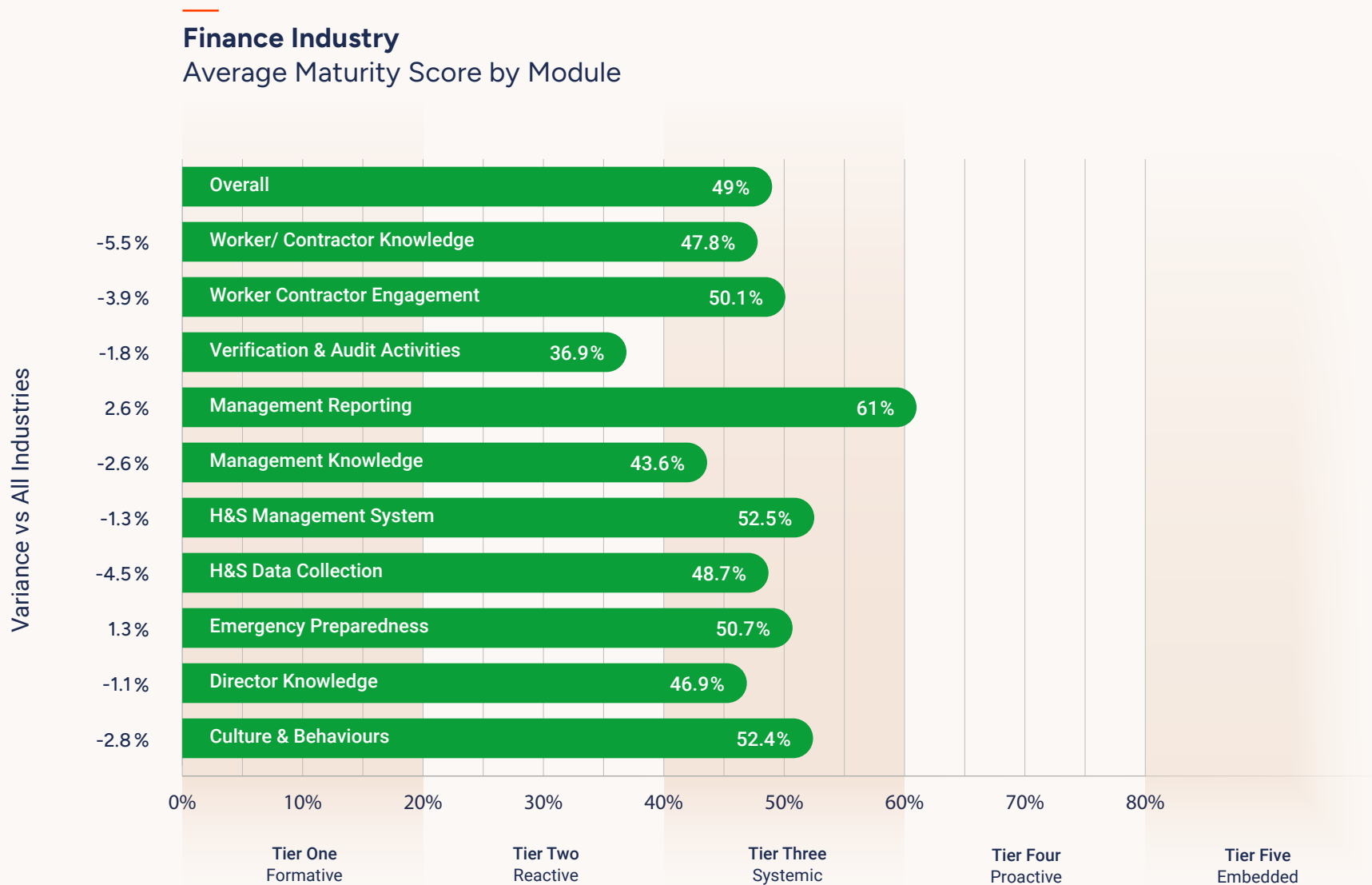
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Module Maturity Score - Education Industry



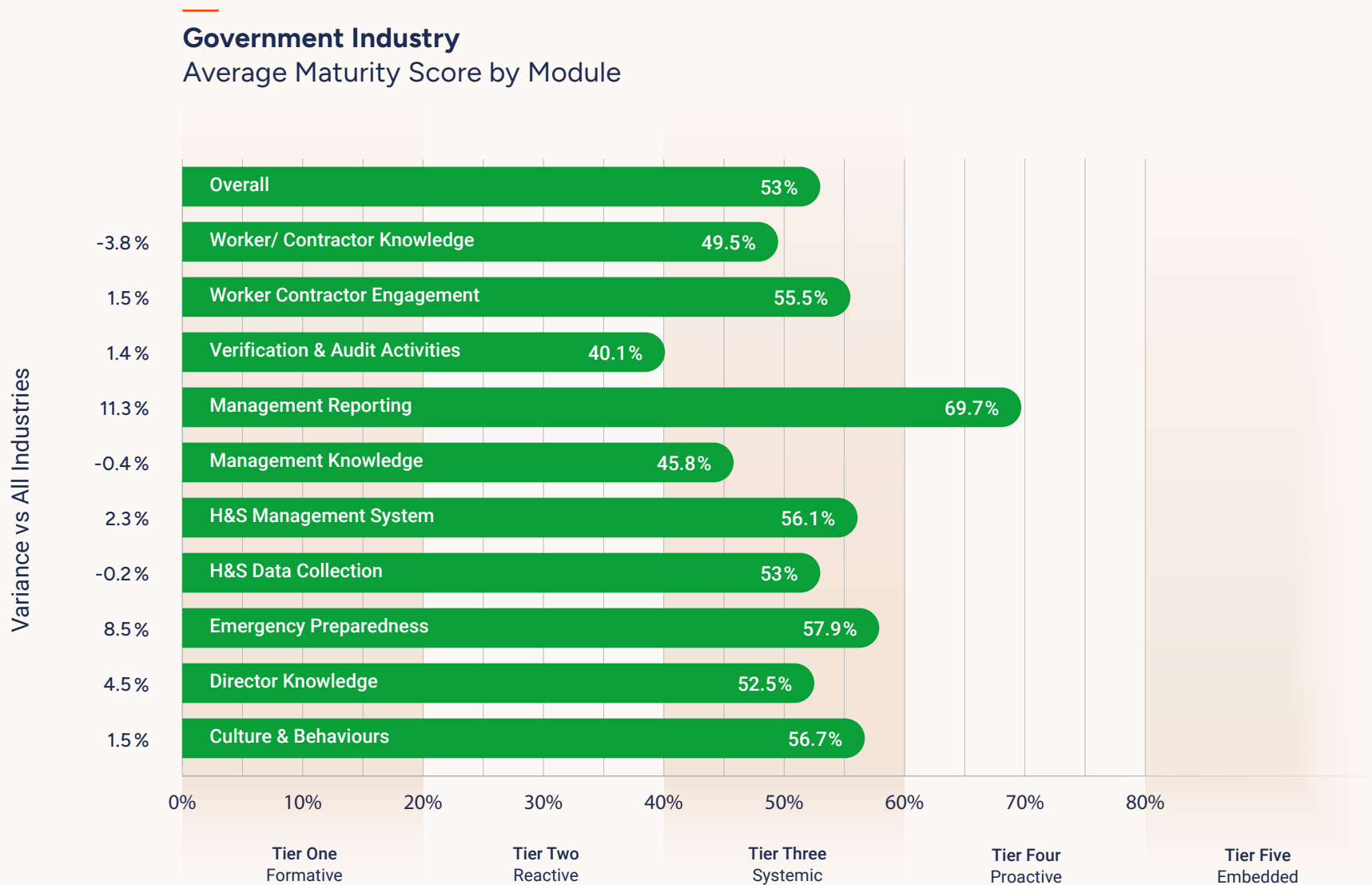
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Module Maturity Score - Finance Industry



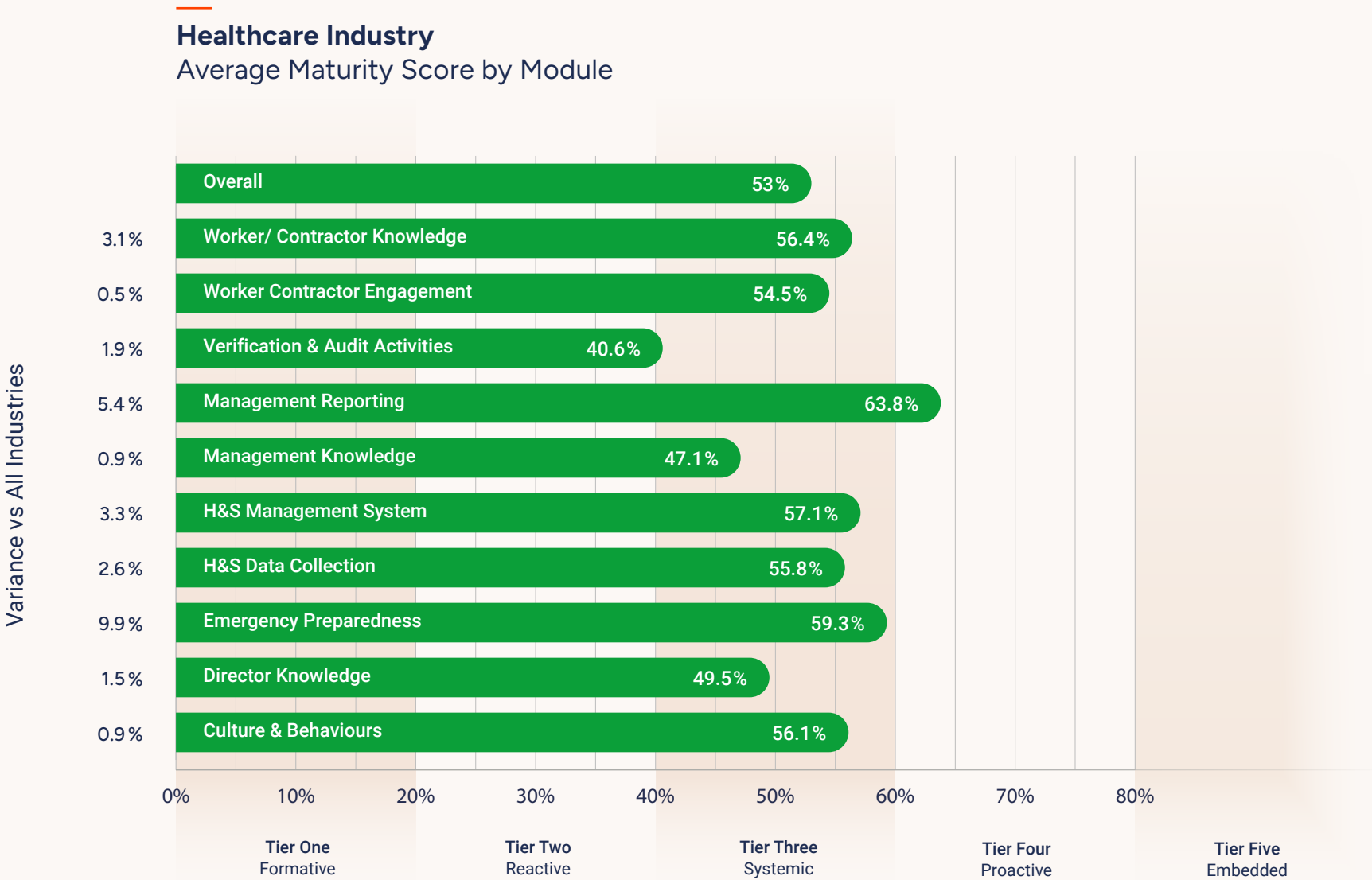
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Module Maturity Score - Government Industry



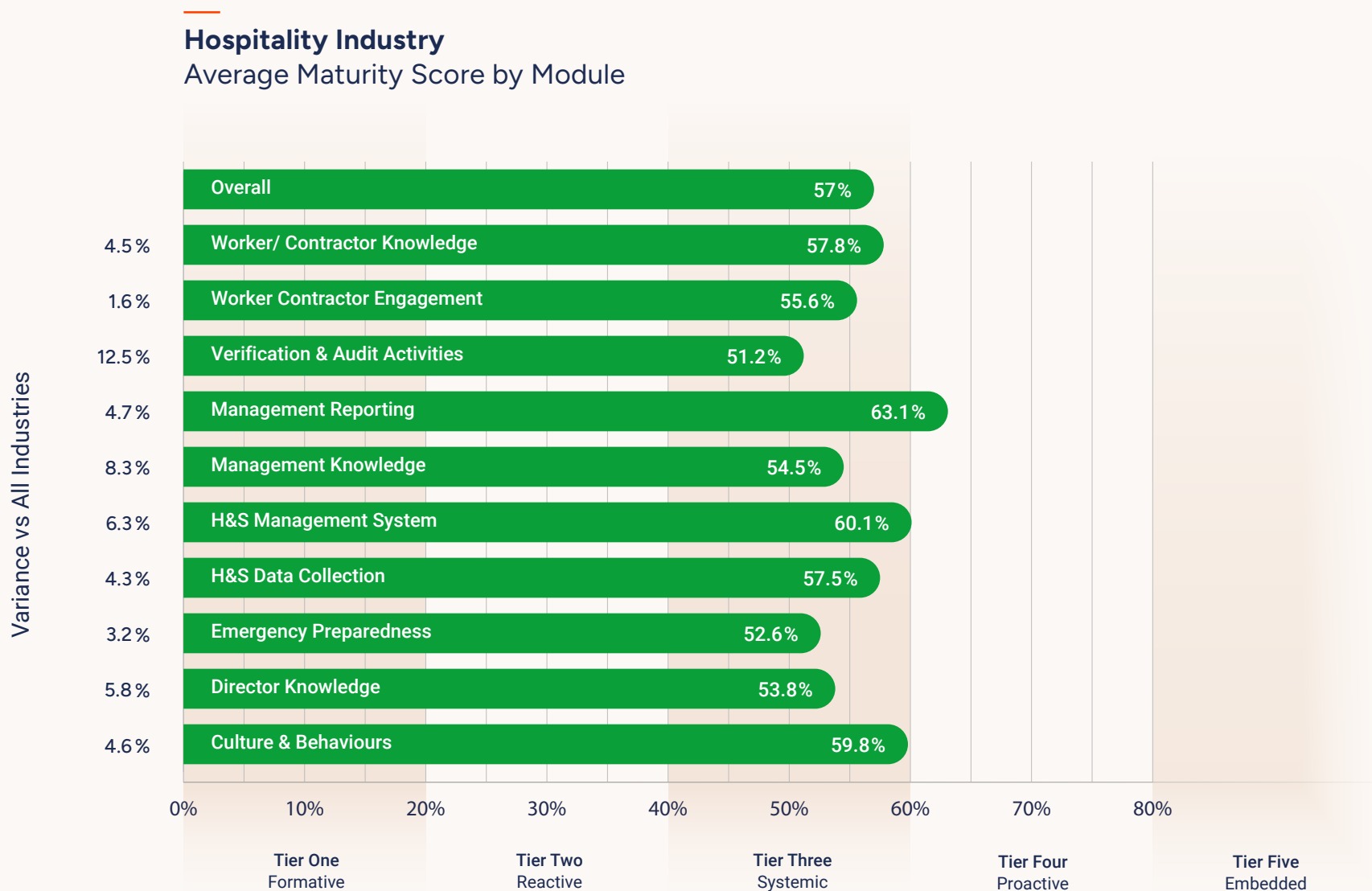
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Module Maturity Score - Healthcare Industry



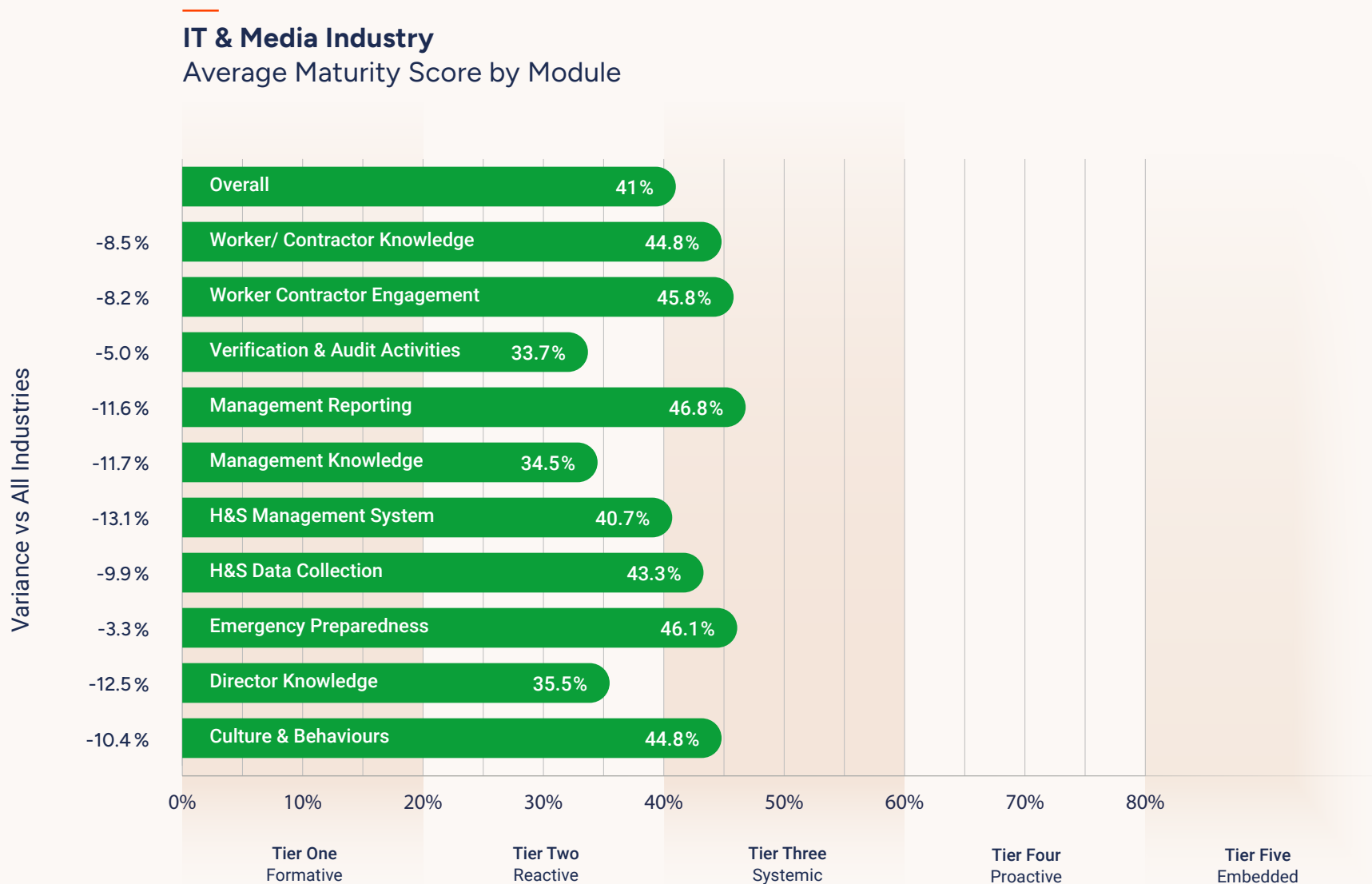
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Module Maturity Score - Hospitality Industry



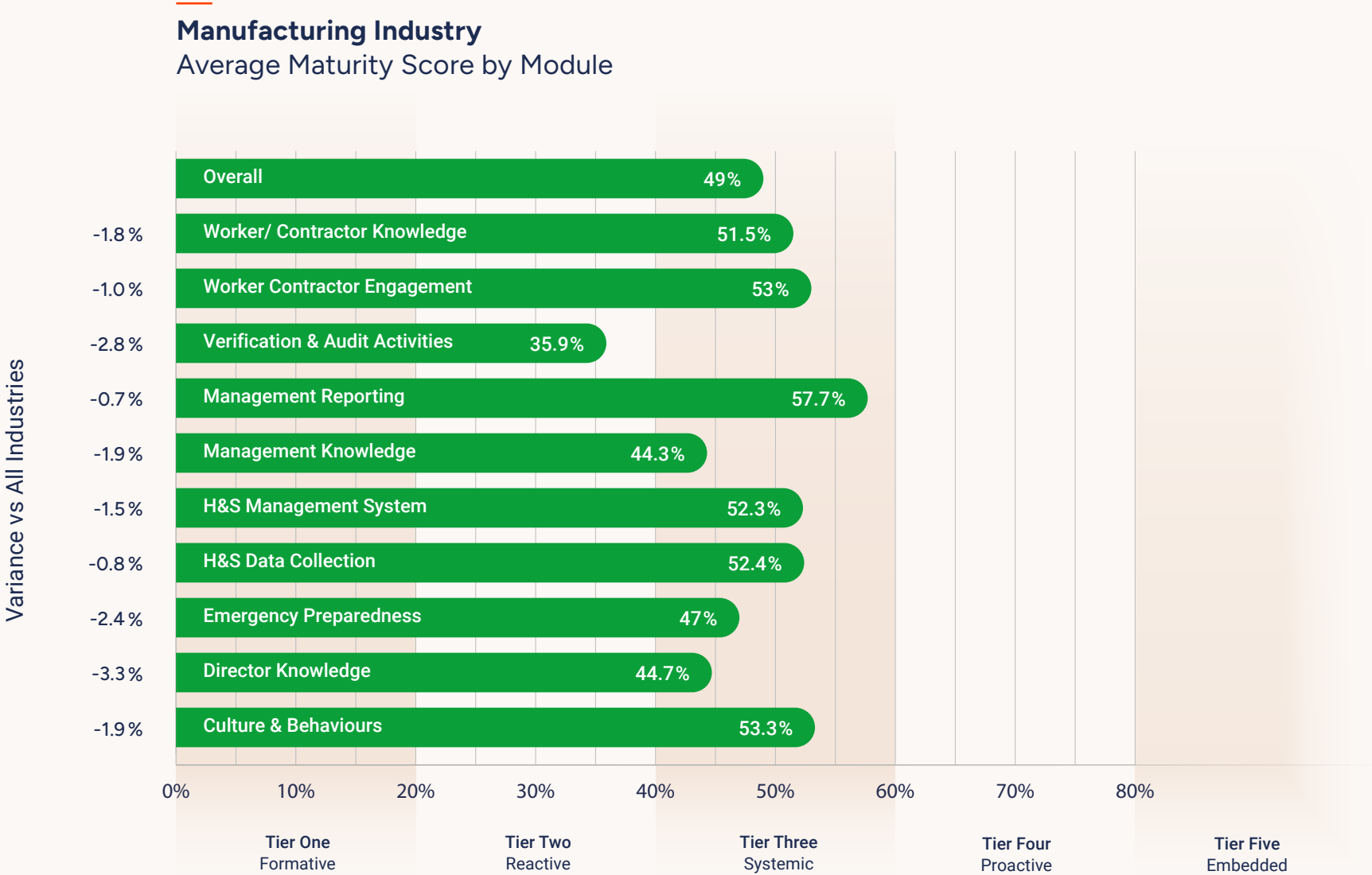
BY MODULE:

Module Maturity Score - IT & Media Industry



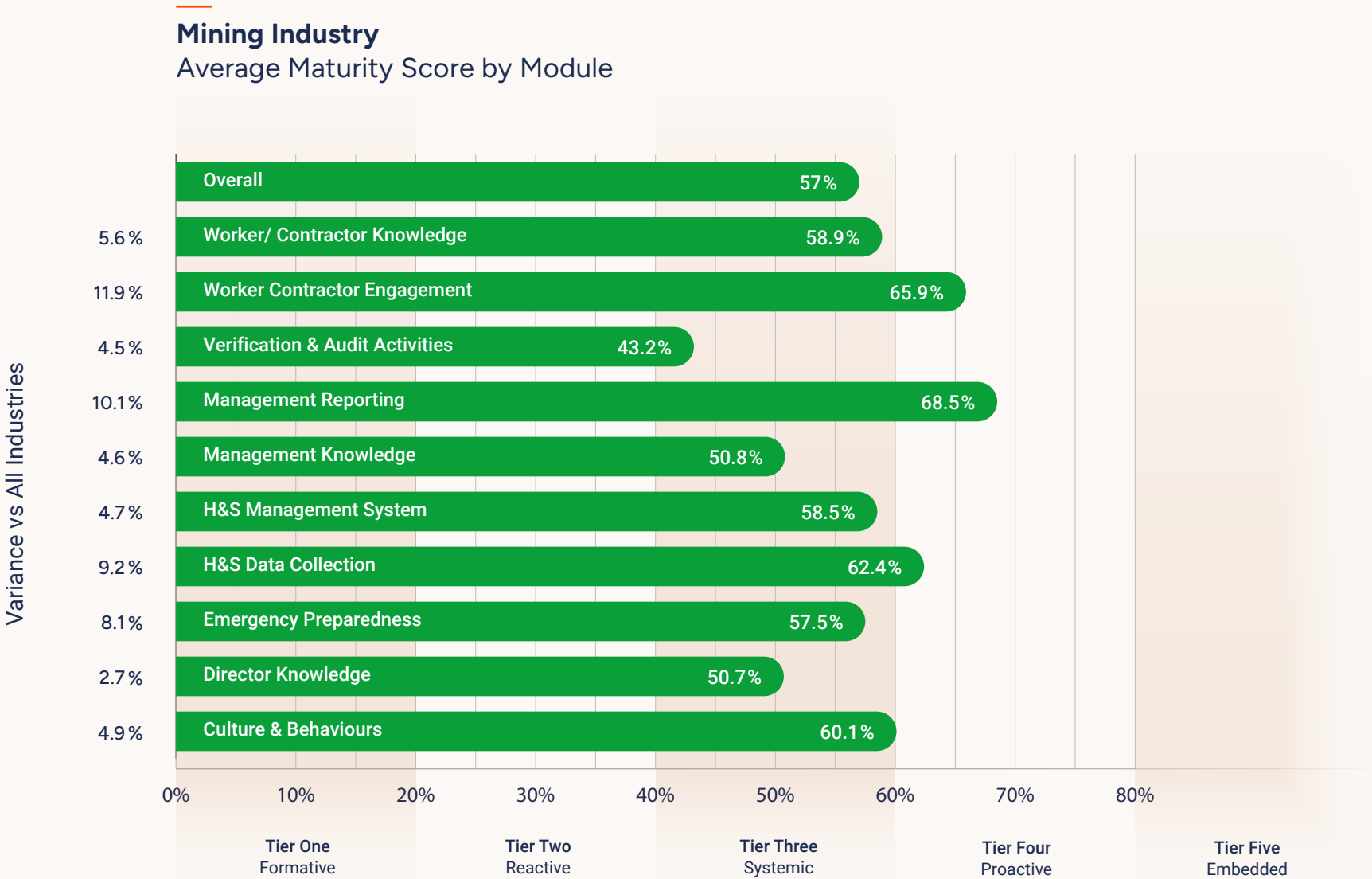
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Module Maturity Score - Manufacturing Industry



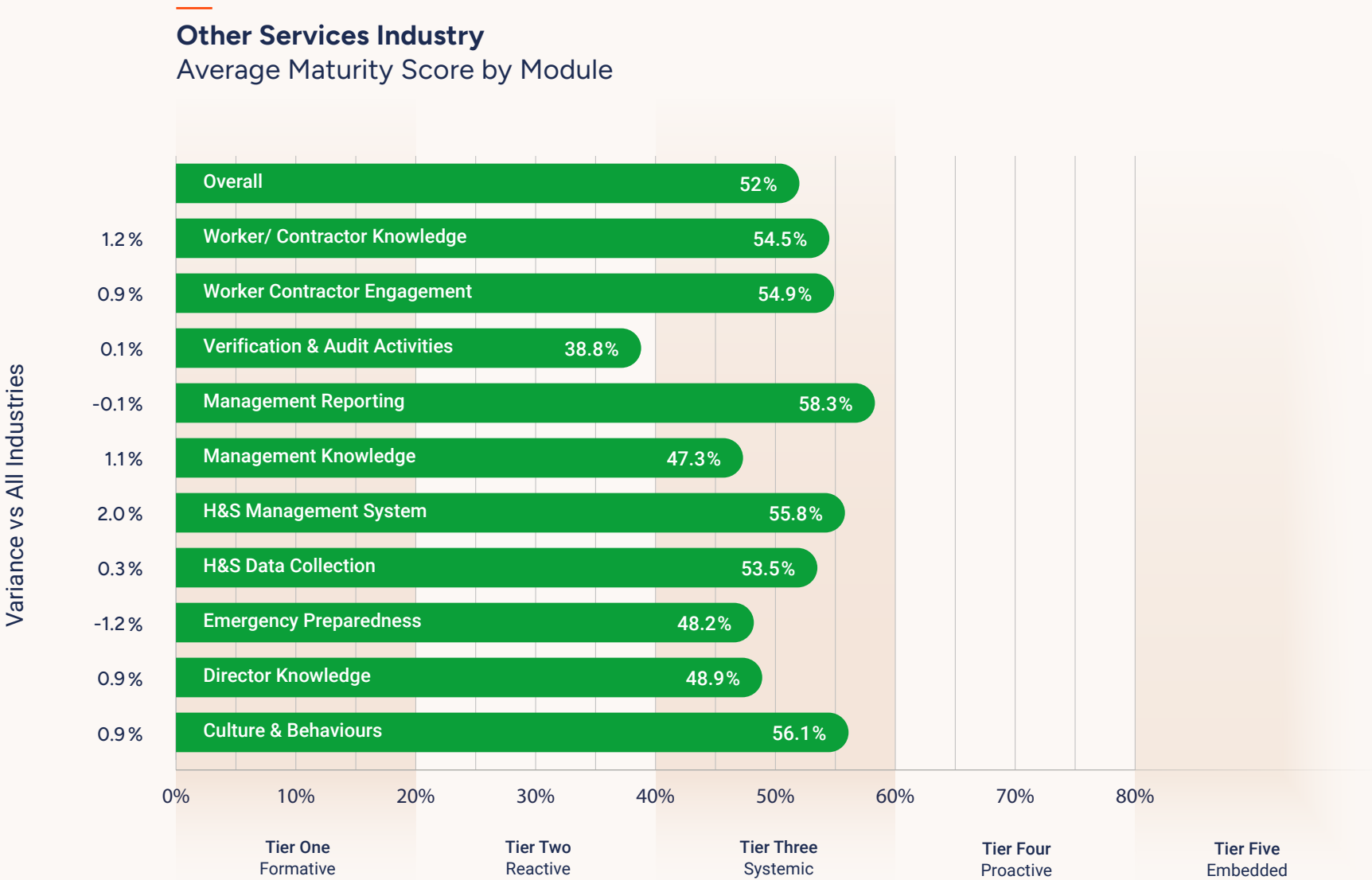
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Module Maturity Score - Mining Industry



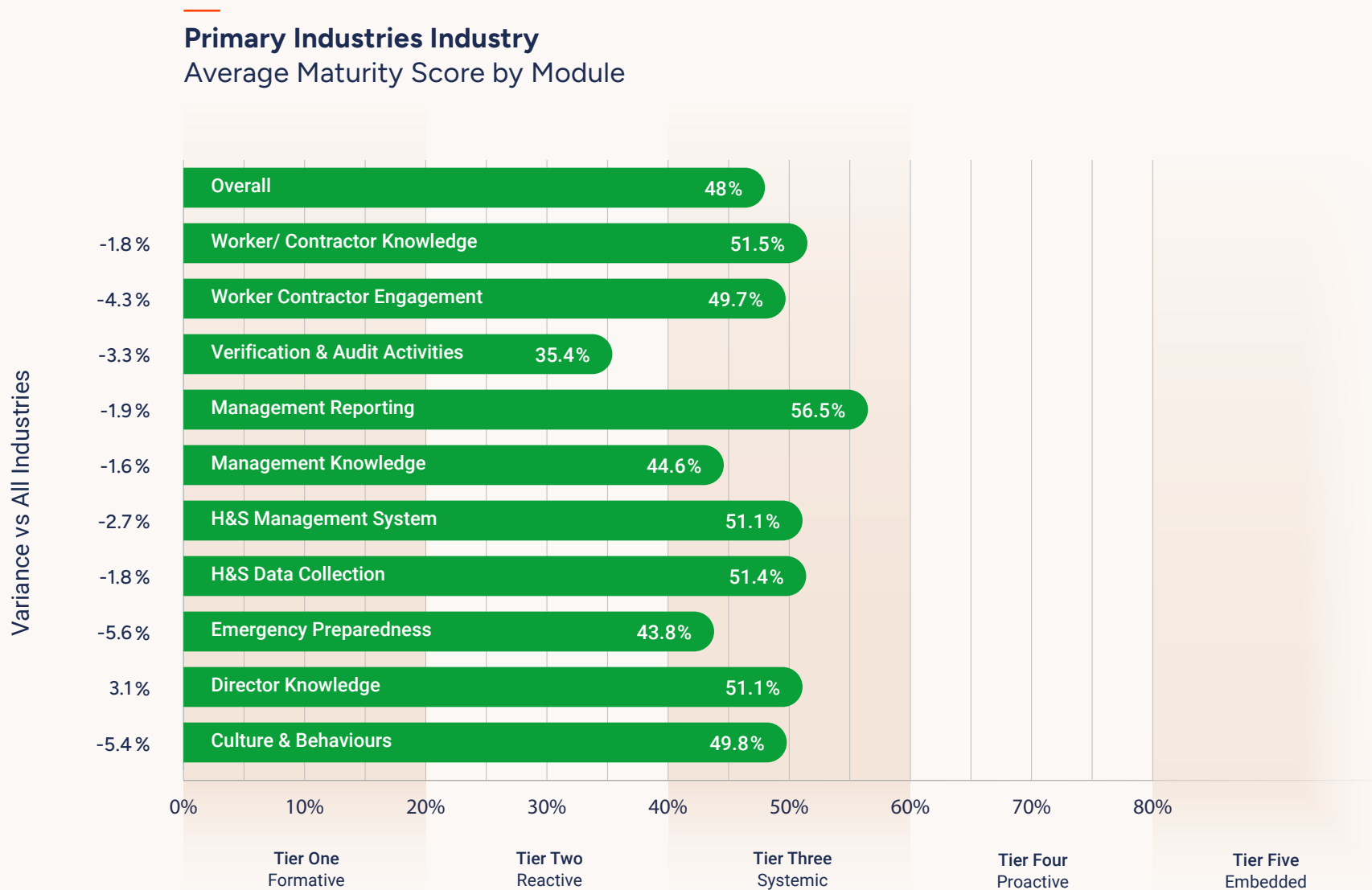
BY MODULE:

Module Maturity Score - Other Services Industry



BY MODULE:

Module Maturity Score - Primary Industries Industry



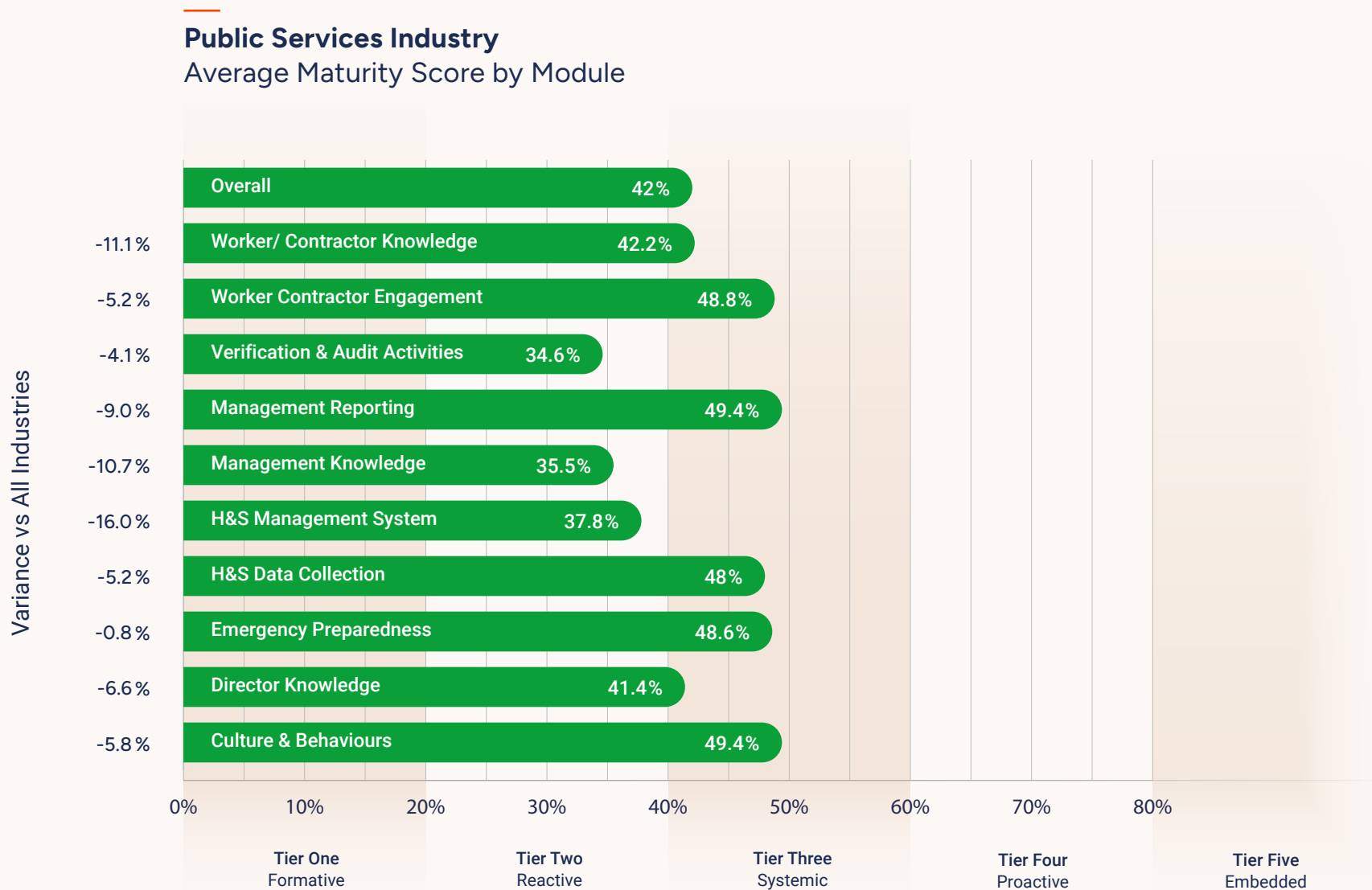
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Module Maturity Score - Professional Services Industry



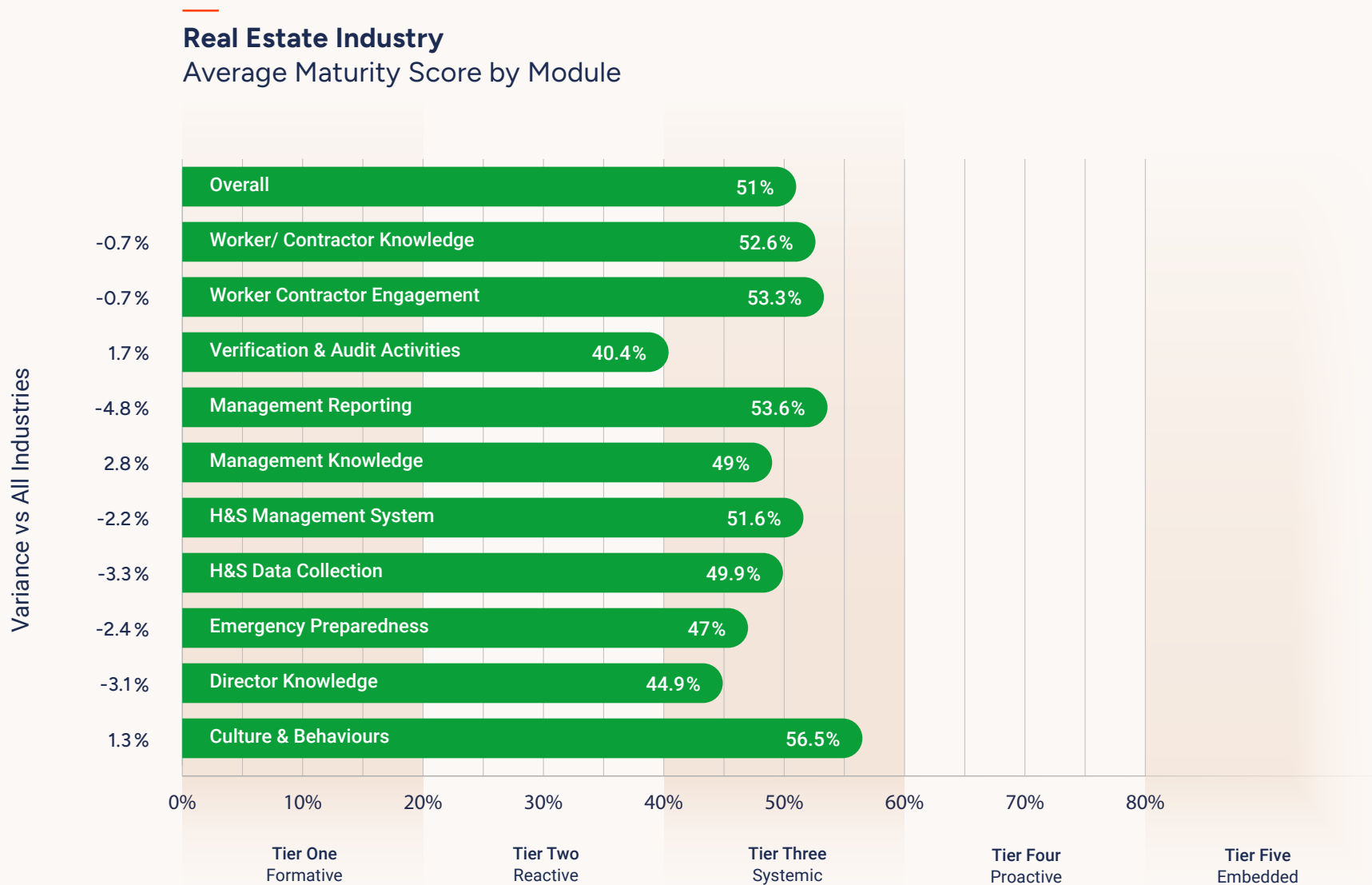
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Module Maturity Score - Public Services Industry



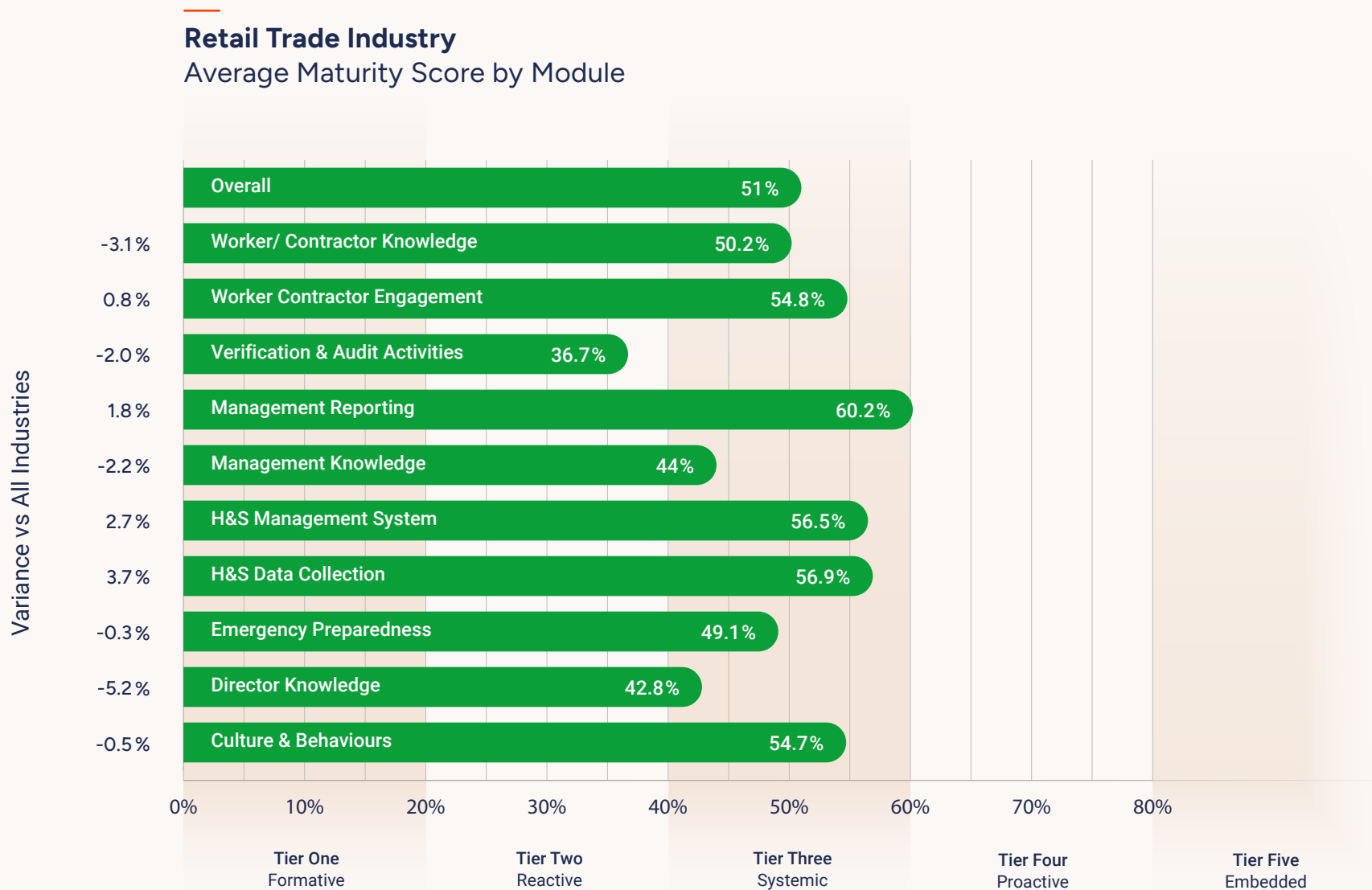
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Module Maturity Score - Real Estate Industry



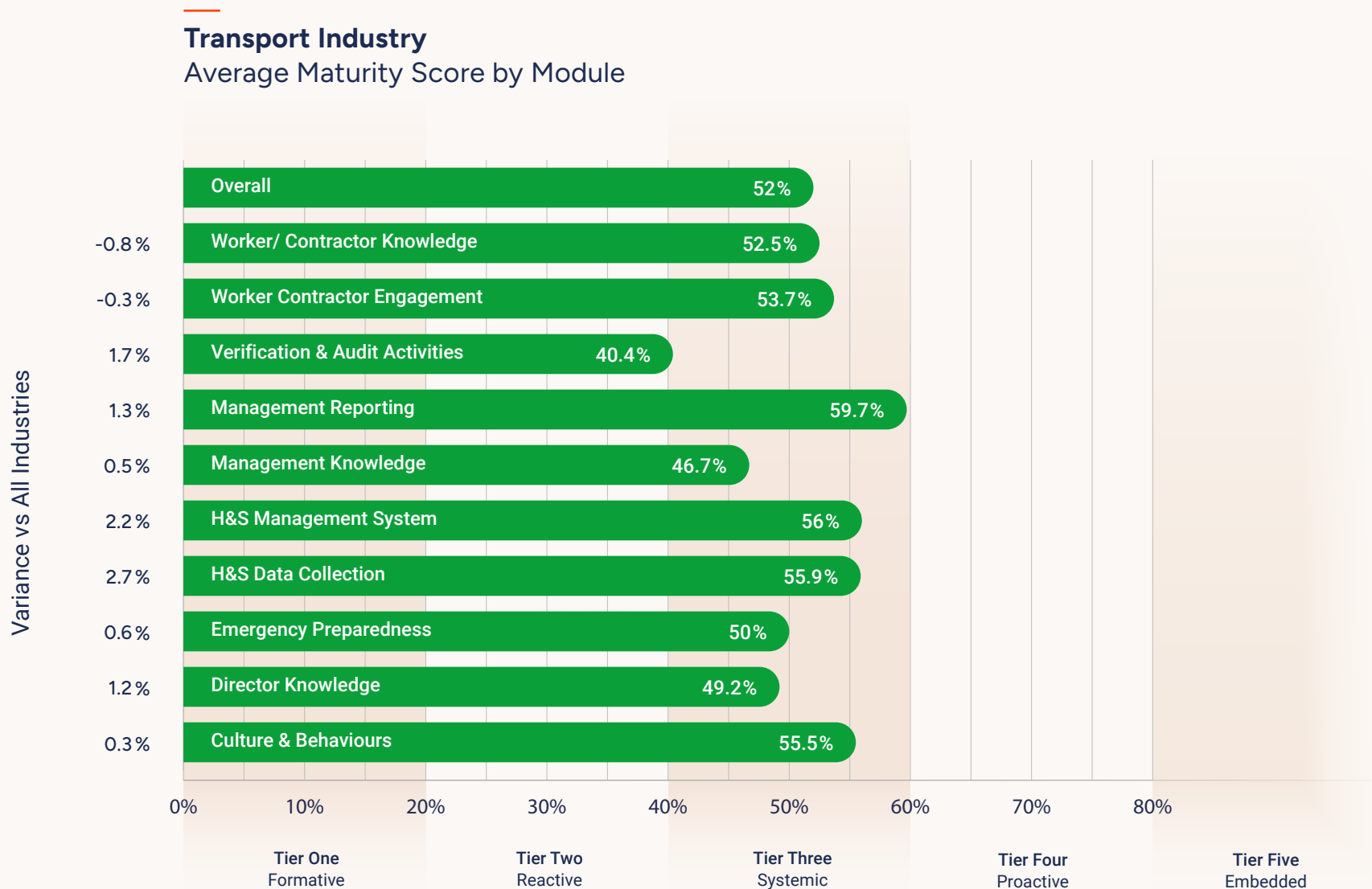
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Module Maturity Score - Retail Trade Industry



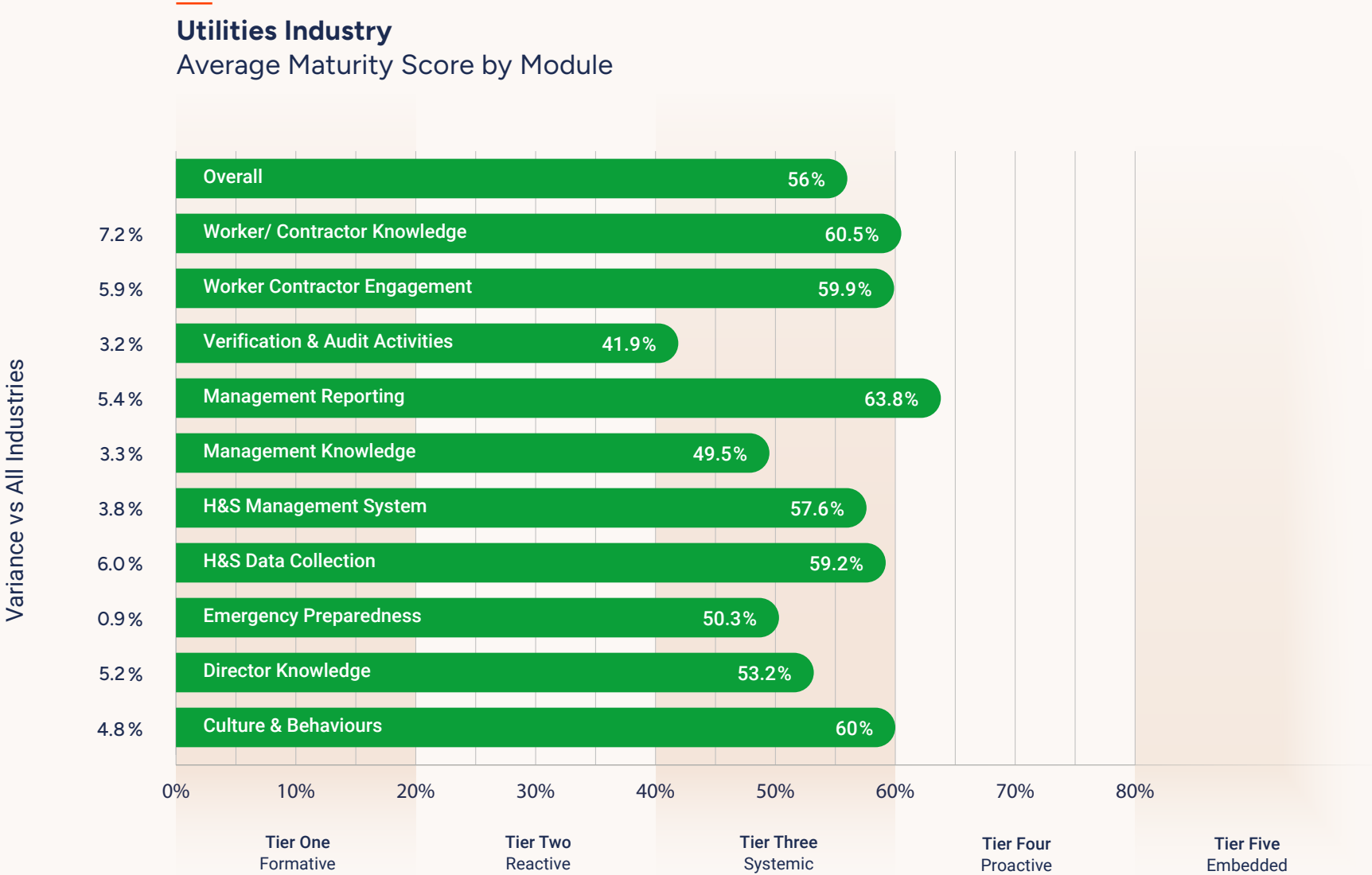
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Module Maturity Score - Transport Industry



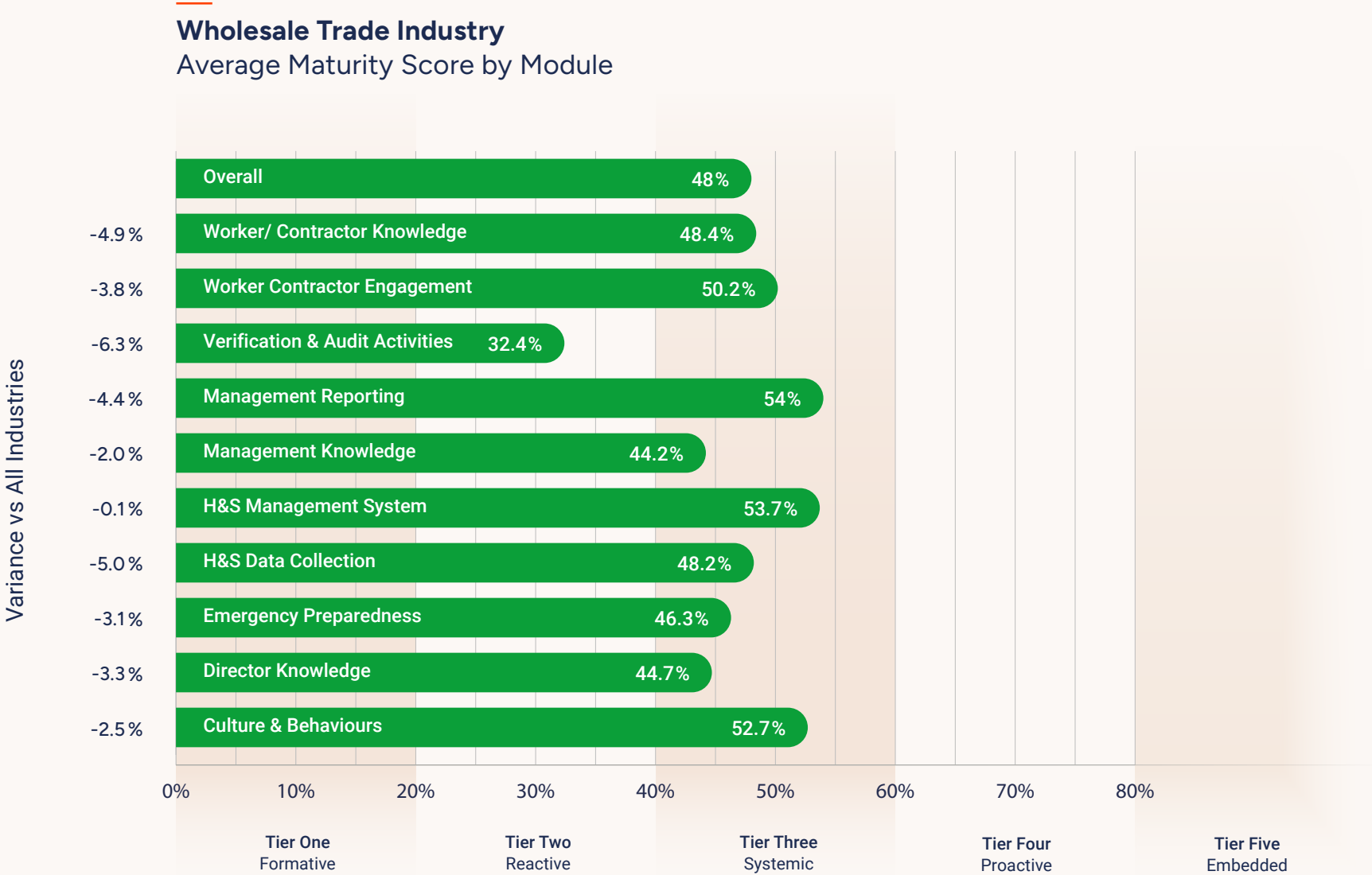
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Module Maturity Score - Utilities Industry



BY MODULE:

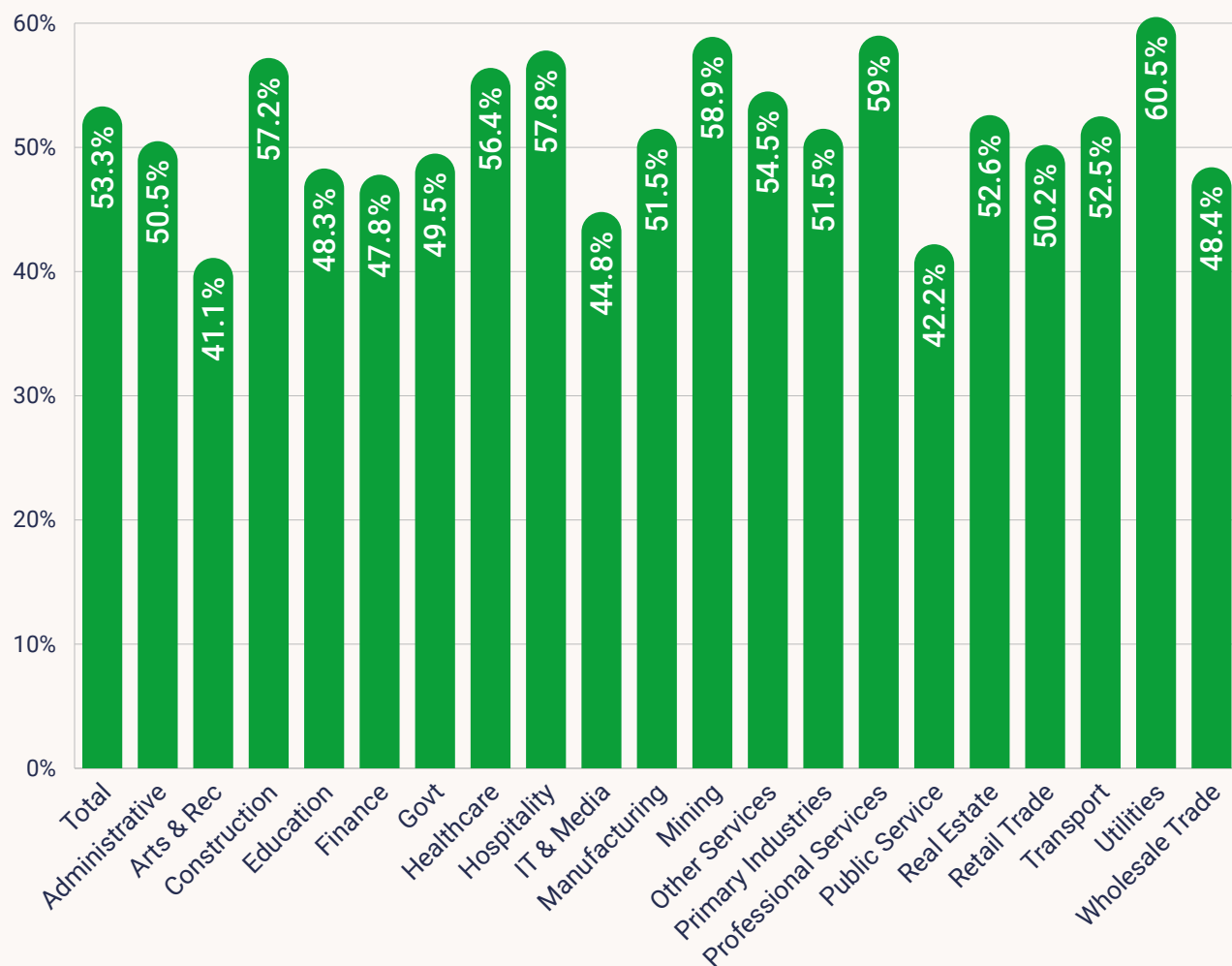
Module Maturity Score - Wholesale Trade Industry



BY INDUSTRY:

Worker and Contractor Knowledge - Module Maturity By Industry

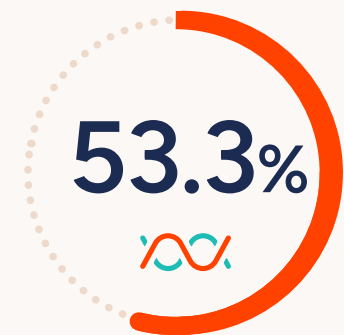
Worker & Contractor Knowledge
Average Maturity Score by Industry



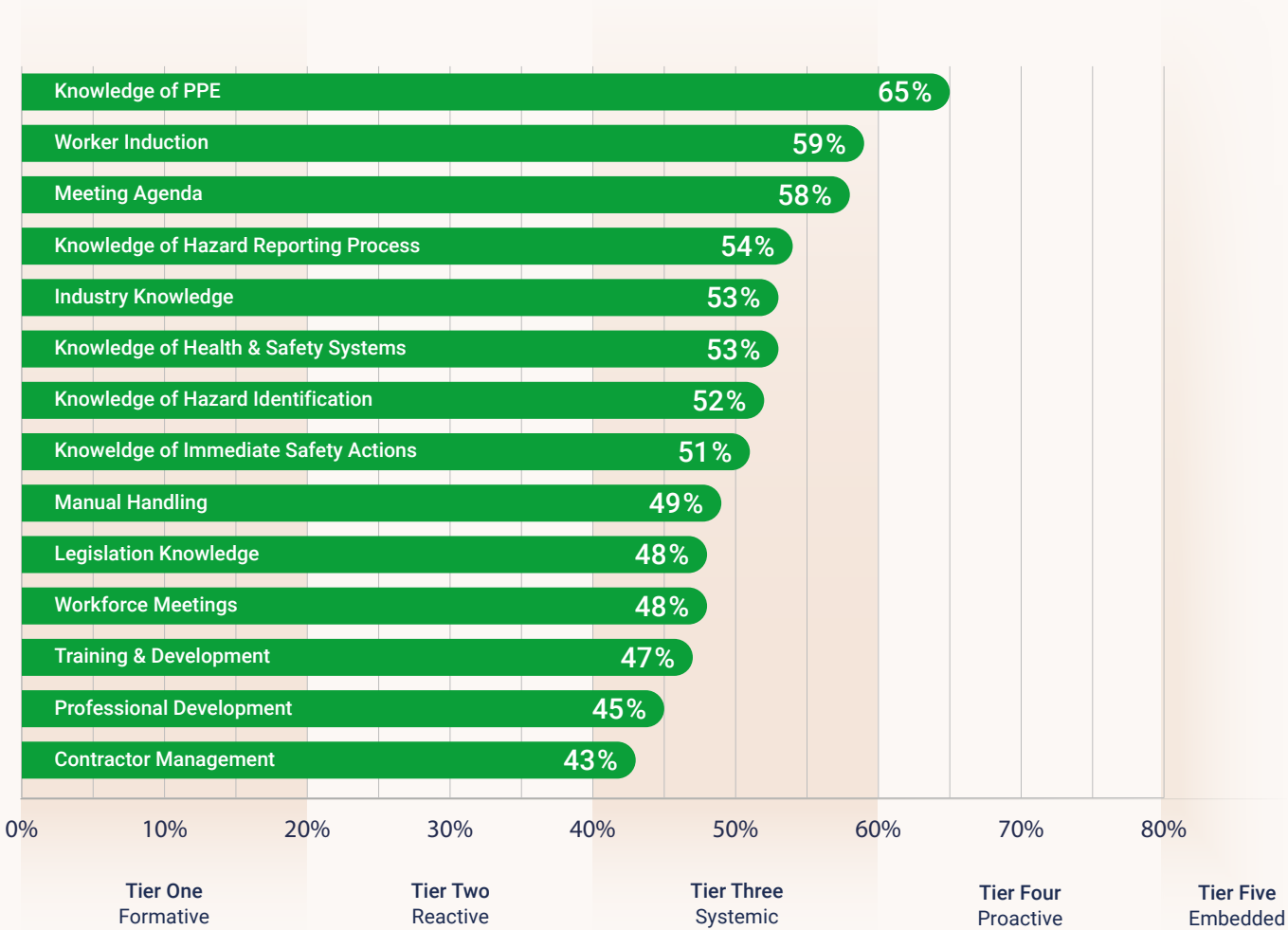
BY ELEMENT:

Worker and Contractor Knowledge Module

Worker & Contractor Knowledge
Average Maturity Score



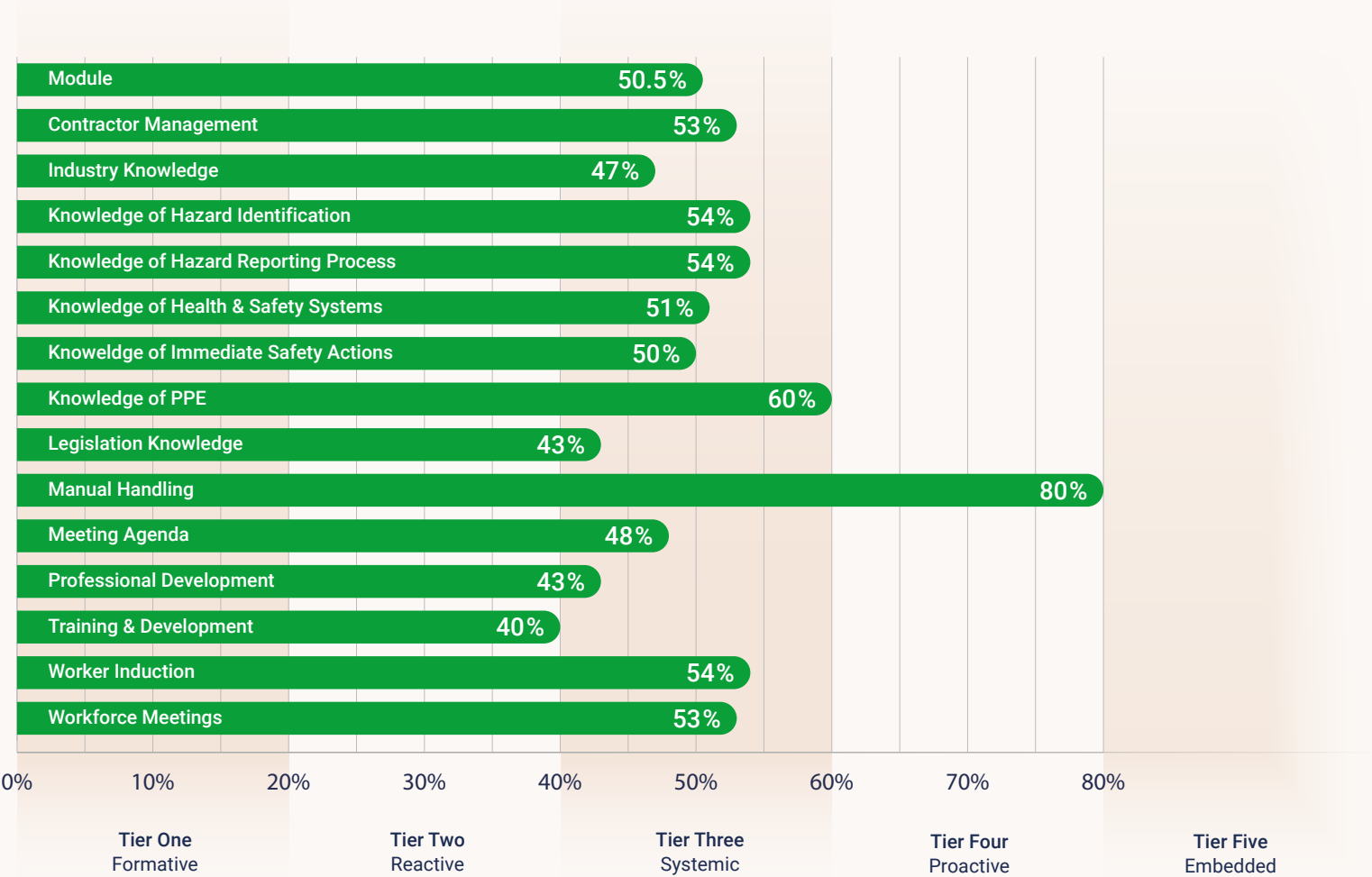
Worker & Contractor Knowledge
Average Maturity Score by Element



BY ELEMENT:

Worker and Contractor Knowledge - Administration Industry

Administration Industry
Average Maturity Score by Element: Worker & Contractor Knowledge Module

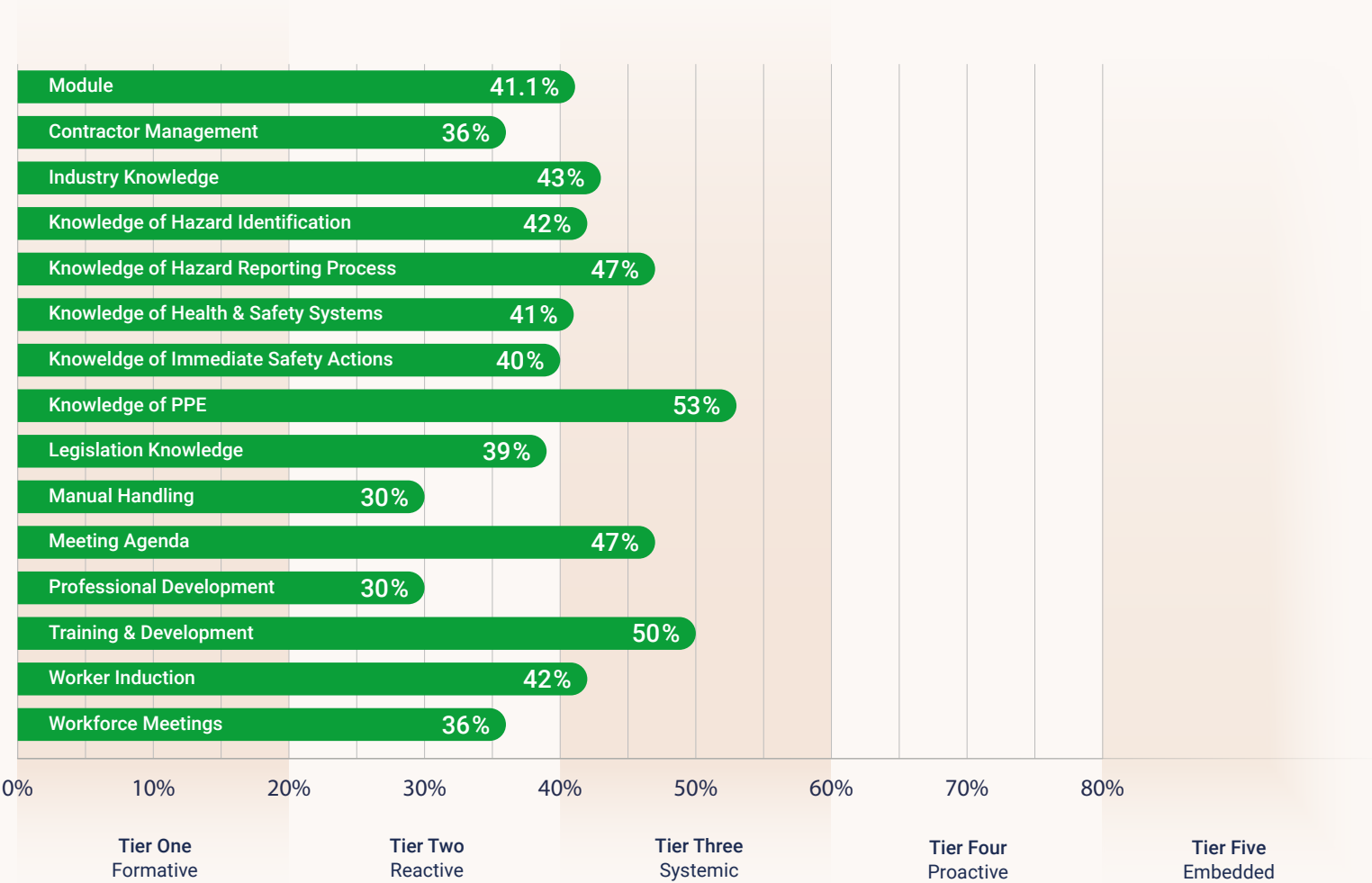


BY ELEMENT:

Worker and Contractor Knowledge - Arts & Rec Industry

Arts & Rec Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

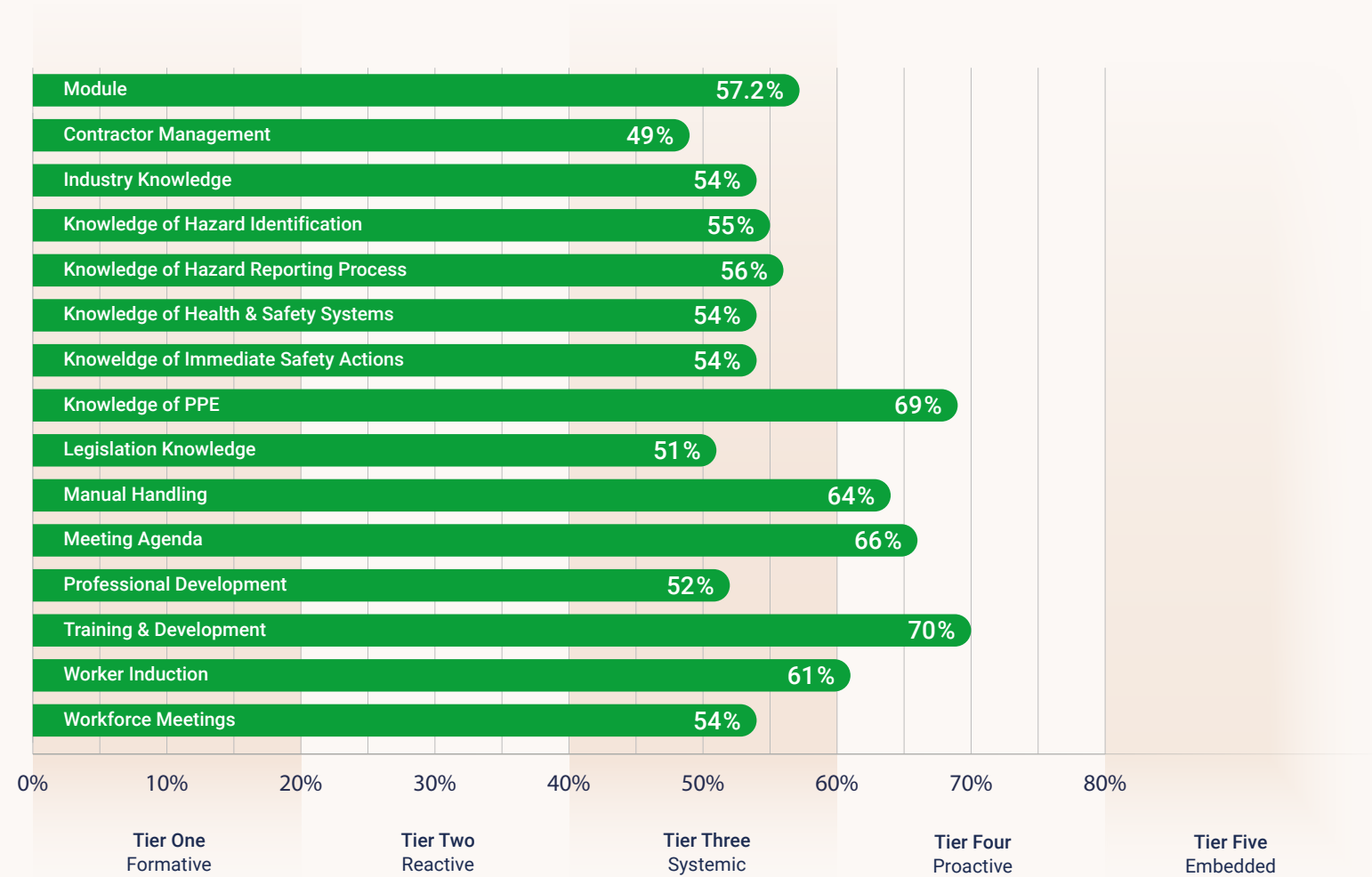


BY ELEMENT:

Worker and Contractor Knowledge - Construction Industry

Construction Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

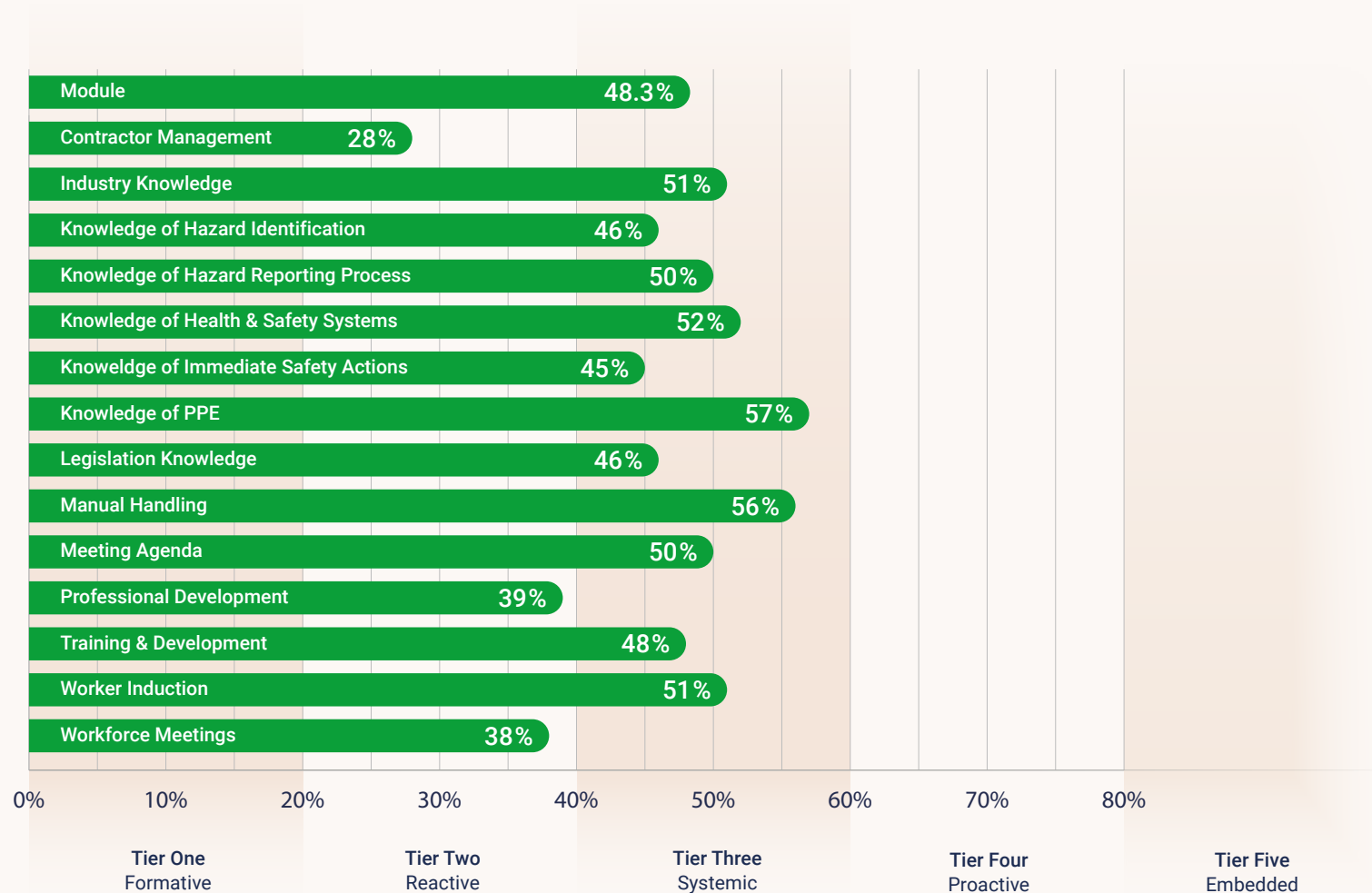


BY ELEMENT:

Worker and Contractor Knowledge - Education Industry

Education Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

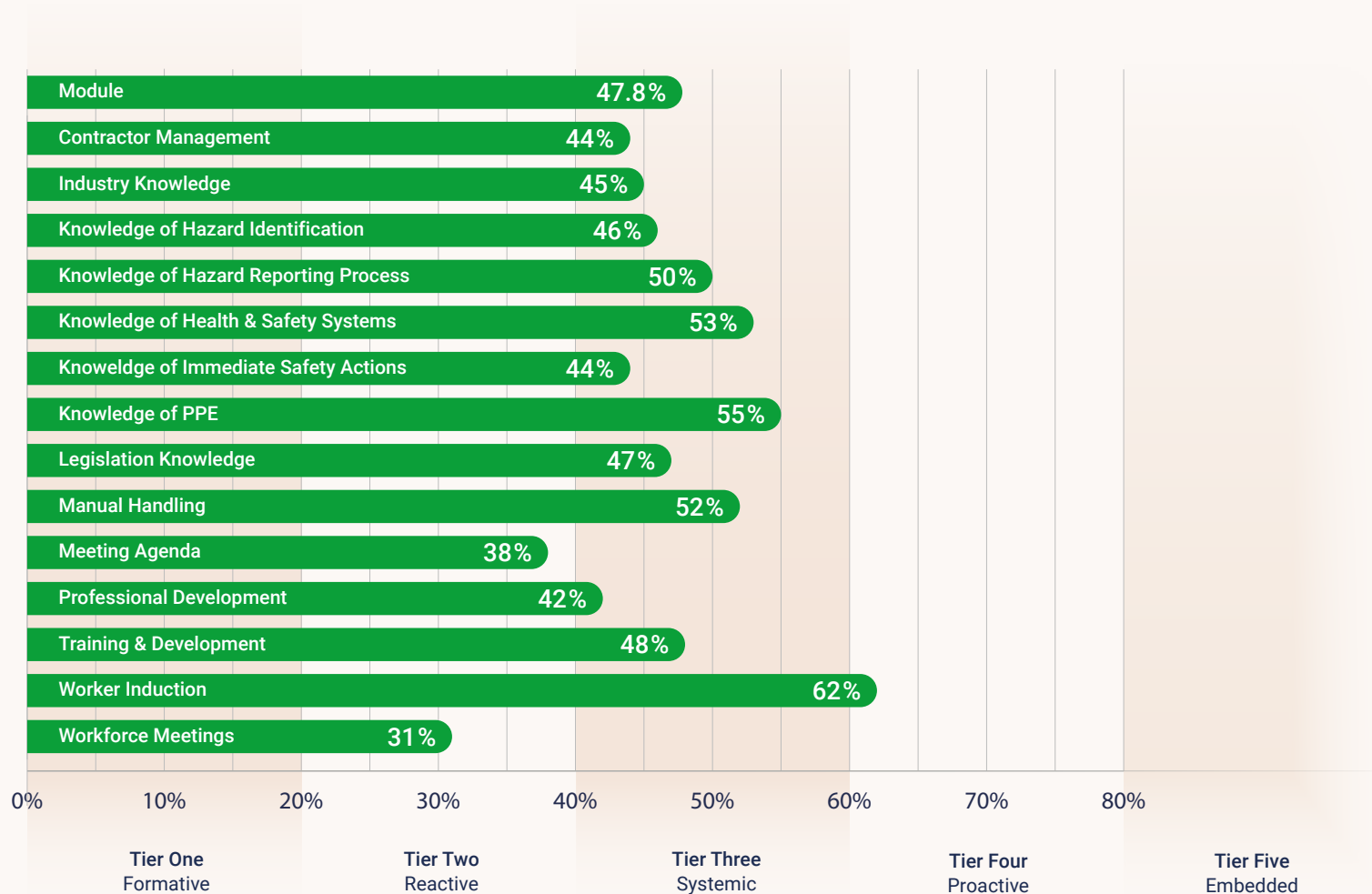


BY ELEMENT:

Worker and Contractor Knowledge - Finance Industry

Finance Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

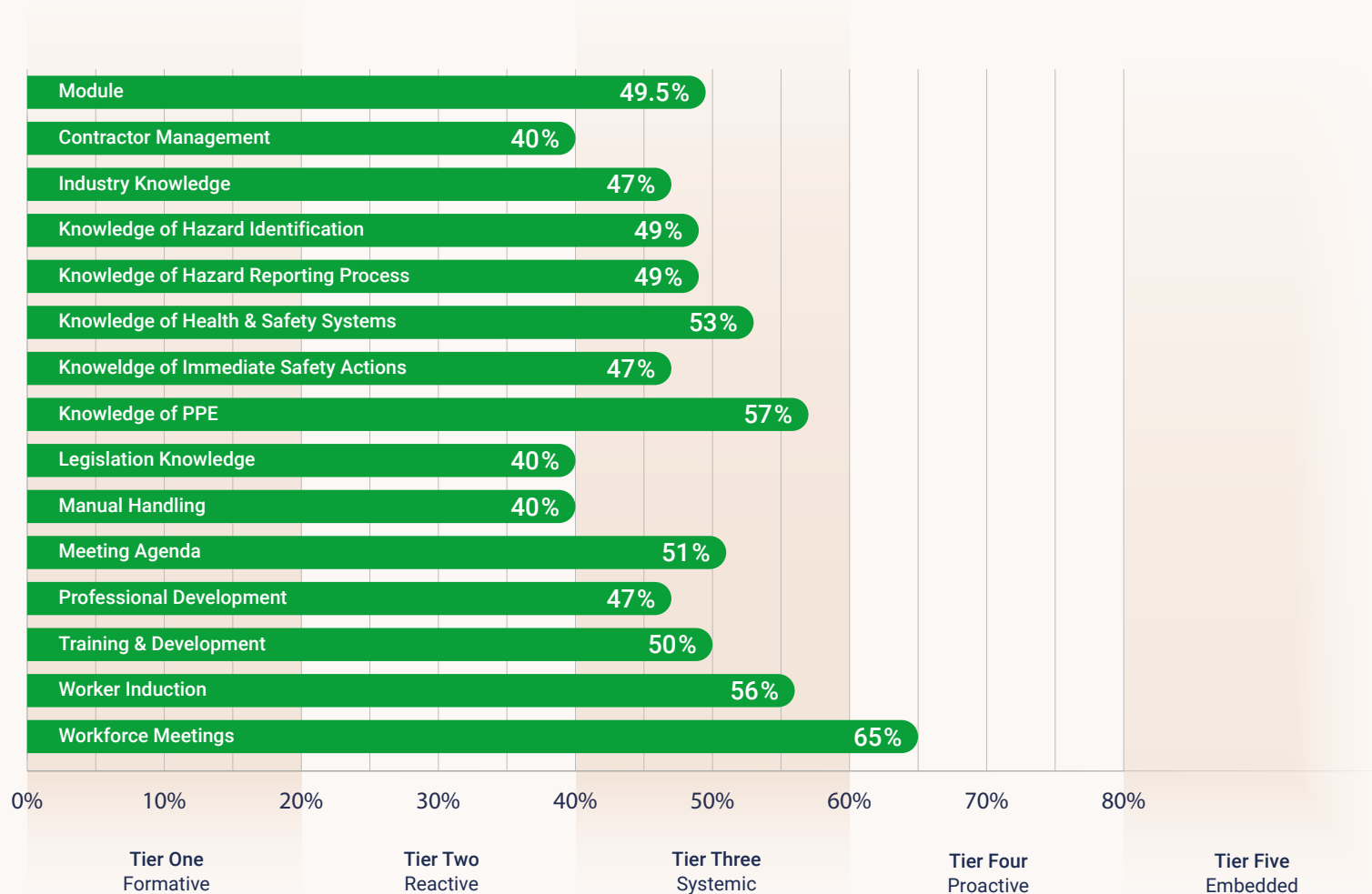


BY ELEMENT:

Worker and Contractor Knowledge - Government Industry

Government Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

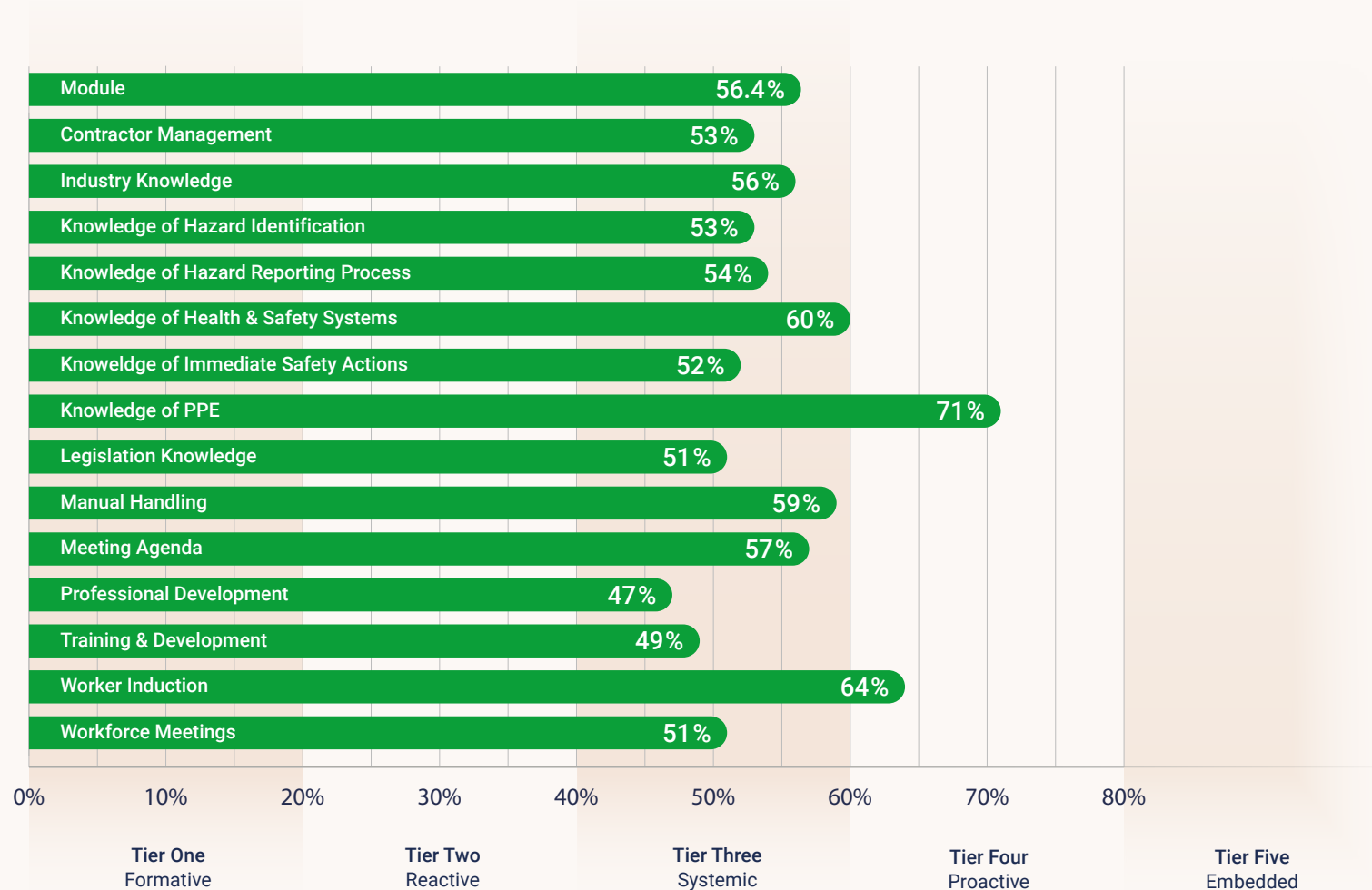


BY ELEMENT:

Worker and Contractor Knowledge - Healthcare Industry

Healthcare Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

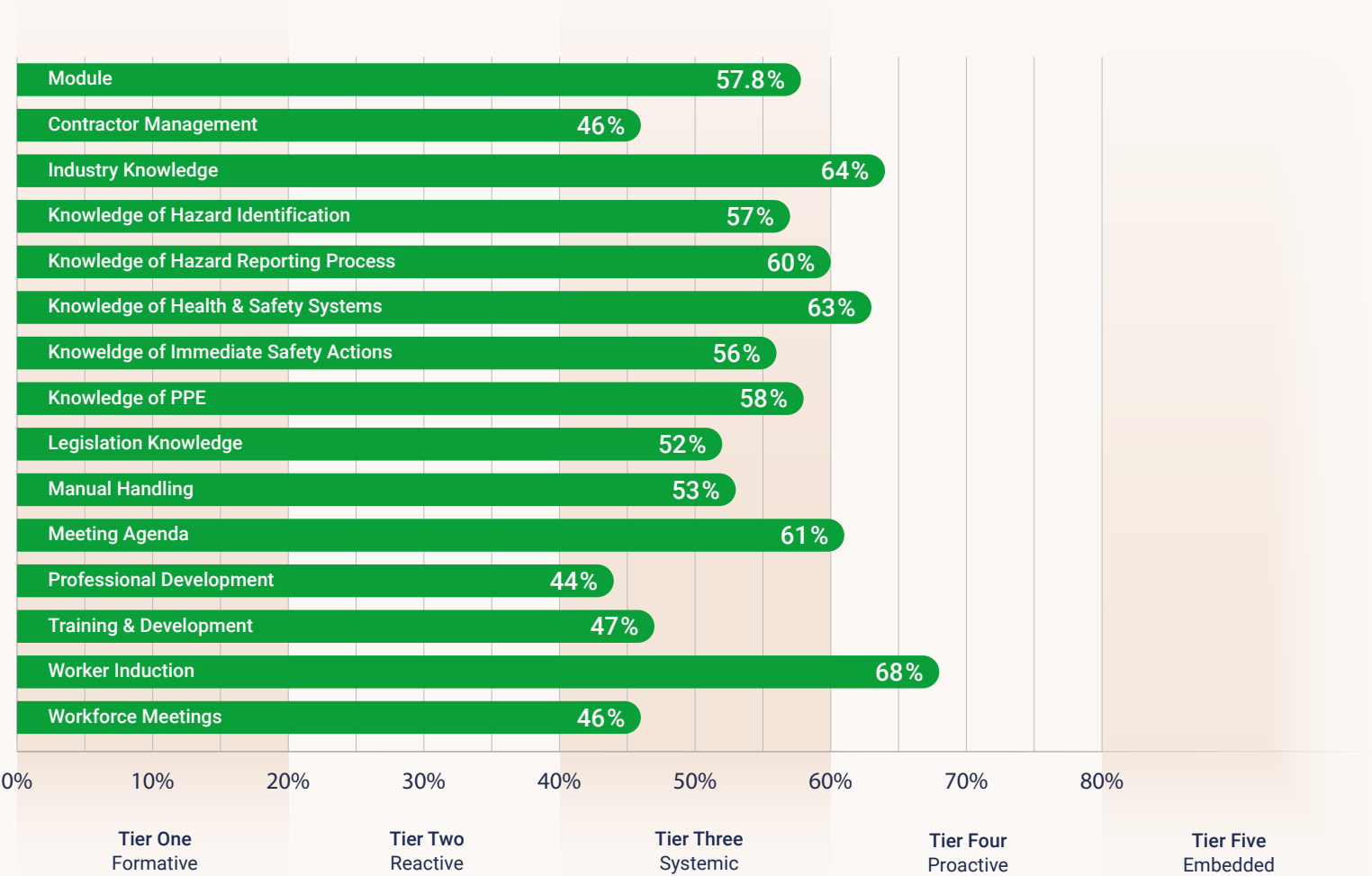


BY ELEMENT:

Worker and Contractor Knowledge - Hospitality Industry

Hospitality Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

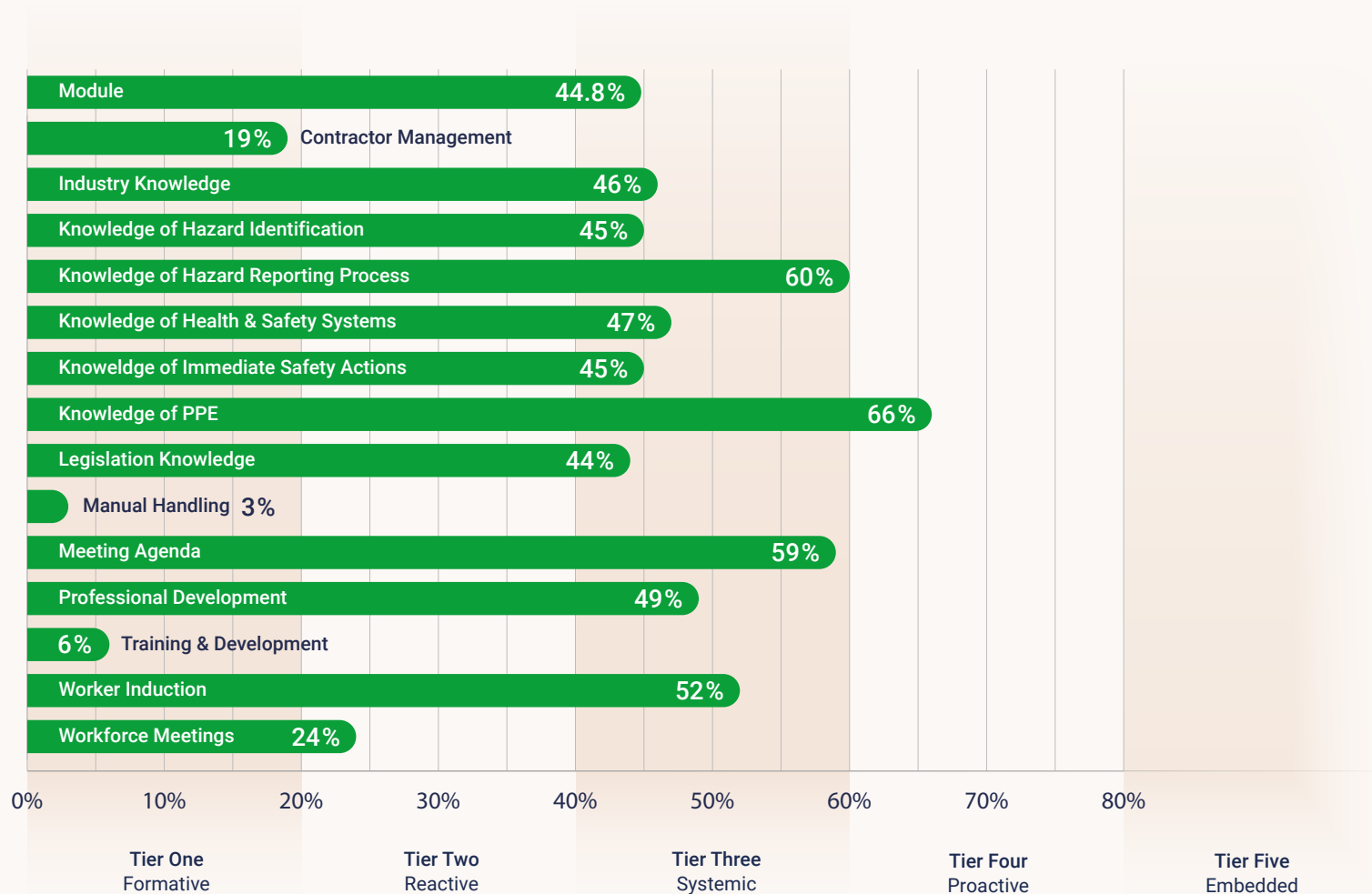


BY ELEMENT:

Worker and Contractor Knowledge - IT & Media Industry

IT & Media Industry

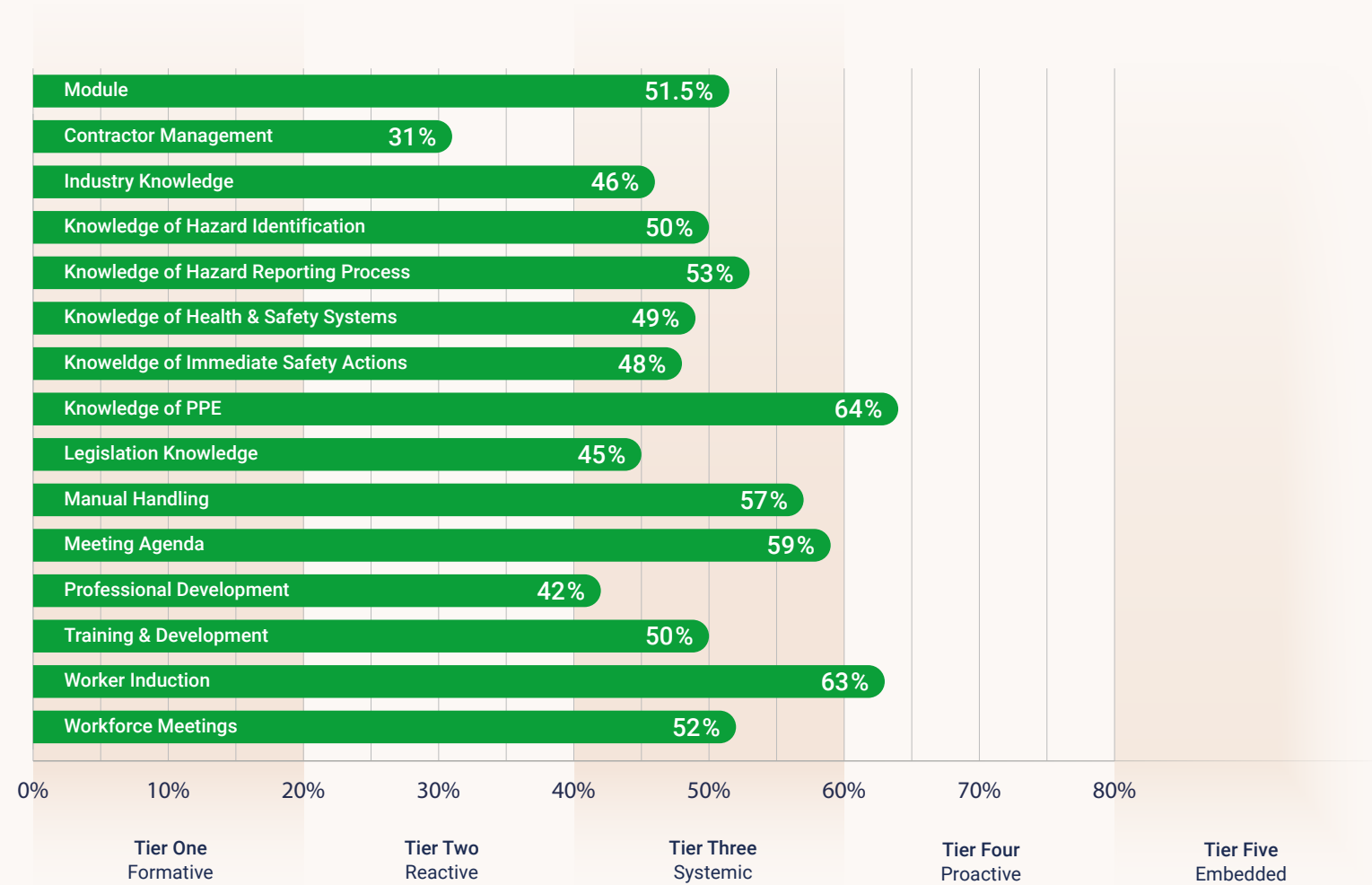
Average Maturity Score by Element: Worker & Contractor Knowledge Module



BY ELEMENT:

Worker and Contractor Knowledge - Manufacturing Industry

Manufacturing Industry
Average Maturity Score by Element: Worker & Contractor Knowledge Module

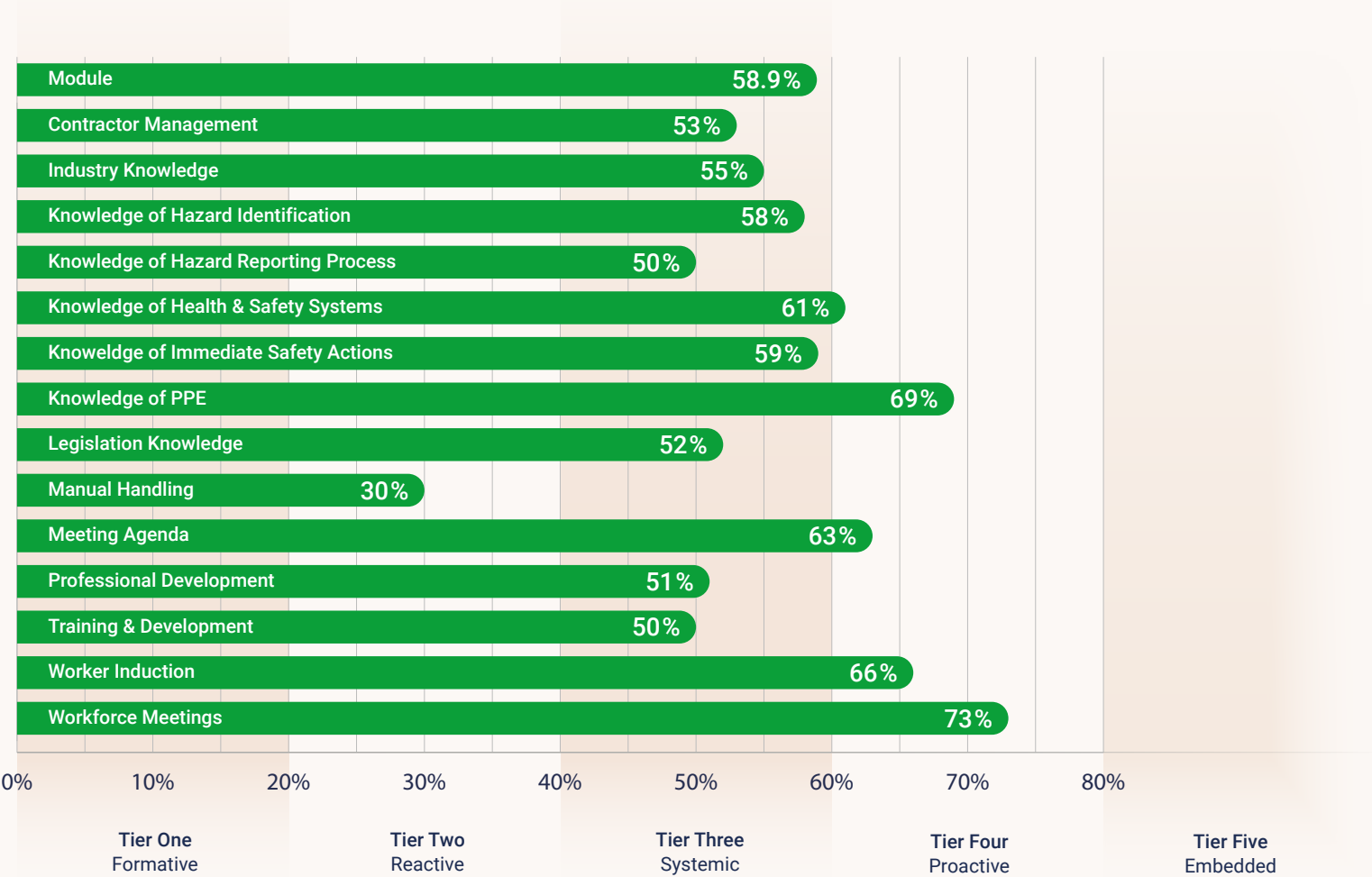


BY ELEMENT:

Worker and Contractor Knowledge - Mining Industry

Mining Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

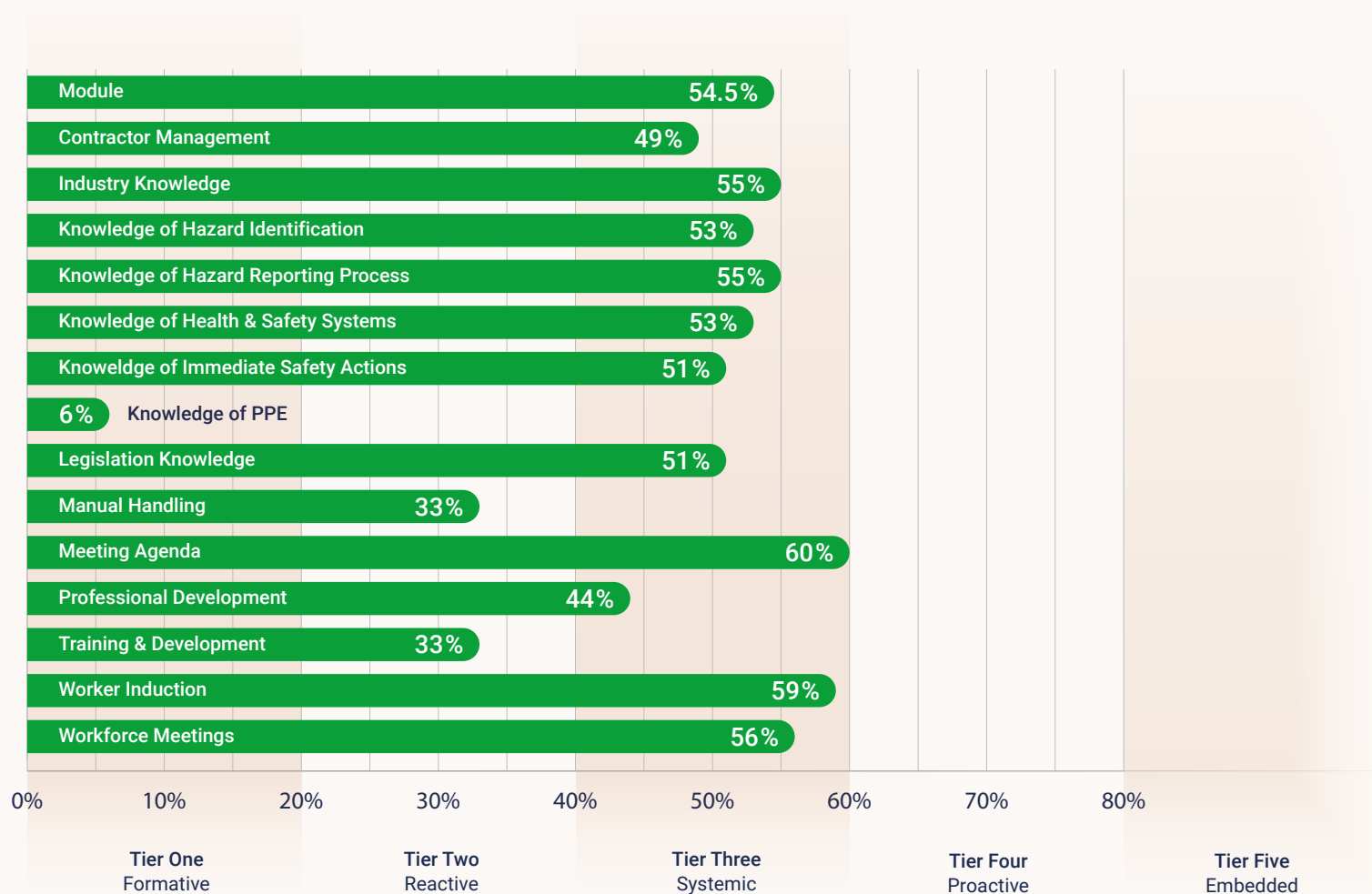


BY ELEMENT:

Worker and Contractor Knowledge - Other Services Industry

Other Services Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

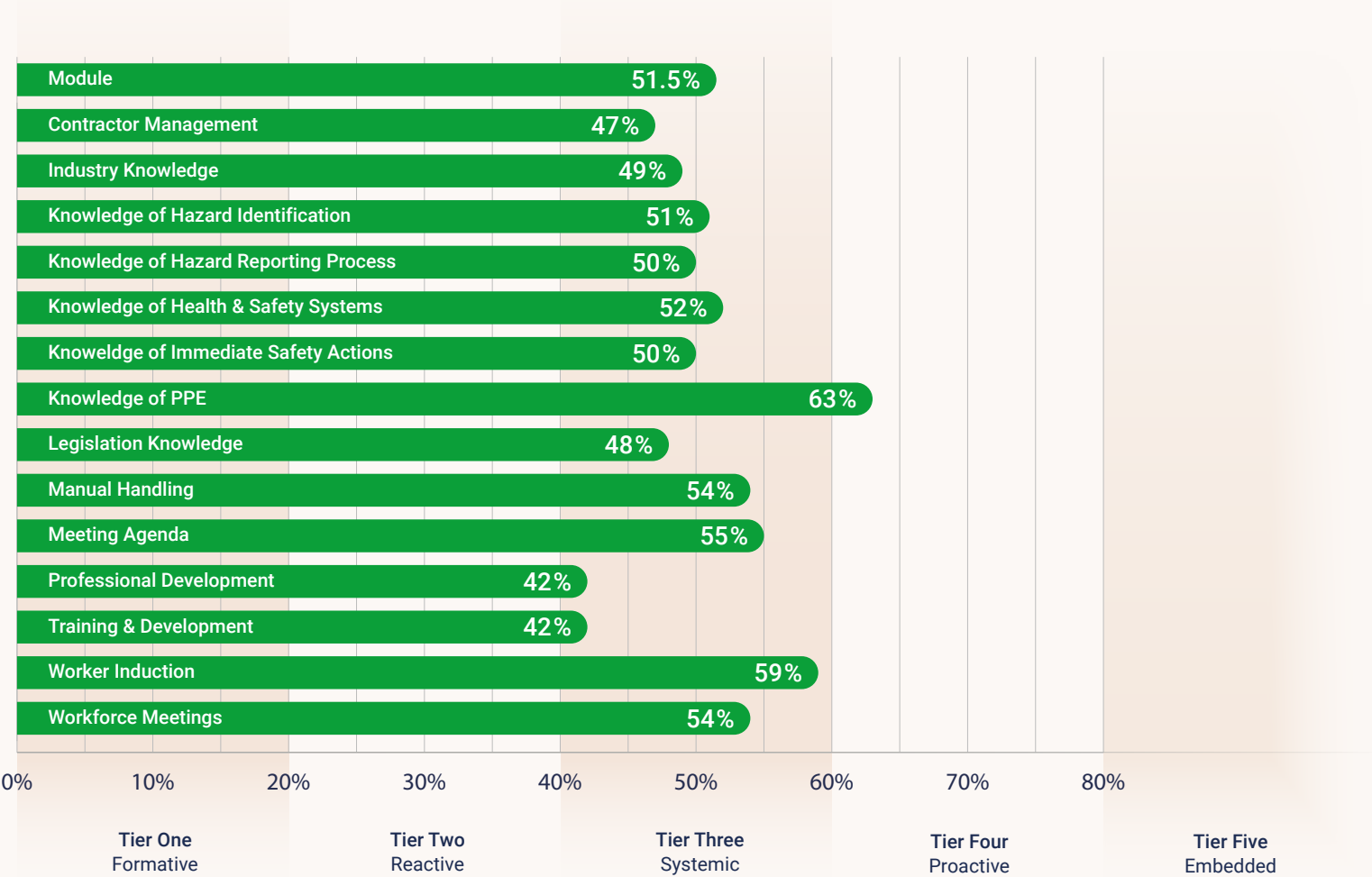


BY ELEMENT:

Worker and Contractor Knowledge - Primary Industries Industry

Primary Industries Industry

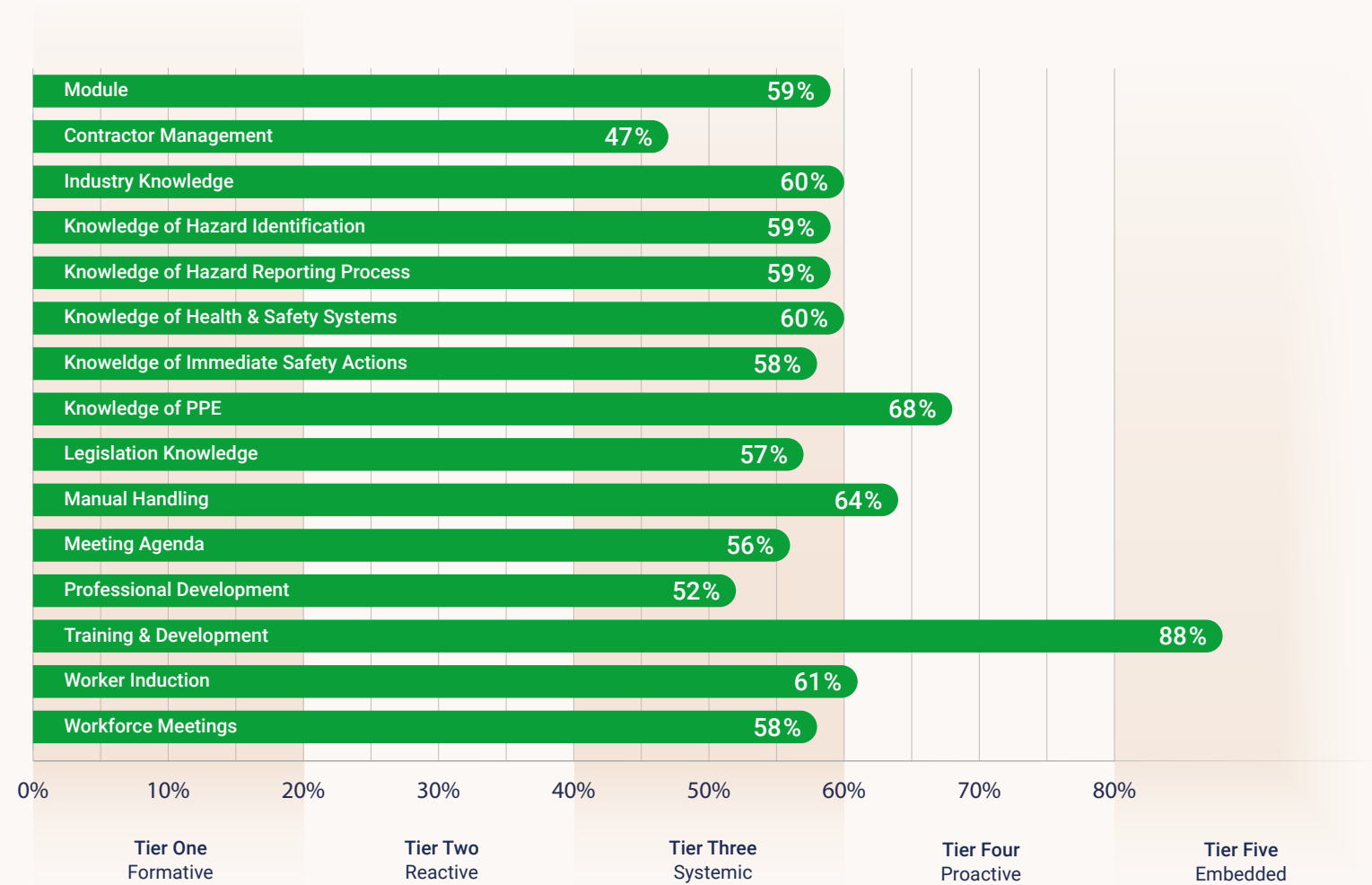
Average Maturity Score by Element: Worker & Contractor Knowledge Module



BY ELEMENT:

Worker and Contractor Knowledge - Professional Services Industry

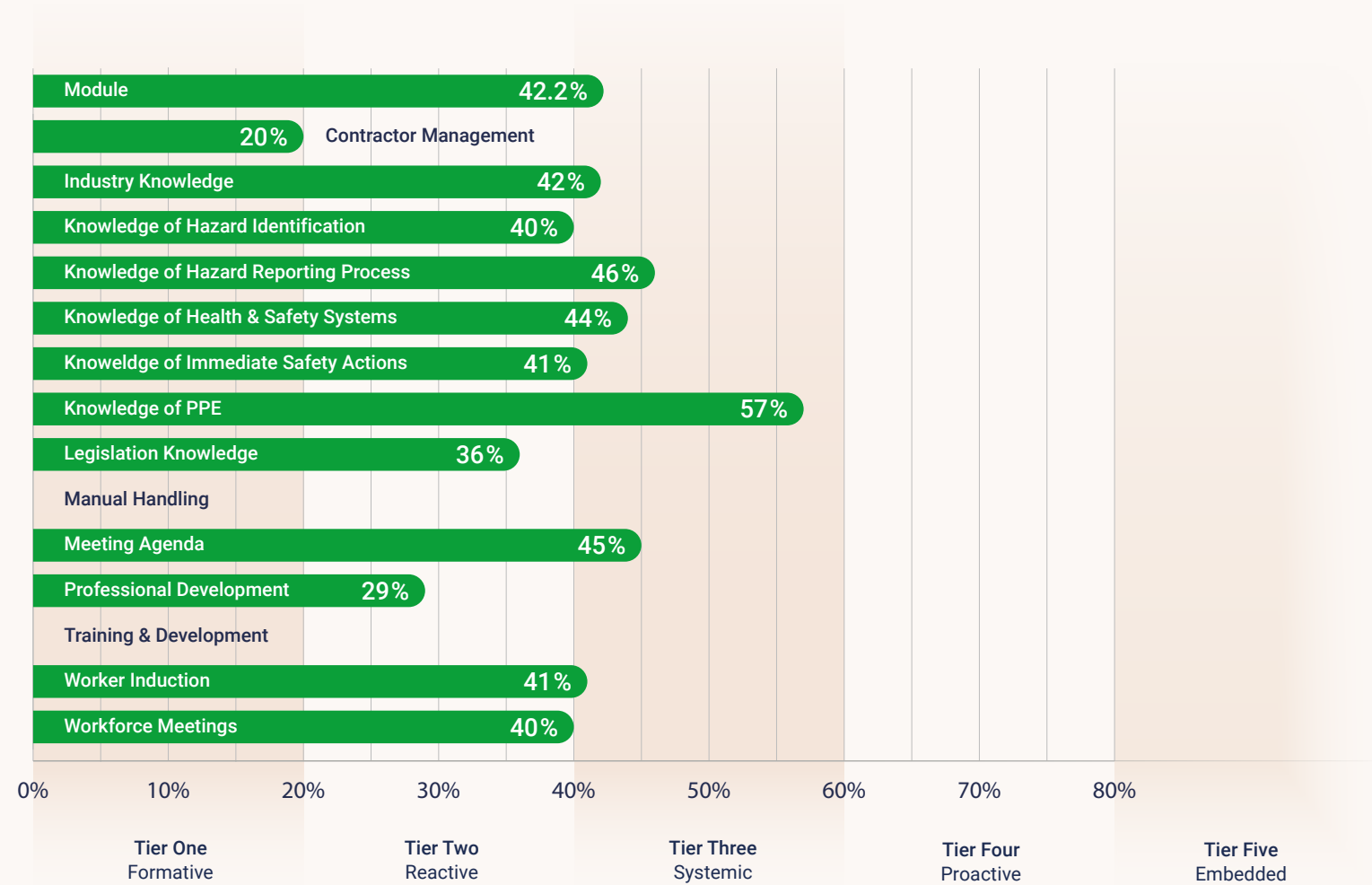
Professional Services Industry
Average Maturity Score by Element: Worker & Contractor Knowledge Module



BY ELEMENT:

Worker and Contractor Knowledge - Public Service Industry

Public Service Industry
Average Maturity Score by Element: Worker & Contractor Knowledge Module

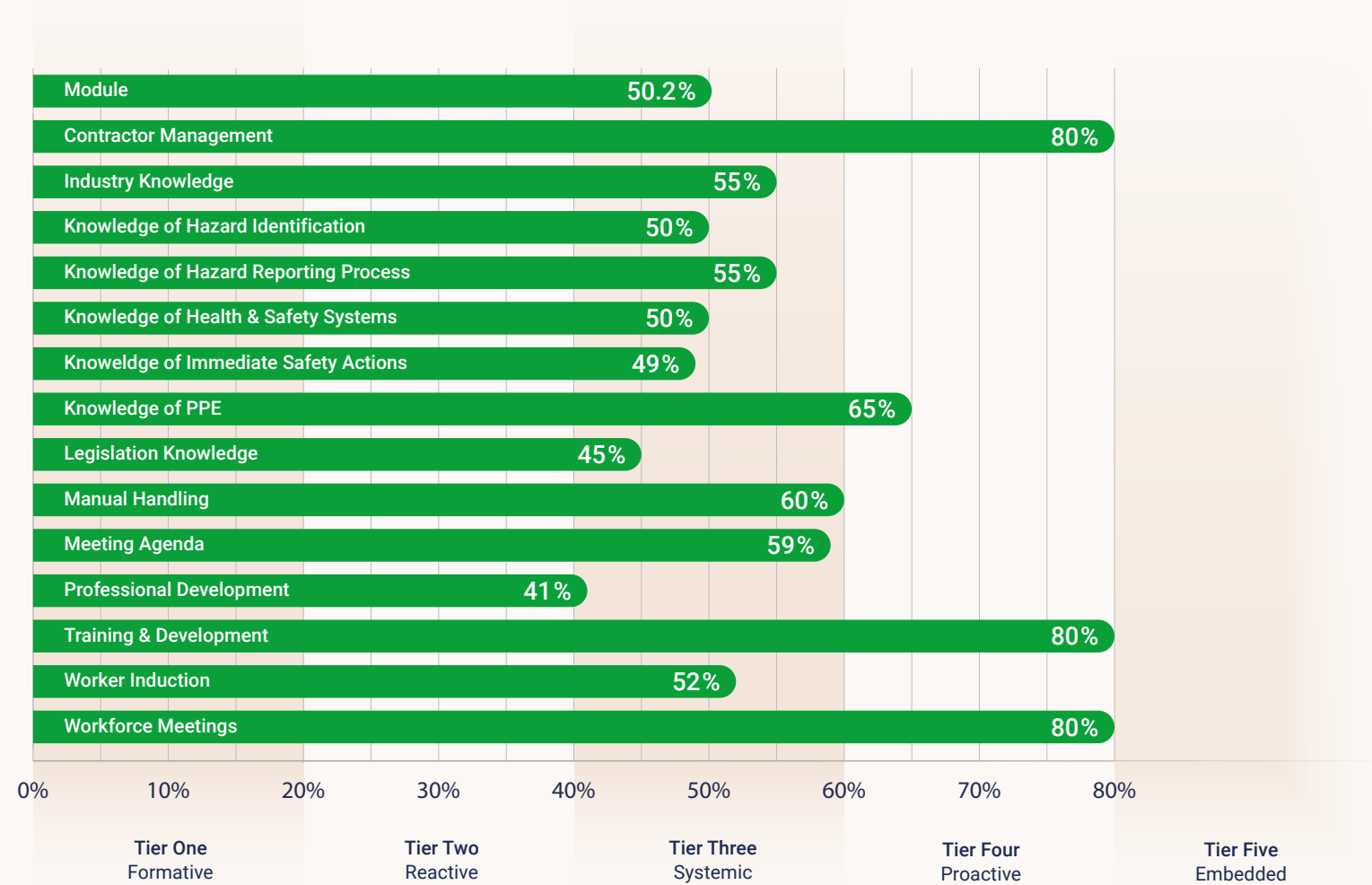


BY ELEMENT:

Worker and Contractor Knowledge - Real Estate Industry

Real Estate Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

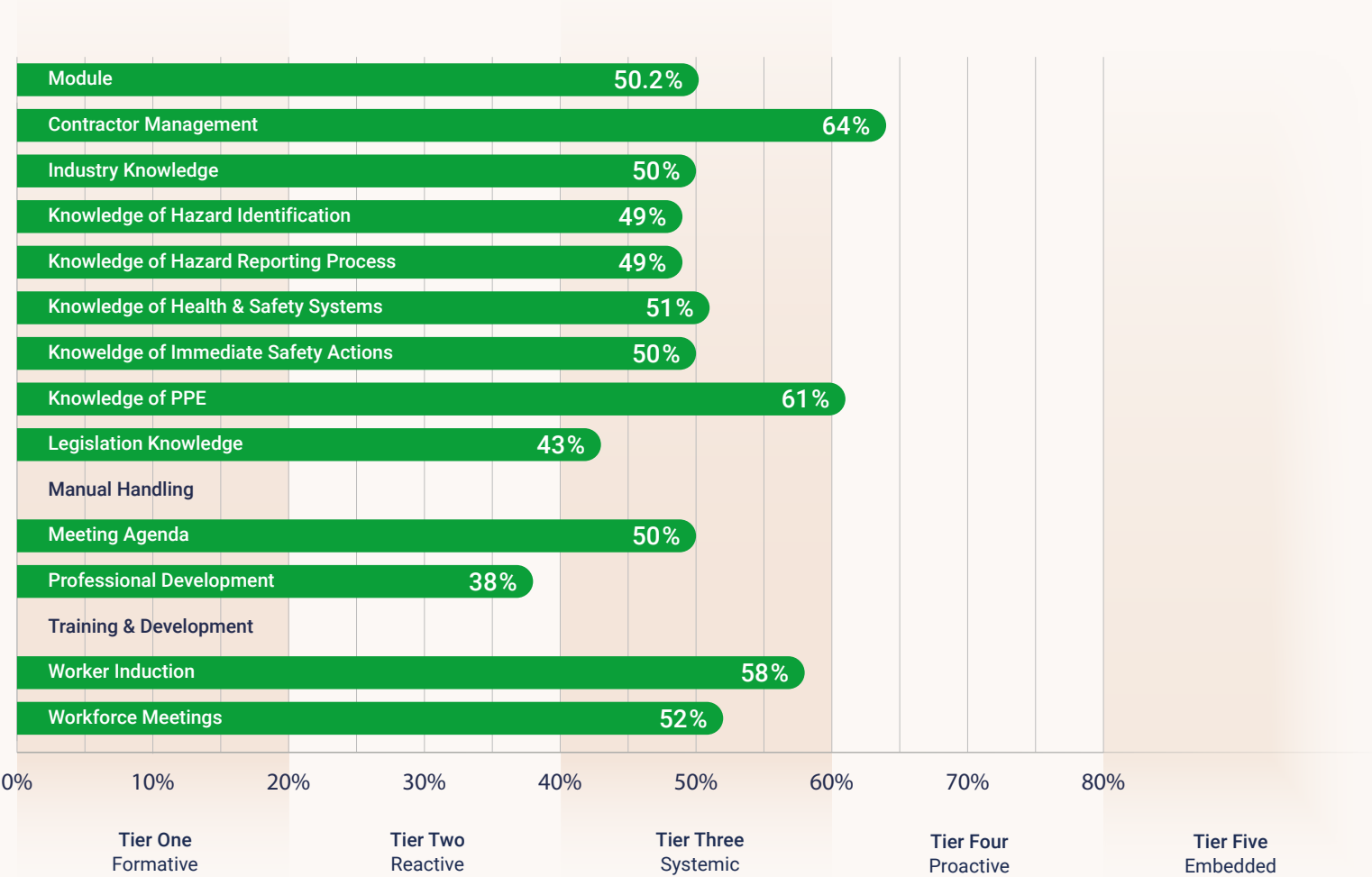


BY ELEMENT:

Worker and Contractor Knowledge - Retail Trade Industry

Retail Trade Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

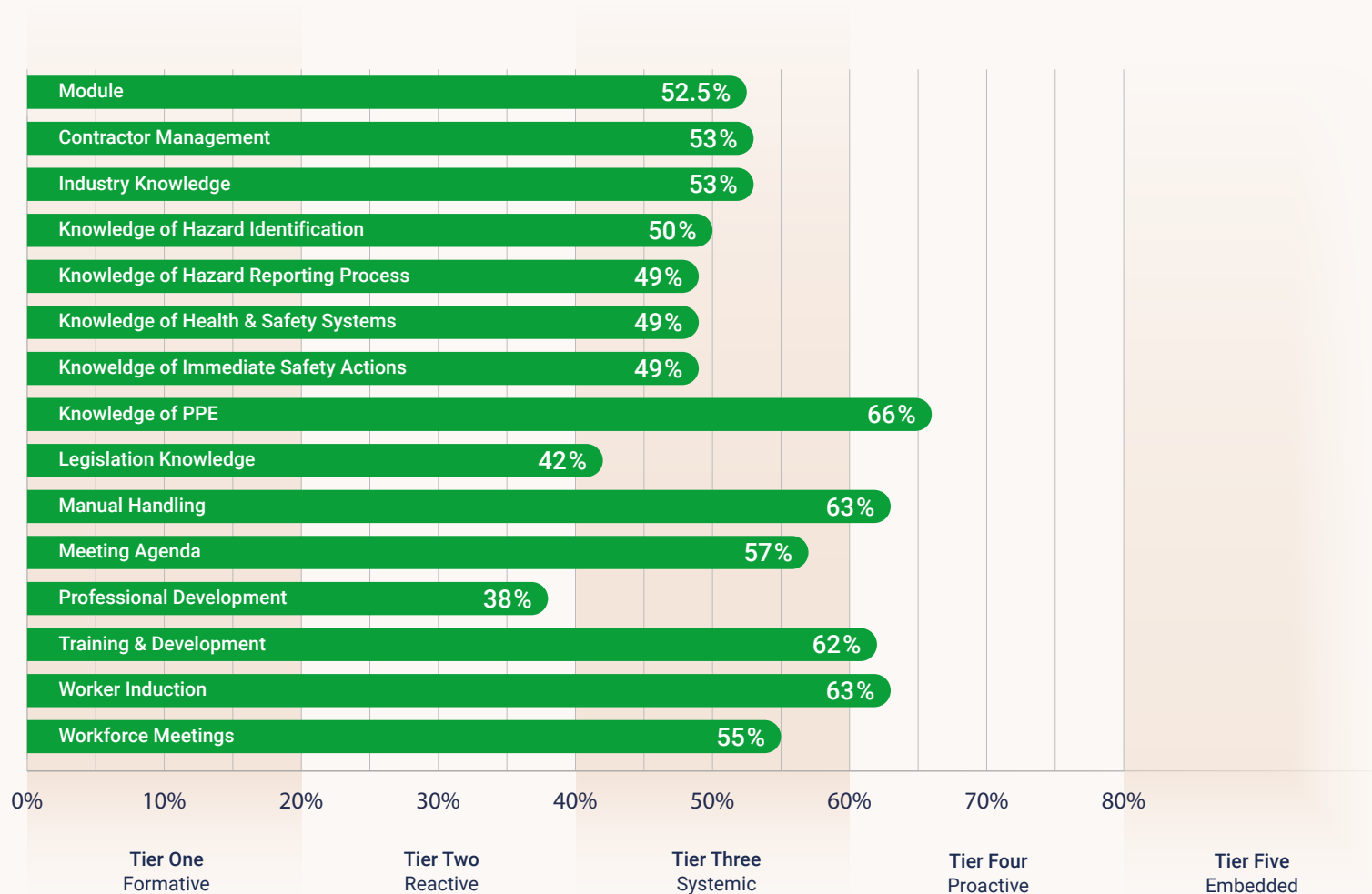


BY ELEMENT:

Worker and Contractor Knowledge - Transport Industry

Transport Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

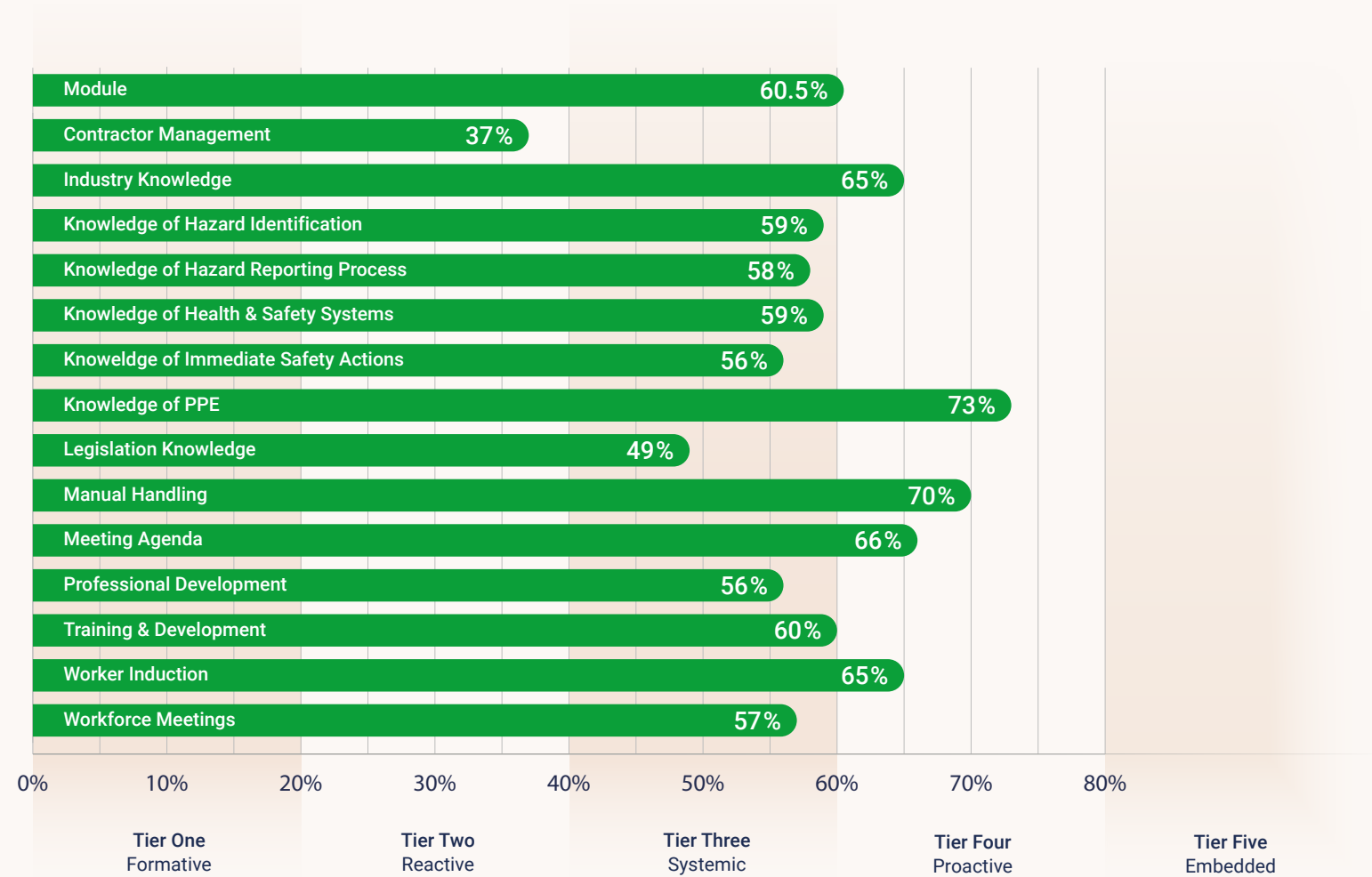


BY ELEMENT:

Worker and Contractor Knowledge - Utilities Industry

Utilities Industry

Average Maturity Score by Element: Worker & Contractor Knowledge Module

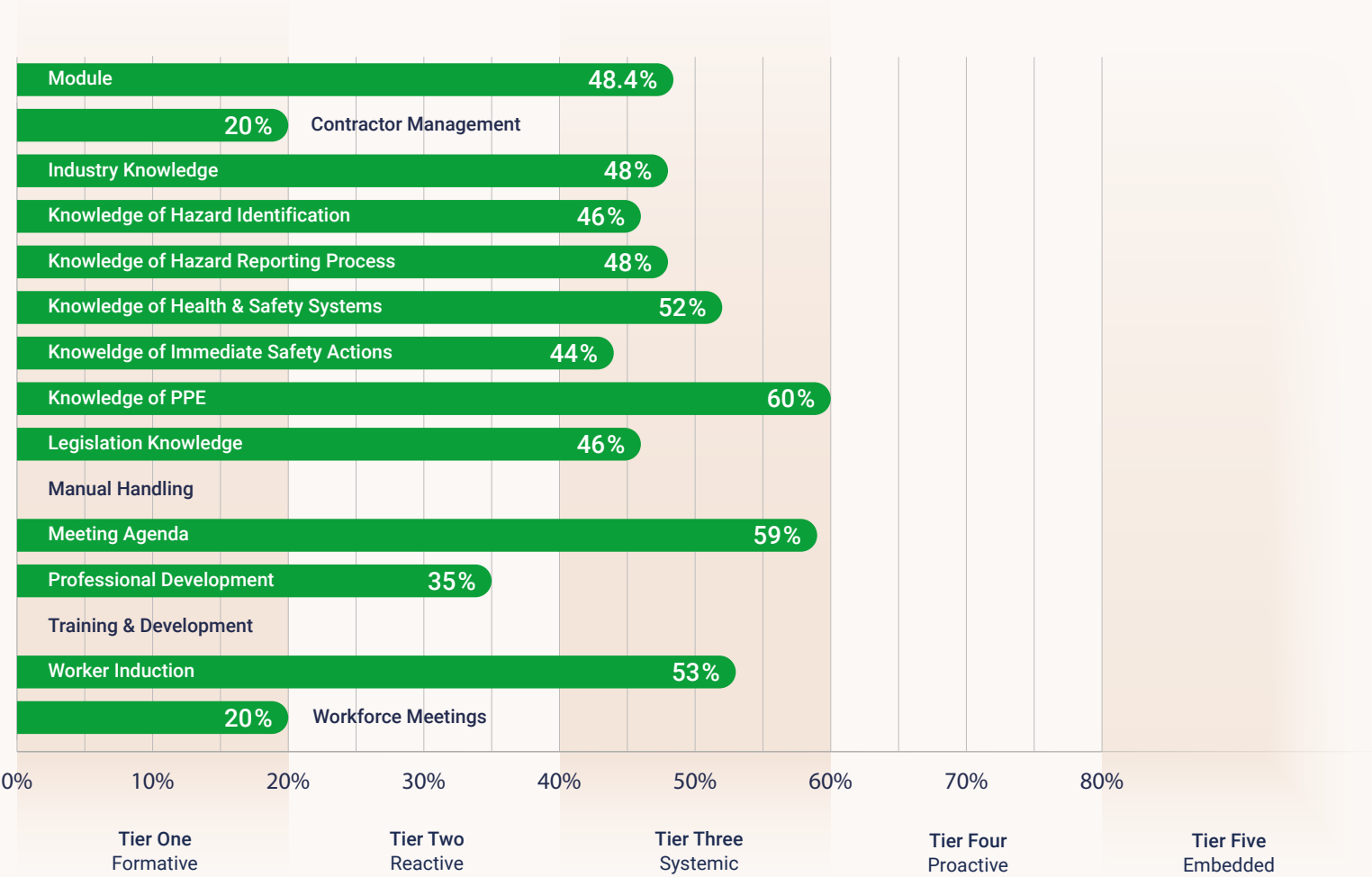


BY ELEMENT:

Worker and Contractor Knowledge - Wholesale Industry

Wholesale Trade Industry

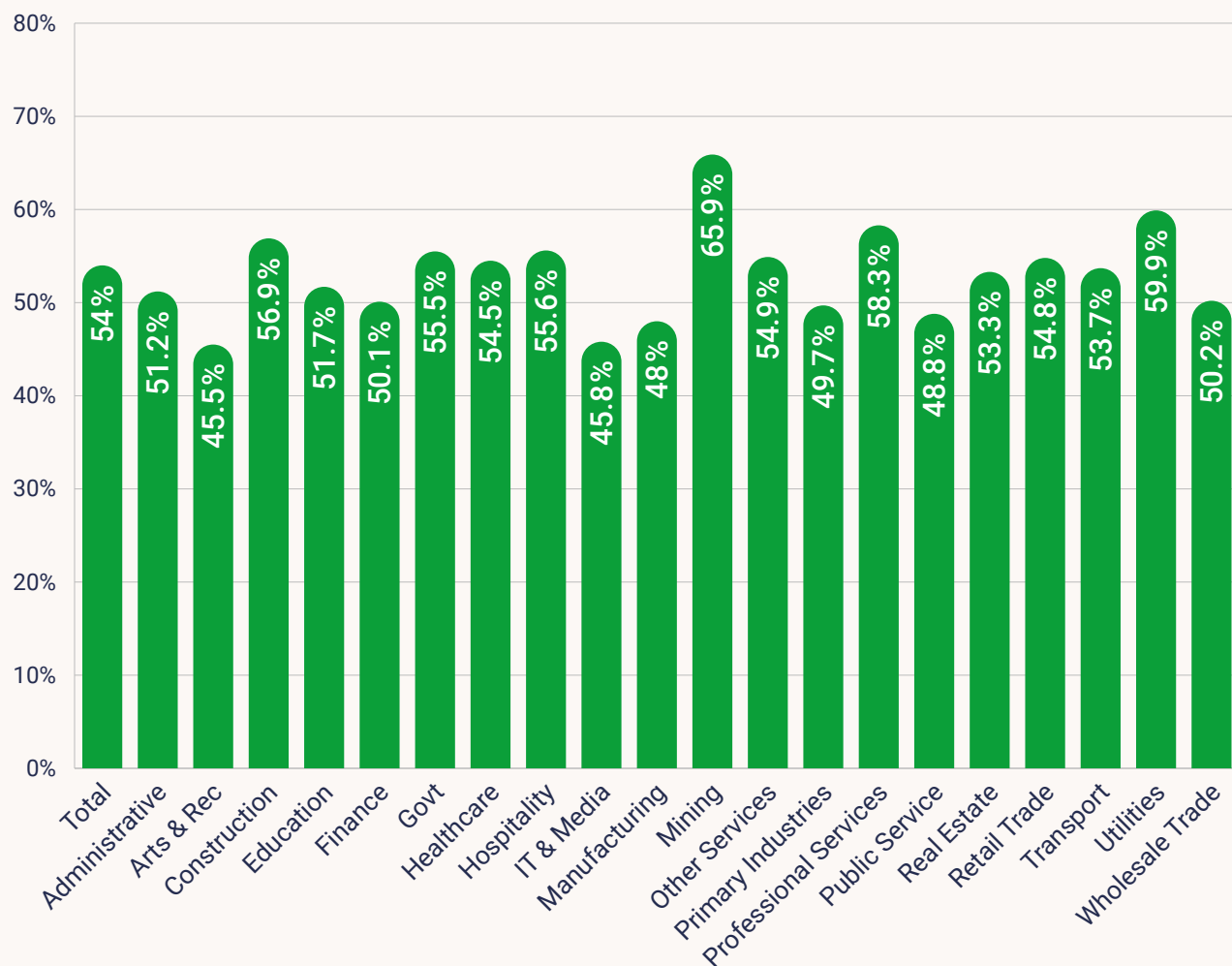
Average Maturity Score by Element: Worker & Contractor Knowledge Module



BY INDUSTRY:

Worker and Contractor Engagement Module

Worker and Contractor Engagement
Average Maturity Score by Industry



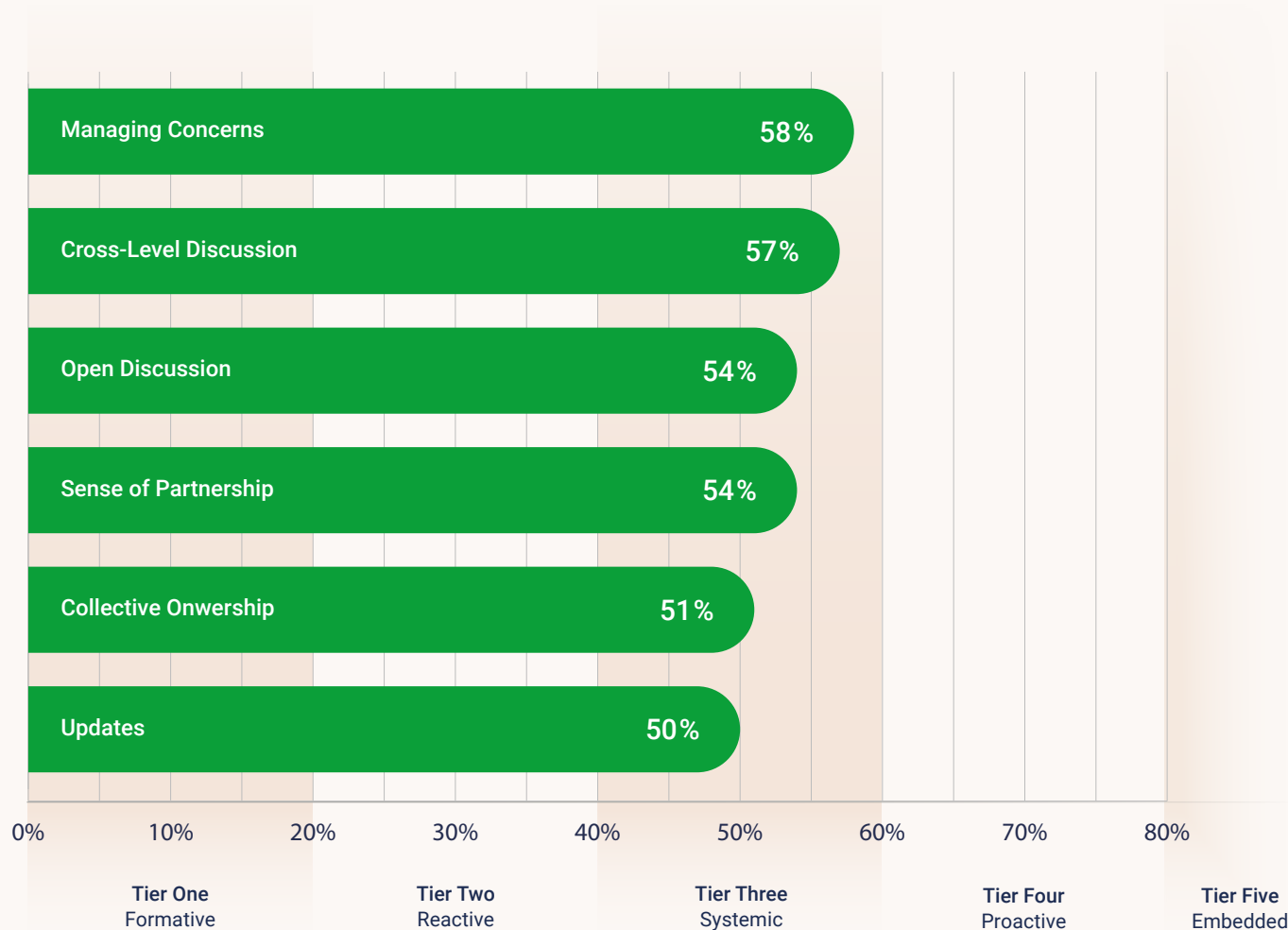
BY ELEMENT:

Worker and Contractor Engagement - Maturity by Element.

Worker & Contractor Engagement Average Maturity Score



Worker and Contractor Engagement Average Maturity Score by Element

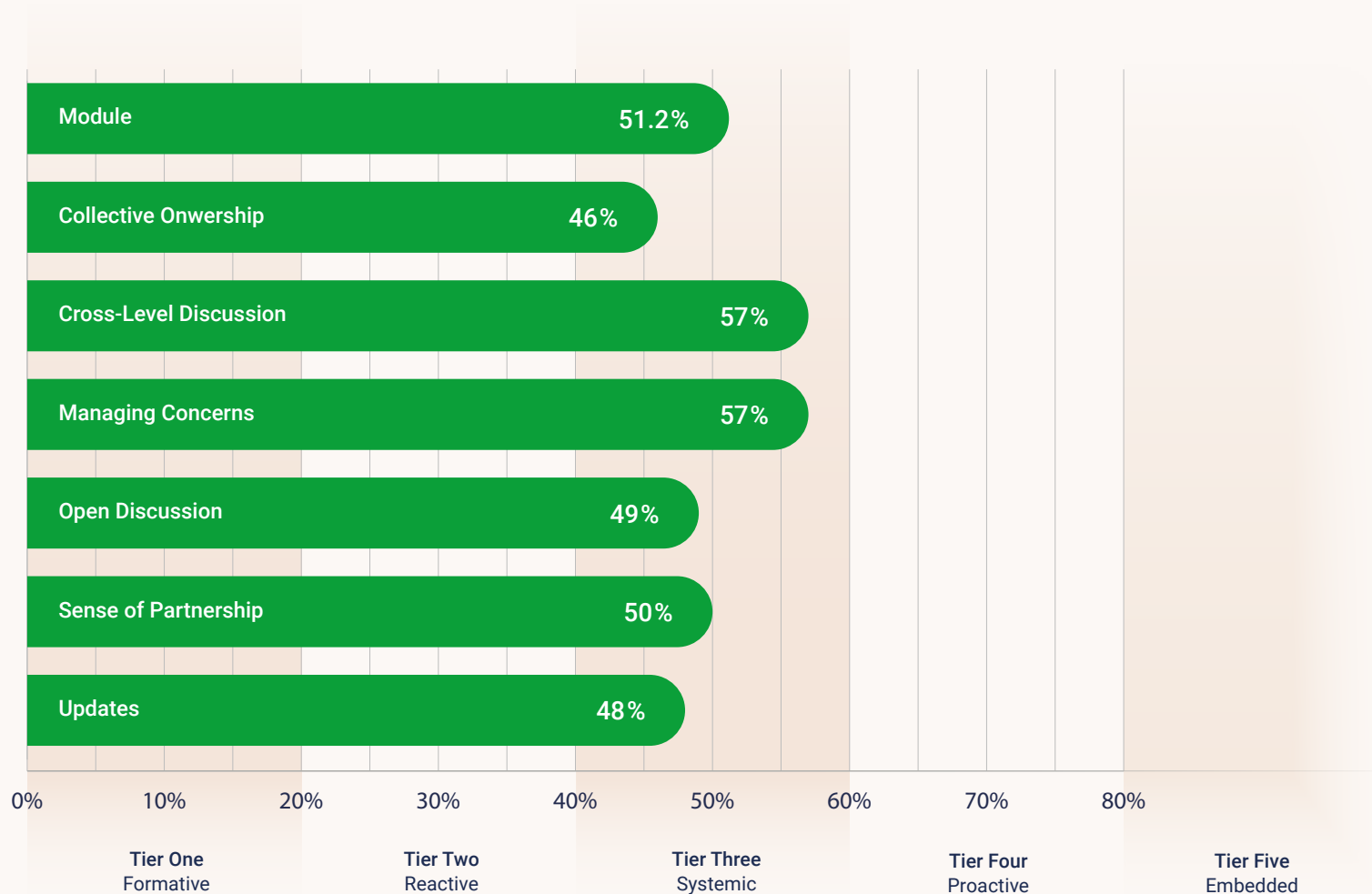


BY ELEMENT:

Worker and Contractor Engagement - Administration Industry

Administration Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

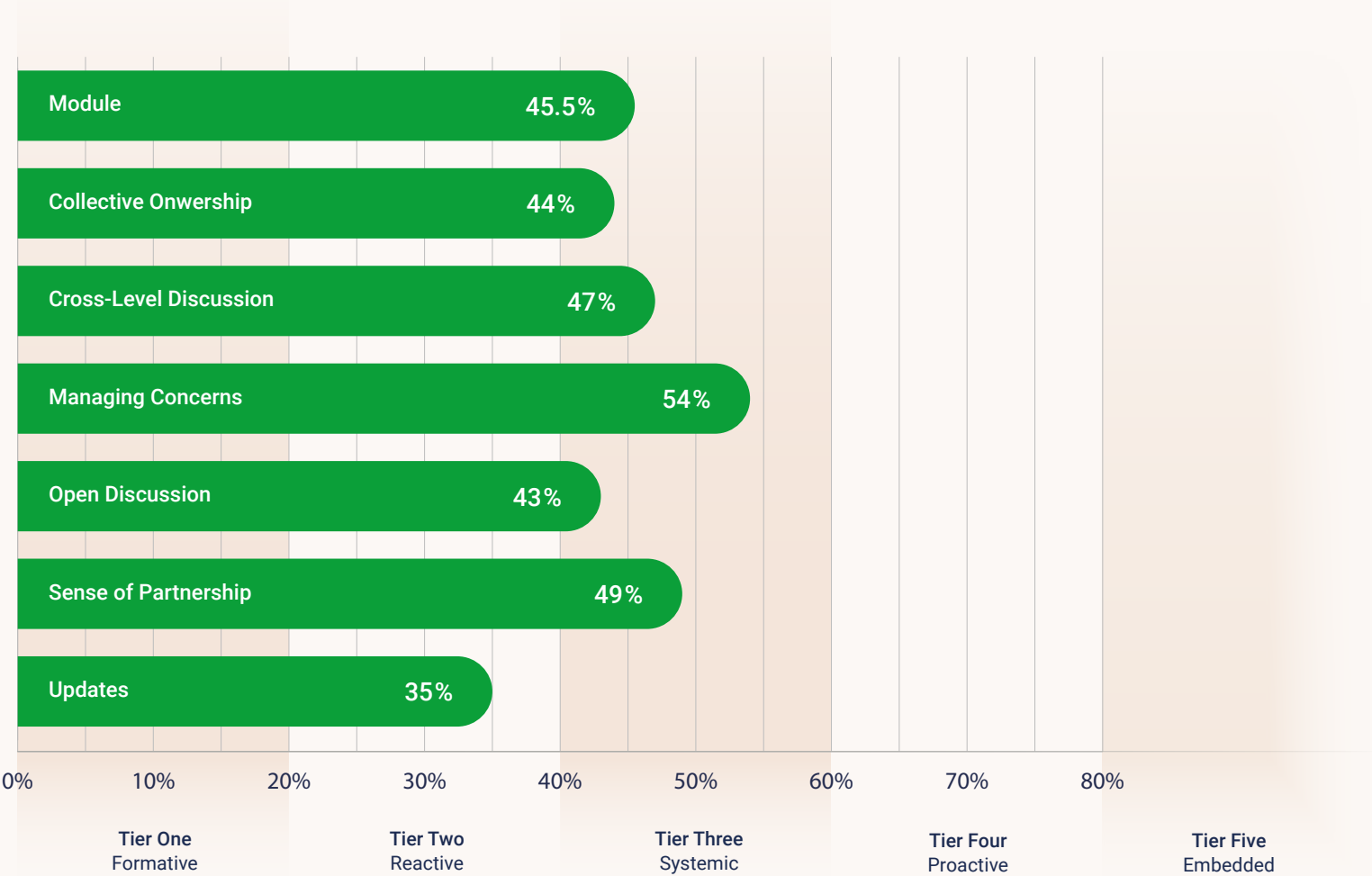


BY ELEMENT:

Worker and Contractor Engagement - Arts & Rec Industry

Arts & Rec Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

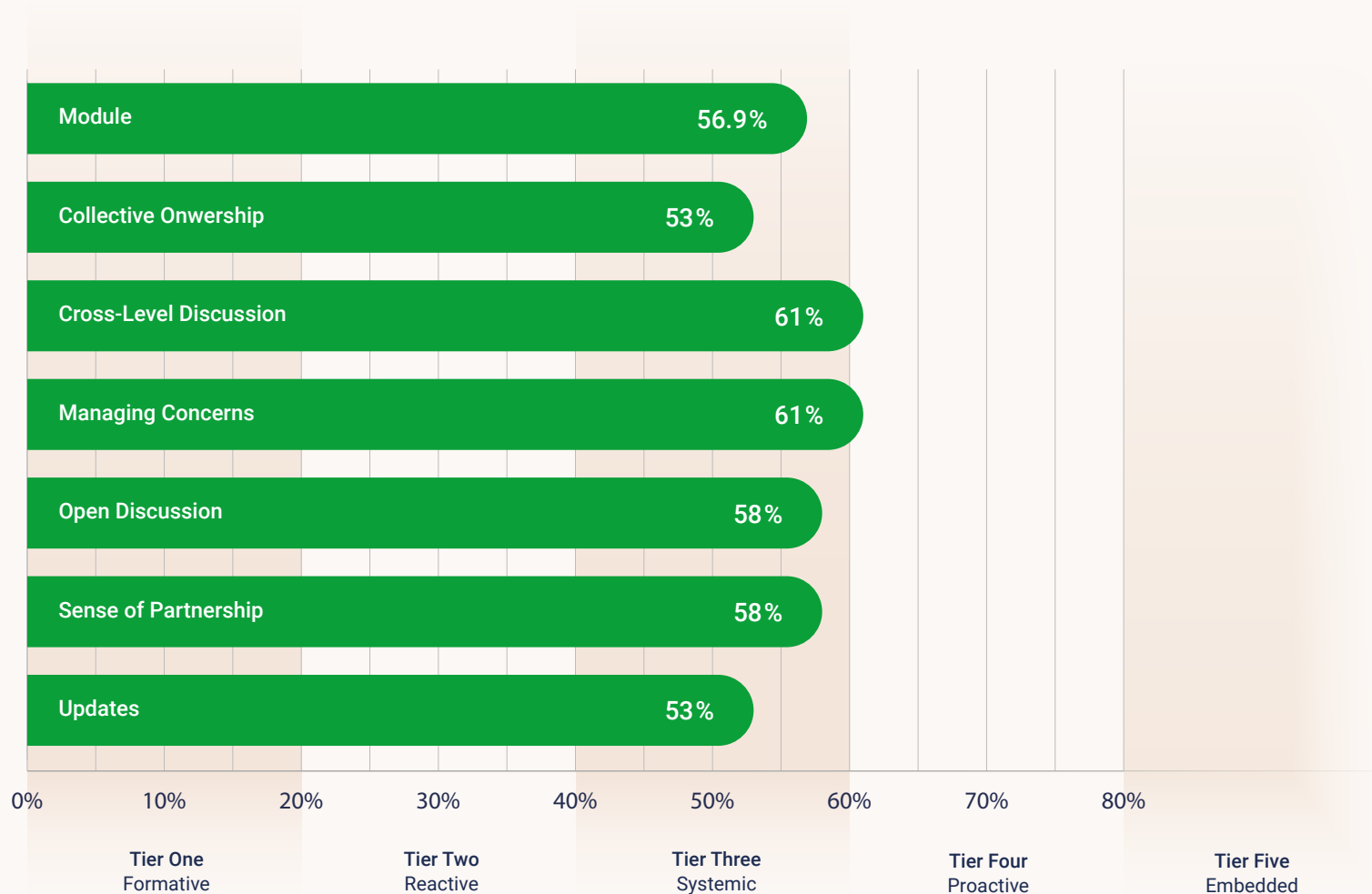


BY ELEMENT:

Worker and Contractor Engagement - Construction Industry

Construction Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

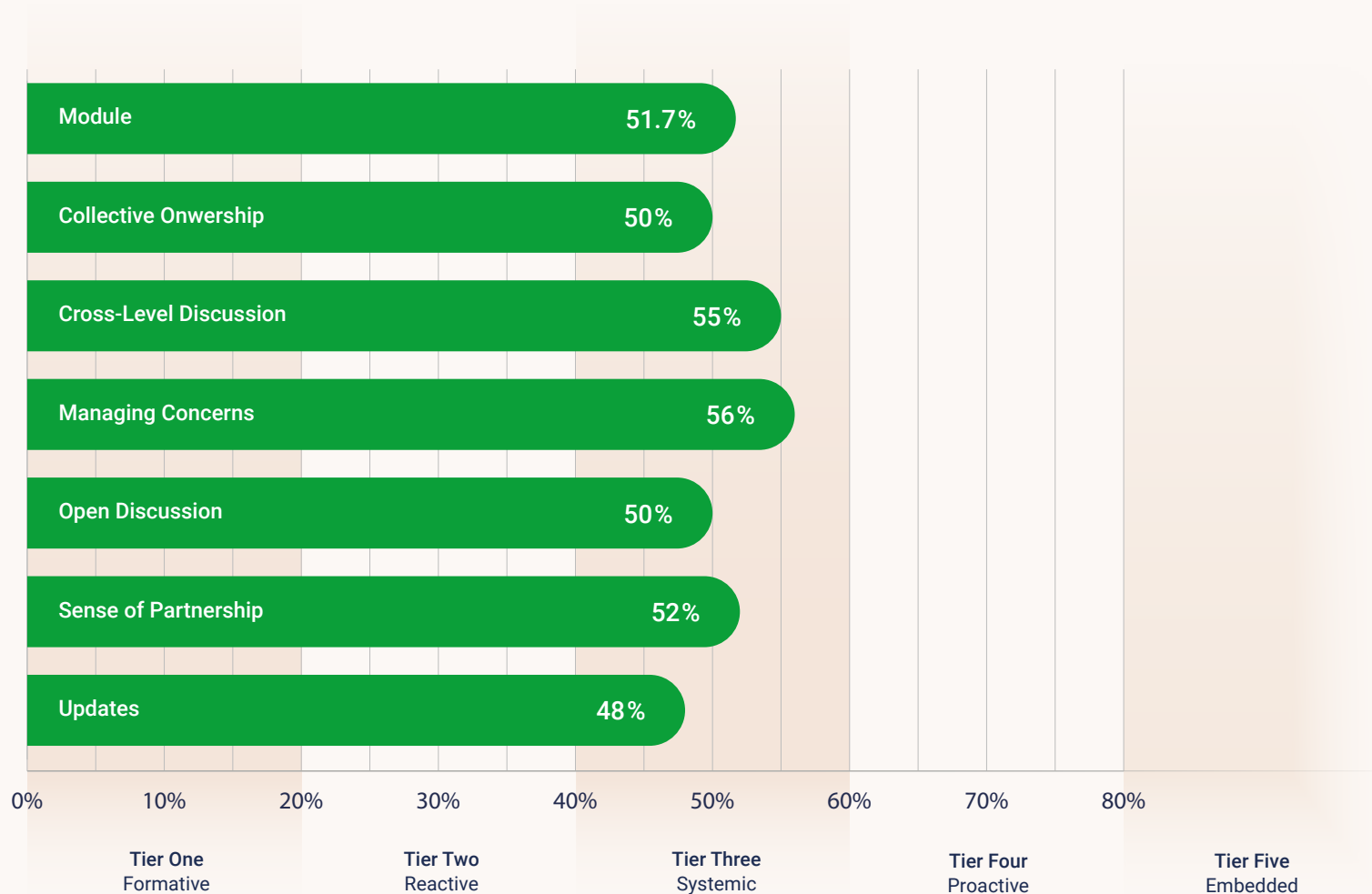


BY ELEMENT:

Worker and Contractor Engagement - Education Industry

Education Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

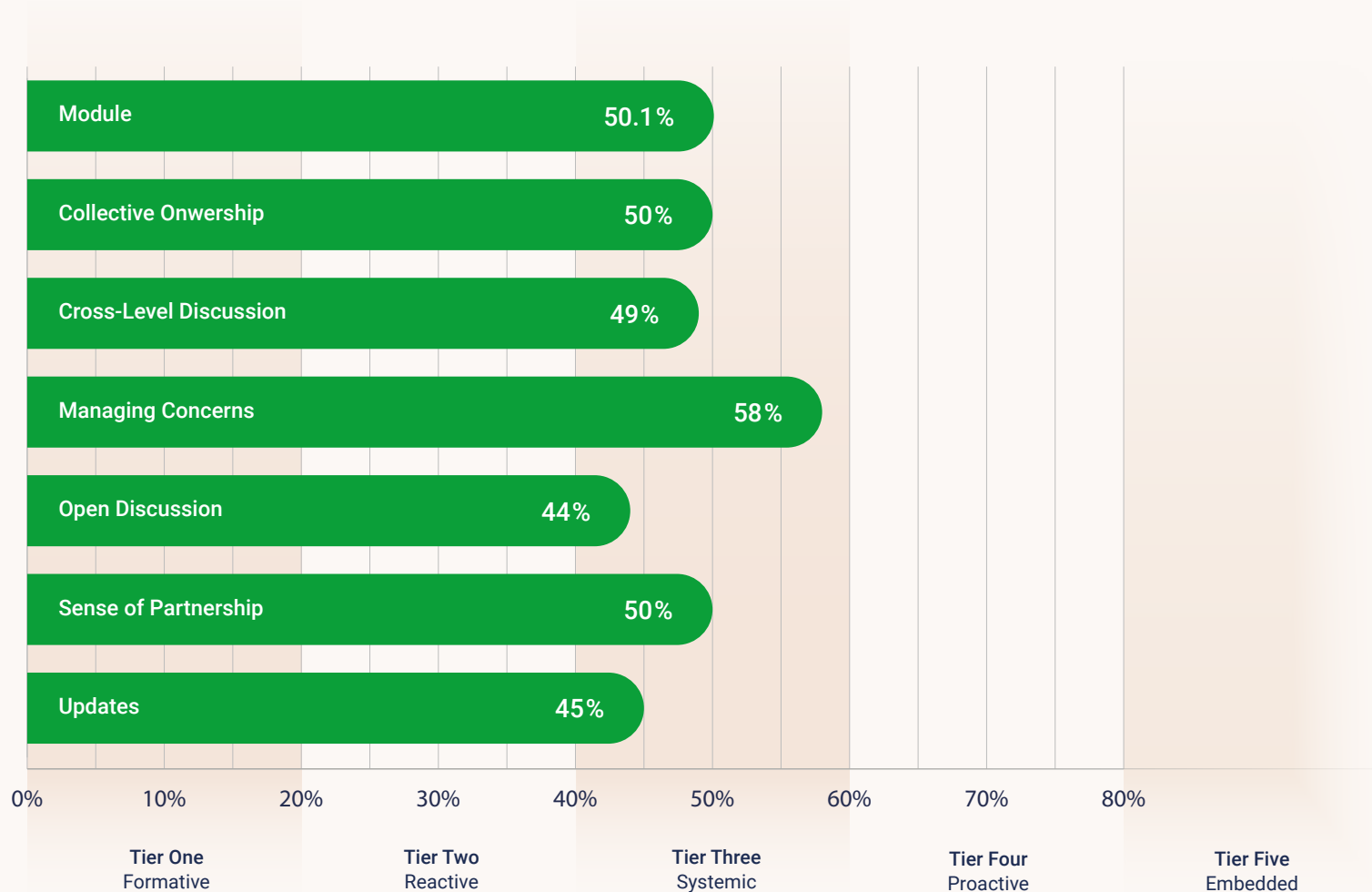


BY ELEMENT:

Worker and Contractor Engagement - Finance Industry

Finance Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

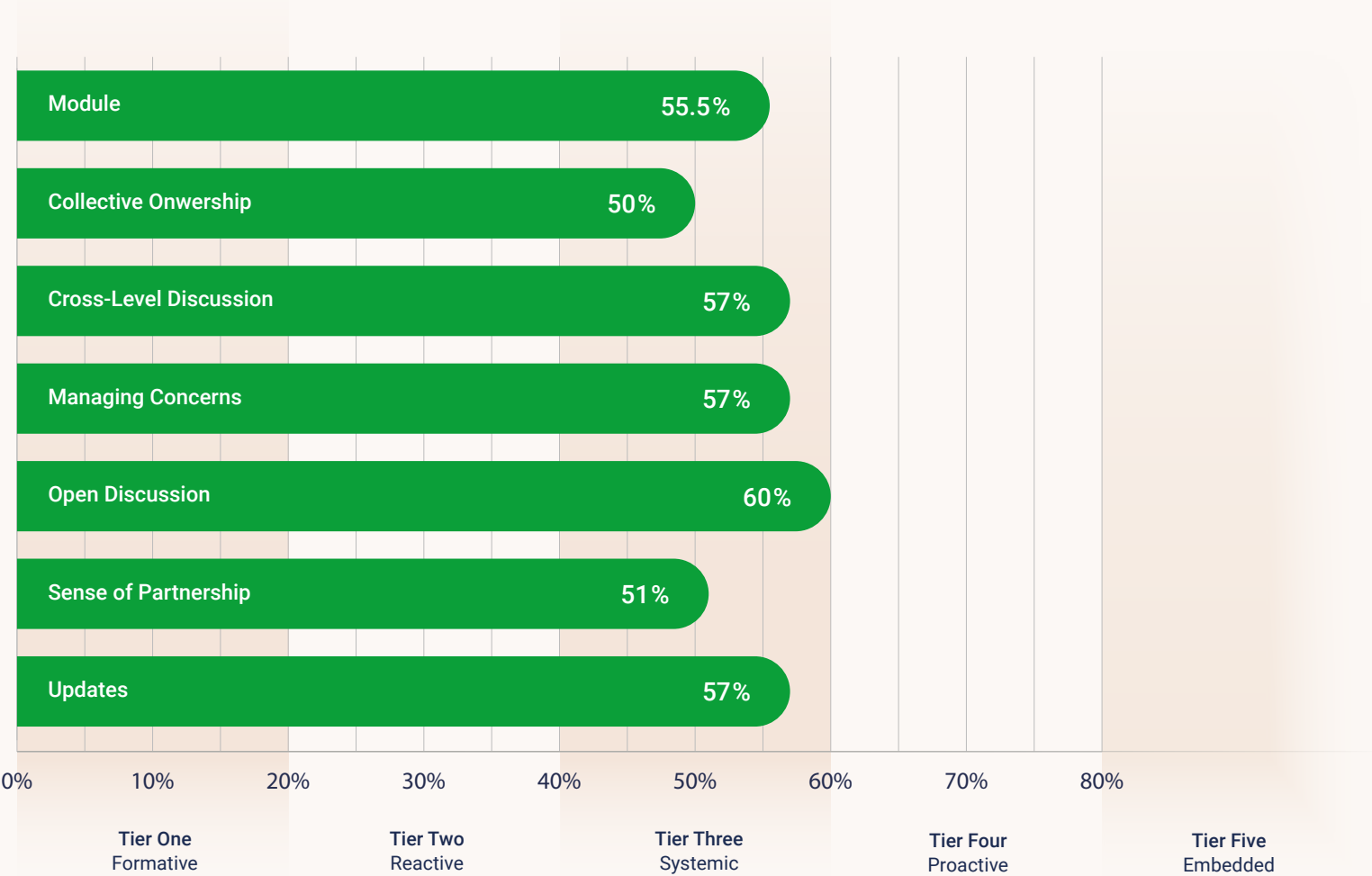


BY ELEMENT:

Worker and Contractor Engagement - Government Industry

Government Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

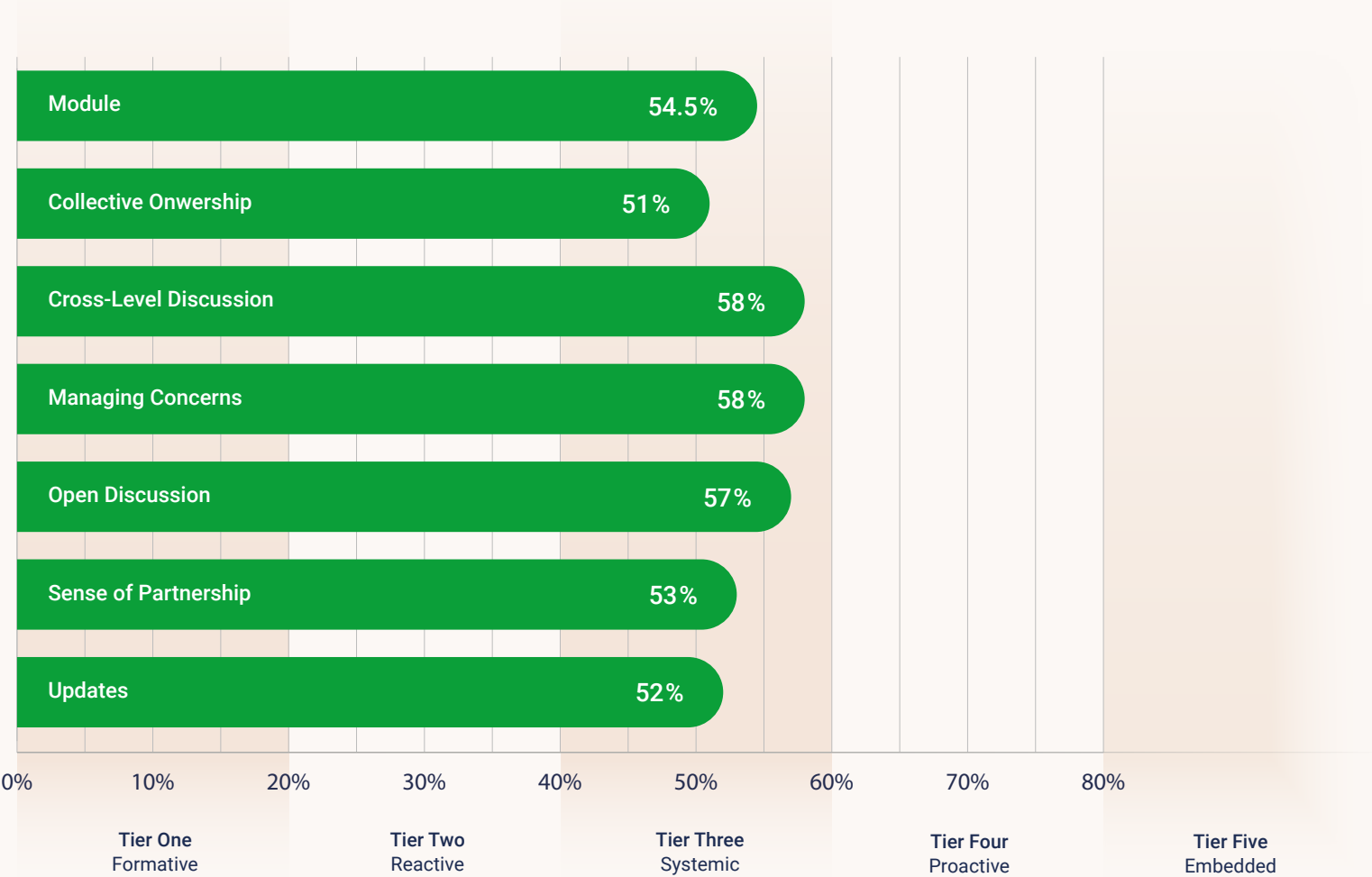


BY ELEMENT:

Worker and Contractor Engagement - Healthcare Industry

Healthcare Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

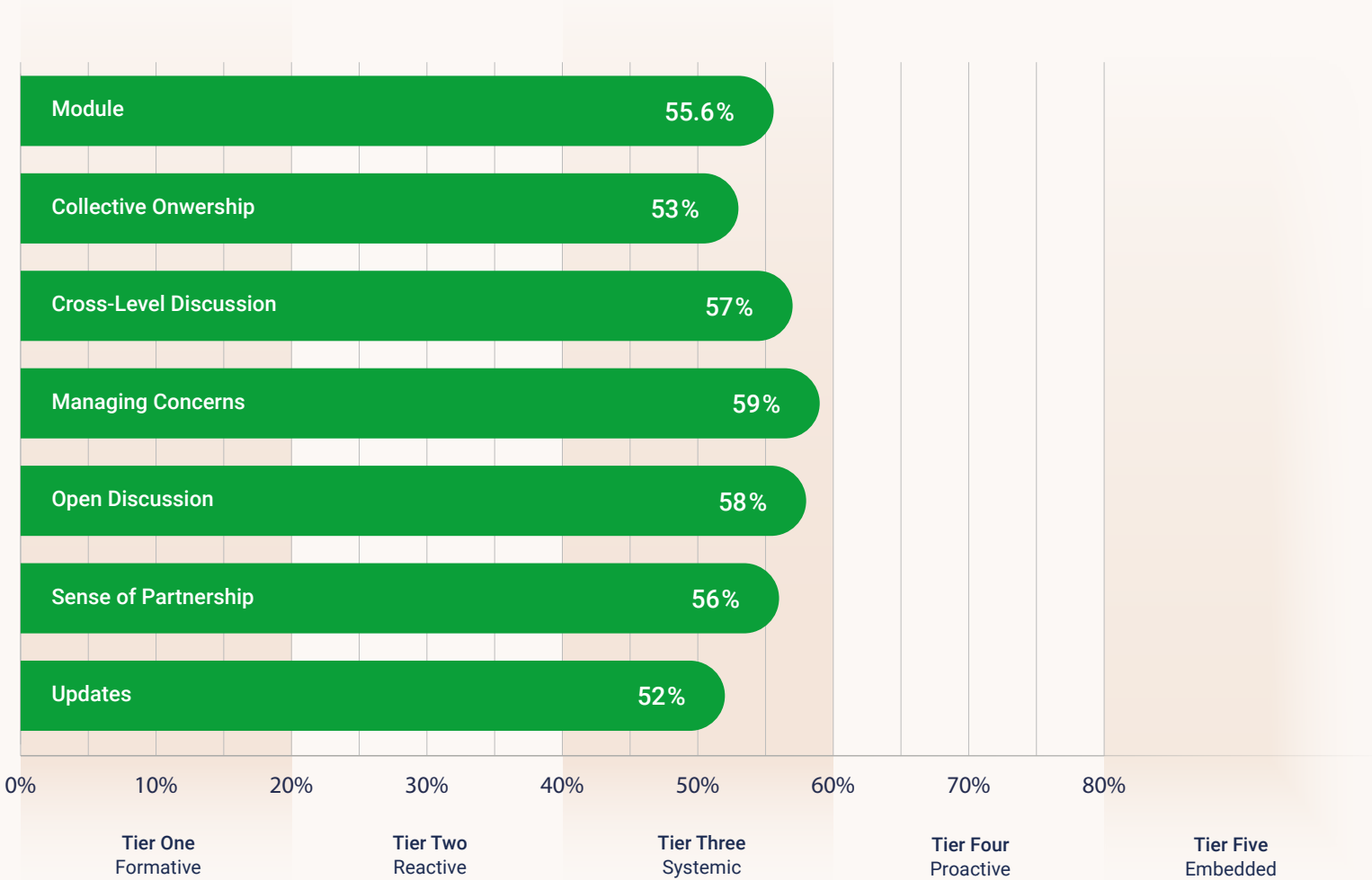


BY ELEMENT:

Worker and Contractor Engagement - Hospitality Industry

Hospitality Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

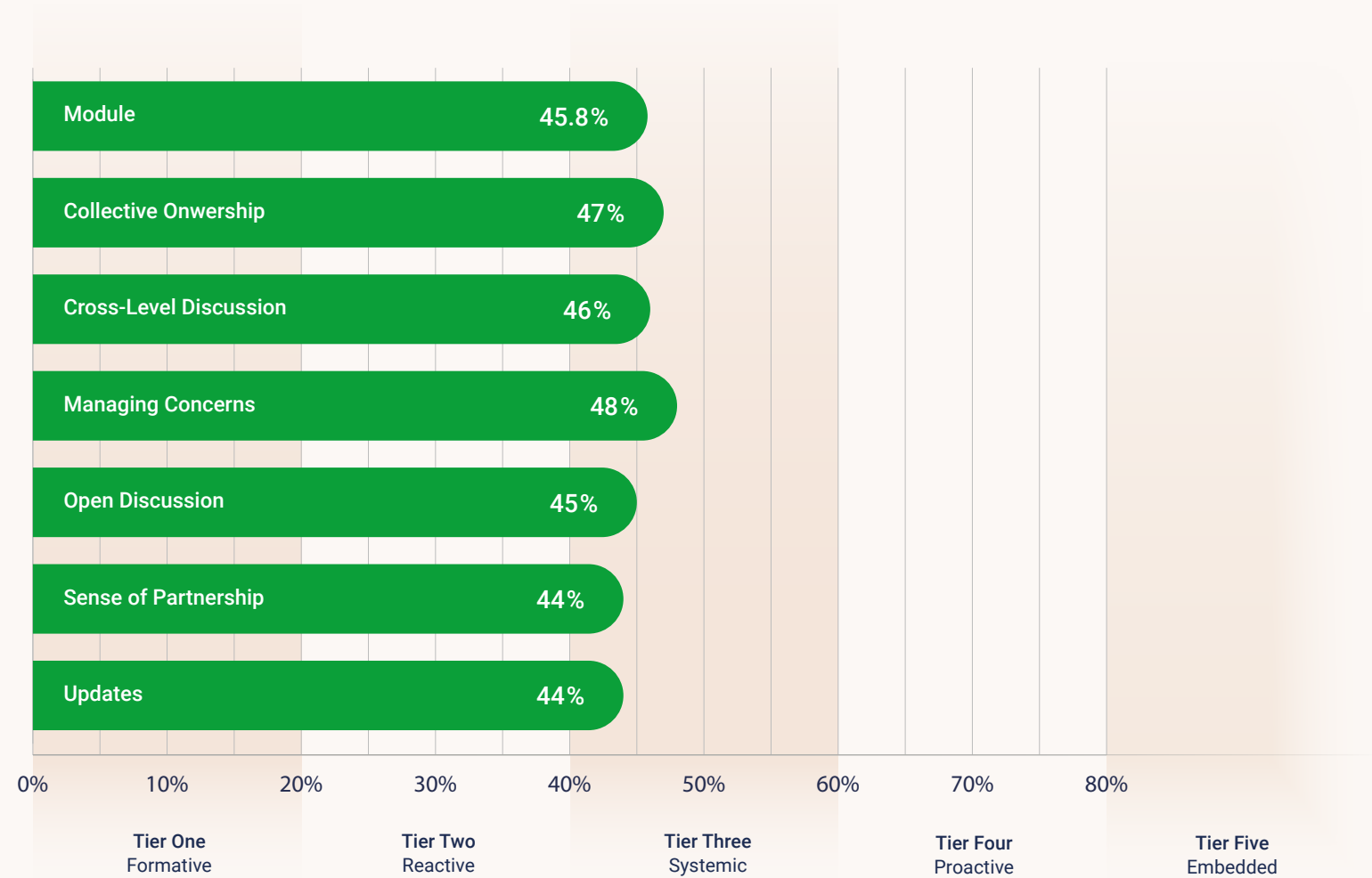


BY ELEMENT:

Worker and Contractor Engagement - IT & Media Industry

IT & Media Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

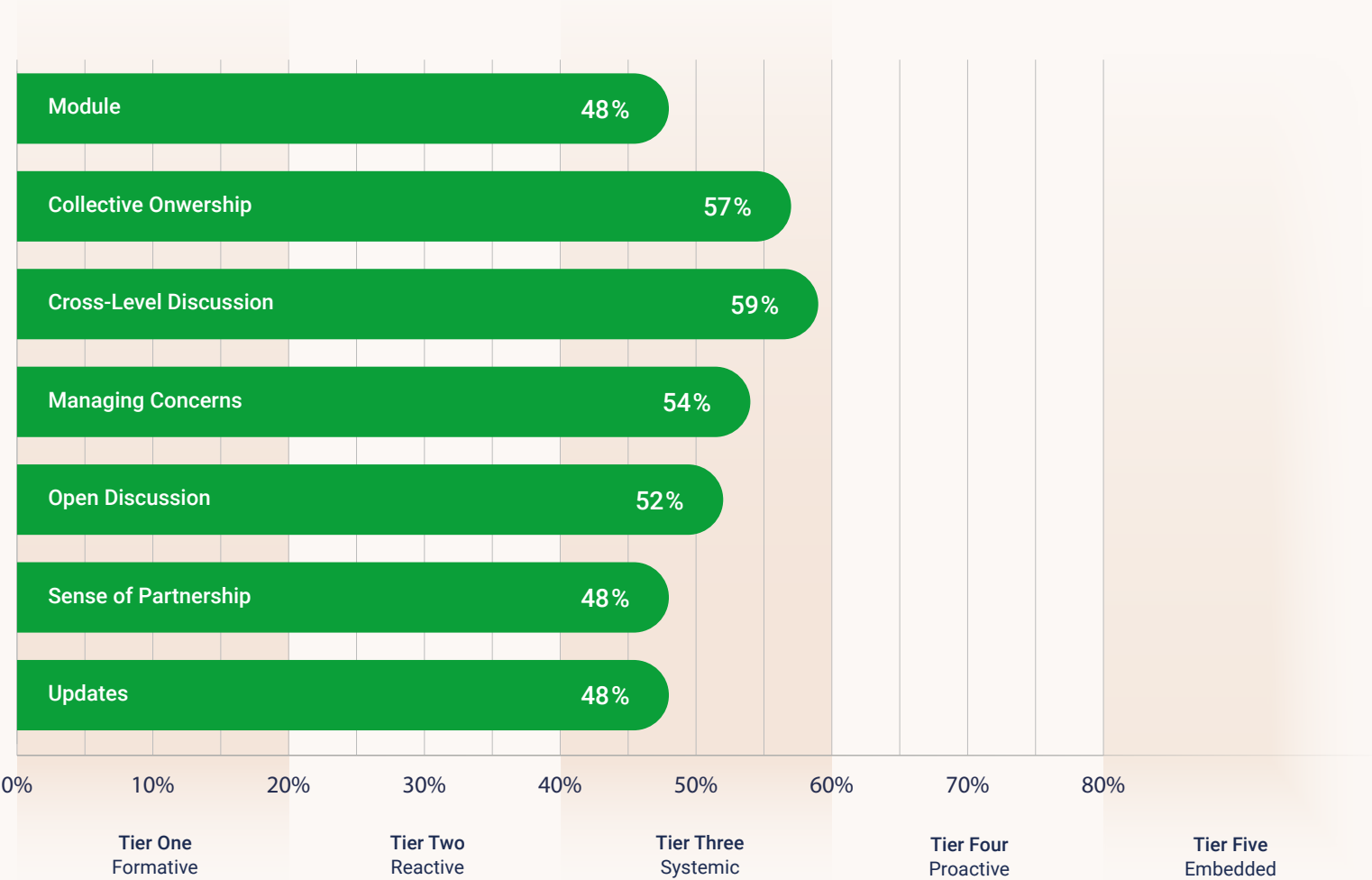


BY ELEMENT:

Worker and Contractor Engagement - Manufacturing Industry

Manufacturing Industry

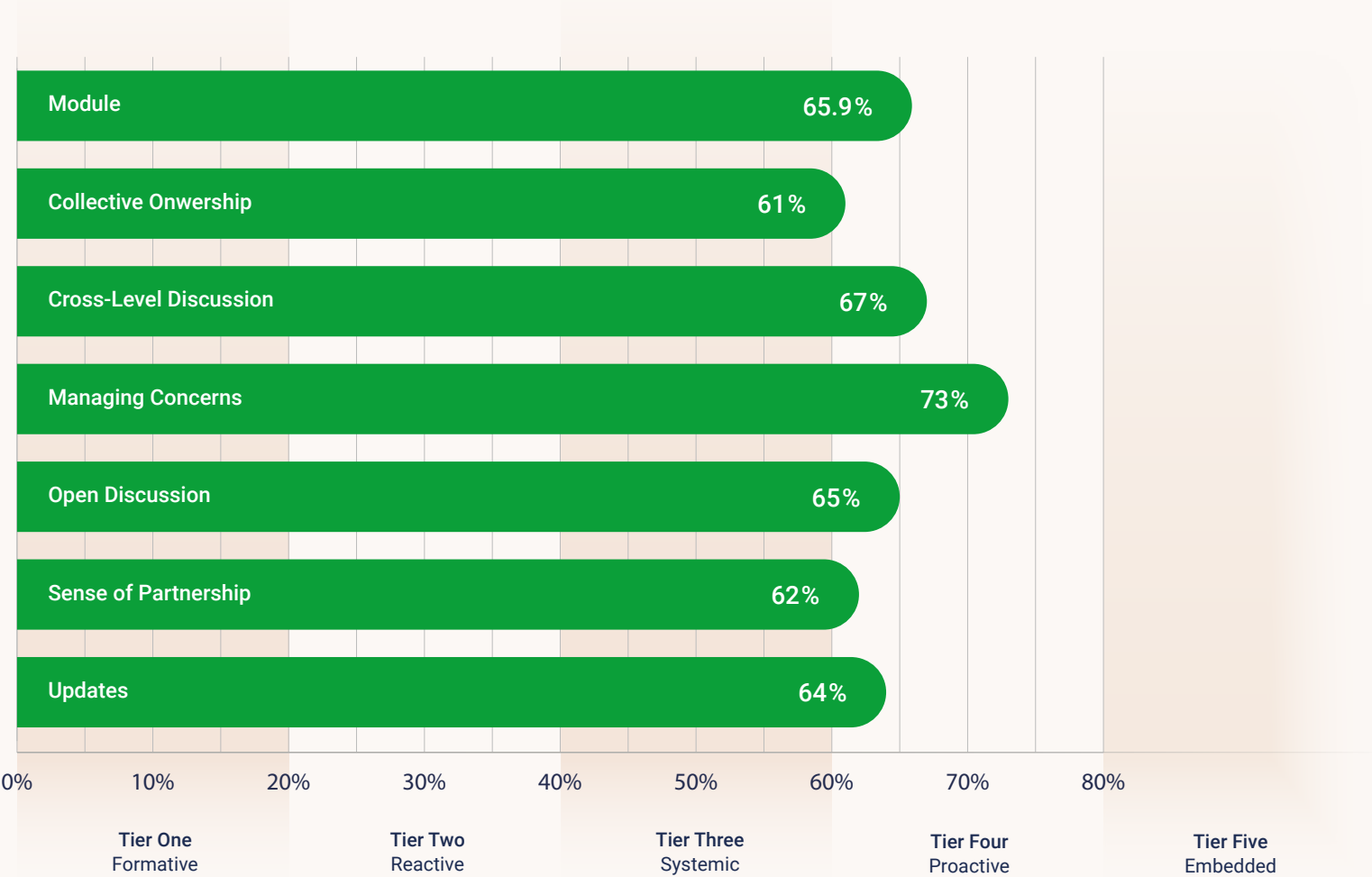
Average Maturity Score by Element: Worker & Contractor Engagement Module



BY ELEMENT:

Worker and Contractor Engagement - Mining Industry

Mining Industry
Average Maturity Score by Element: Worker & Contractor Engagement Module

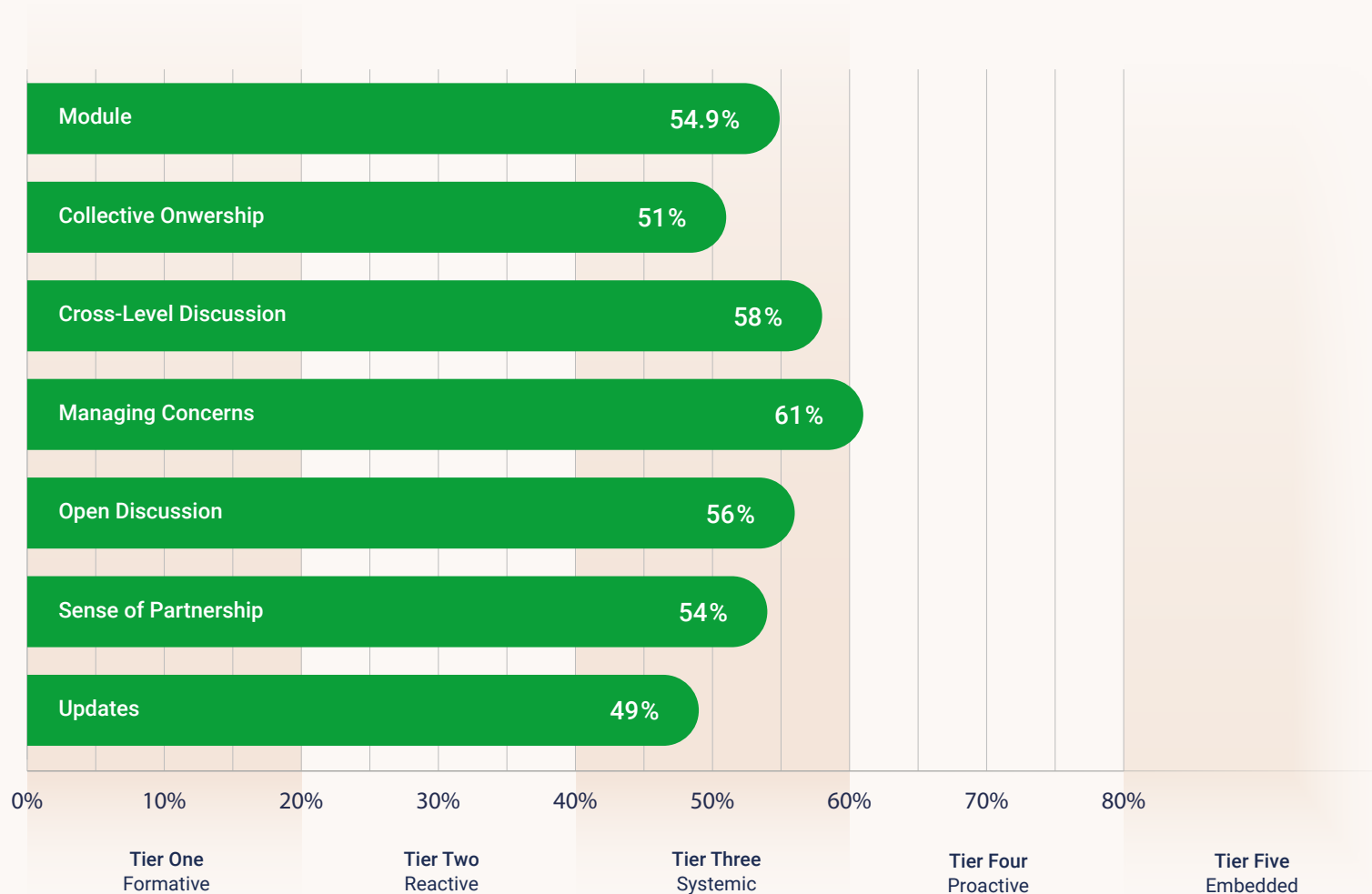


BY ELEMENT:

Worker and Contractor Engagement - Other Services Industry

Other Services Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

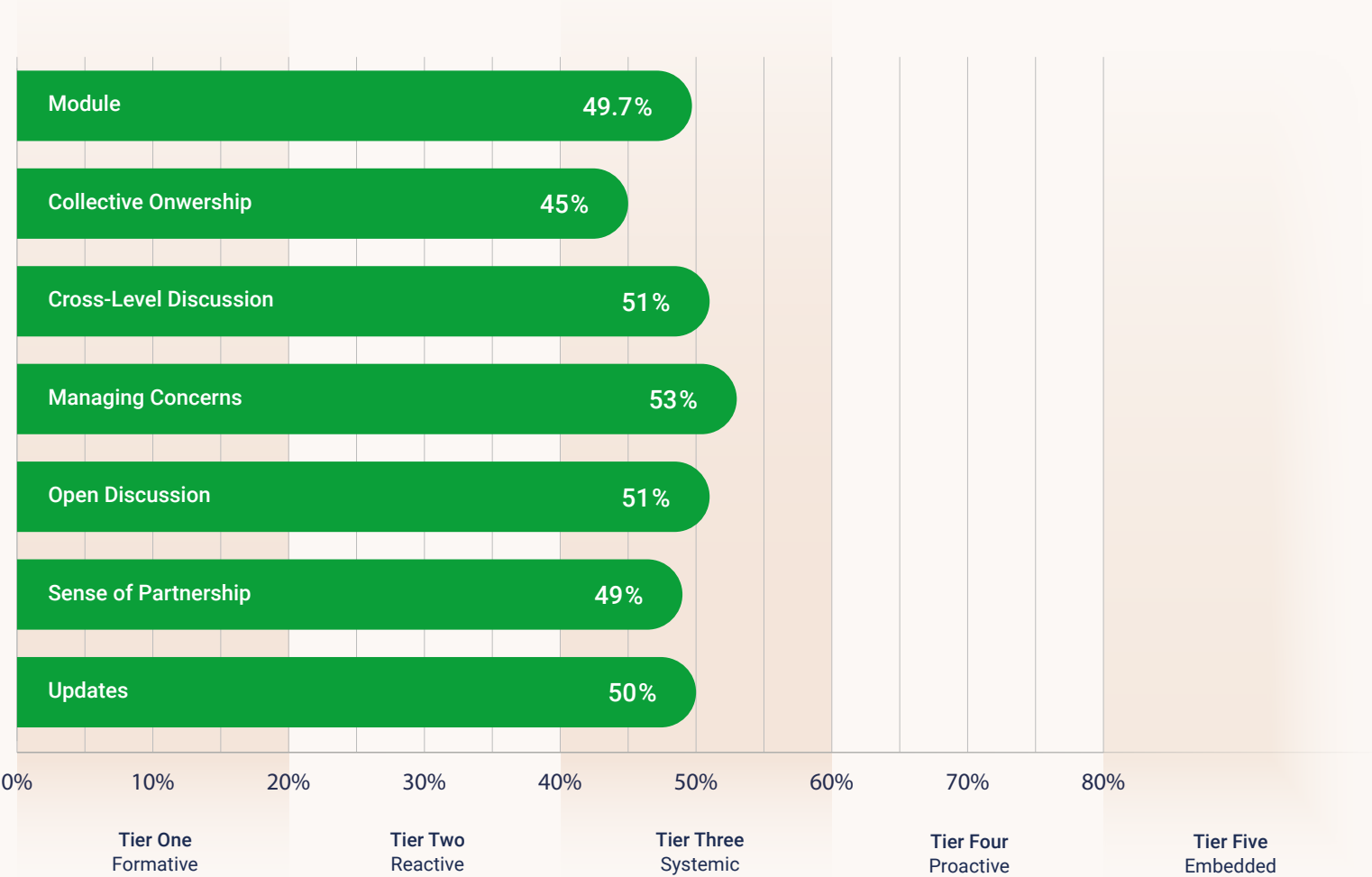


BY ELEMENT:

Worker and Contractor Engagement - Primary Industries Industry

Primary Industries Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

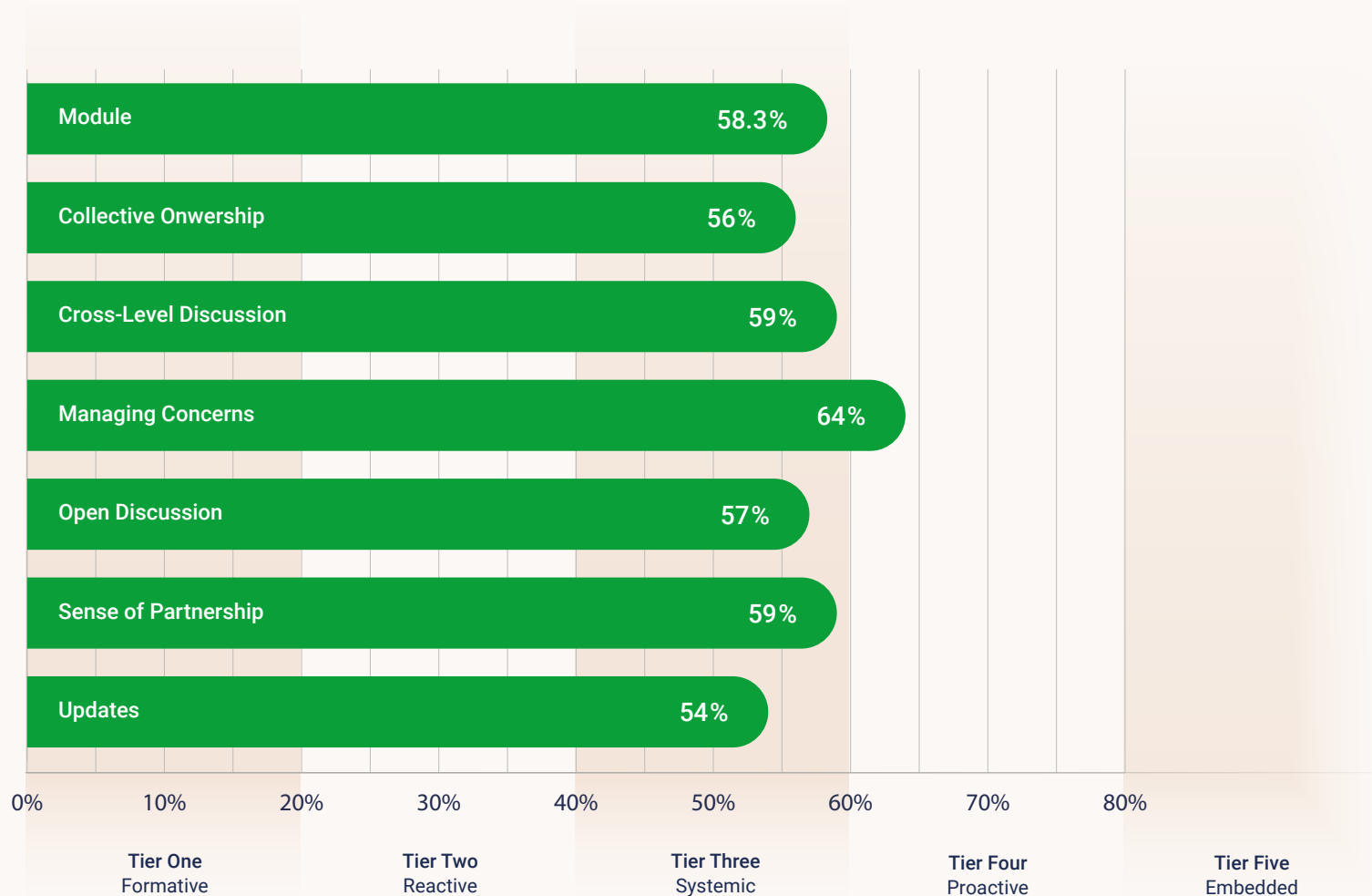


BY ELEMENT:

Worker and Contractor Engagement - Professional Services Industry

Professional Services Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

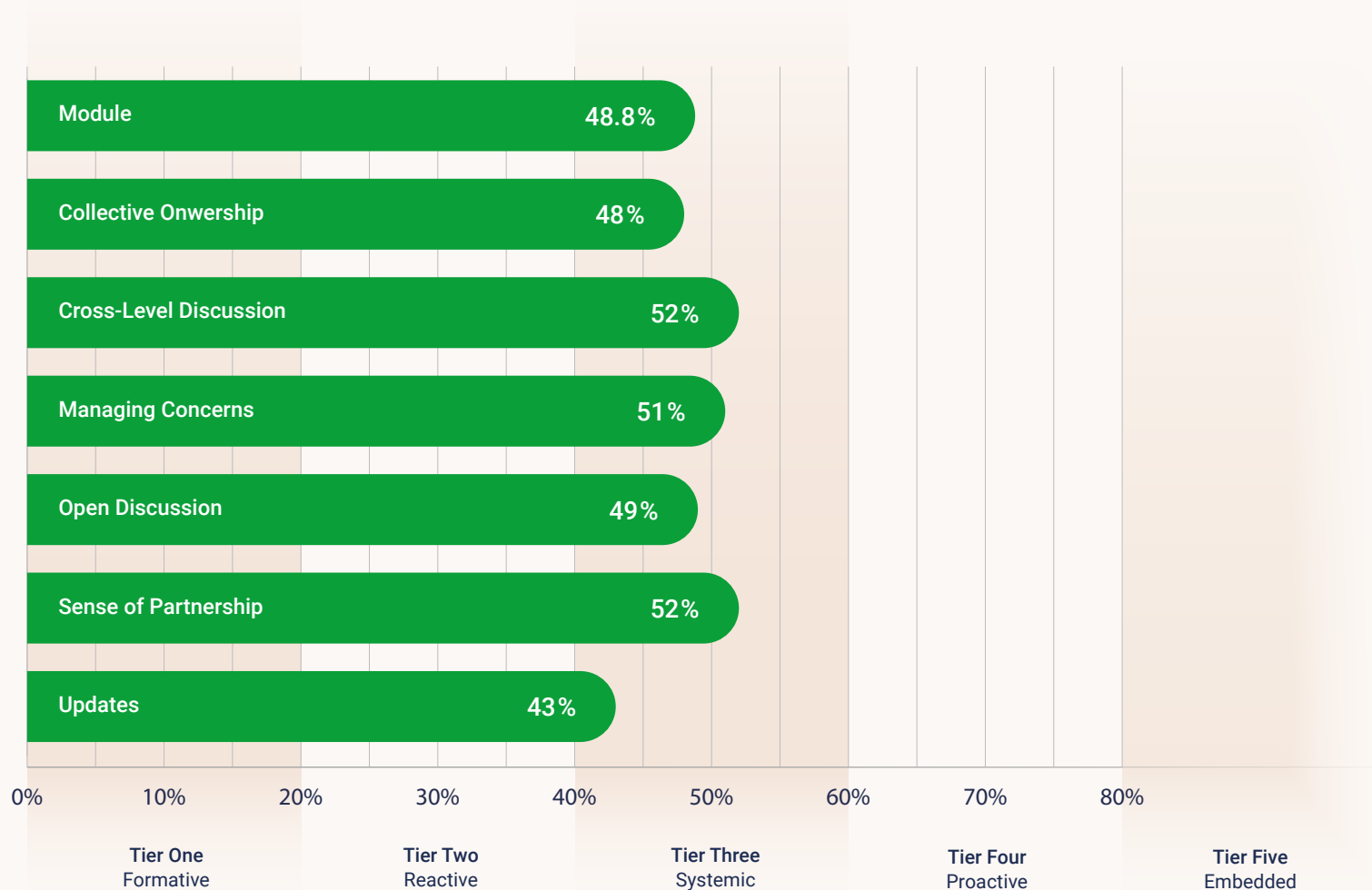


BY ELEMENT:

Worker and Contractor Engagement - Public Service Industry

Public Service Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

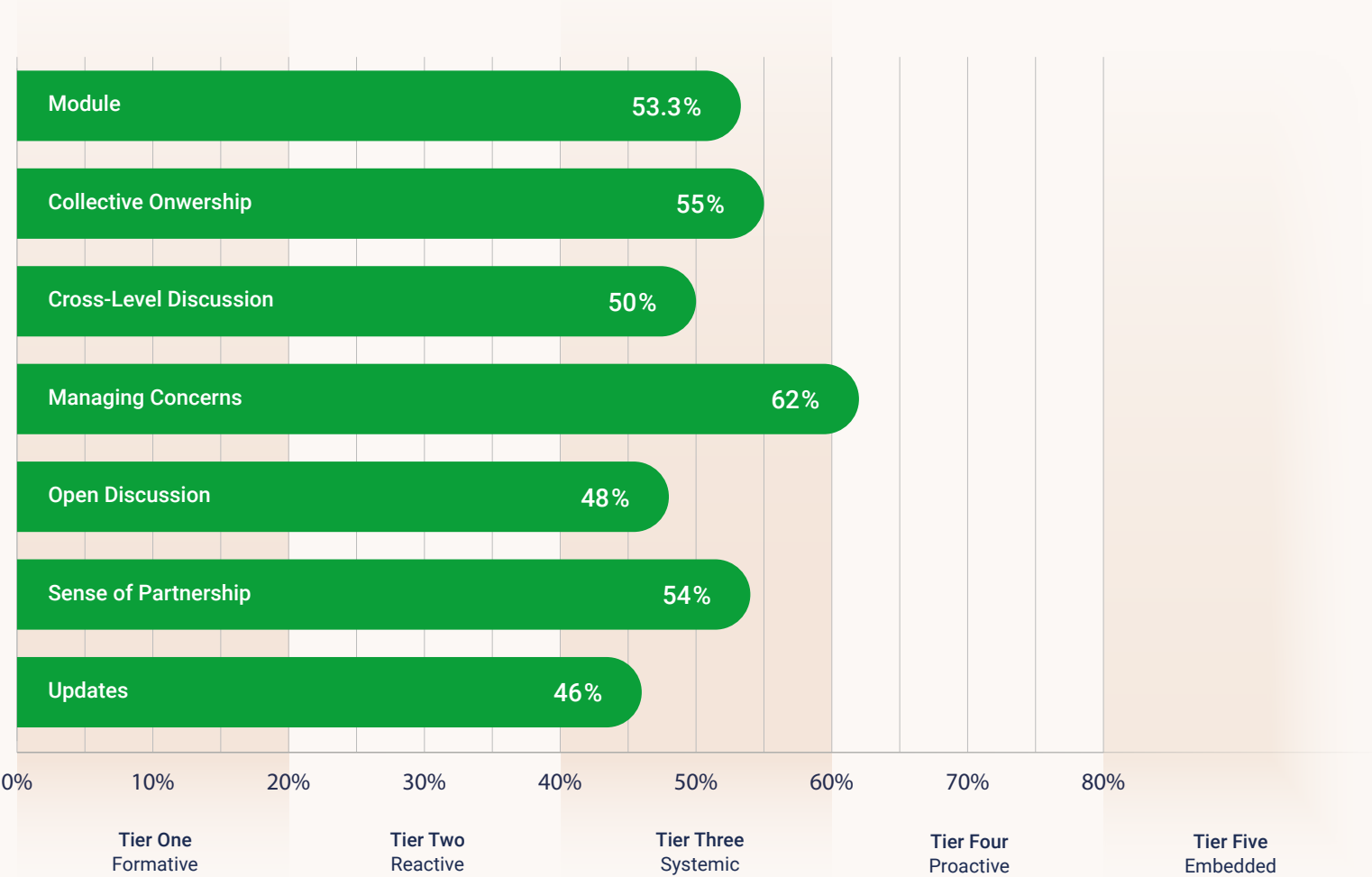


BY ELEMENT:

Worker and Contractor Engagement - Real Estate Industry

Real Estate Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

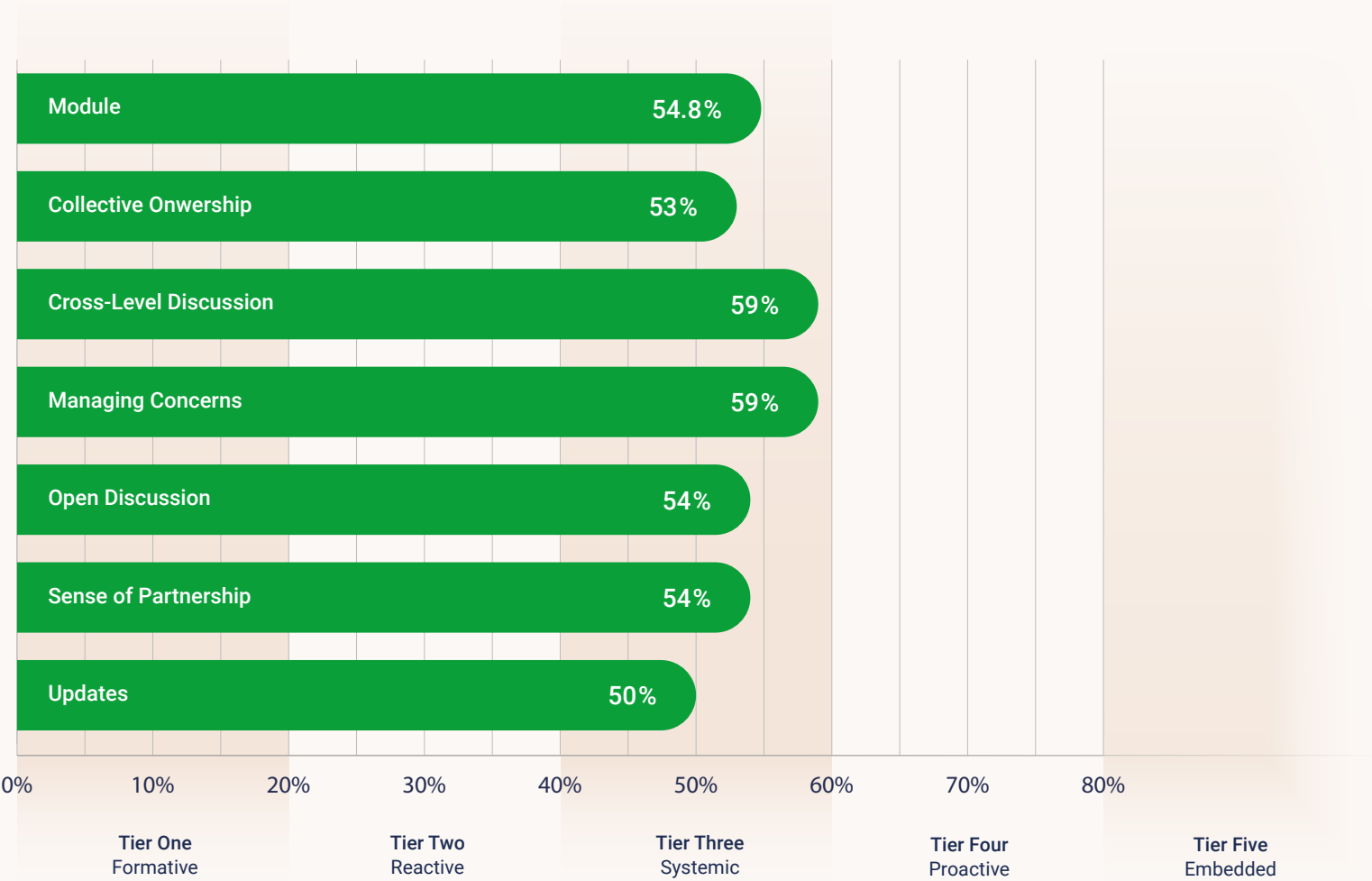


BY ELEMENT:

Worker and Contractor Engagement - Retail Trade Industry

Retail Trade Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

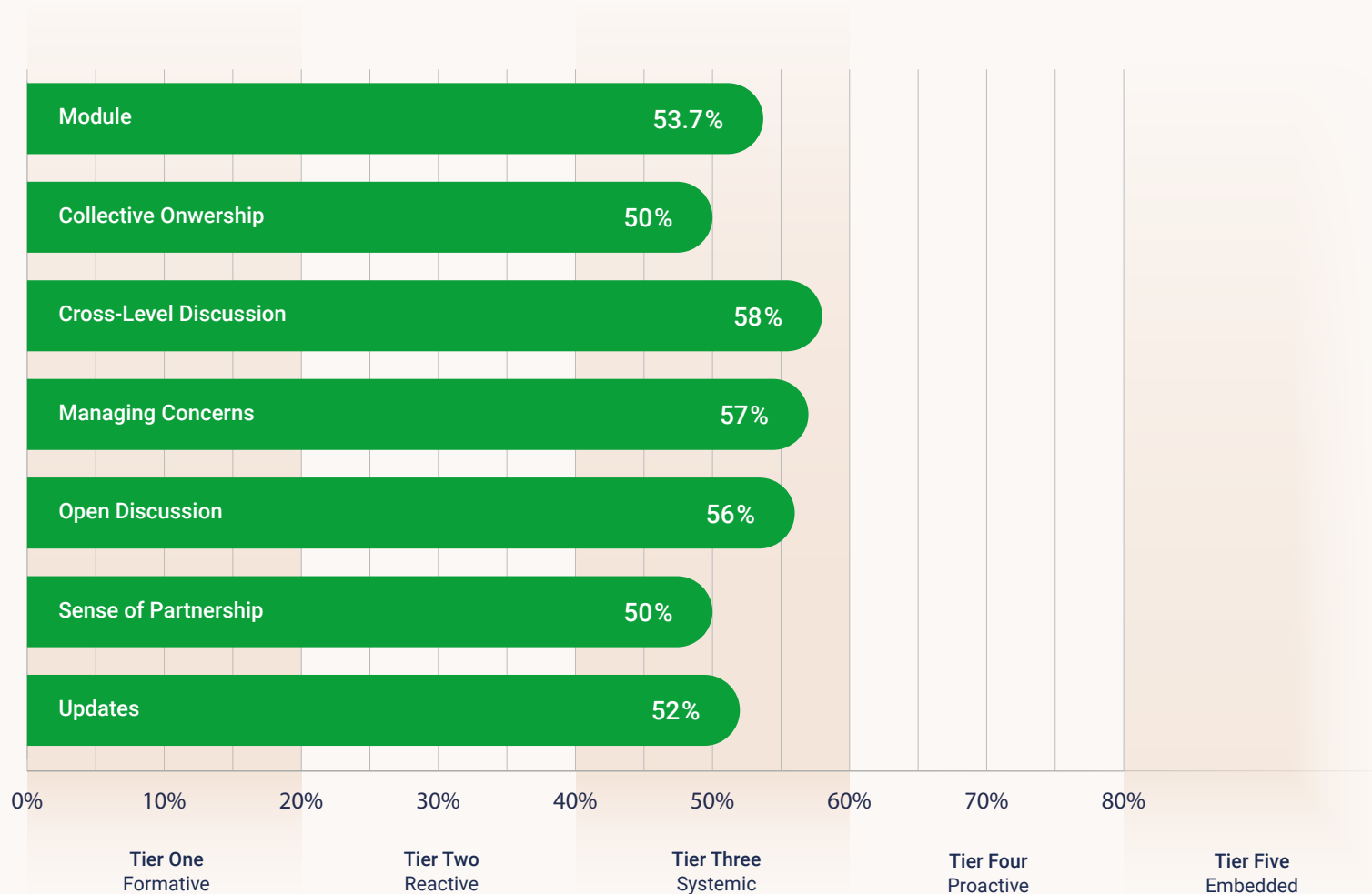


BY ELEMENT:

Worker and Contractor Engagement - Transport Industry

Transport Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

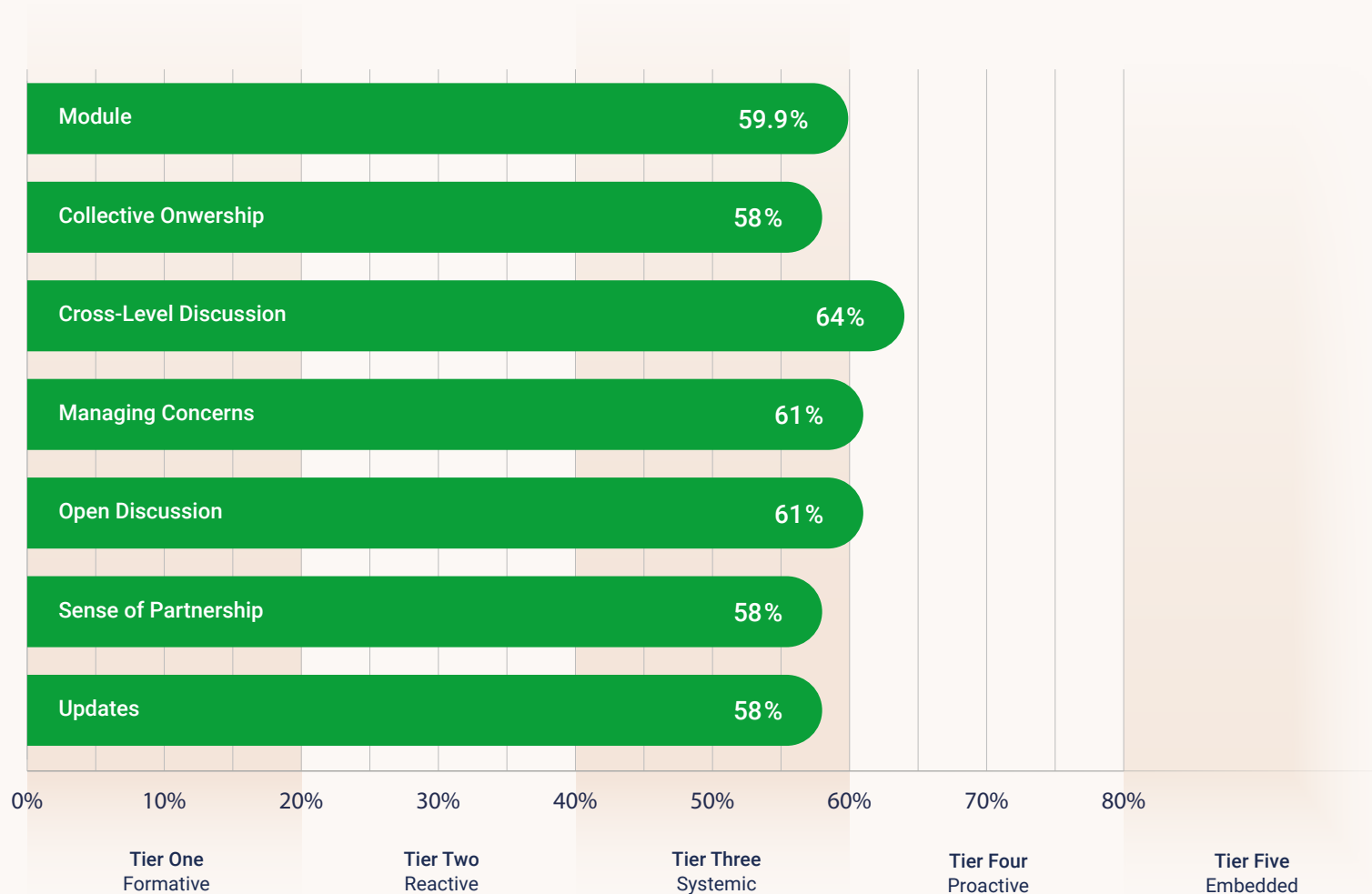


BY ELEMENT:

Worker and Contractor Engagement - Utilities Industry

Utilities Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

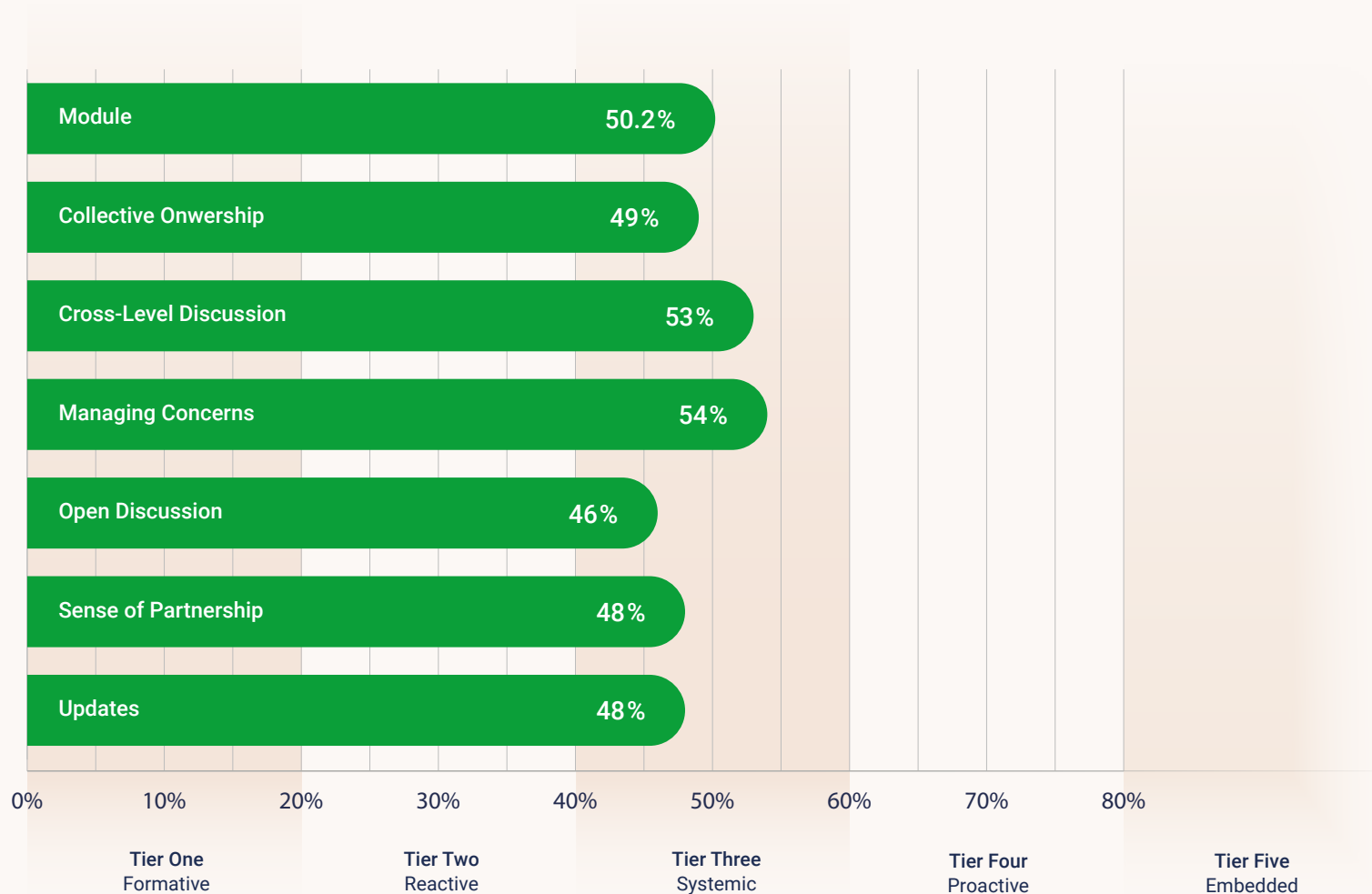


BY ELEMENT:

Worker and Contractor Engagement - Wholesale Industry

Wholesale Trade Industry

Average Maturity Score by Element: Worker & Contractor Engagement Module

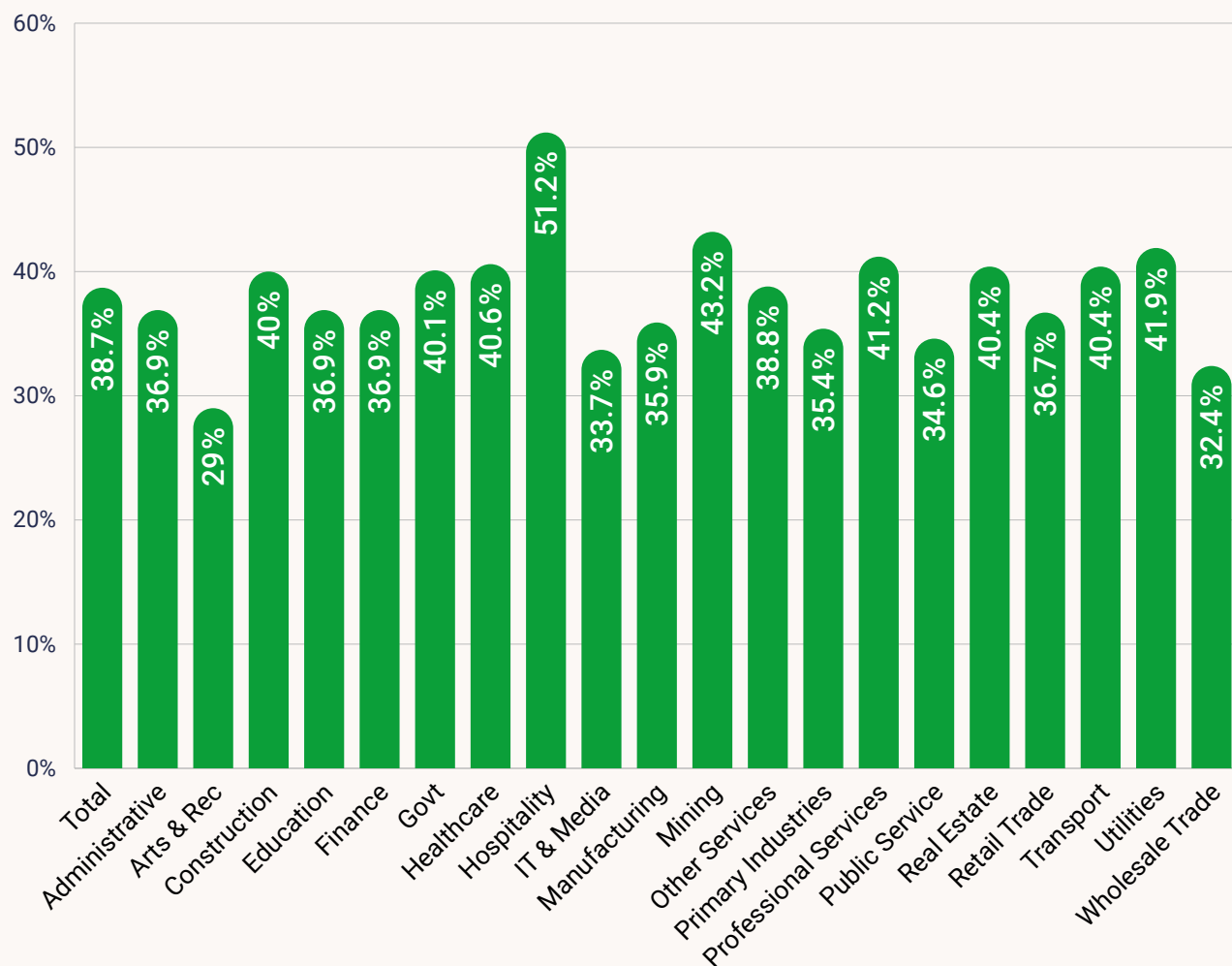


BY INDUSTRY:

Verification & Audit Activities Module

Verification & Audit Activities

Average Maturity Score by Industry



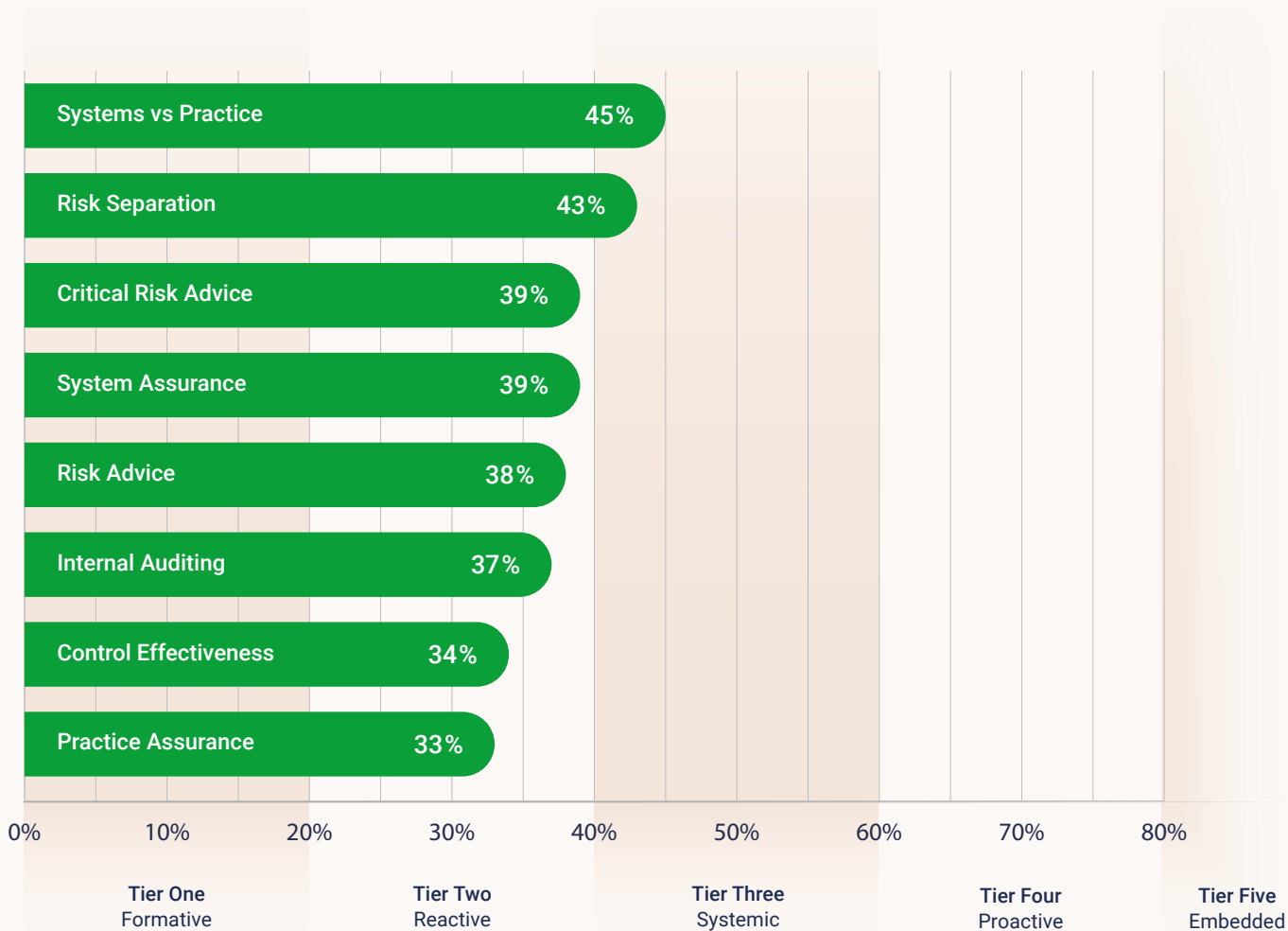
BY ELEMENT:

Verification & Audit Activities

Verification & Audit Activities
Average Maturity Score



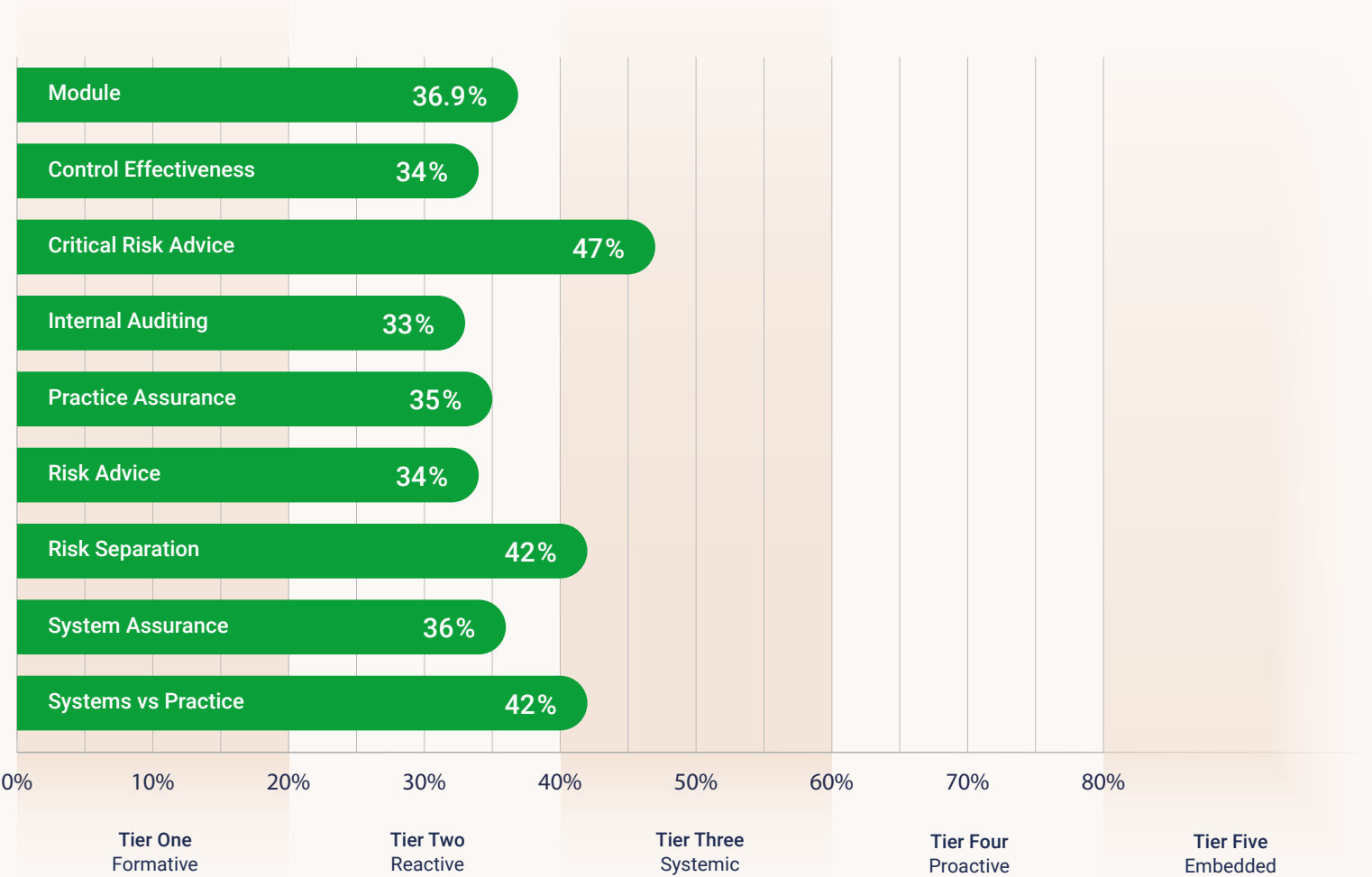
Verification & Audit Activities
Average Maturity Score by Element



BY ELEMENT:

Verification & Audit Activities - Administration Industry

Administration Industry
Average Maturity Score by Element: Verification & Audit Module

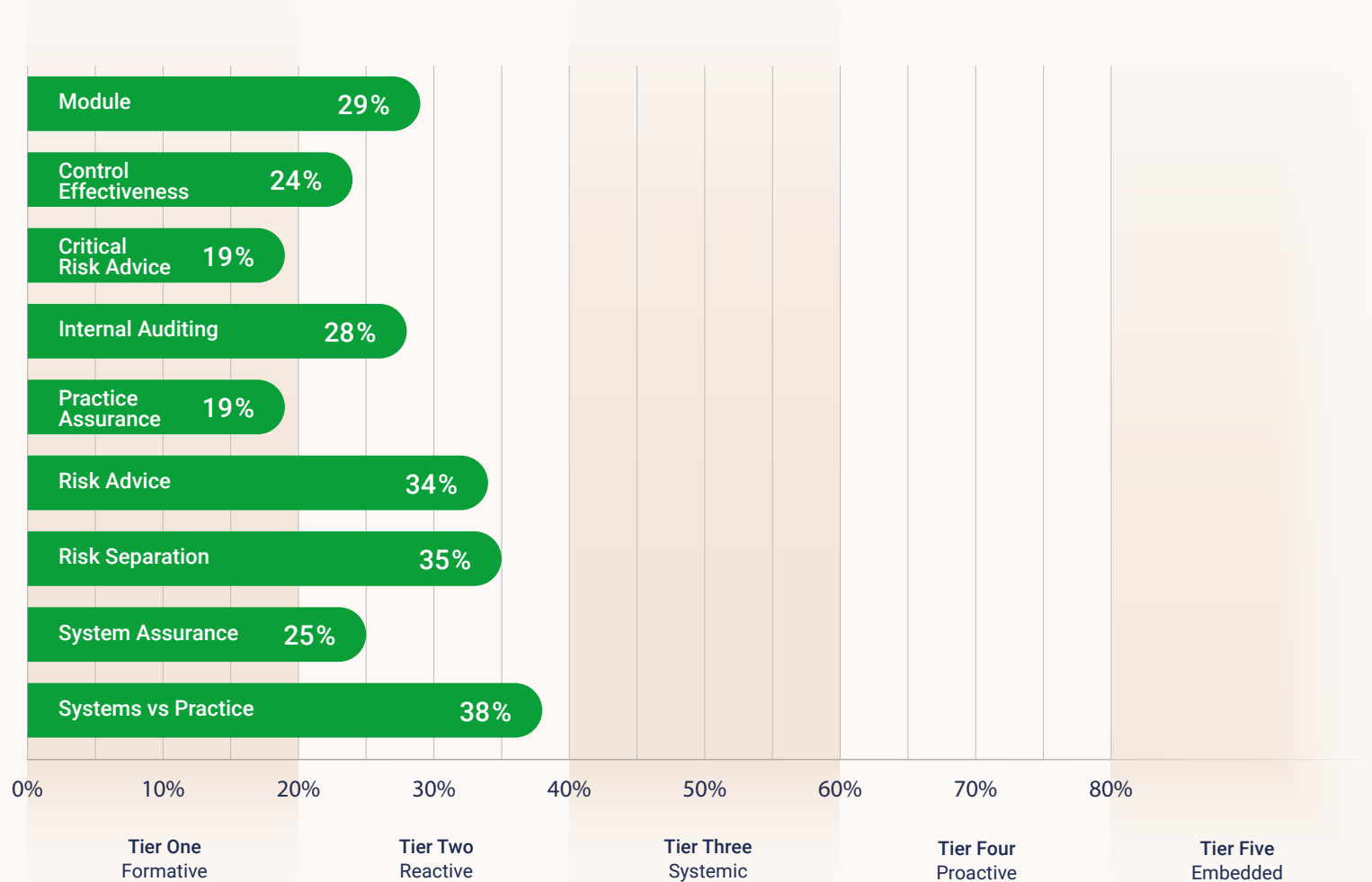


BY ELEMENT:

Verification & Audit Activities - Arts & Rec Industry

Arts & Rec Industry

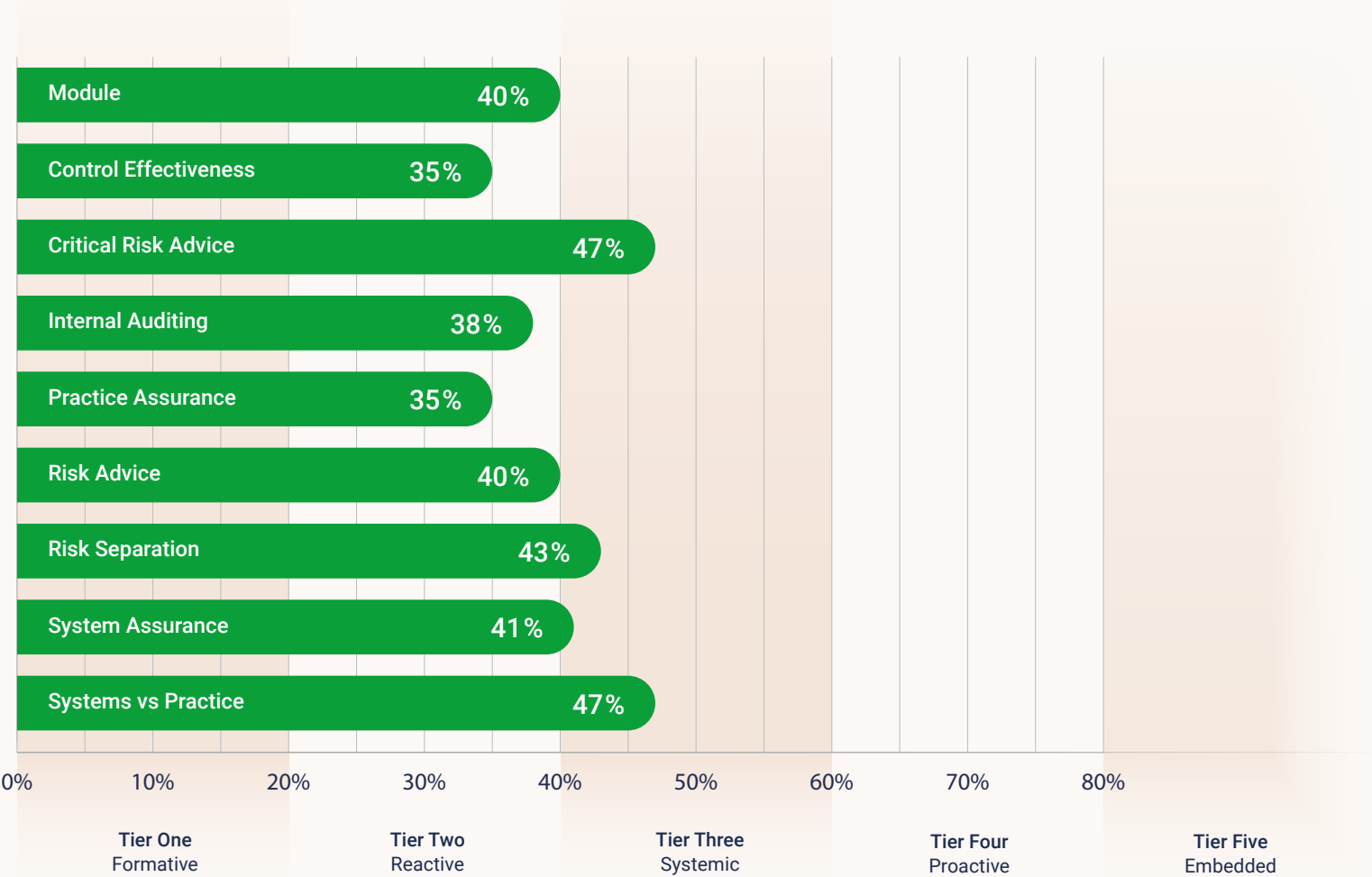
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Construction Industry

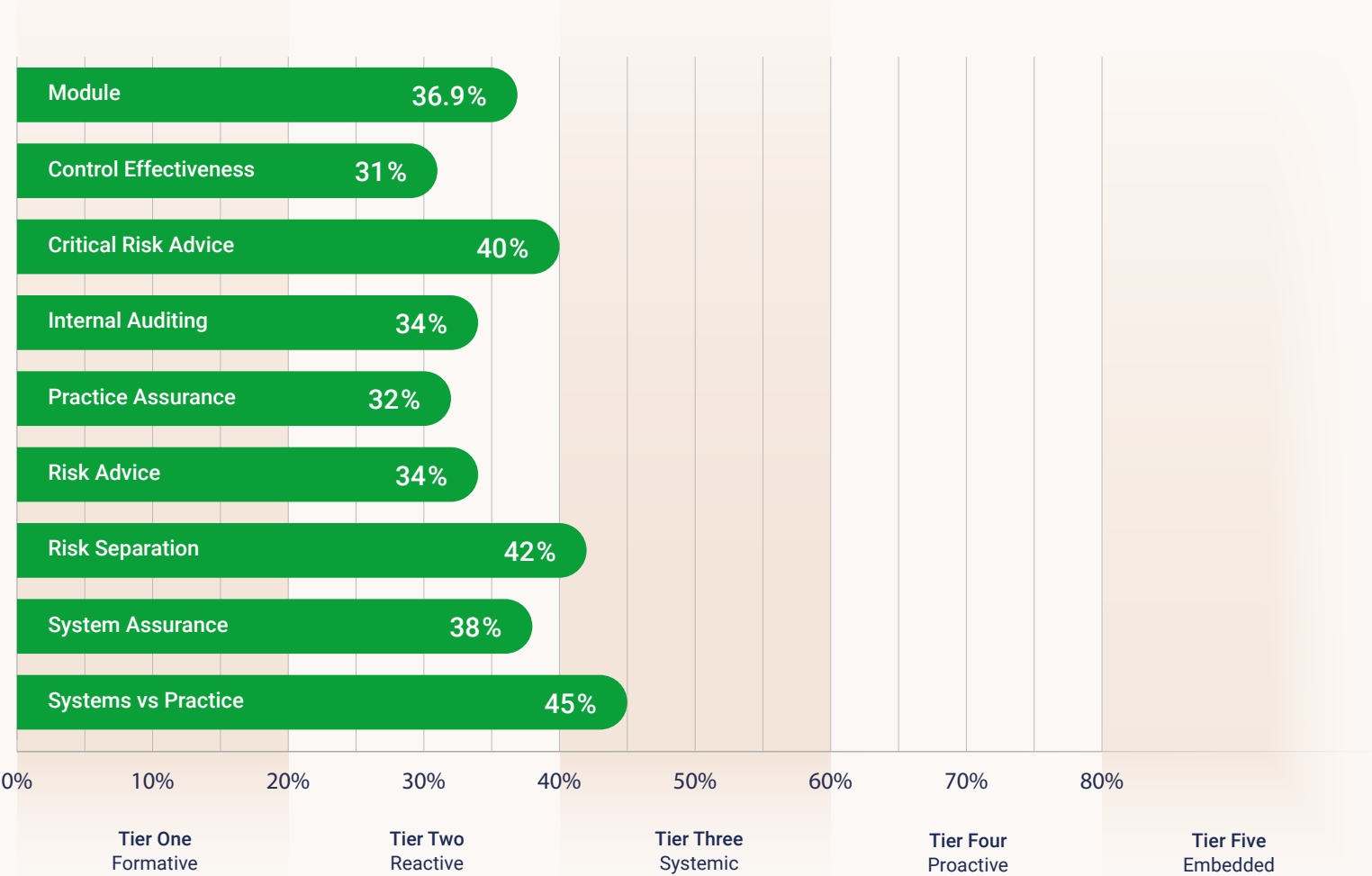
Construction Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Education Industry

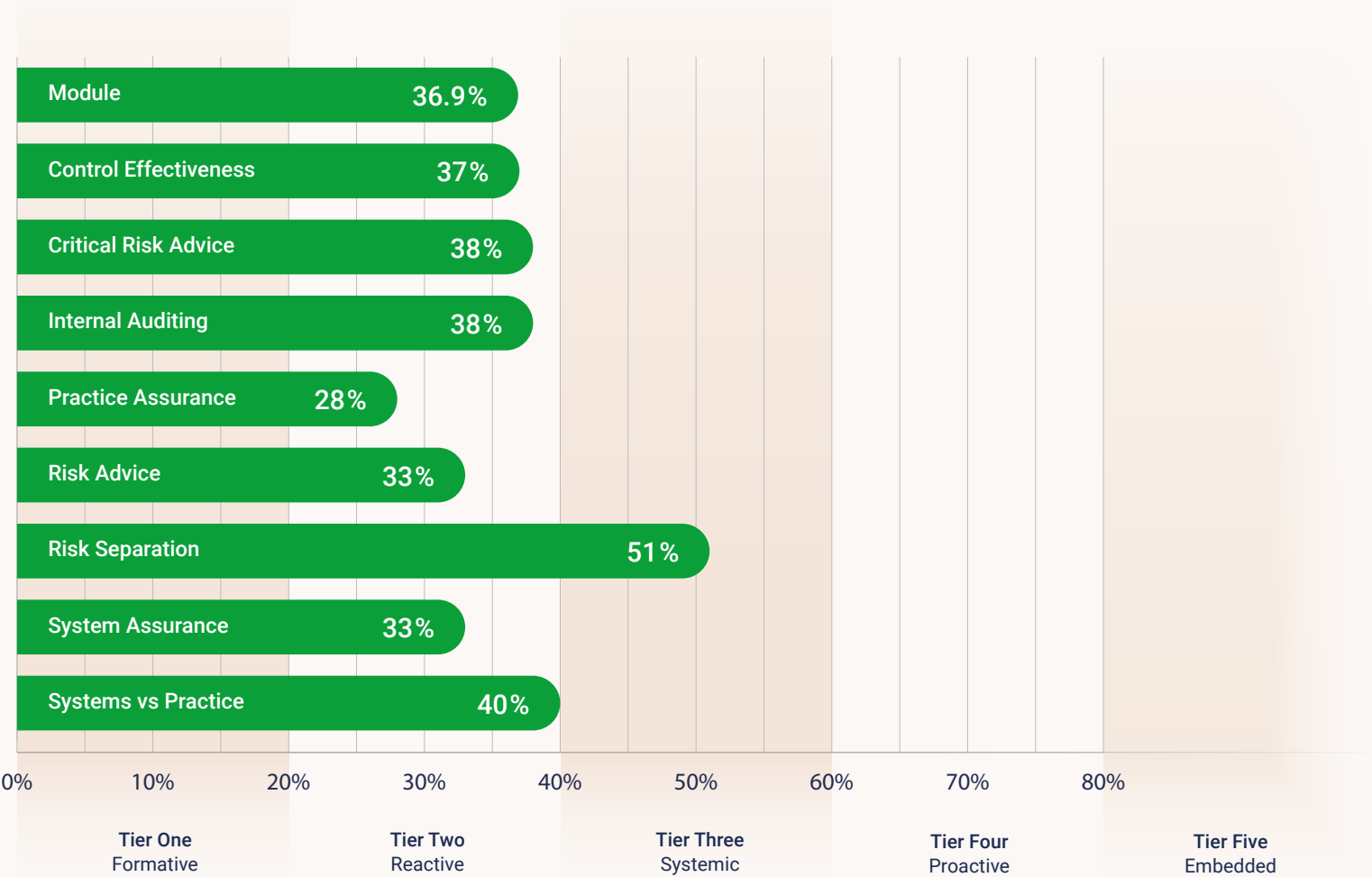
Education Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Finance Industry

Finance Industry
Average Maturity Score by Element: Verification & Audit Module

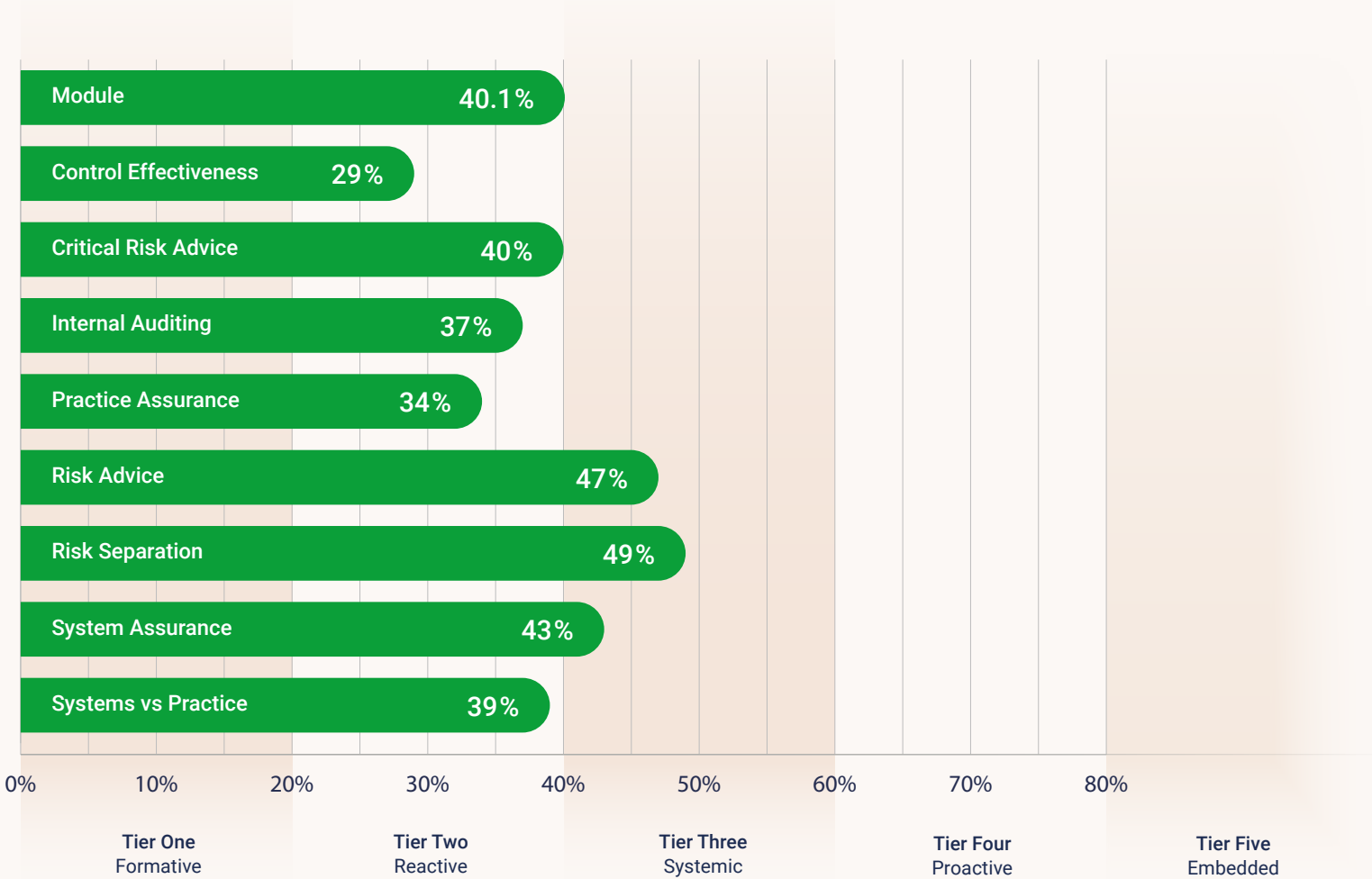


BY ELEMENT:

Verification & Audit Activities - Government Industry

Government Industry

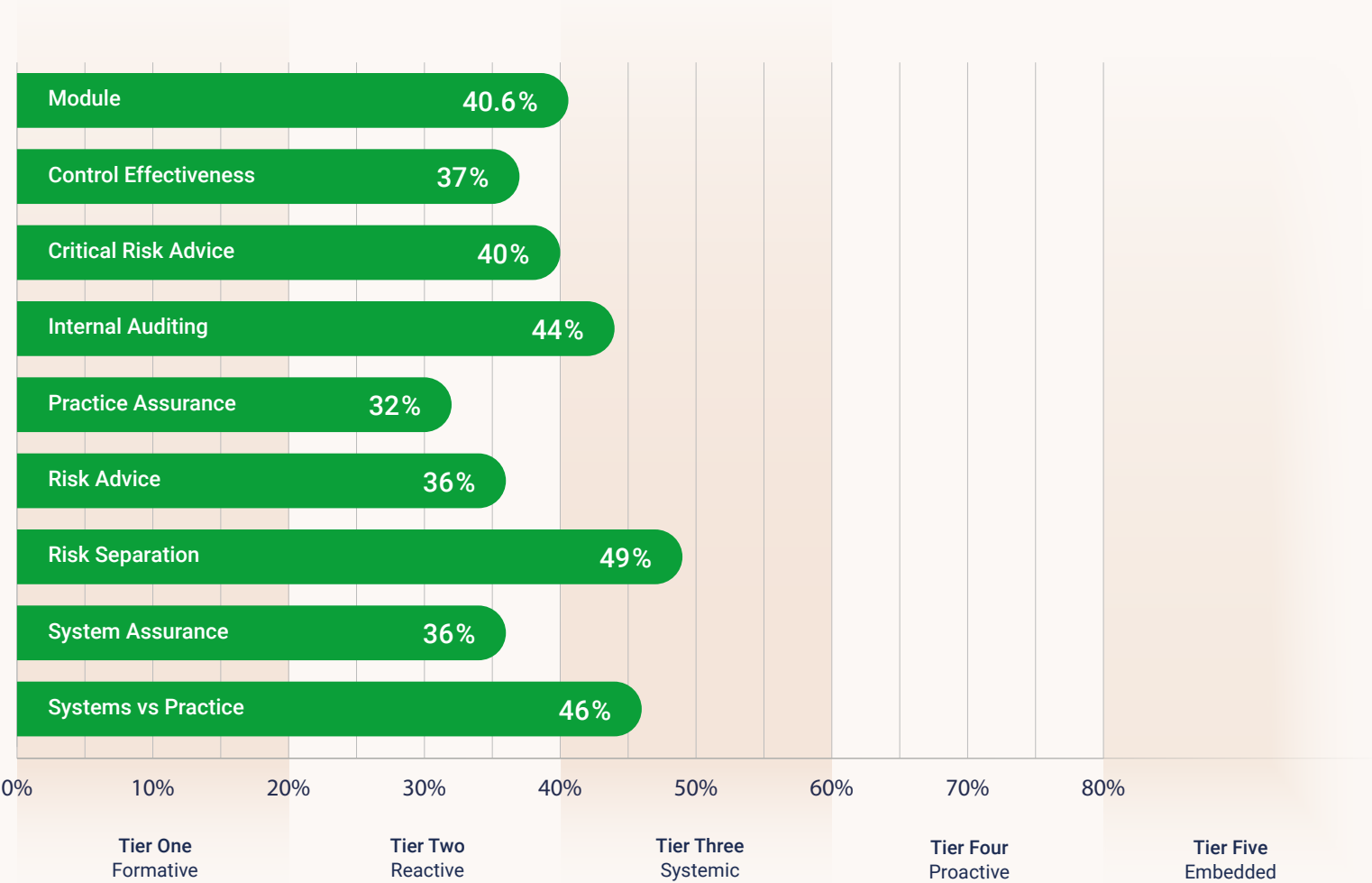
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Healthcare Industry

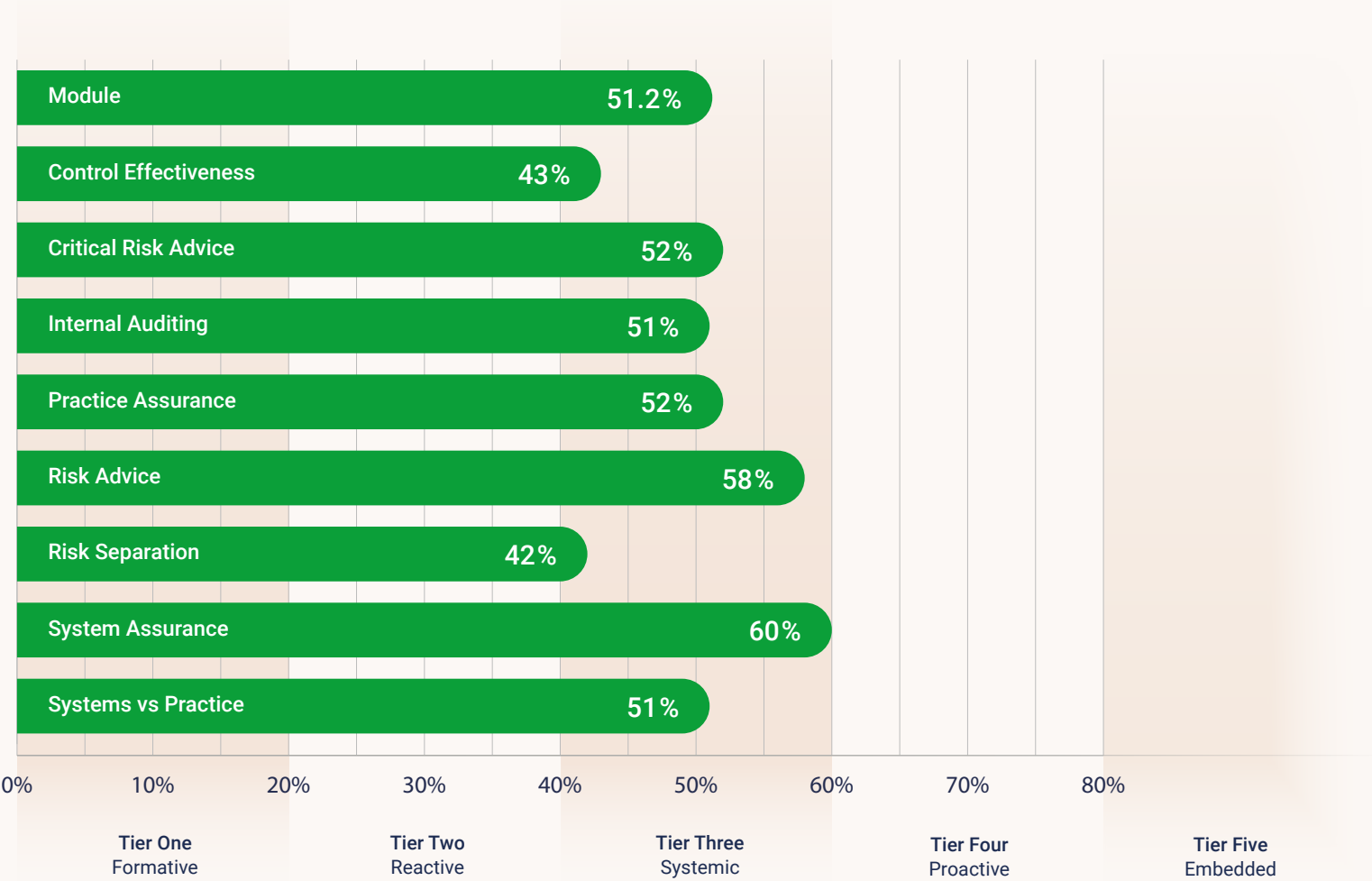
Healthcare Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Hospitality Industry

Hospitality Industry
Average Maturity Score by Element: Verification & Audit Module

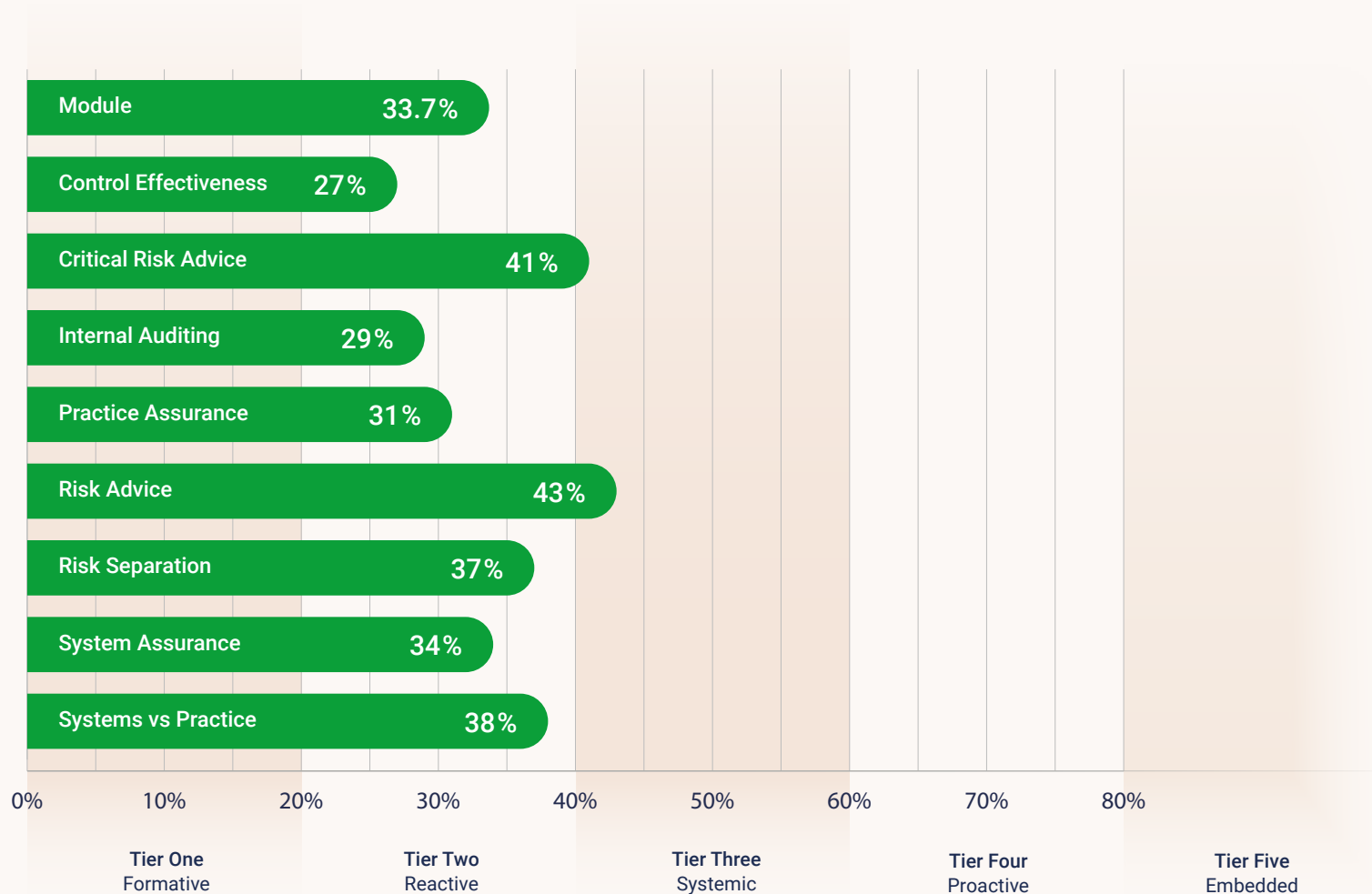


BY ELEMENT:

Verification & Audit Activities - IT & Media Industry

IT & Media Industry

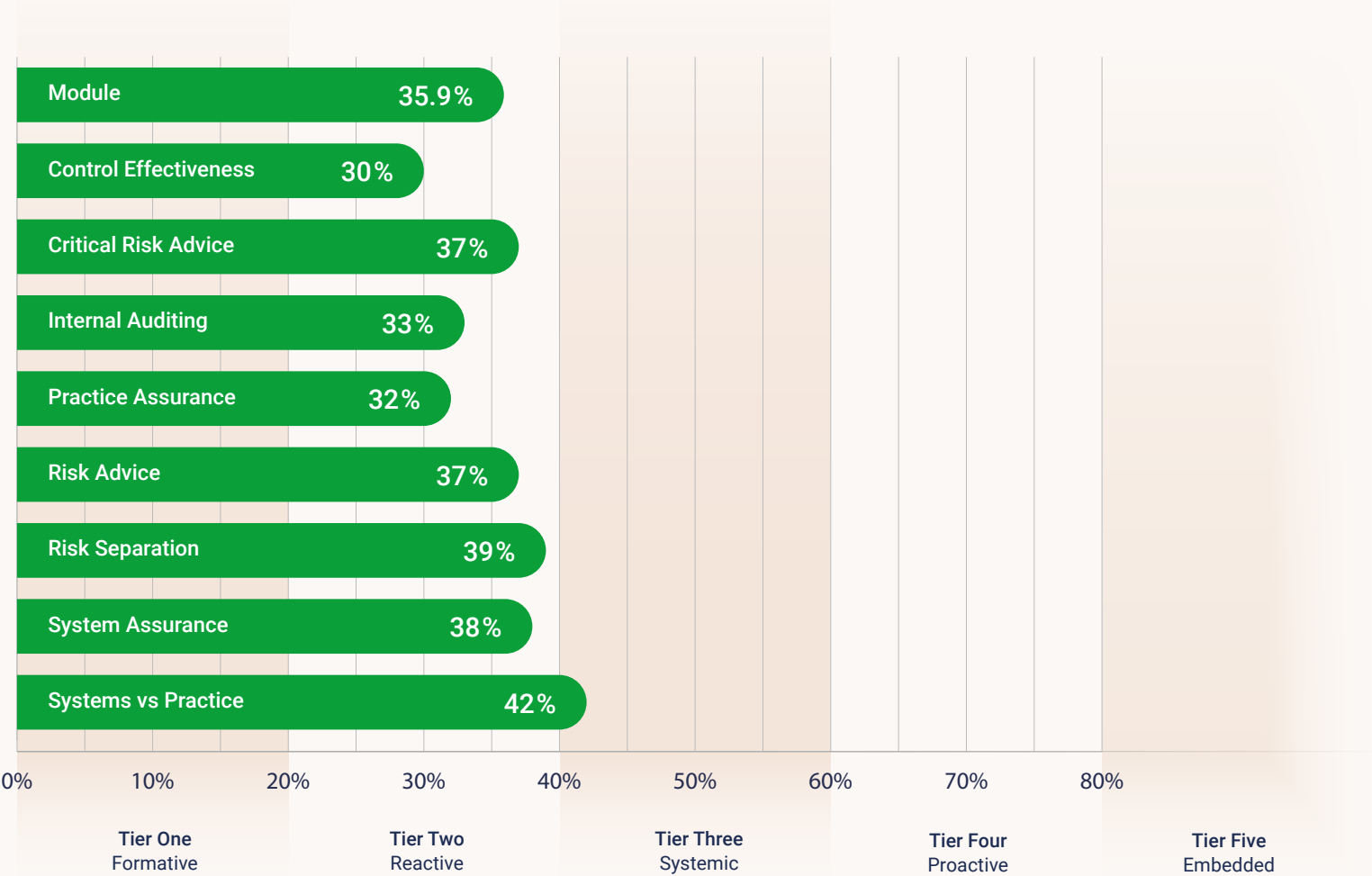
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Manufacturing Industry

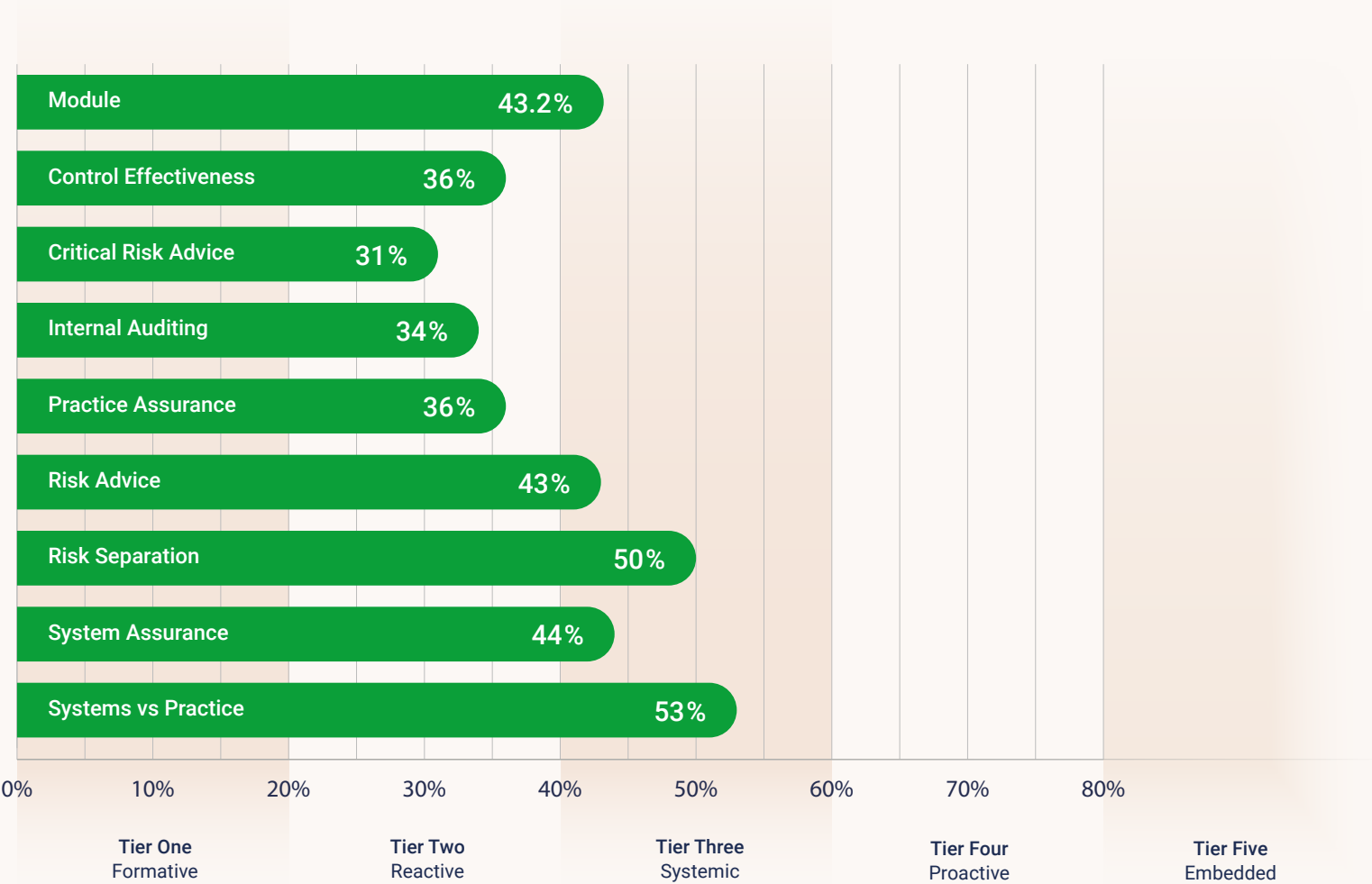
Manufacturing Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Mining Industry

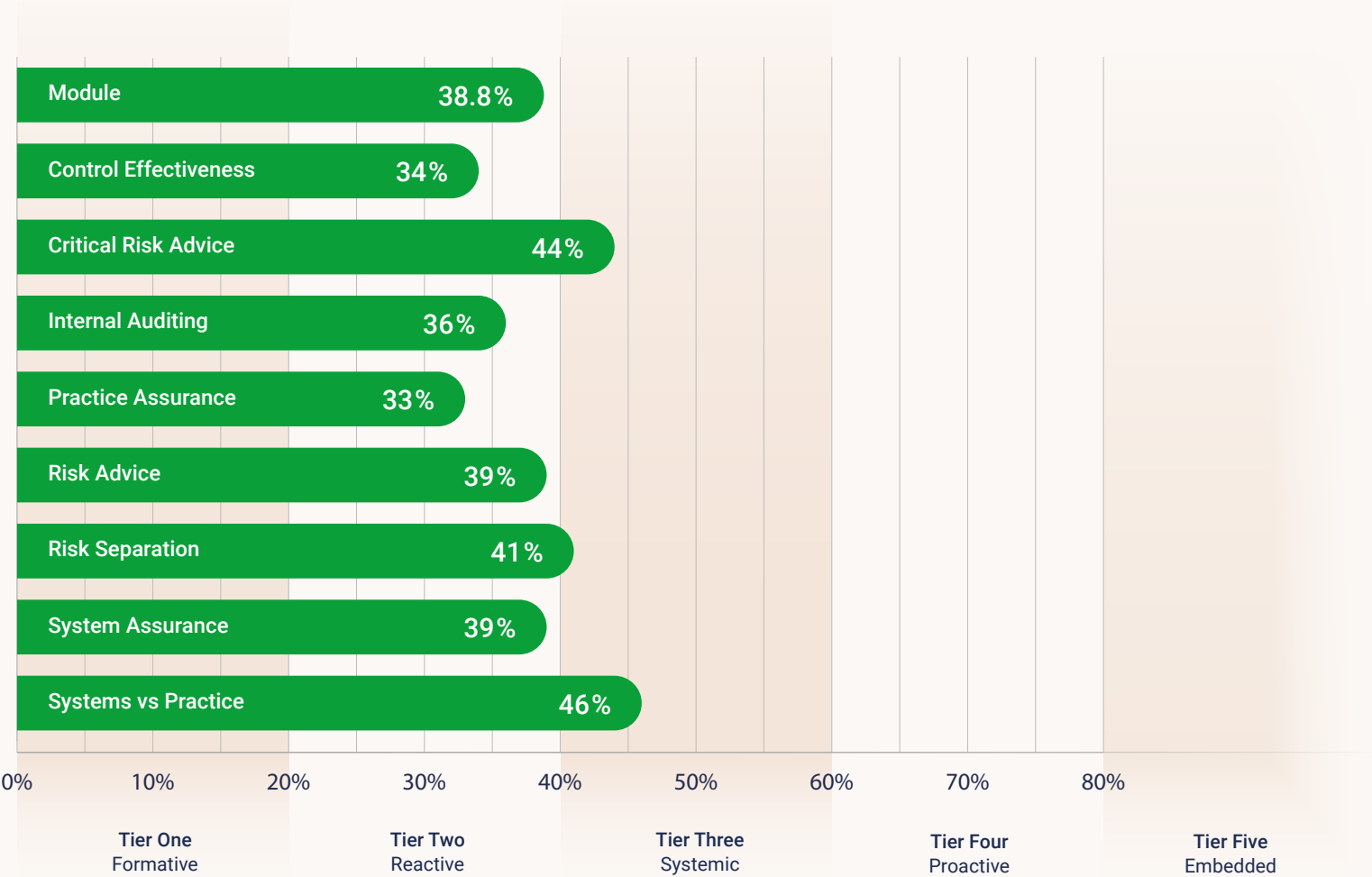
Mining Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Other Services Industry

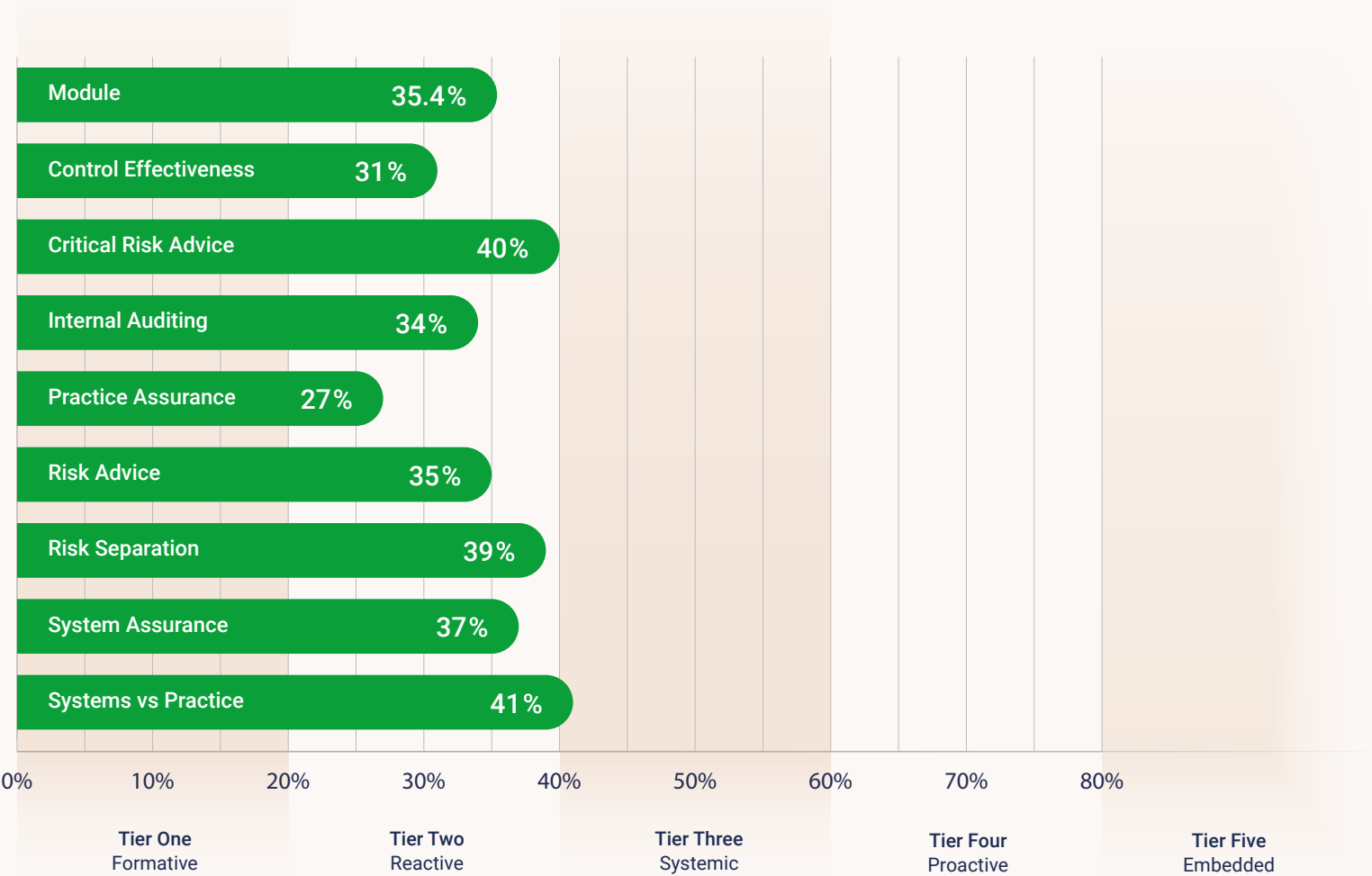
Other Services Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Primary Industries Industry

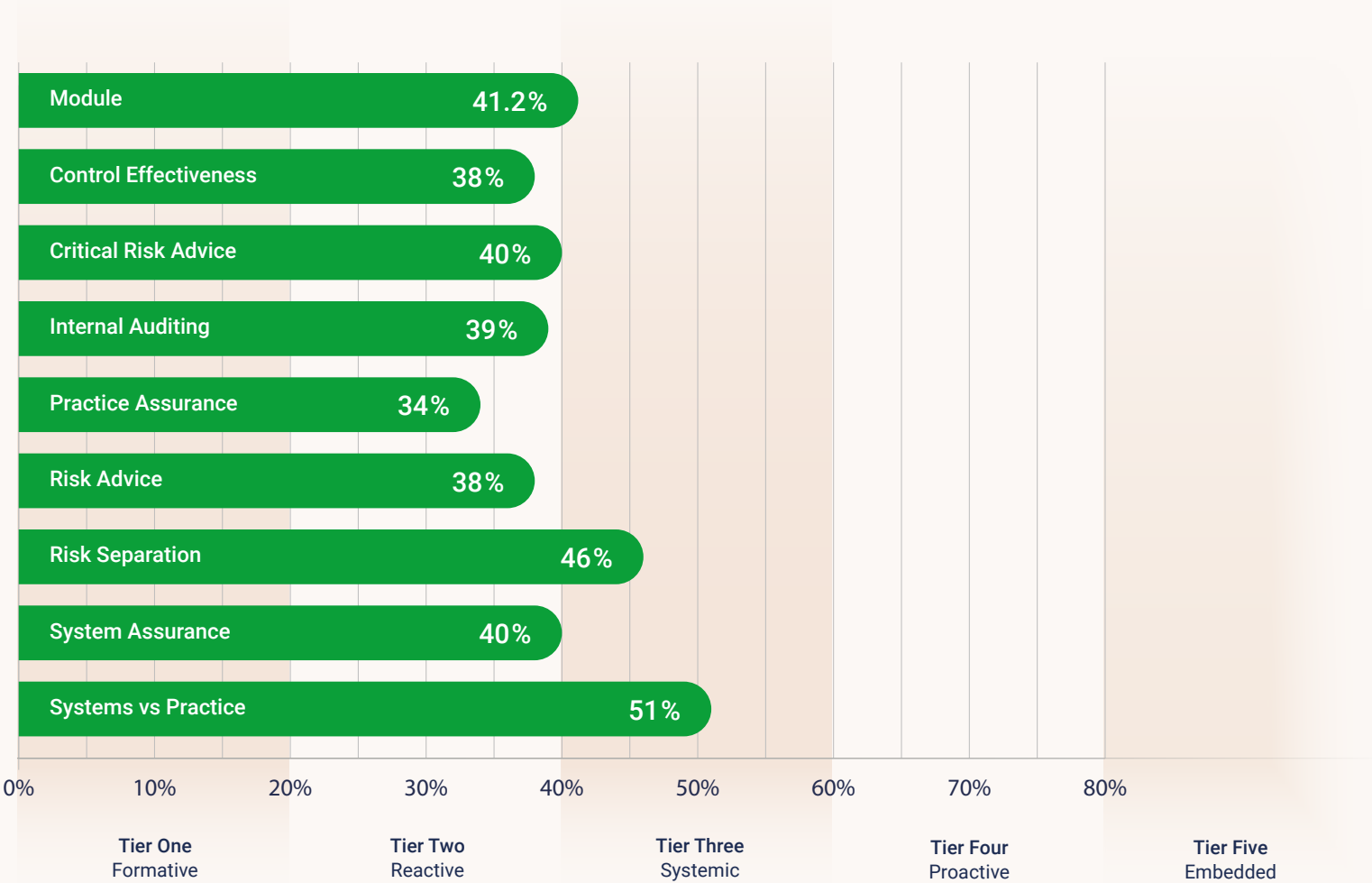
Primary Industries Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Professional Services Industry

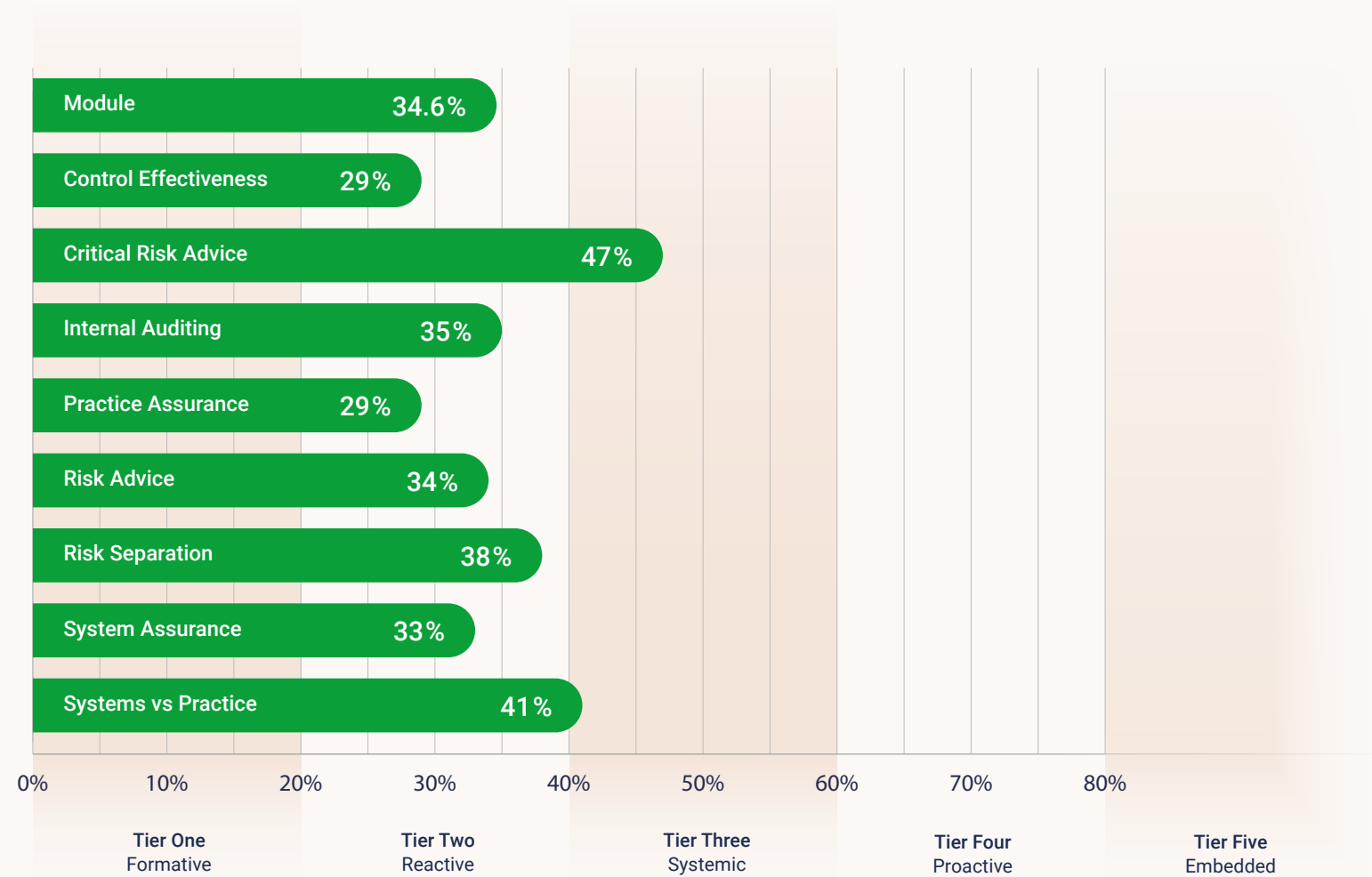
Professional Services Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Public Service Industry

Public Service Industry
Average Maturity Score by Element: Verification & Audit Module

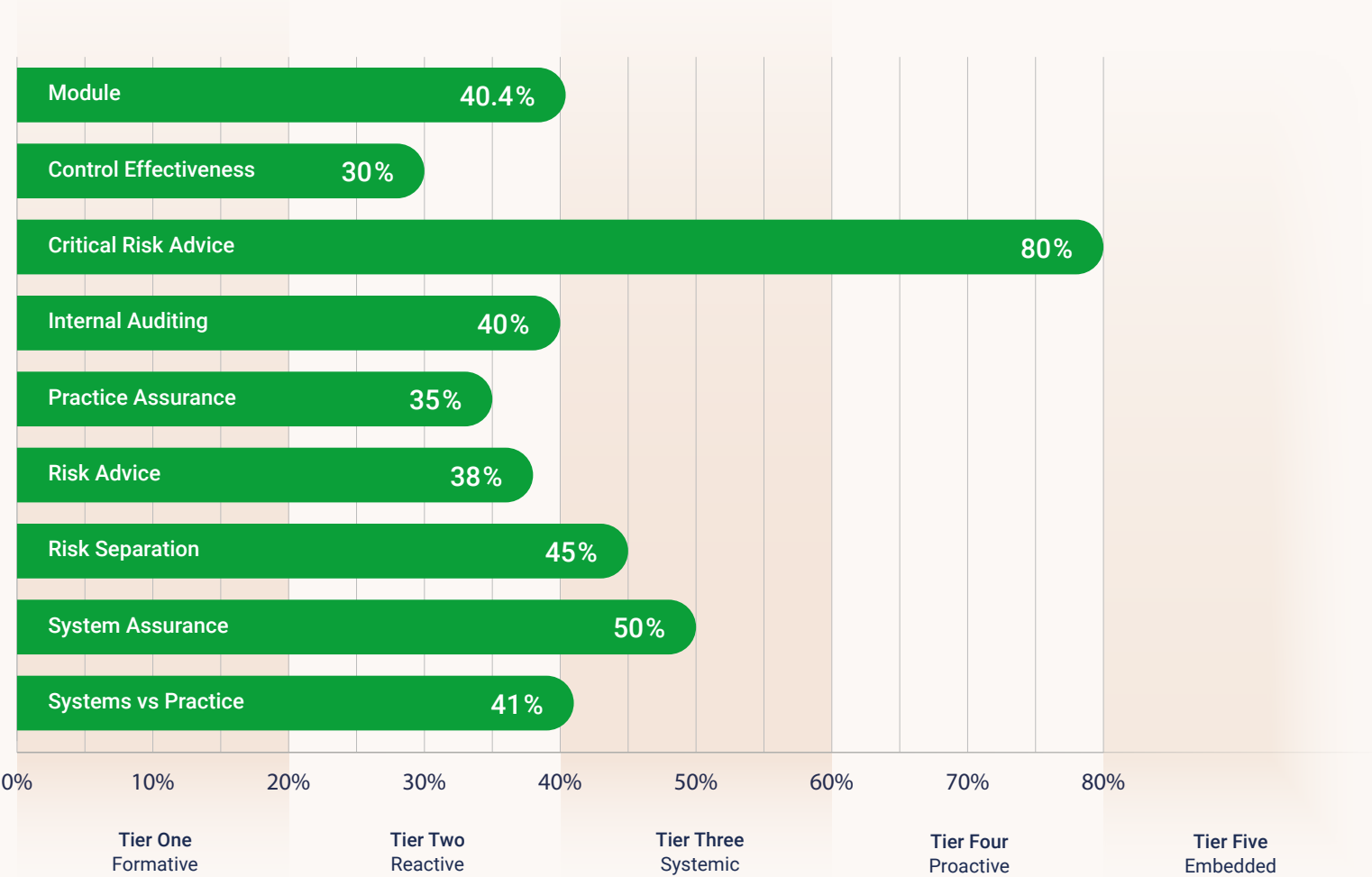


BY ELEMENT:

Verification & Audit Activities - Real Estate Industry

Real Estate Industry

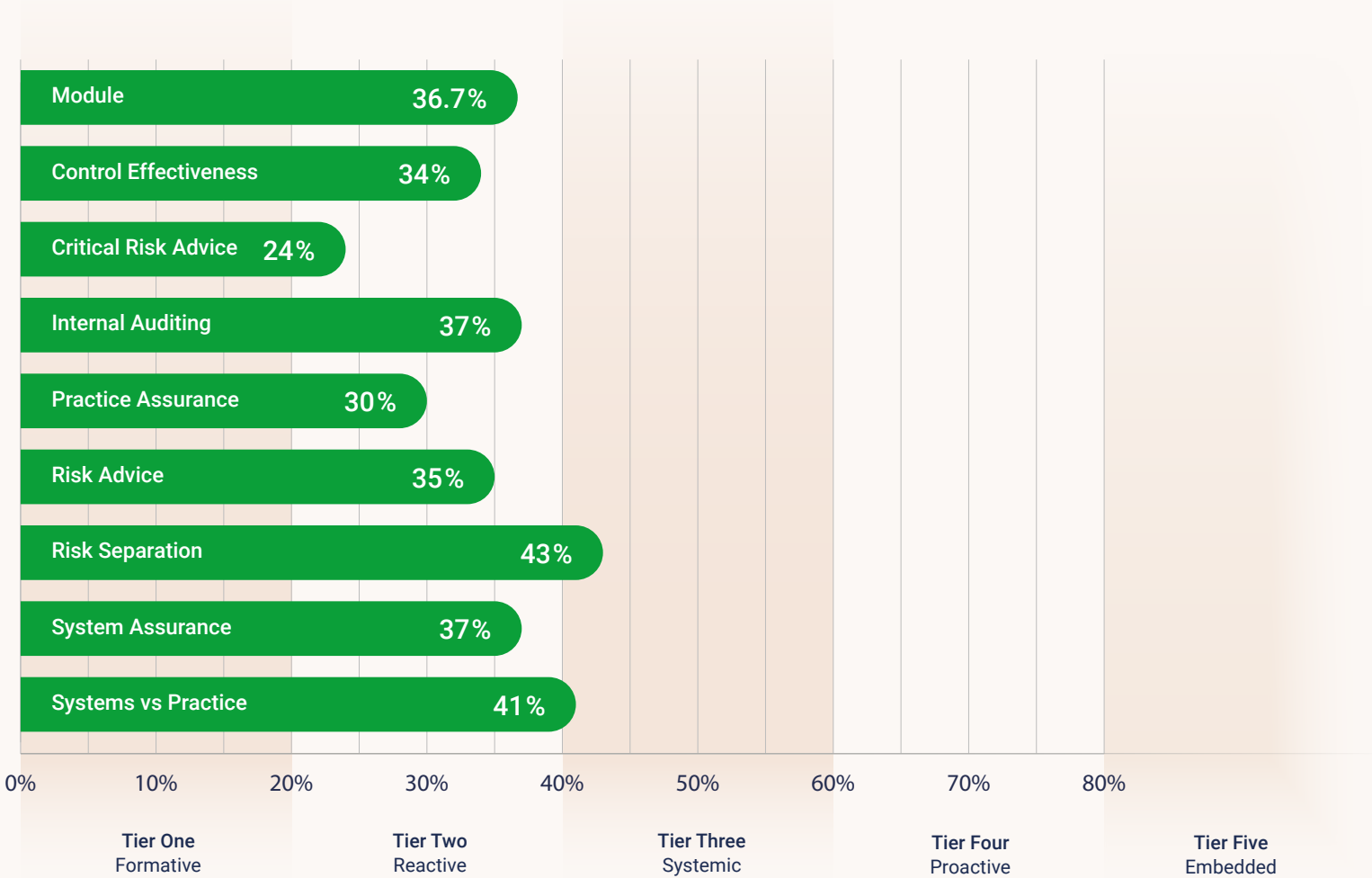
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Retail Trade Industry

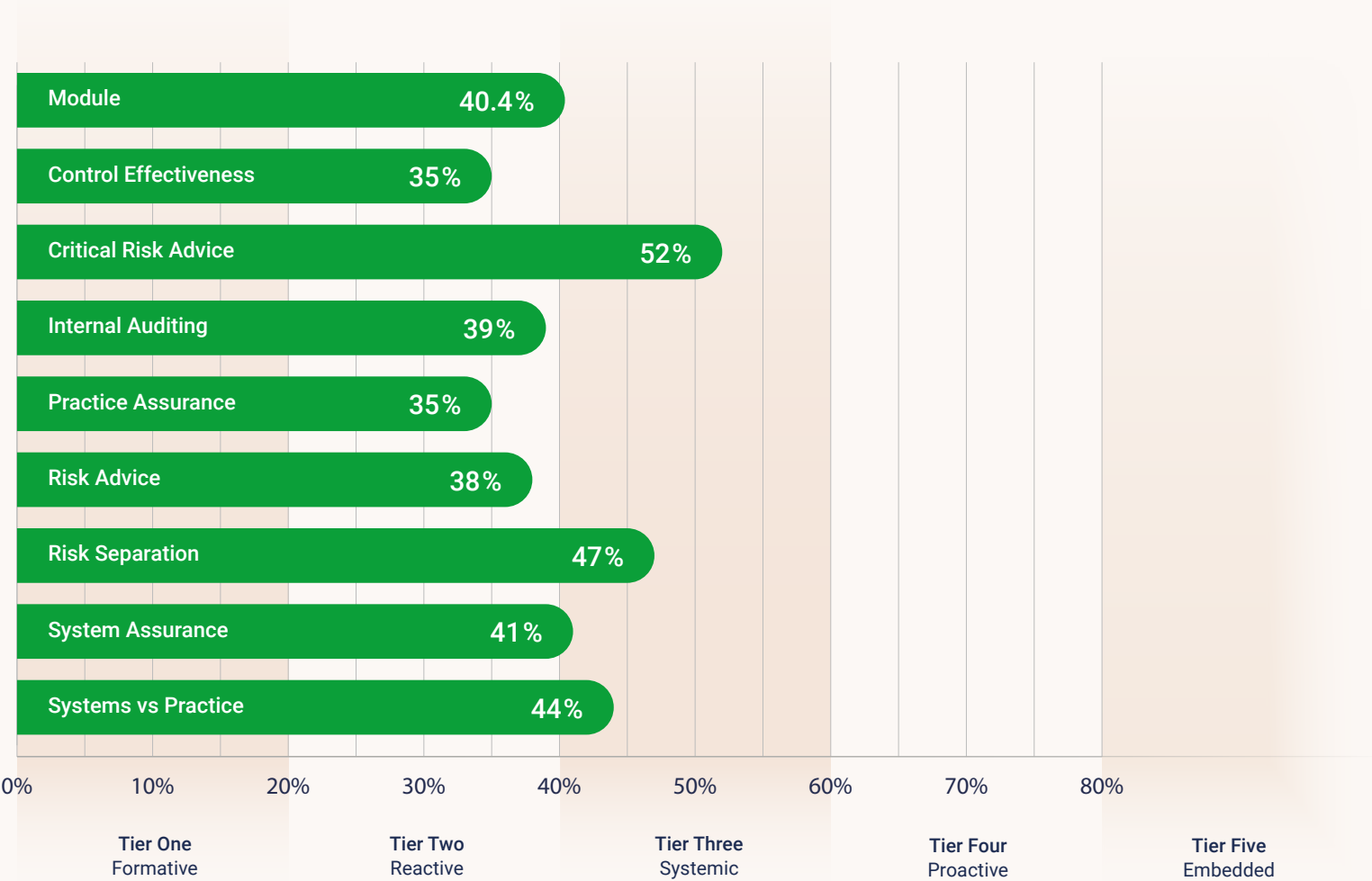
Retail Trade Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Transport Industry

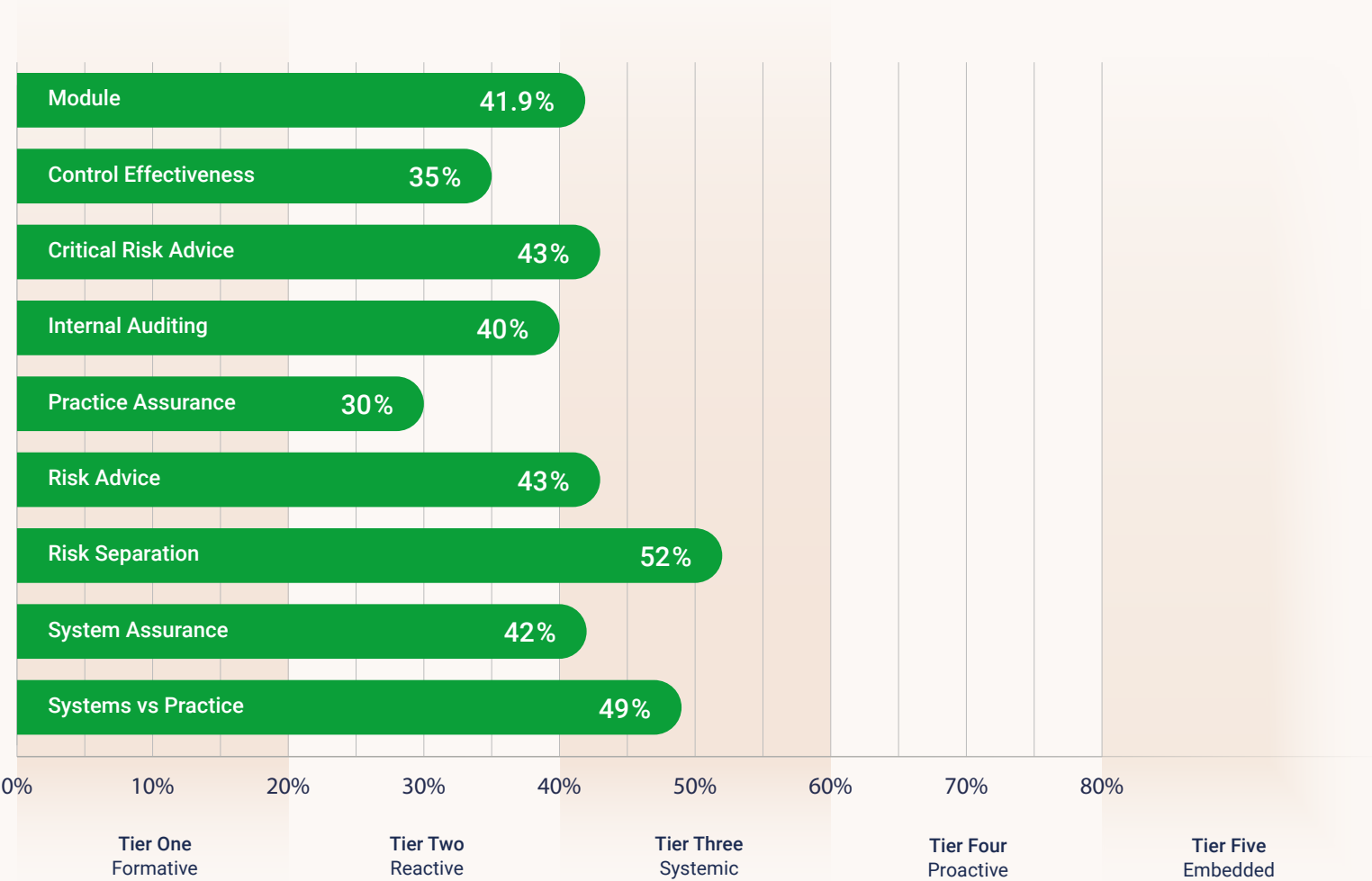
Transport Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Utilities Industry

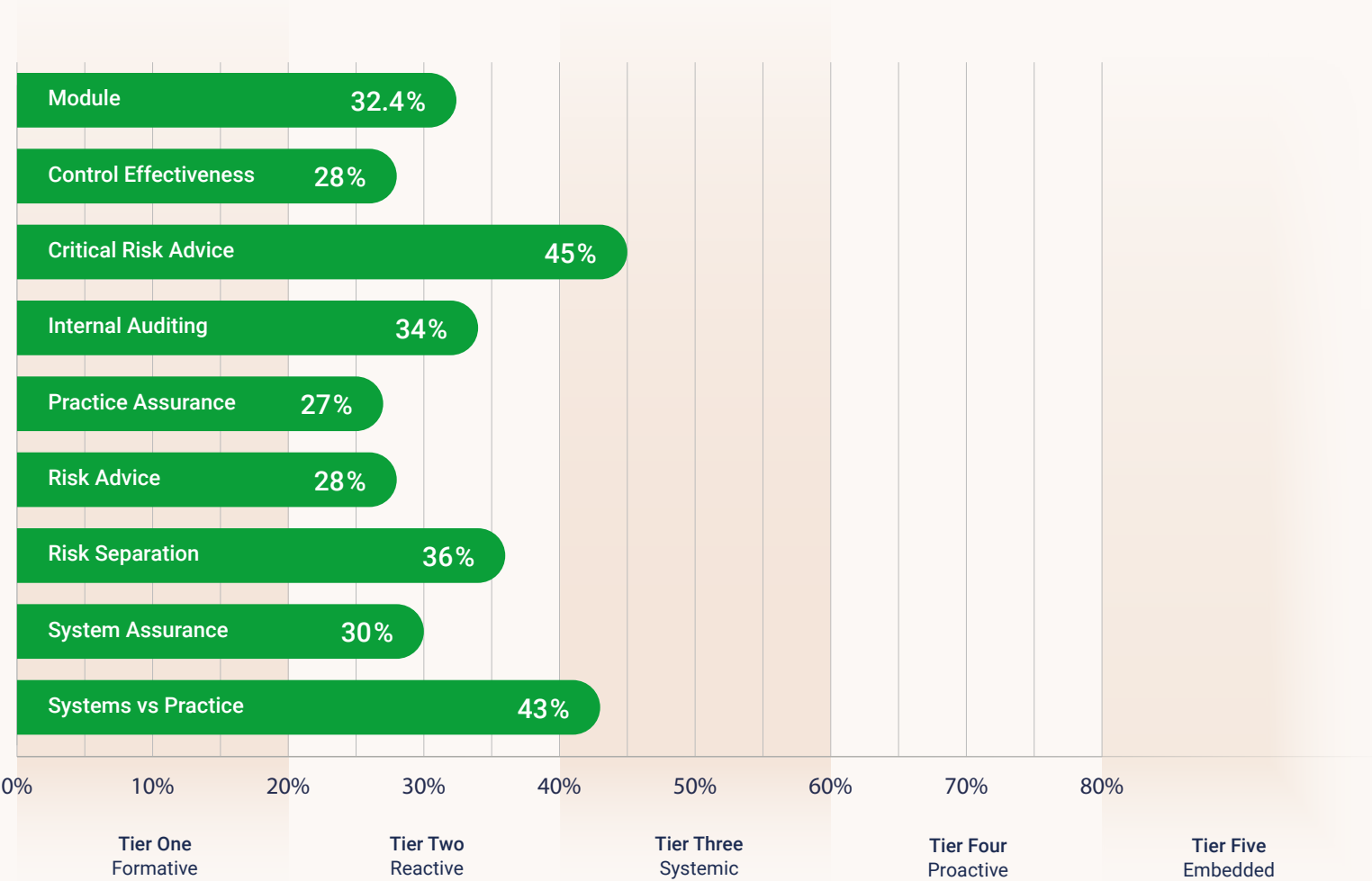
Utilities Industry
Average Maturity Score by Element: Verification & Audit Module



BY ELEMENT:

Verification & Audit Activities - Wholesale Industry

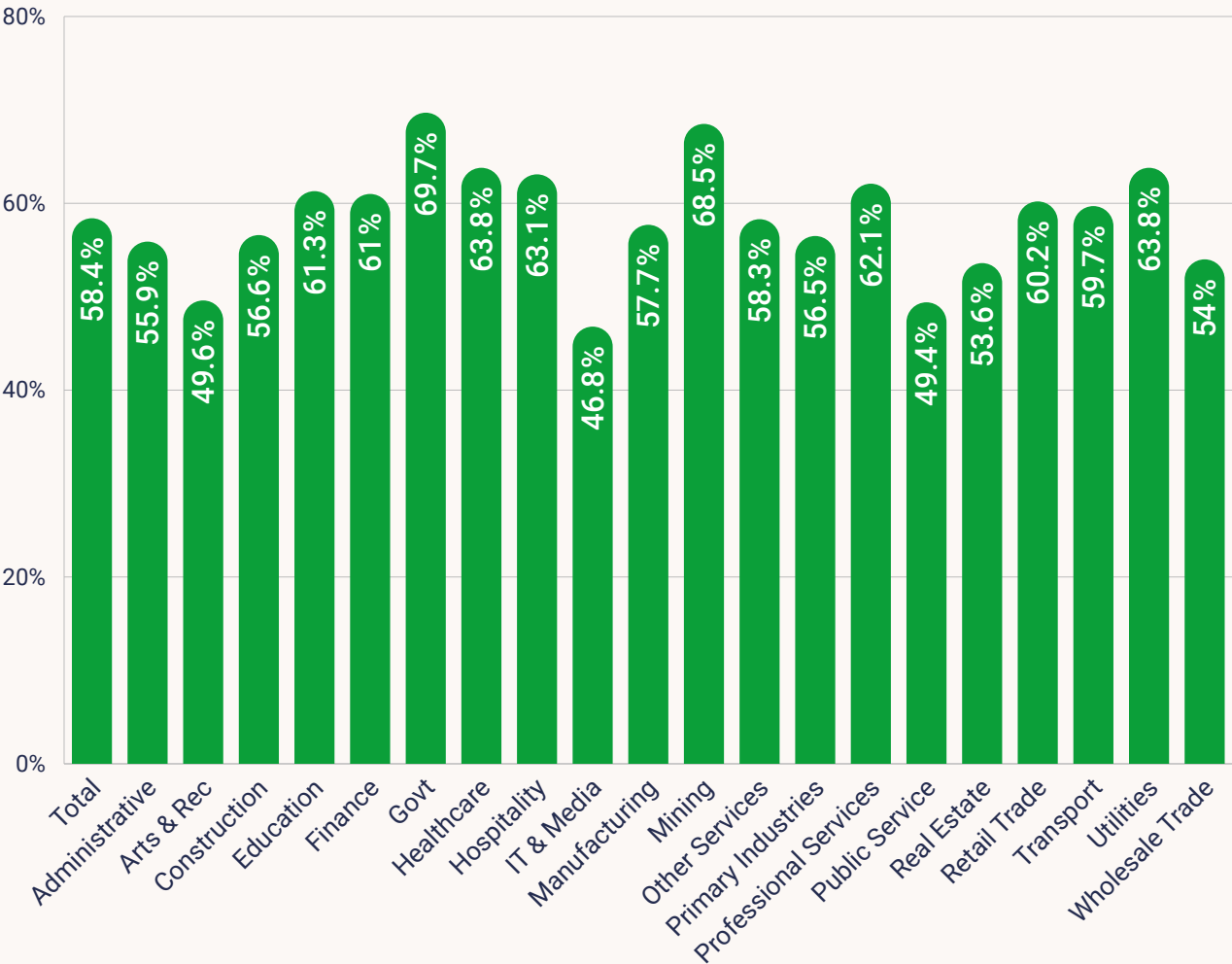
Wholesale Trade Industry
Average Maturity Score by Element: Verification & Audit Module



BY INDUSTRY:

Management Reporting Module

Management Reporting
Average Maturity Score by Industry



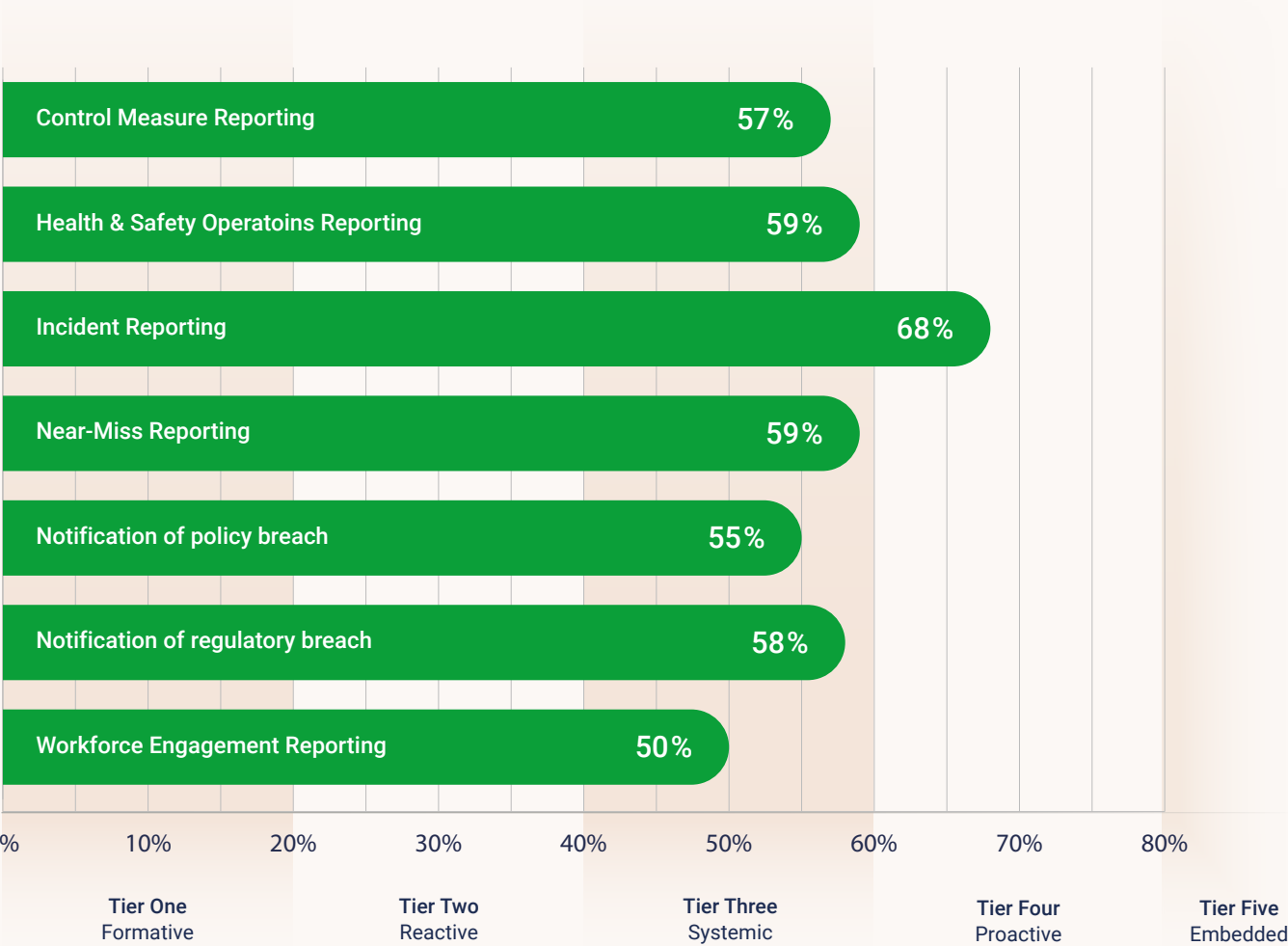
BY ELEMENT:

Management Reporting

Management Reporting
Average Maturity Score



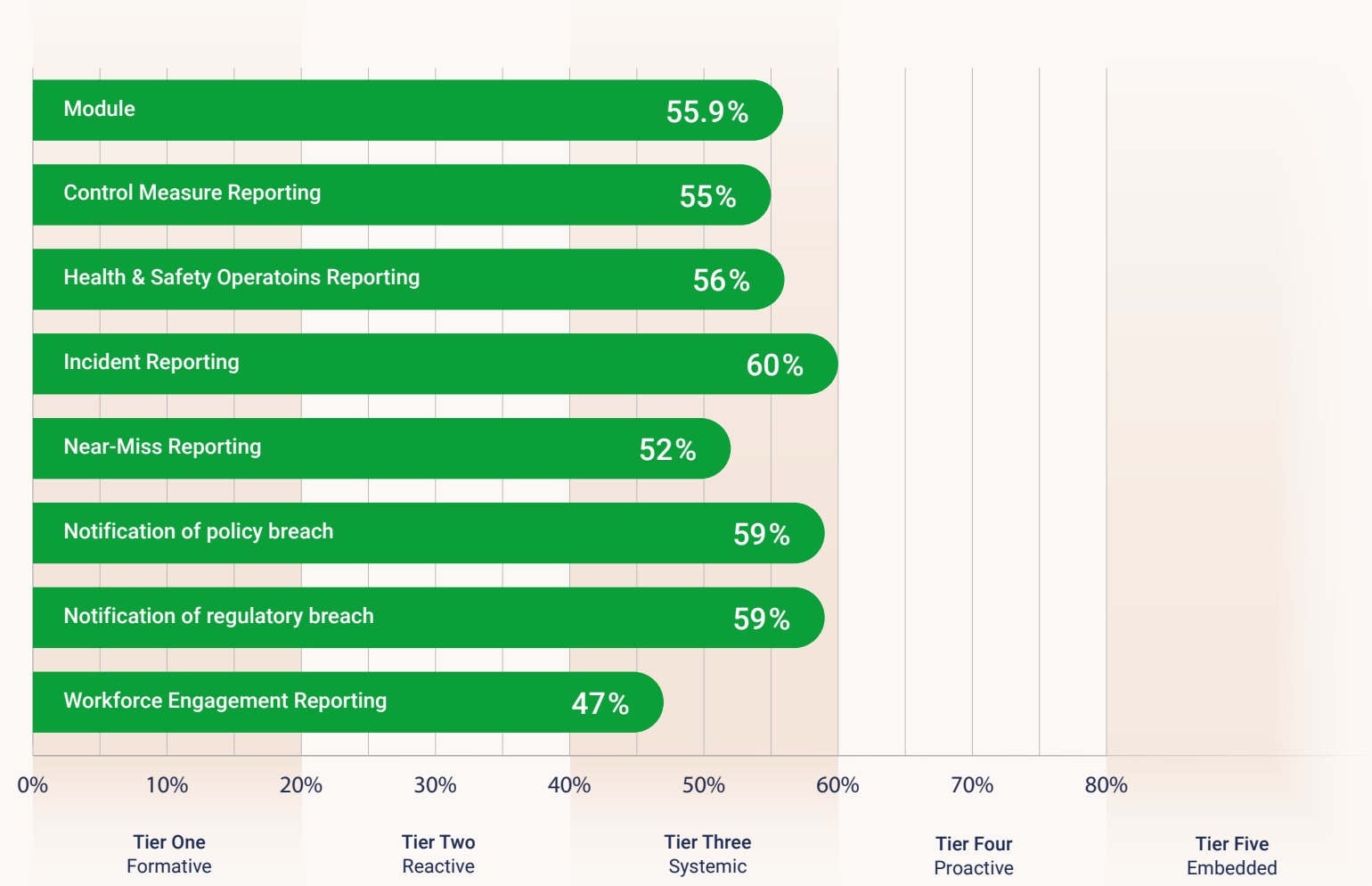
Management Reporting
Average Maturity Score by Element



BY ELEMENT:

Management Reporting - Administration Industry

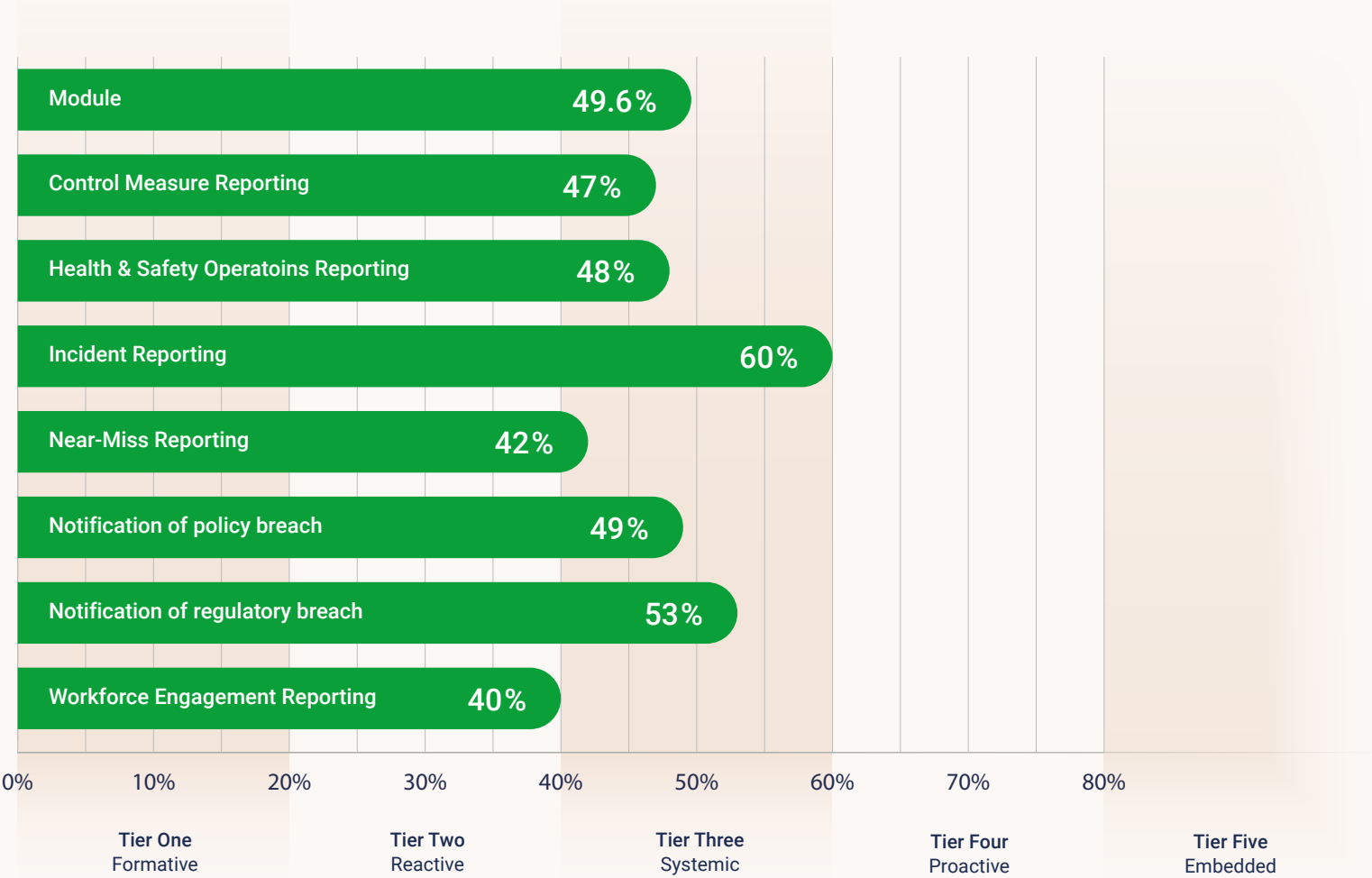
Administration Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Arts & Rec Industry

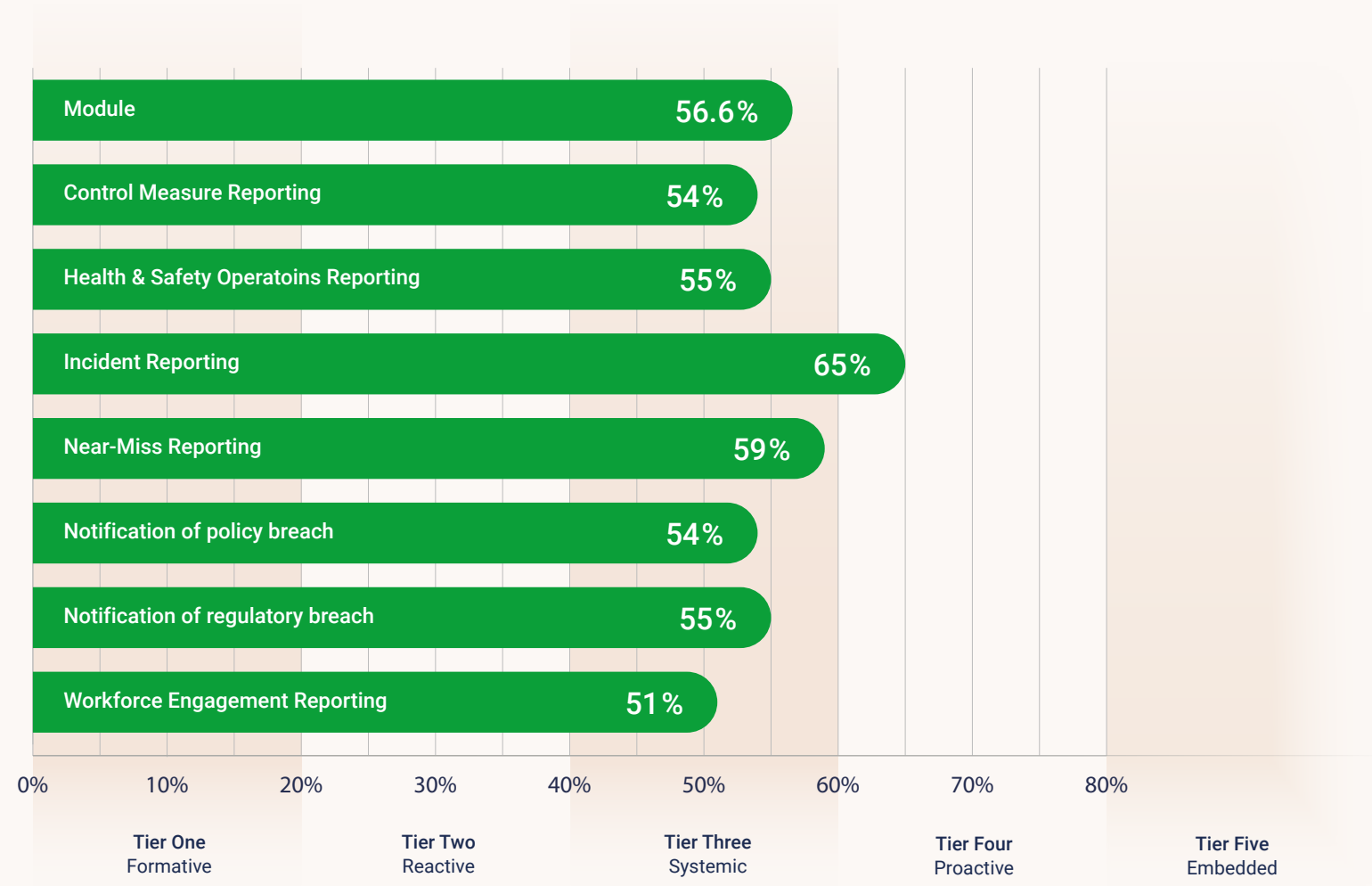
Arts & Rec Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Construction Industry

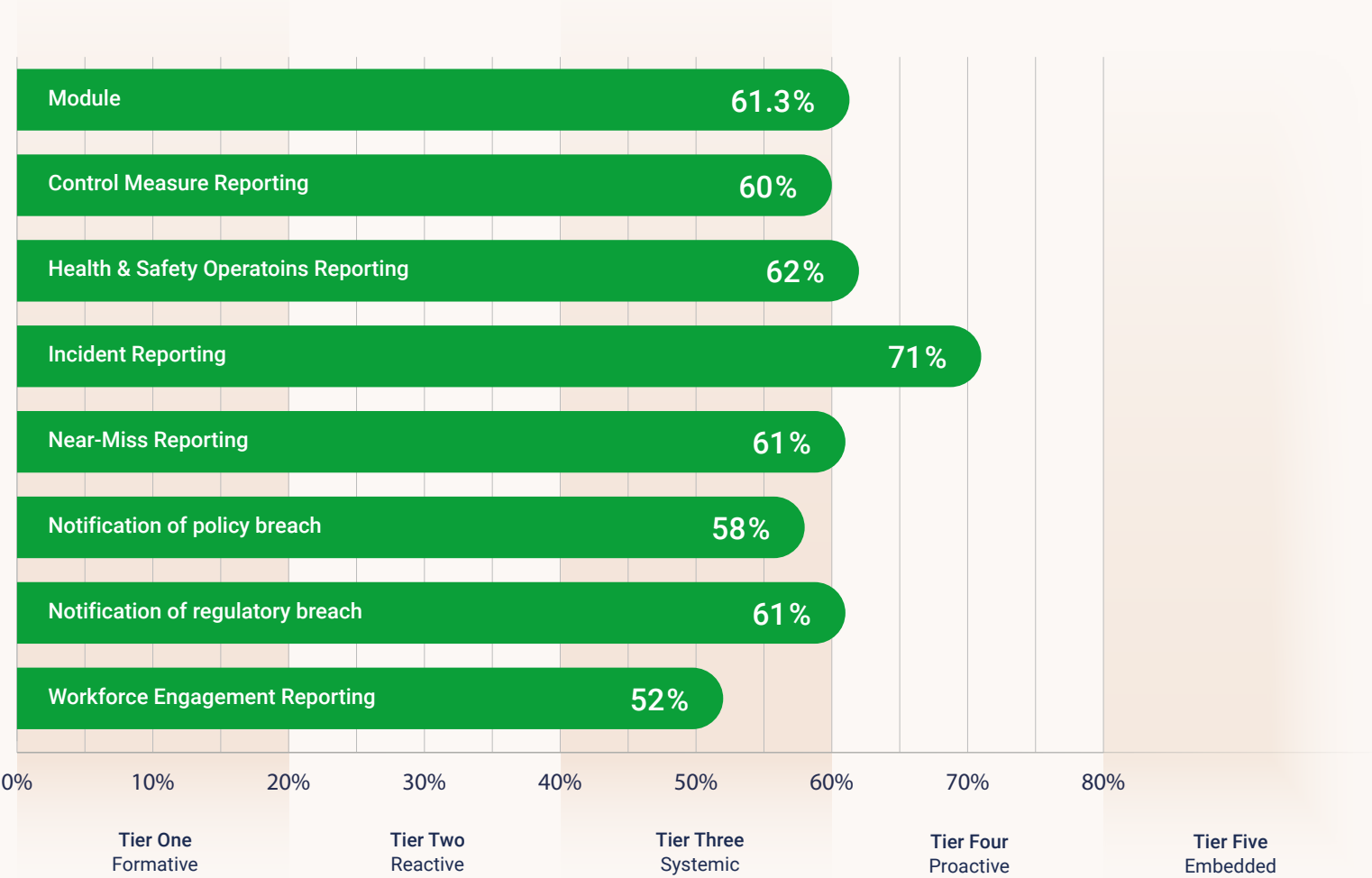
Construction Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Education Industry

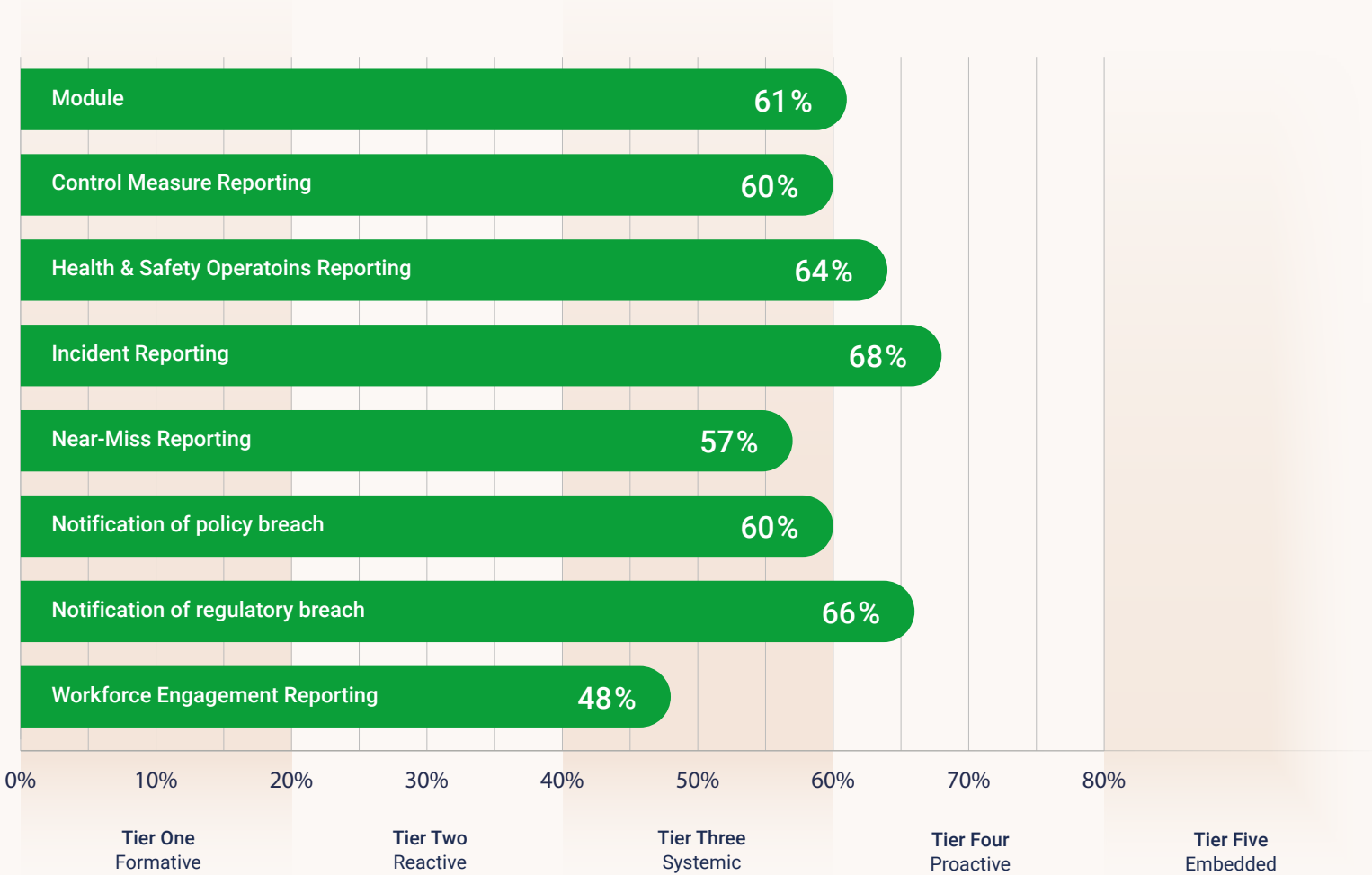
Education Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Finance Industry

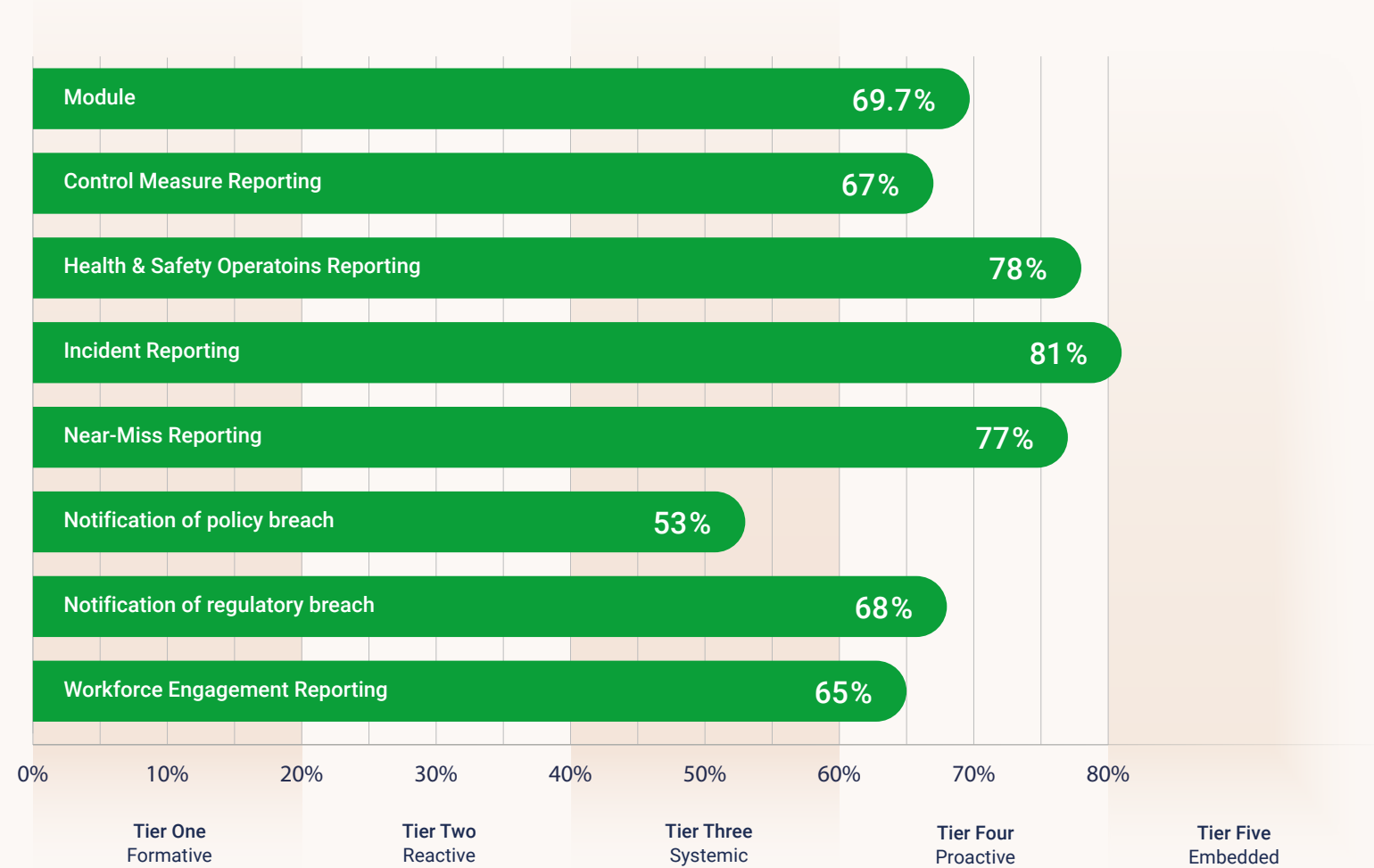
Finance Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Government Industry

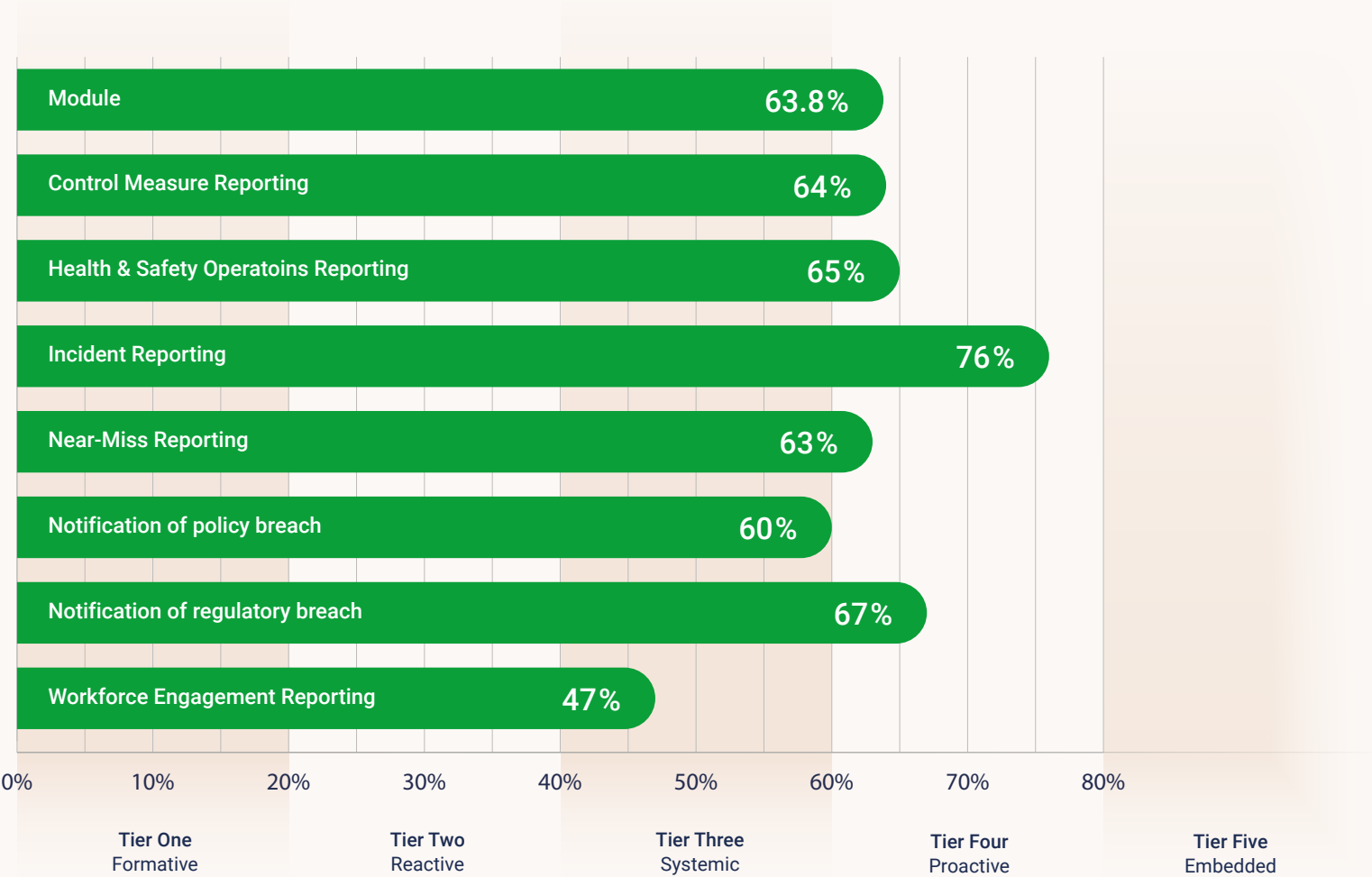
Government Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Healthcare Industry

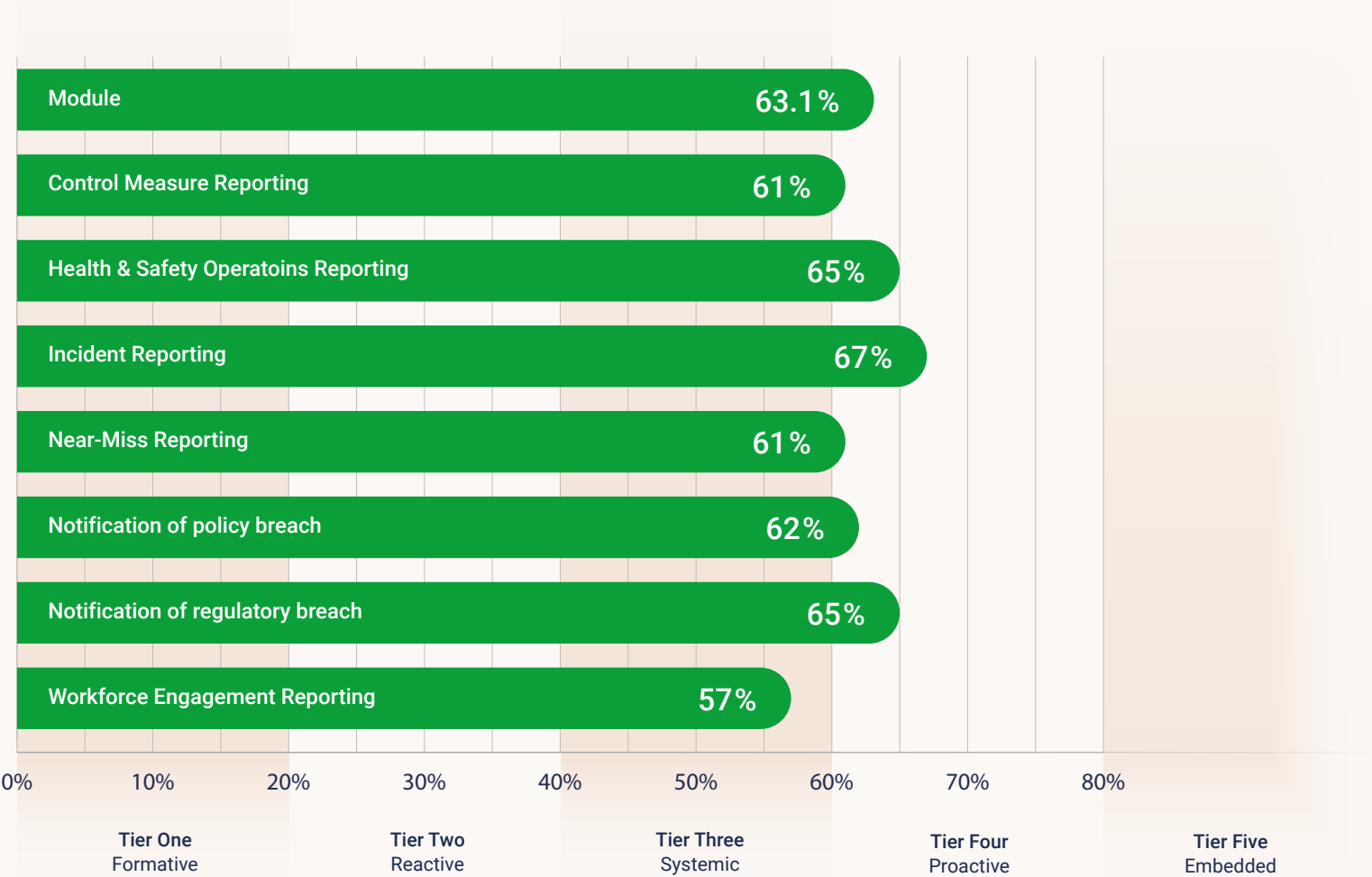
Healthcare Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Hospitality Industry

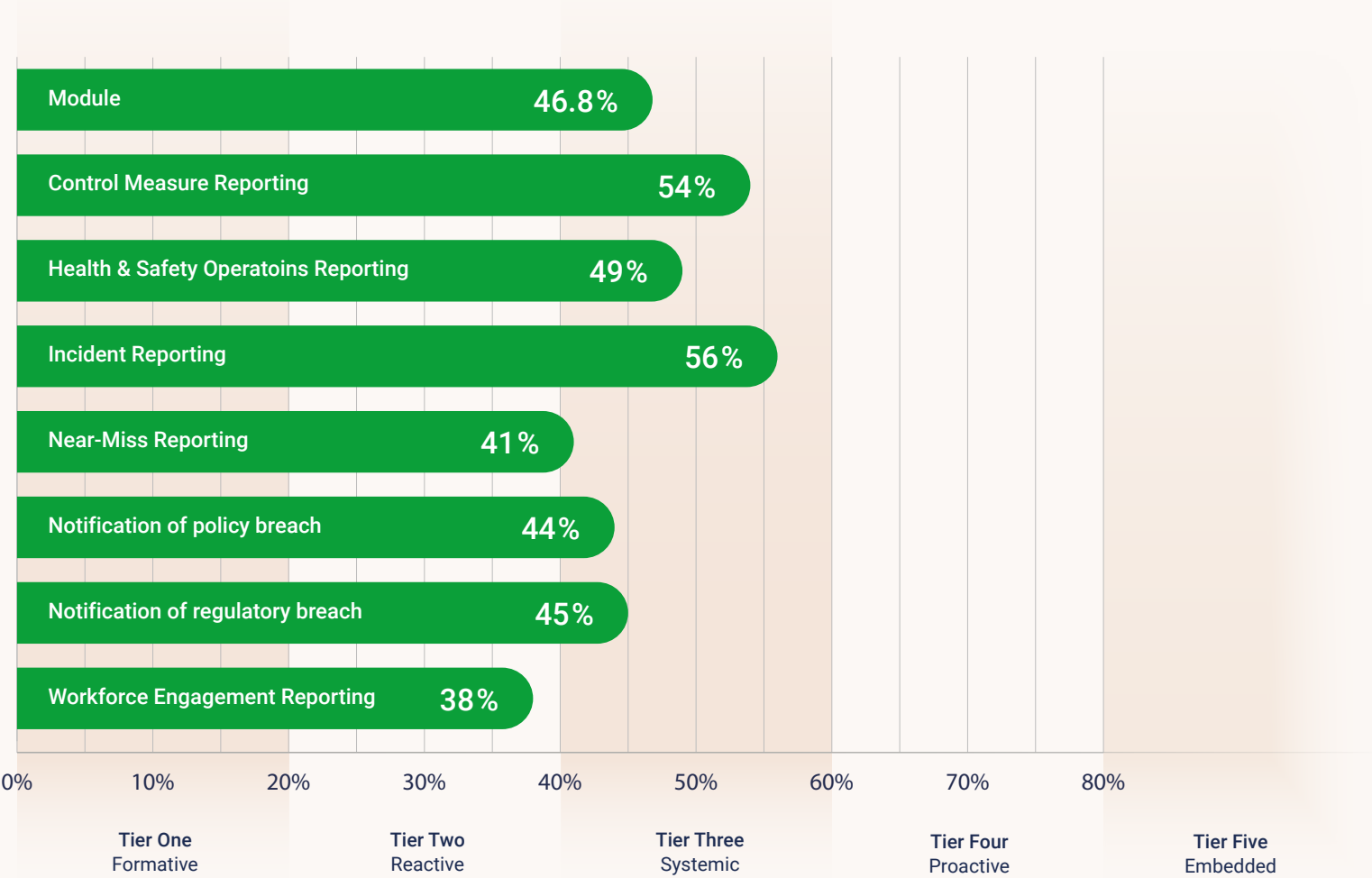
Hospitality Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - IT & Media Industry

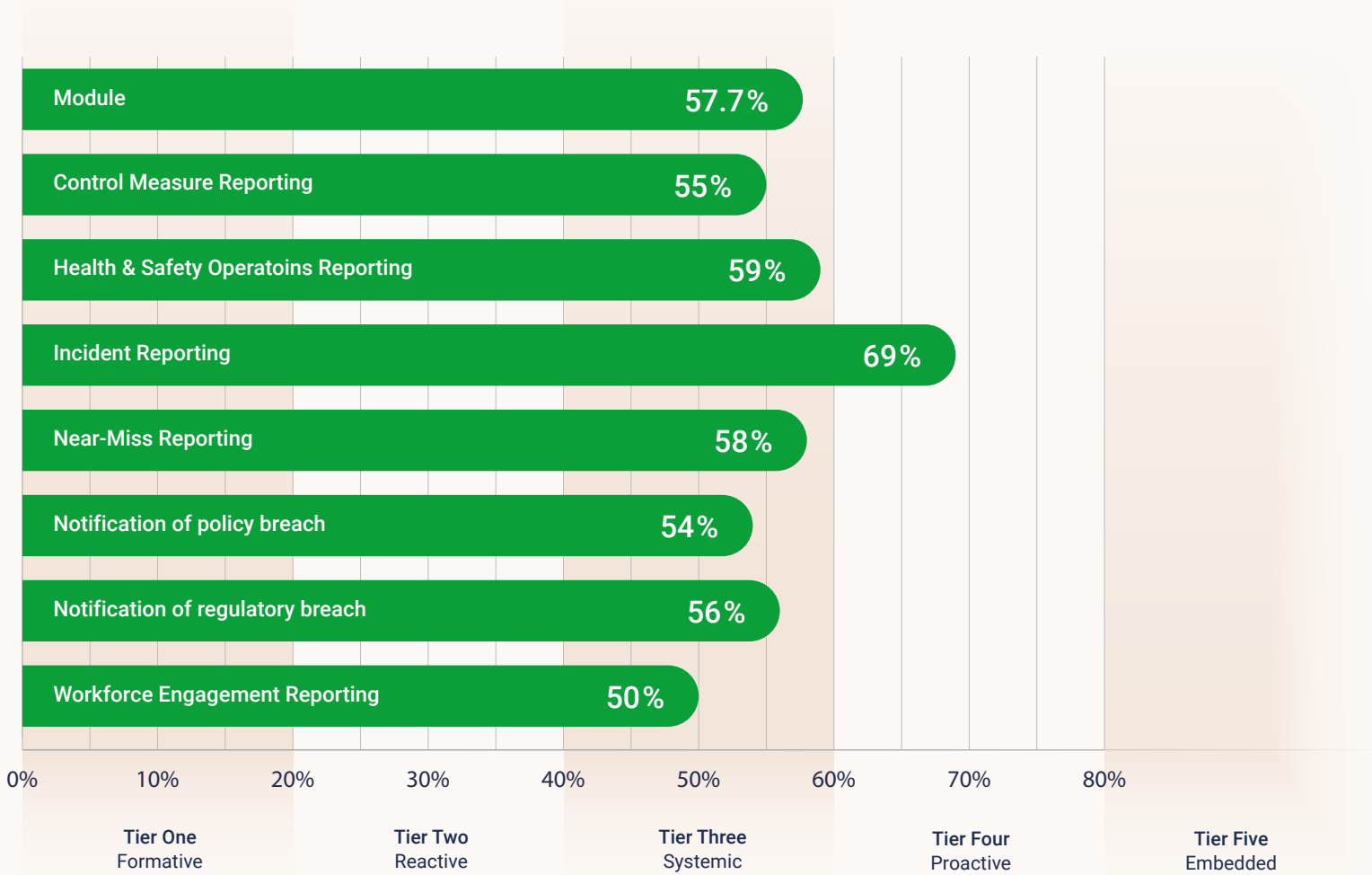
IT & Media Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Manufacturing Industry

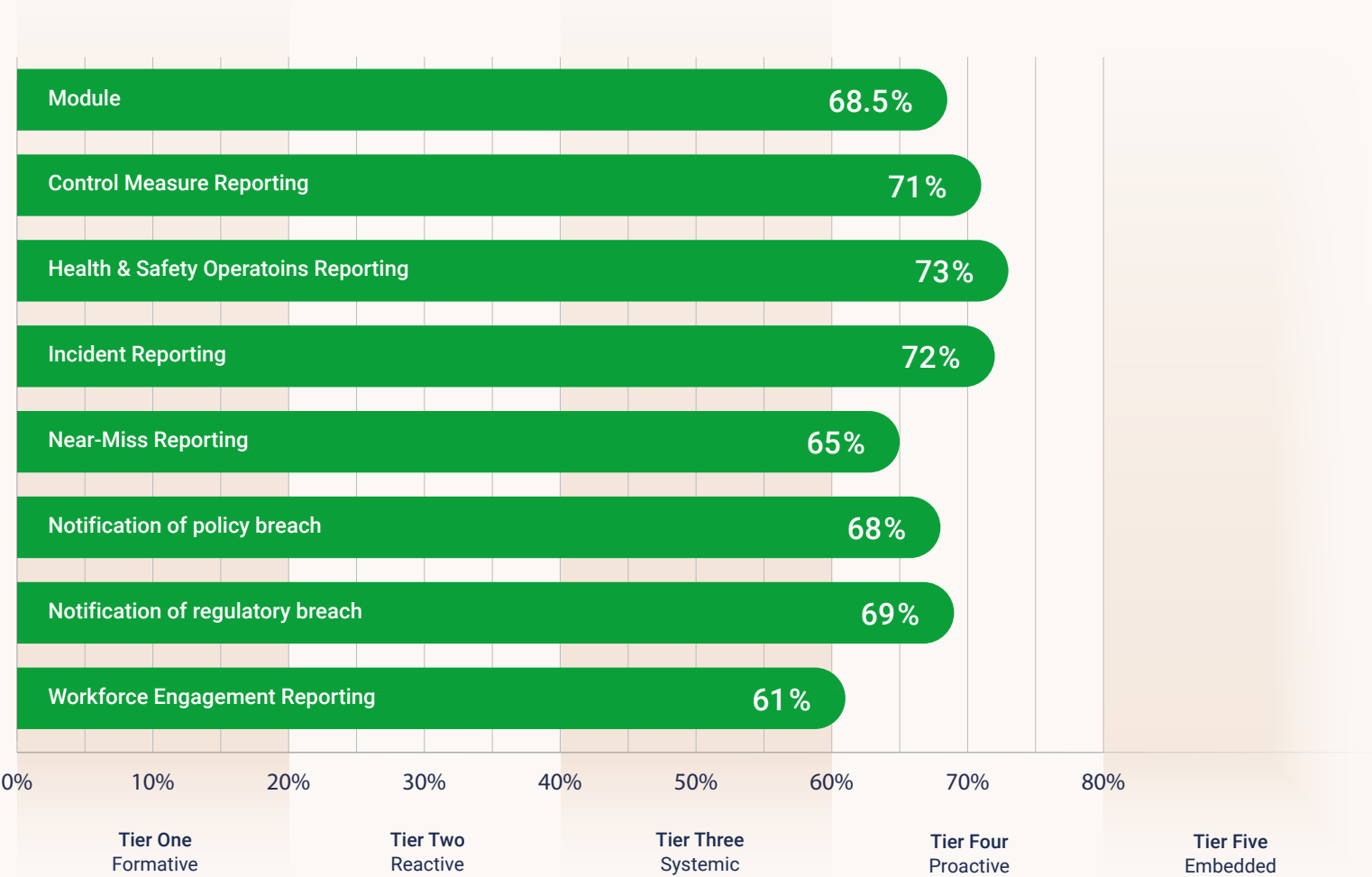
Manufacturing Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Mining Industry

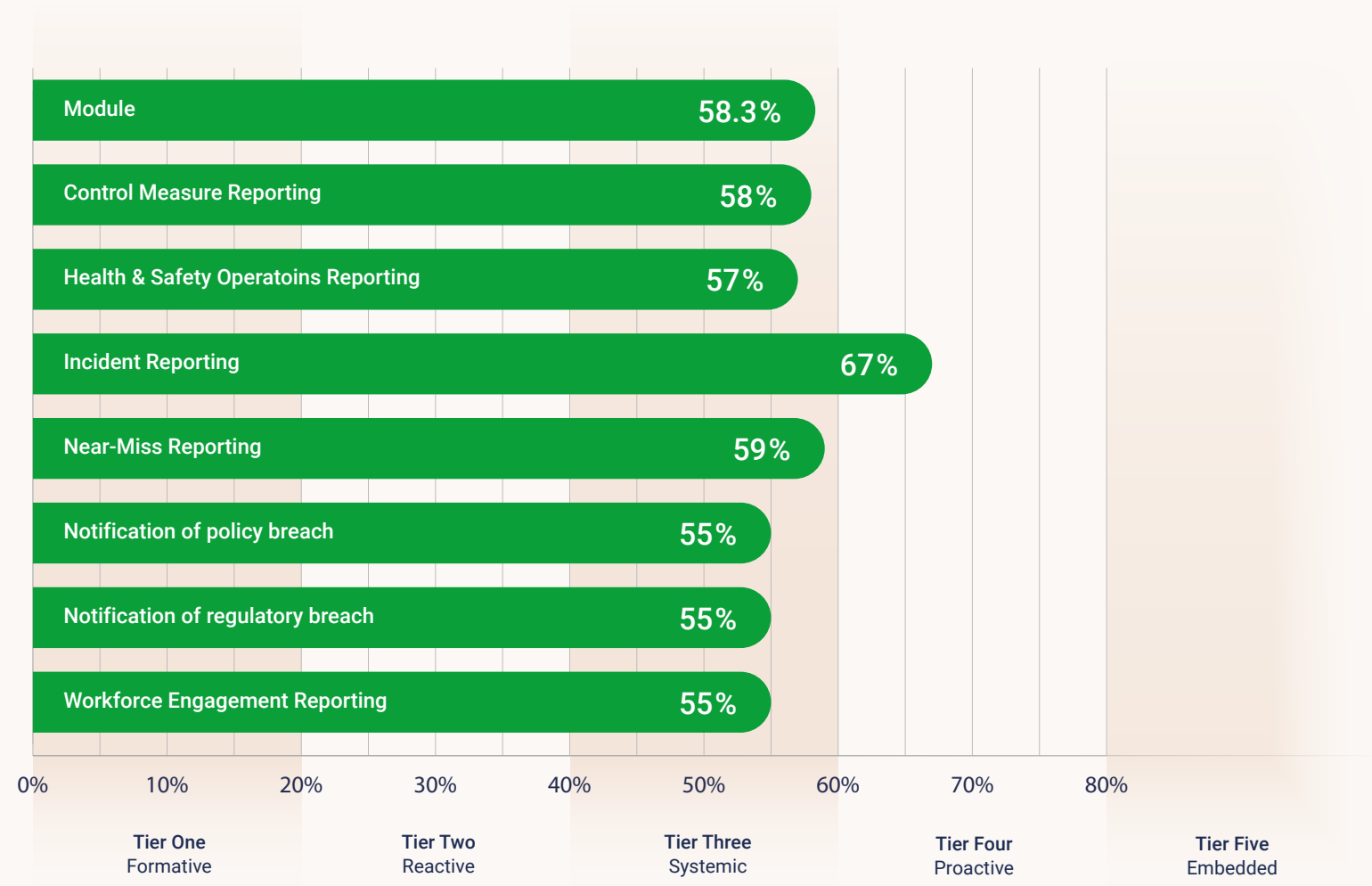
Mining Industry
Average Maturity Score by Element: Management Reporting Module.



BY ELEMENT:

Management Reporting - Other Services Industry

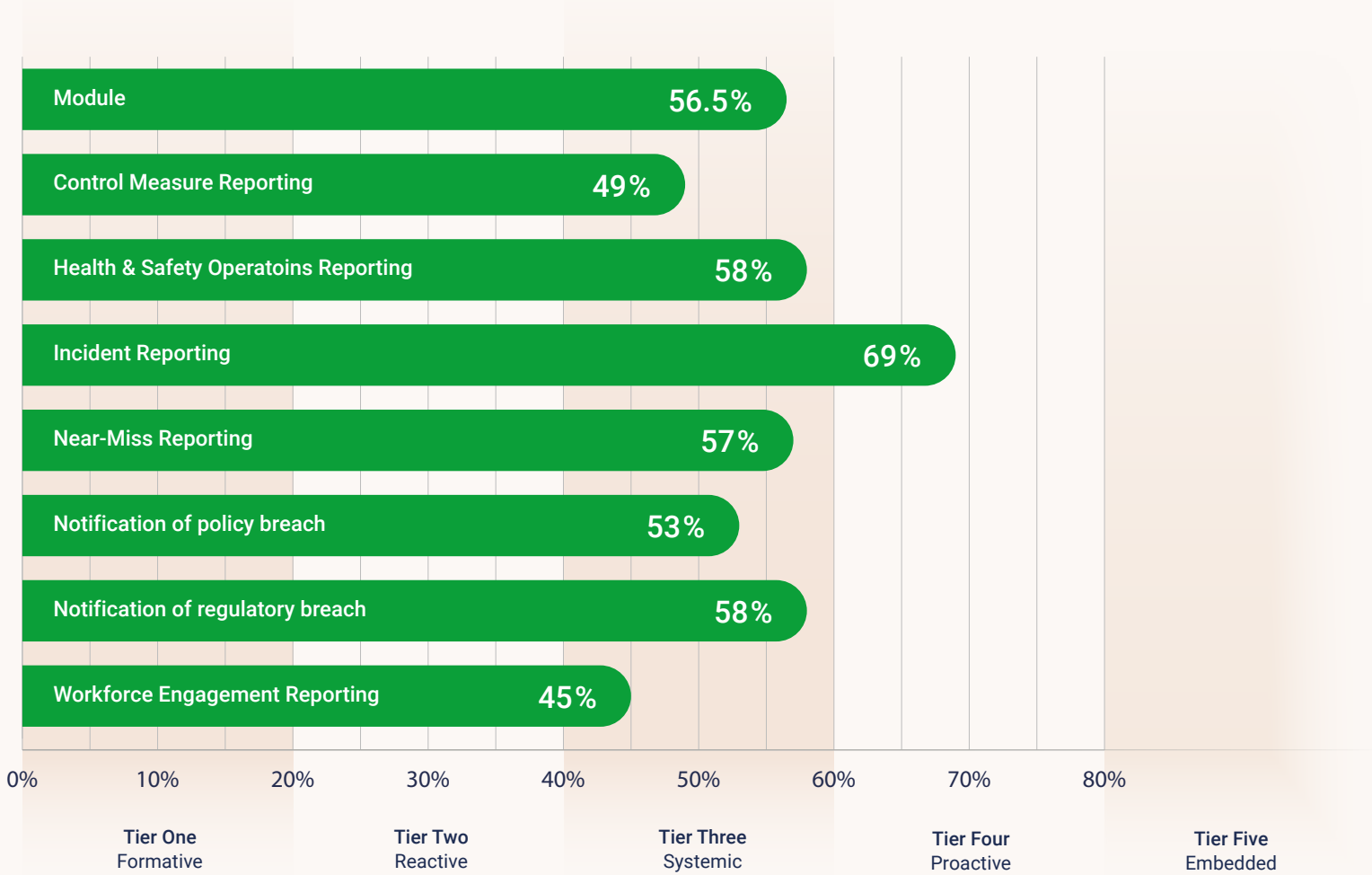
Other Services Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Primary Industries Industry

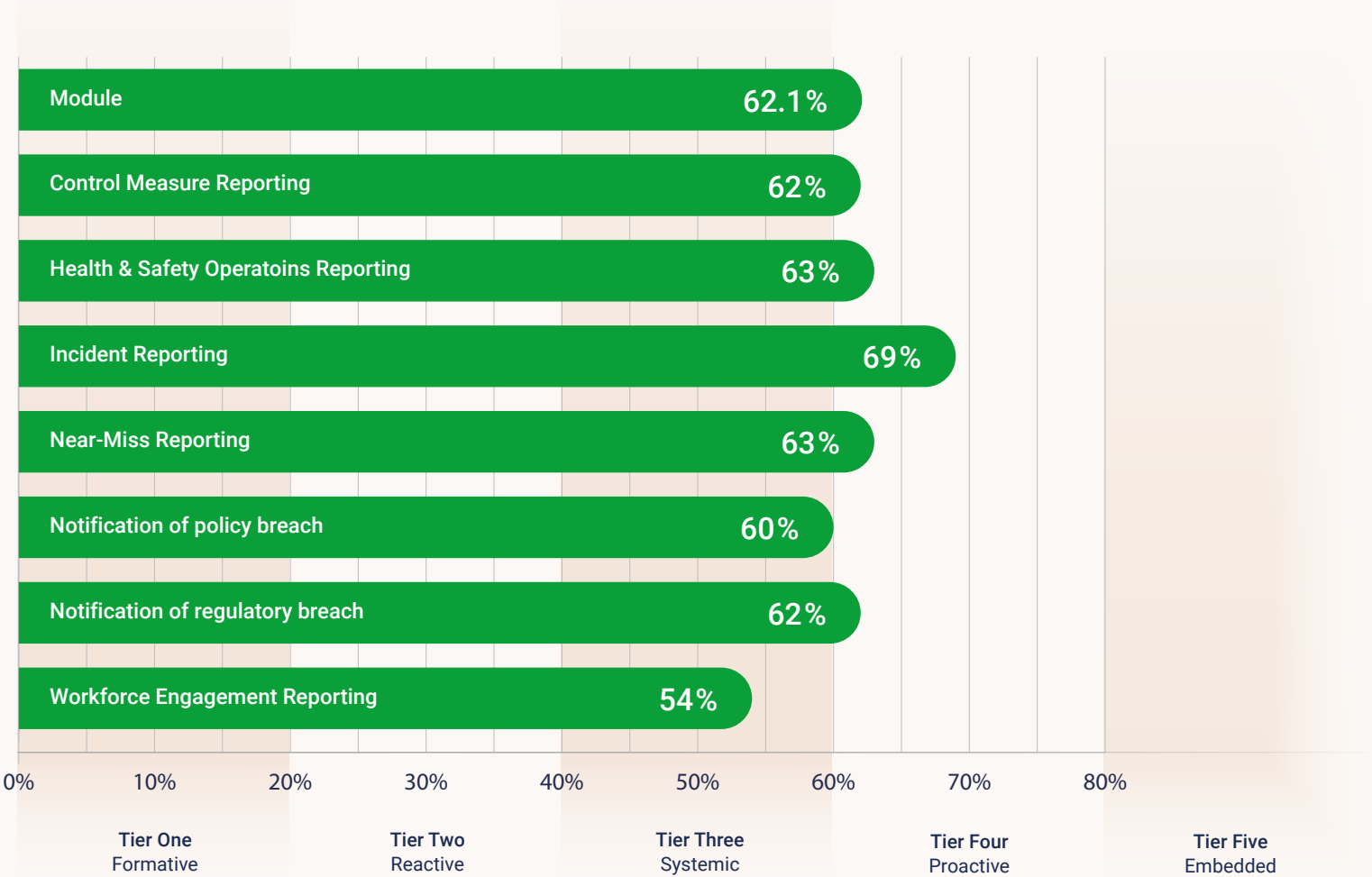
Primary Industries Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Professional Services Industry

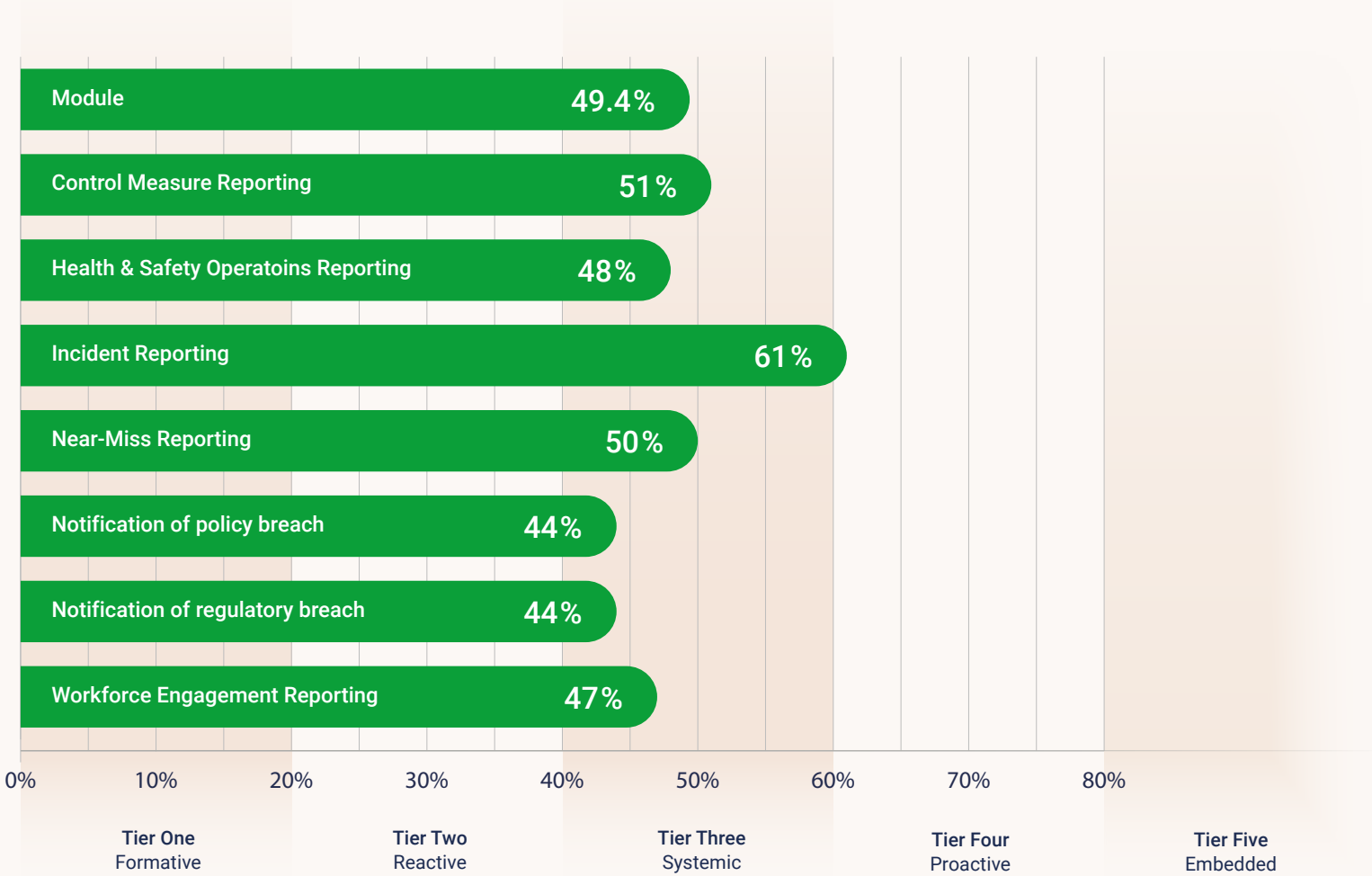
Professional Services Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Public Service Industry

Public Service Industry
Average Maturity Score by Element: Management Reporting Module

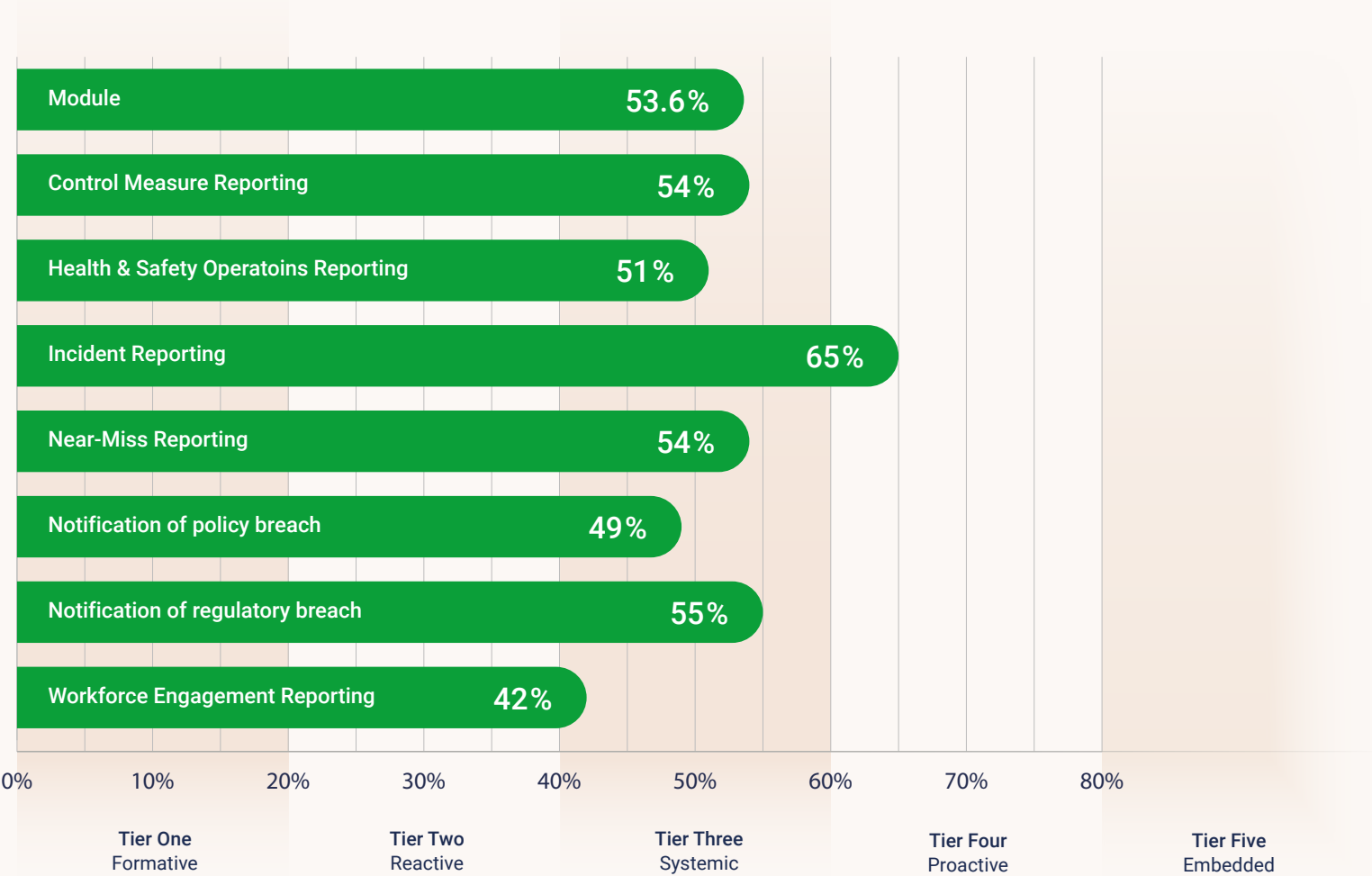


BY ELEMENT:

Management Reporting - Real Estate Industry

Real Estate Industry

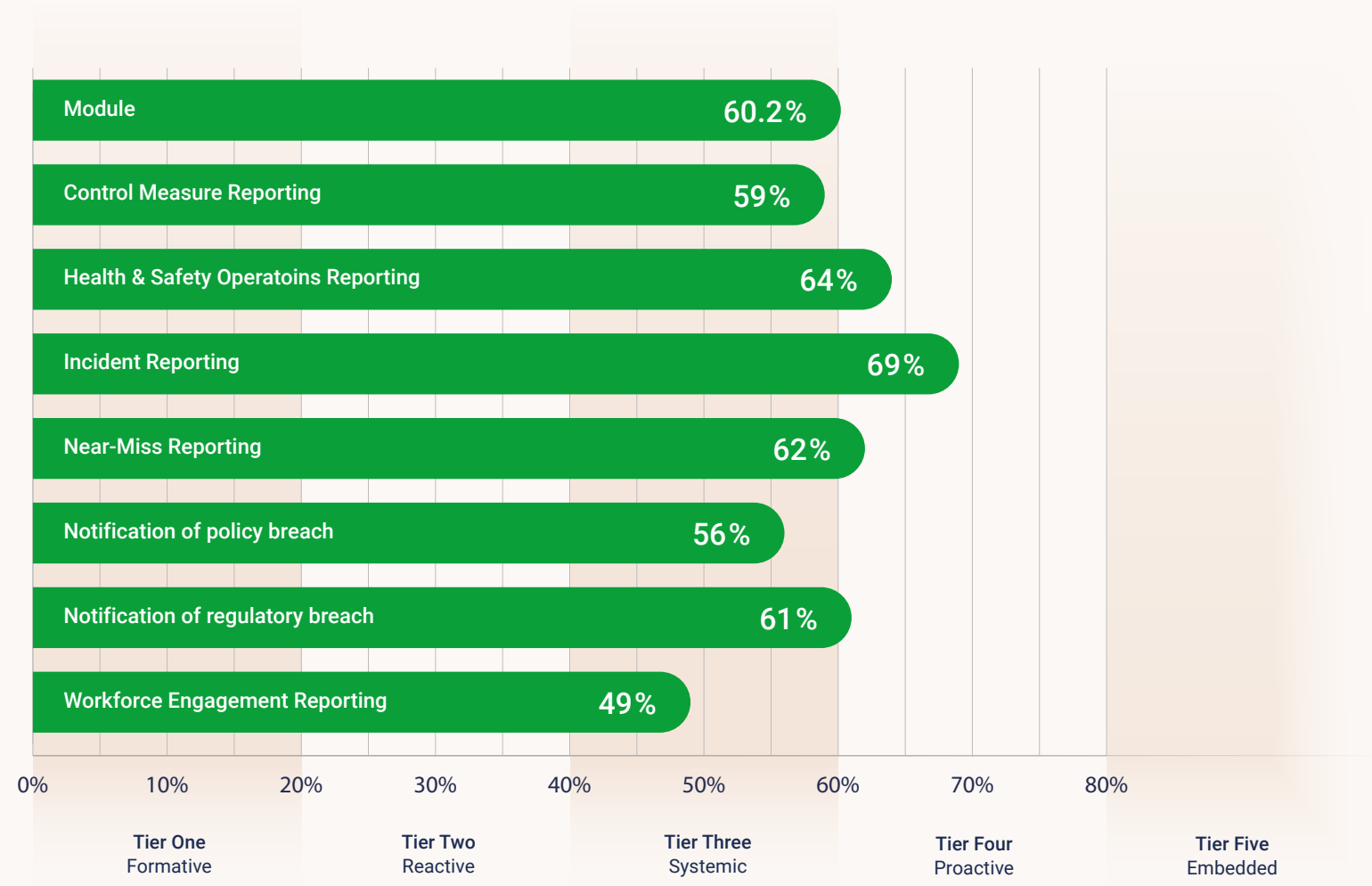
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Retail Trade Industry

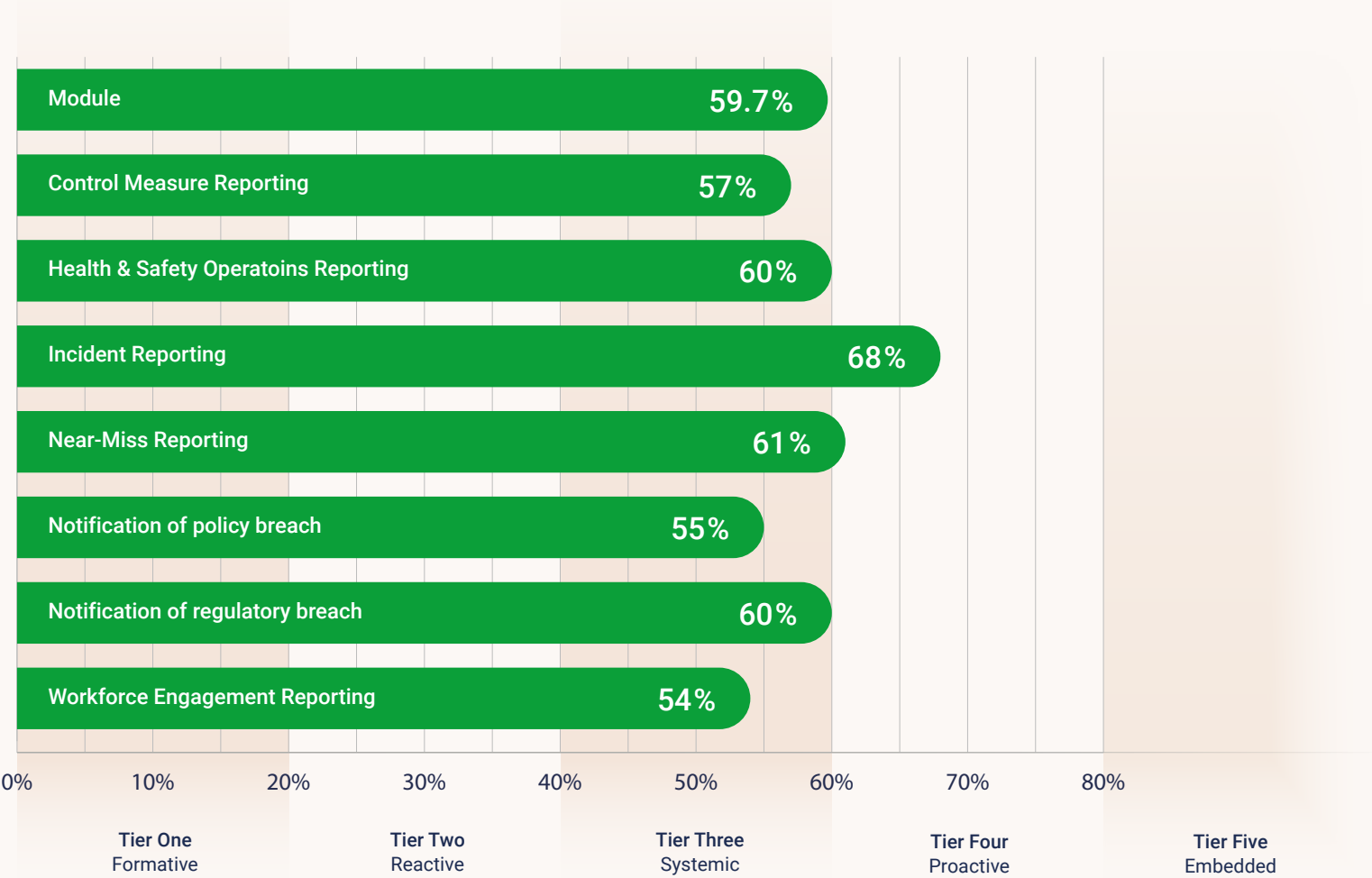
Retail Trade Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Transport Industry

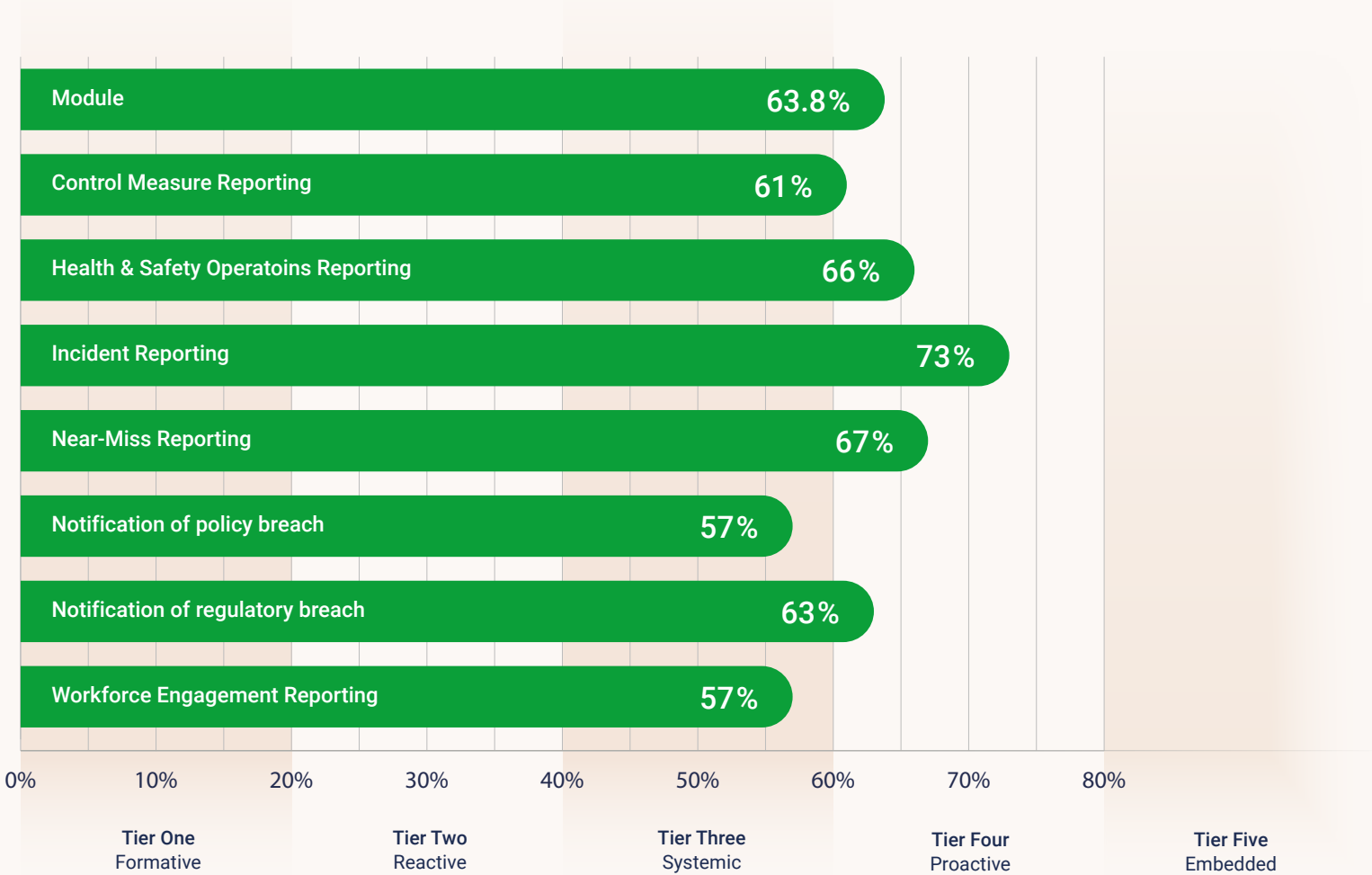
Transport Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Utilities Industry

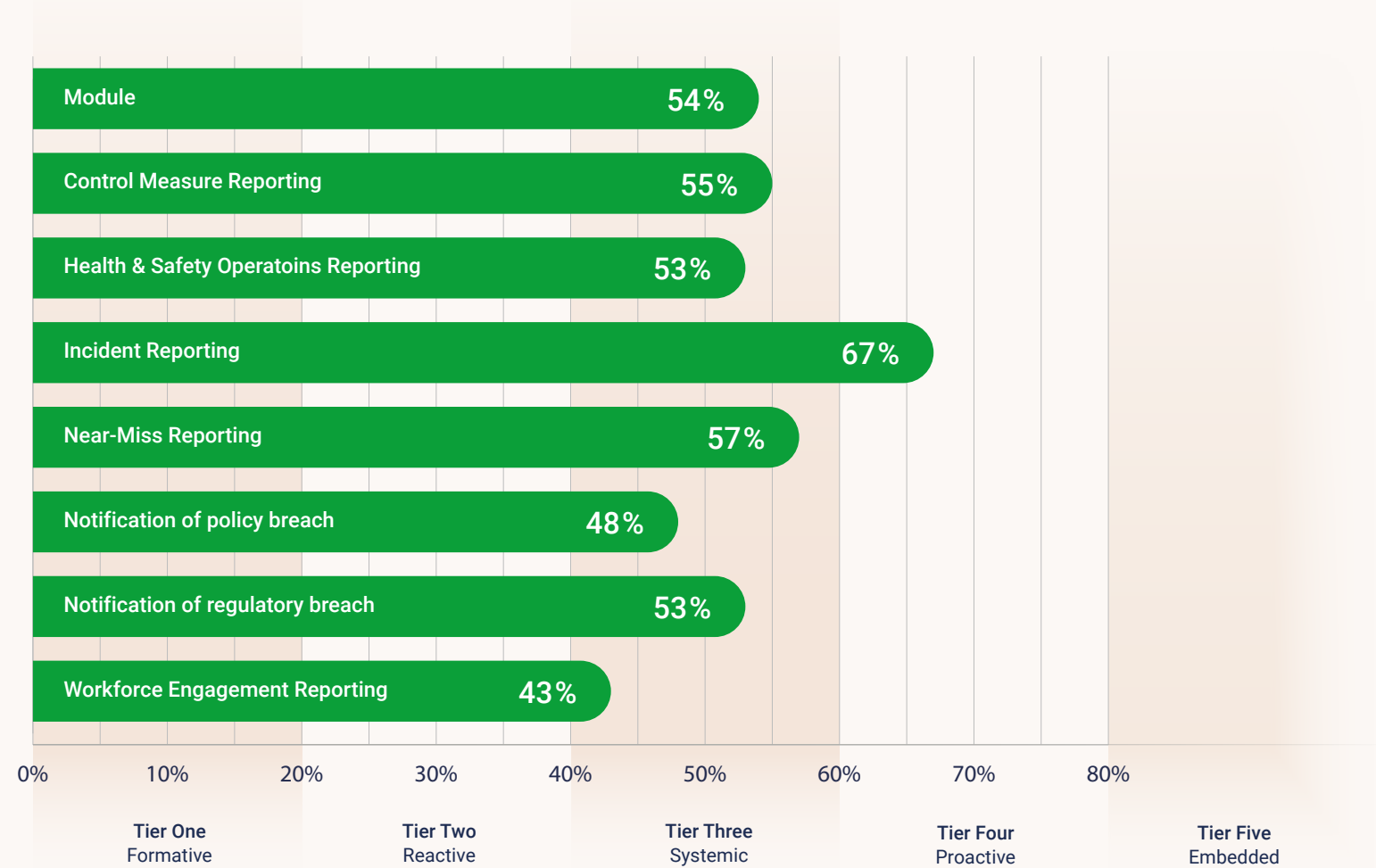
Utilities Industry
Average Maturity Score by Element: Management Reporting Module



BY ELEMENT:

Management Reporting - Wholesale Industry

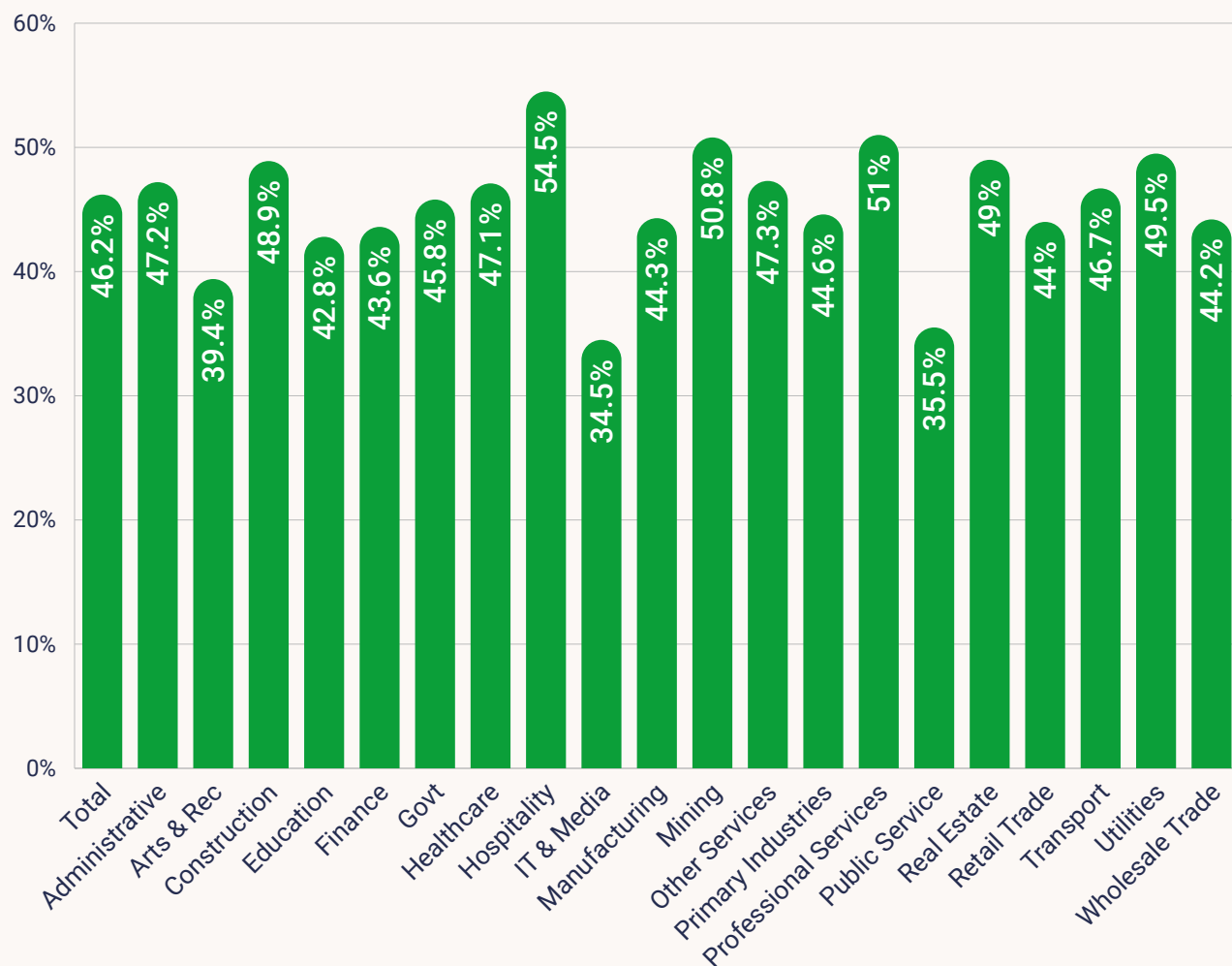
Wholesale Trade Industry
Average Maturity Score by Element: Management Reporting Module



BY INDUSTRY:

Management Knowledge

Management Knowledge
Average Maturity Score by Industry



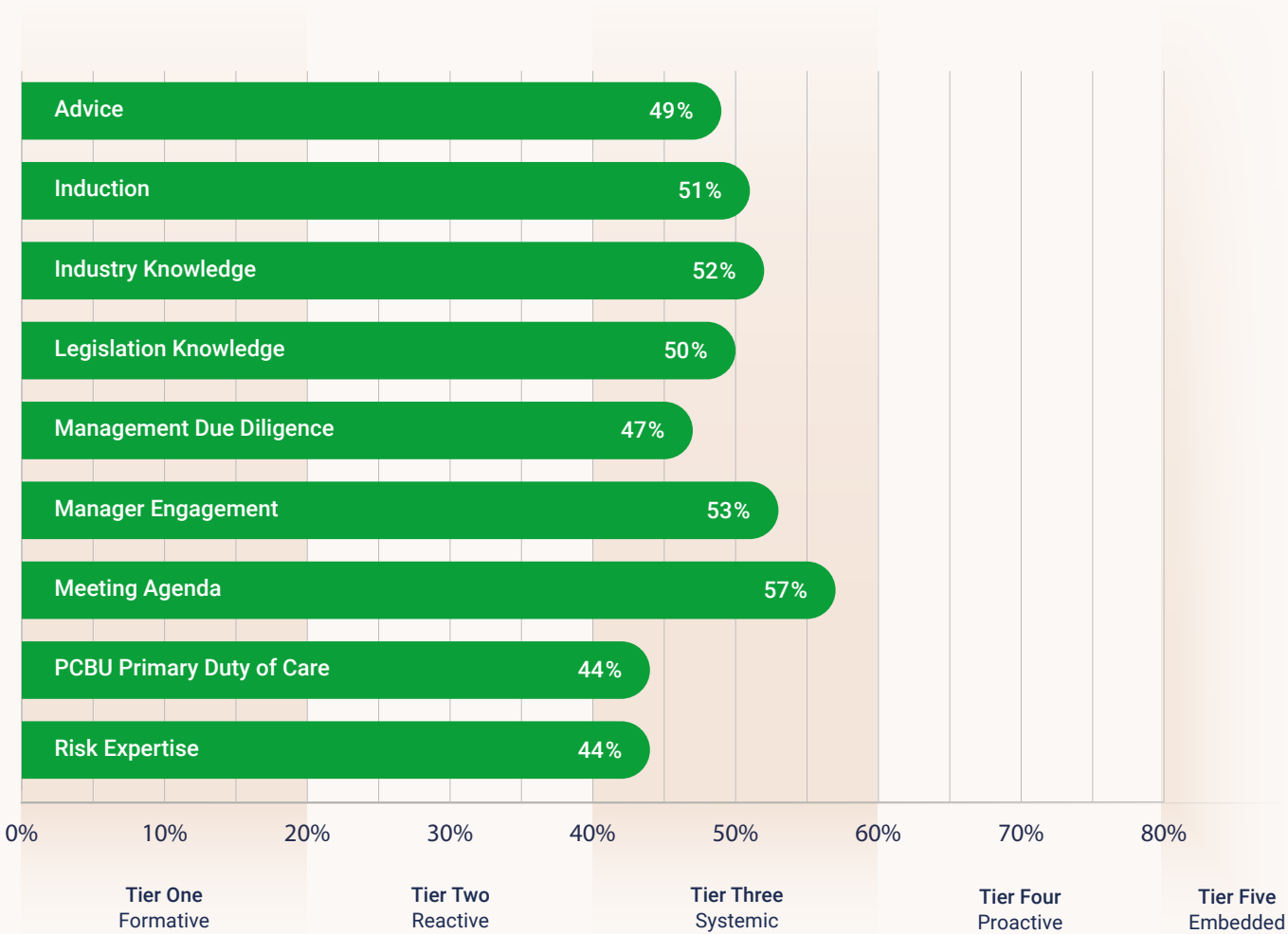
BY ELEMENT:

Management Knowledge

Management Knowledge
Average Maturity Score



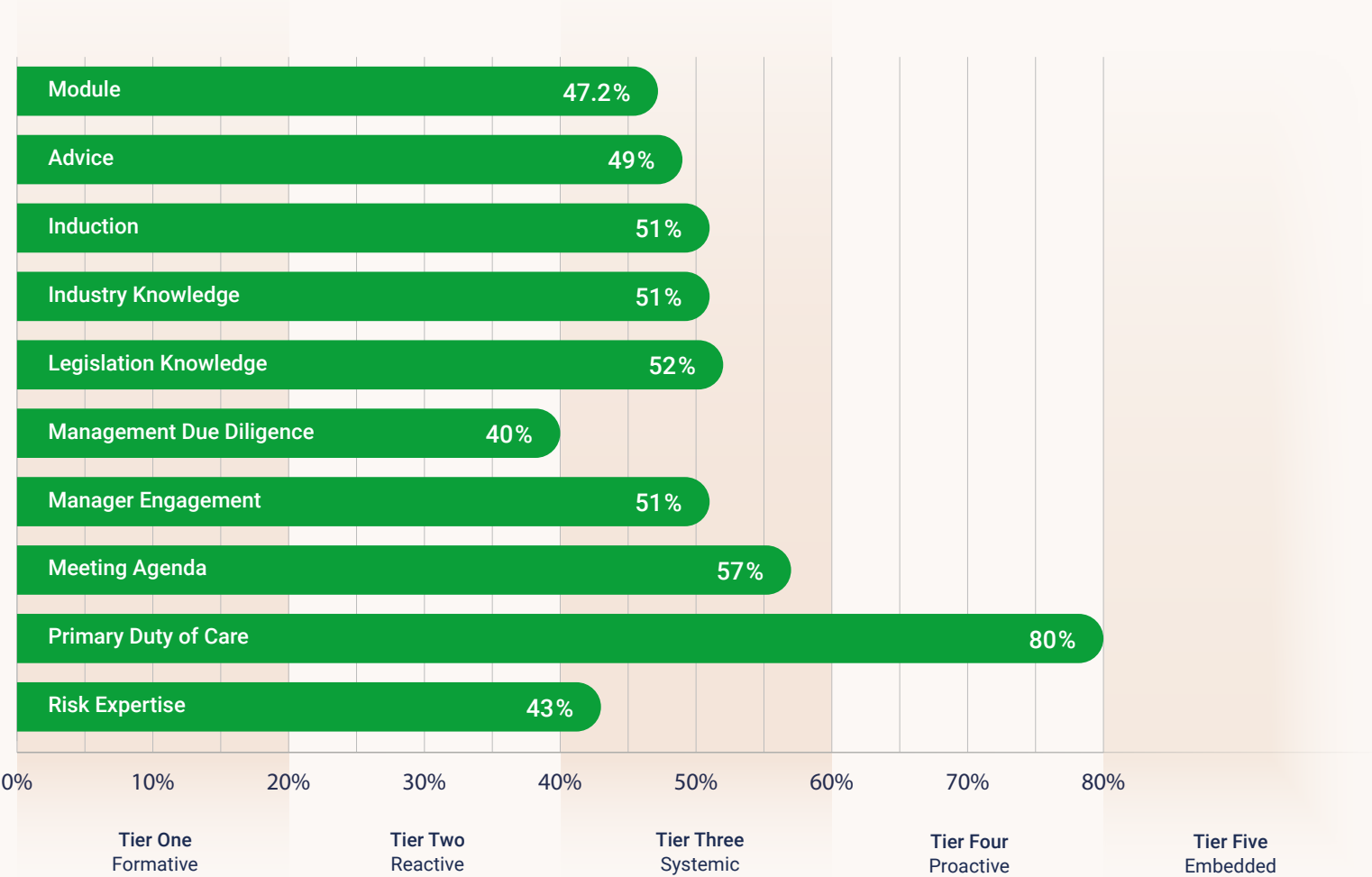
Management Knowledge
Average Maturity Score by Element



BY ELEMENT:

Management Knowledge - Administration Industry

Administration Industry
Average Maturity Score by Element: Management Knowledge Module

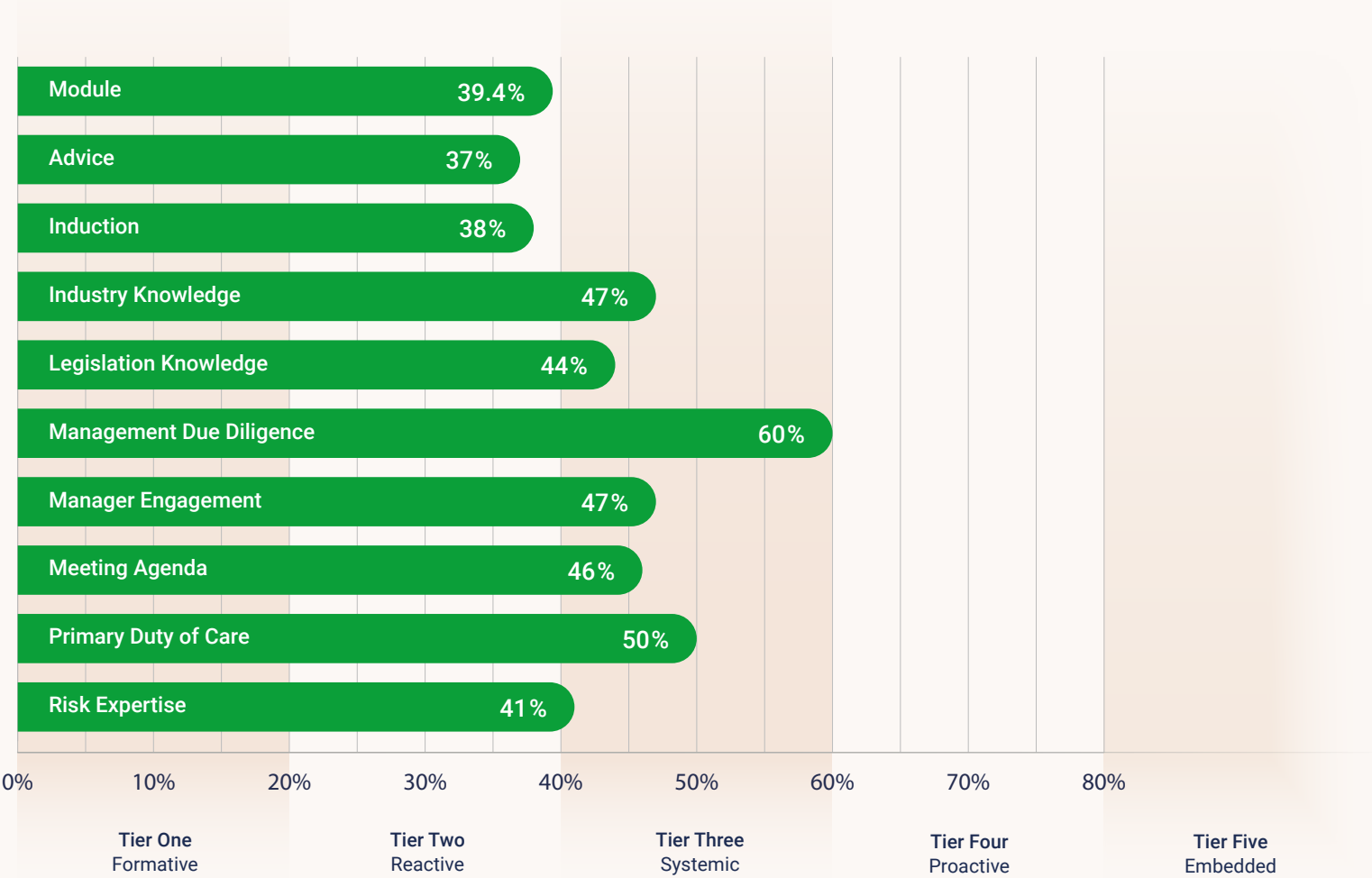


BY ELEMENT:

Management Knowledge - Arts & Rec Industry

Arts & Rec Industry

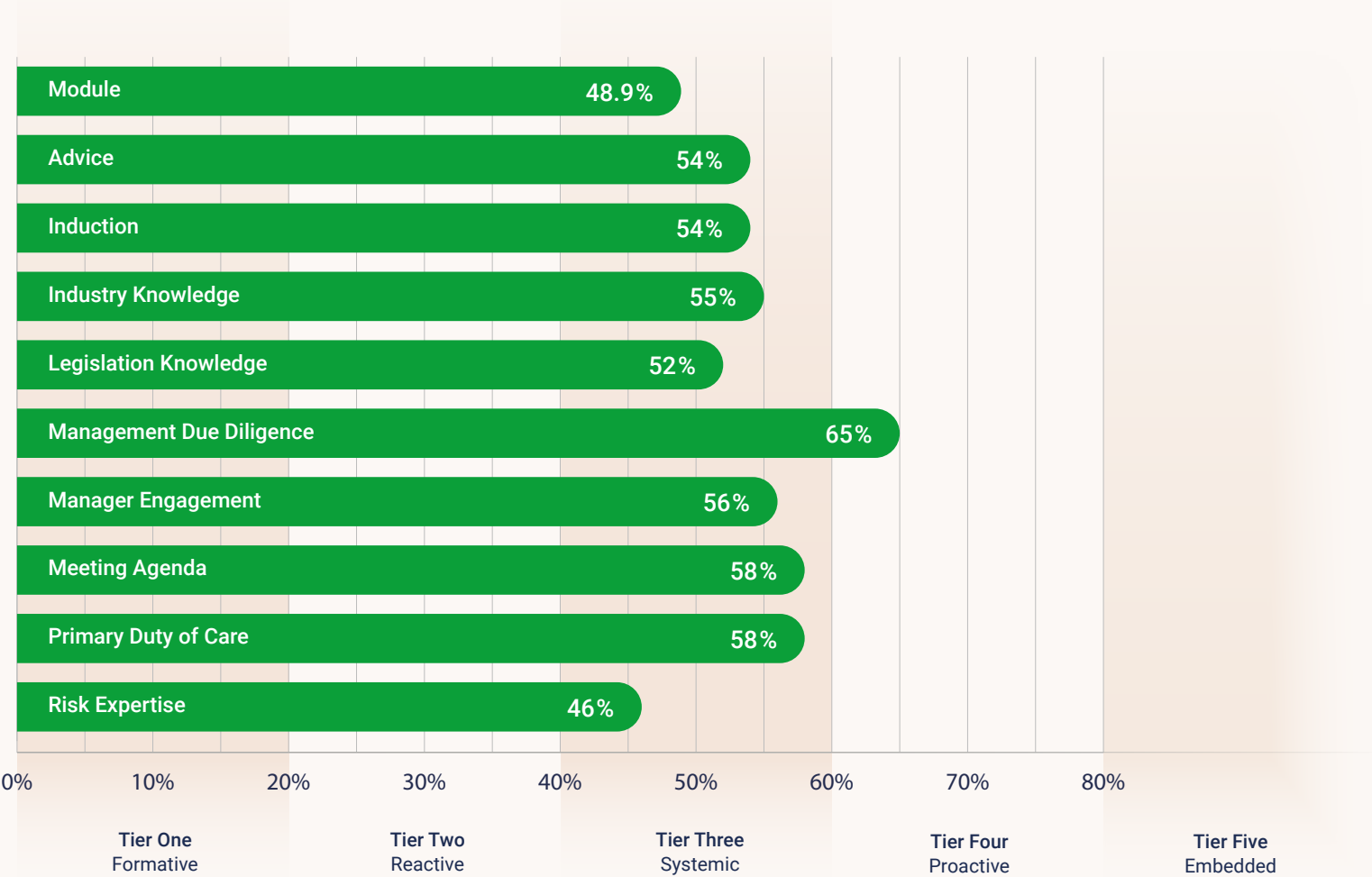
Average Maturity Score by Element: Management Knowledge Module.



BY ELEMENT:

Management Knowledge - Construction Industry

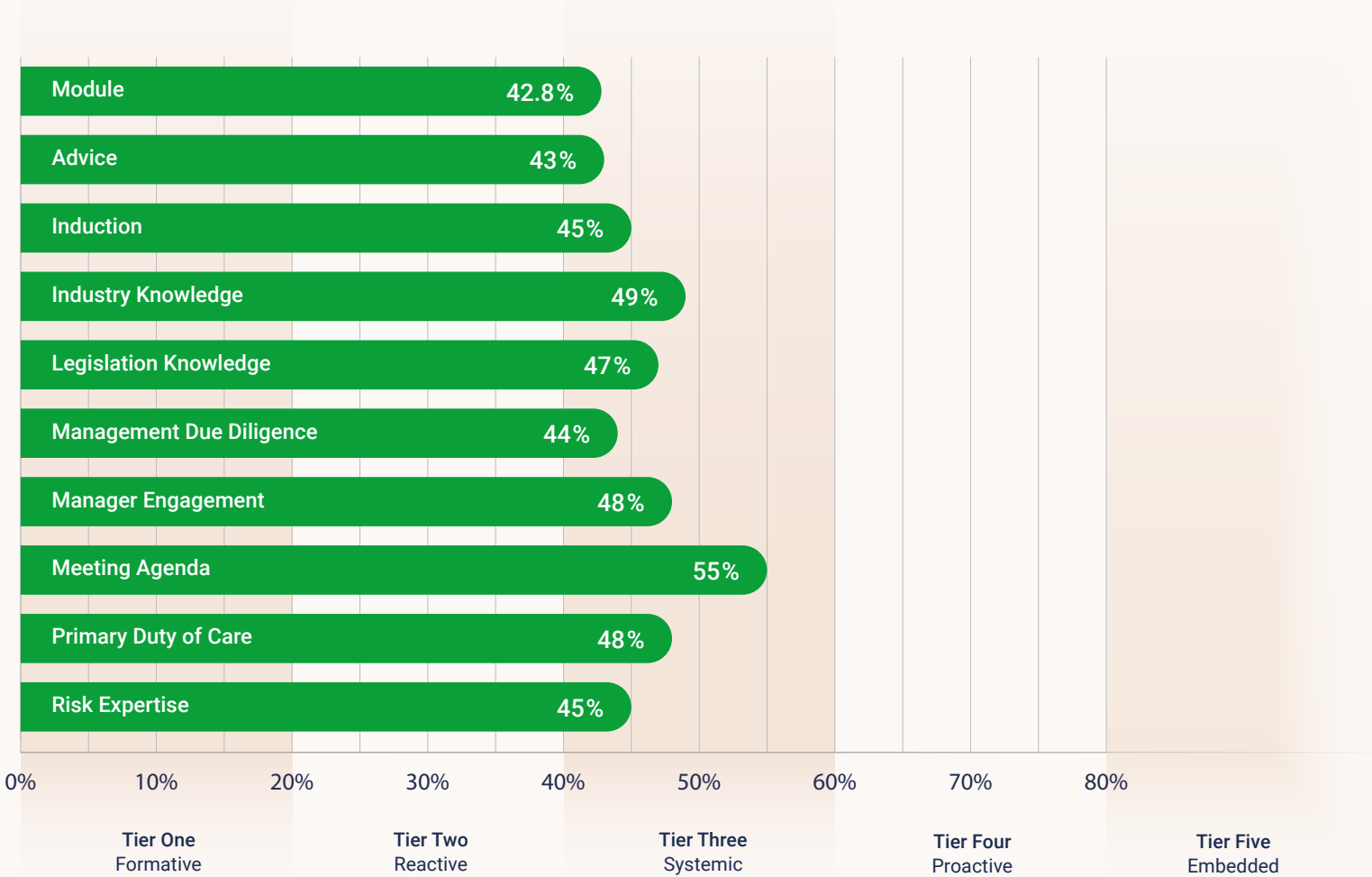
Construction Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Education Industry

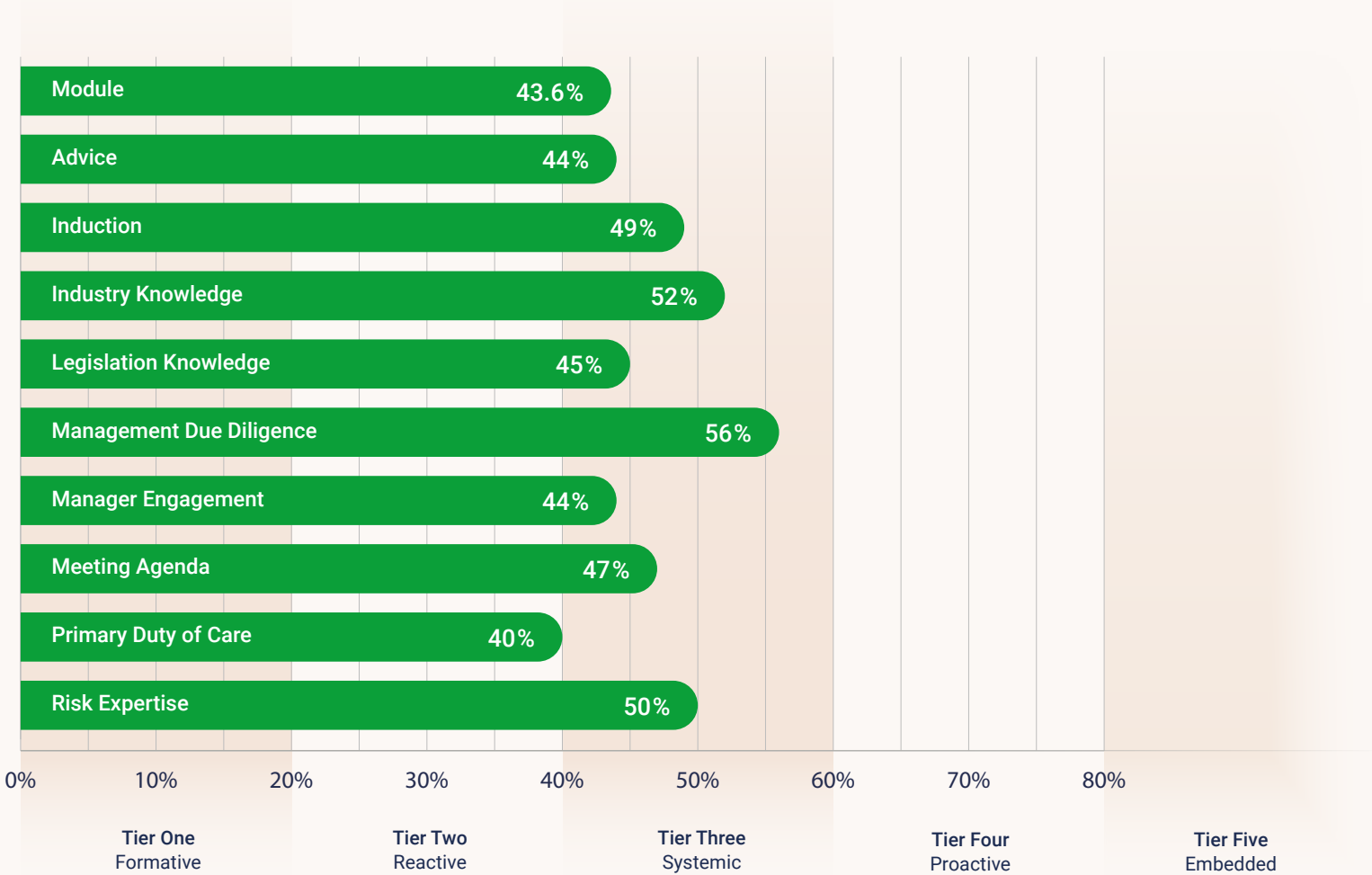
Education Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Finance Industry

Finance Industry
Average Maturity Score by Element: Management Knowledge Module

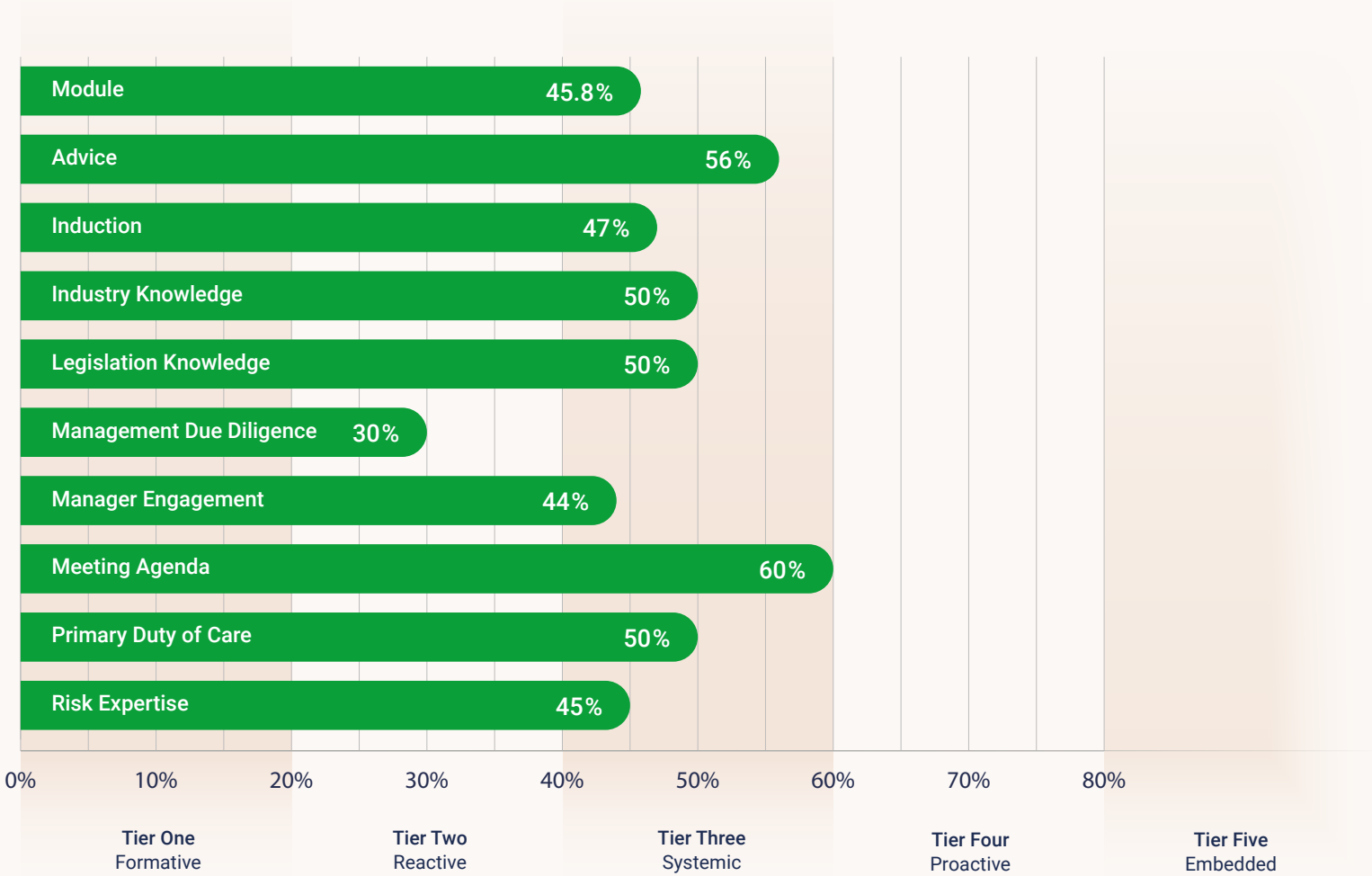


BY ELEMENT:

Management Knowledge - Government Industry

Government Industry

Average Maturity Score by Element: Management Knowledge Module

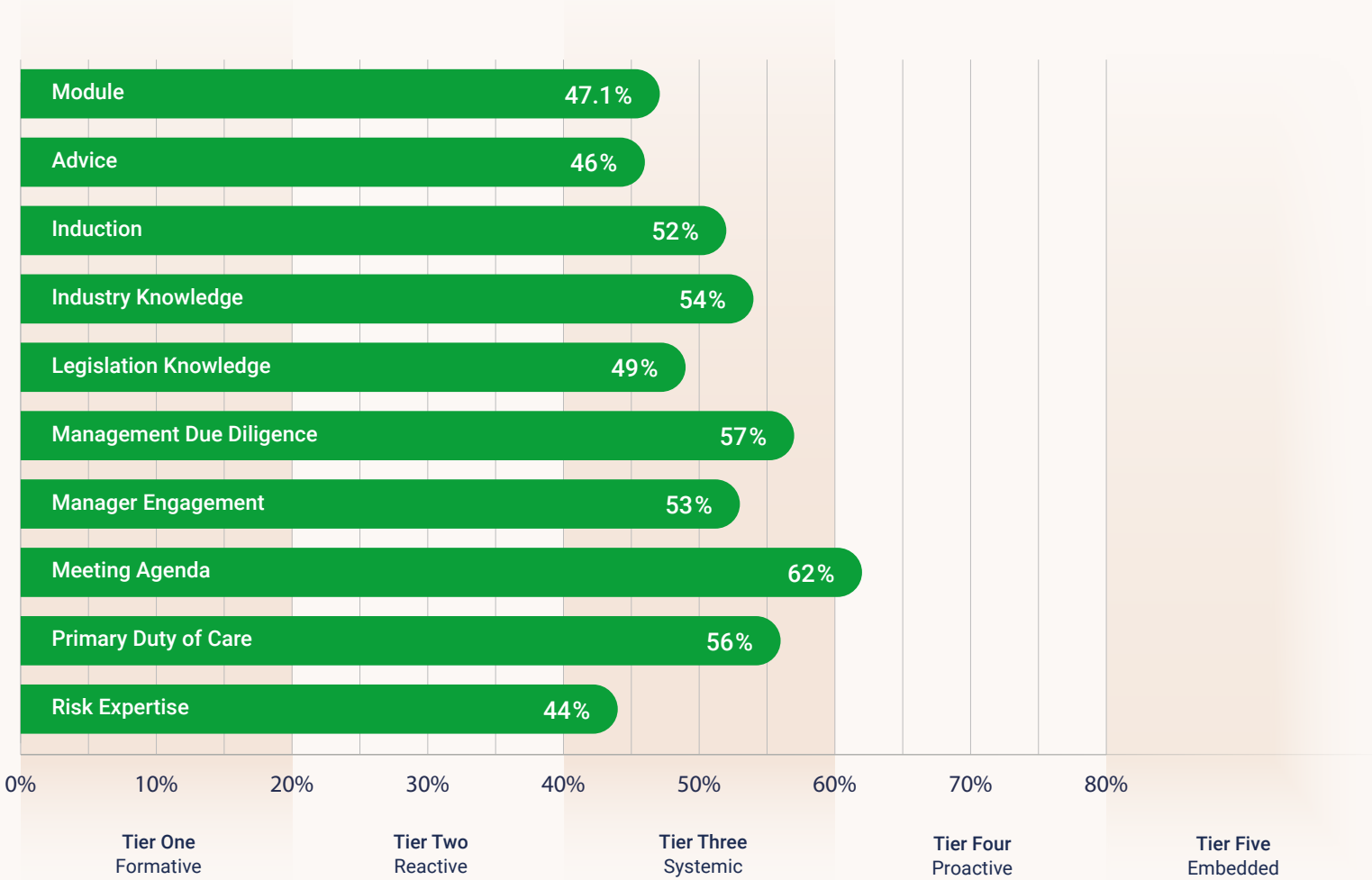


BY ELEMENT:

Management Knowledge - Healthcare Industry

Healthcare Industry

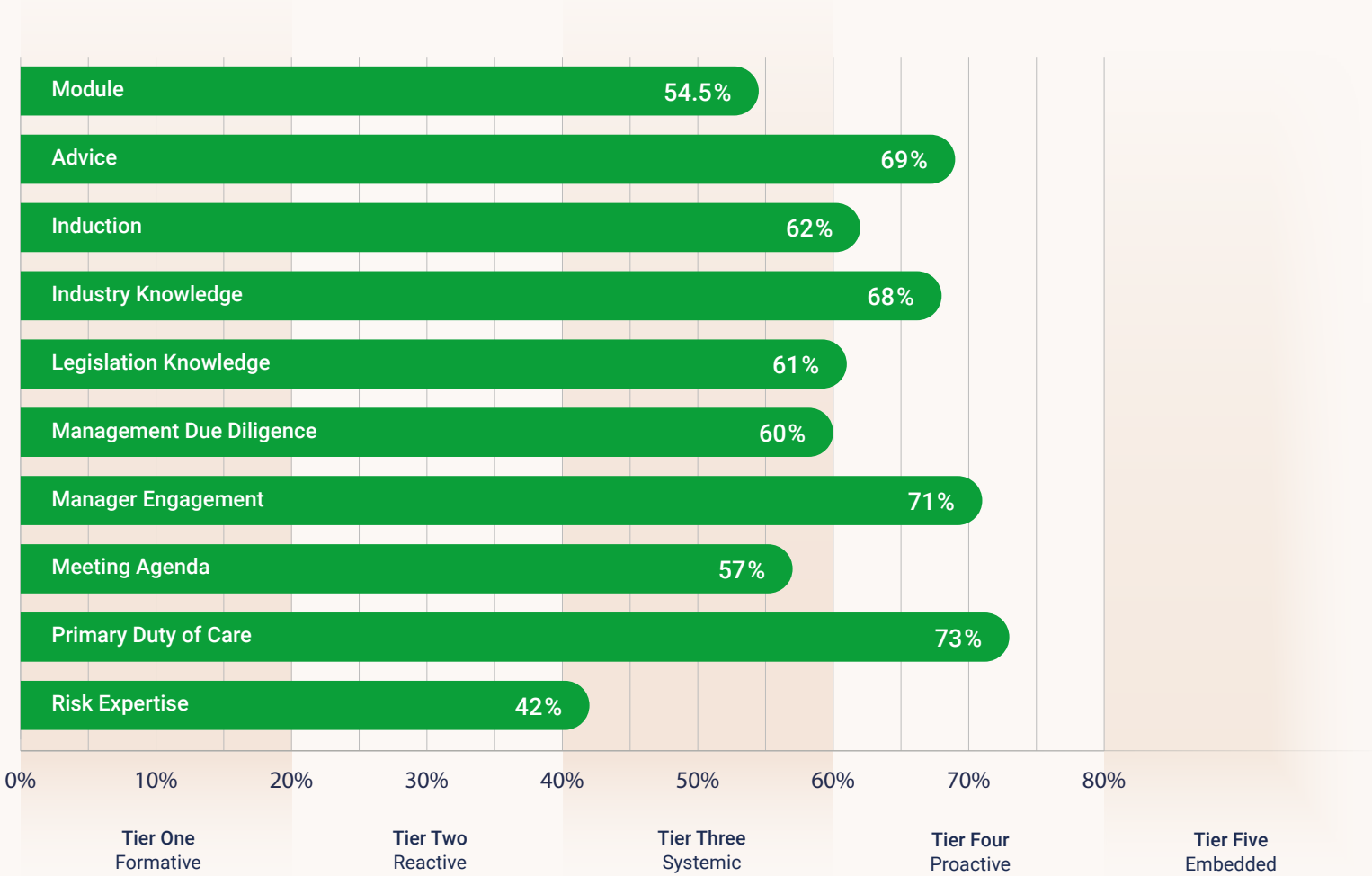
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Hospitality Industry

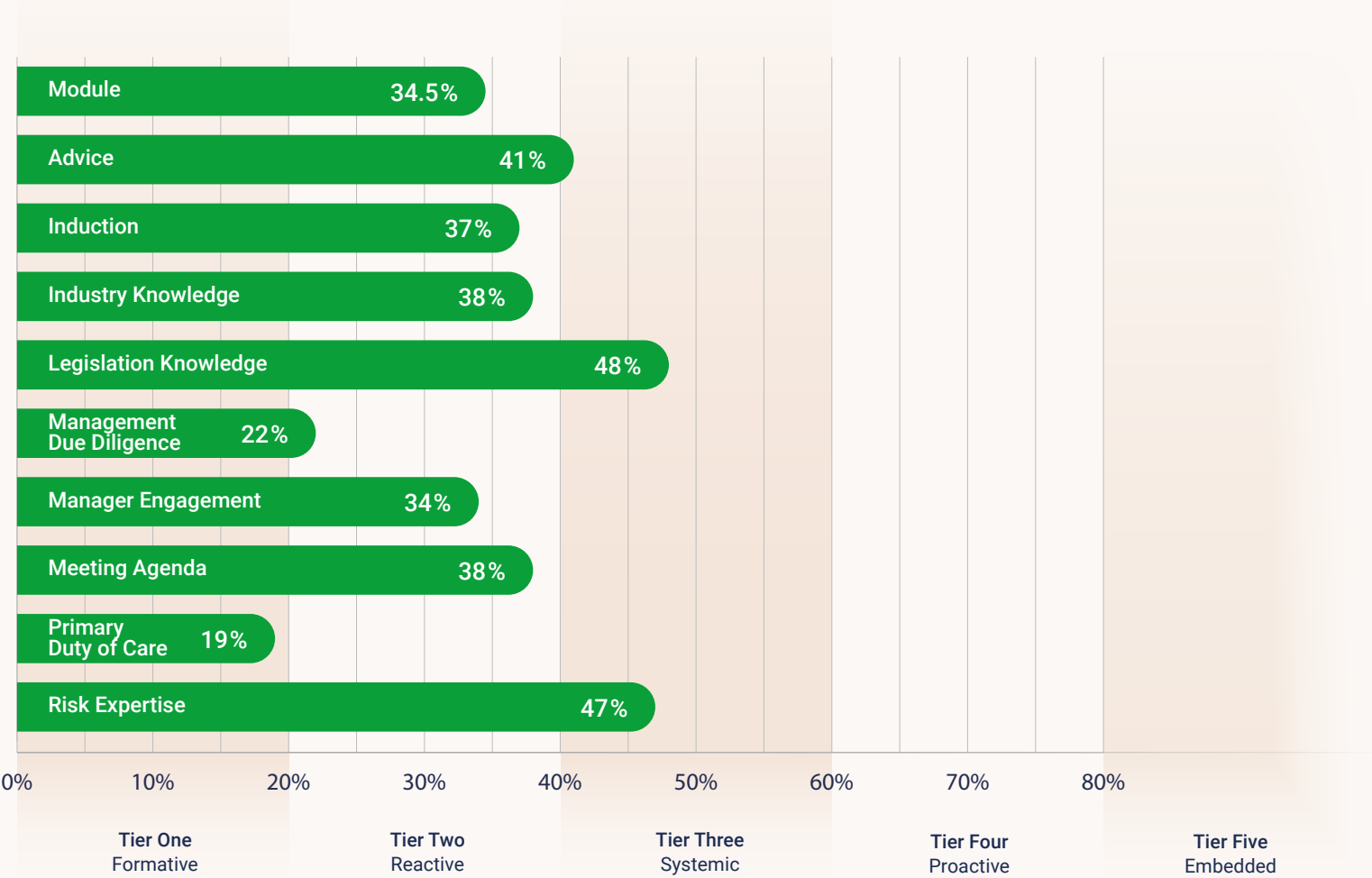
Hospitality Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - IT & Media Industry

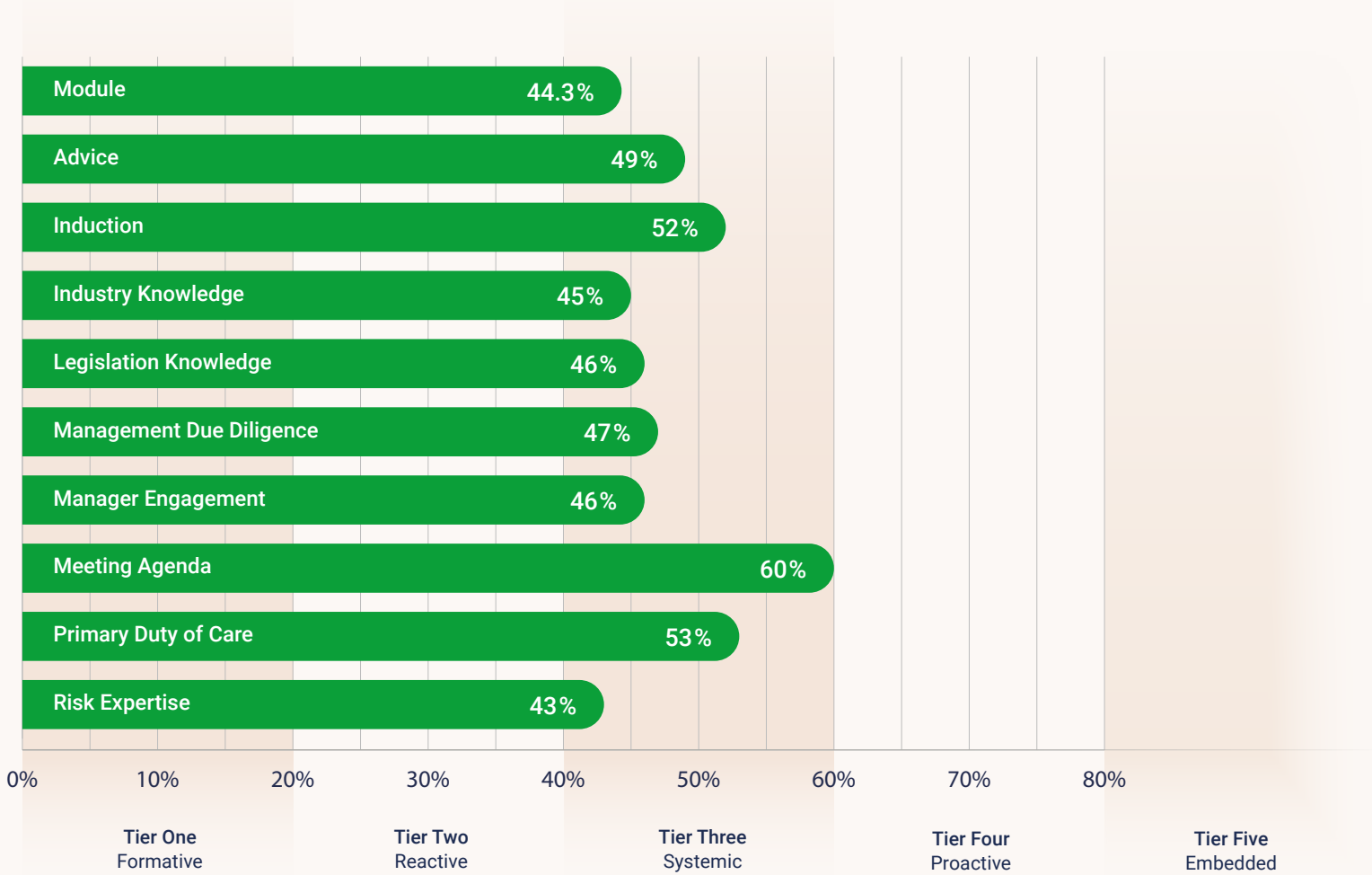
IT & Media Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Manufacturing Industry

Manufacturing Industry
Average Maturity Score by Element: Management Knowledge Module

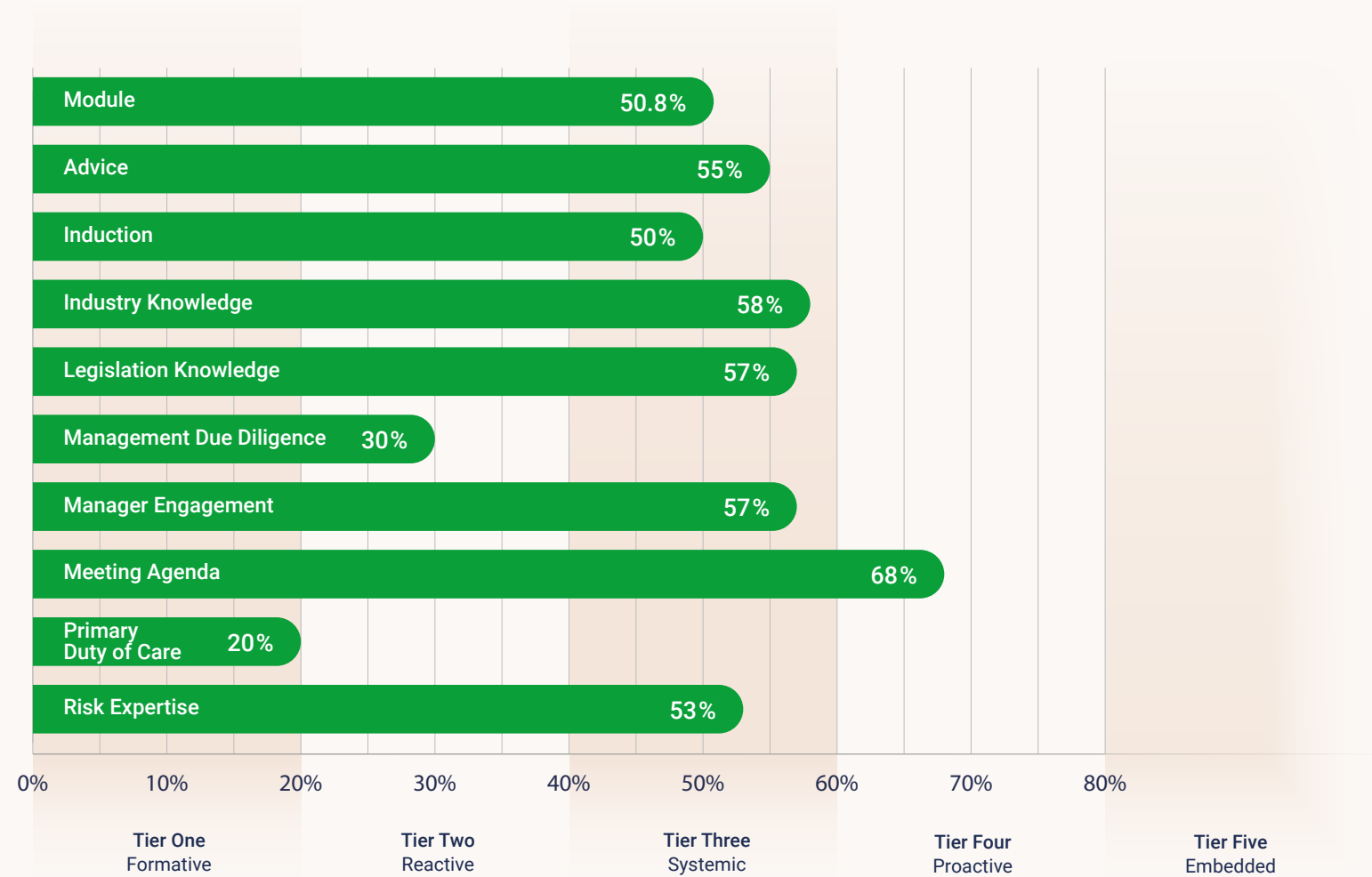


BY ELEMENT:

Management Knowledge - Mining Industry

Mining Industry

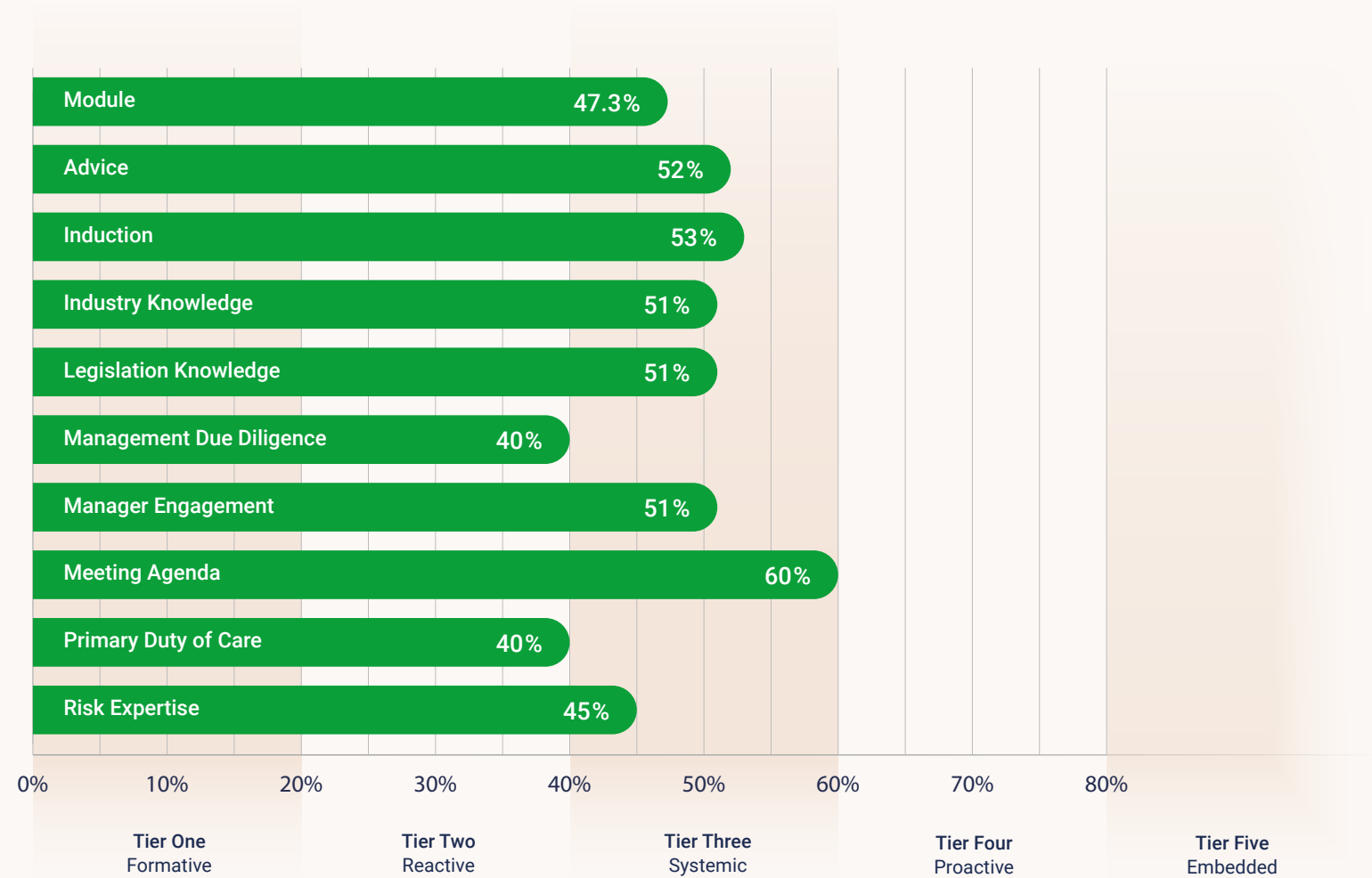
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Other Services Industry

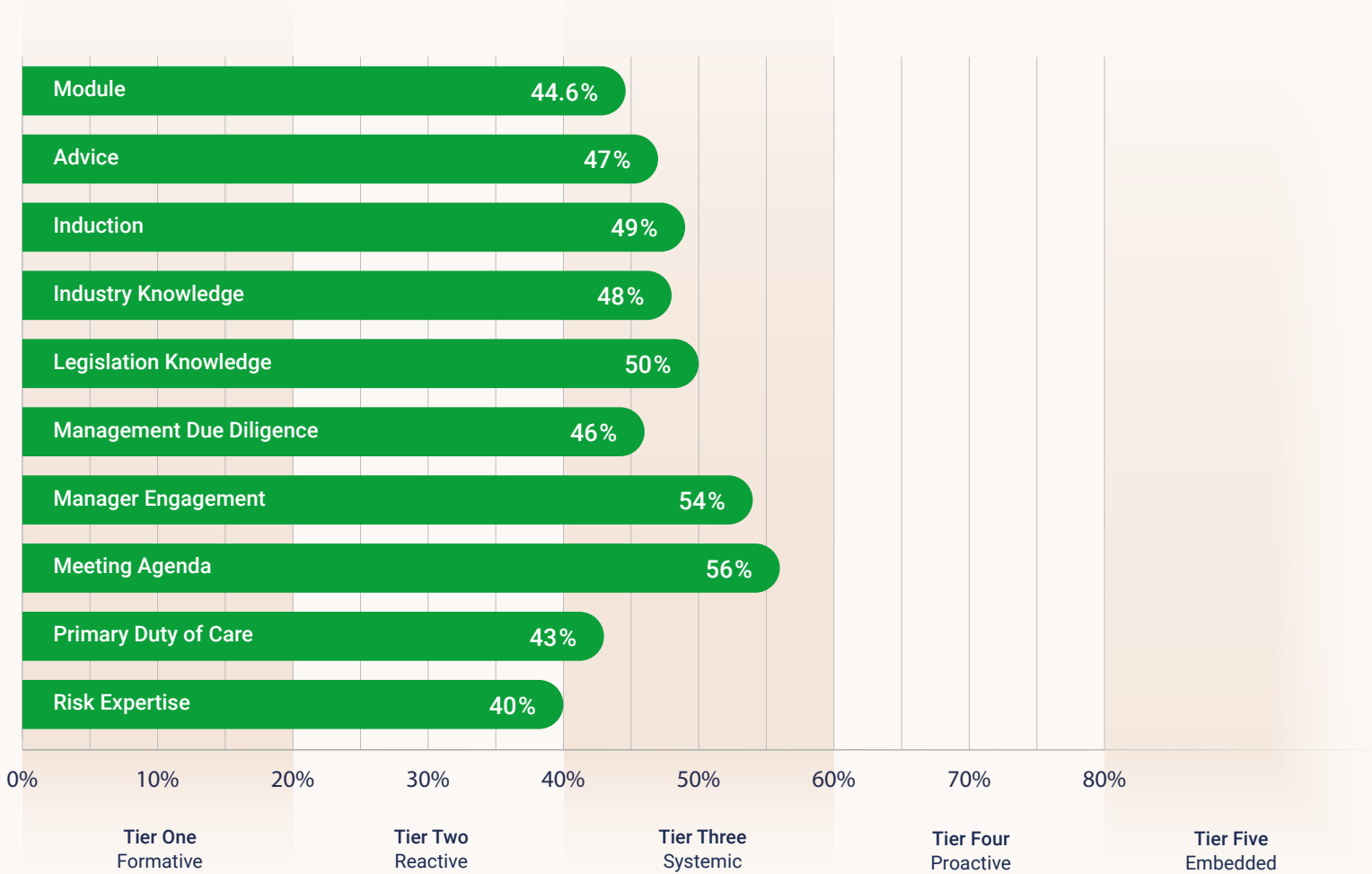
Other Services Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Primary Industries Industry

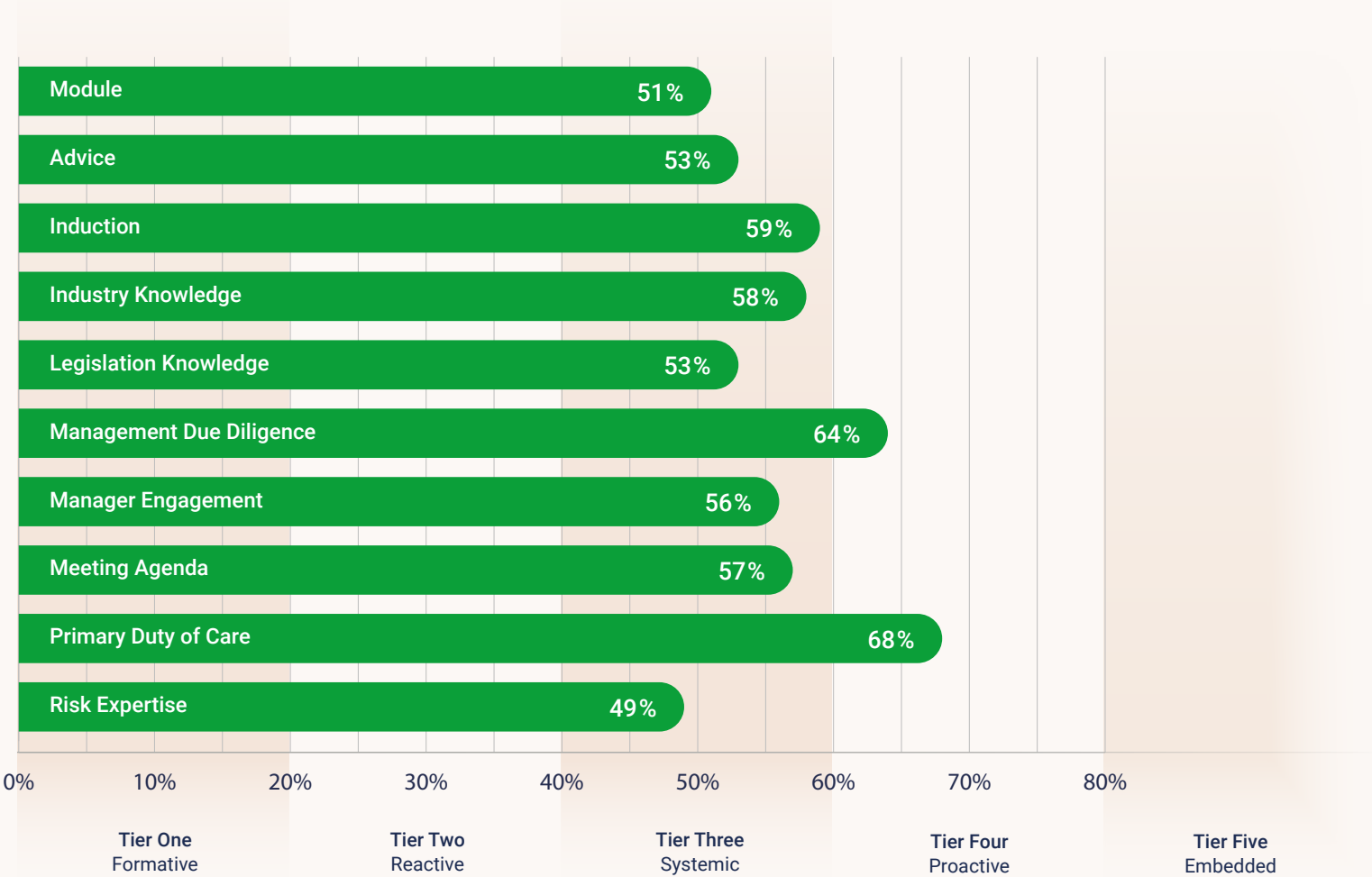
Primary Industries Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Professional Services Industry

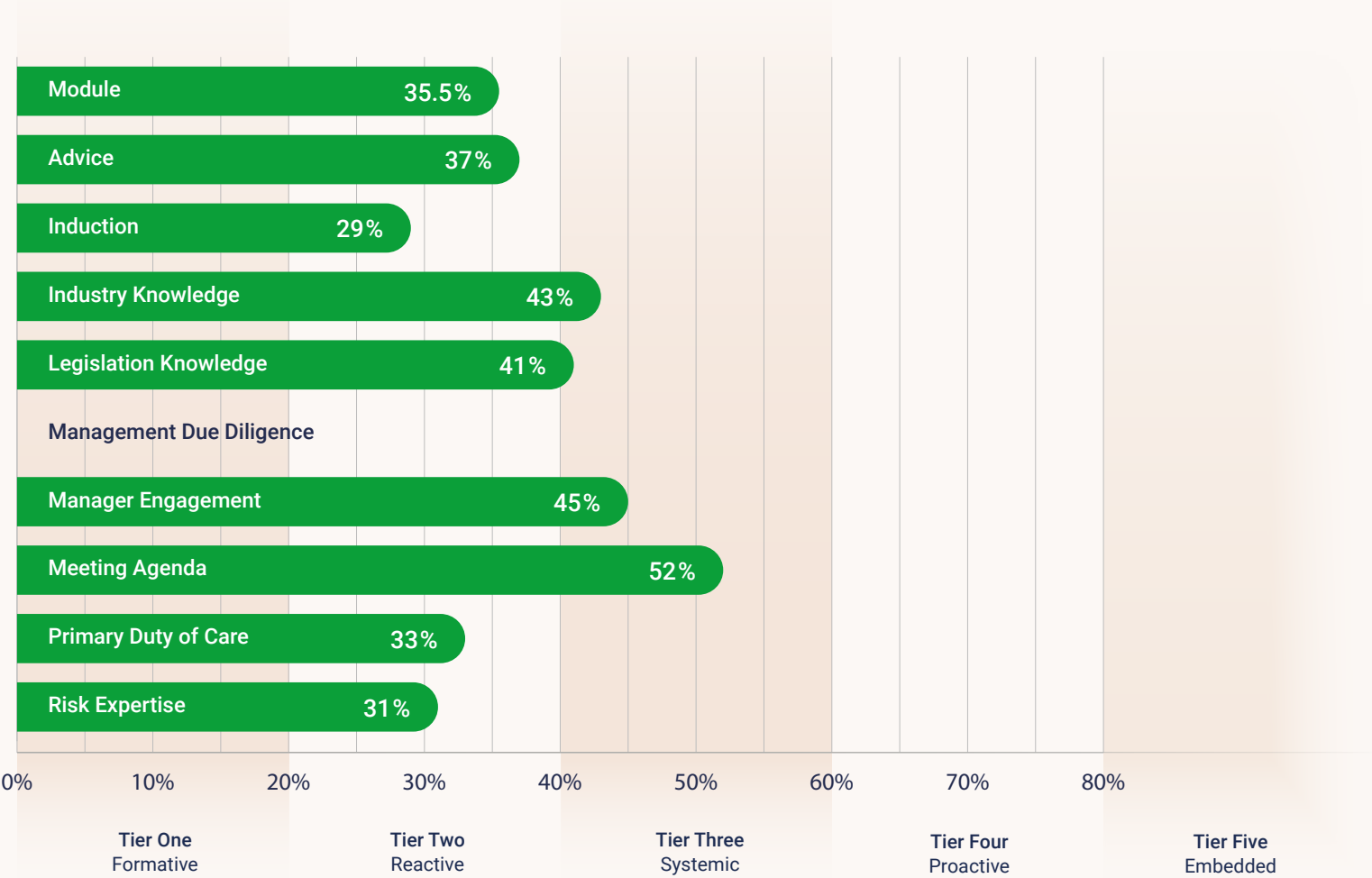
Professional Services Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Public Service Industry

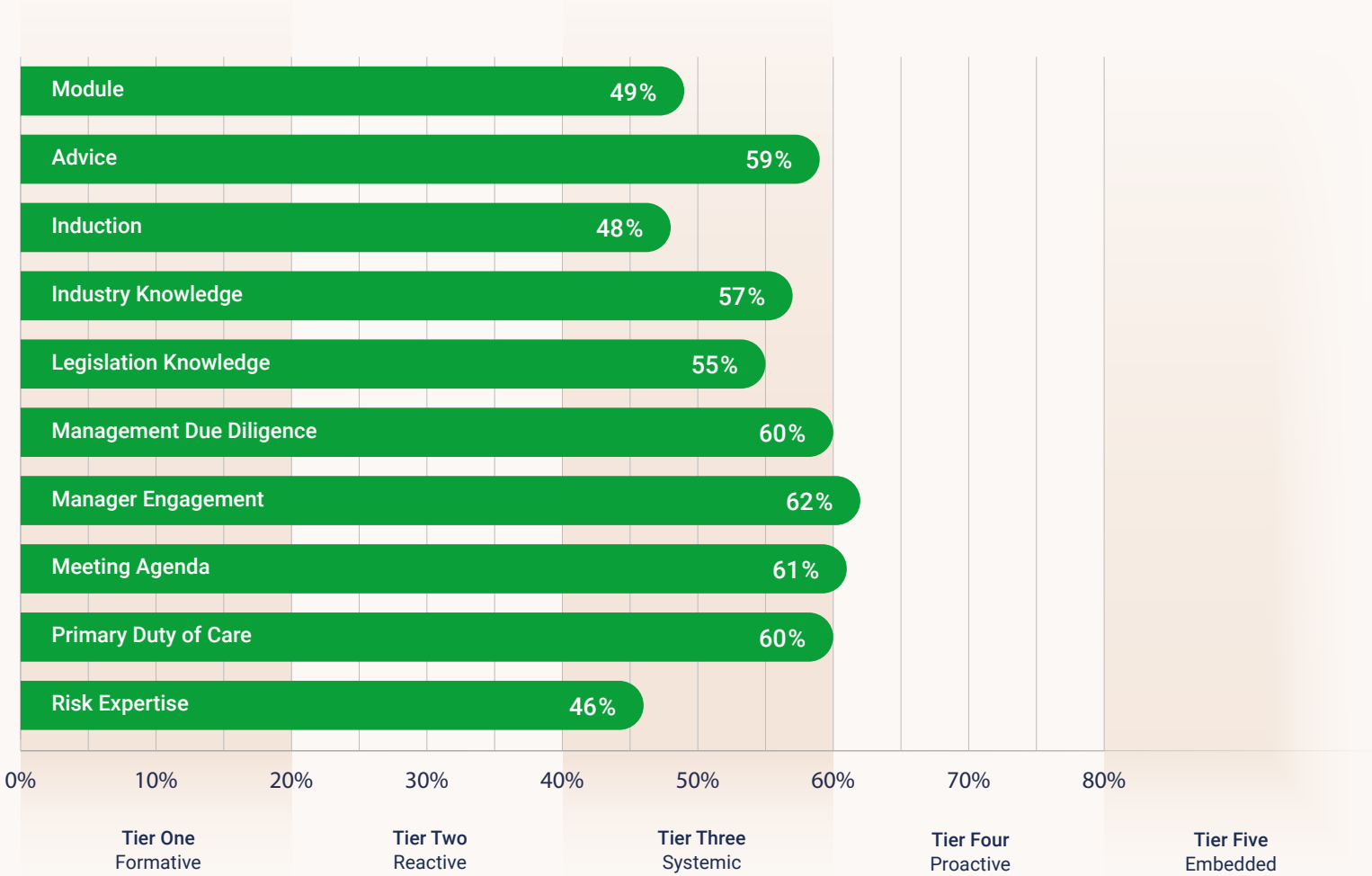
Public Service Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Real Estate Industry

Real Estate Industry
Average Maturity Score by Element: Management Knowledge Module

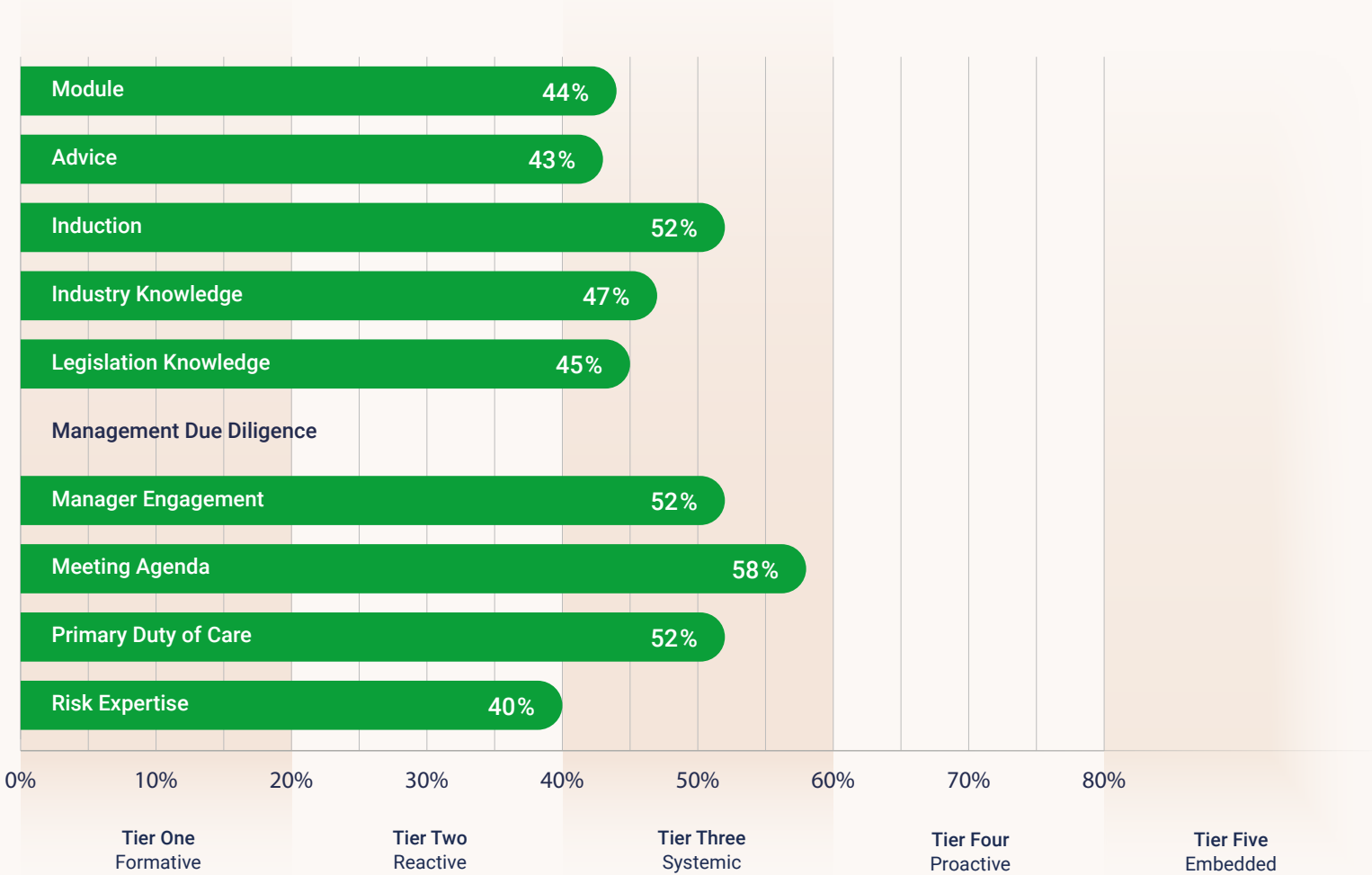


BY ELEMENT:

Management Knowledge - Retail Trade Industry

Retail Trade Industry

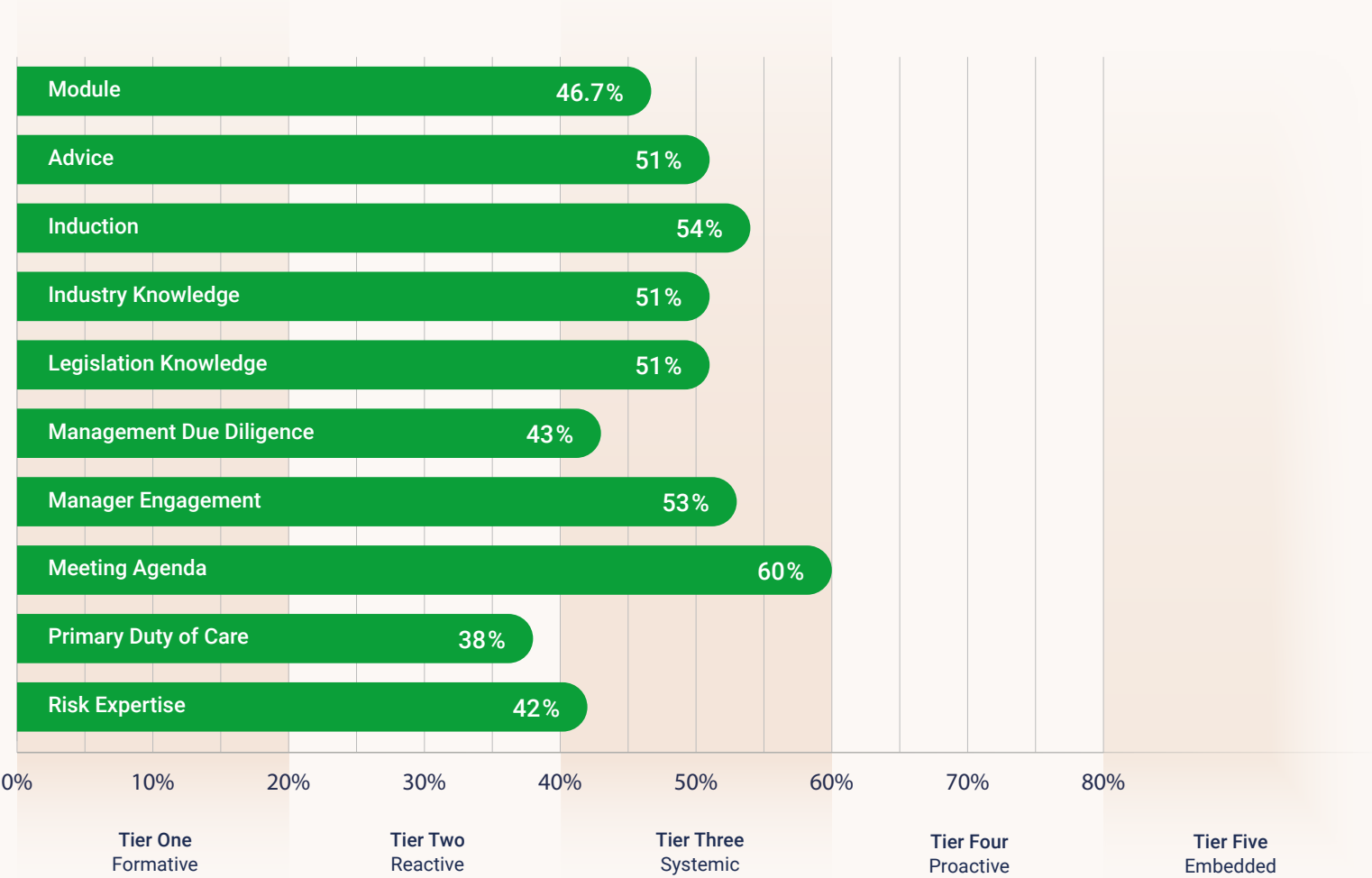
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Transport Industry

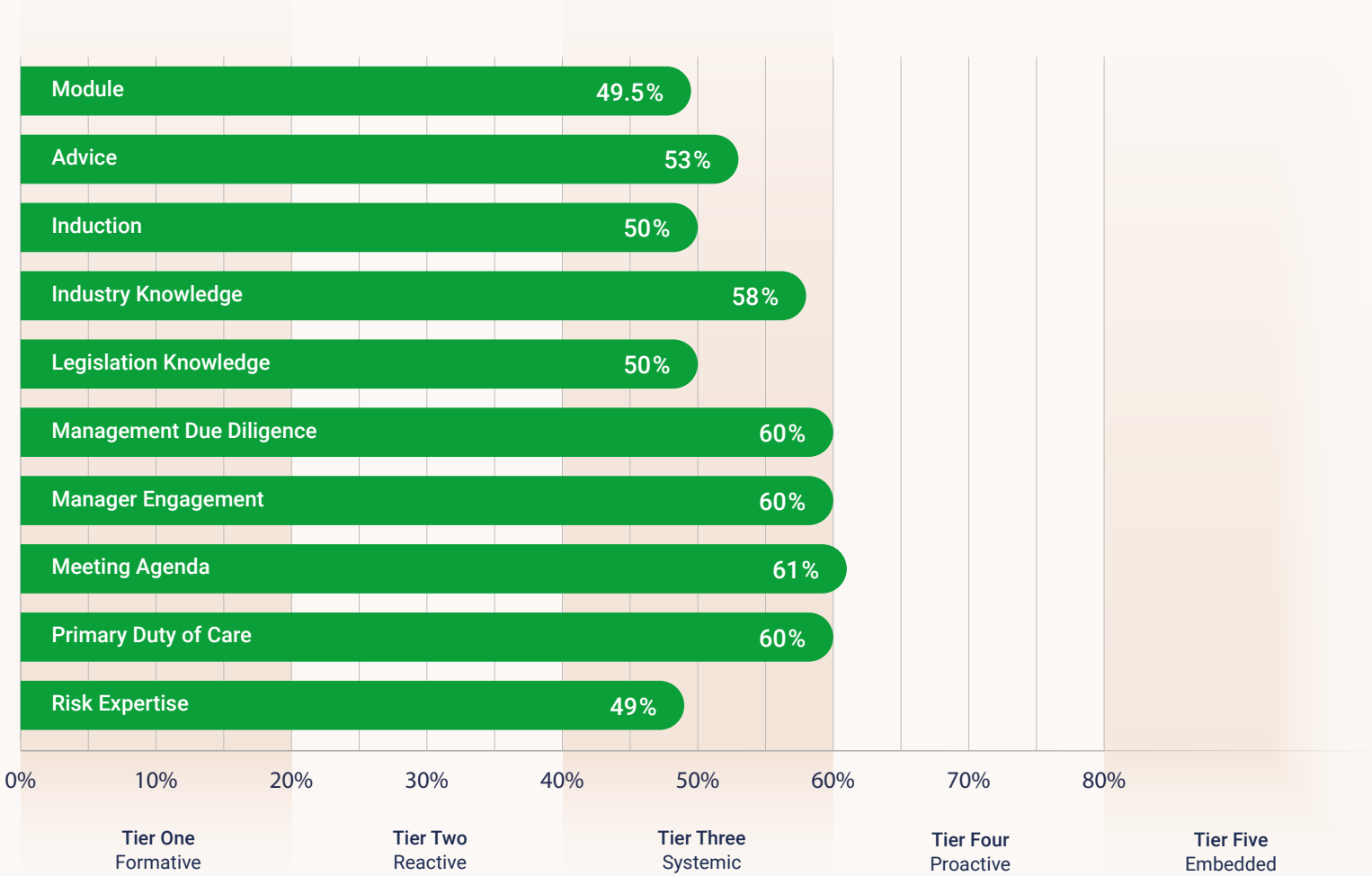
Transport Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Utilities Industry

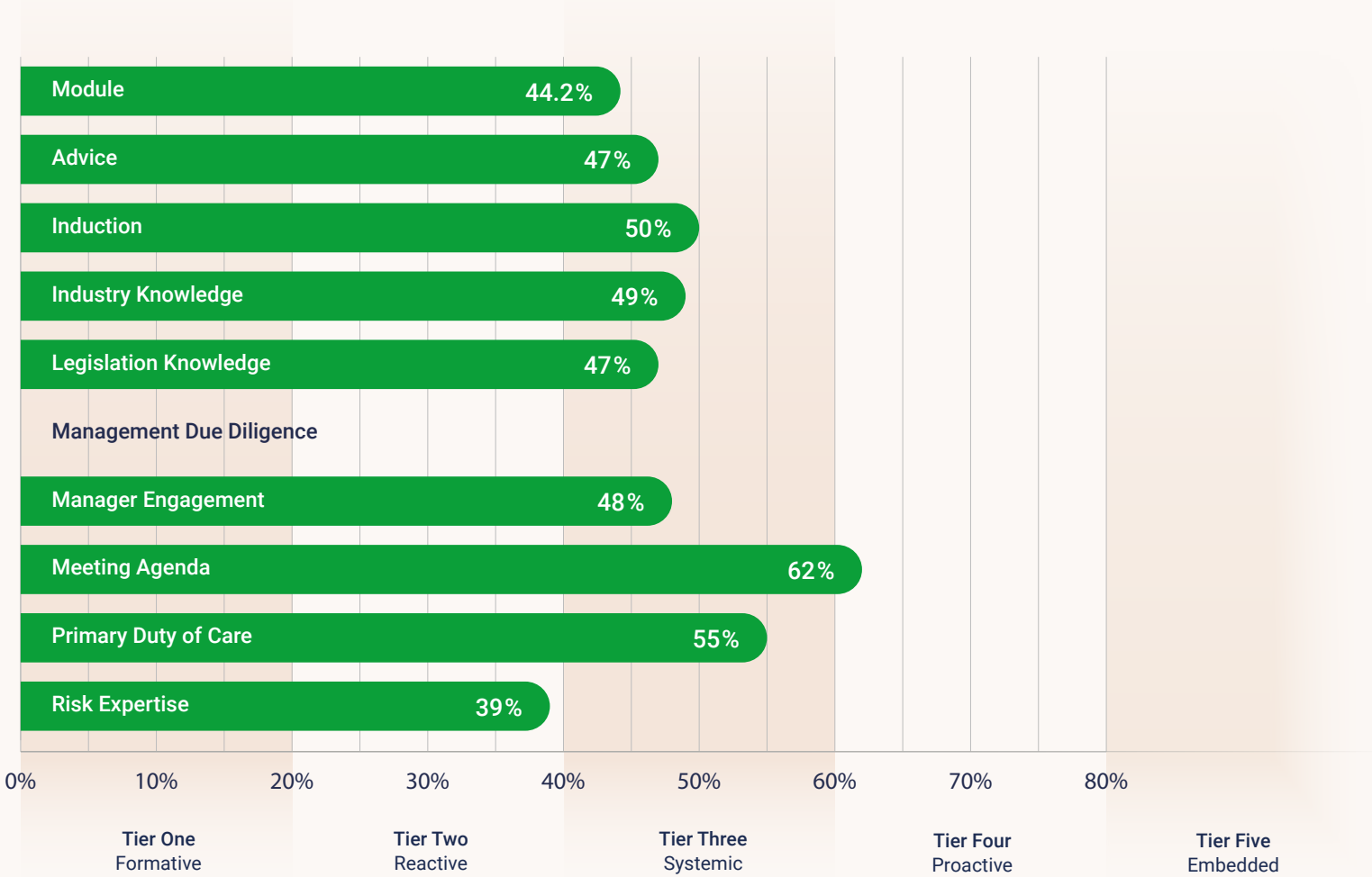
Utilities Industry
Average Maturity Score by Element: Management Knowledge Module



BY ELEMENT:

Management Knowledge - Wholesale Industry

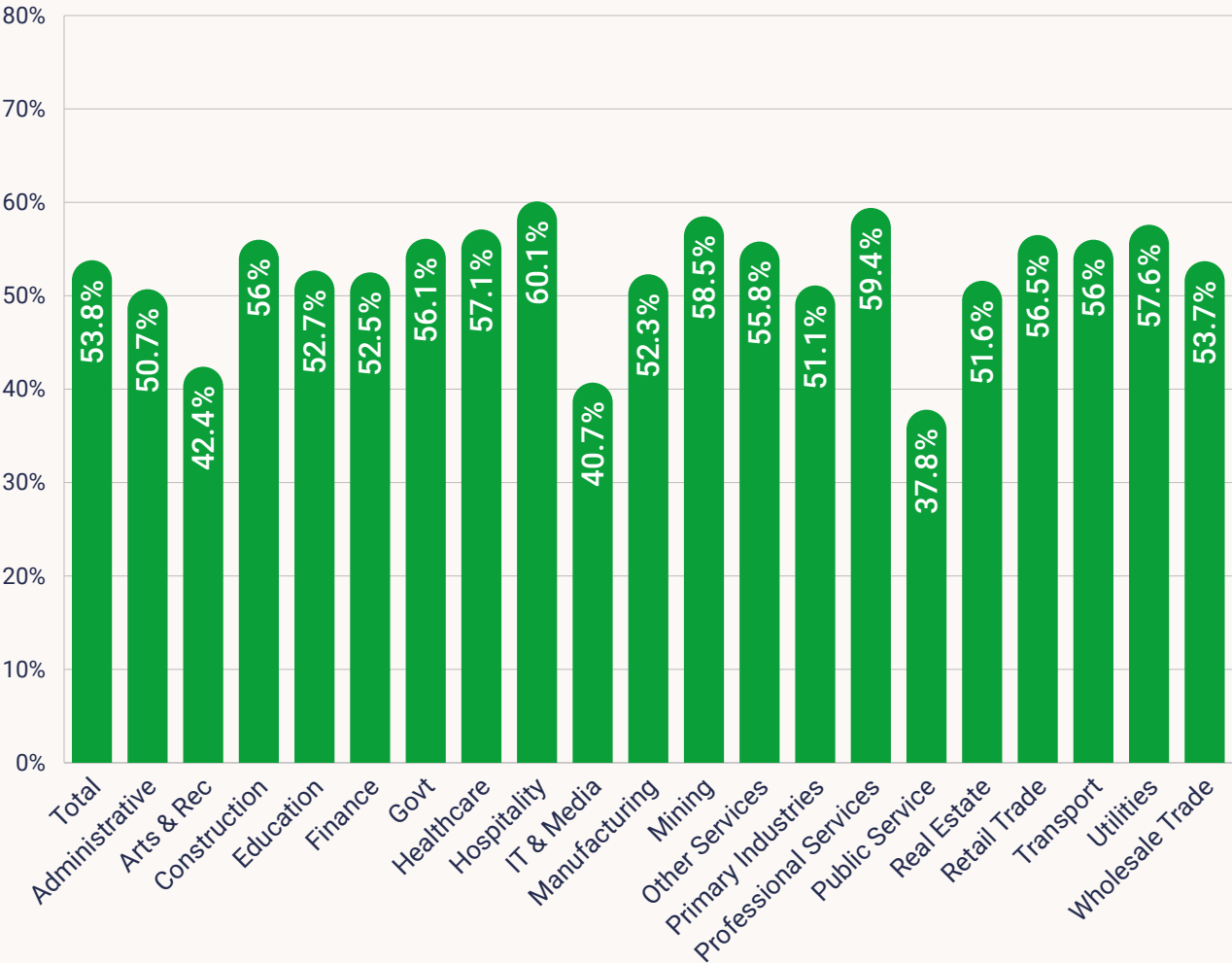
Wholesale Trade Industry
Average Maturity Score by Element: Management Knowledge Module



BY INDUSTRY:

H&S Management System

H&S Management System
Average Maturity Score by Industry



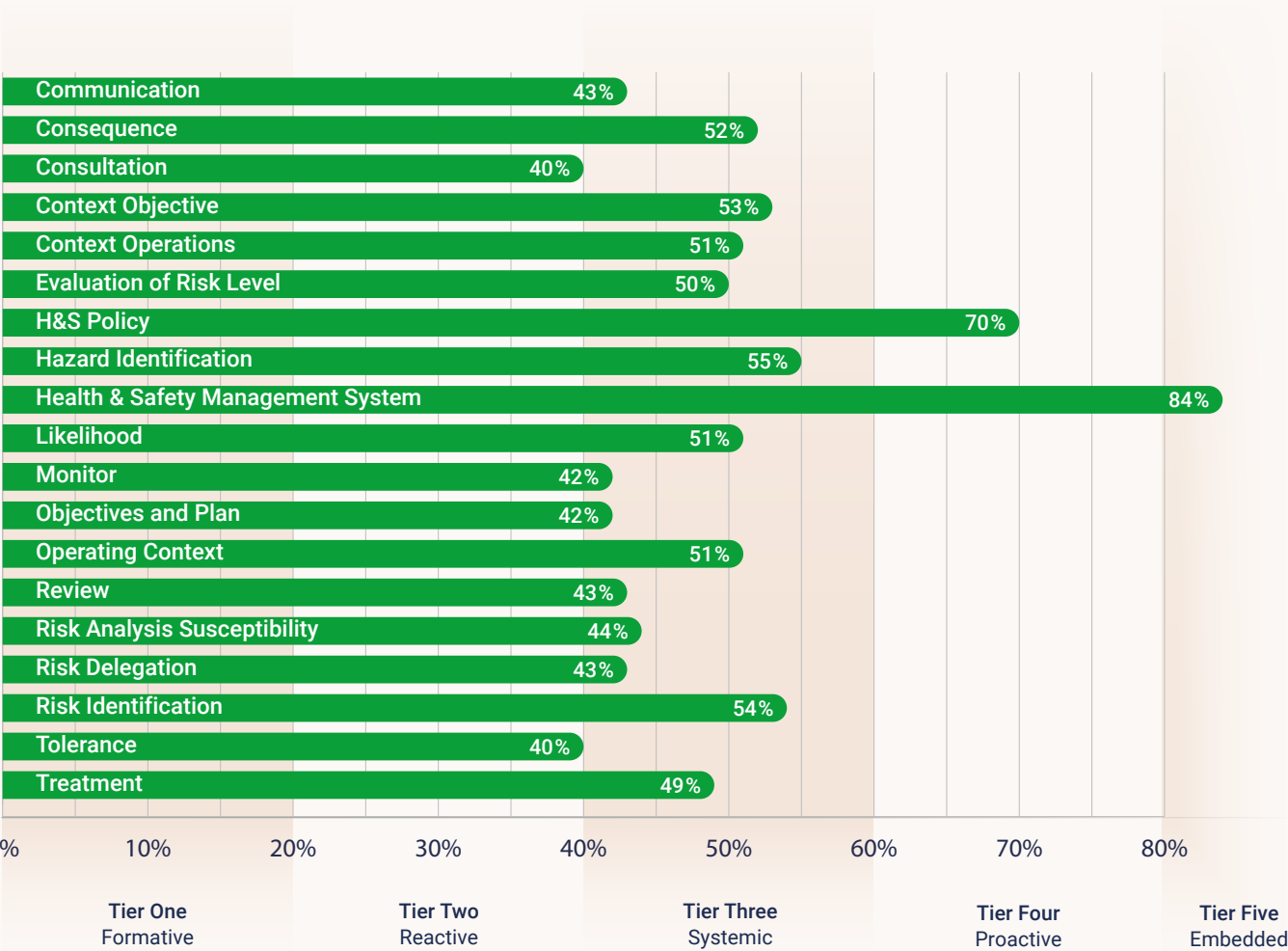
BY ELEMENT:

H&S Management System

H&S Management System
Average Maturity Score



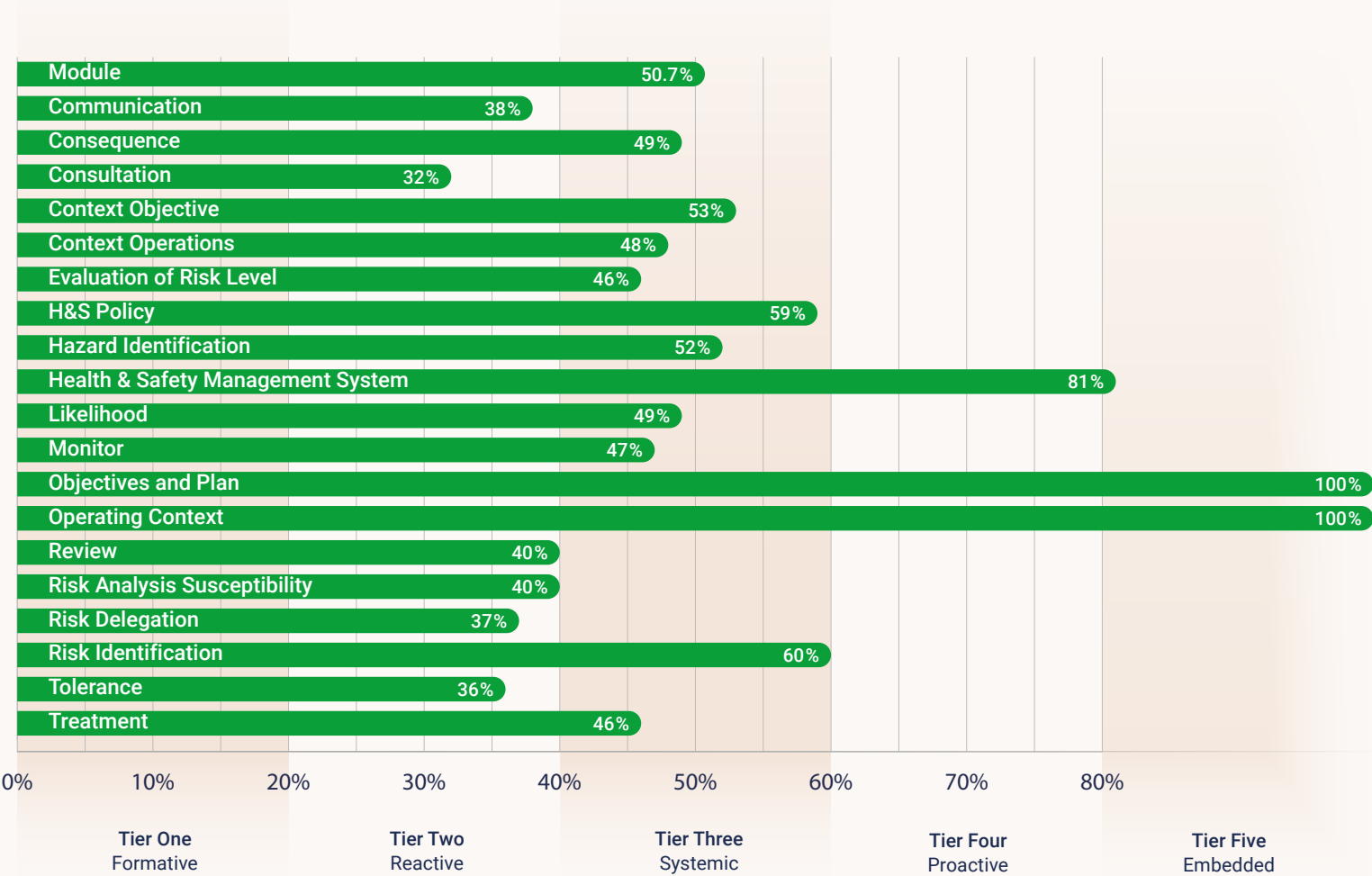
H&S Management System
Average Maturity Score by Element



BY ELEMENT:

H&S Management System - Administration Industry

Administration Industry
Average Maturity Score by Element: H&S Management System Module

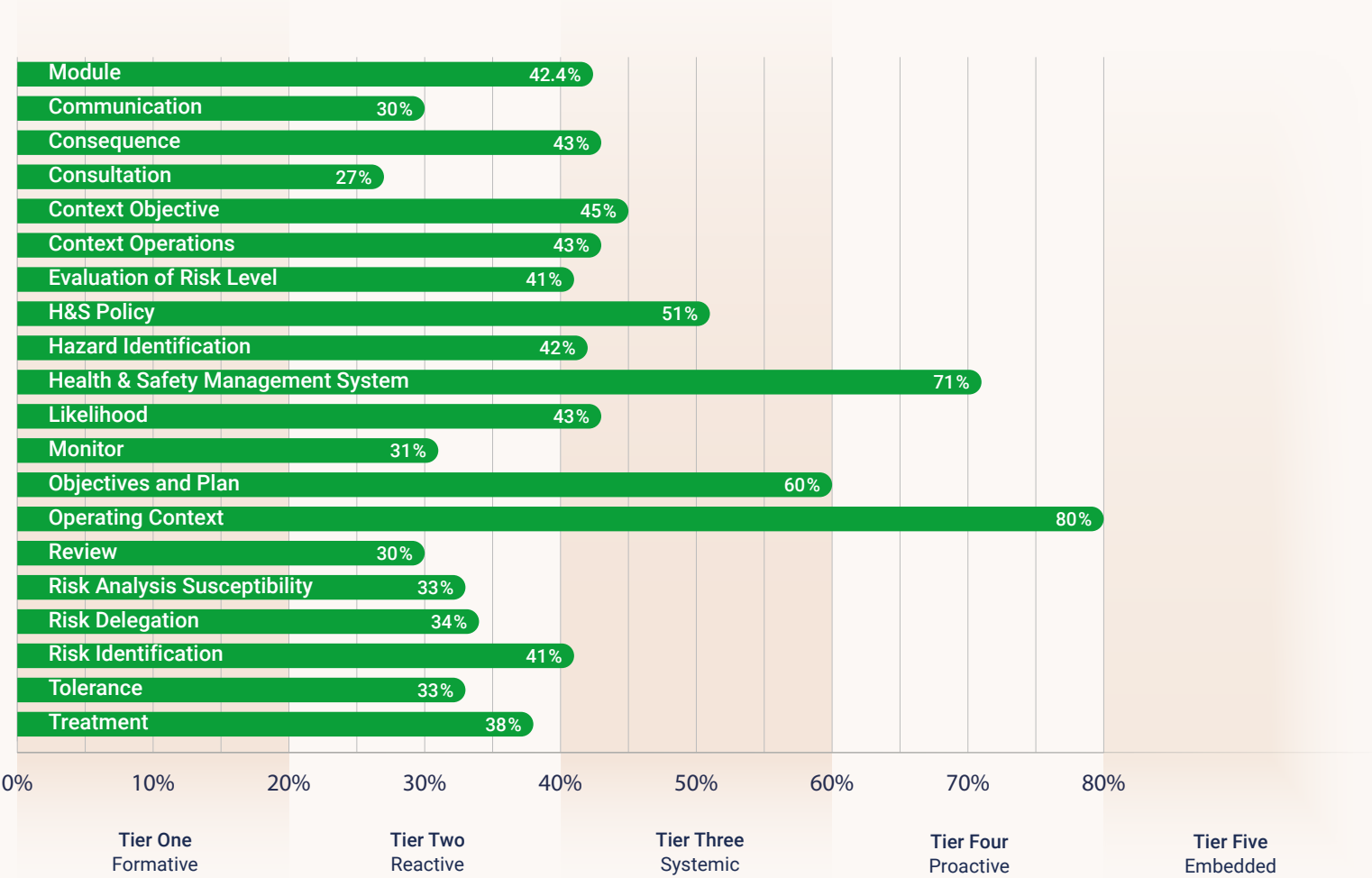


BY ELEMENT:

H&S Management System - Arts & Rec Industry

Arts & Rec Industry

Average Maturity Score by Element: H&S Management System Module

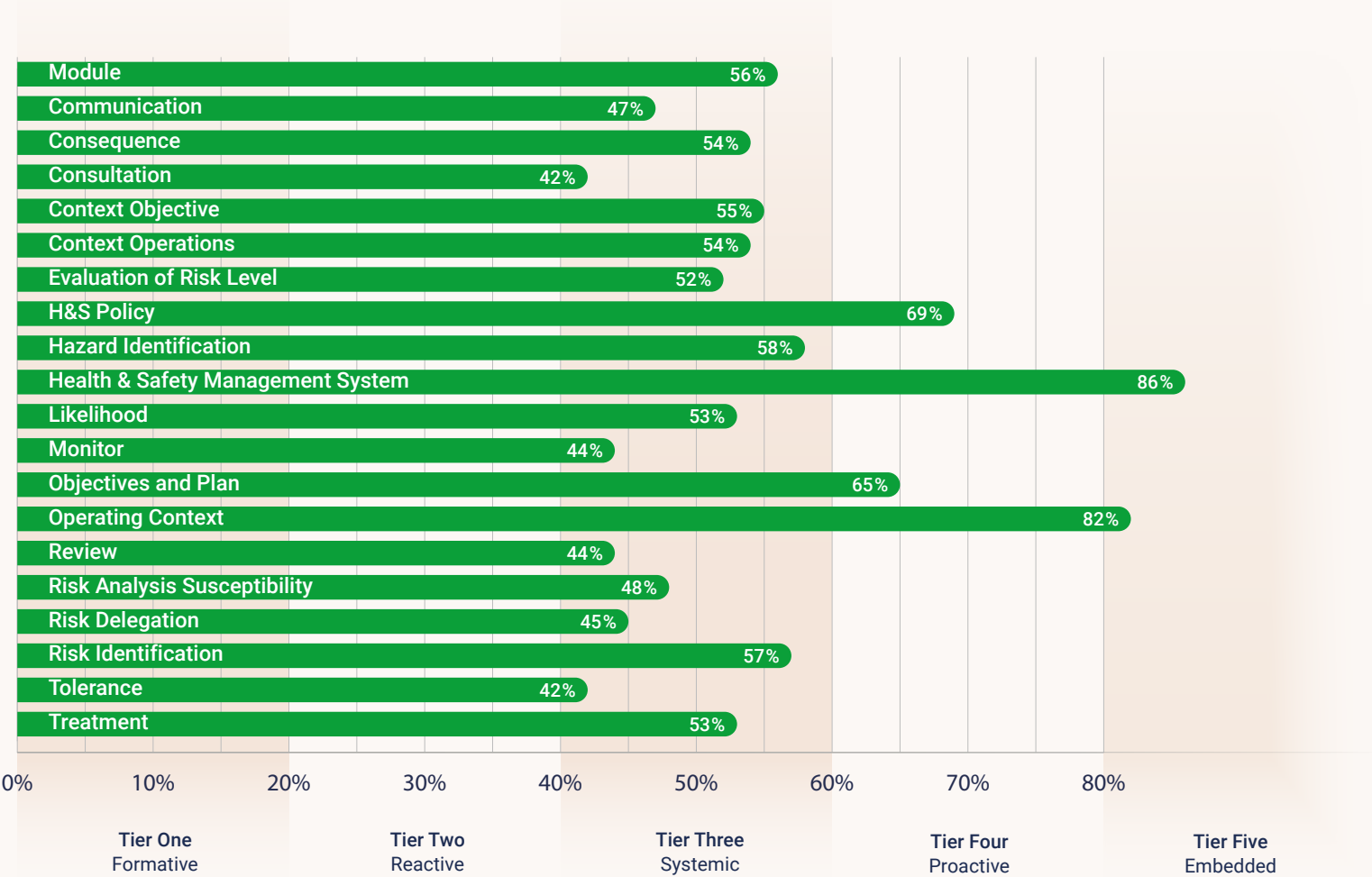


BY ELEMENT:

H&S Management System - Construction Industry

Construction Industry

Average Maturity Score by Element: H&S Management System Module

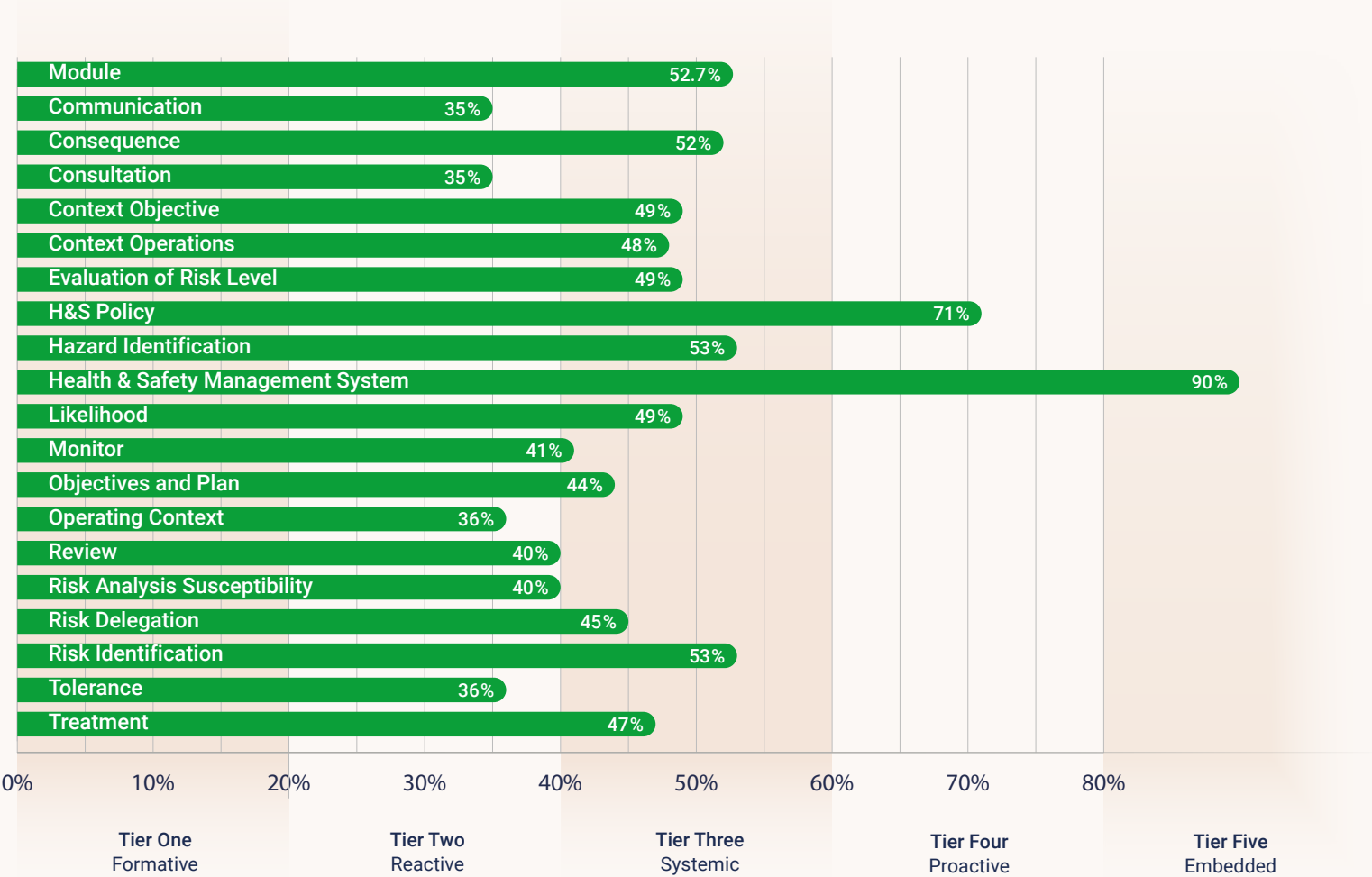


BY ELEMENT:

H&S Management System - Education Industry

Education Industry

Average Maturity Score by Element: H&S Management System Module

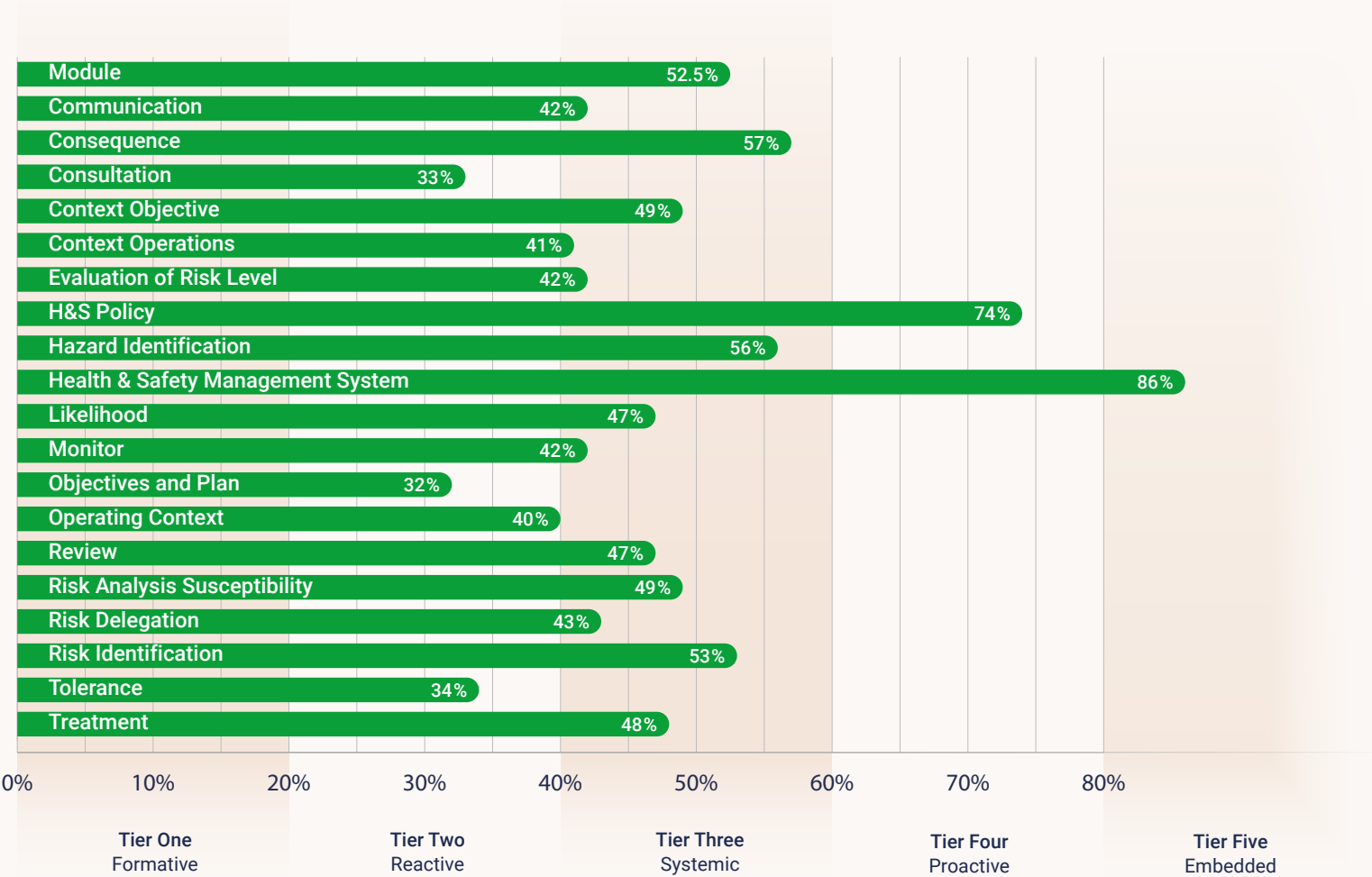


BY ELEMENT:

H&S Management System - Finance Industry

Finance Industry

Average Maturity Score by Element: H&S Management System Module

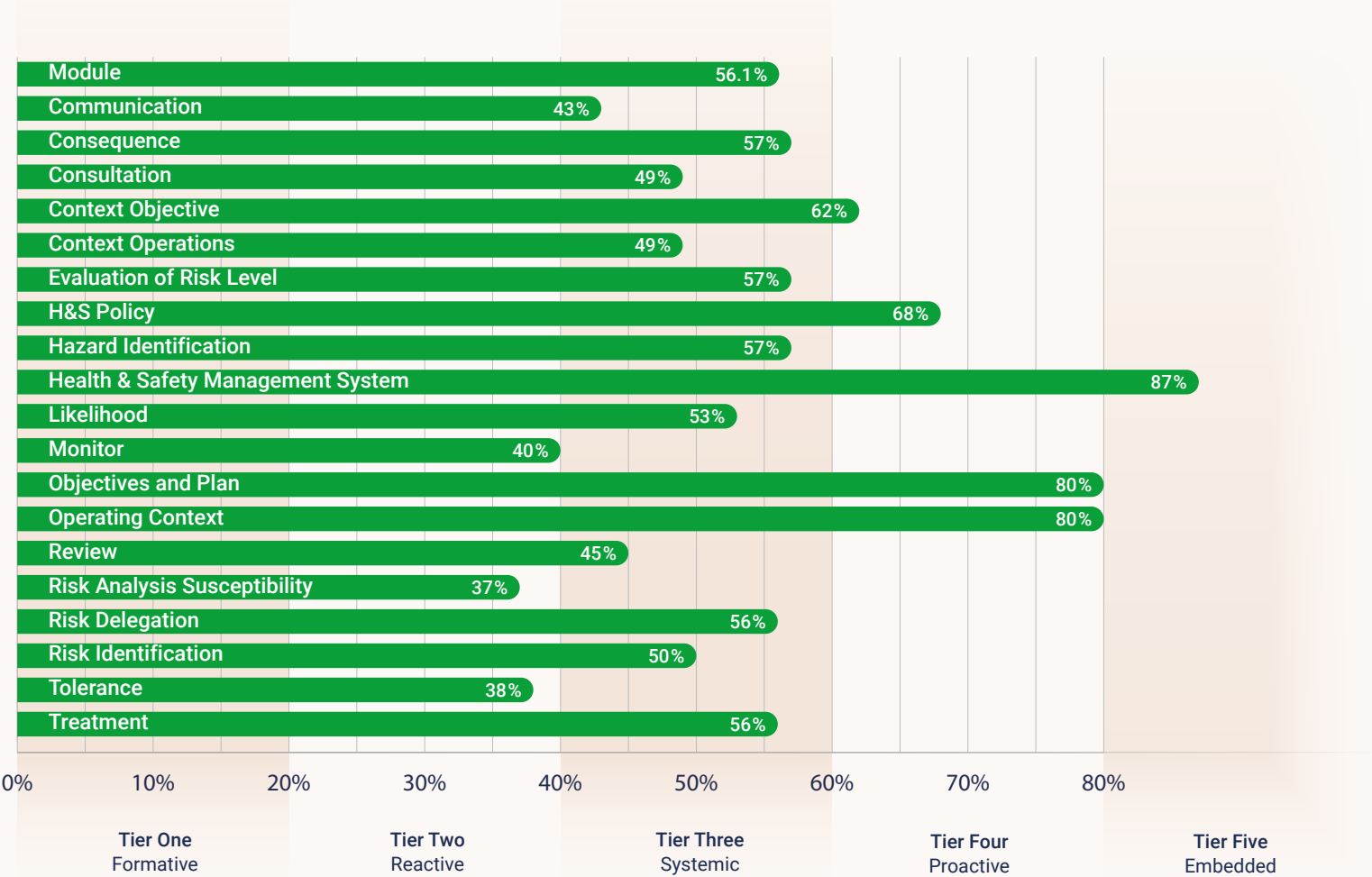


BY ELEMENT:

H&S Management System - Government Industry

Government Industry

Average Maturity Score by Element: H&S Management System Module

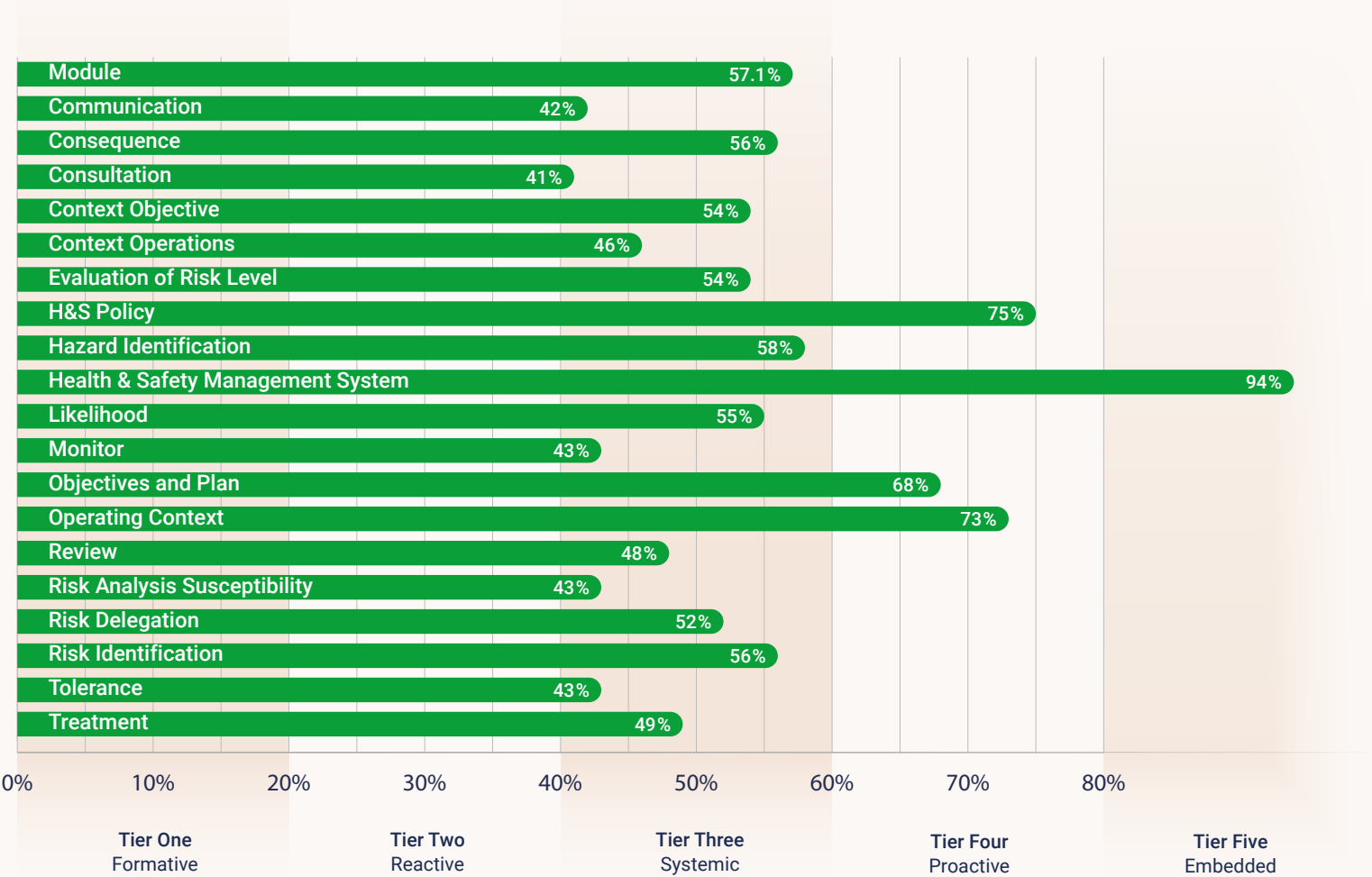


BY ELEMENT:

H&S Management System - Healthcare Industry

Healthcare Industry

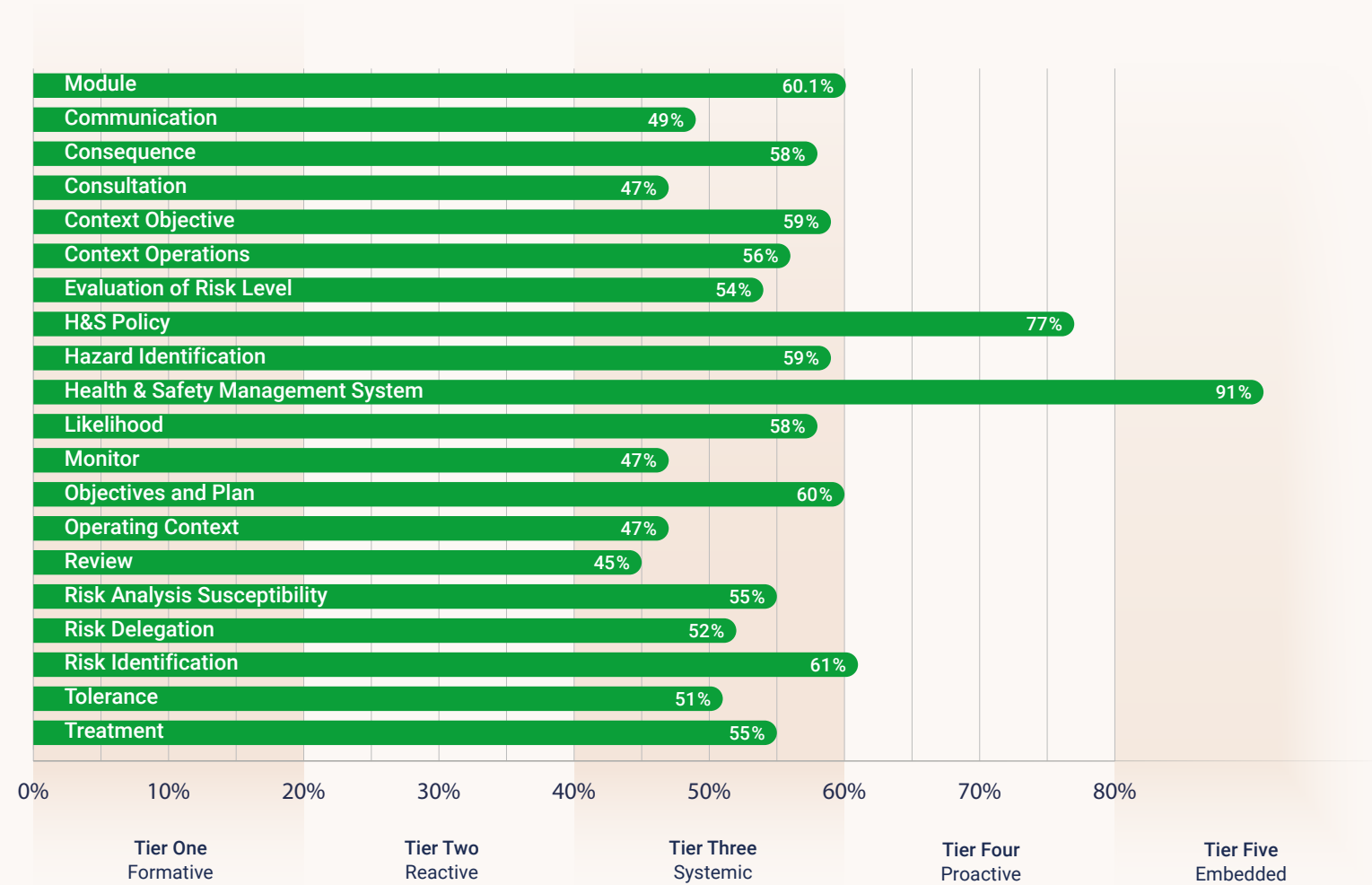
Average Maturity Score by Element: H&S Management System Module



BY ELEMENT:

H&S Management System - Hospitality Industry

Hospitality Industry
Average Maturity Score by Element: H&S Management System Module

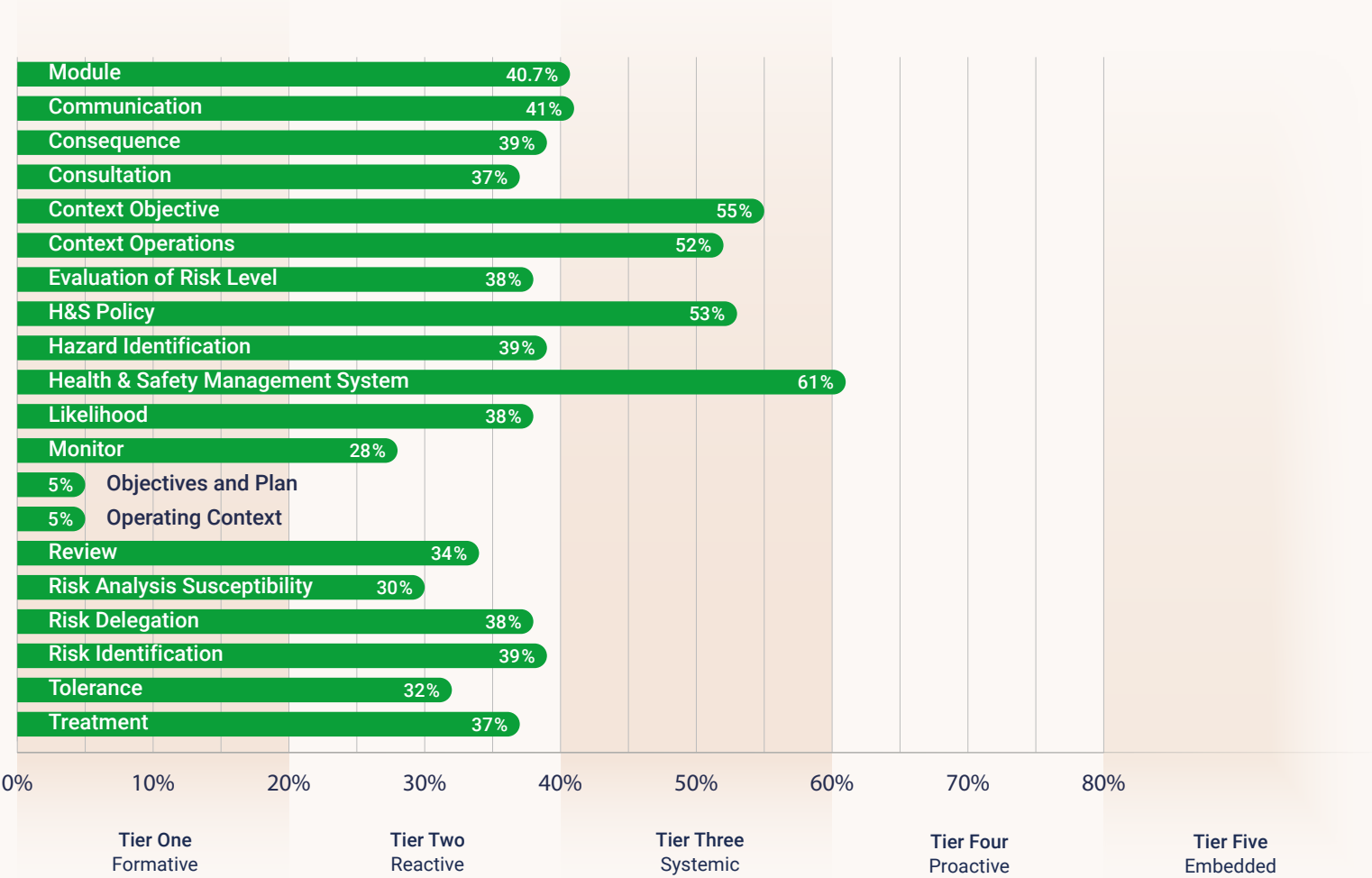


BY ELEMENT:

H&S Management System - IT & Media Industry

IT & Media Industry

Average Maturity Score by Element: H&S Management System Module

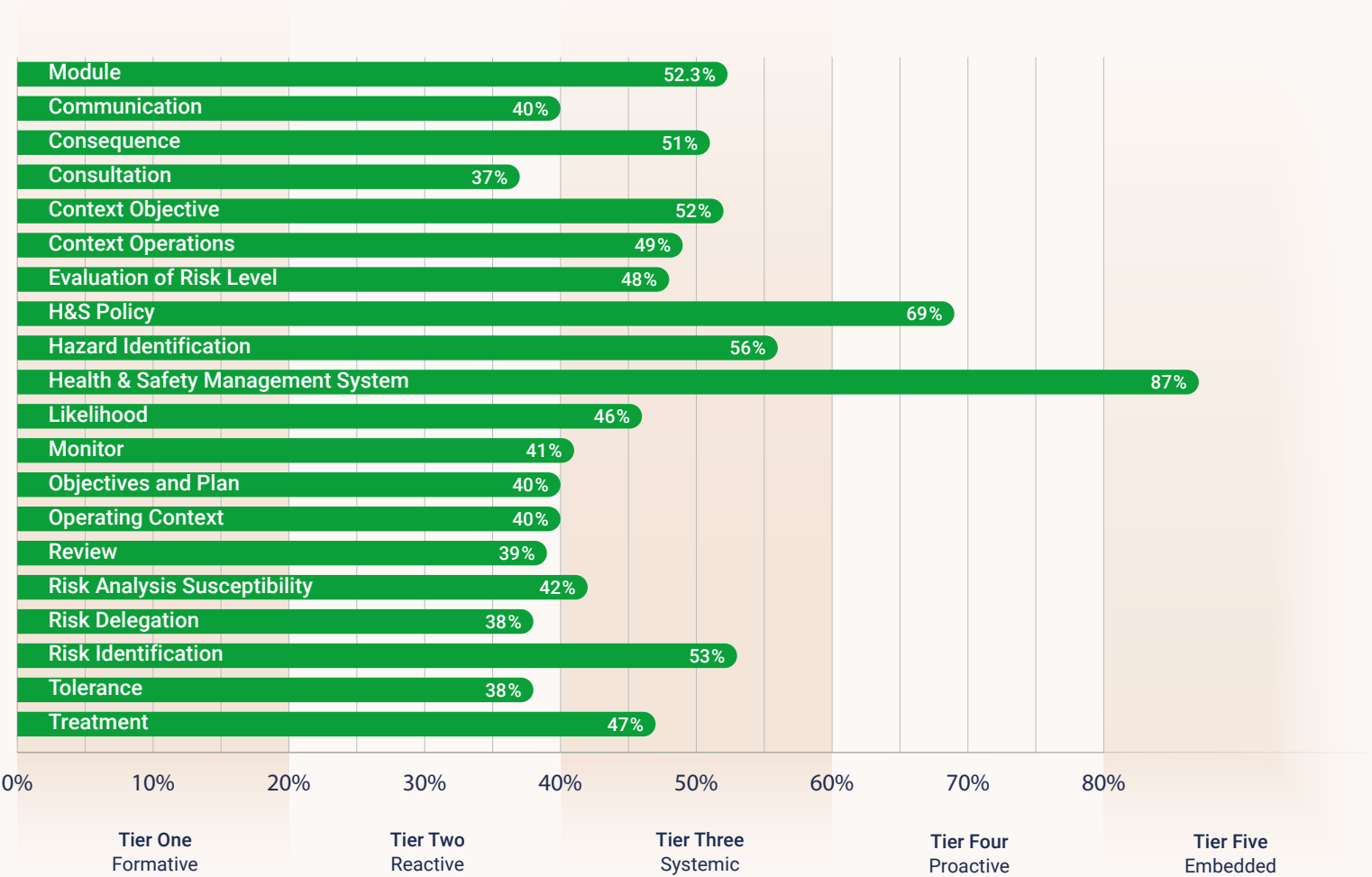


BY ELEMENT:

H&S Management System - Manufacturing Industry

Manufacturing Industry

Average Maturity Score by Element: H&S Management System Module

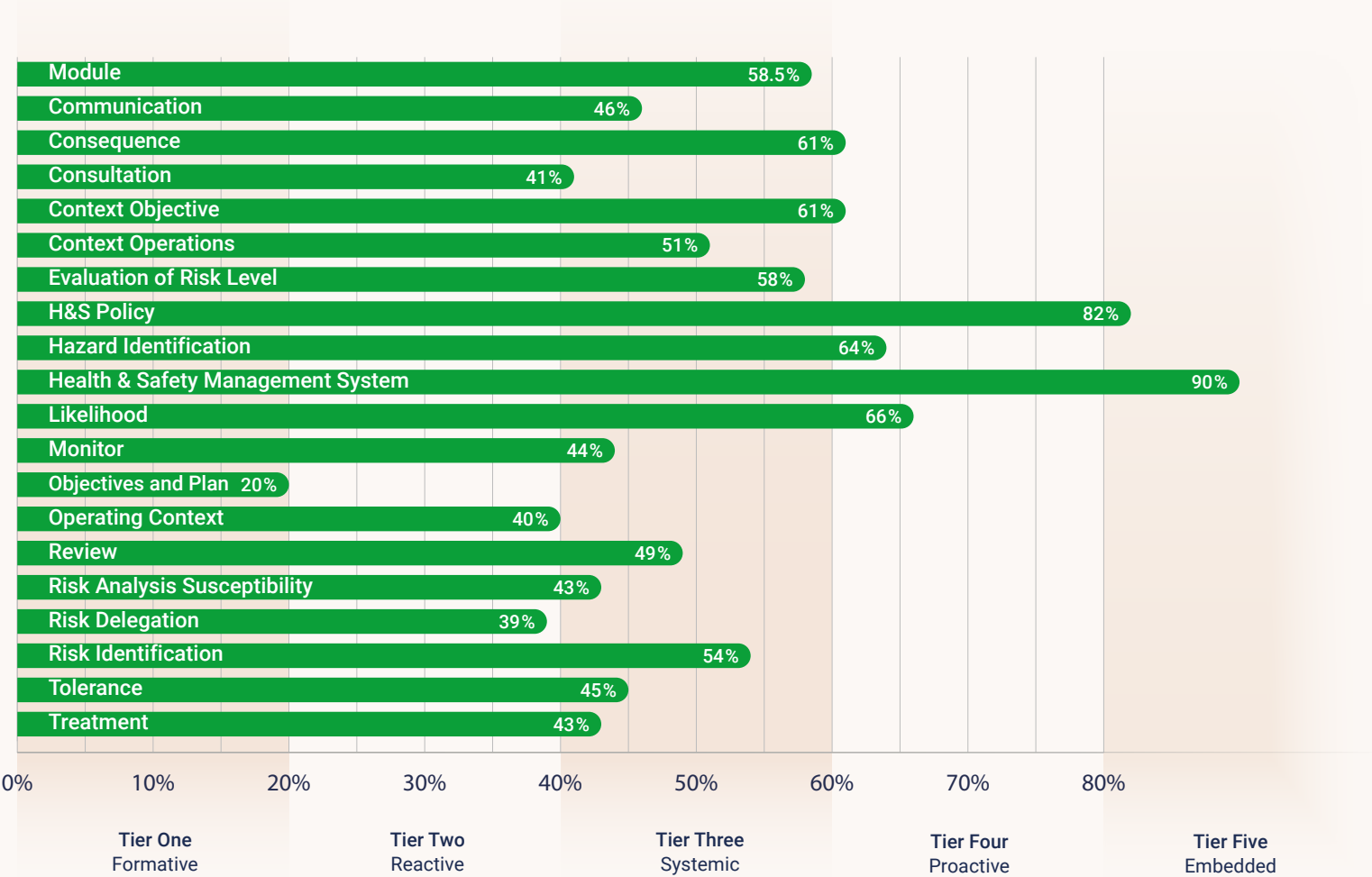


BY ELEMENT:

H&S Management System - Mining Industry

Mining Industry

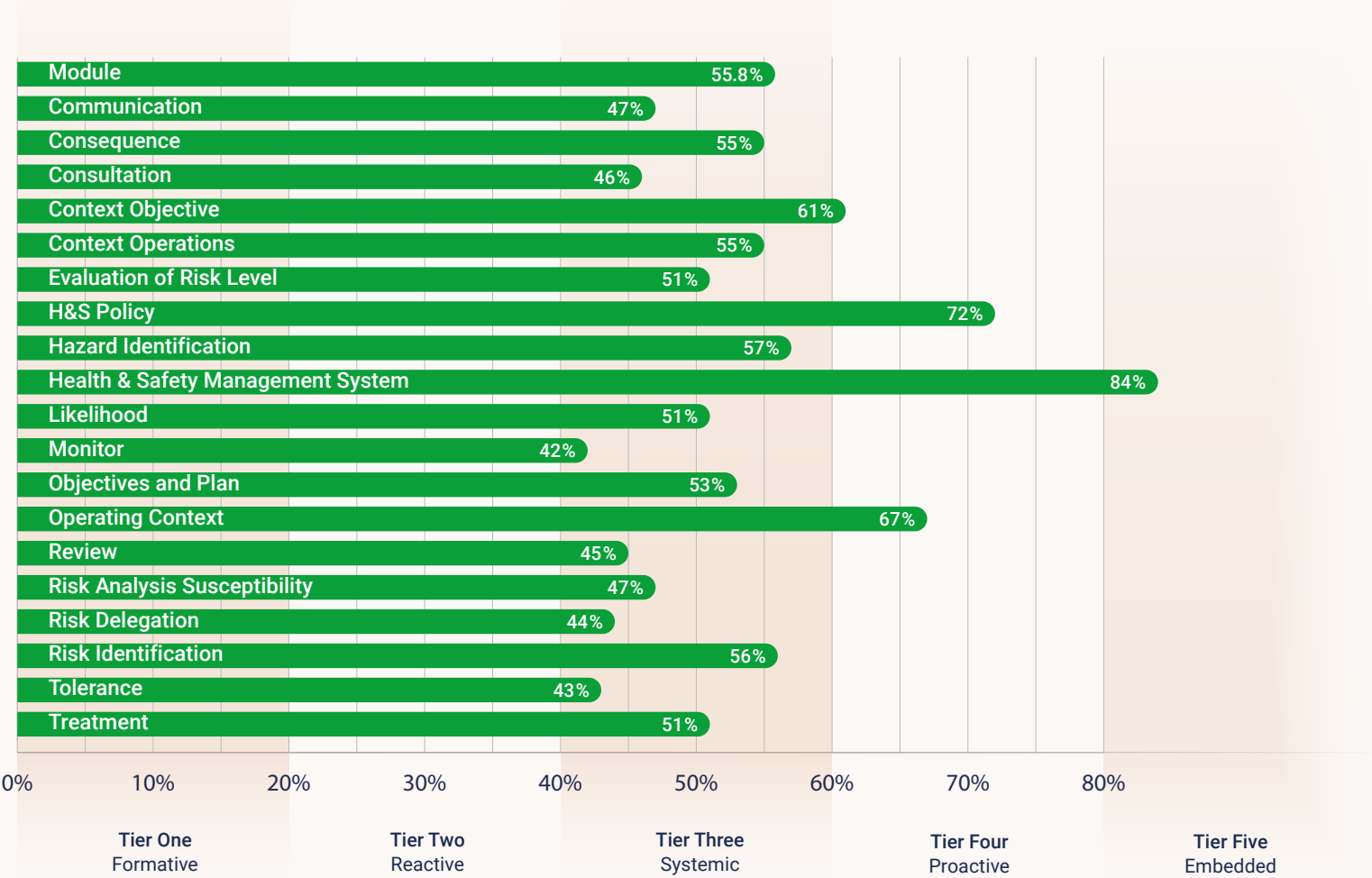
Average Maturity Score by Element: H&S Management System Module



BY ELEMENT:

H&S Management System - Other Services Industry

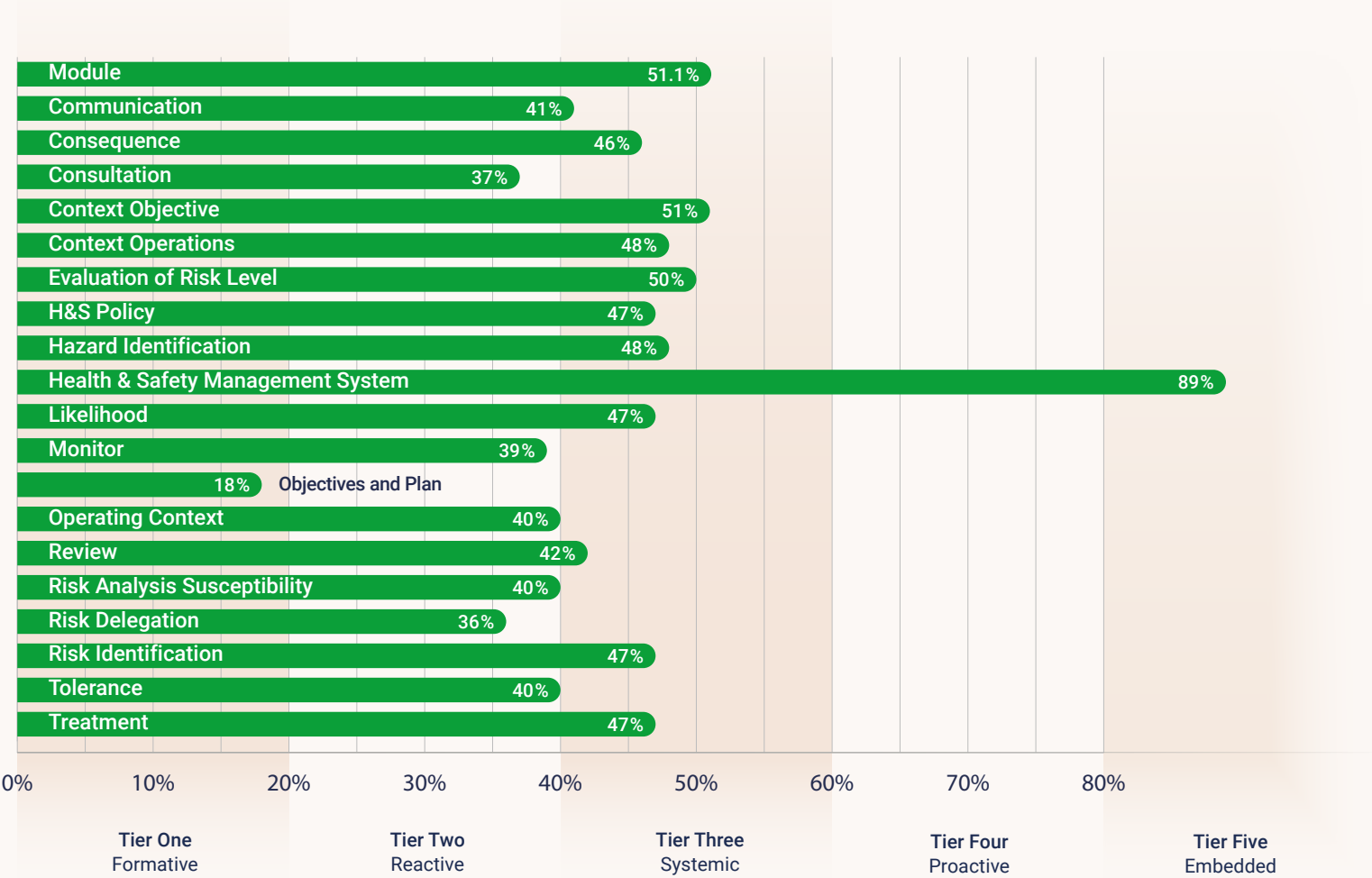
Other Services Industry
Average Maturity Score by Element: H&S Management System Module



BY ELEMENT:

H&S Management System - Primary Industries Industry

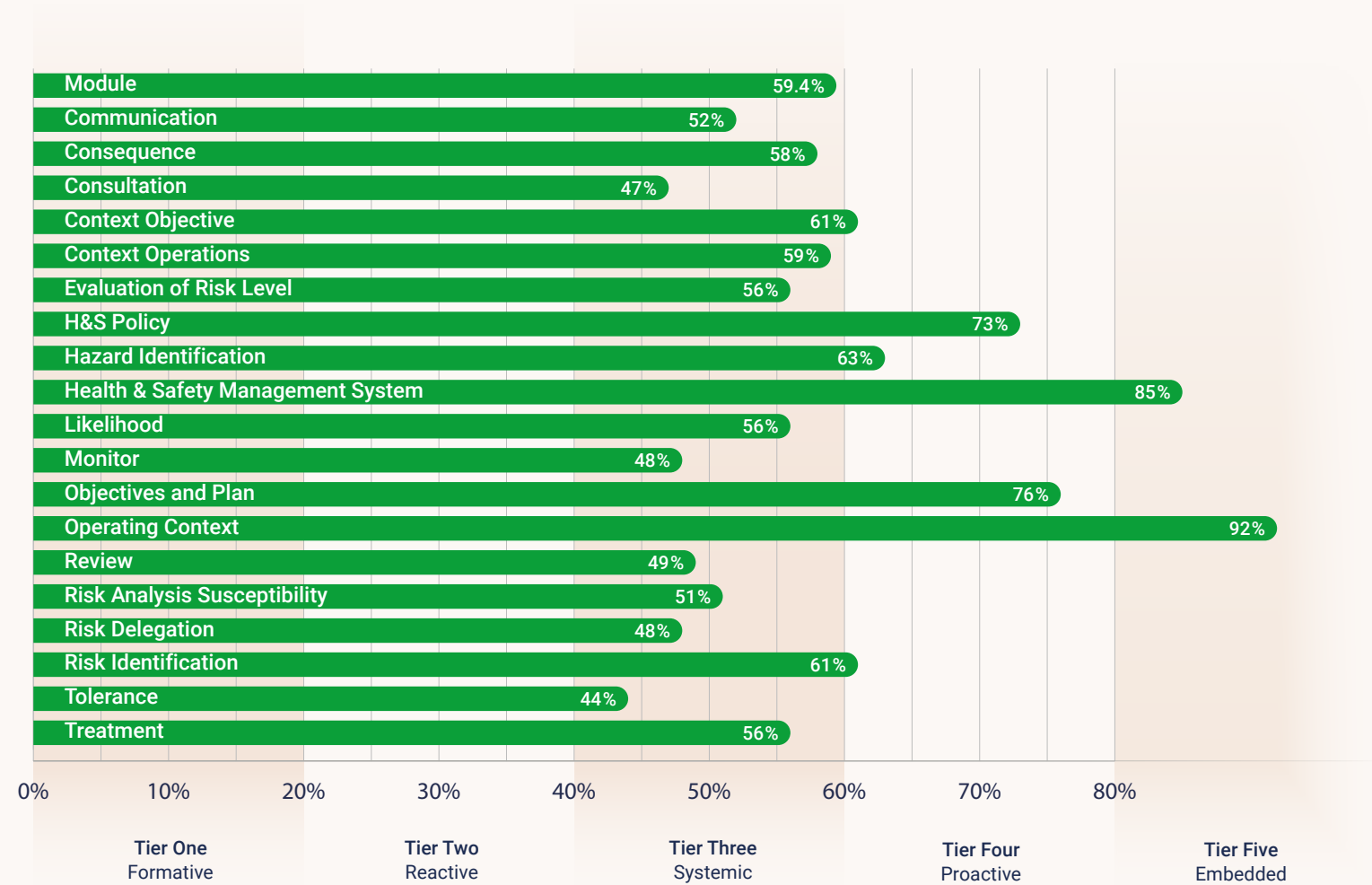
Primary Industries Industry
Average Maturity Score by Element: H&S Management System Module



BY ELEMENT:

H&S Management System - Professional Services Industry

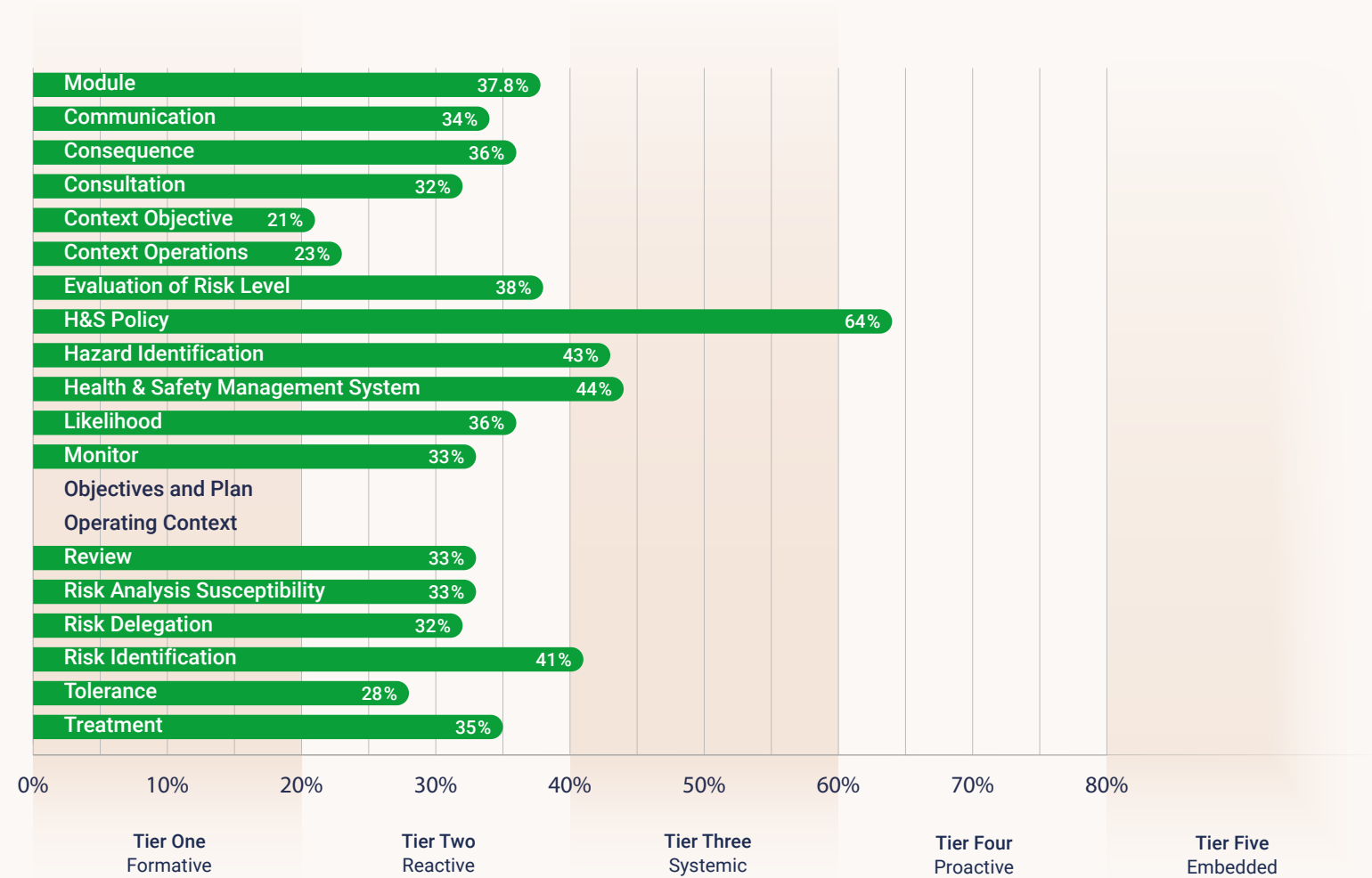
Professional Services Industry
Average Maturity Score by Element: H&S Management System Module



BY ELEMENT:

H&S Management System - Public Service Industry

Public Service Industry
Average Maturity Score by Element: H&S Management System Module

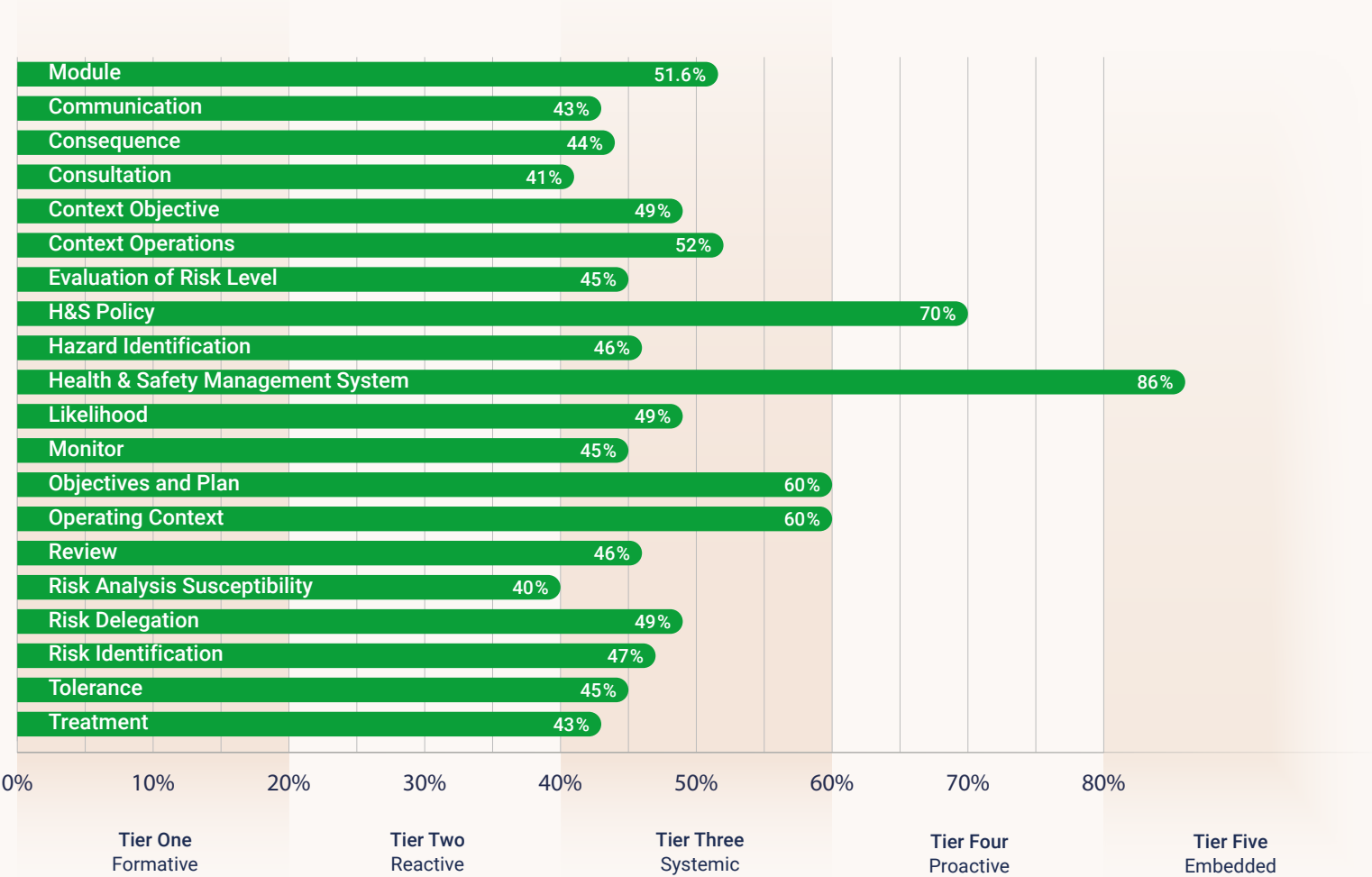


BY ELEMENT:

H&S Management System - Real Estate Industry

Real Estate Industry

Average Maturity Score by Element: H&S Management System Module

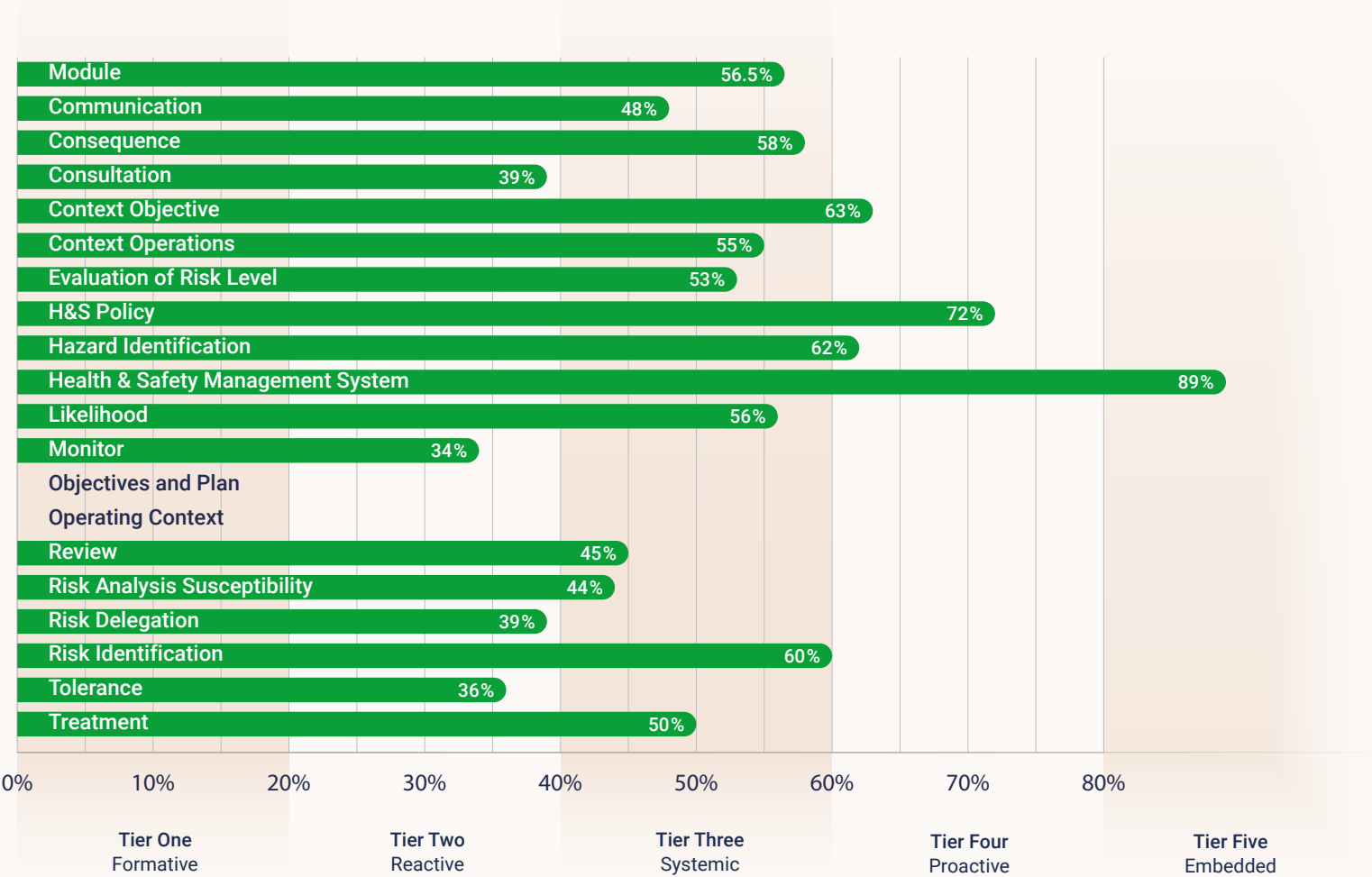


BY ELEMENT:

H&S Management System - Retail Trade Industry

Retail Trade Industry

Average Maturity Score by Element: H&S Management System Module

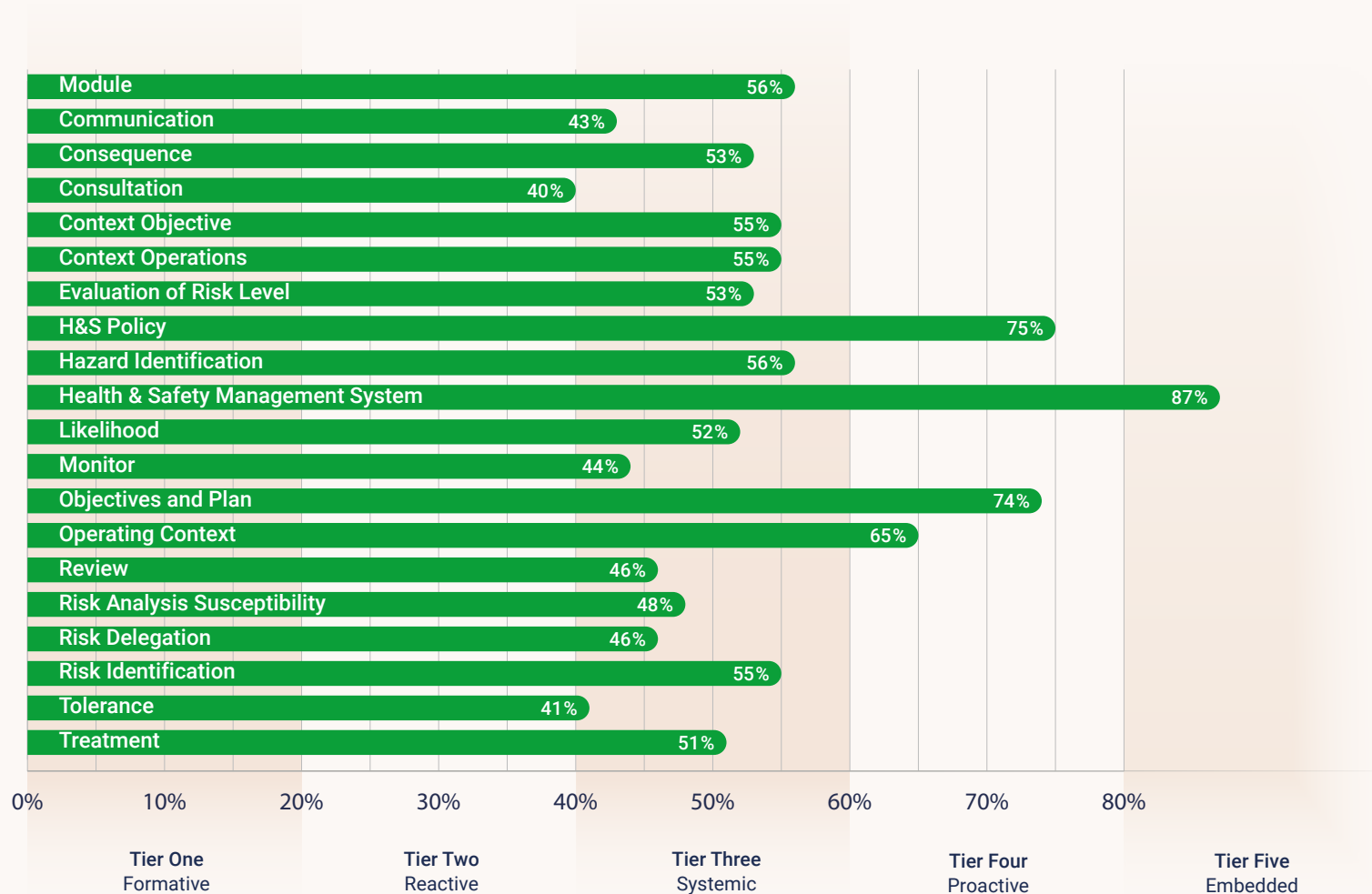


BY ELEMENT:

H&S Management System - Transport Industry

Transport Industry

Average Maturity Score by Element: H&S Management System Module

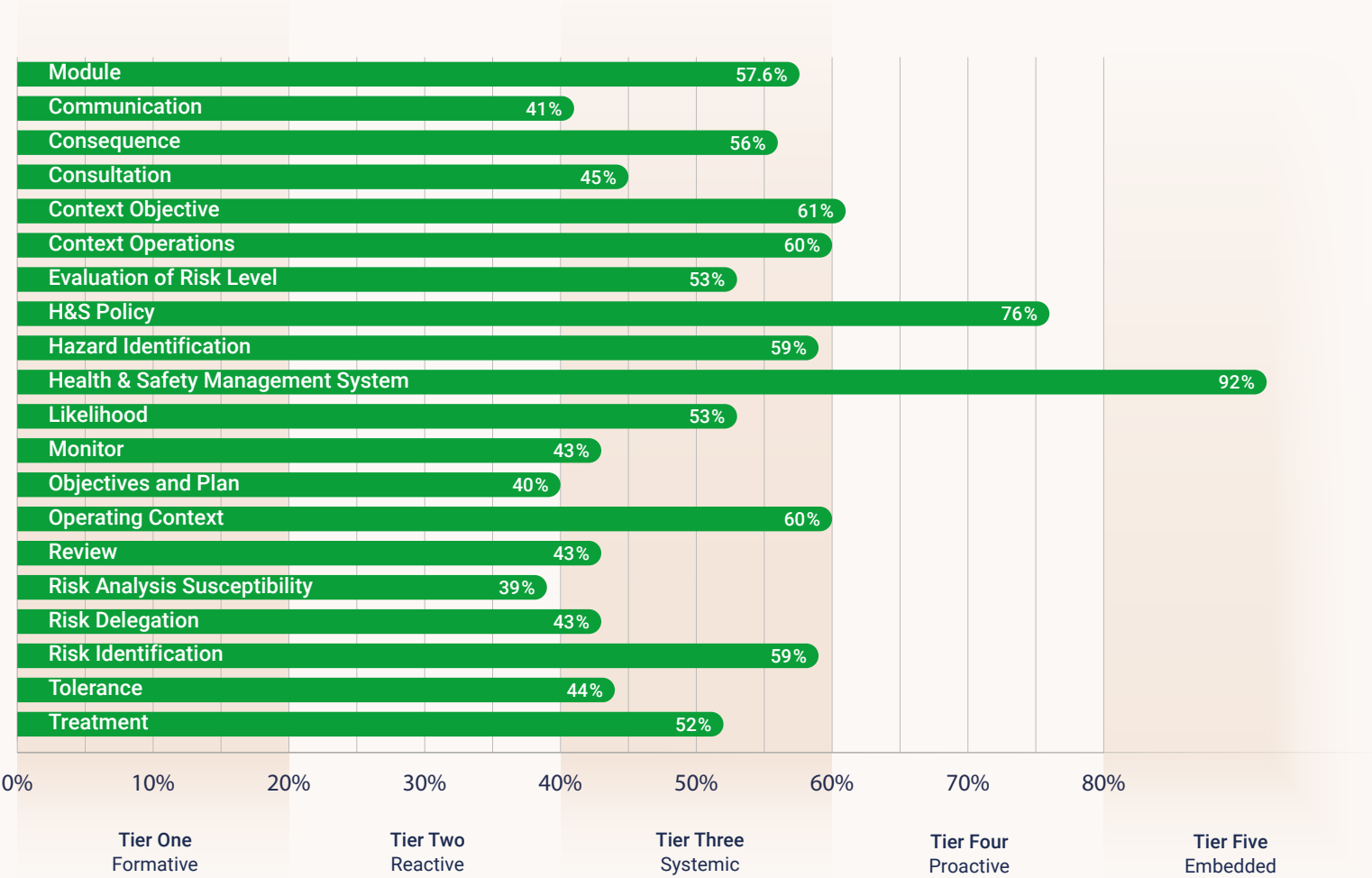


BY ELEMENT:

H&S Management System - Utilities Industry

Utilities Industry

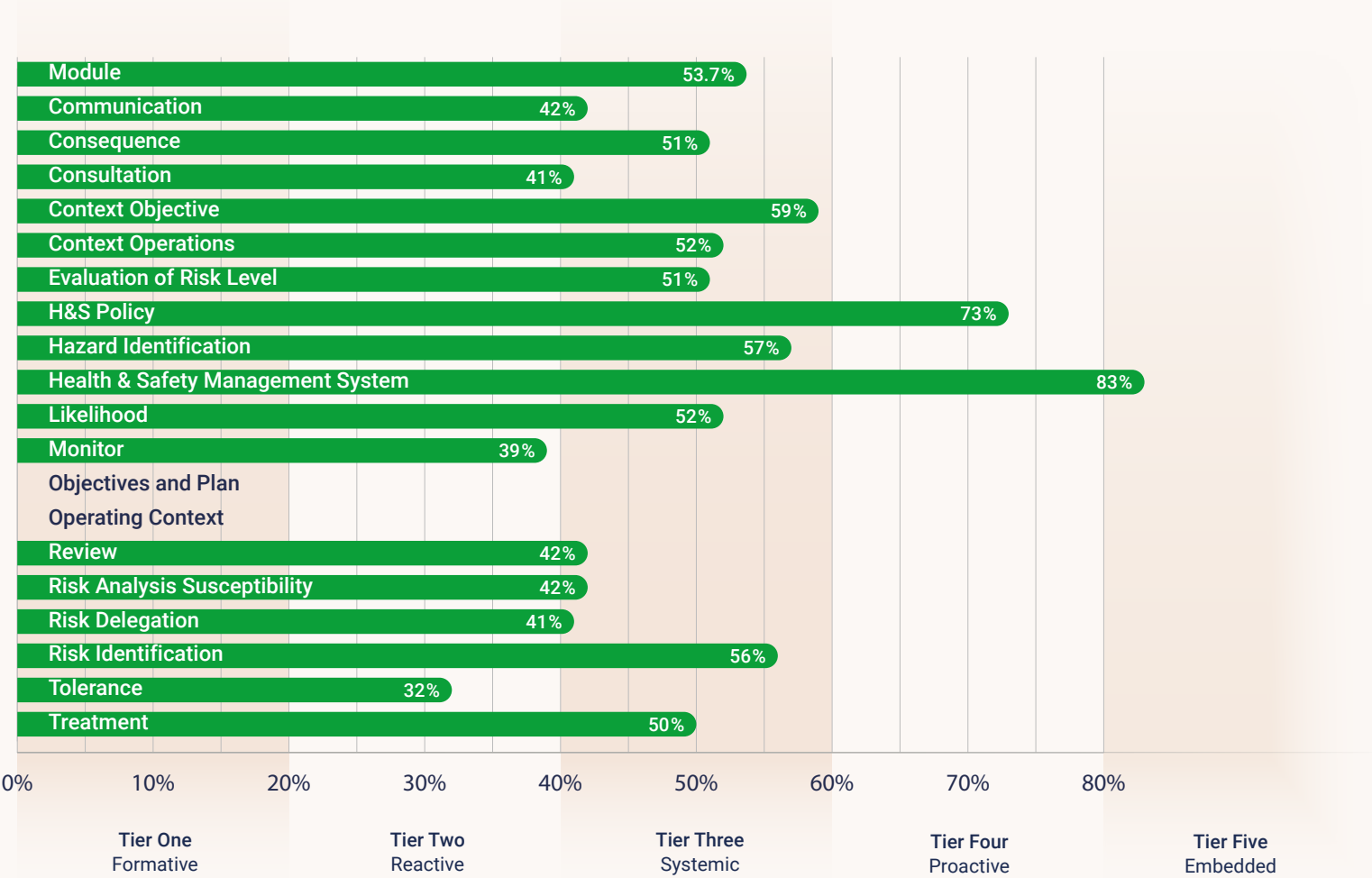
Average Maturity Score by Element: H&S Management System Module



BY ELEMENT:

H&S Management System - Wholesale Industry

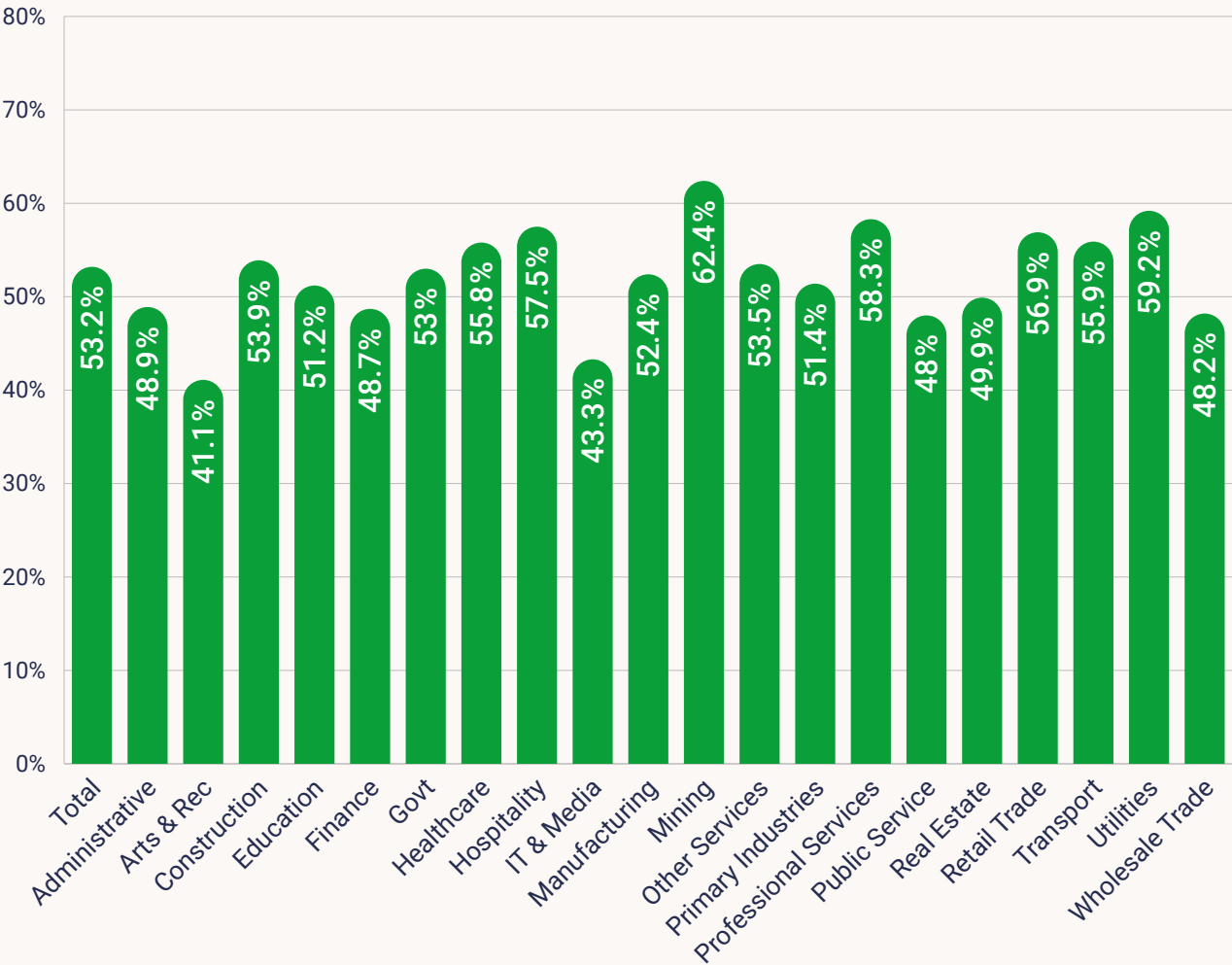
Wholesale Trade Industry
Average Maturity Score by Element: H&S Management System Module



BY INDUSTRY:

H&S Data Collection Module

H&S Data Collection
Average Maturity Score by Industry



BY ELEMENT:

H&S Data Collection

H&S Data Collection
Average Maturity Score



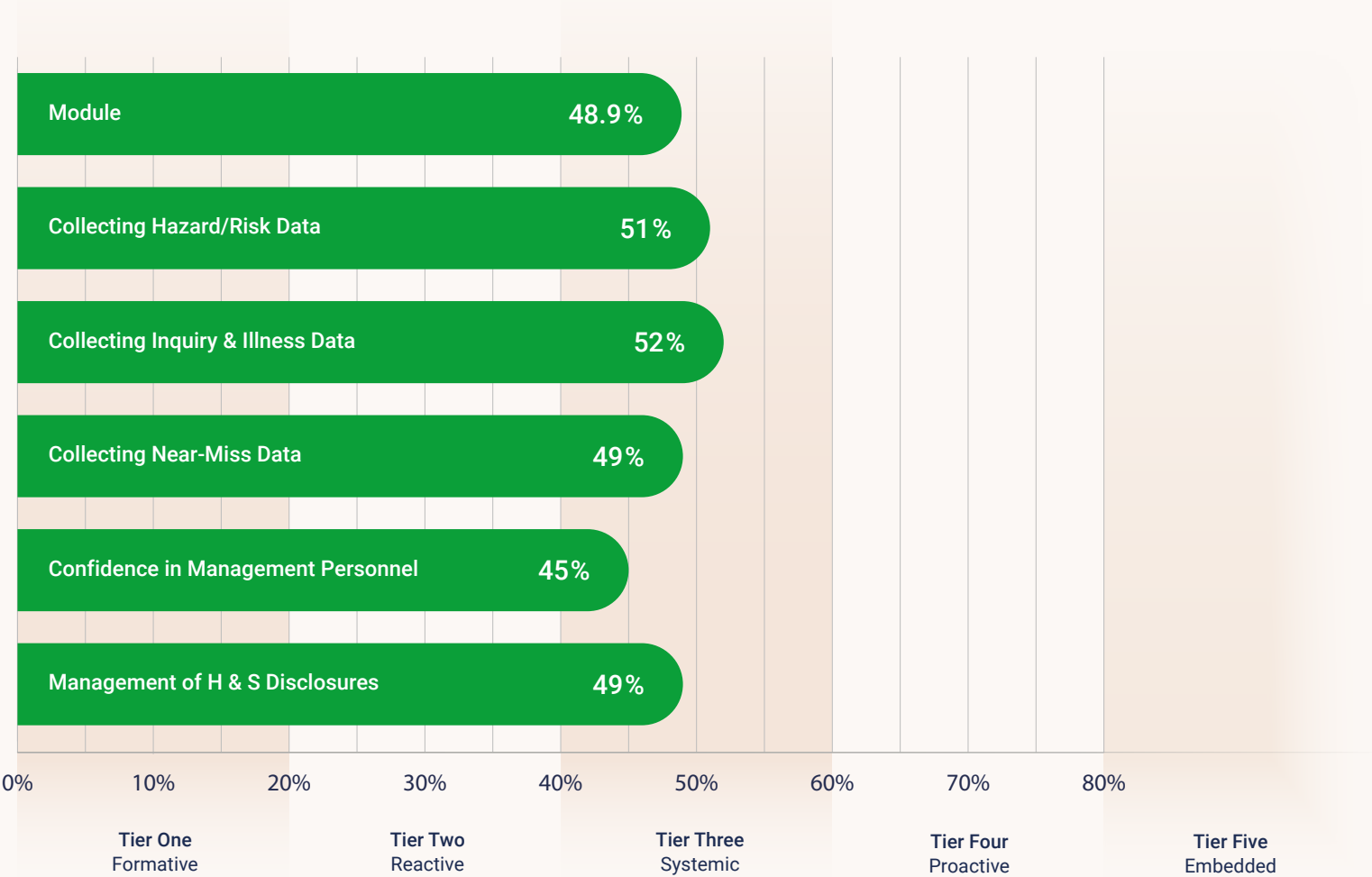
H&S Data Collection
Average Maturity Score by Element



BY ELEMENT:

H&S Data Collection - Administration Industry

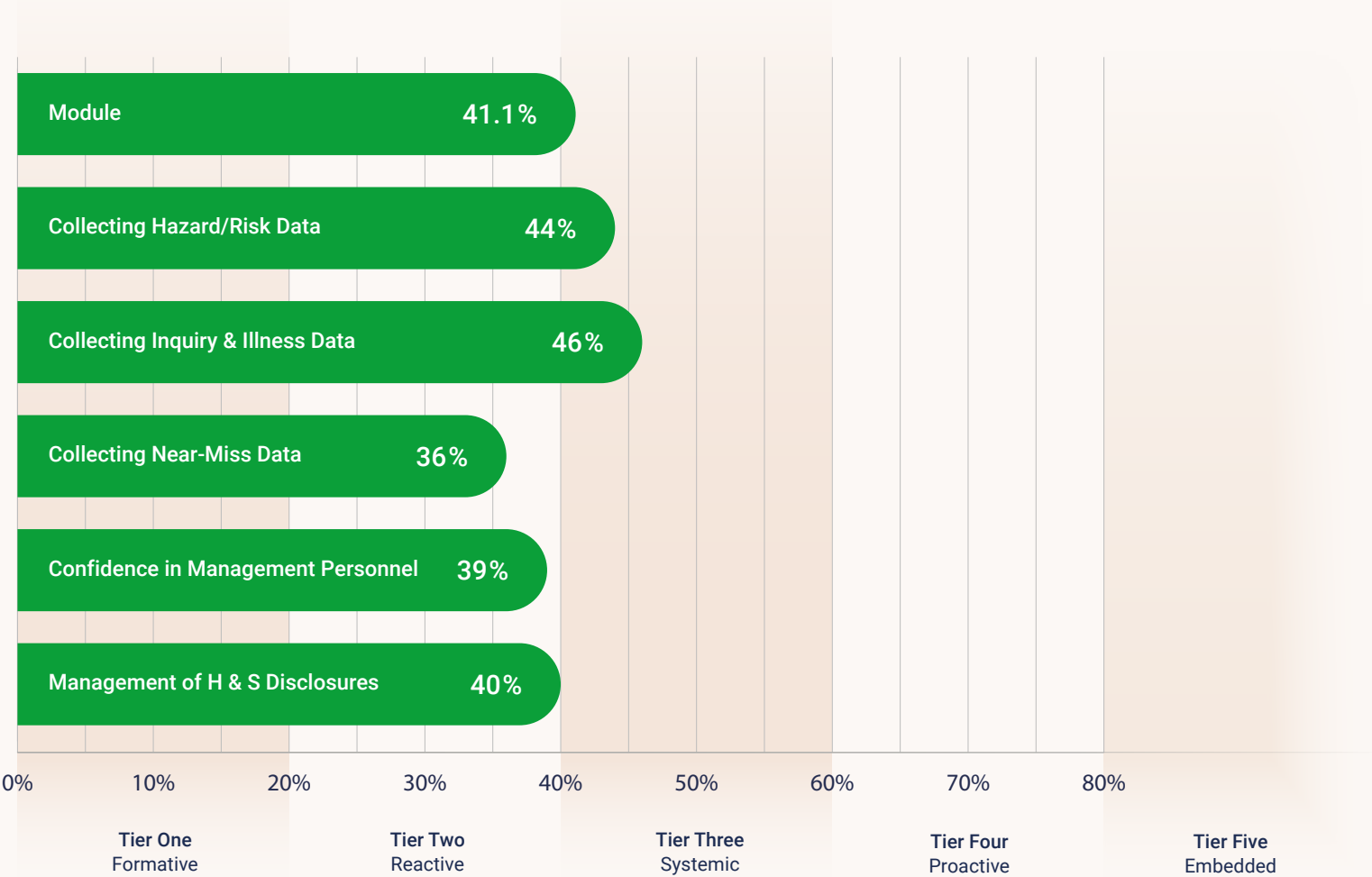
Administration Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Arts & Rec Industry

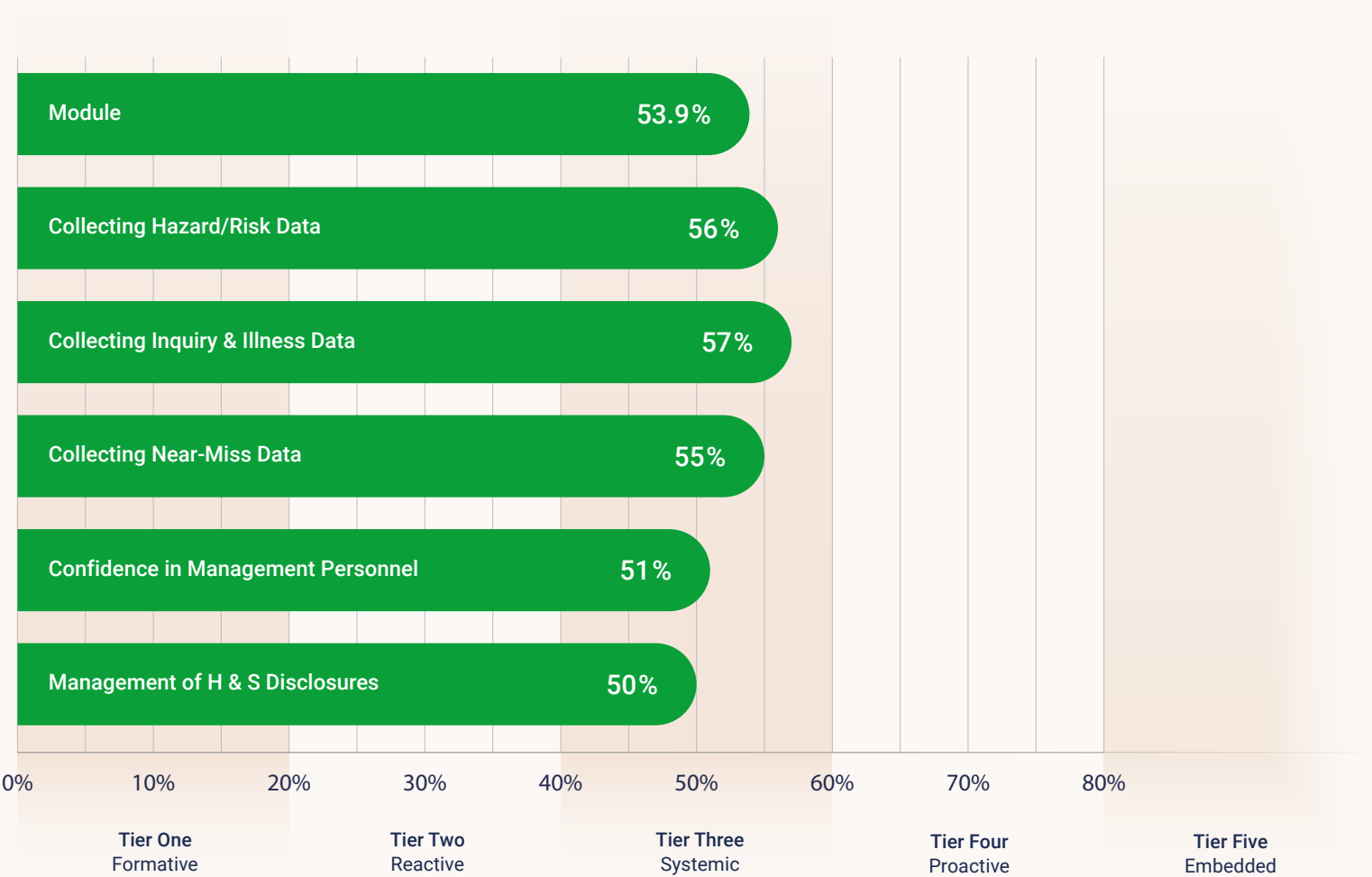
Arts & Rec Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Construction Industry

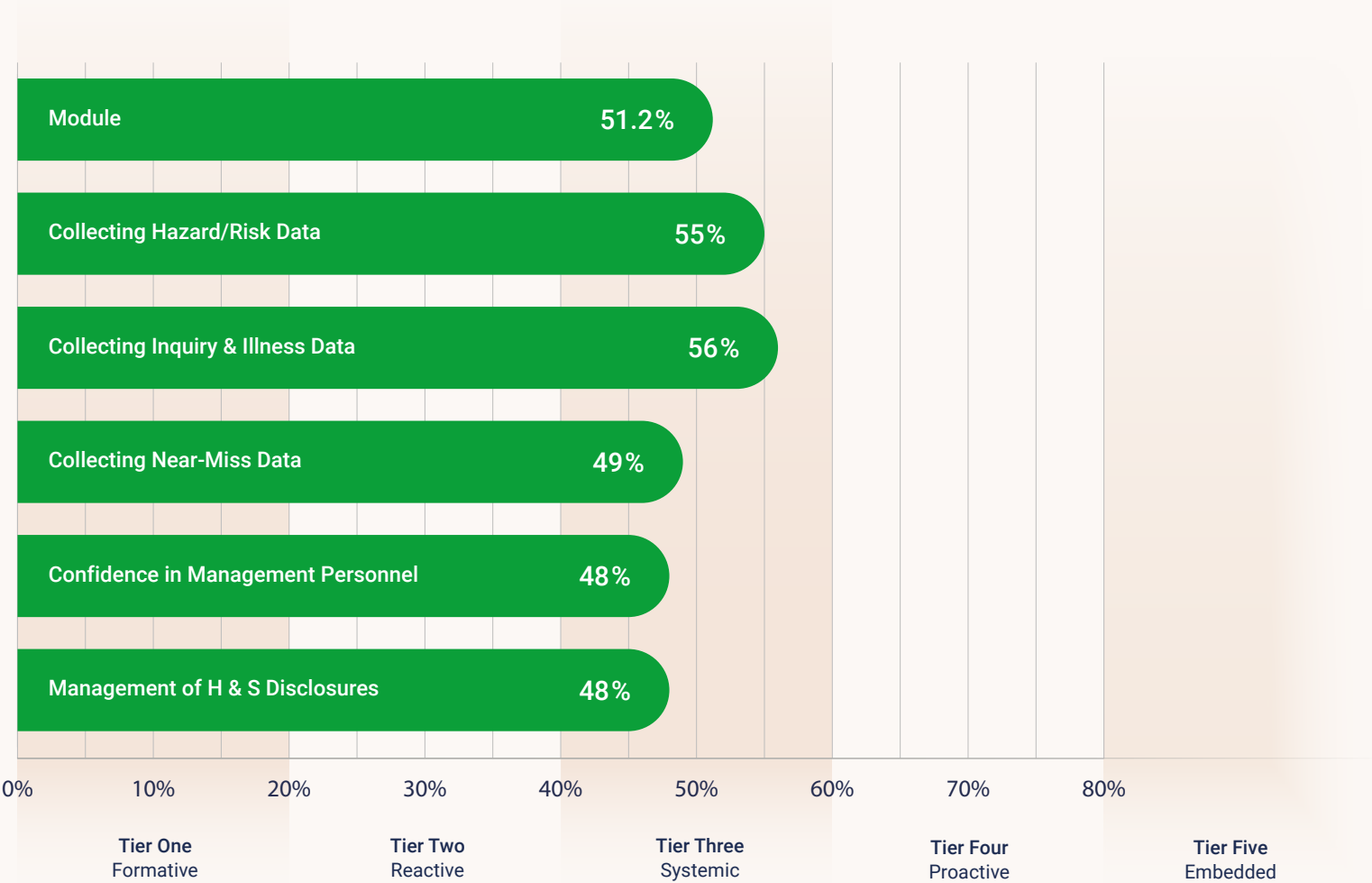
Construction Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Education Industry

Education Industry
Average Maturity Score by Element: H&S Data Collection Module

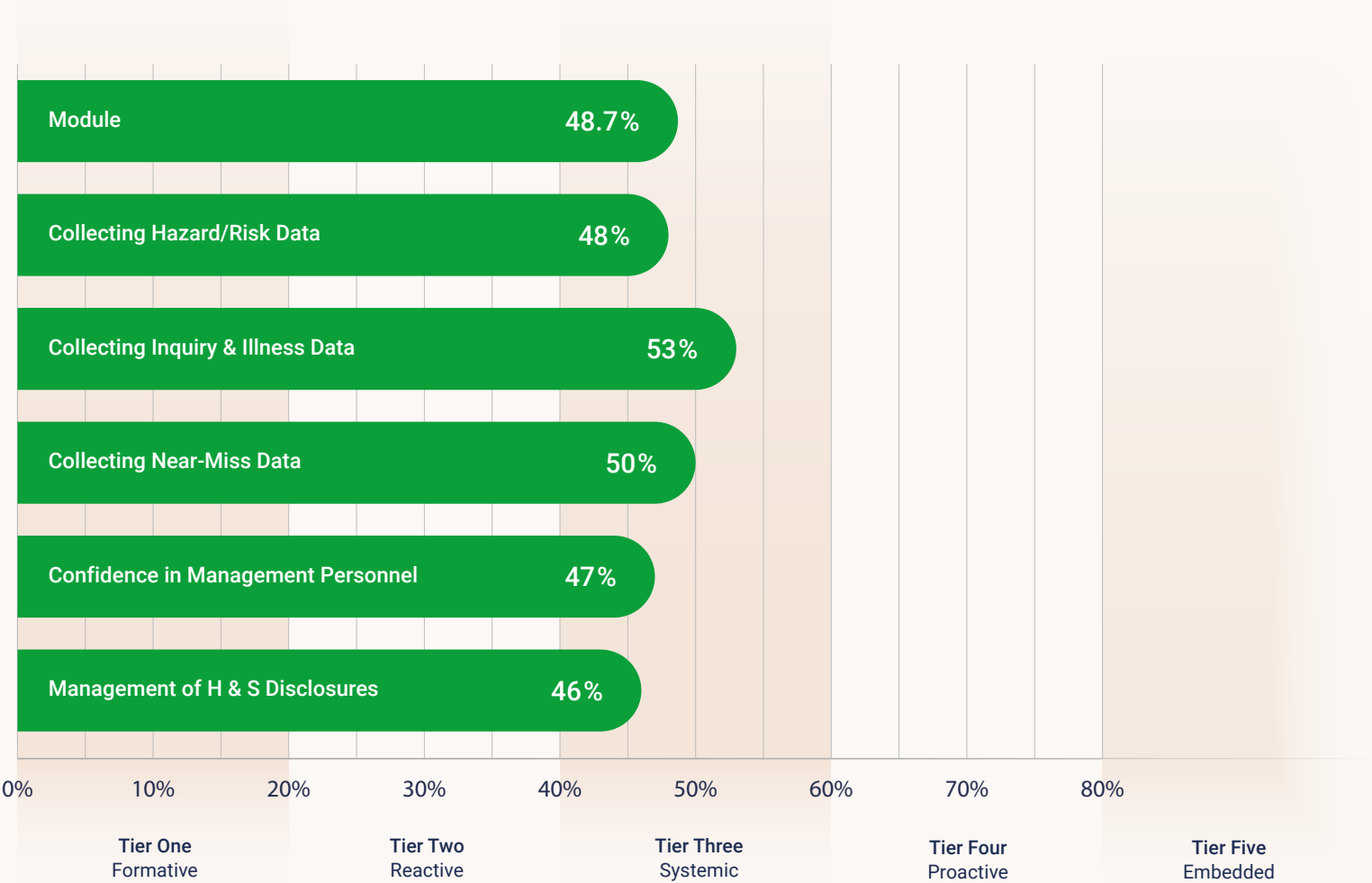


BY ELEMENT:

H&S Data Collection - Finance Industry

Finance Industry

Average Maturity Score by Element: H&S Data Collection Module

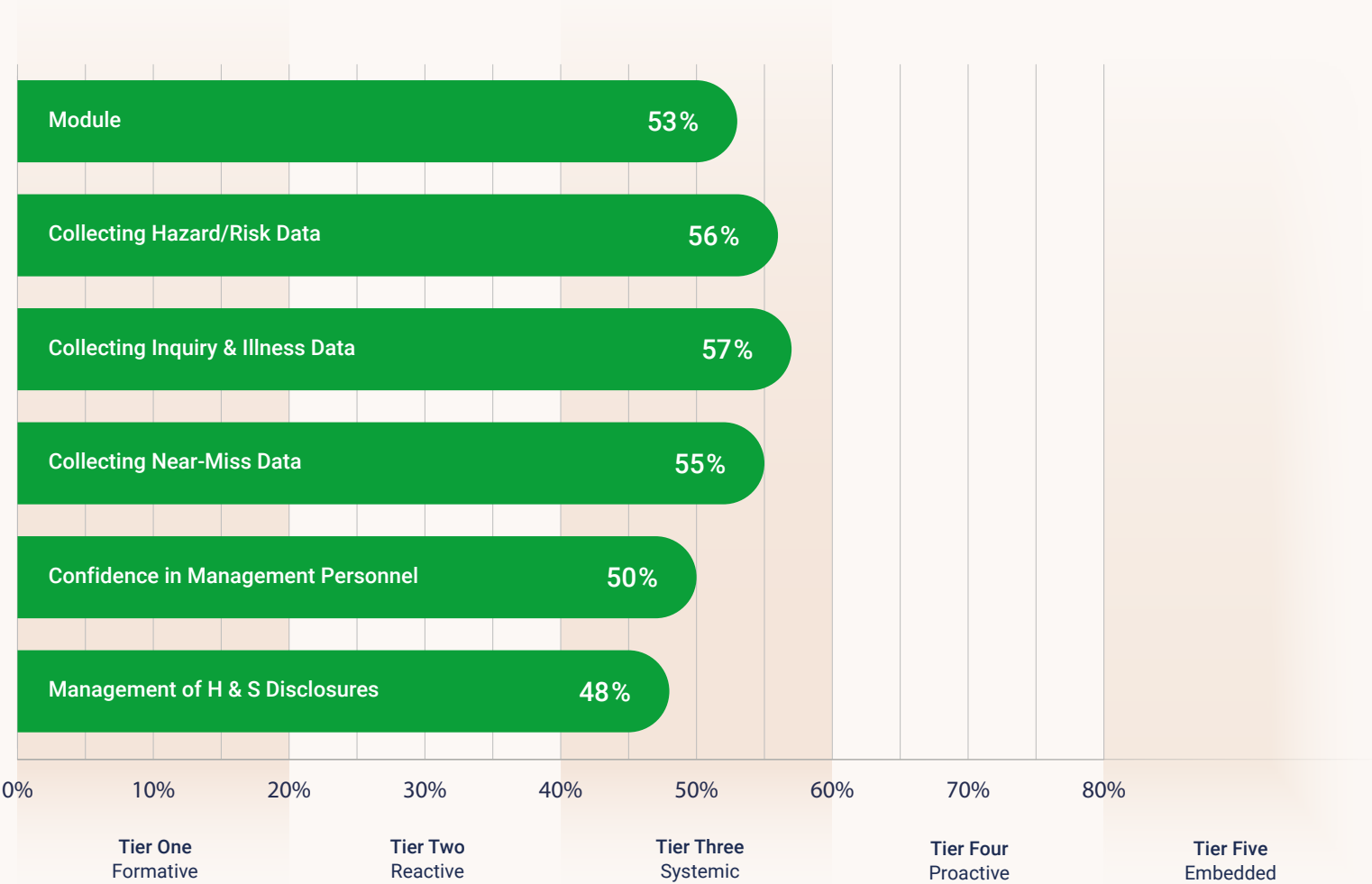


BY ELEMENT:

H&S Data Collection - Government Industry

Government Industry

Average Maturity Score by Element: H&S Data Collection Module

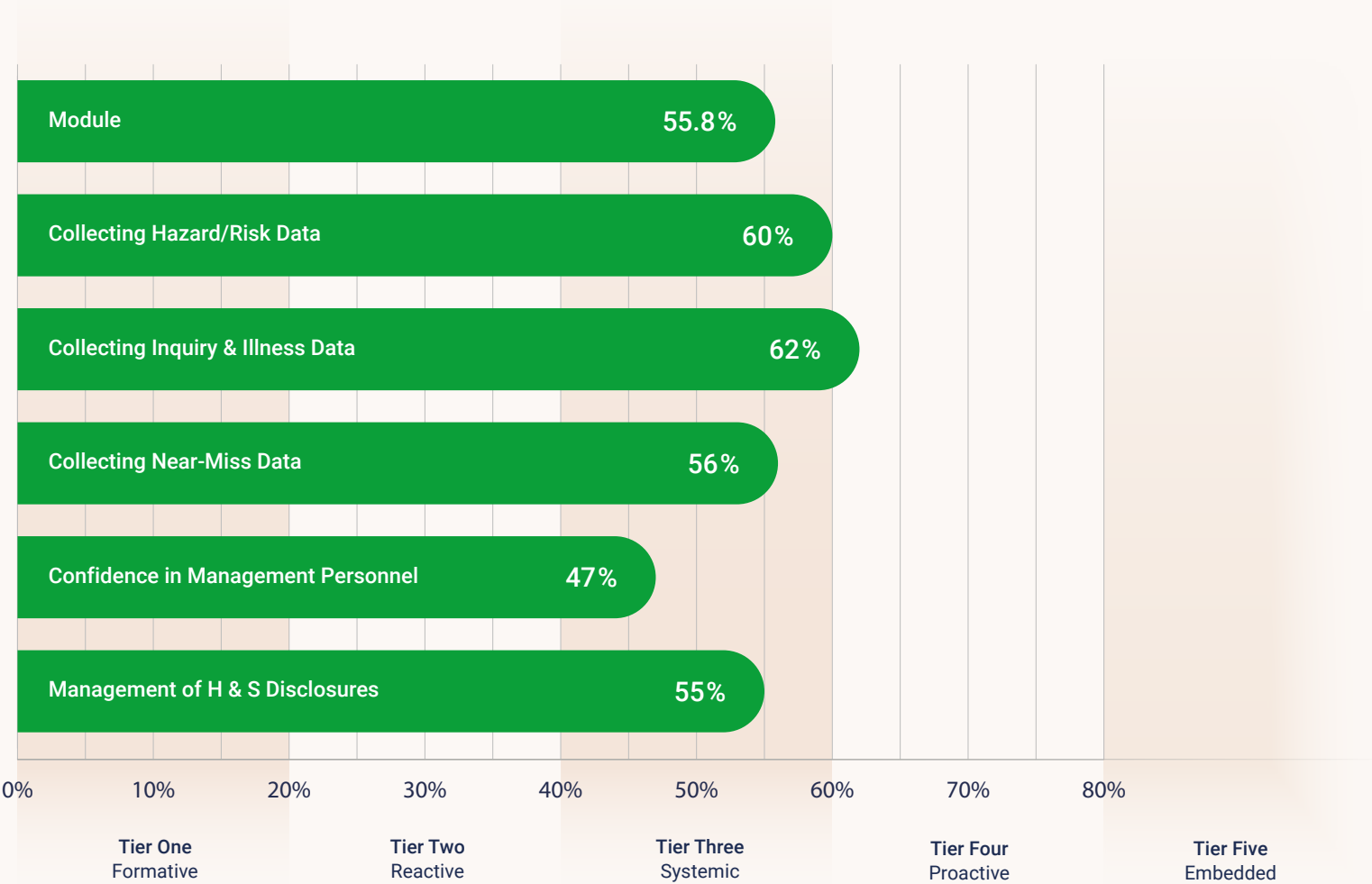


BY ELEMENT:

H&S Data Collection - Healthcare Industry

Healthcare Industry

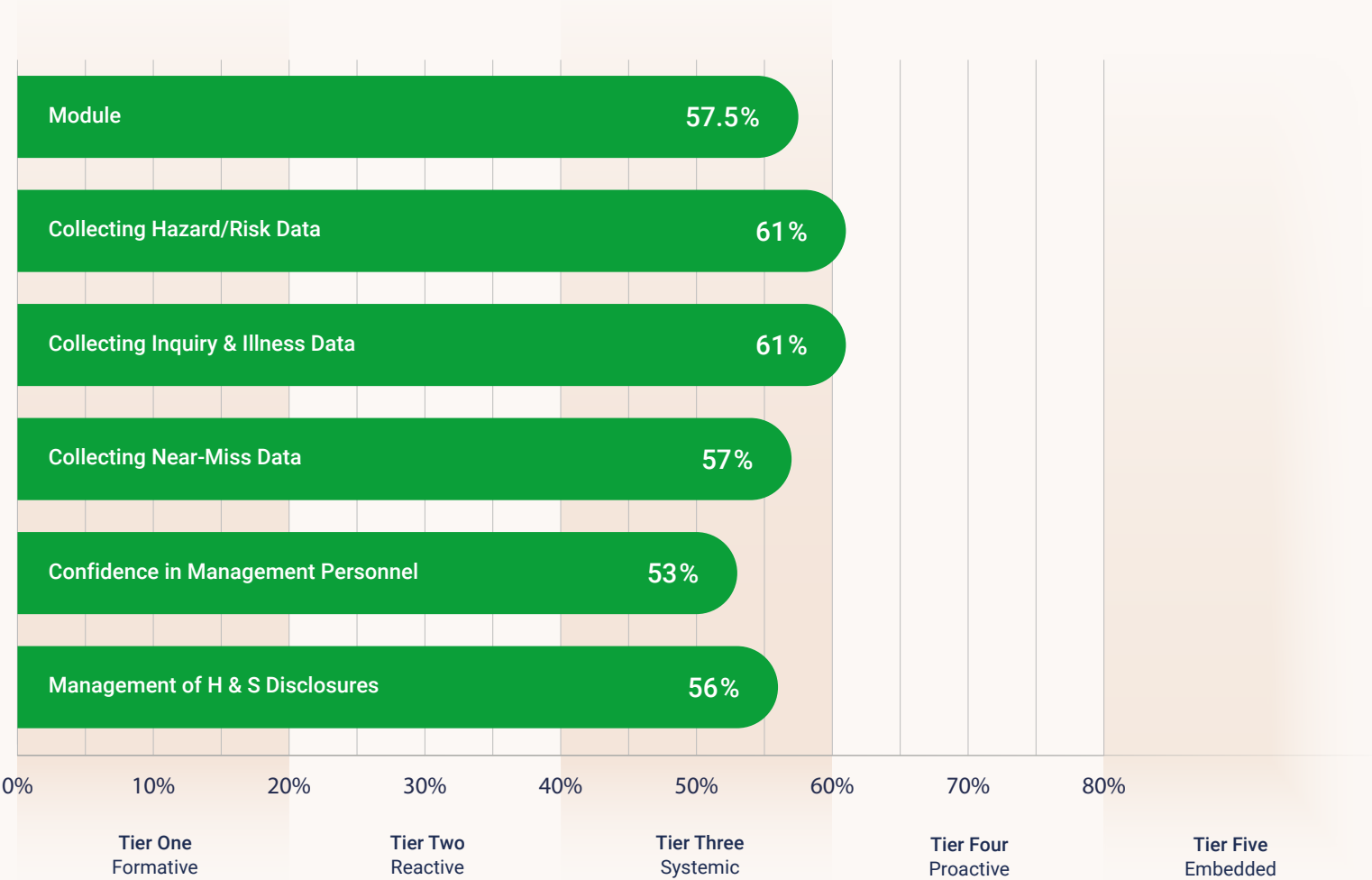
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Hospitality Industry

Hospitality Industry
Average Maturity Score by Element: H&S Data Collection Module

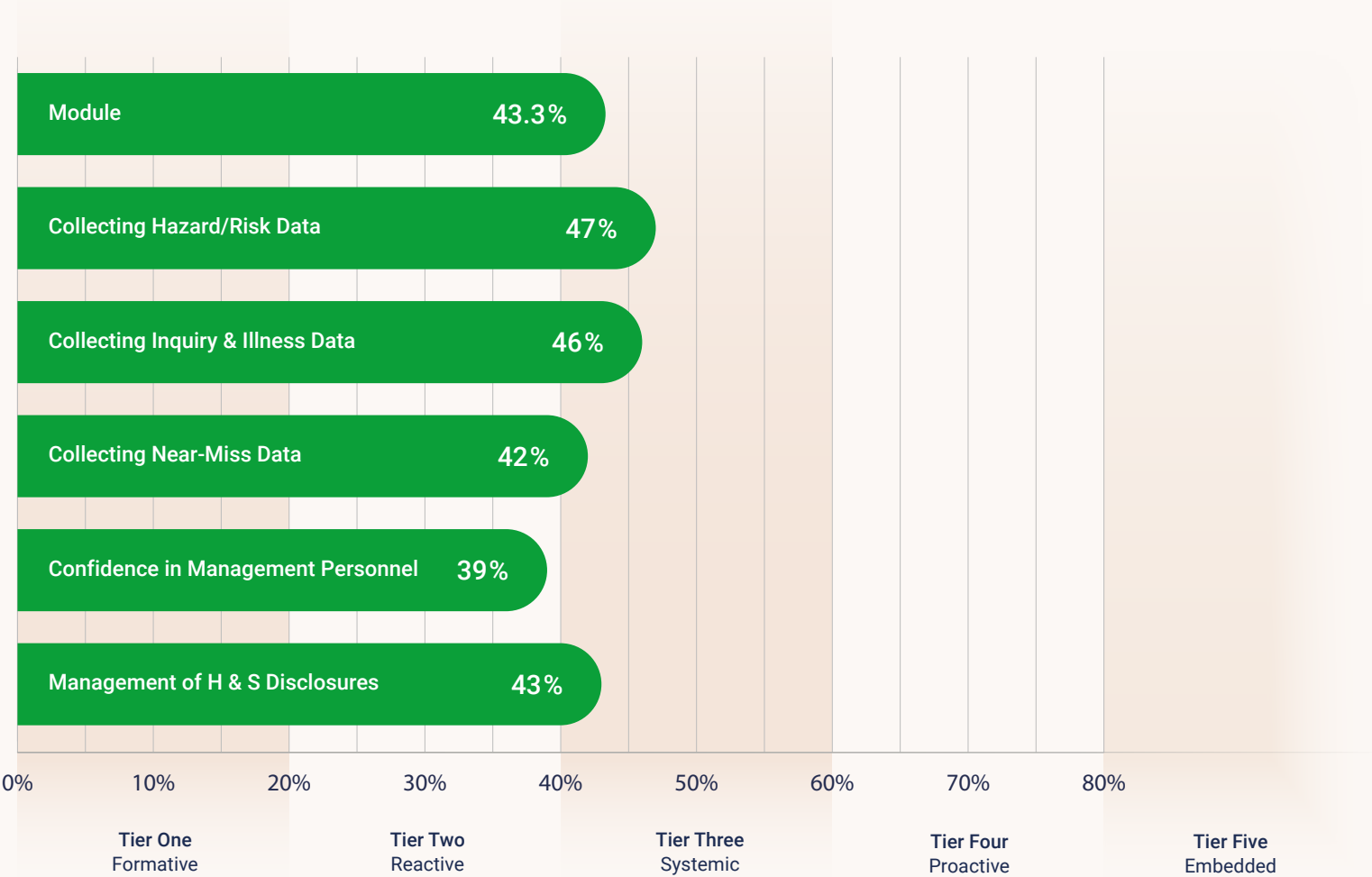


BY ELEMENT:

H&S Data Collection - IT & Media Industry

IT & Media Industry

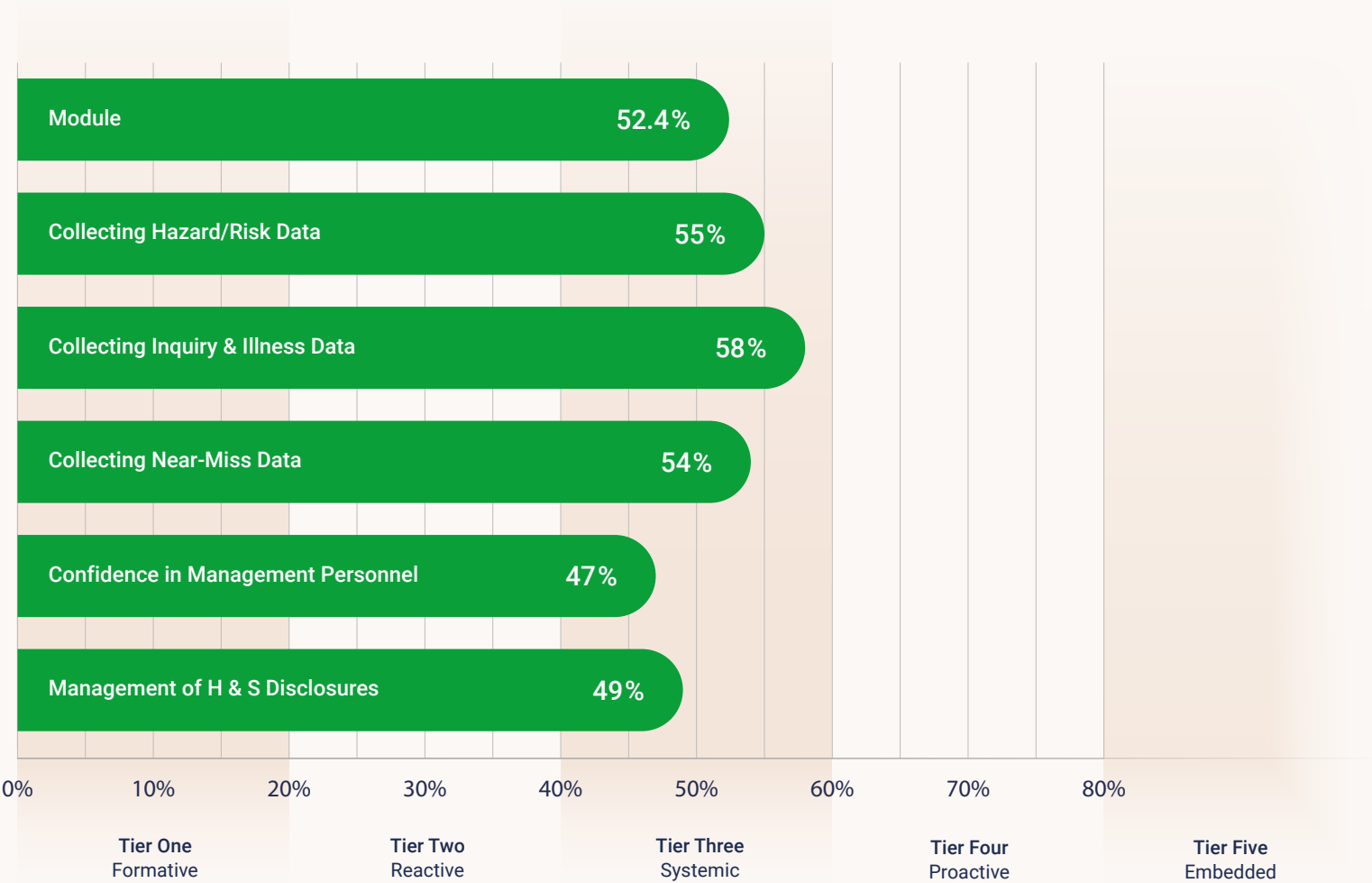
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Manufacturing Industry

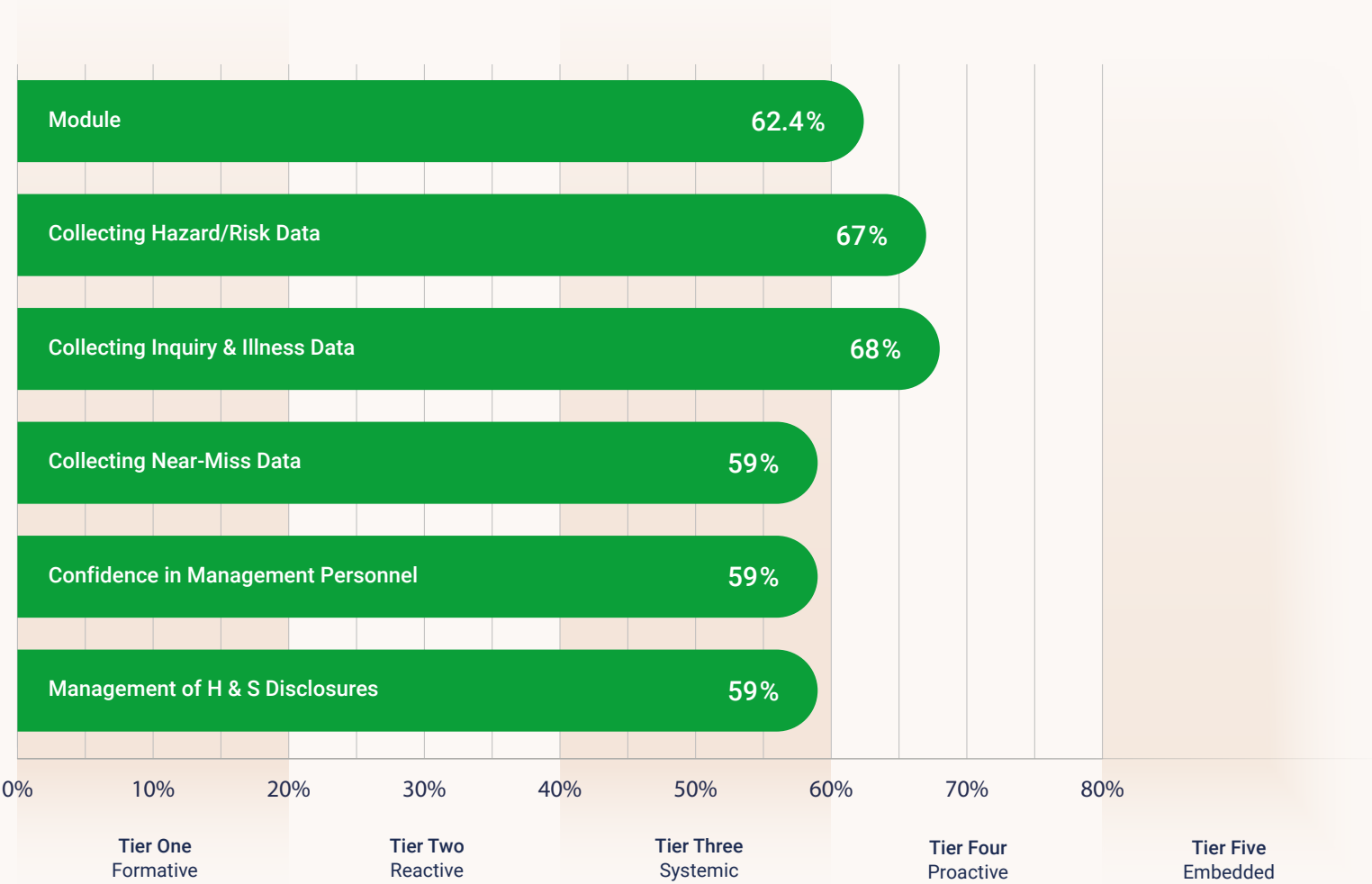
Manufacturing Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Mining Industry

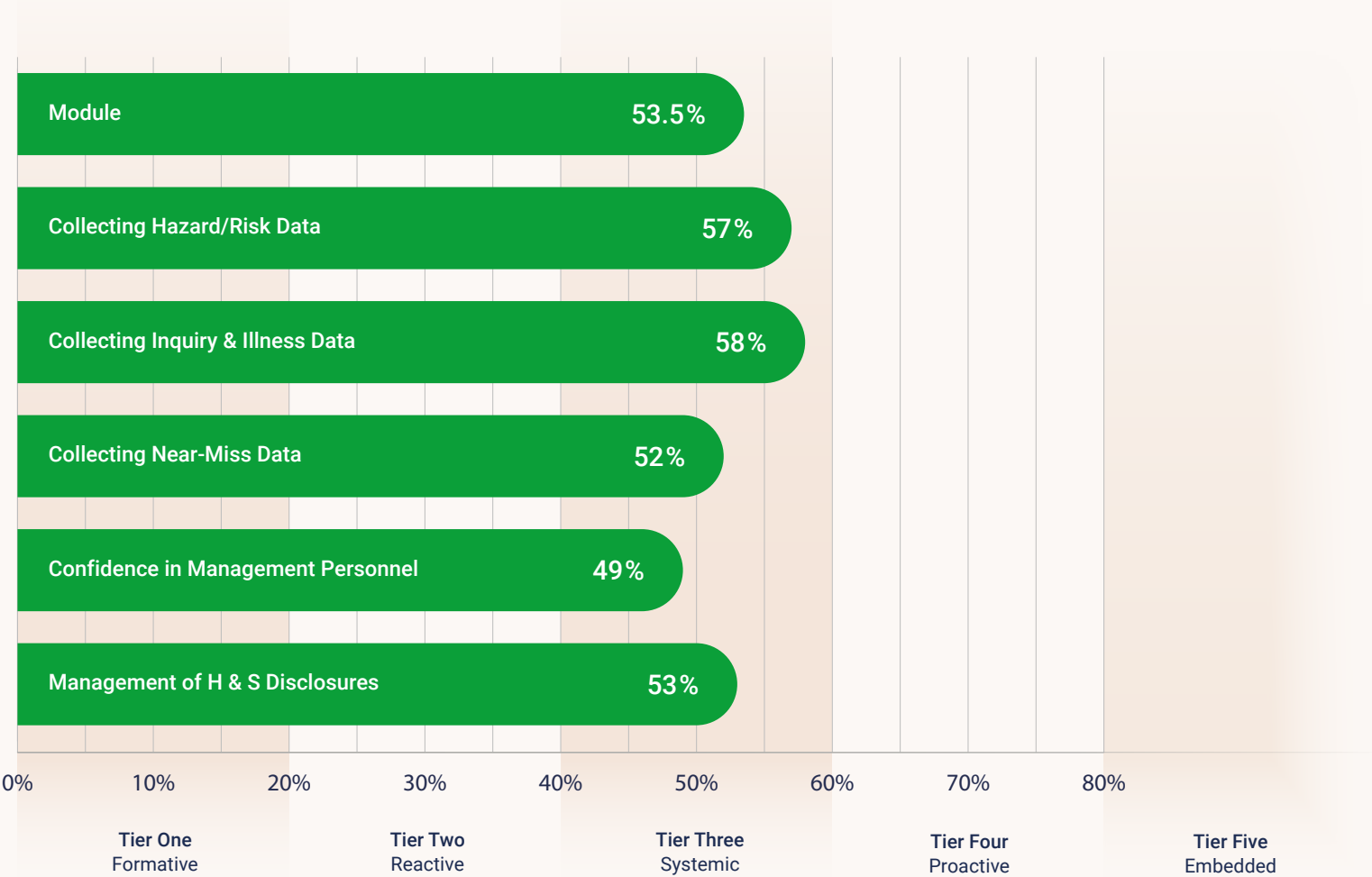
Mining Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Other Services Industry

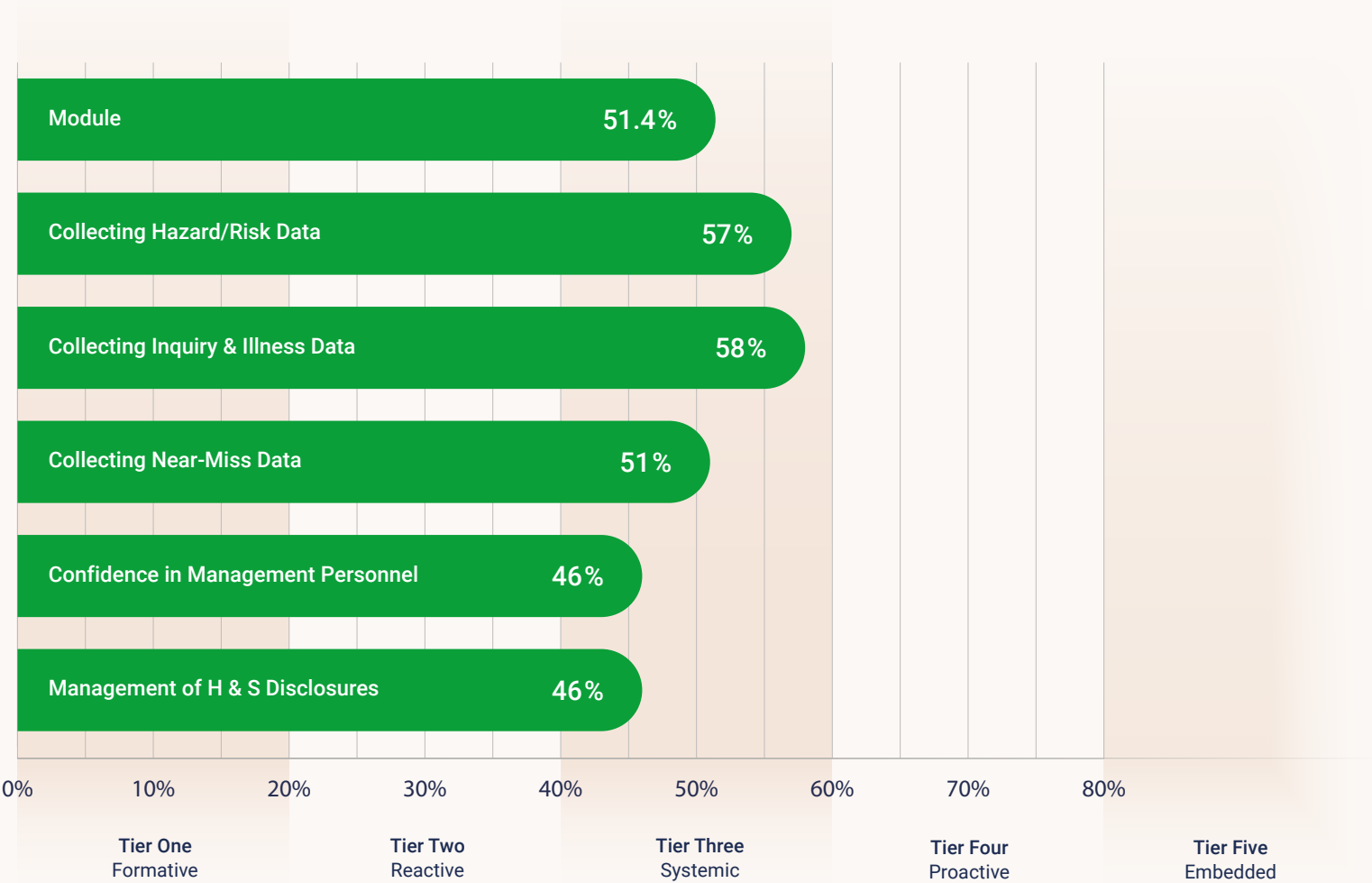
Other Services Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Primary Industries Industry

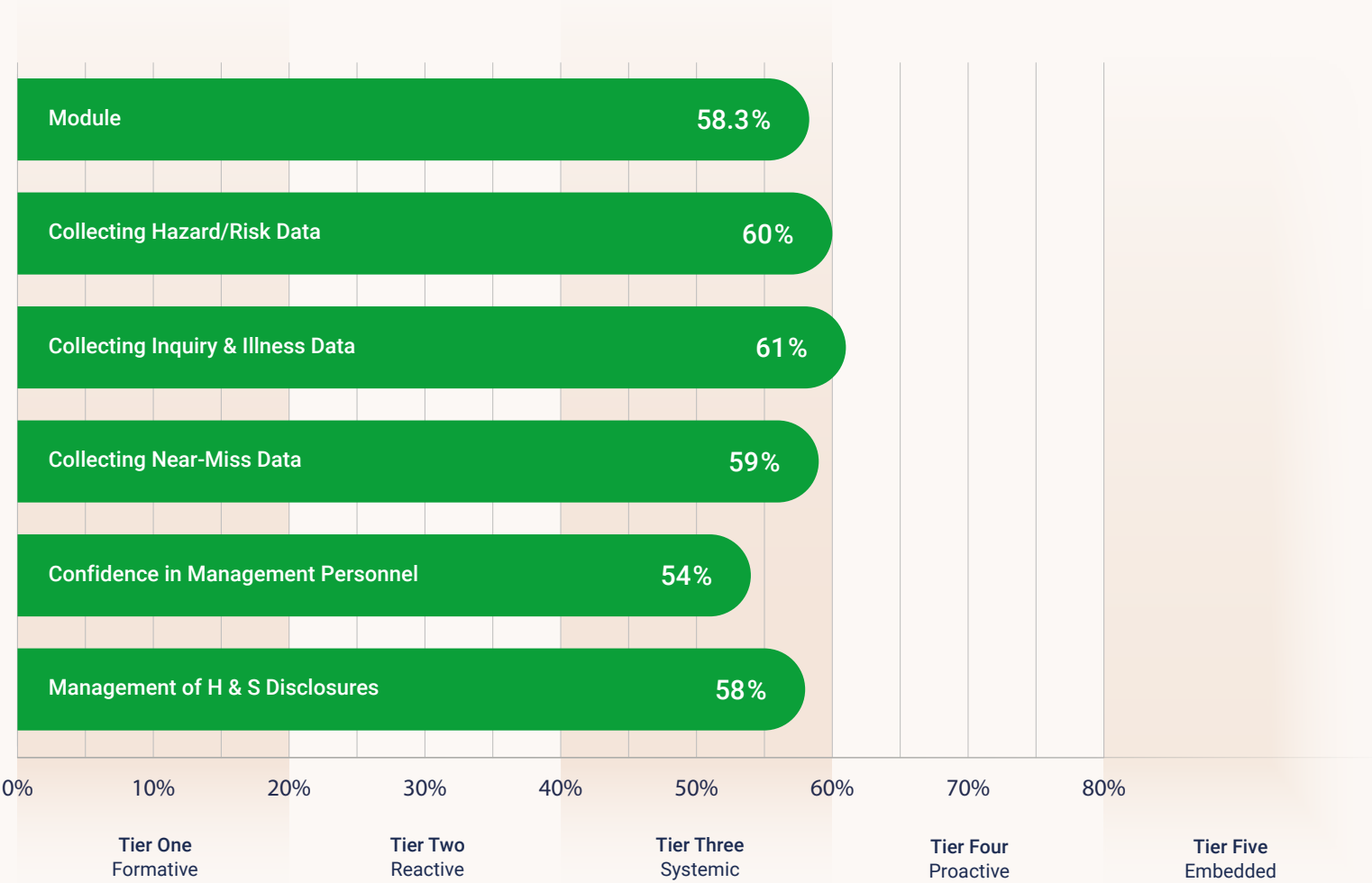
Primary Industries Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Professional Services Industry

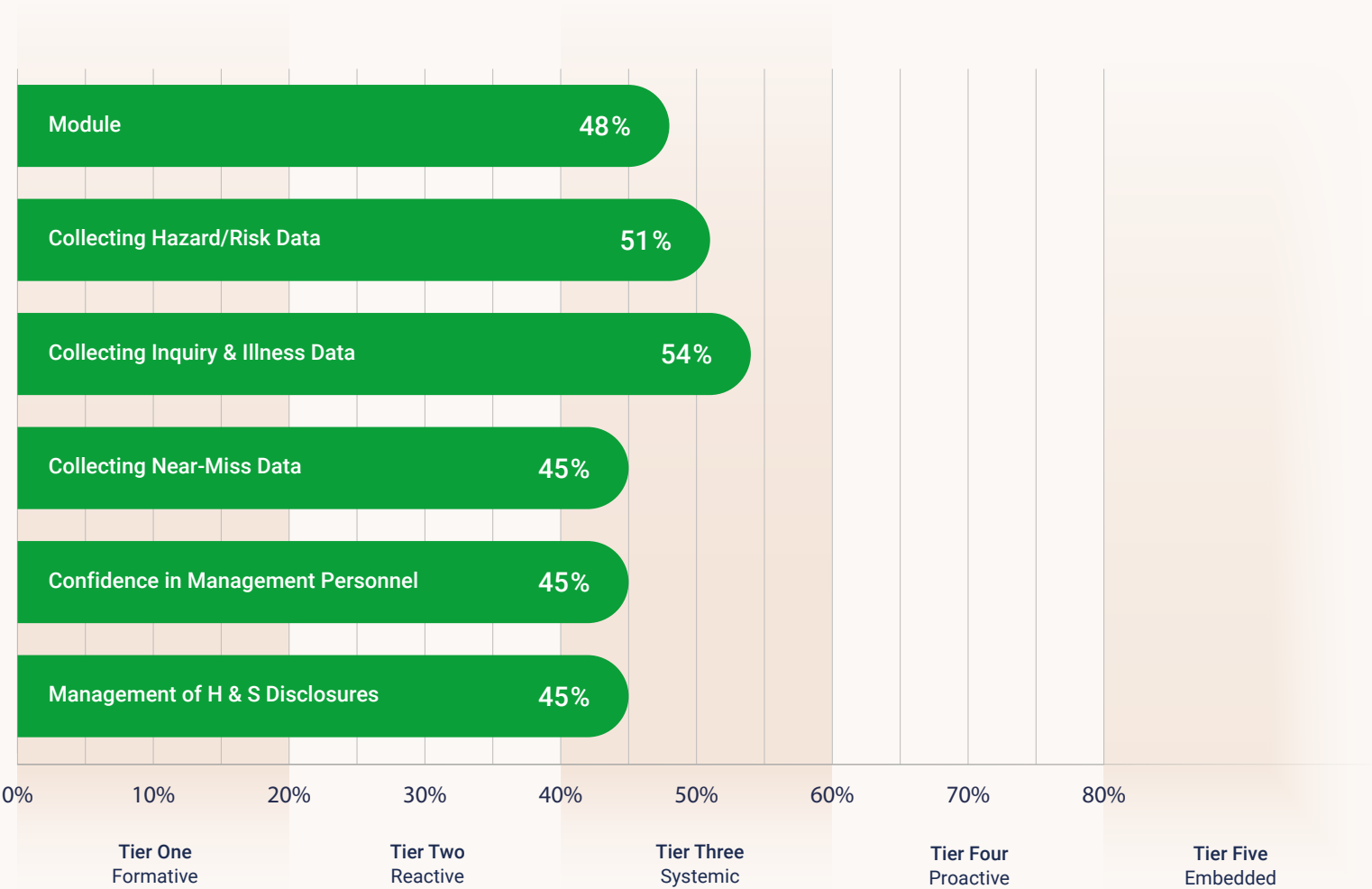
Professional Services Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Public Service Industry

Public Service Industry
Average Maturity Score by Element: H&S Data Collection Module

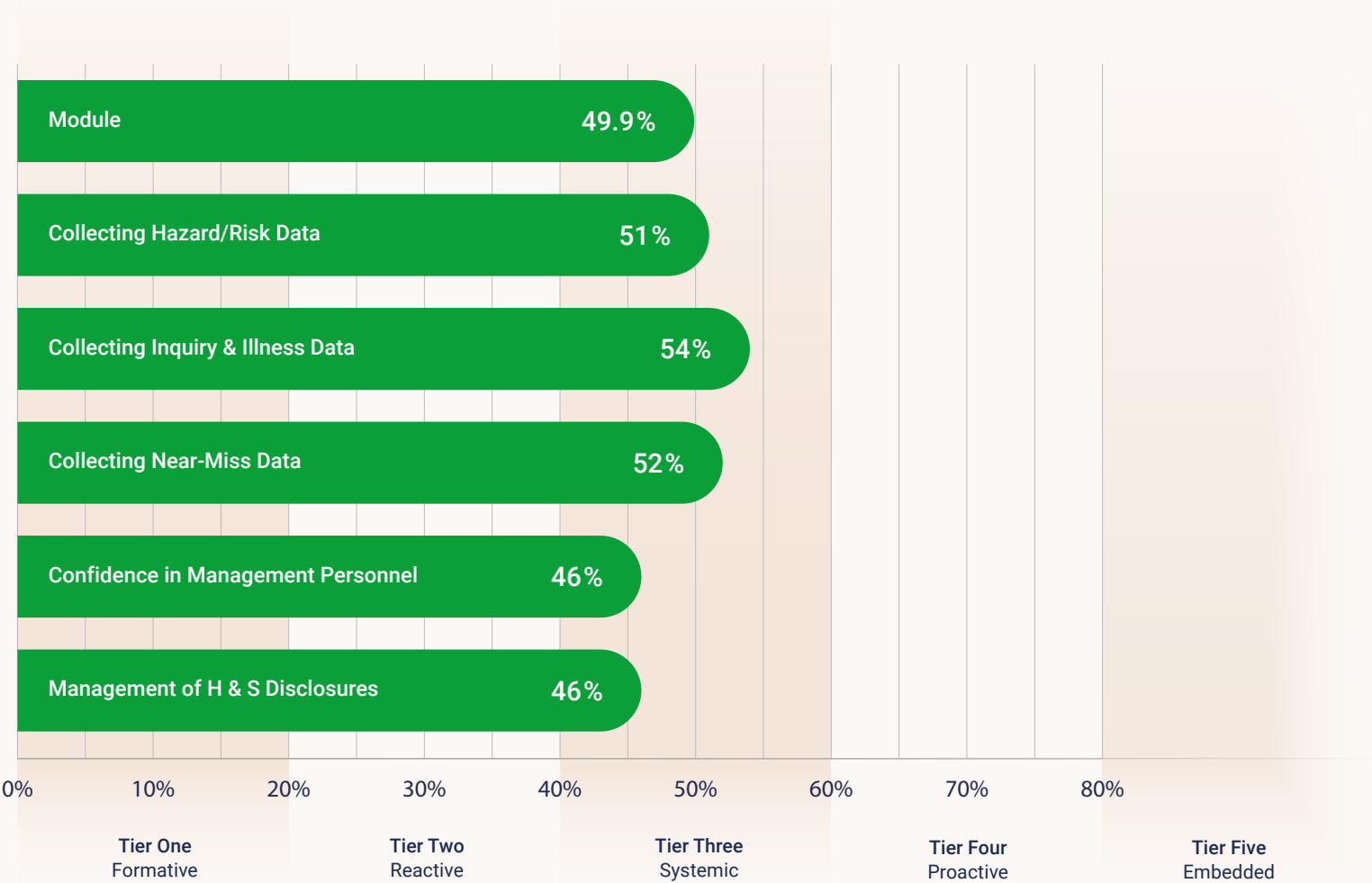


BY ELEMENT:

H&S Data Collection - Real Estate Industry

Real Estate Industry

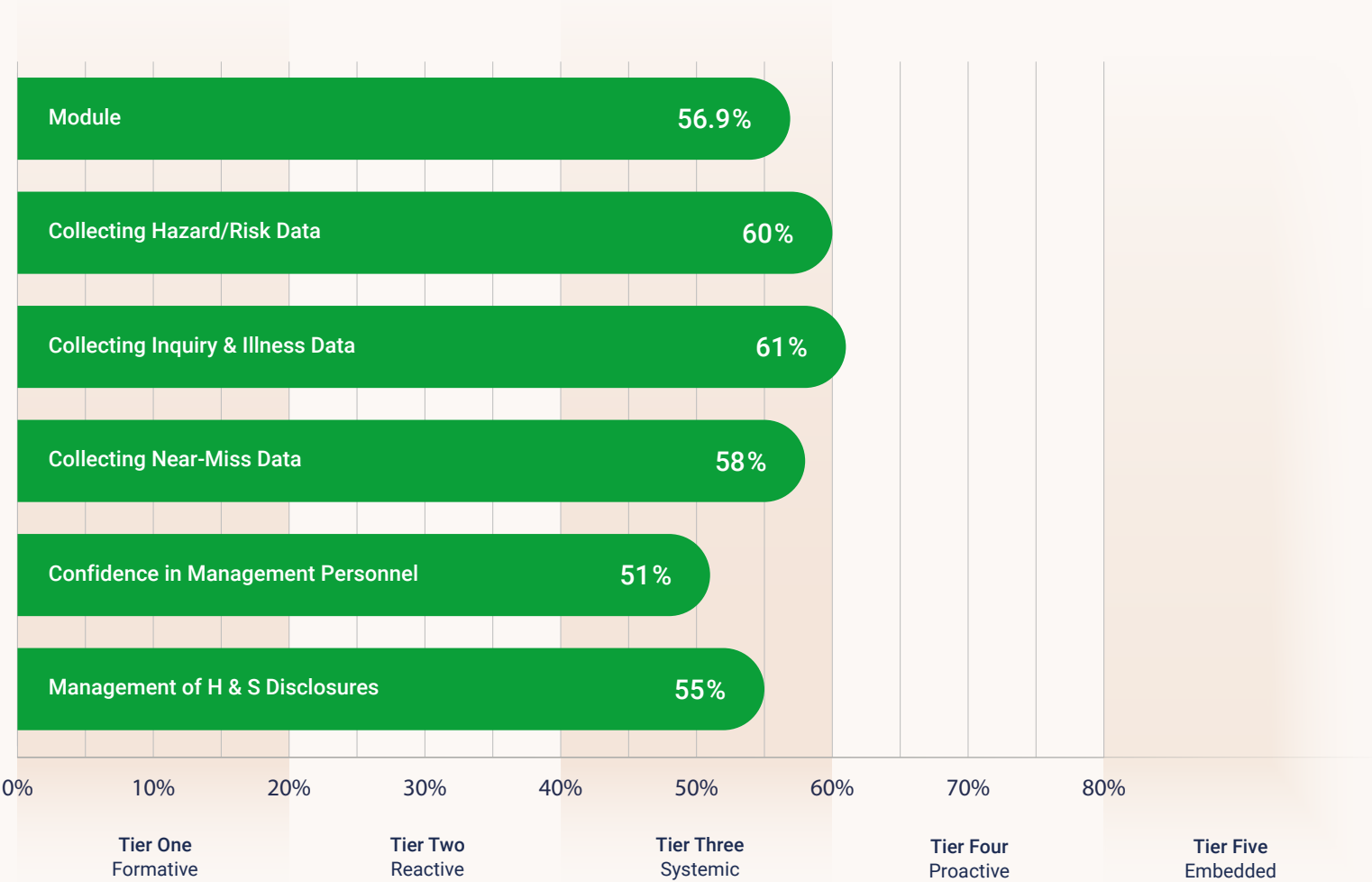
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Retail Trade Industry

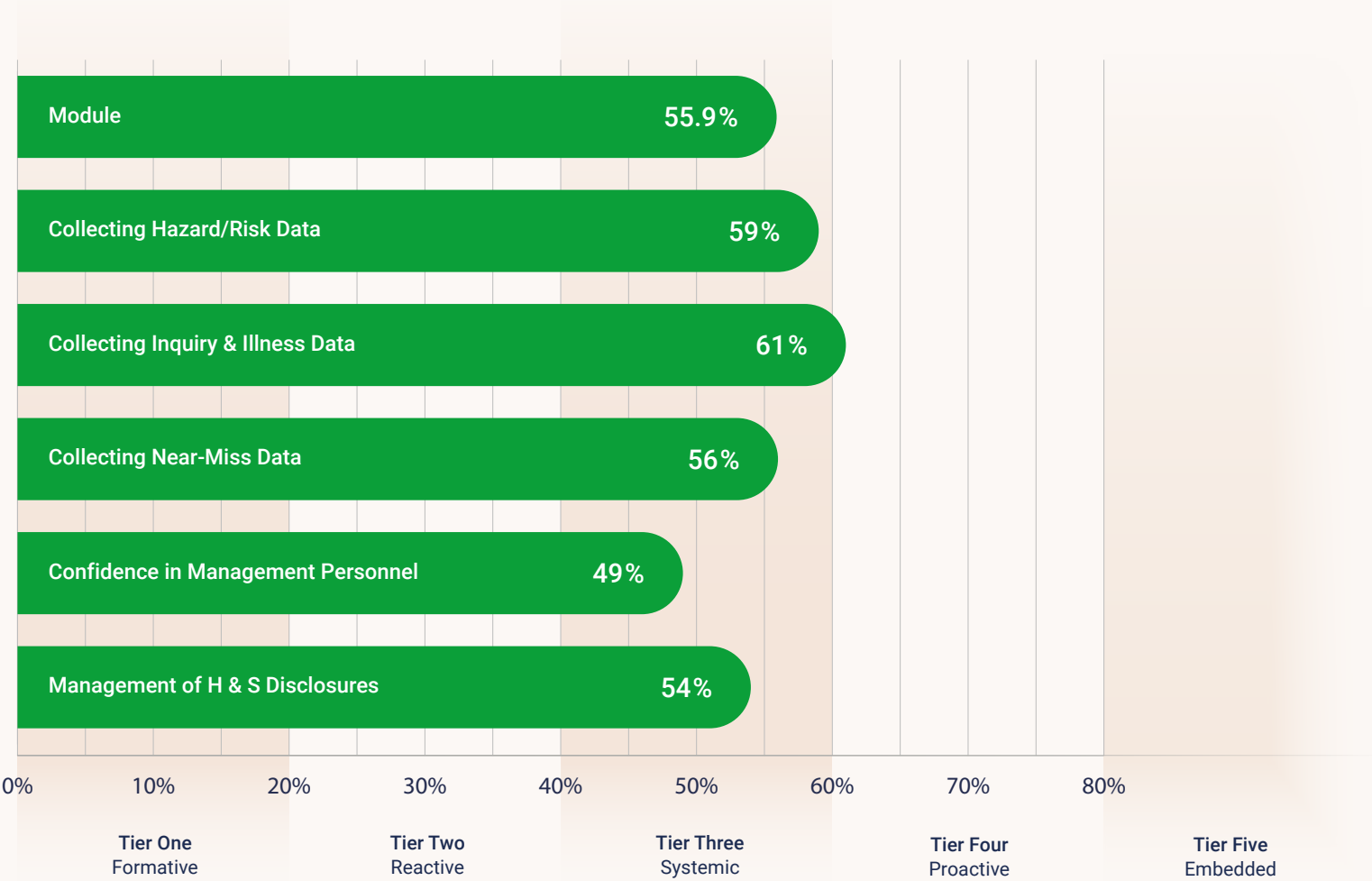
Retail Trade Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Transport Industry

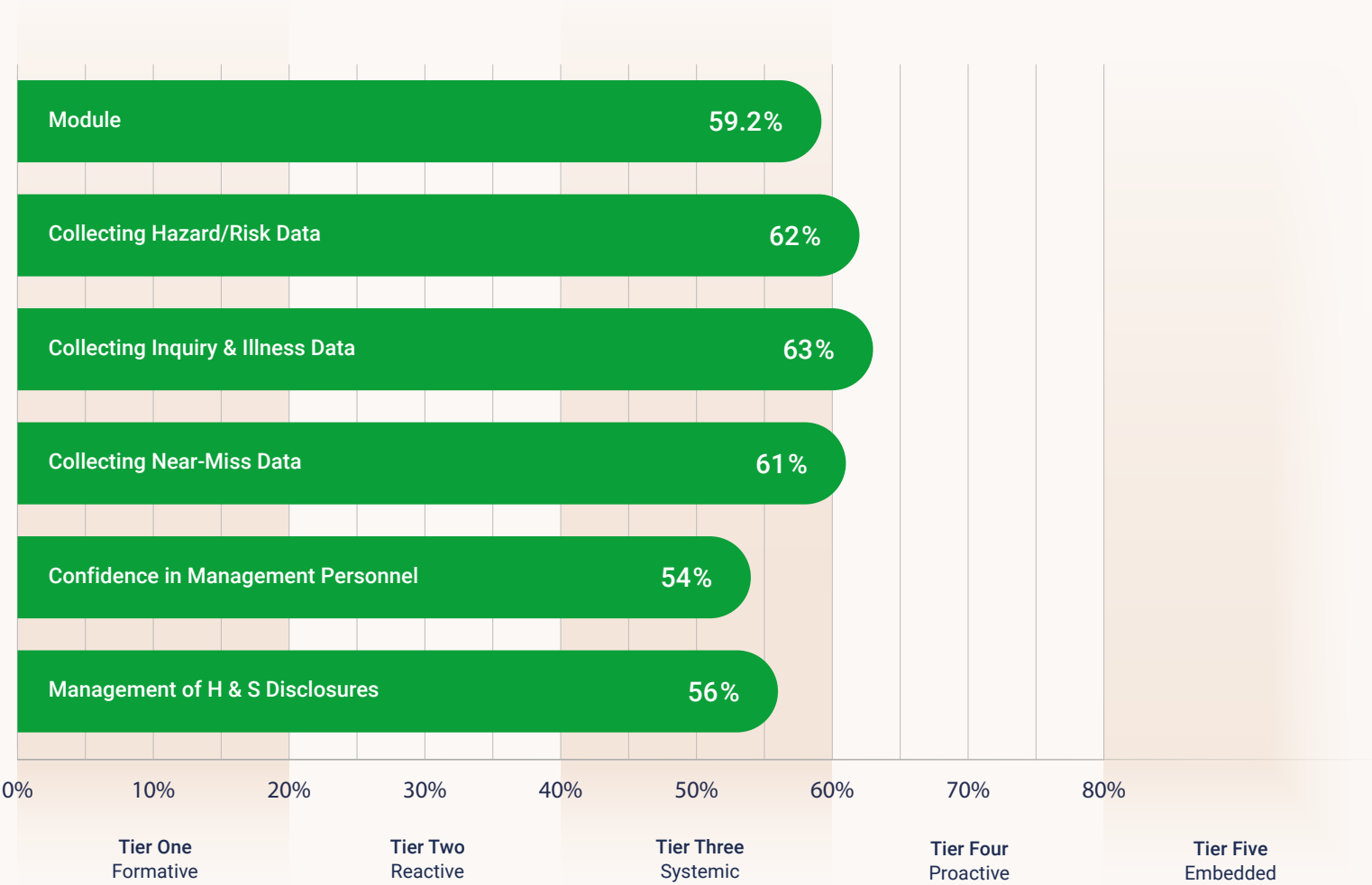
Transport Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Utilities Industry

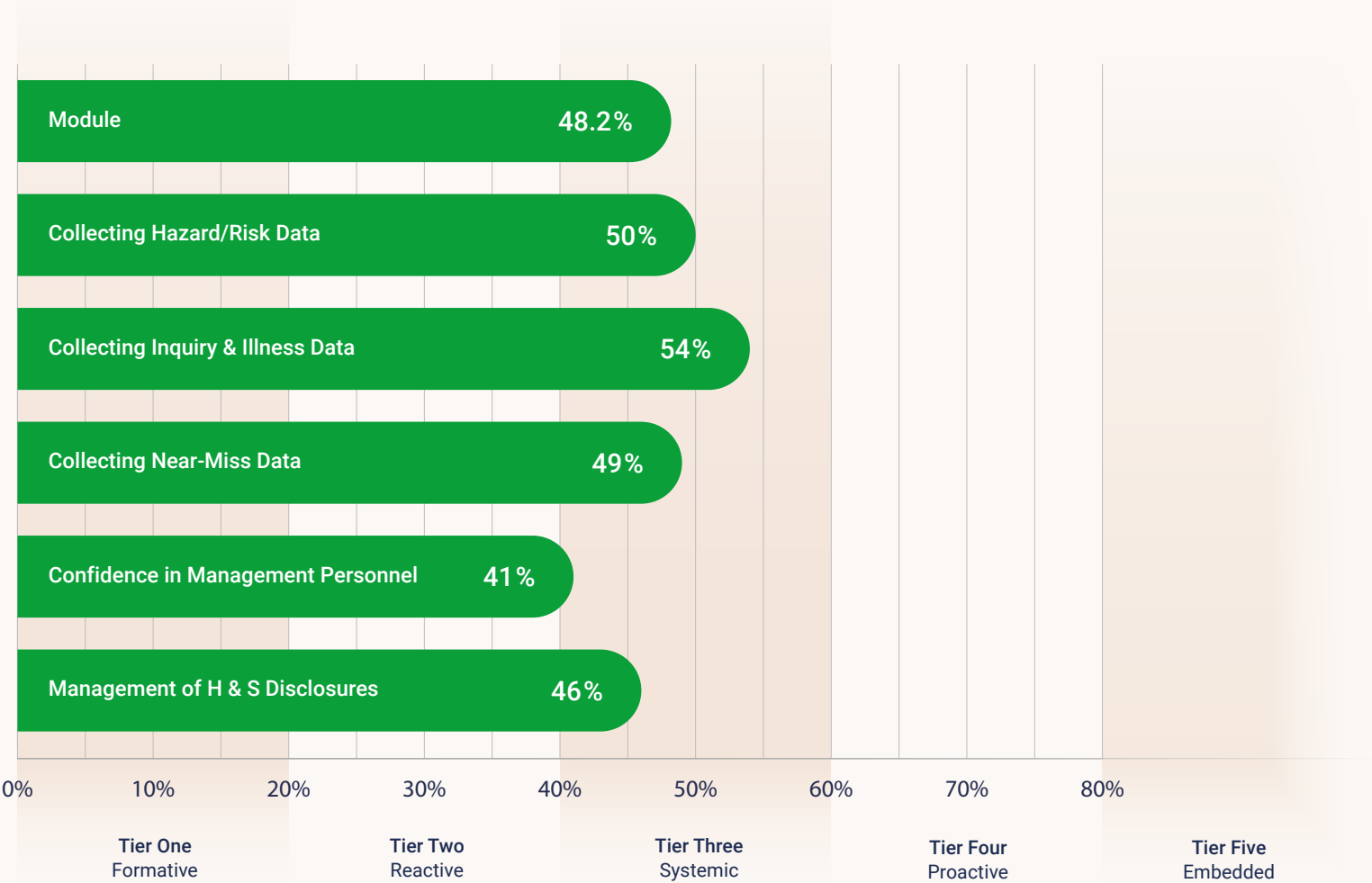
Utilities Industry
Average Maturity Score by Element: H&S Data Collection Module



BY ELEMENT:

H&S Data Collection - Wholesale Industry

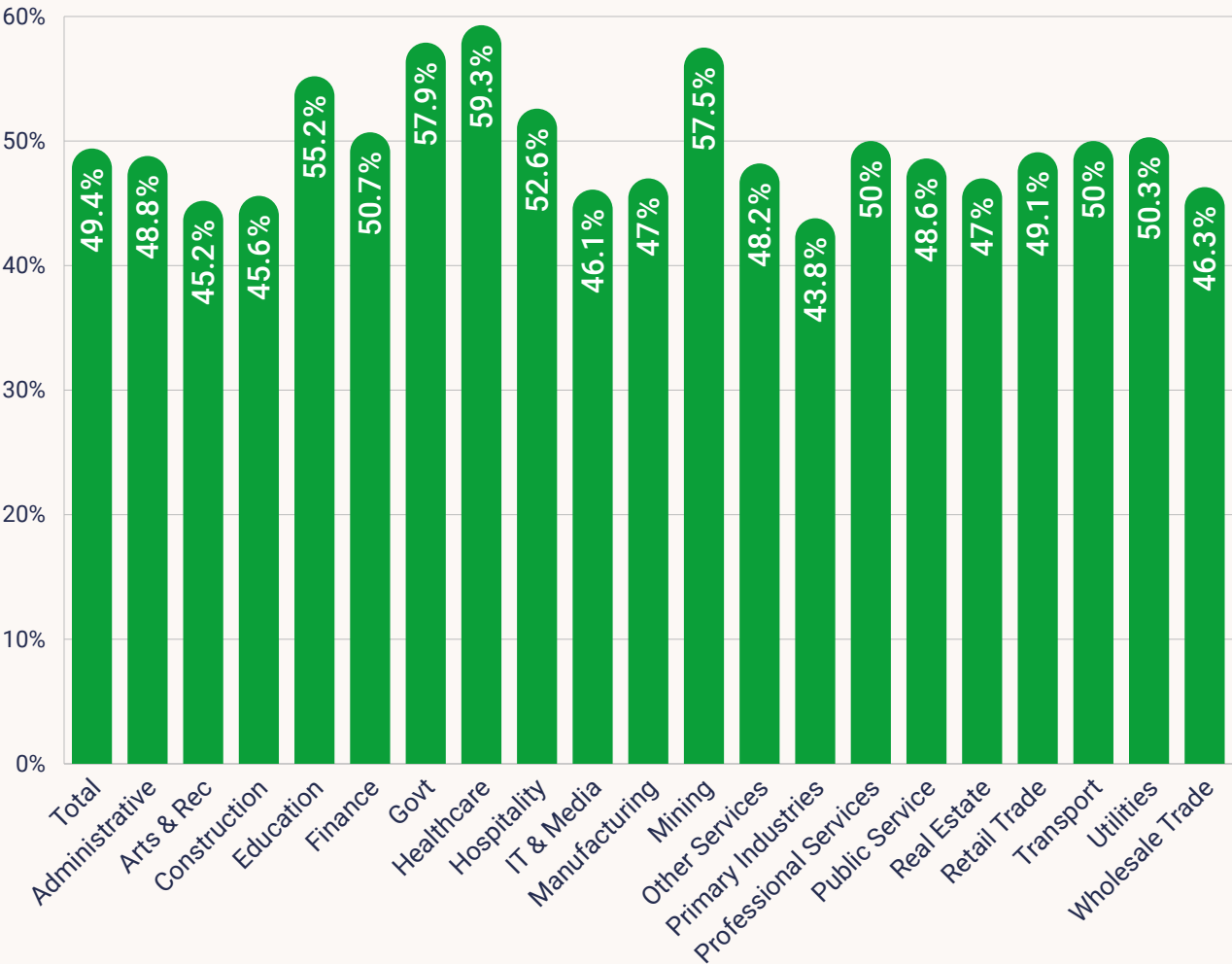
Wholesale Trade Industry
Average Maturity Score by Element: H&S Data Collection Module



BY INDUSTRY:

Emergency Preparedness Module

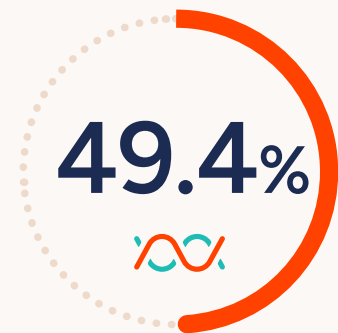
Emergency Preparedness
Average Maturity Score by Industry



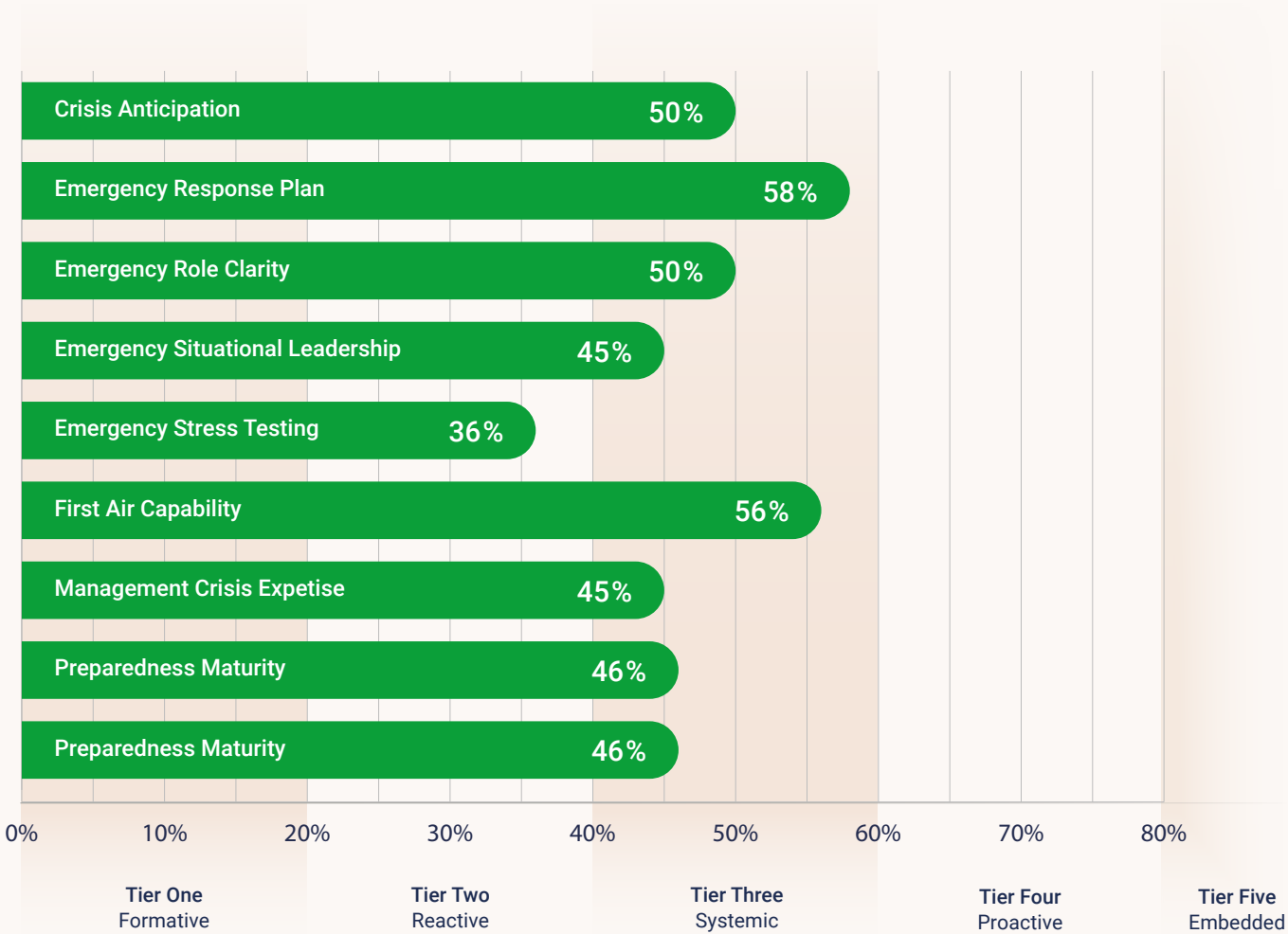
BY ELEMENT:

Emergency Preparedness

Emergency Preparedness
Average Maturity Score



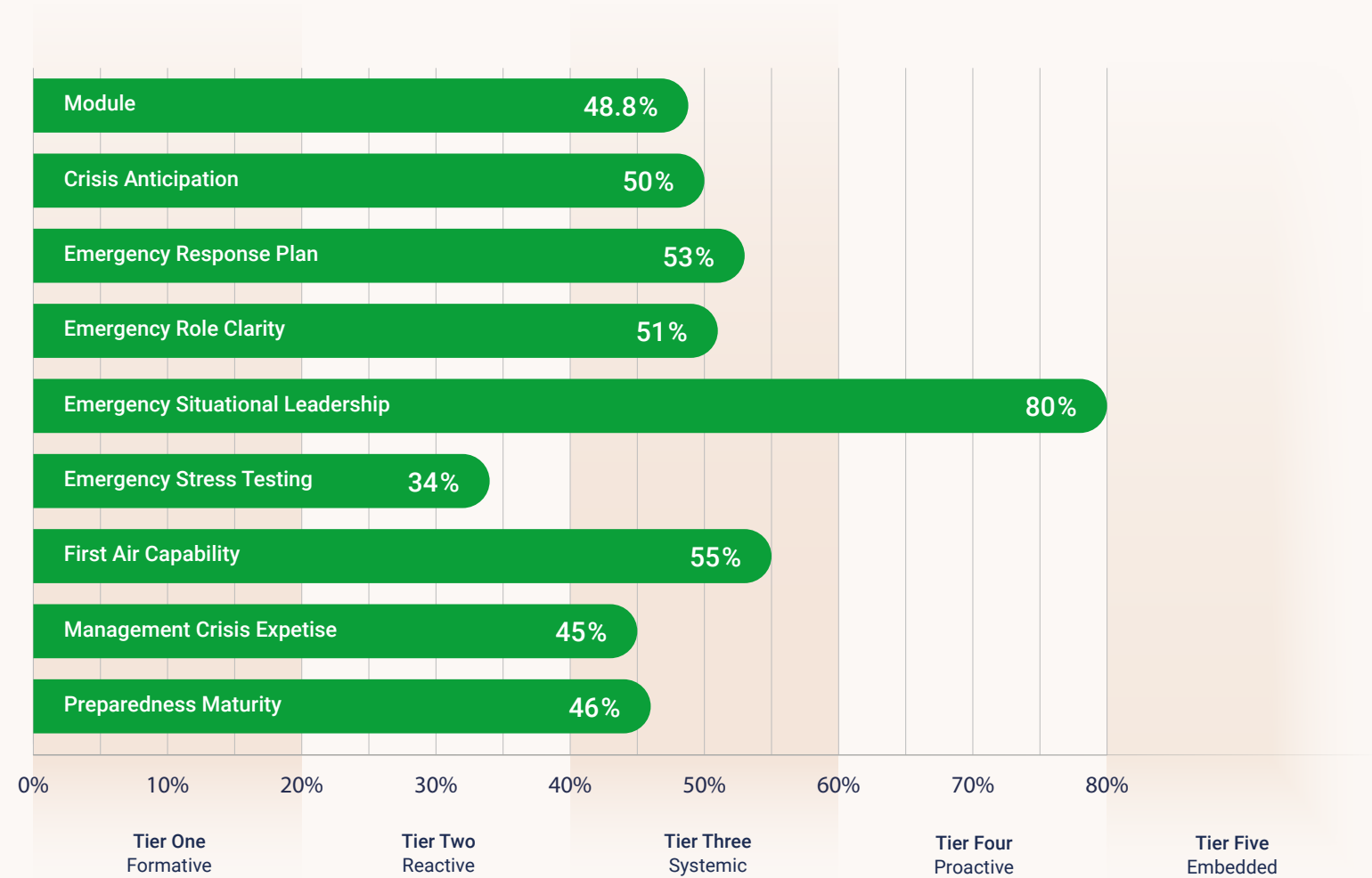
Emergency Preparedness
Average Maturity Score by Element



BY ELEMENT:

Emergency Preparedness - Administration Industry

Administration Industry
Average Maturity Score by Element: Emergency Preparedness Module

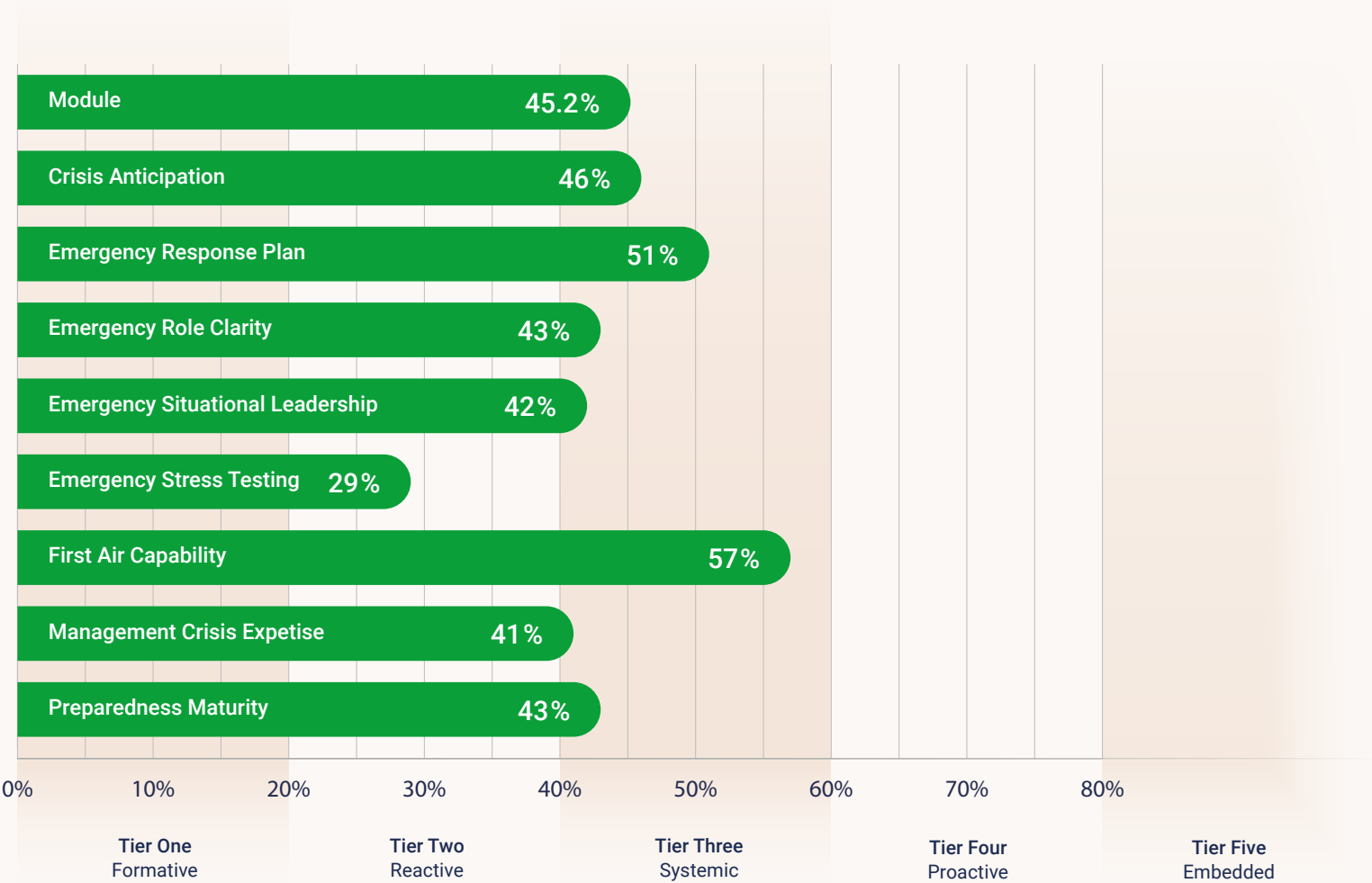


BY ELEMENT:

Emergency Preparedness - Arts & Rec Industry

Arts & Rec Industry

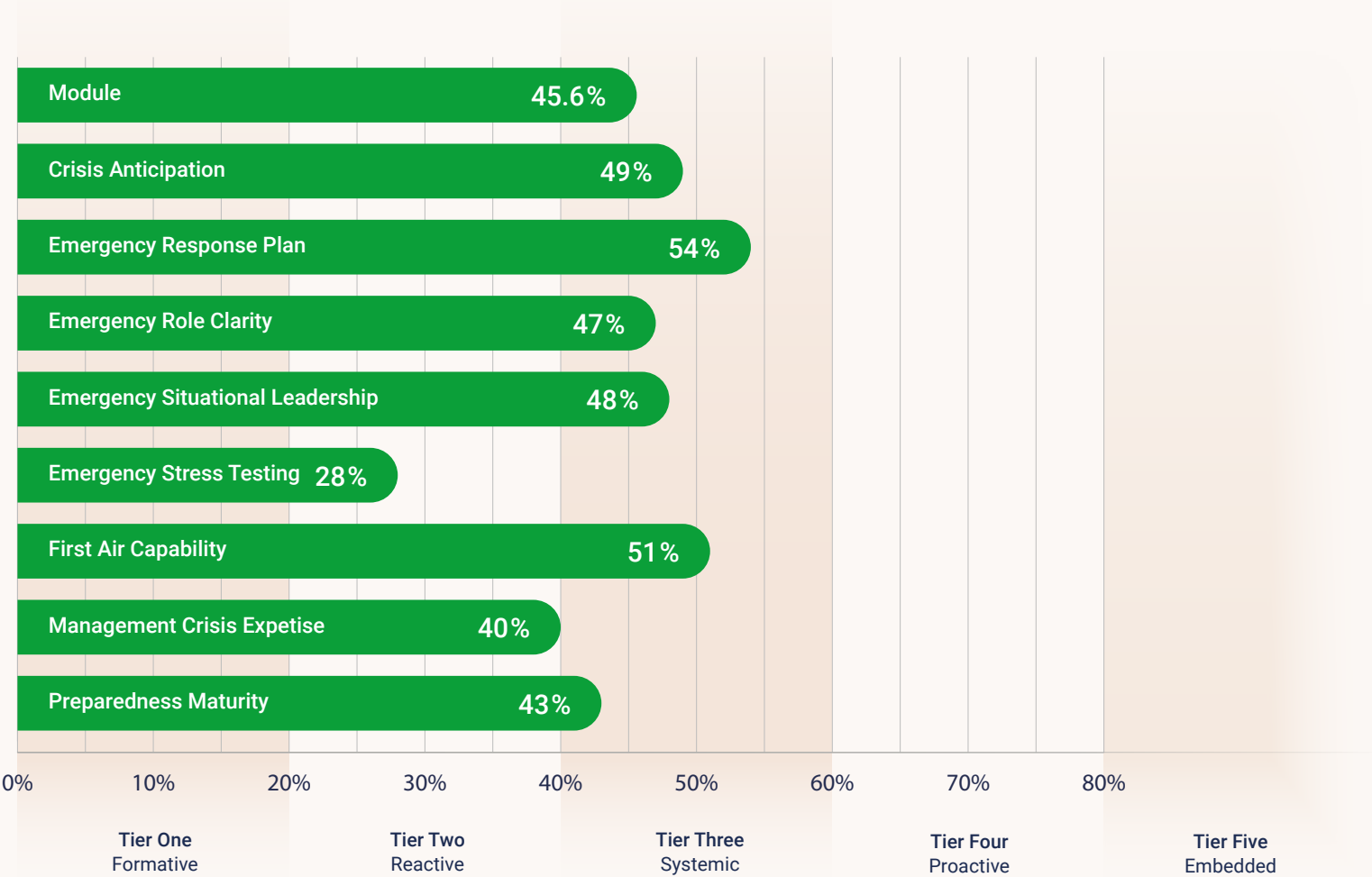
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Construction Industry

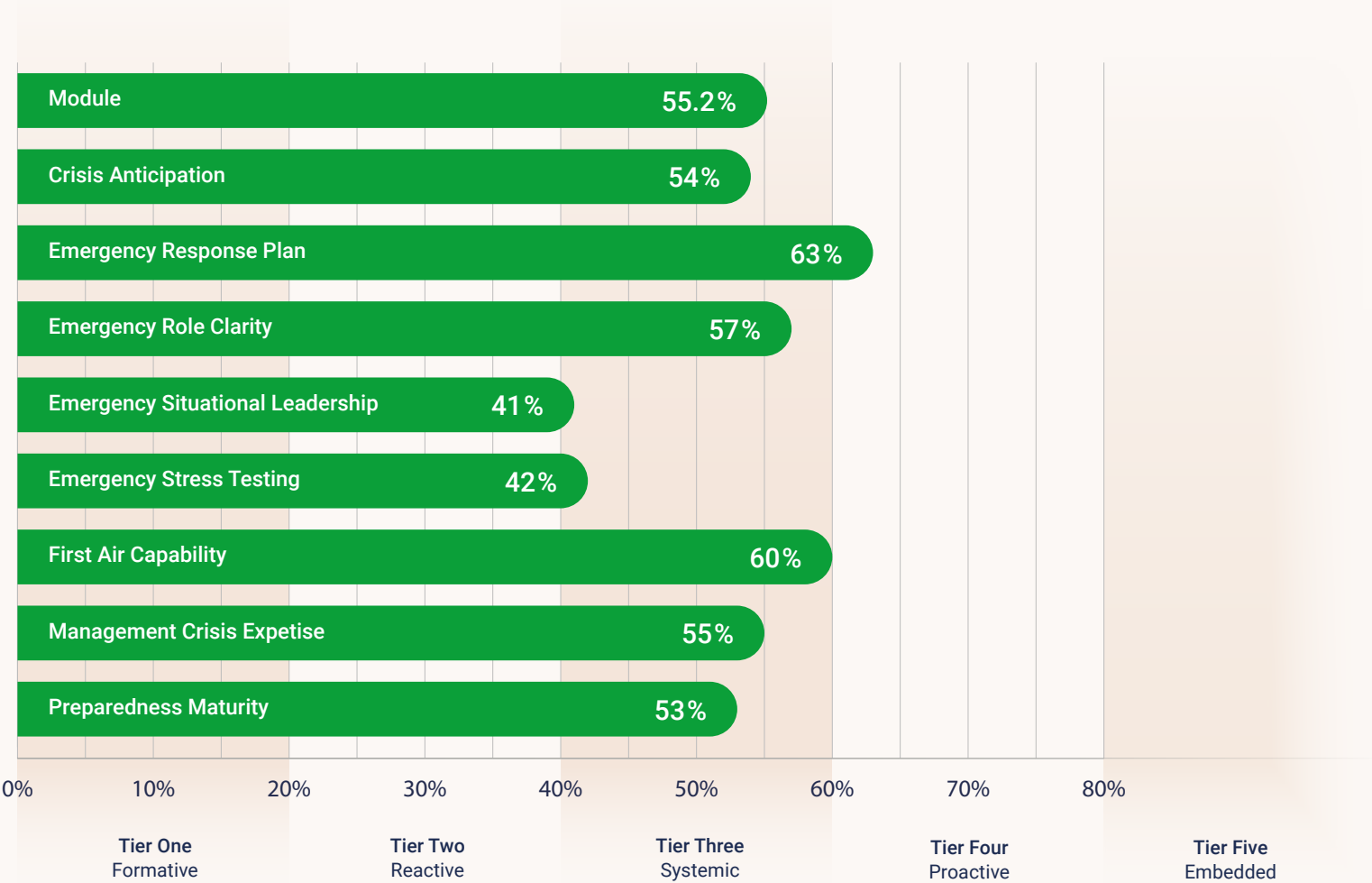
Construction Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Education Industry

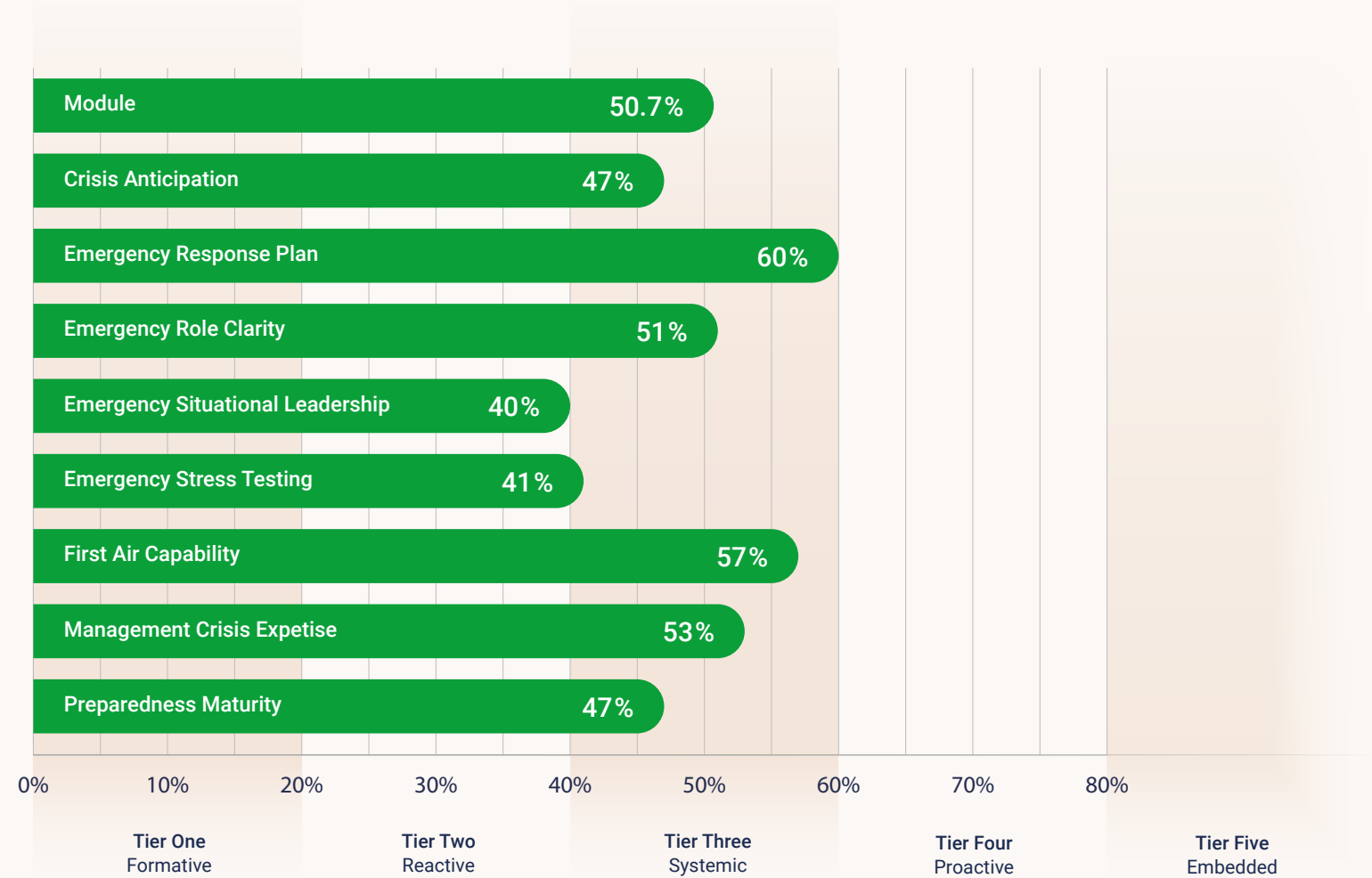
Education Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Finance Industry

Finance Industry
Average Maturity Score by Element: Emergency Preparedness Module

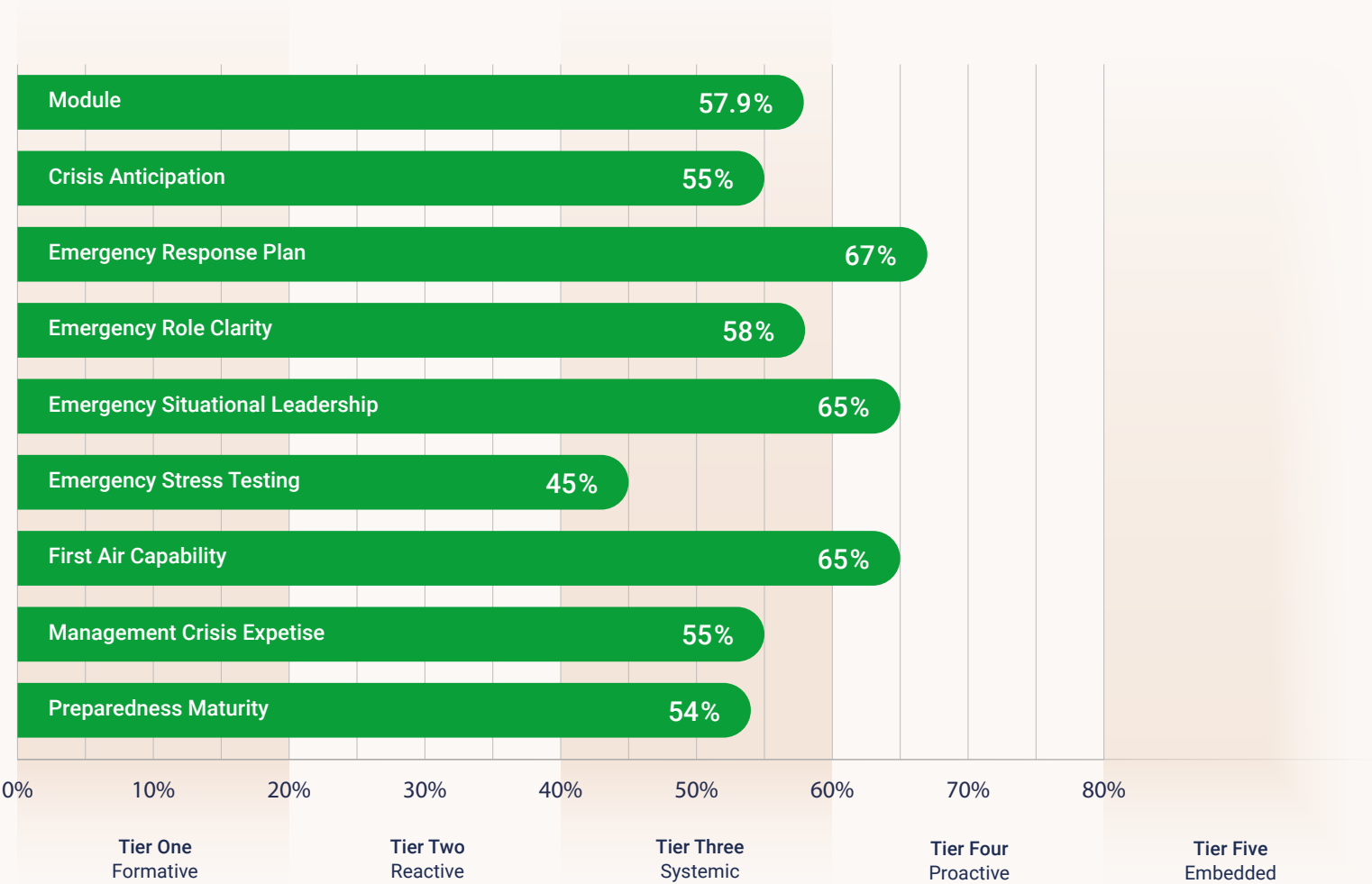


BY ELEMENT:

Emergency Preparedness - Government Industry

Government Industry

Average Maturity Score by Element: Emergency Preparedness Module

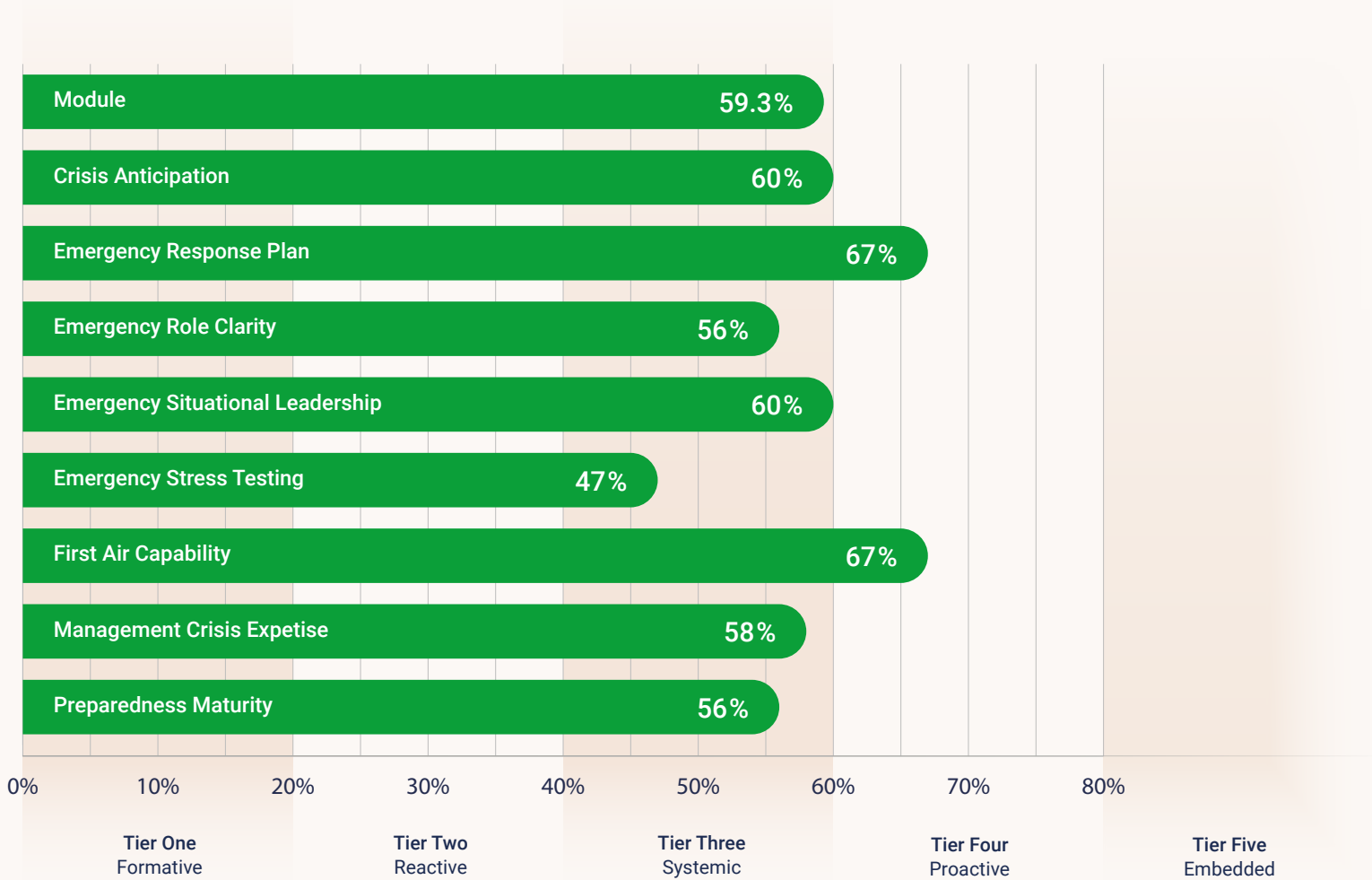


BY ELEMENT:

Emergency Preparedness - Healthcare Industry

Healthcare Industry

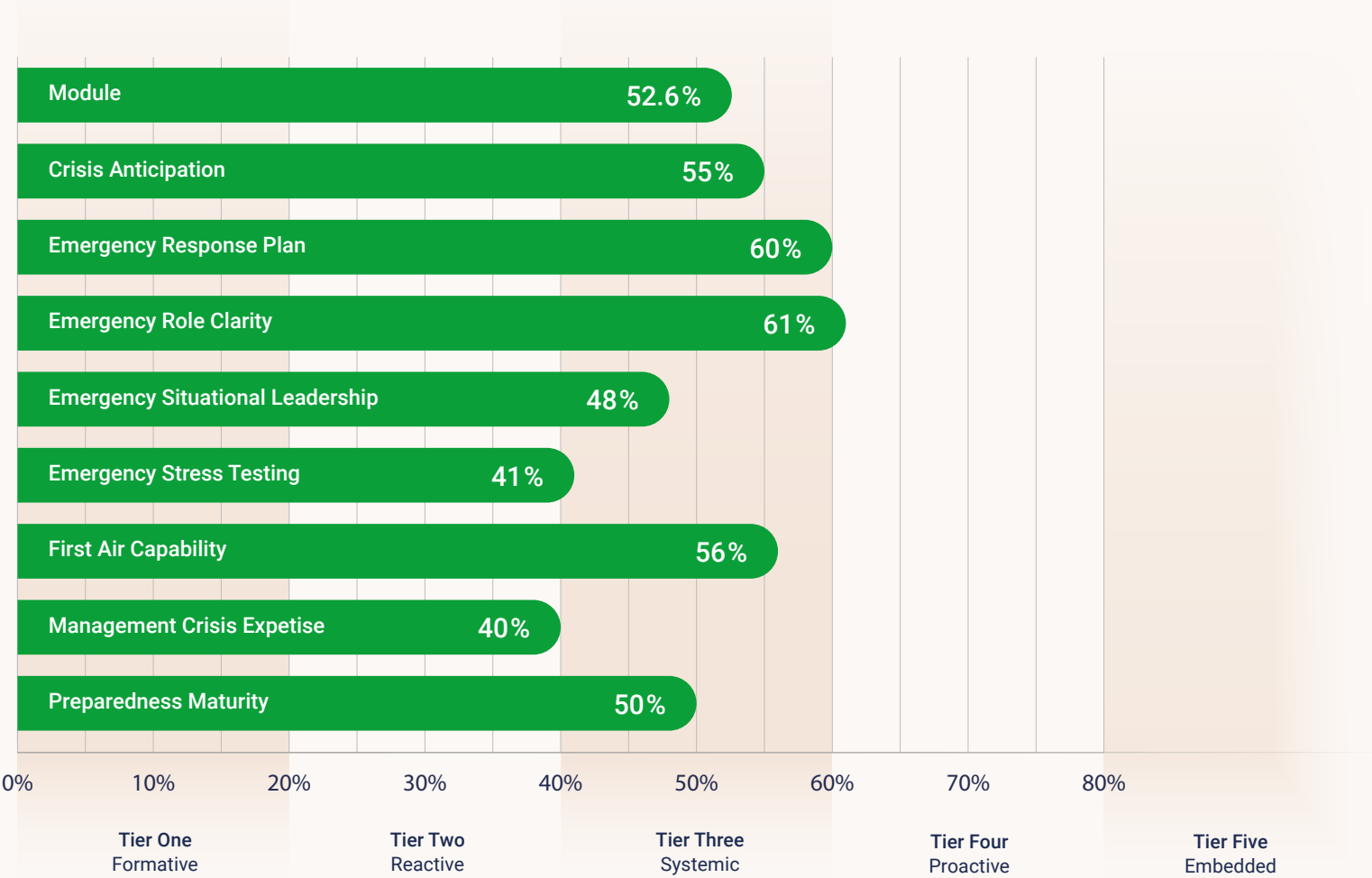
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Hospitality Industry

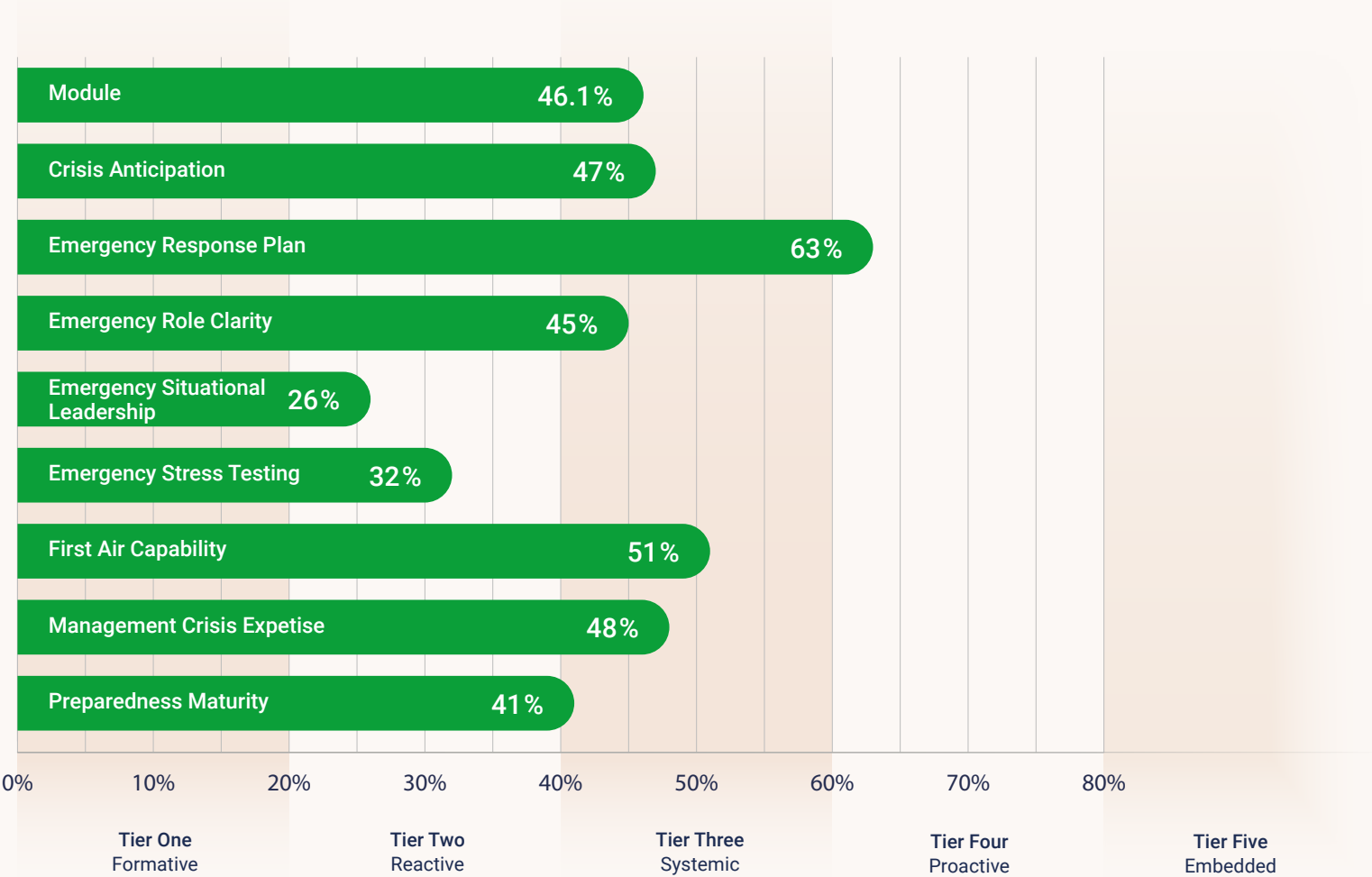
Hospitality Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - IT & Media Industry

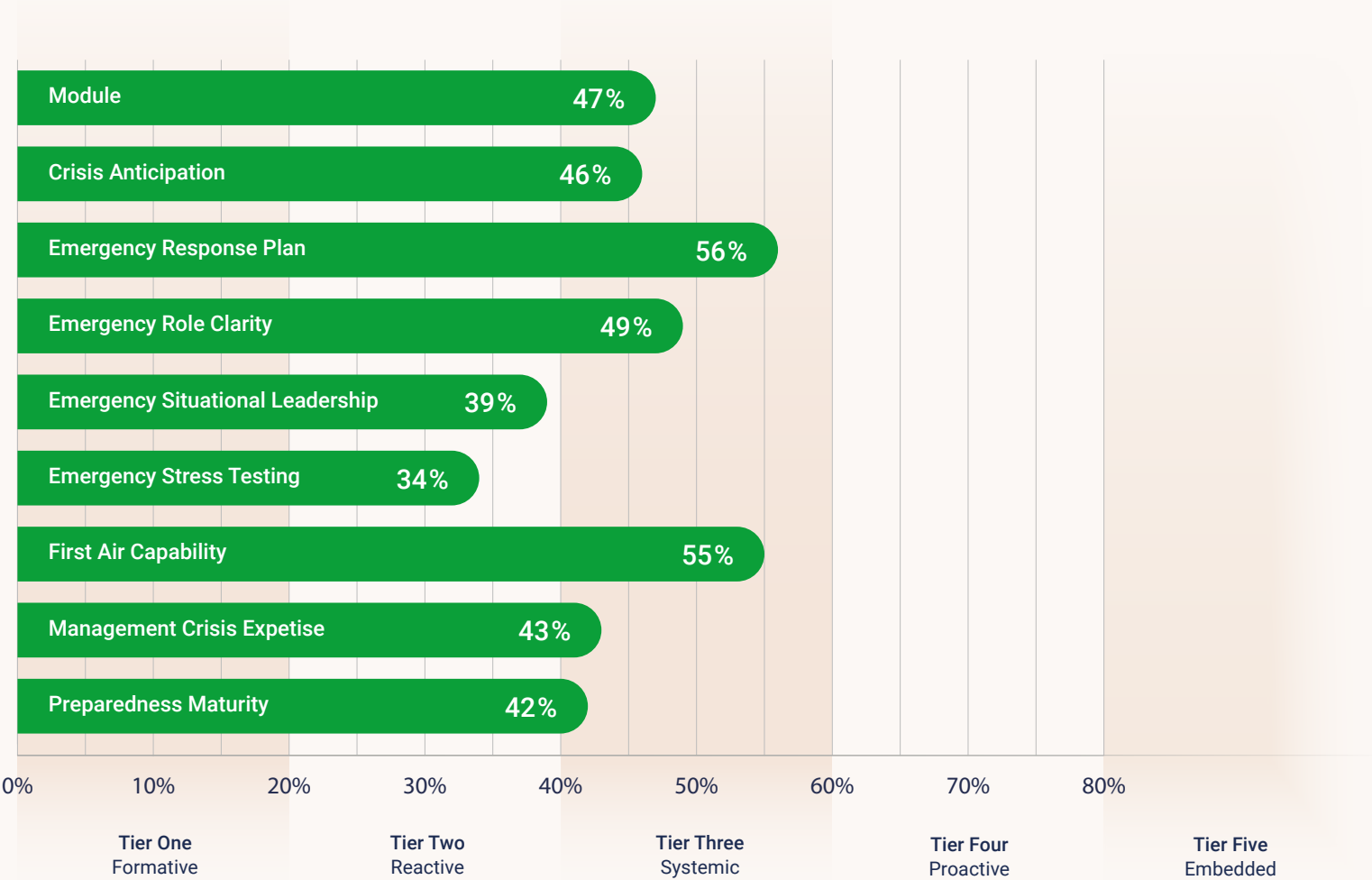
IT & Media Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Manufacturing Industry

Manufacturing Industry
Average Maturity Score by Element: Emergency Preparedness Module

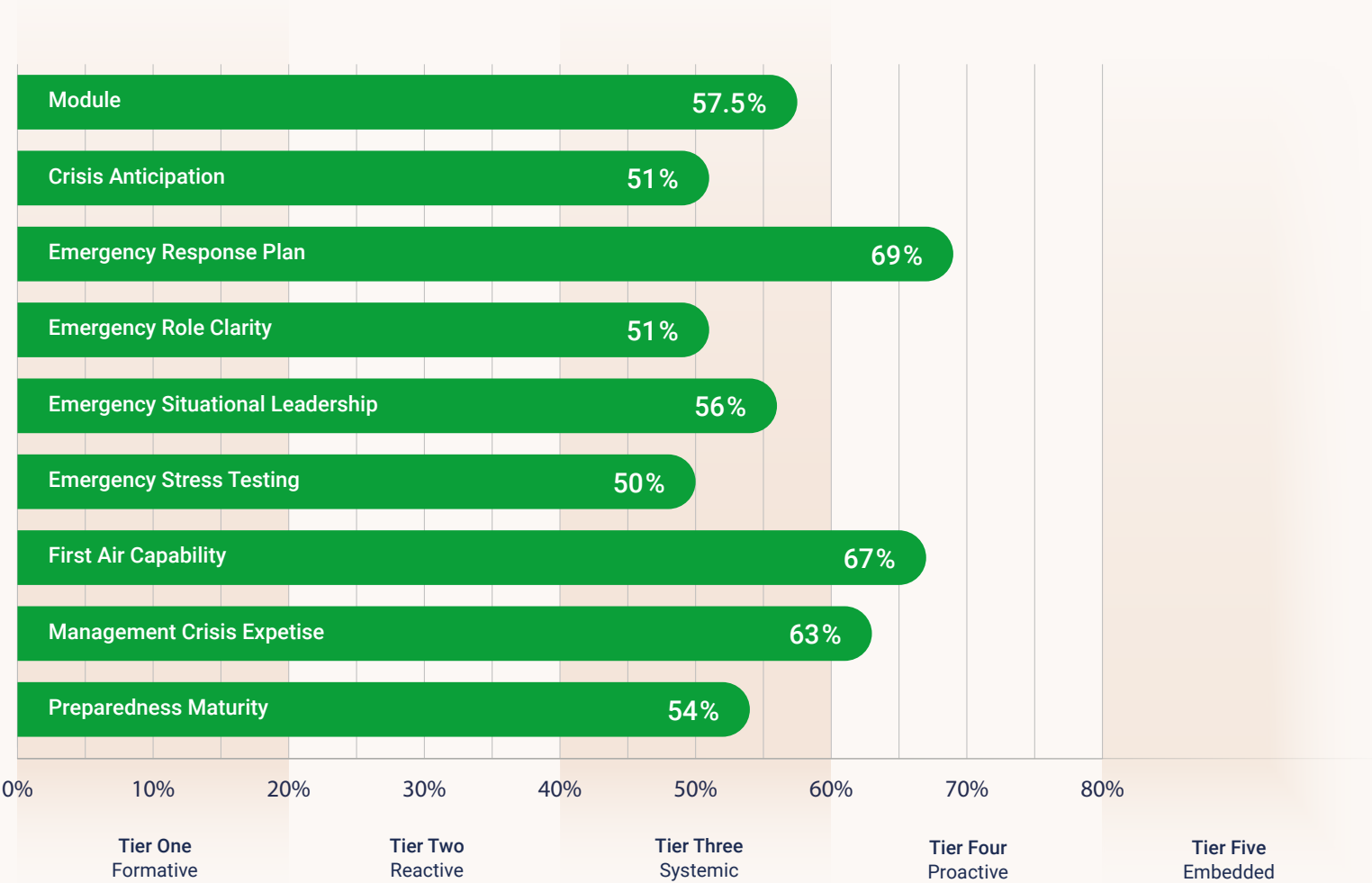


BY ELEMENT:

Emergency Preparedness - Mining Industry

Mining Industry

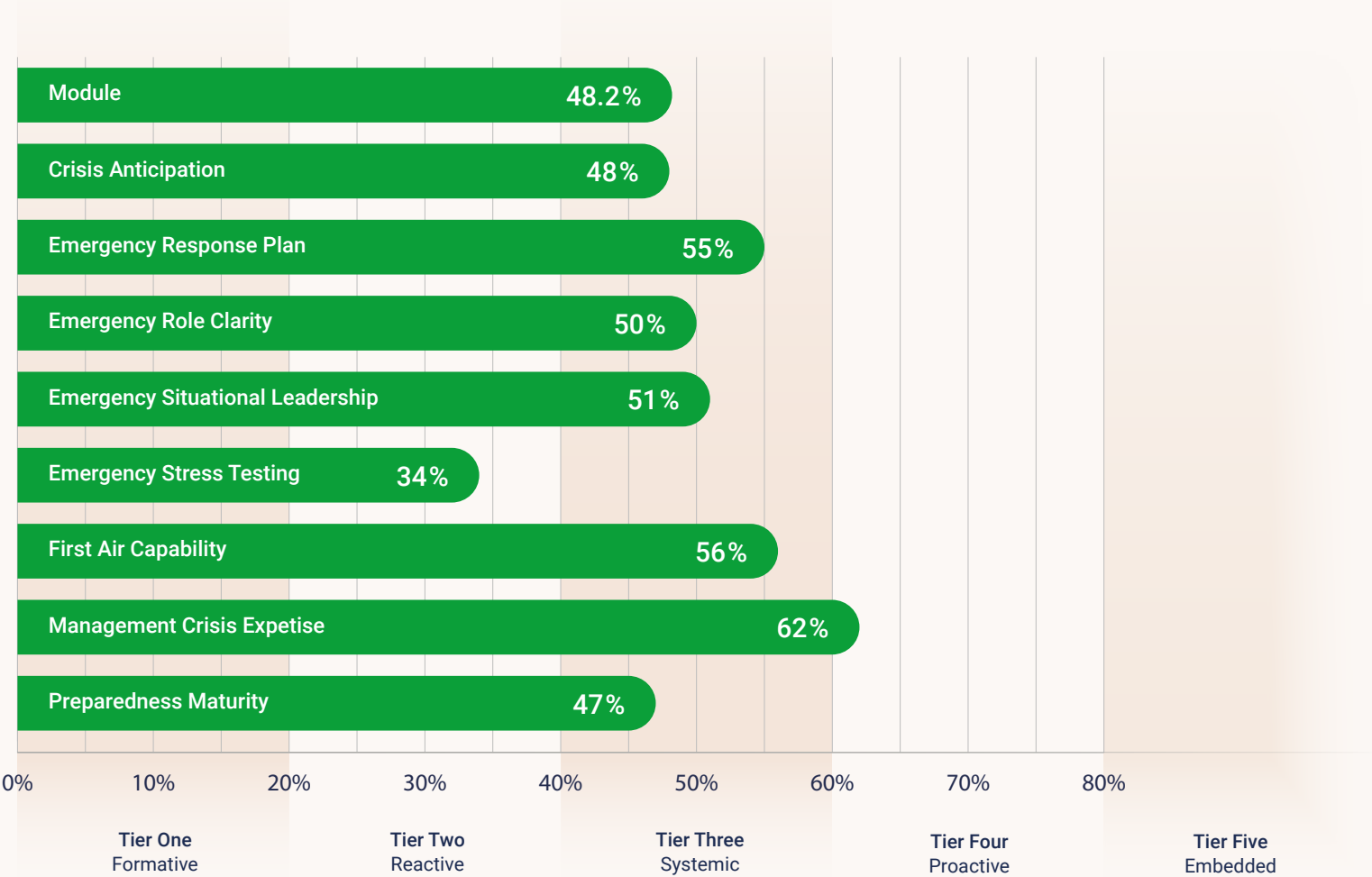
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Other Services Industry

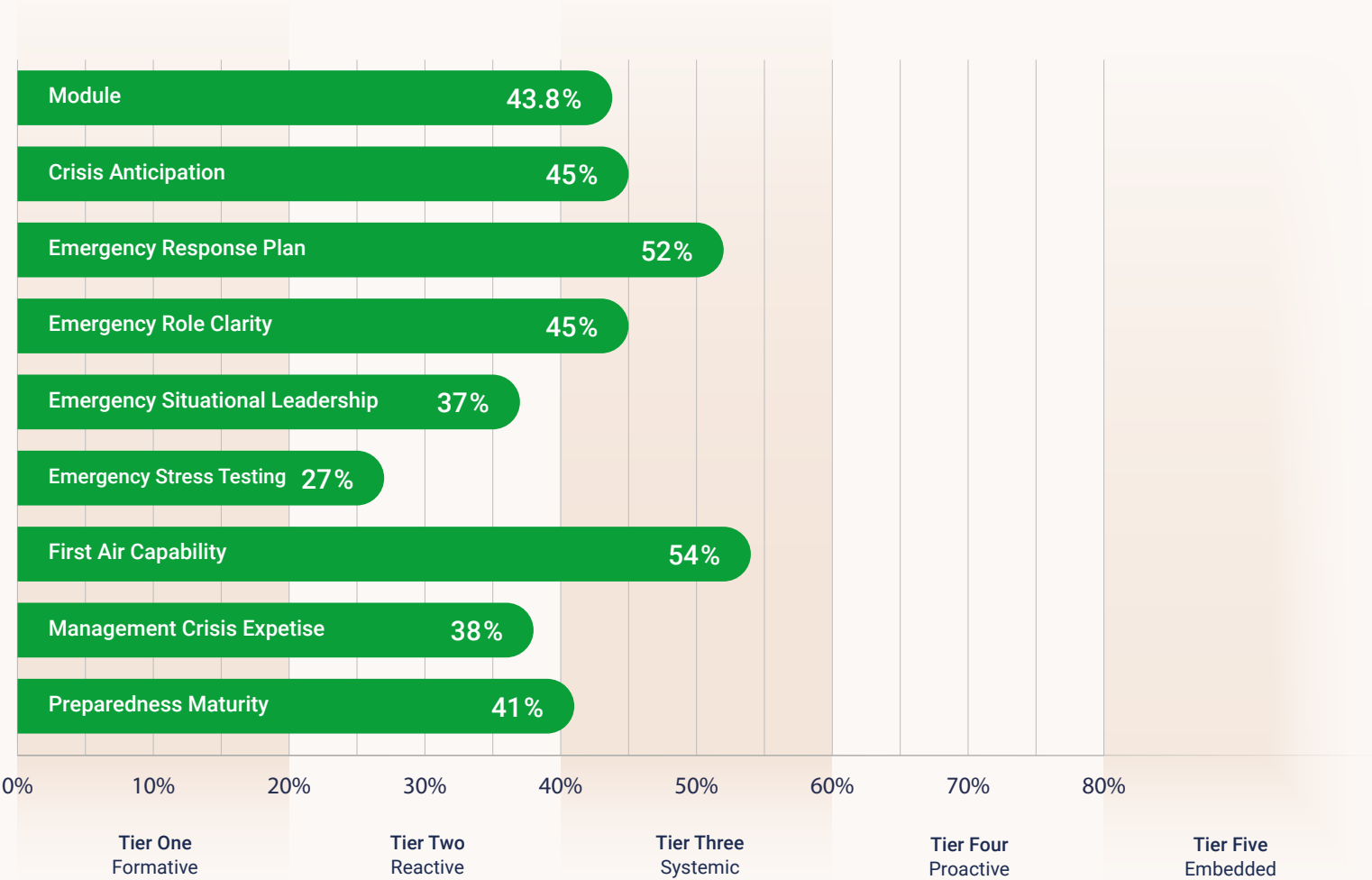
Other Services Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Primary Industries Industry

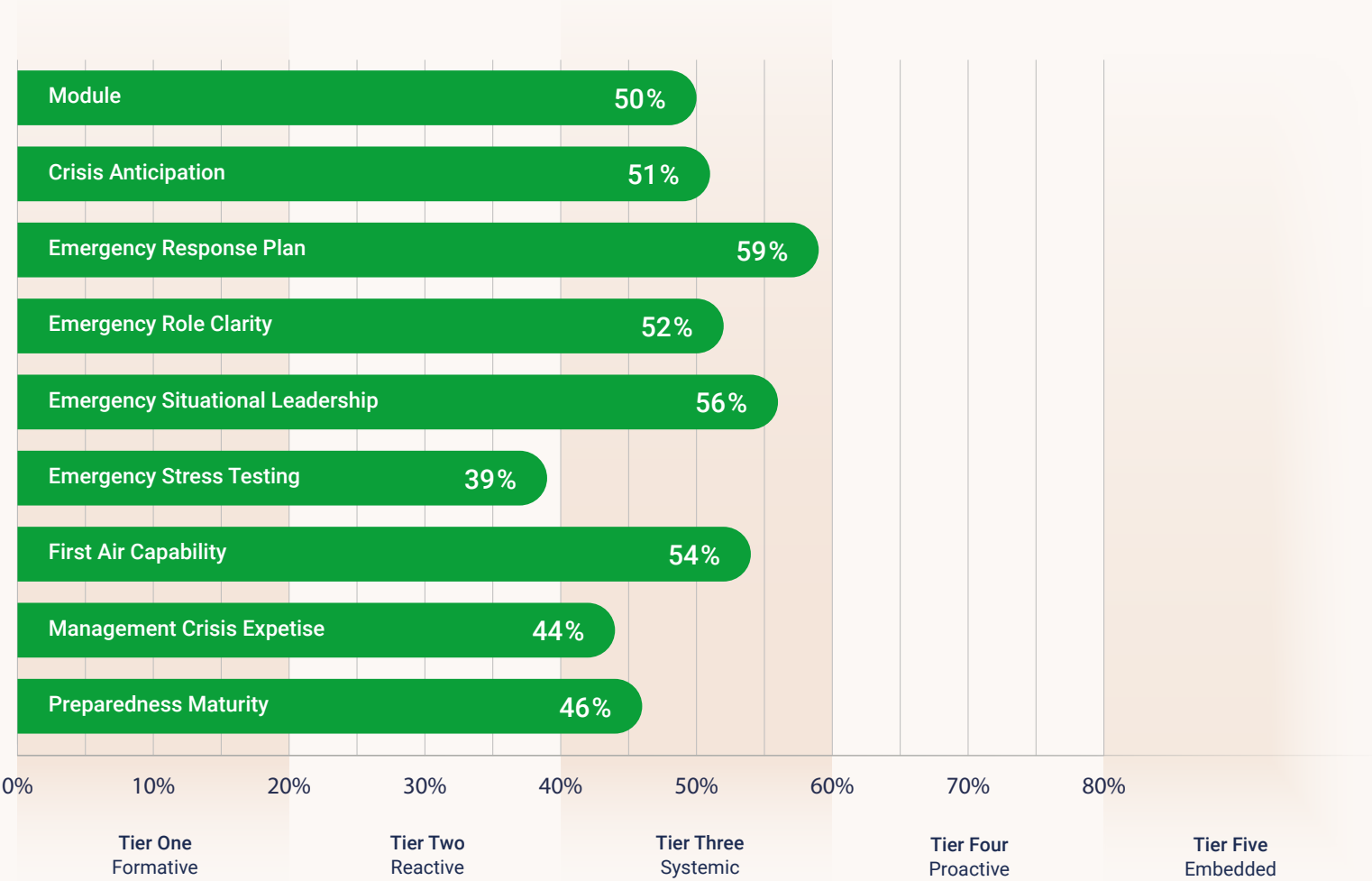
Primary Industries Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Professional Services Industry

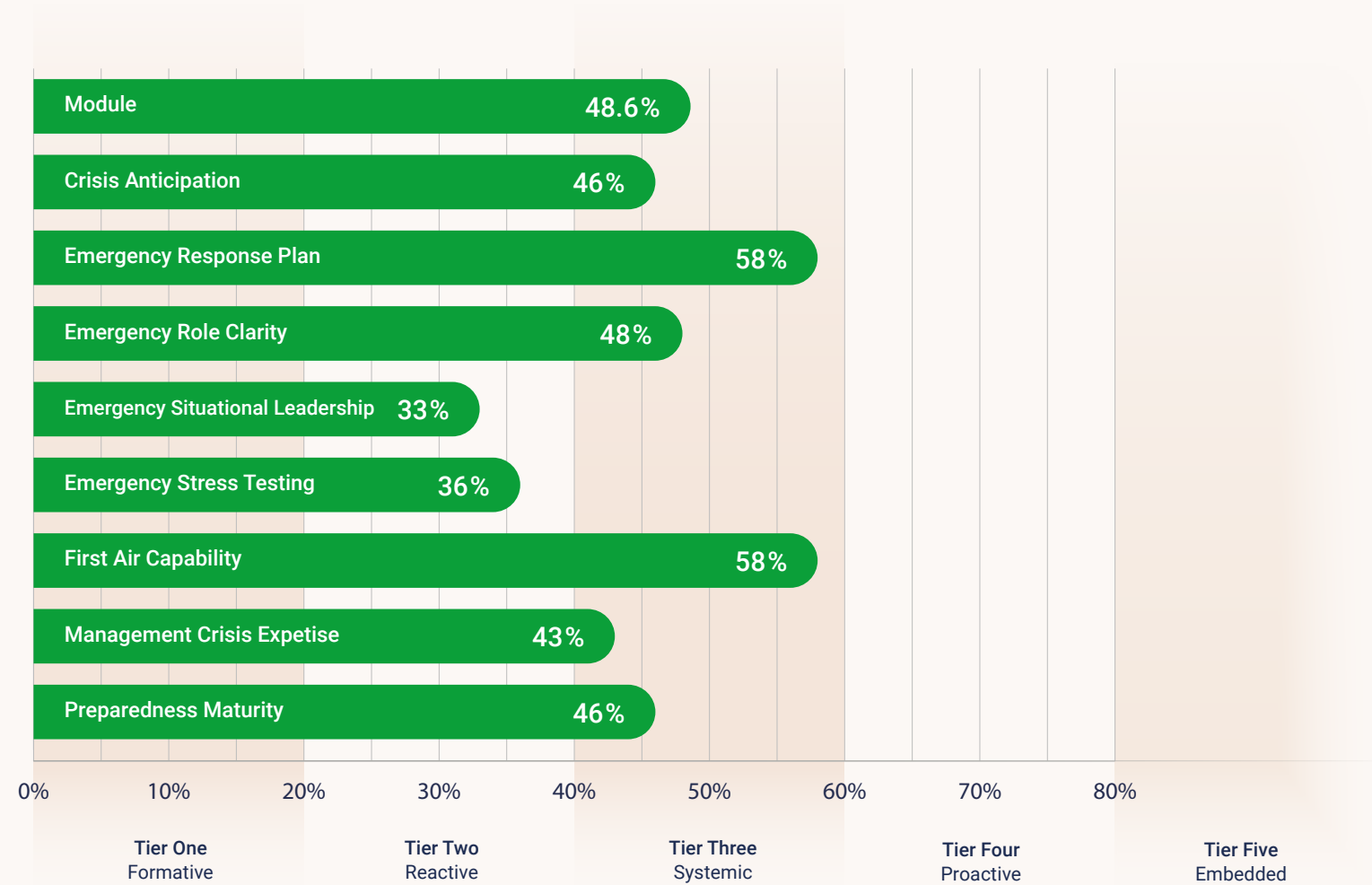
Professional Services Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Public Service Industry

Public Service Industry
Average Maturity Score by Element: Emergency Preparedness Module

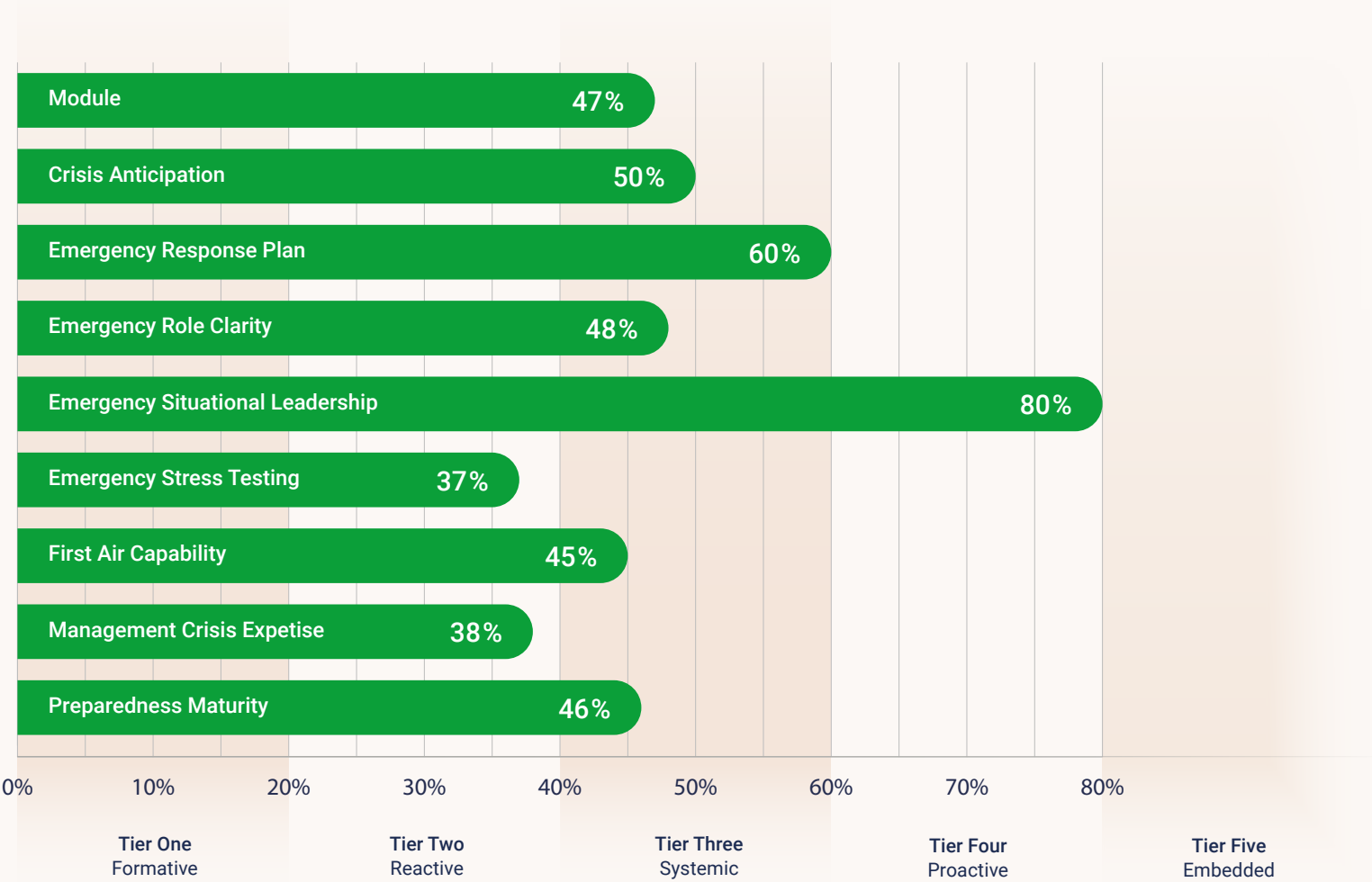


BY ELEMENT:

Emergency Preparedness - Real Estate Industry

Real Estate Industry

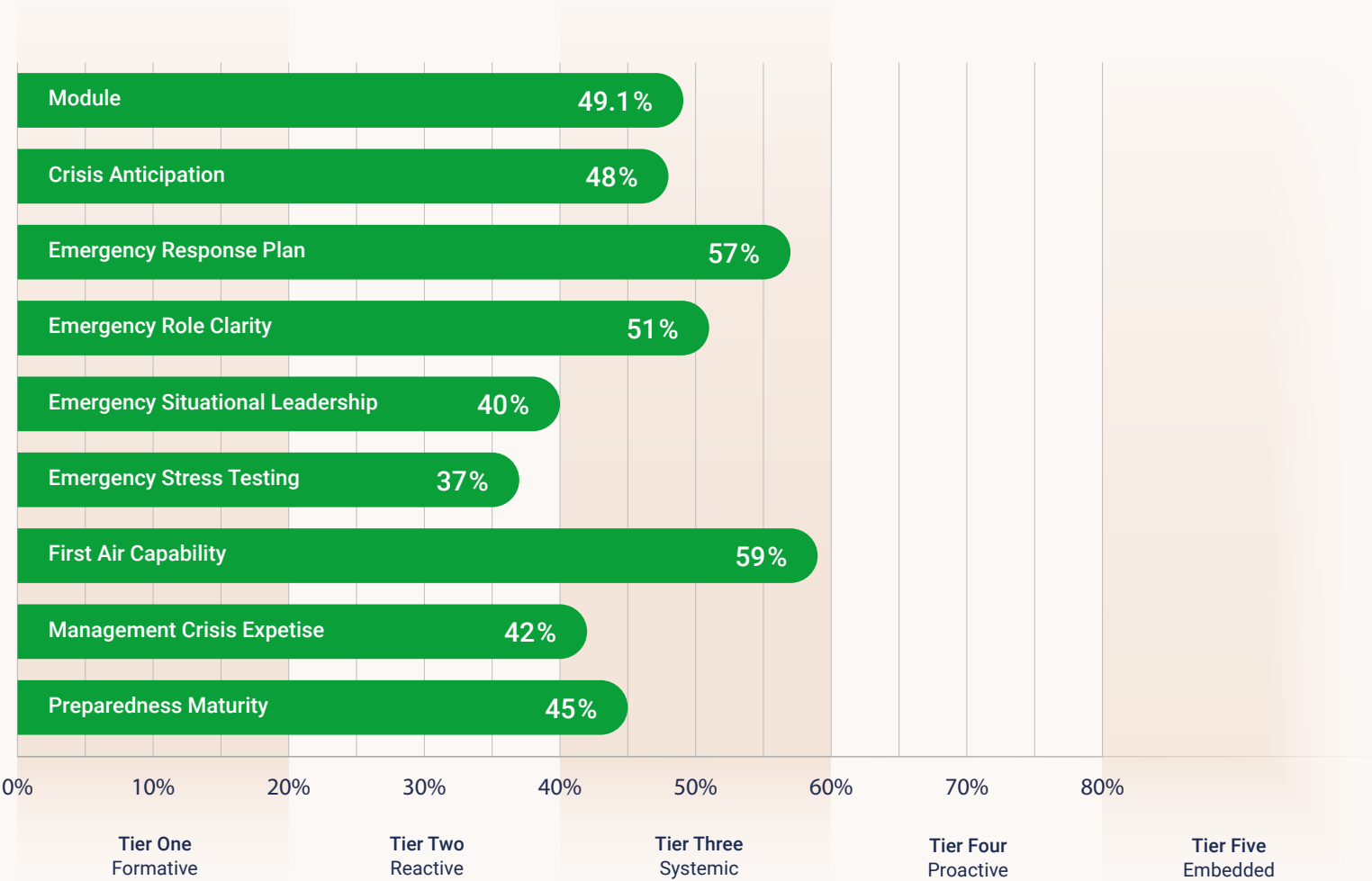
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Retail Trade Industry

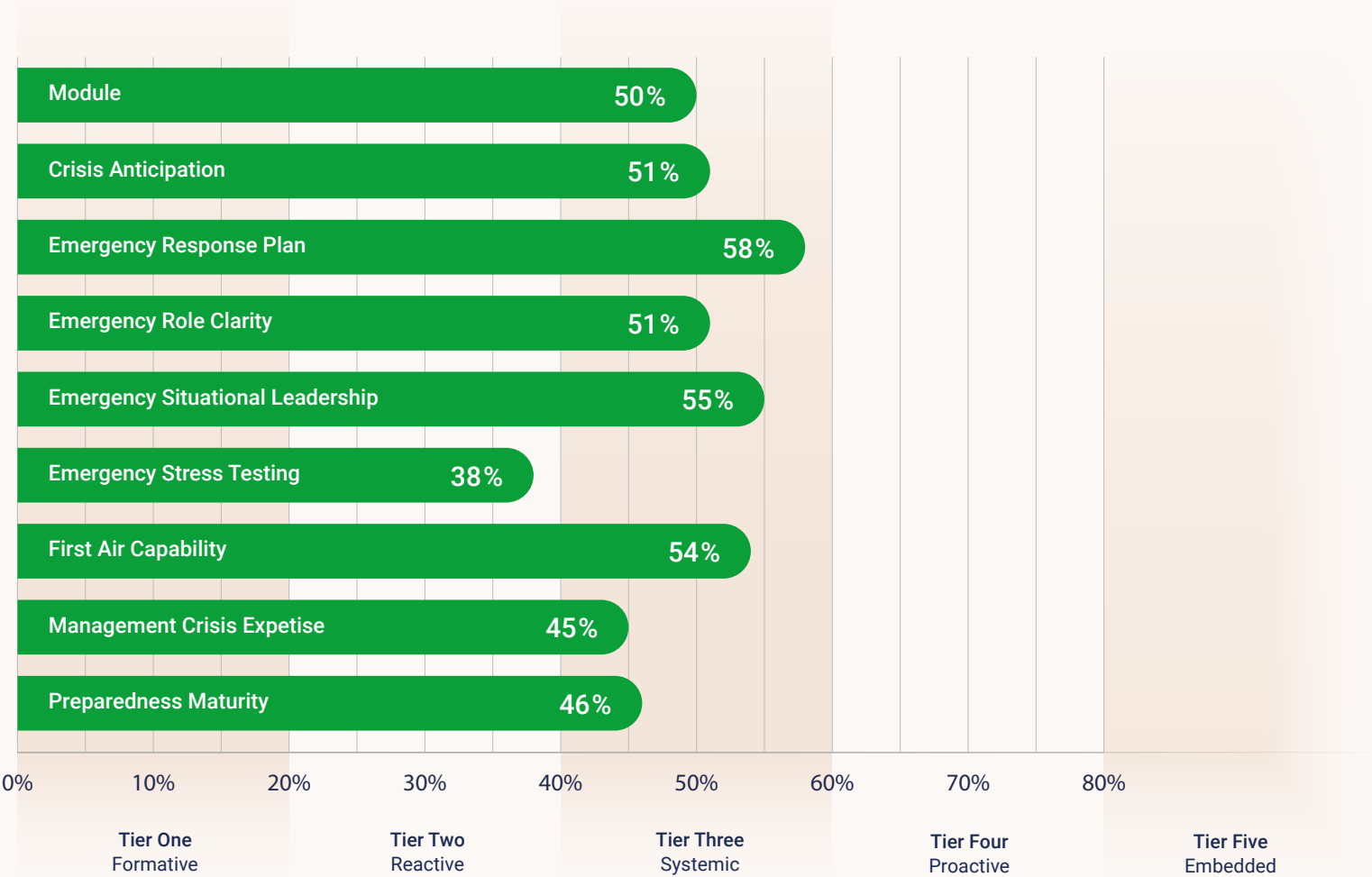
Retail Trade Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Transport Industry

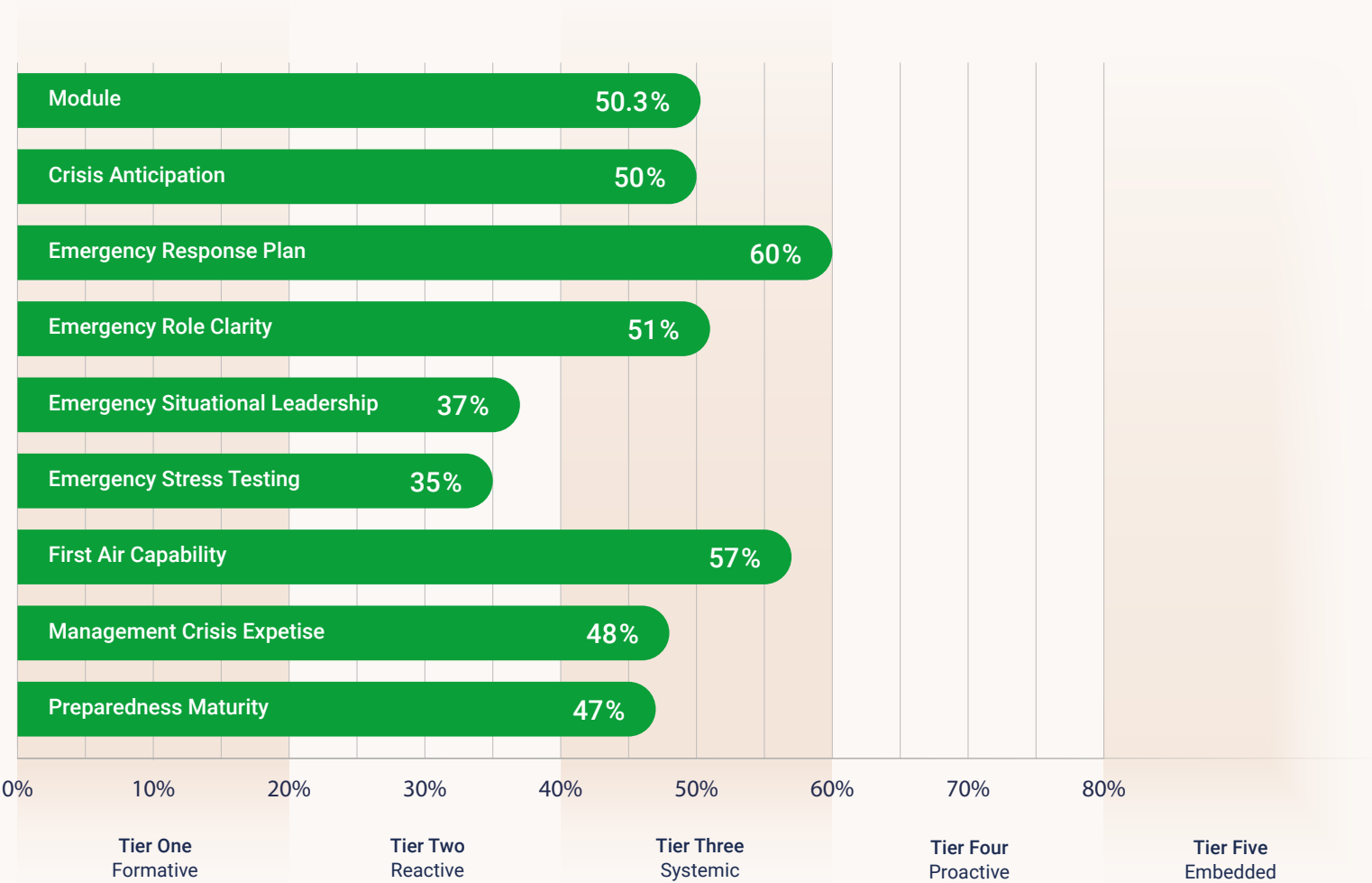
Transport Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Utilities Industry

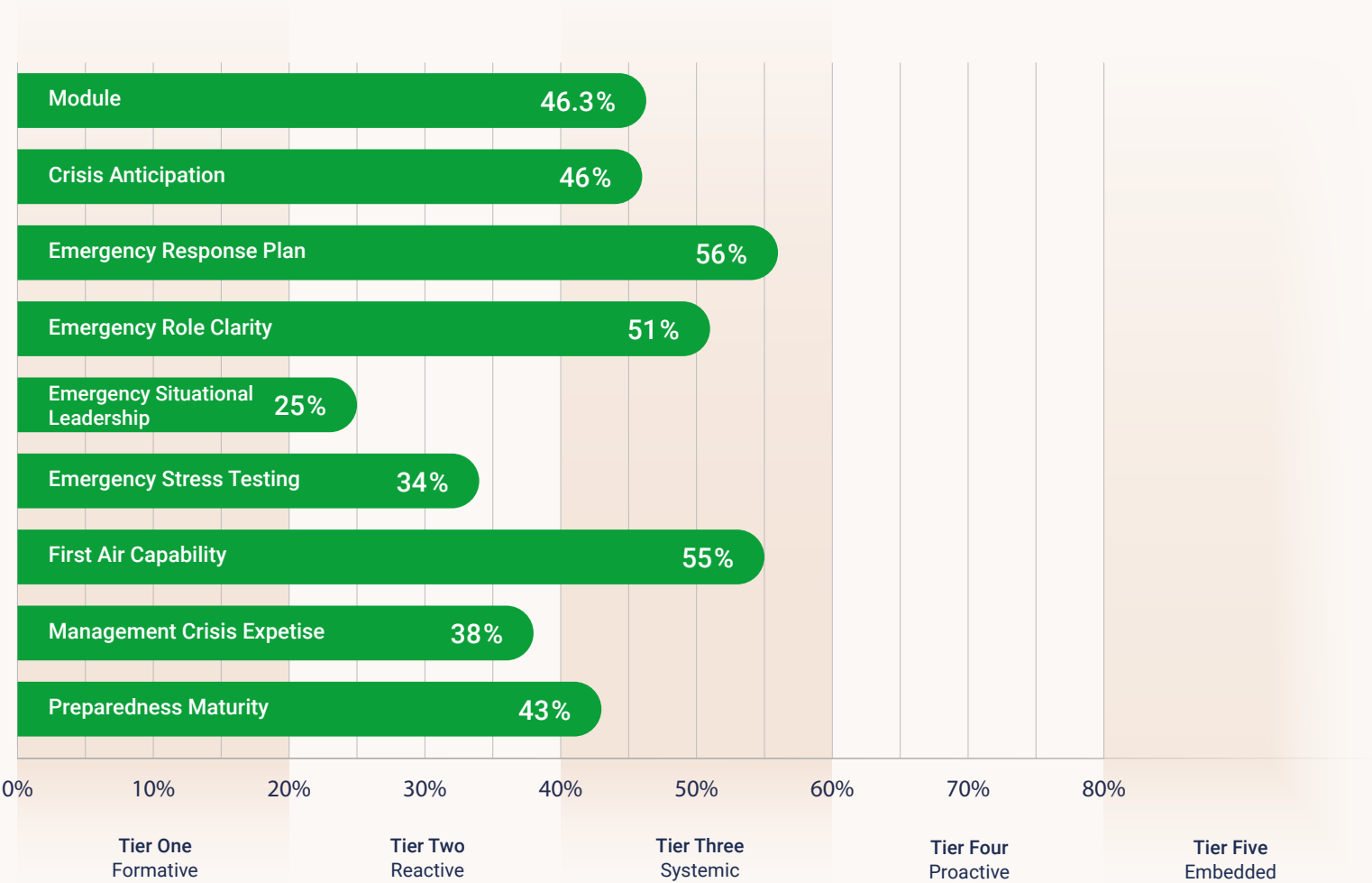
Utilities Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY ELEMENT:

Emergency Preparedness - Wholesale Industry

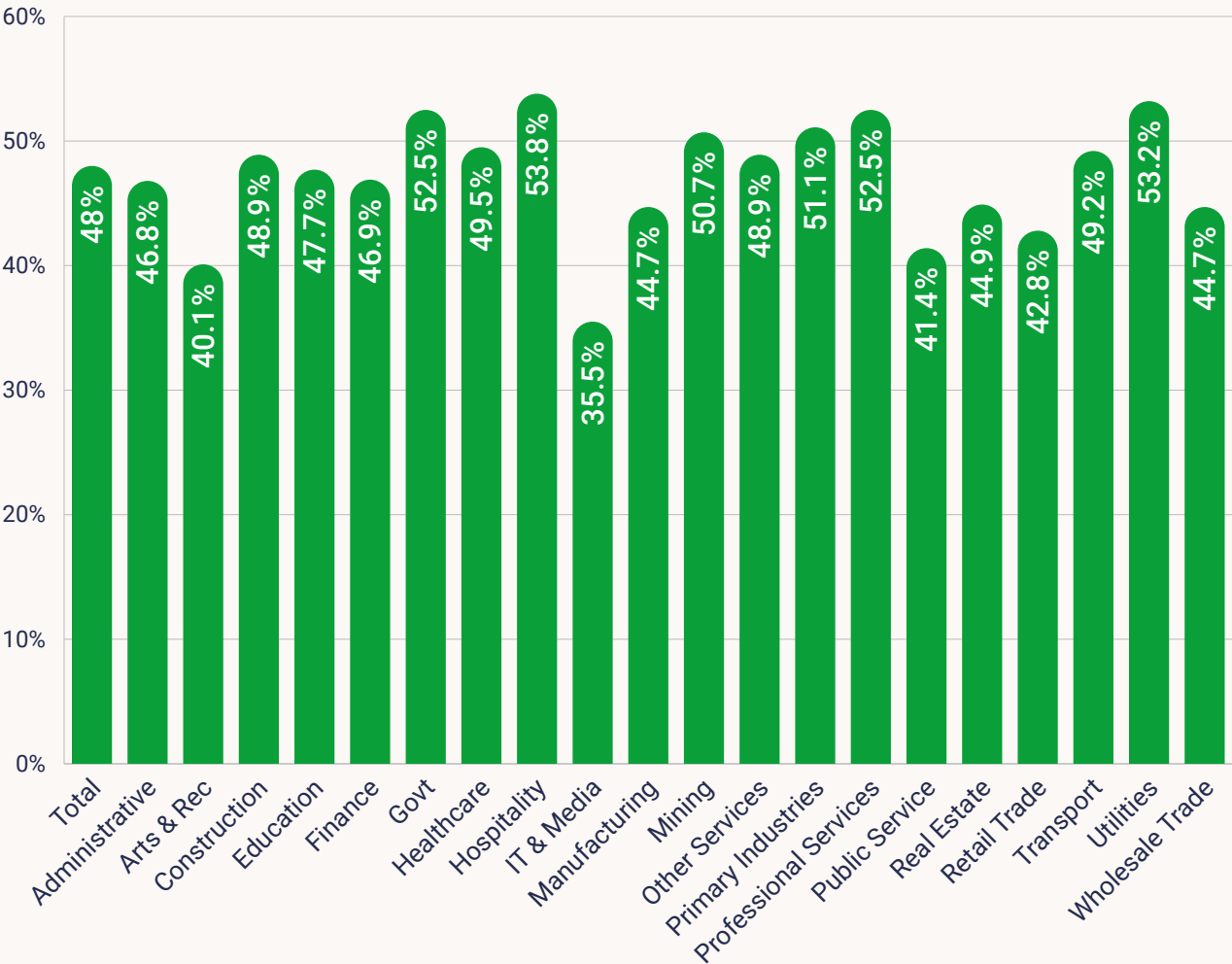
Wholesale Trade Industry
Average Maturity Score by Element: Emergency Preparedness Module



BY INDUSTRY:

Director Knowledge Module

Director Knowledge
Average Maturity Score by Industry



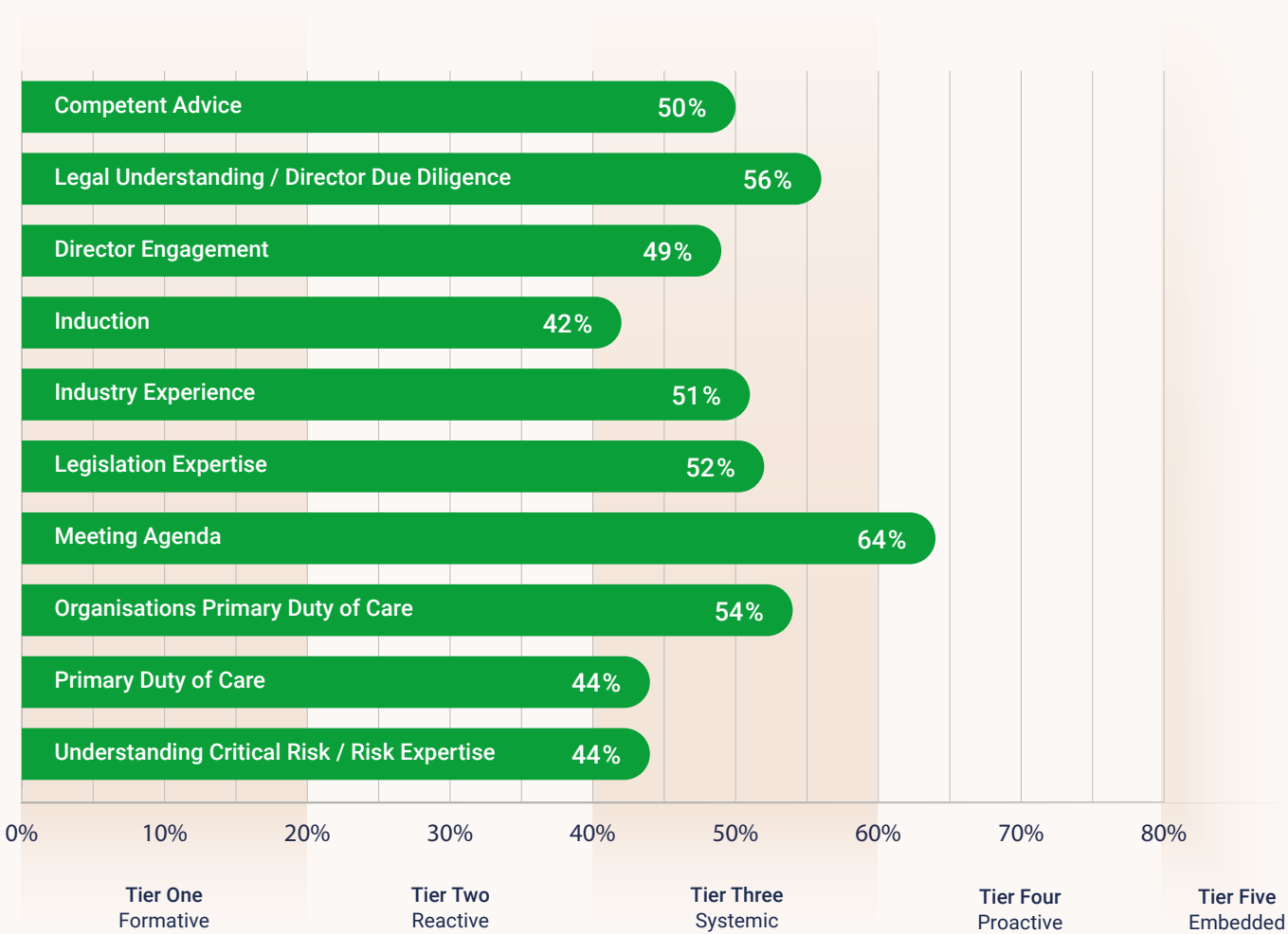
BY ELEMENT:

Director Knowledge

Director Knowledge
Average Maturity Score



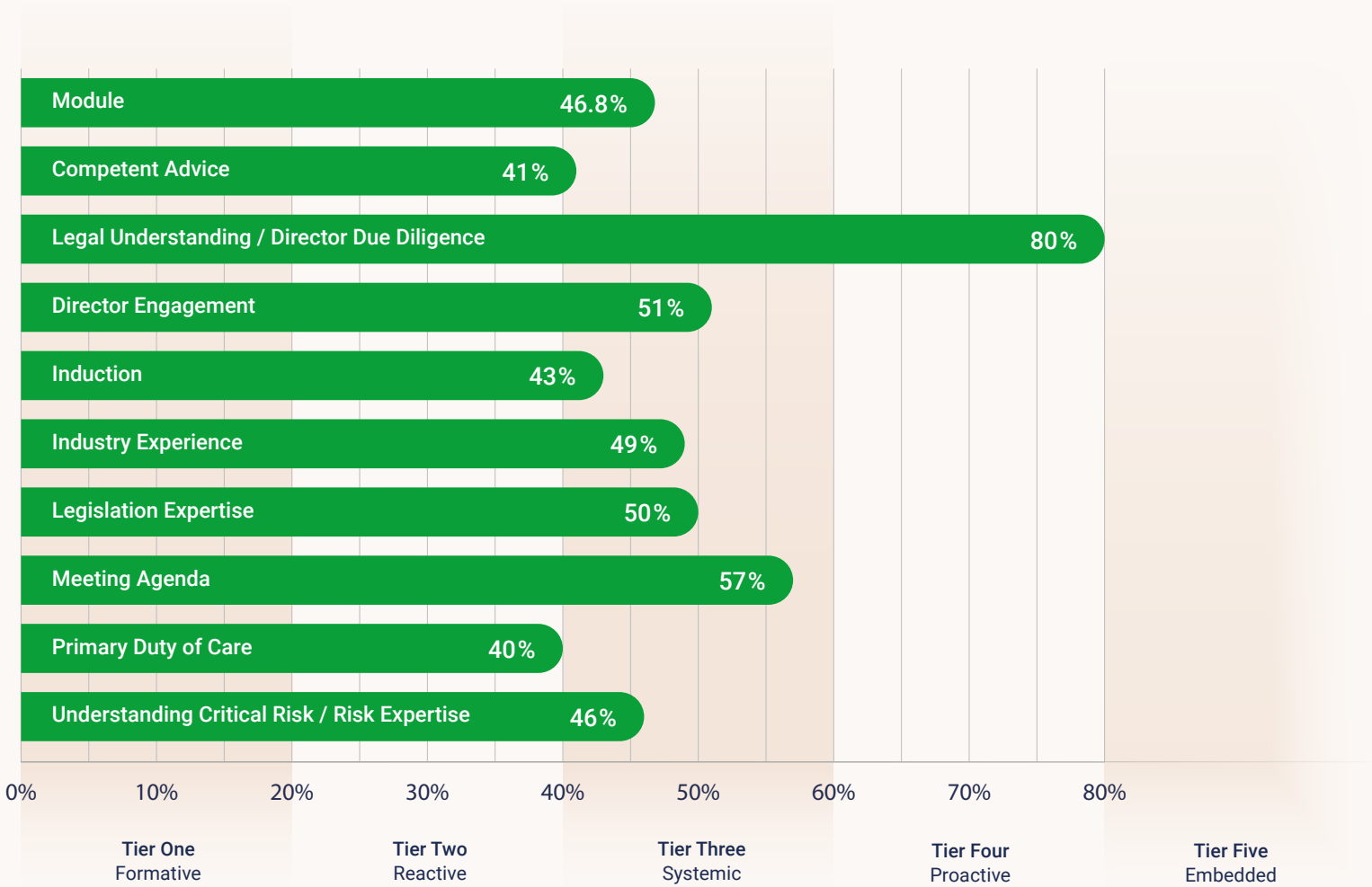
Director Knowledge
Average Maturity Score by Element



BY ELEMENT:

Director Knowledge - Administration Industry

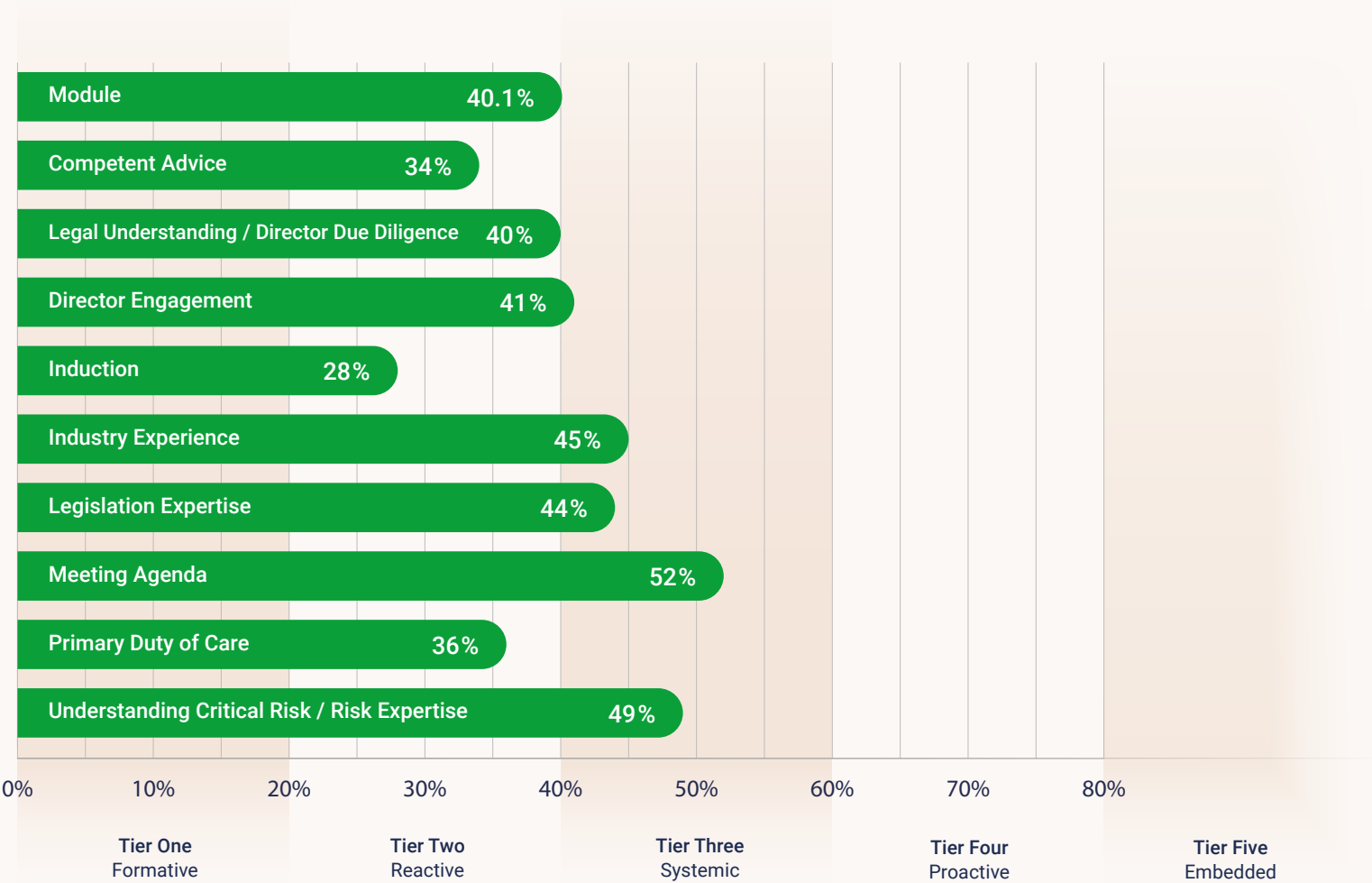
Administration Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Arts & Rec Industry

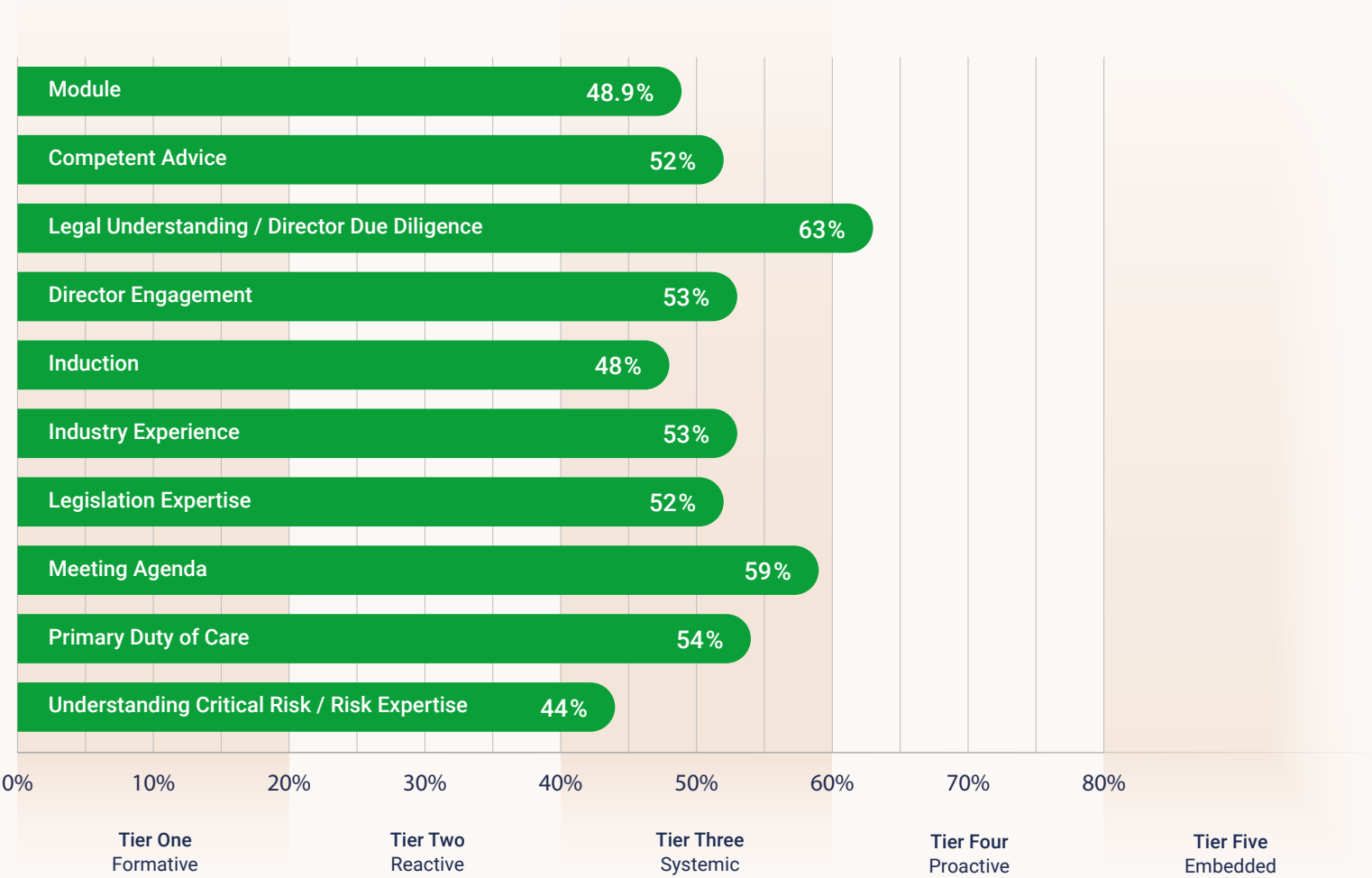
Arts & Rec Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Construction Industry

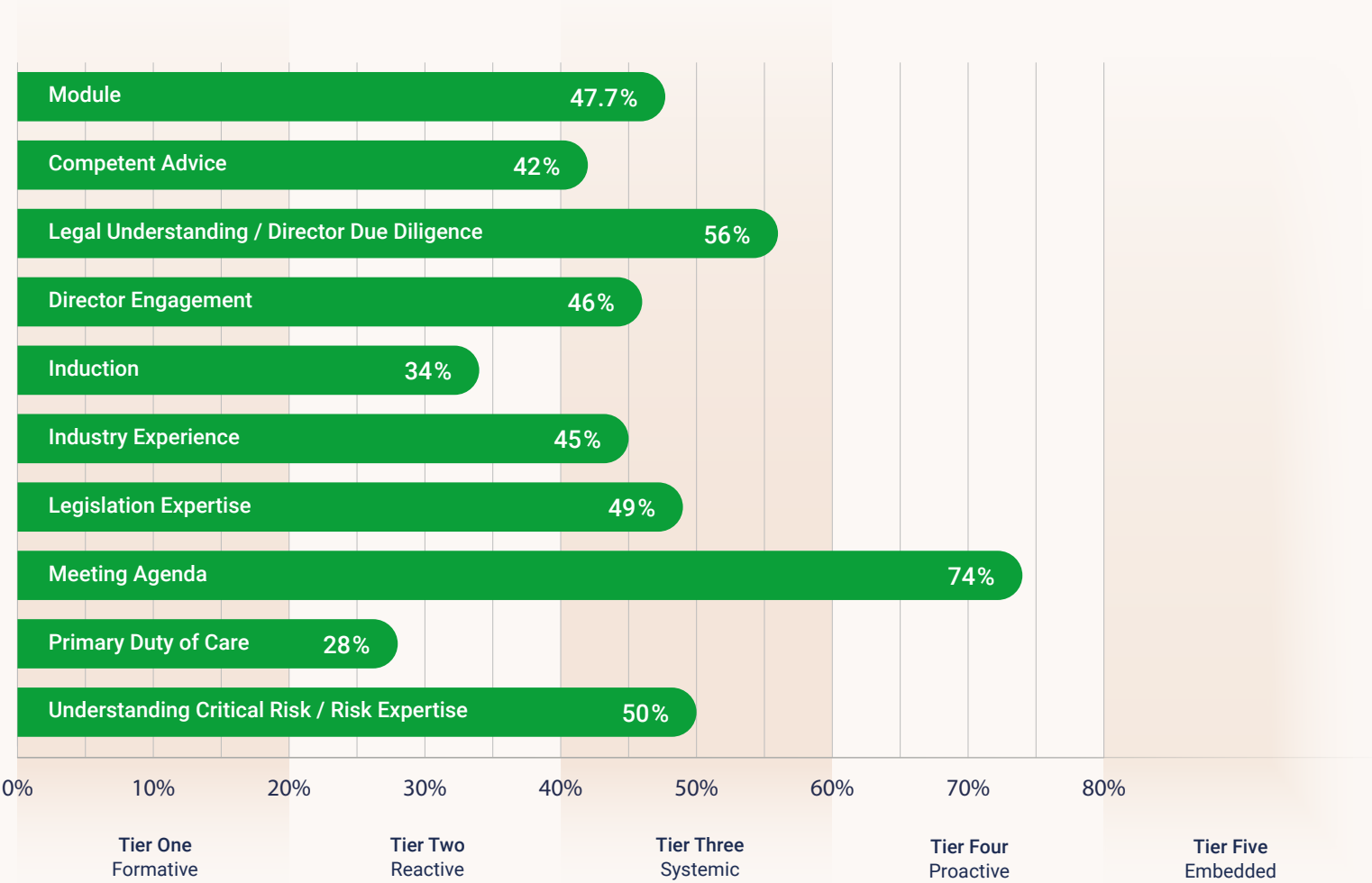
Construction Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Education Industry

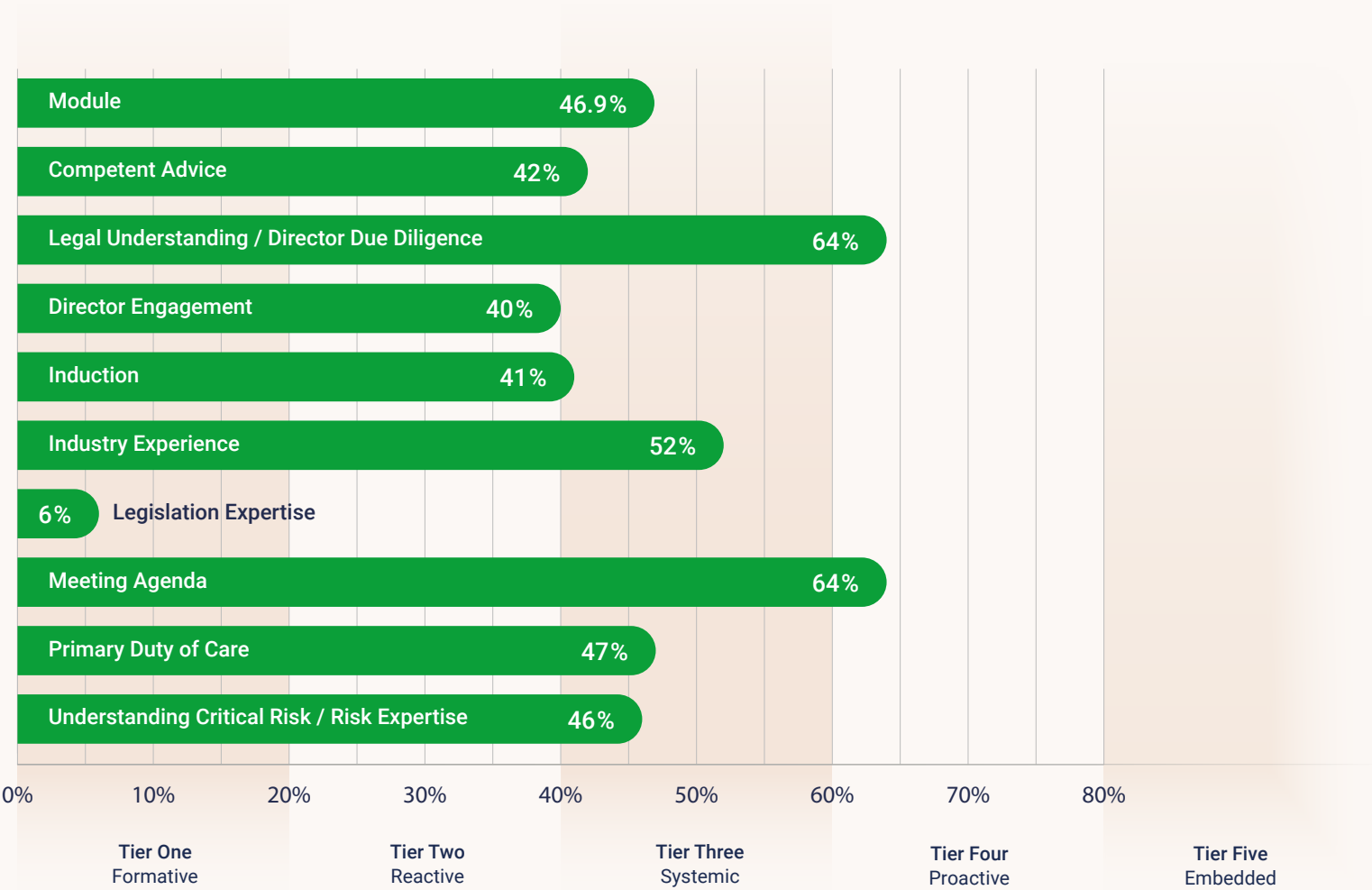
Education Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Finance Industry

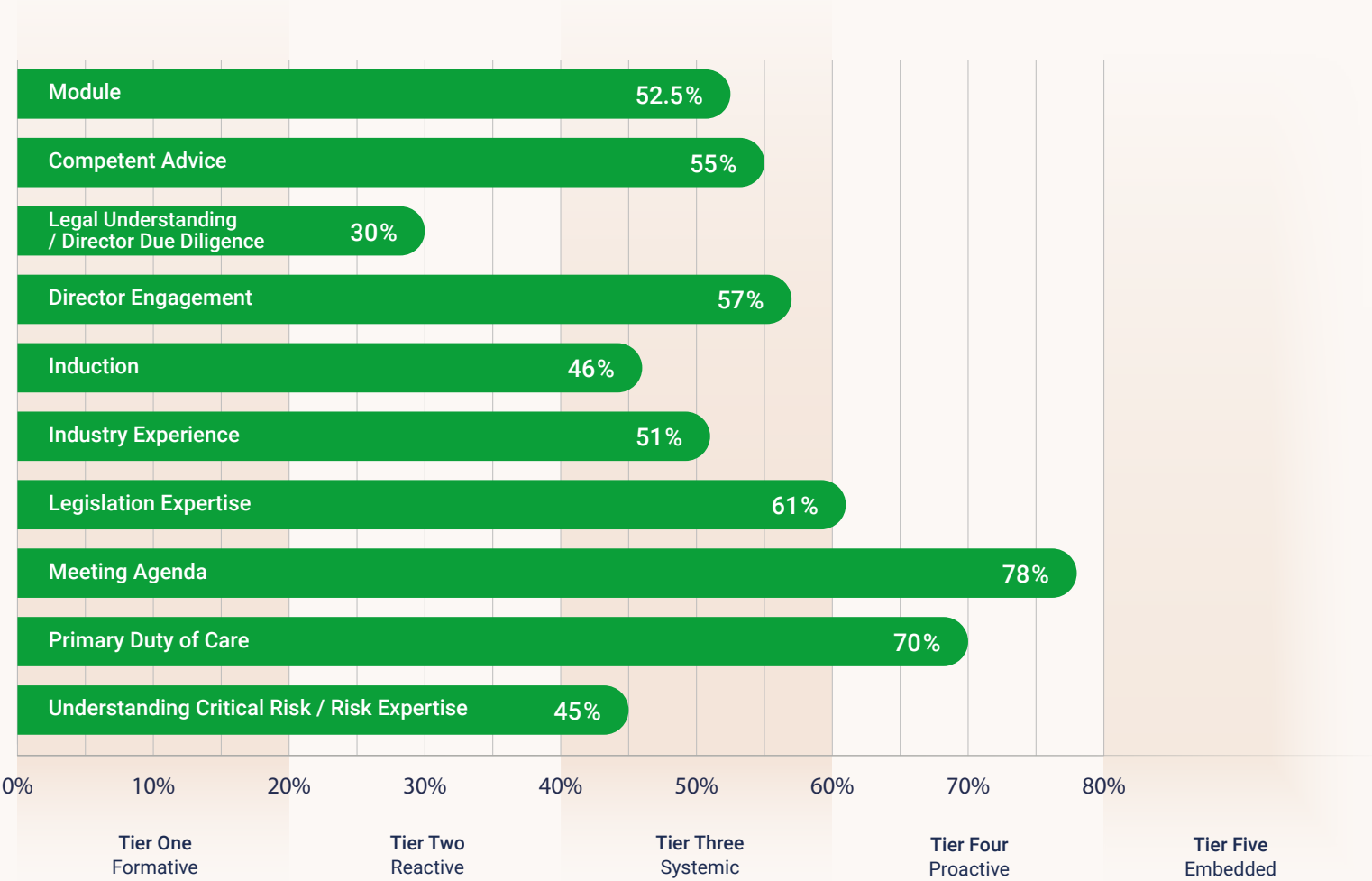
Finance Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Government Industry

Government Industry
Average Maturity Score by Element: Director Knowledge Module

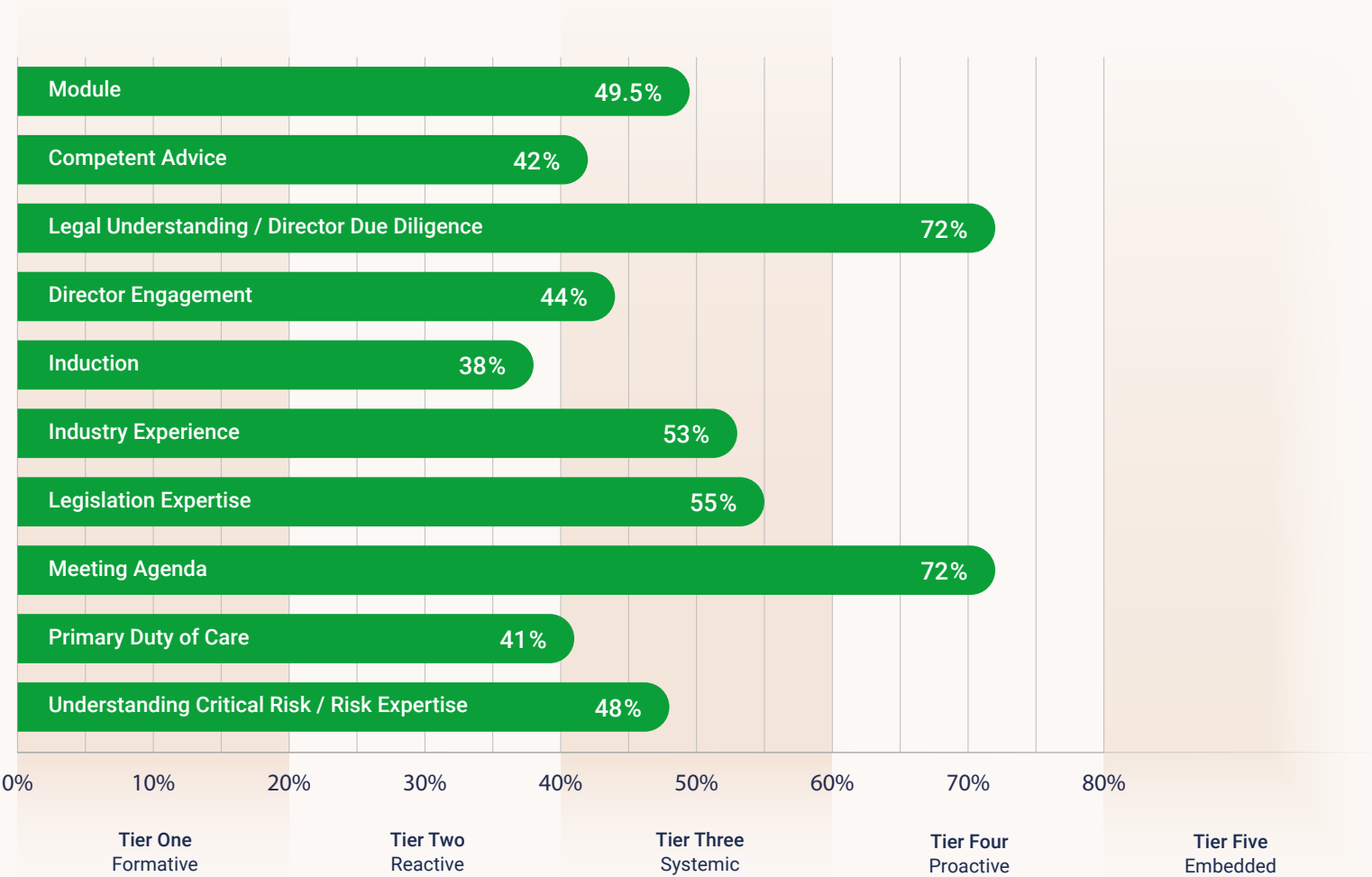


BY ELEMENT:

Director Knowledge - Healthcare Industry

Healthcare Industry

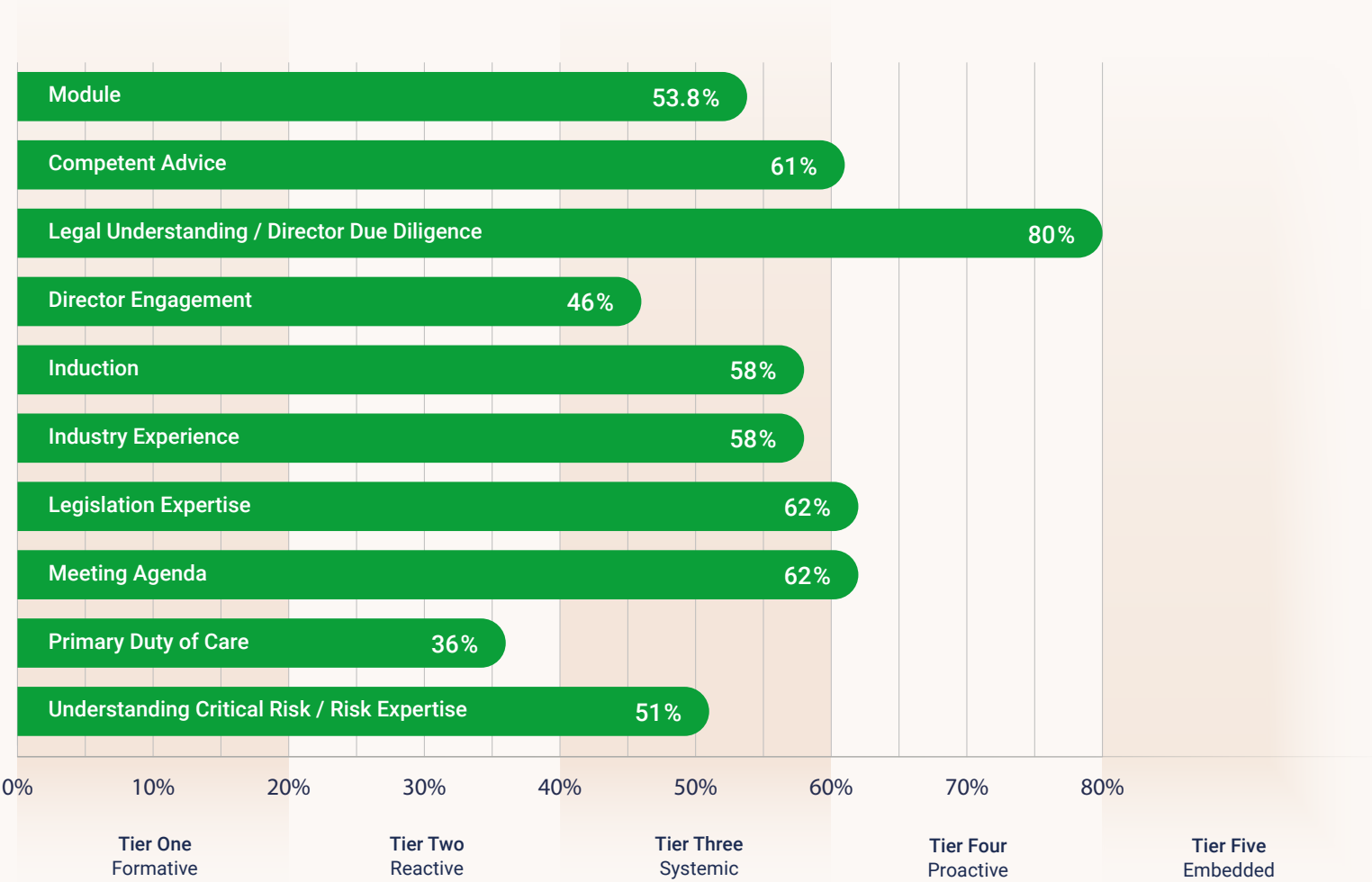
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Hospitality Industry

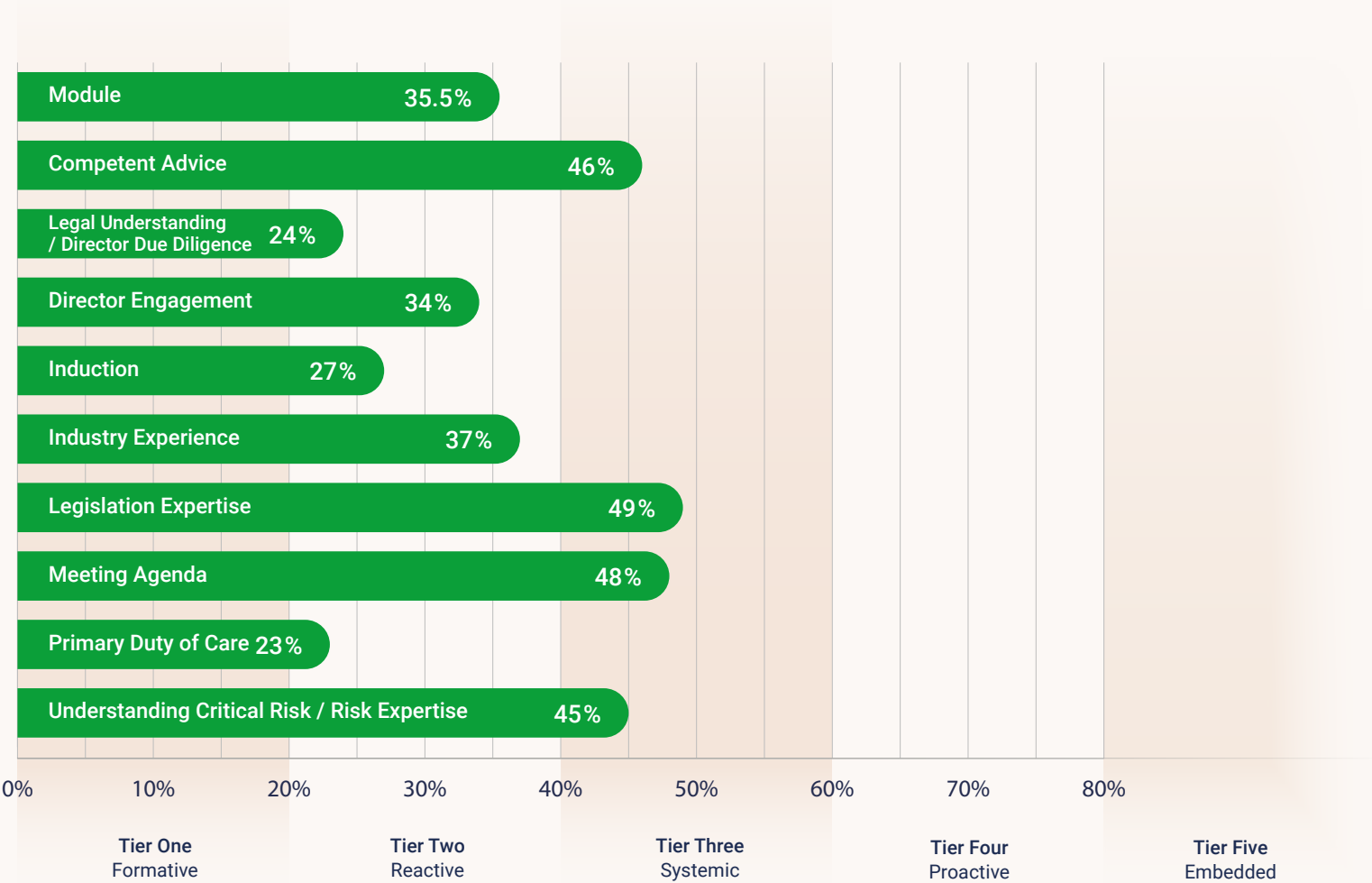
Hospitality Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - IT & Media Industry

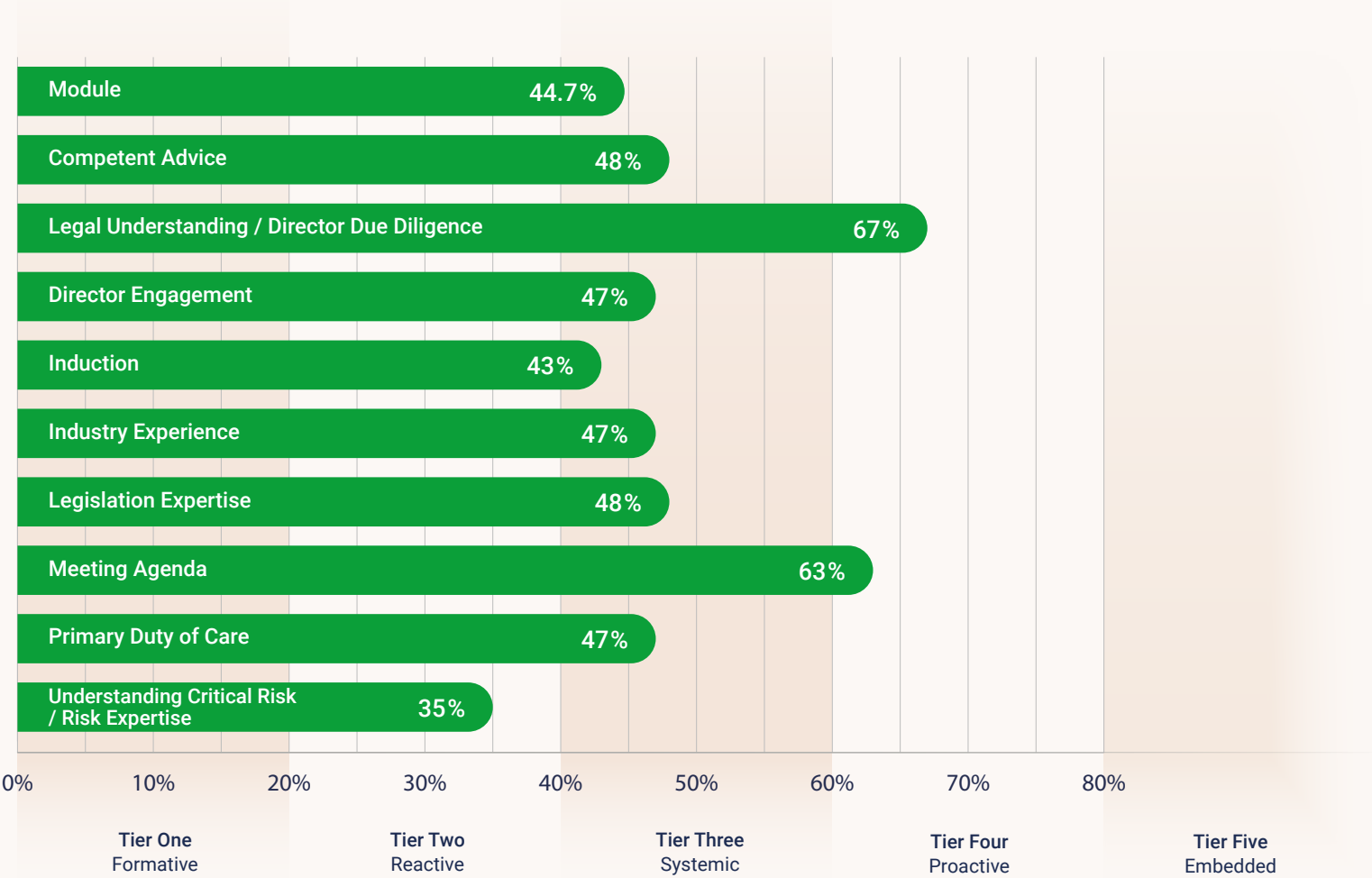
IT & Media Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Manufacturing Industry

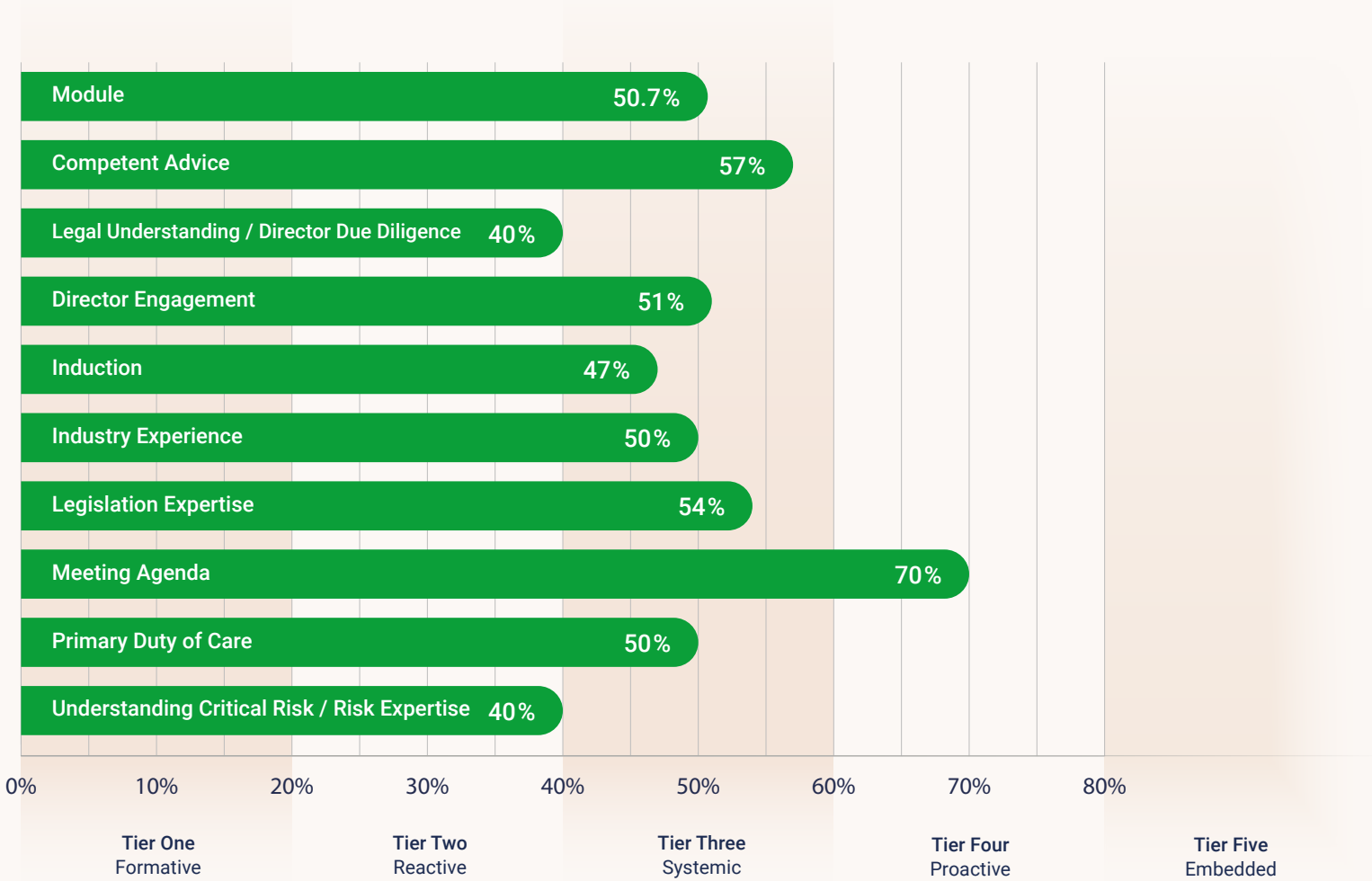
Manufacturing Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Mining Industry

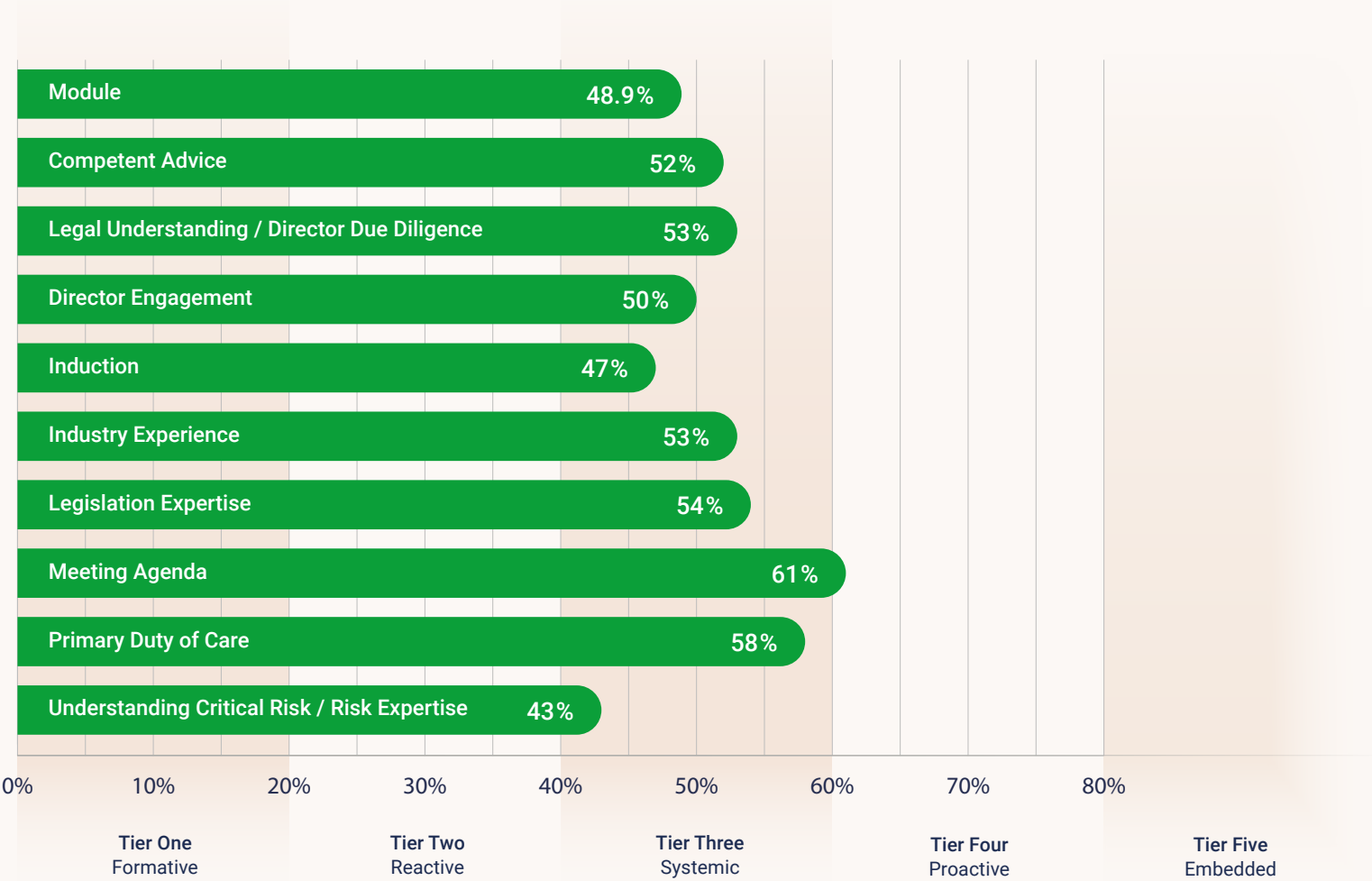
Mining Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Other Services Industry

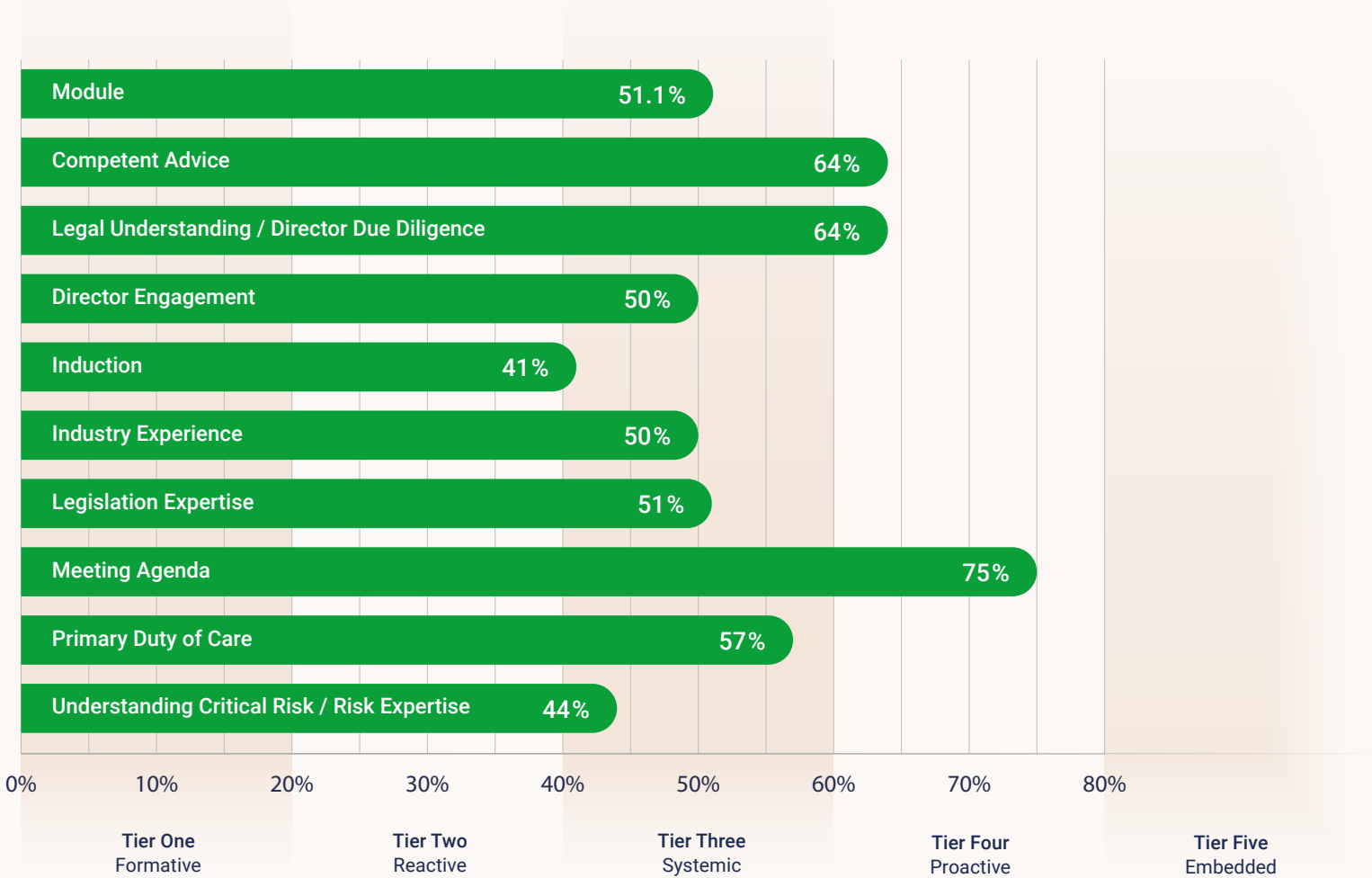
Other Services Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Primary Industries Industry

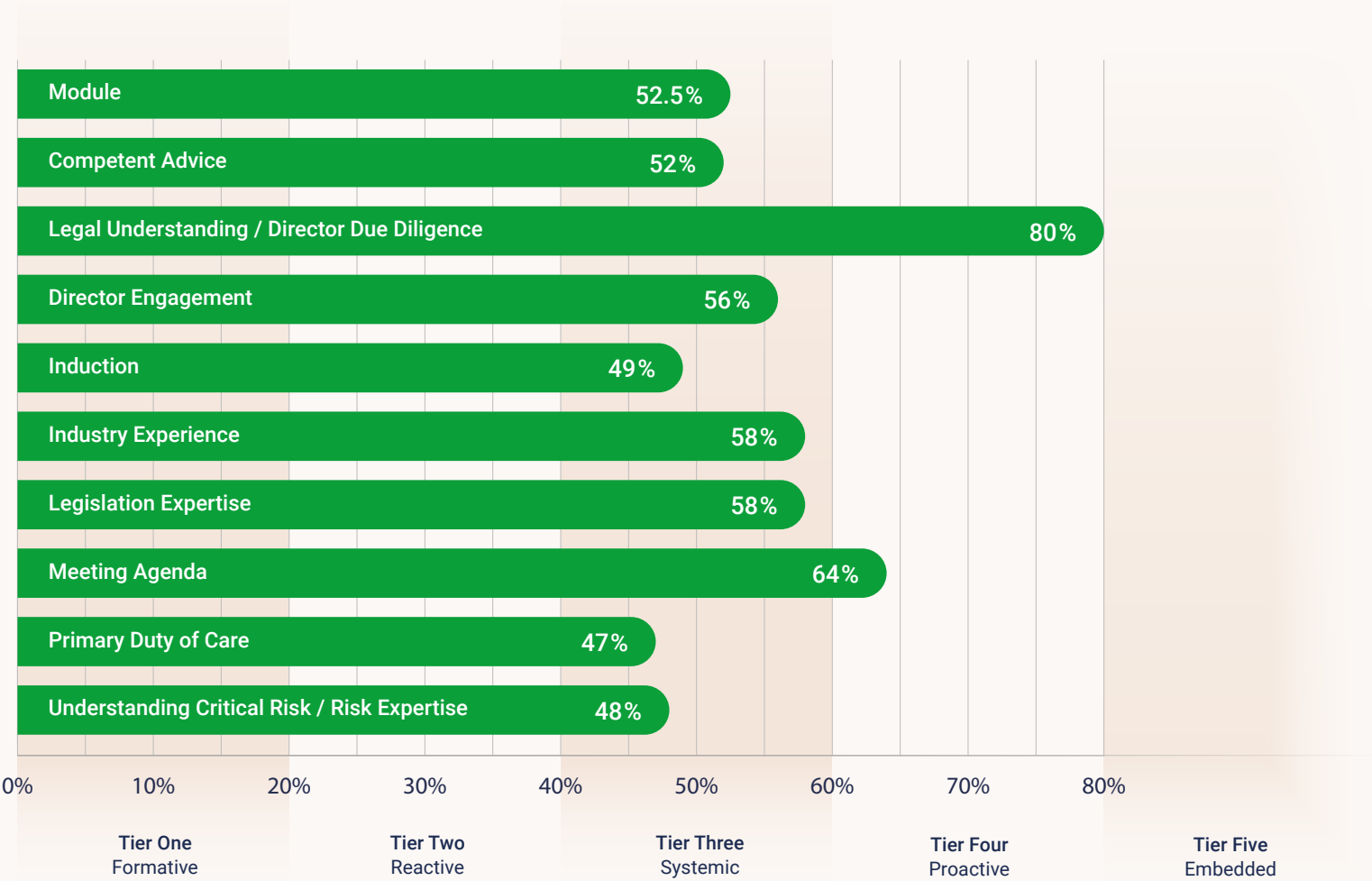
Primary Industries Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Professional Services Industry

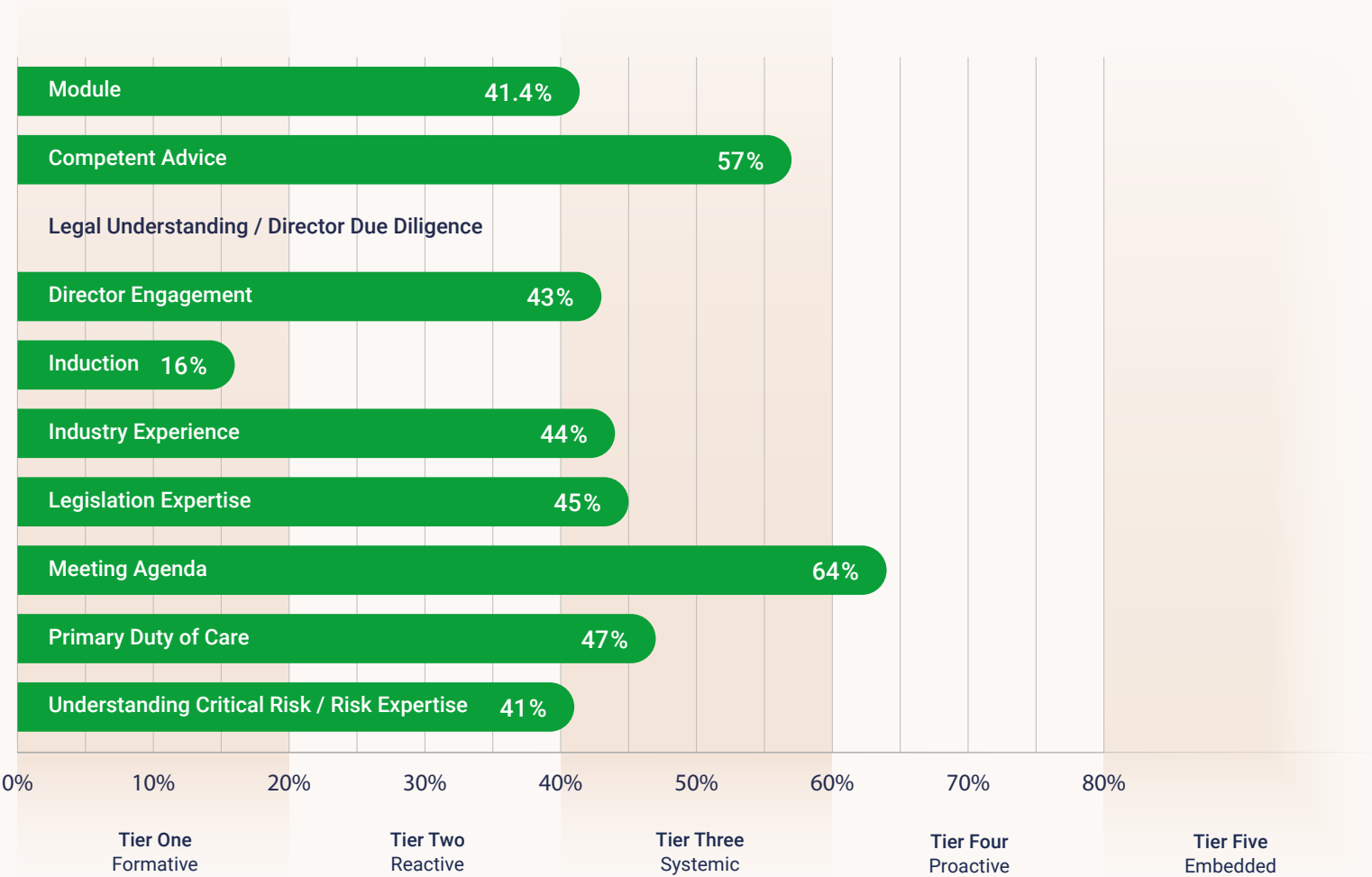
Professional Services Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Public Service Industry

Public Service Industry
Average Maturity Score by Element: Director Knowledge Module

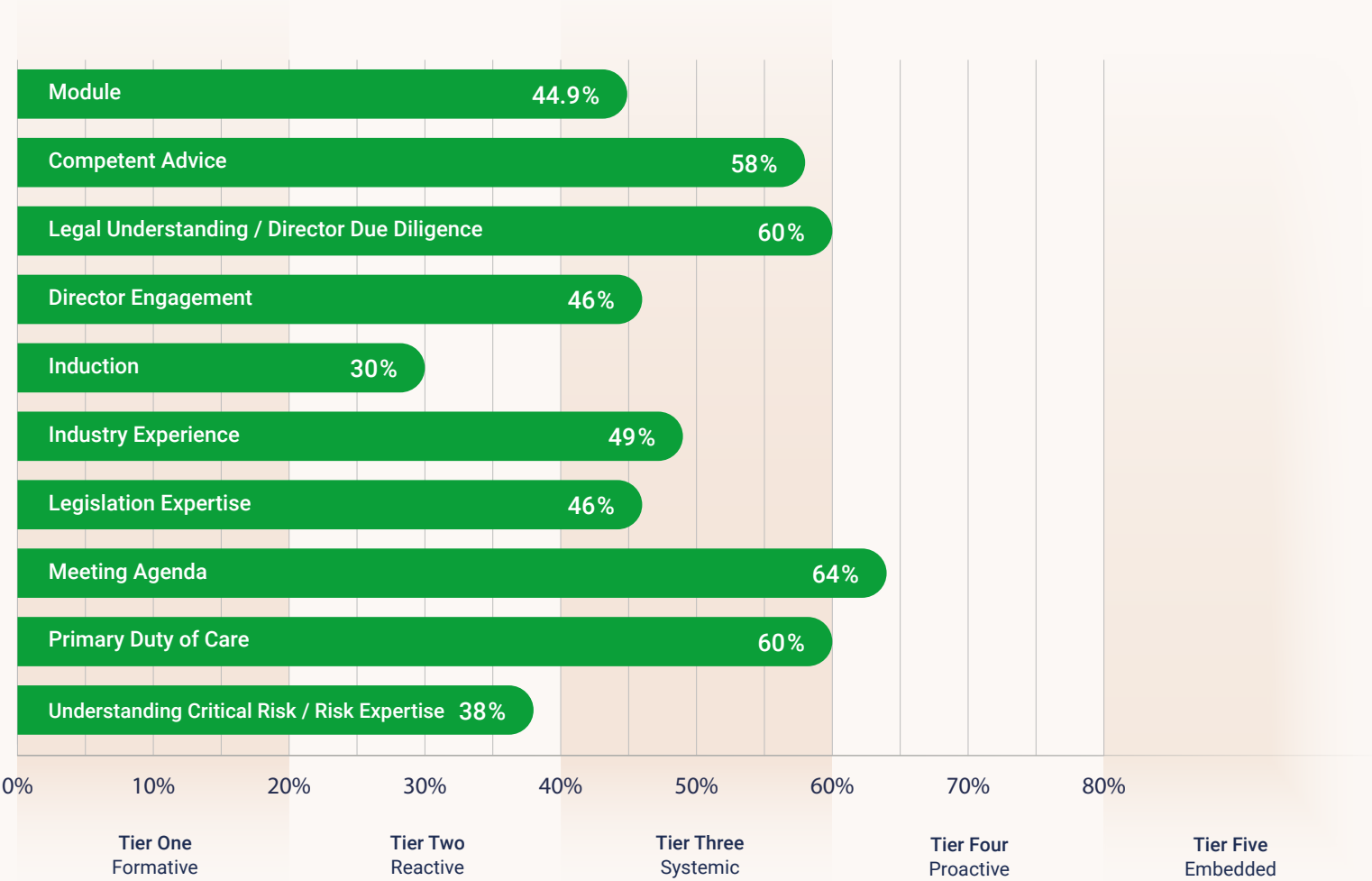


BY ELEMENT:

Director Knowledge - Real Estate Industry

Real Estate Industry

Average Maturity Score by Element: Director Knowledge Module

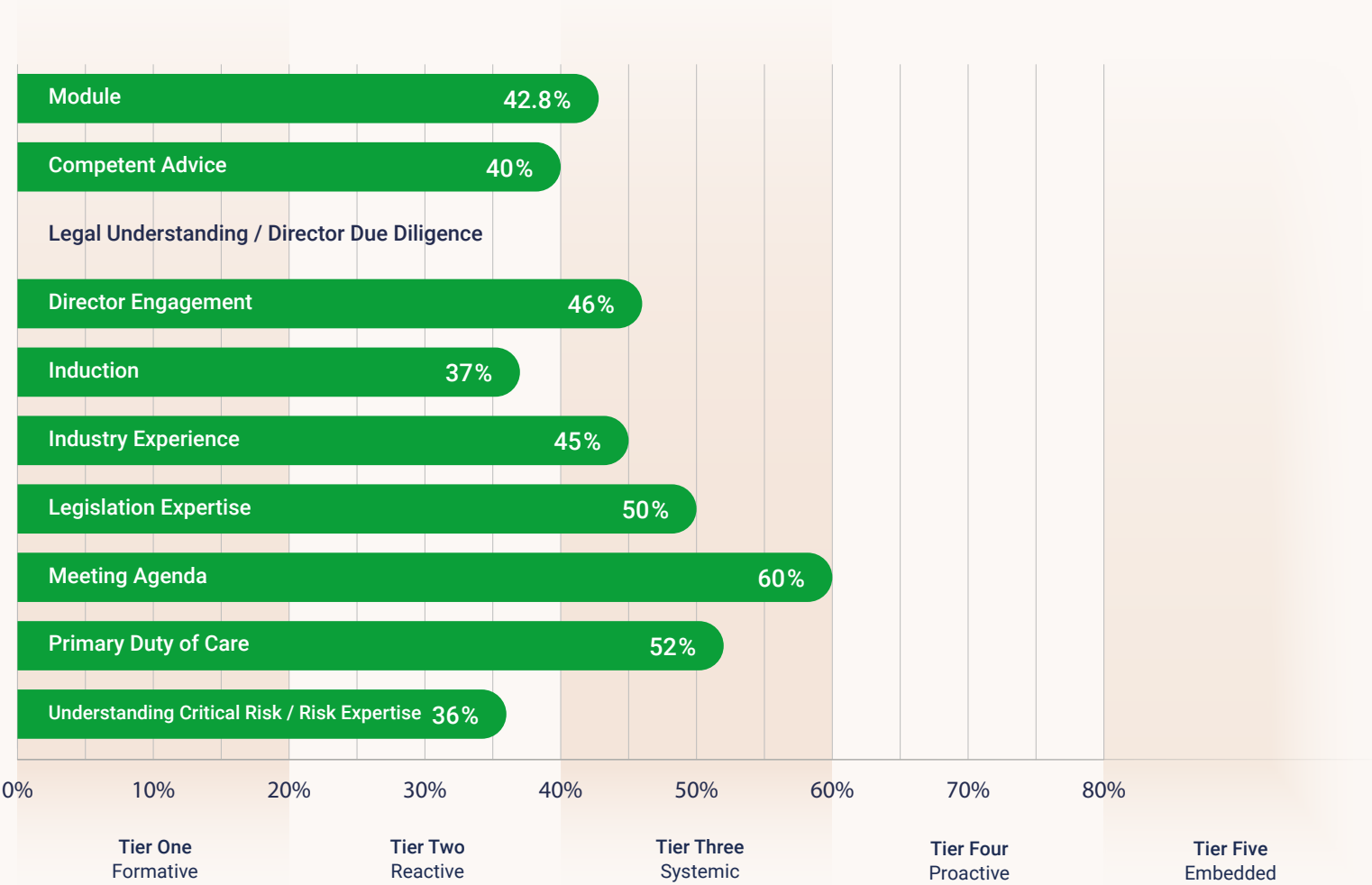


BY ELEMENT:

Director Knowledge - Retail Trade Industry

Retail Trade Industry

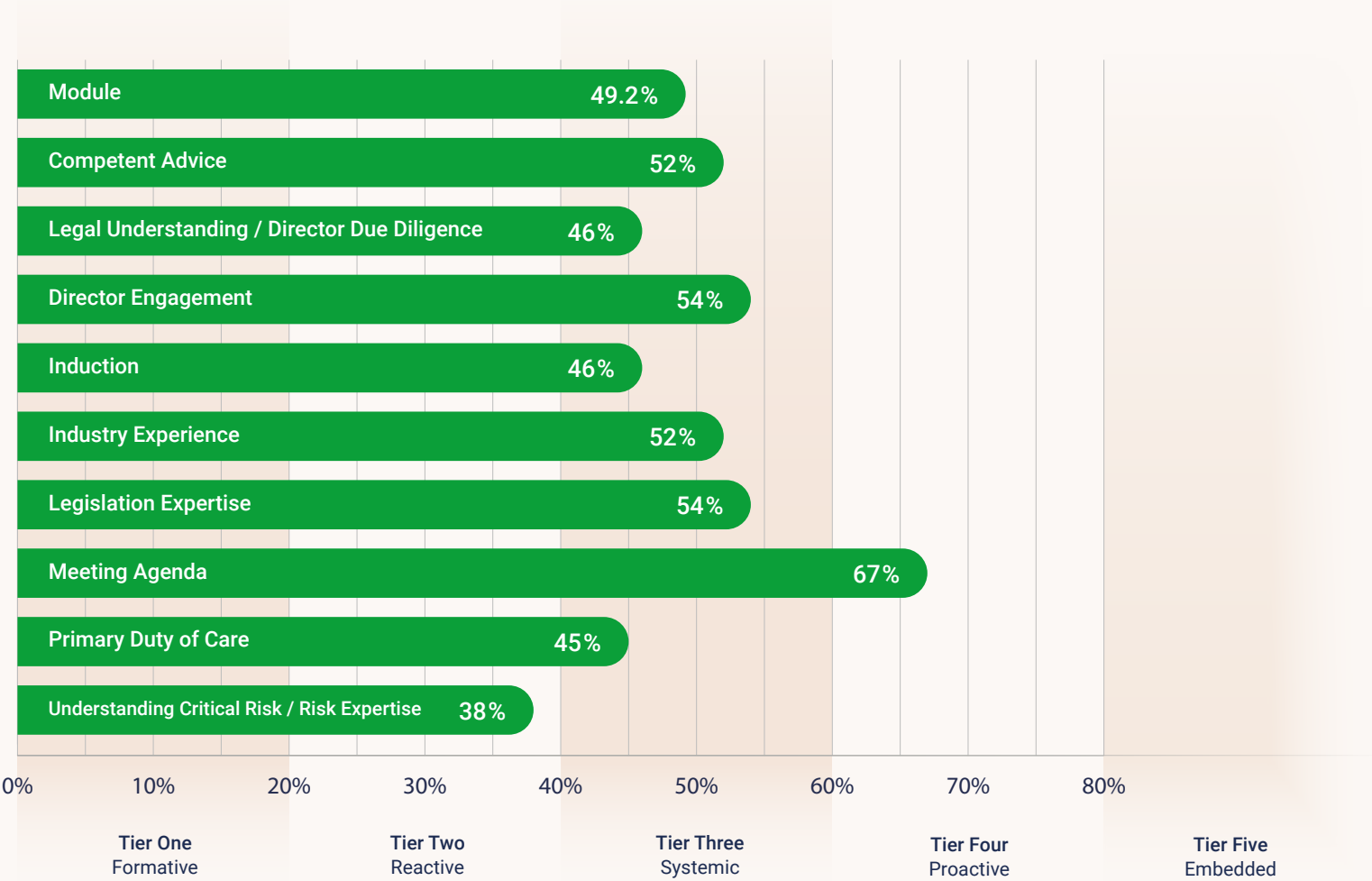
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Transport Industry

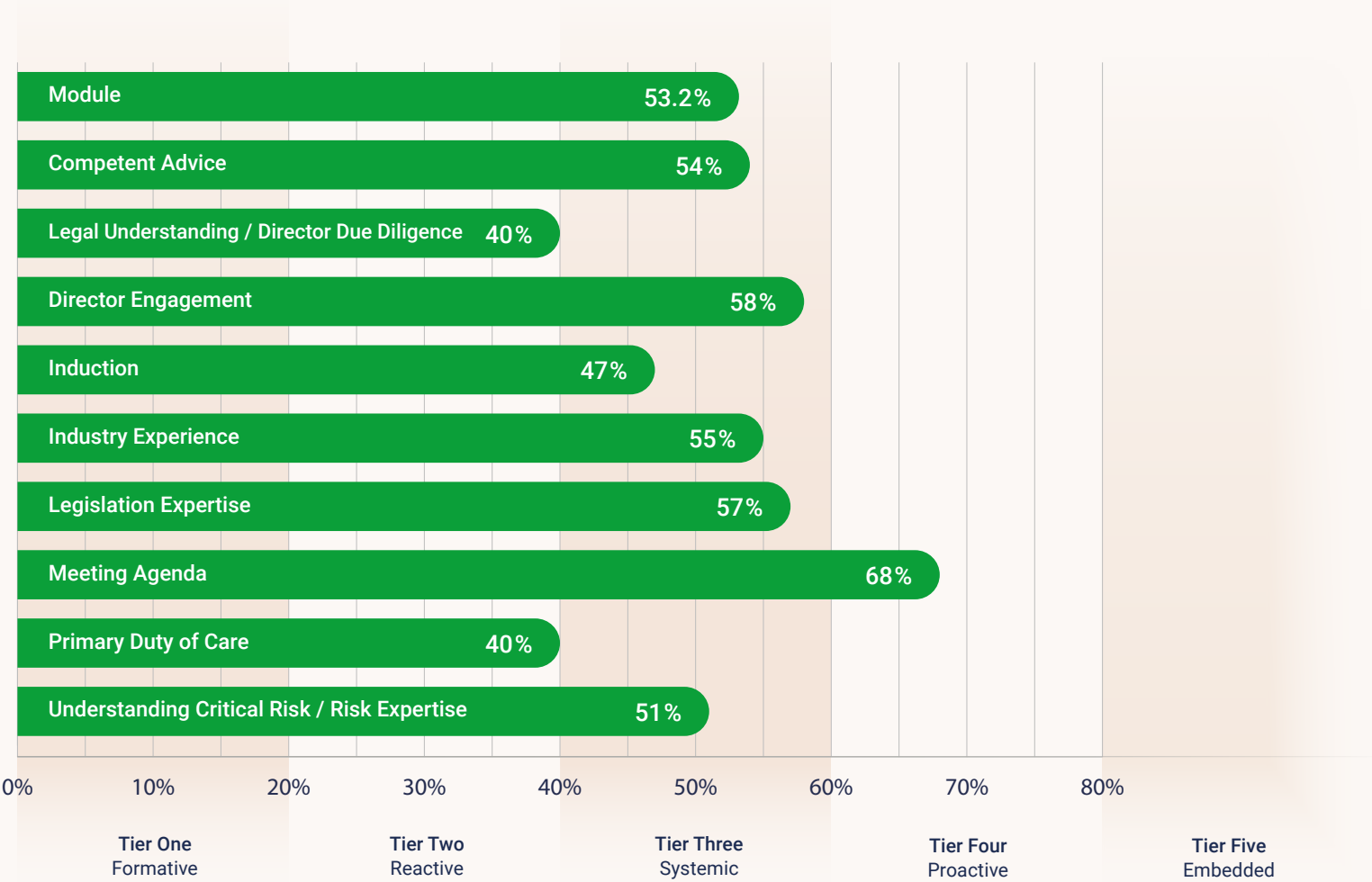
Transport Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Utilities Industry

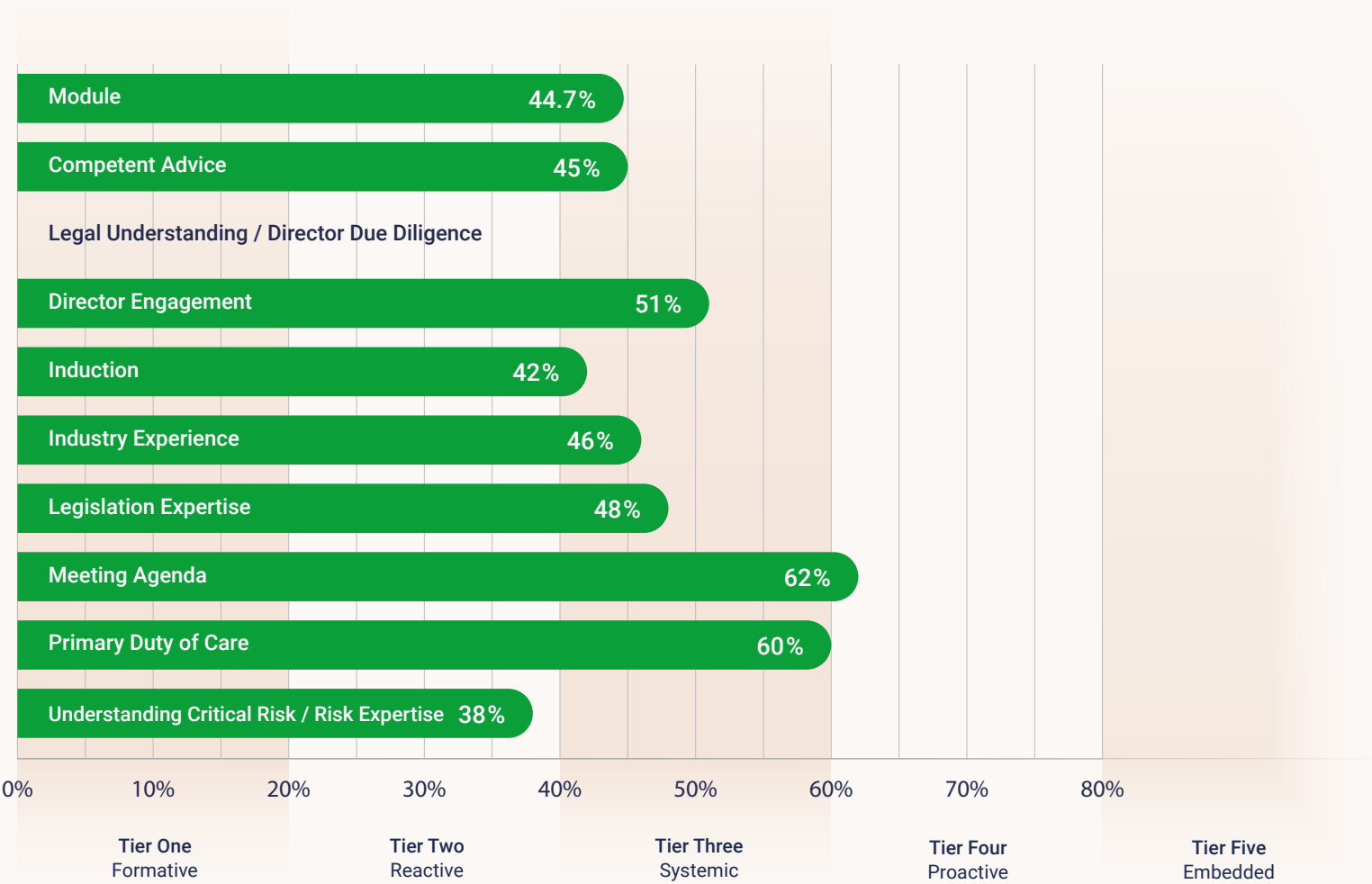
Utilities Industry
Average Maturity Score by Element: Director Knowledge Module



BY ELEMENT:

Director Knowledge - Wholesale Industry

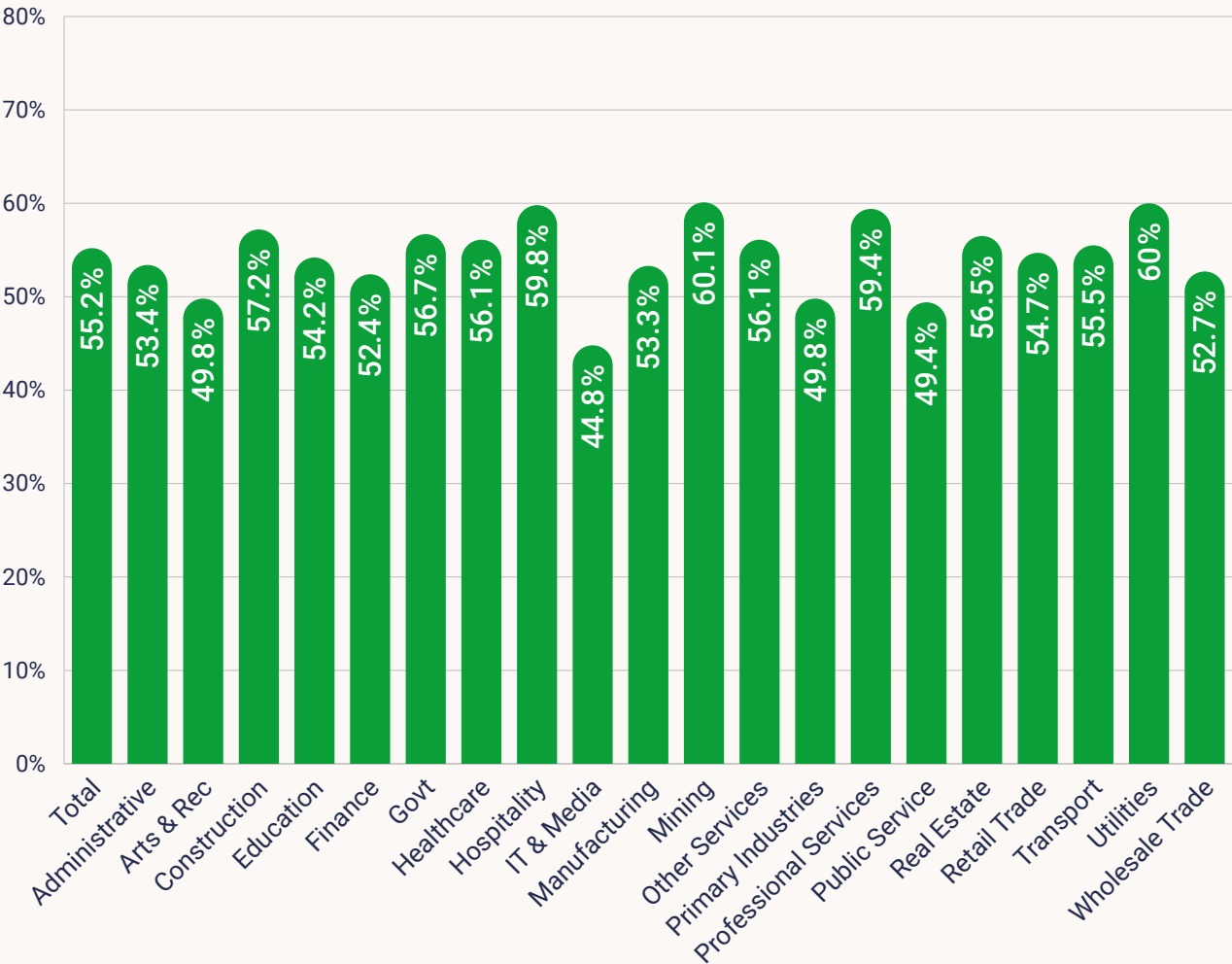
Wholesale Trade Industry
Average Maturity Score by Element: Director Knowledge Module



BY INDUSTRY:

Culture & Behaviours Module

Culture & Behaviours
Average Maturity Score by Industry



BY ELEMENT:

Culture & Behaviours

Culture & Behaviours
Average Maturity Score



Culture & Behaviours
Average Maturity Score by Element

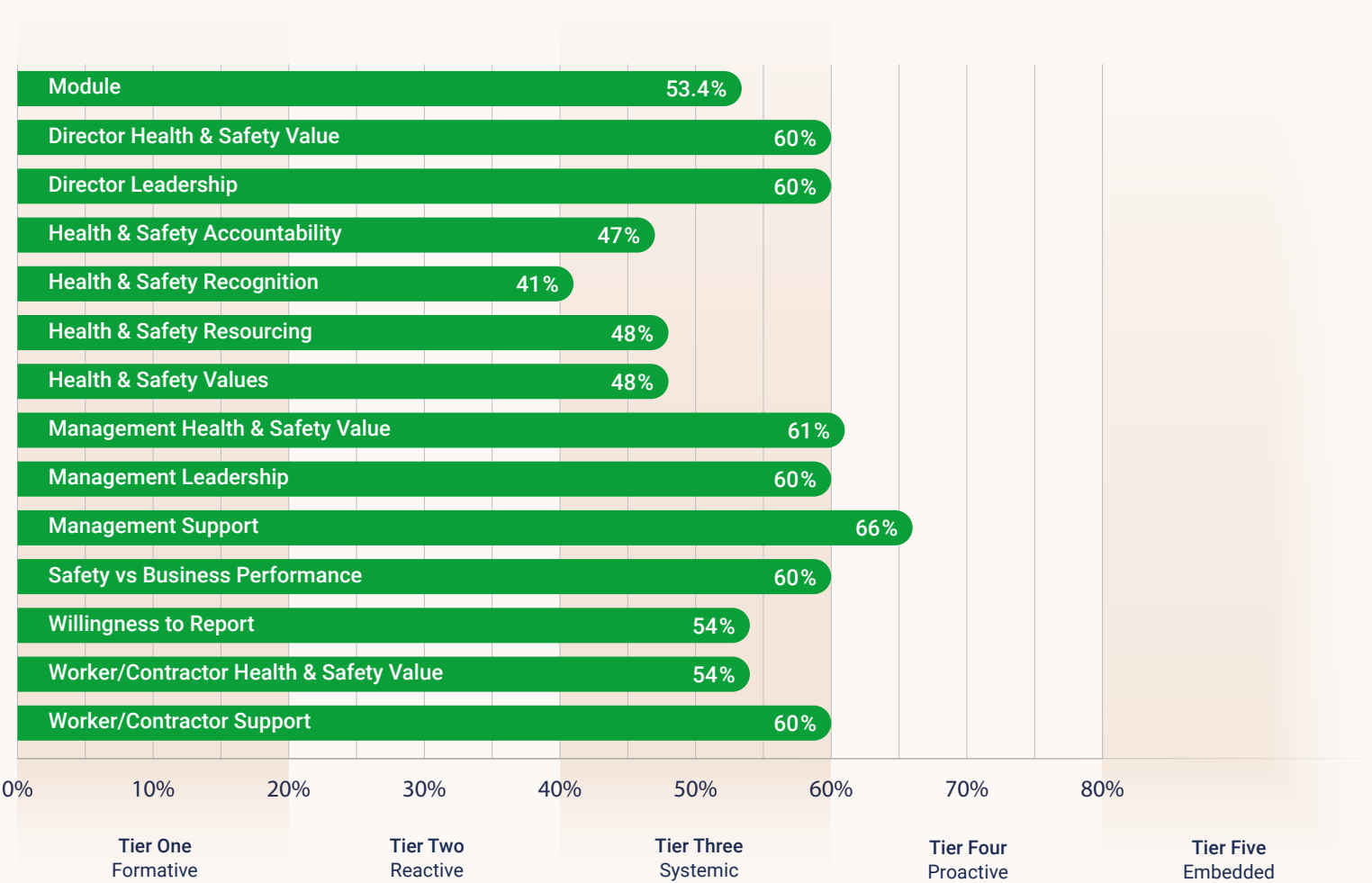


BY ELEMENT:

Culture & Behaviours - Administration Industry

Administration Industry

Average Maturity Score by Element: Culture & Behaviours Module

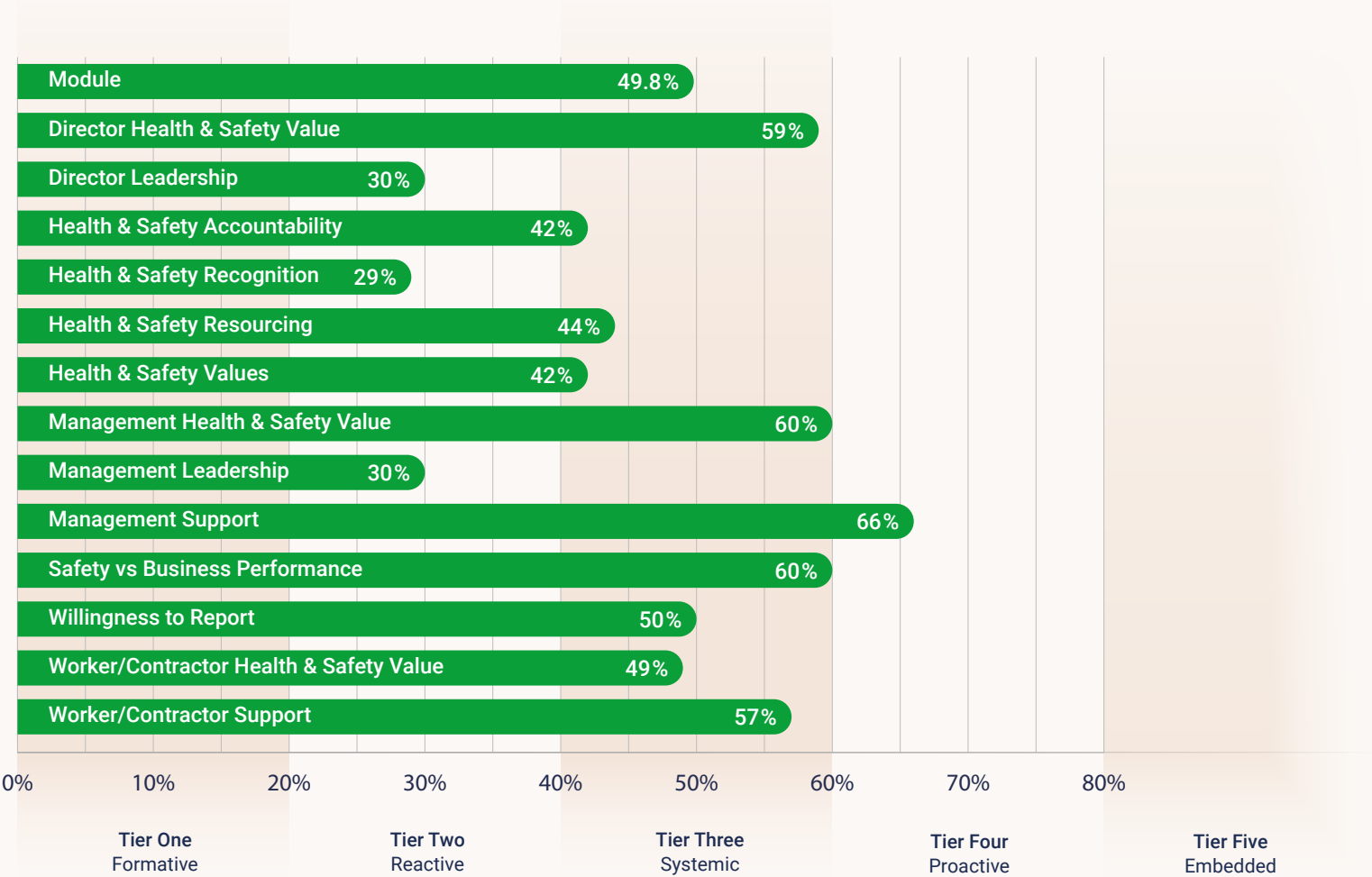


BY ELEMENT:

Culture & Behaviours - Arts & Rec Industry

Arts & Rec Industry

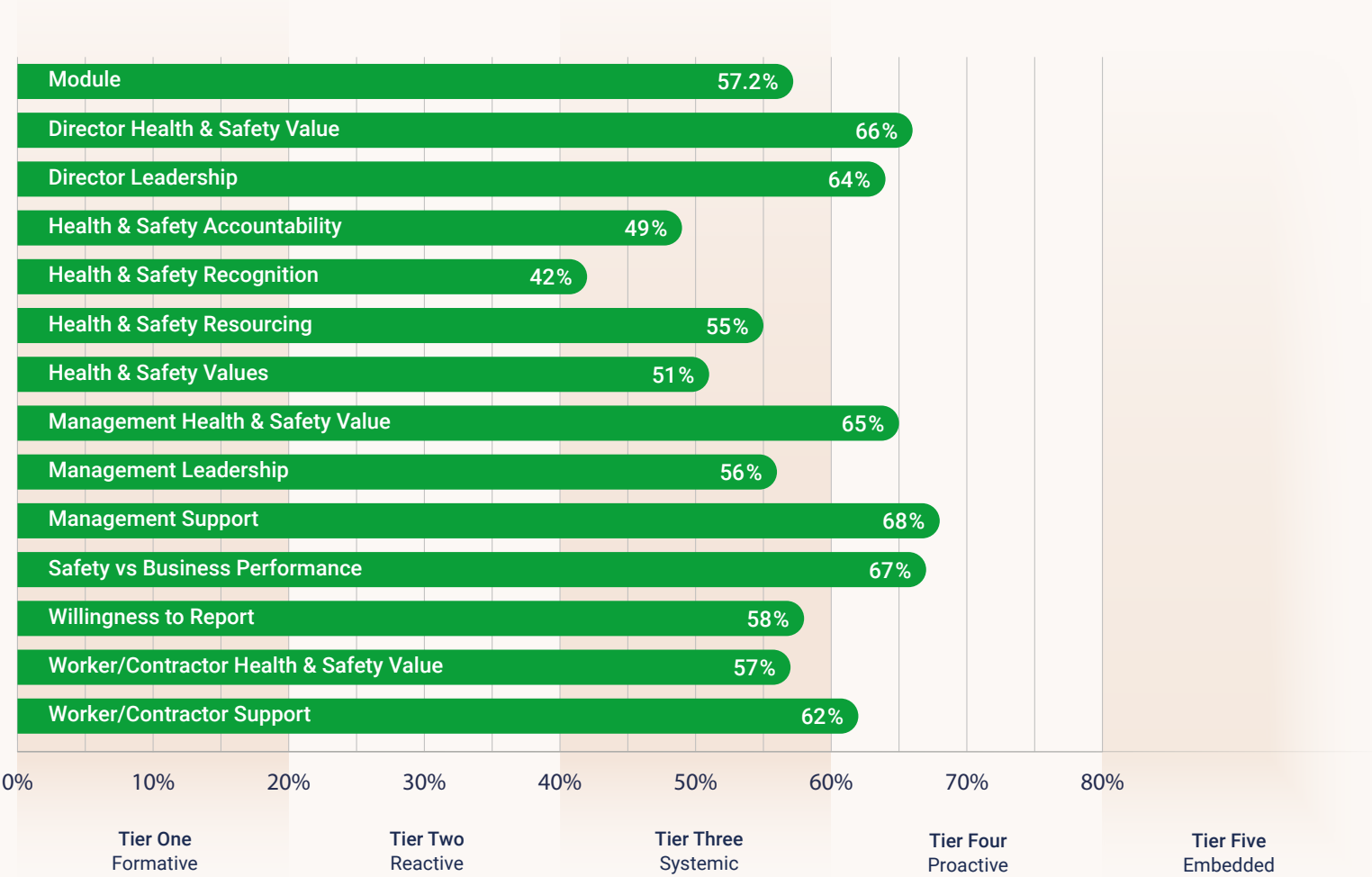
Average Maturity Score by Element: Culture & Behaviours Module



BY ELEMENT:

Culture & Behaviours - Construction Industry

Construction Industry
Average Maturity Score by Element: Culture & Behaviours Module

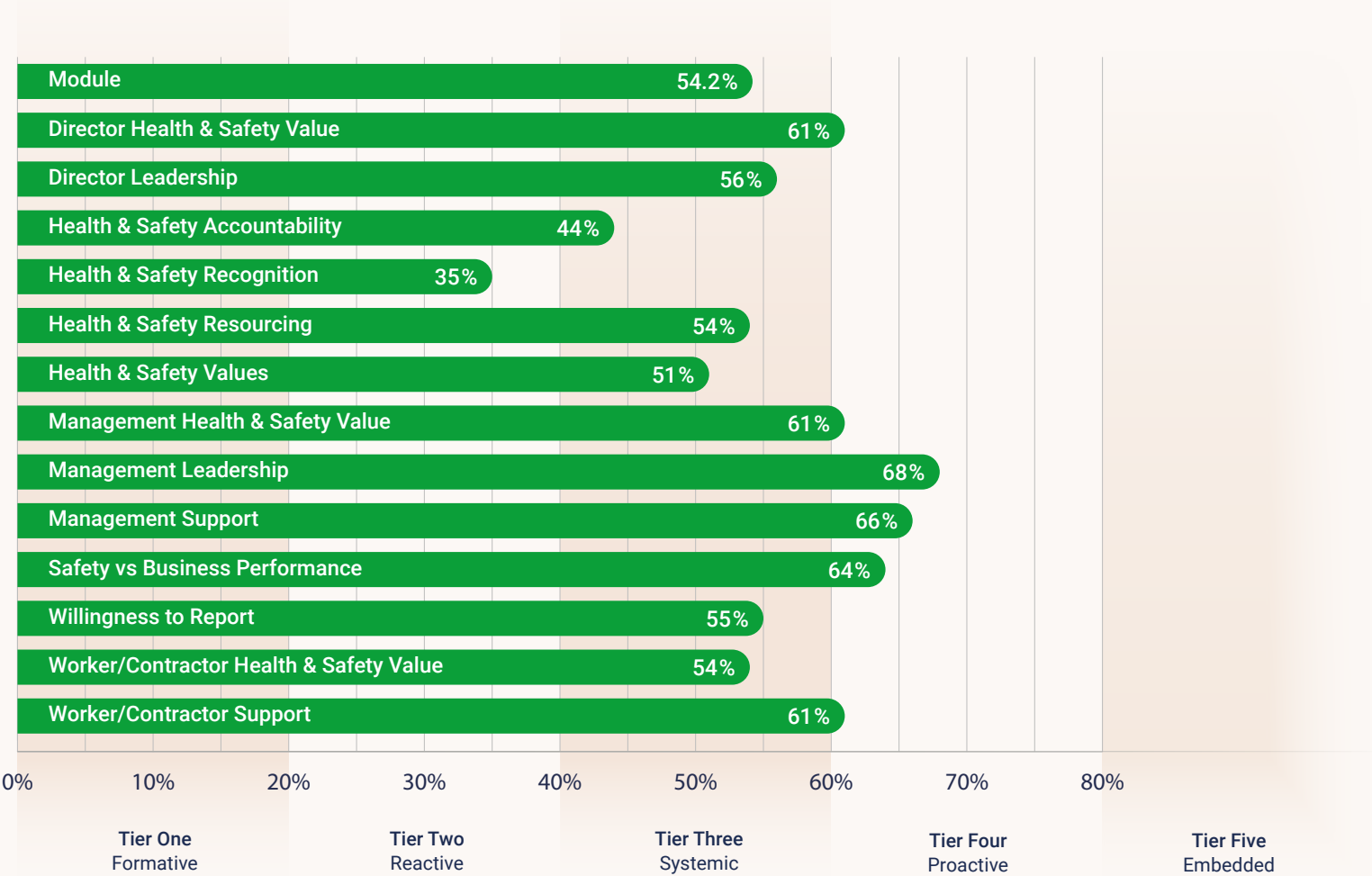


BY ELEMENT:

Culture & Behaviours - Education Industry

Education Industry

Average Maturity Score by Element: Culture & Behaviours Module

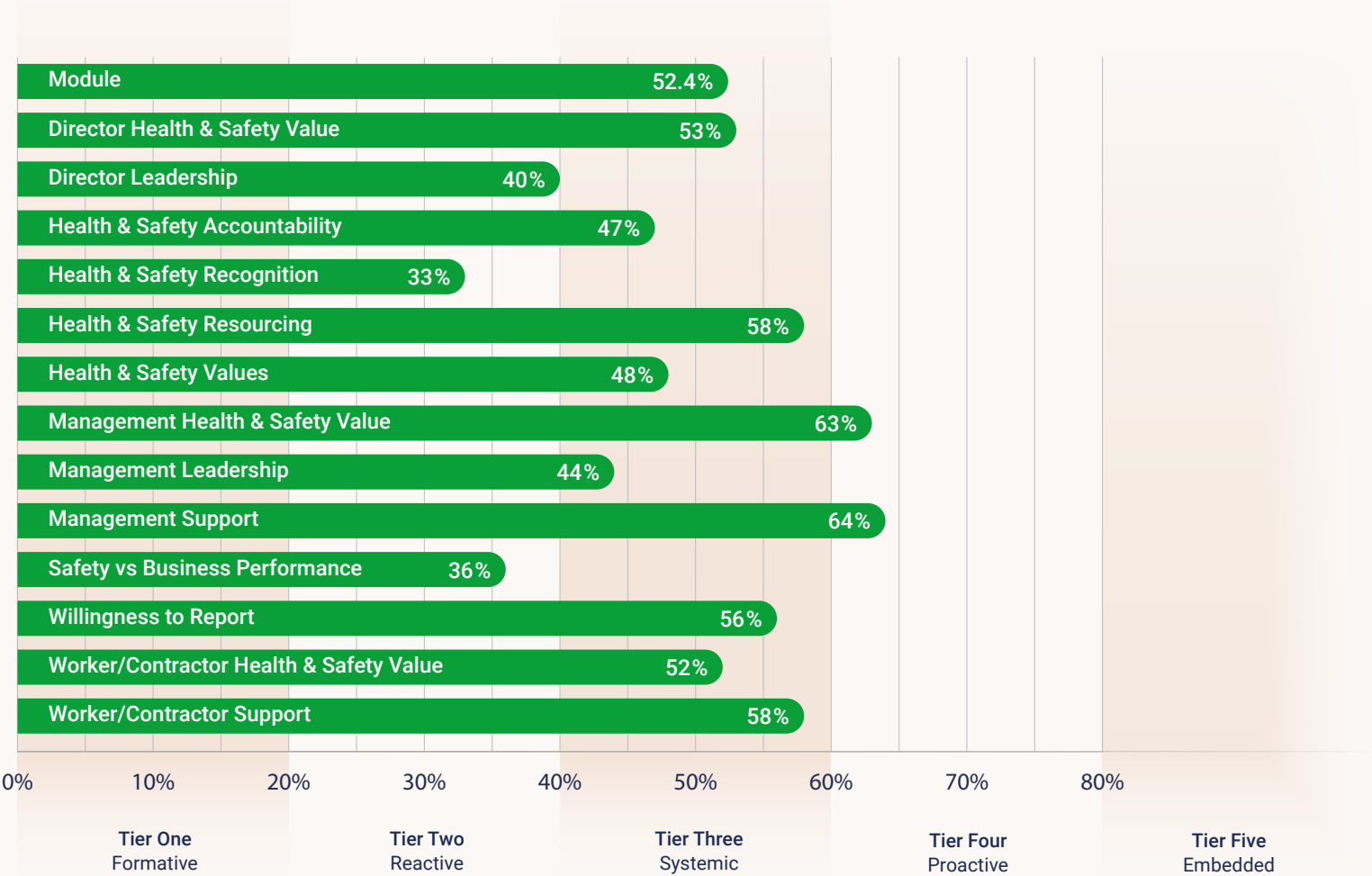


BY ELEMENT:

Culture & Behaviours - Finance Industry

Finance Industry

Average Maturity Score by Element: Culture & Behaviours Module

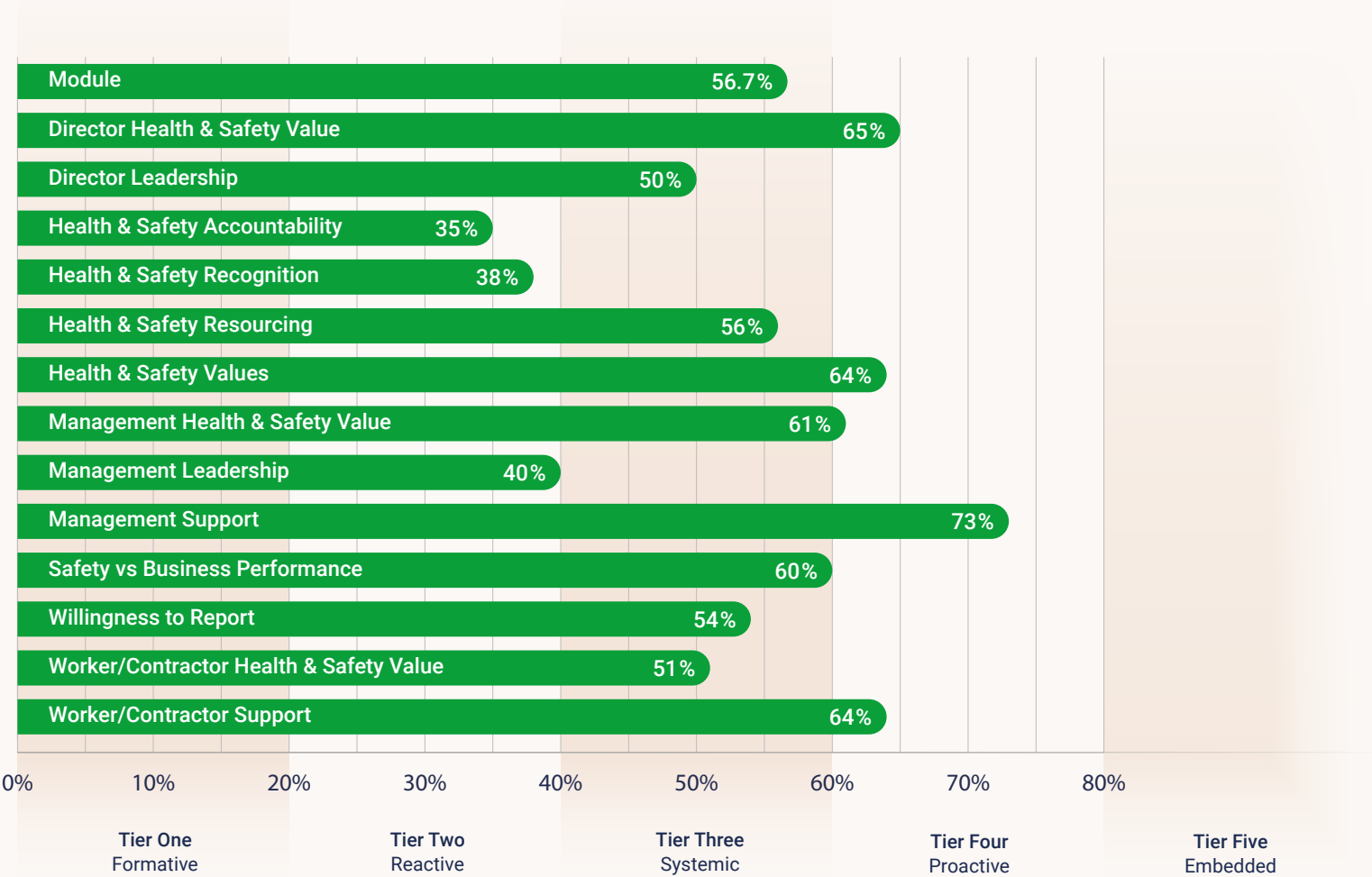


BY ELEMENT:

Culture & Behaviours - Government Industry

Government Industry

Average Maturity Score by Element: Culture & Behaviours Module

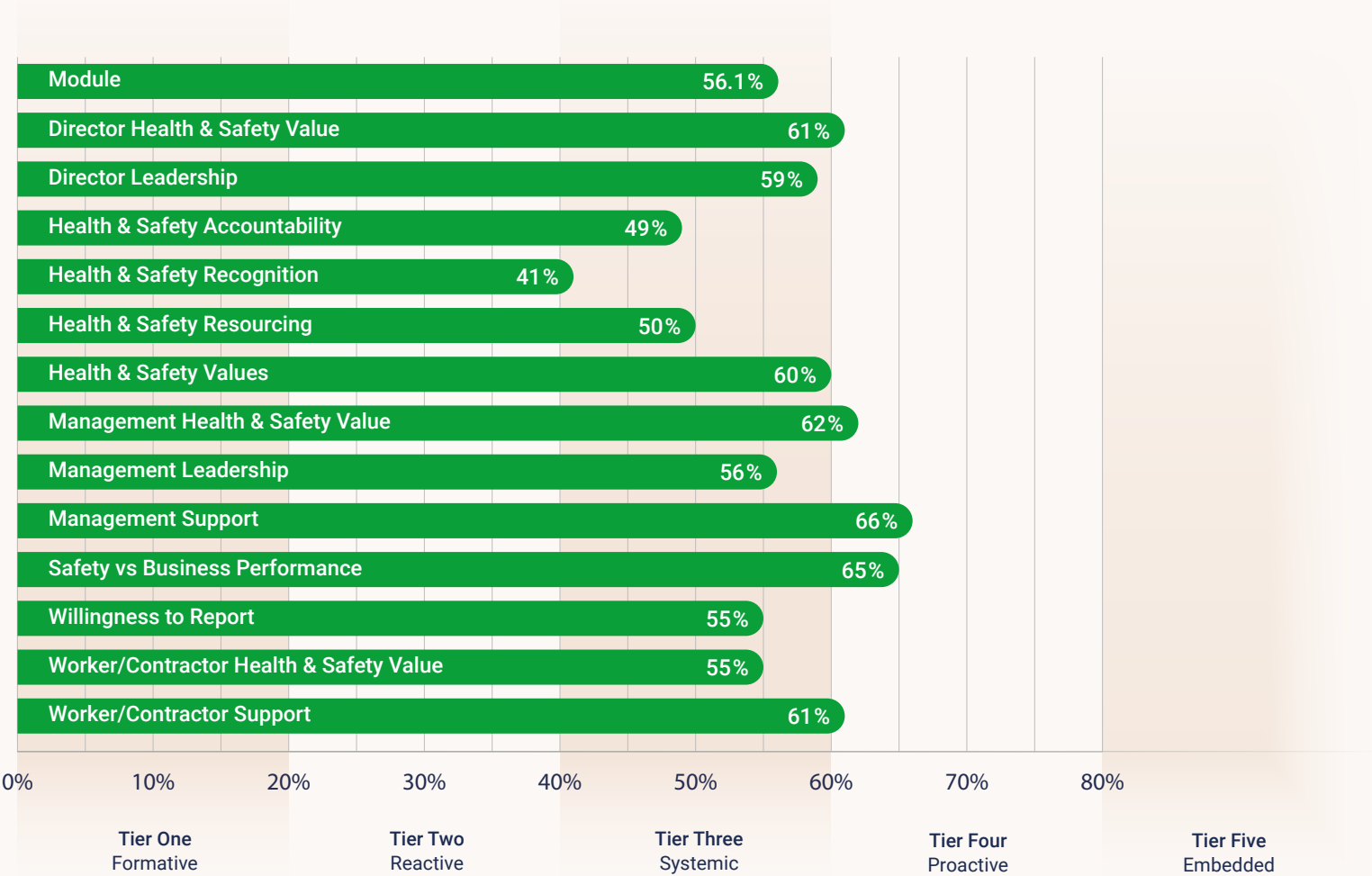


BY ELEMENT:

Culture & Behaviours - Healthcare Industry

Healthcare Industry

Average Maturity Score by Element: Culture & Behaviours Module



BY ELEMENT:

Culture & Behaviours - Hospitality Industry

Hospitality Industry

Average Maturity Score by Element: Culture & Behaviours Module

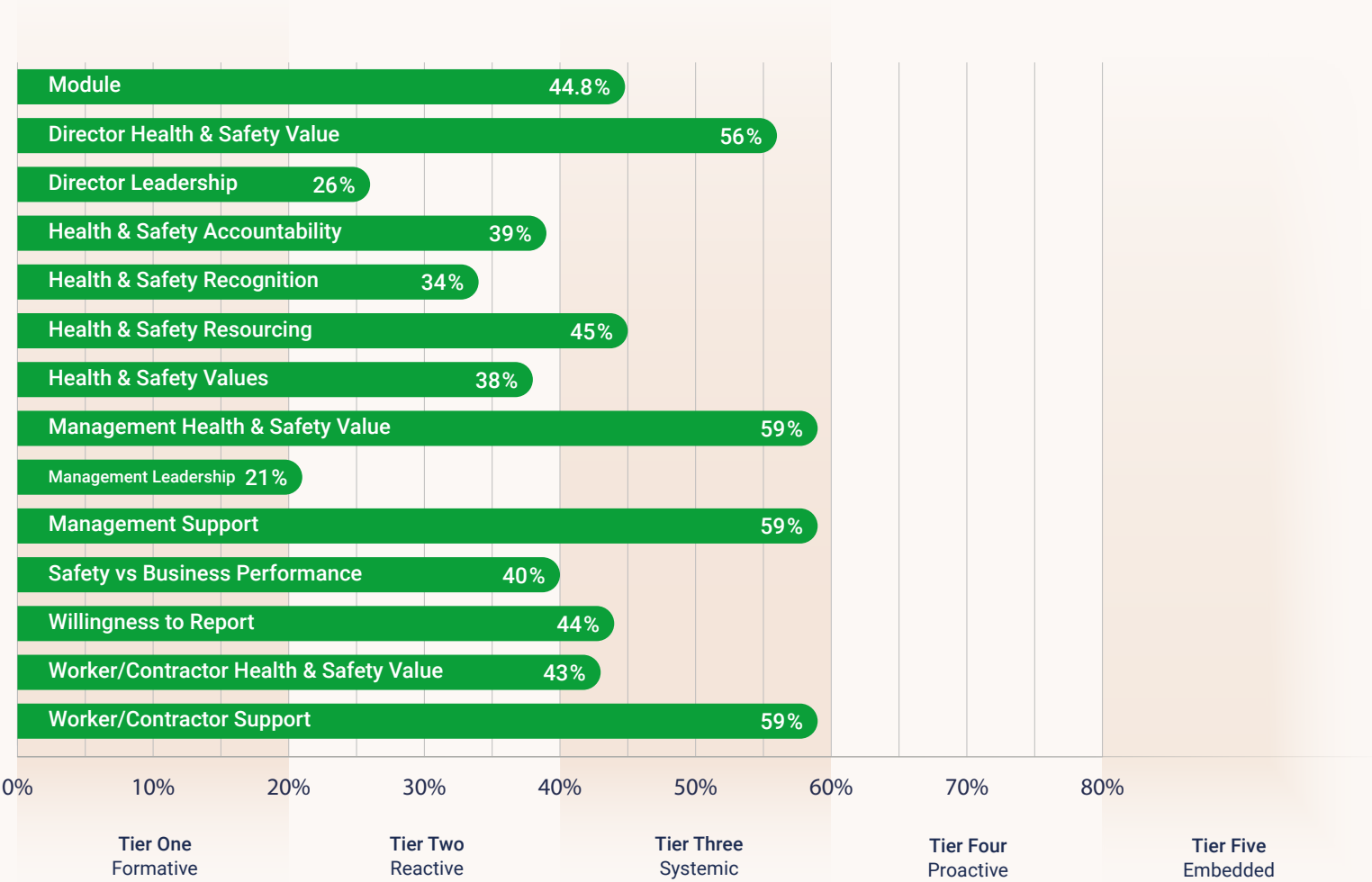


BY ELEMENT:

Culture & Behaviours - IT & Media Industry

IT & Media Industry

Average Maturity Score by Element: Culture & Behaviours Module

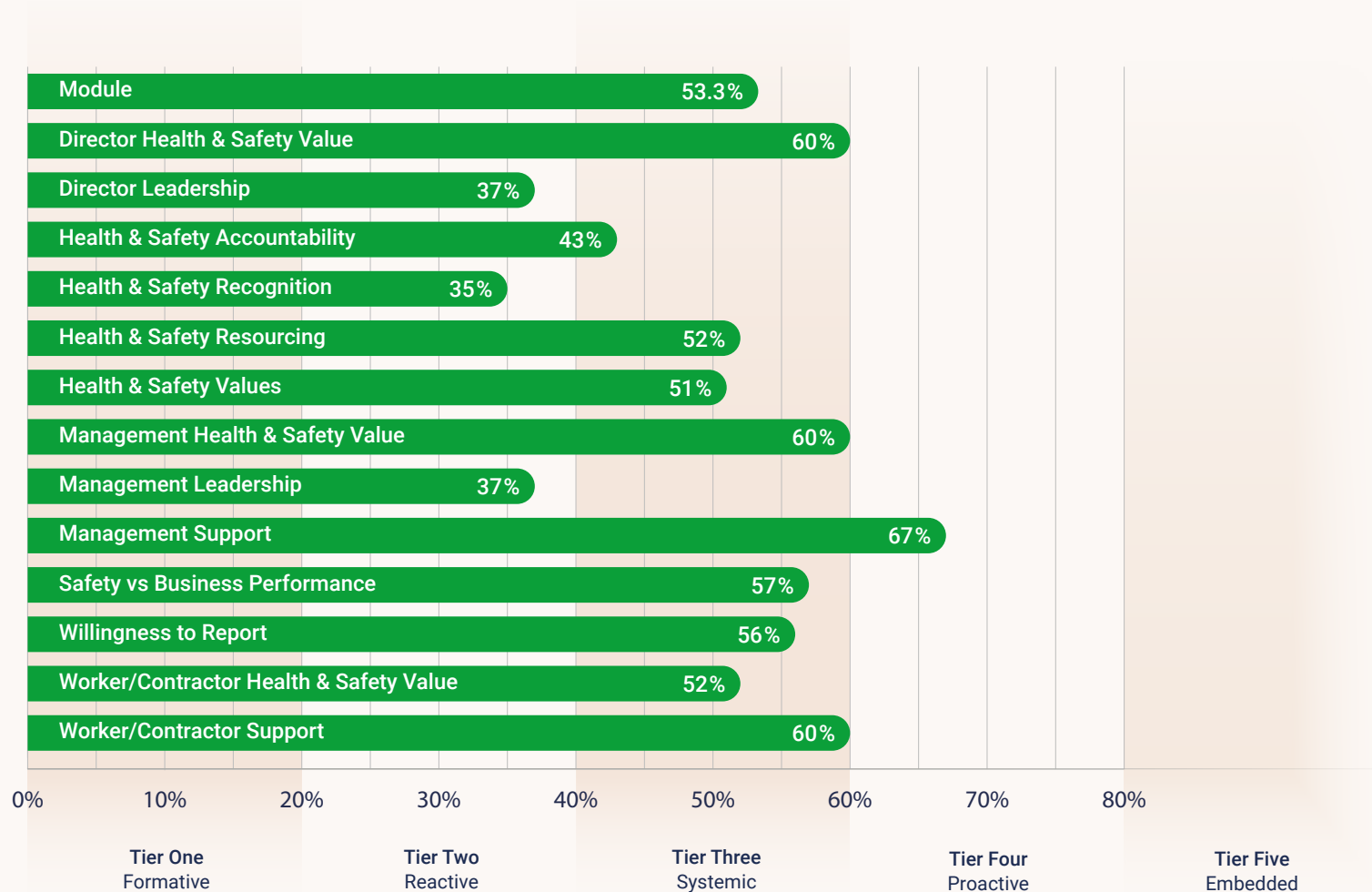


BY ELEMENT:

Culture & Behaviours - Manufacturing Industry

Manufacturing Industry

Average Maturity Score by Element: Culture & Behaviours Module

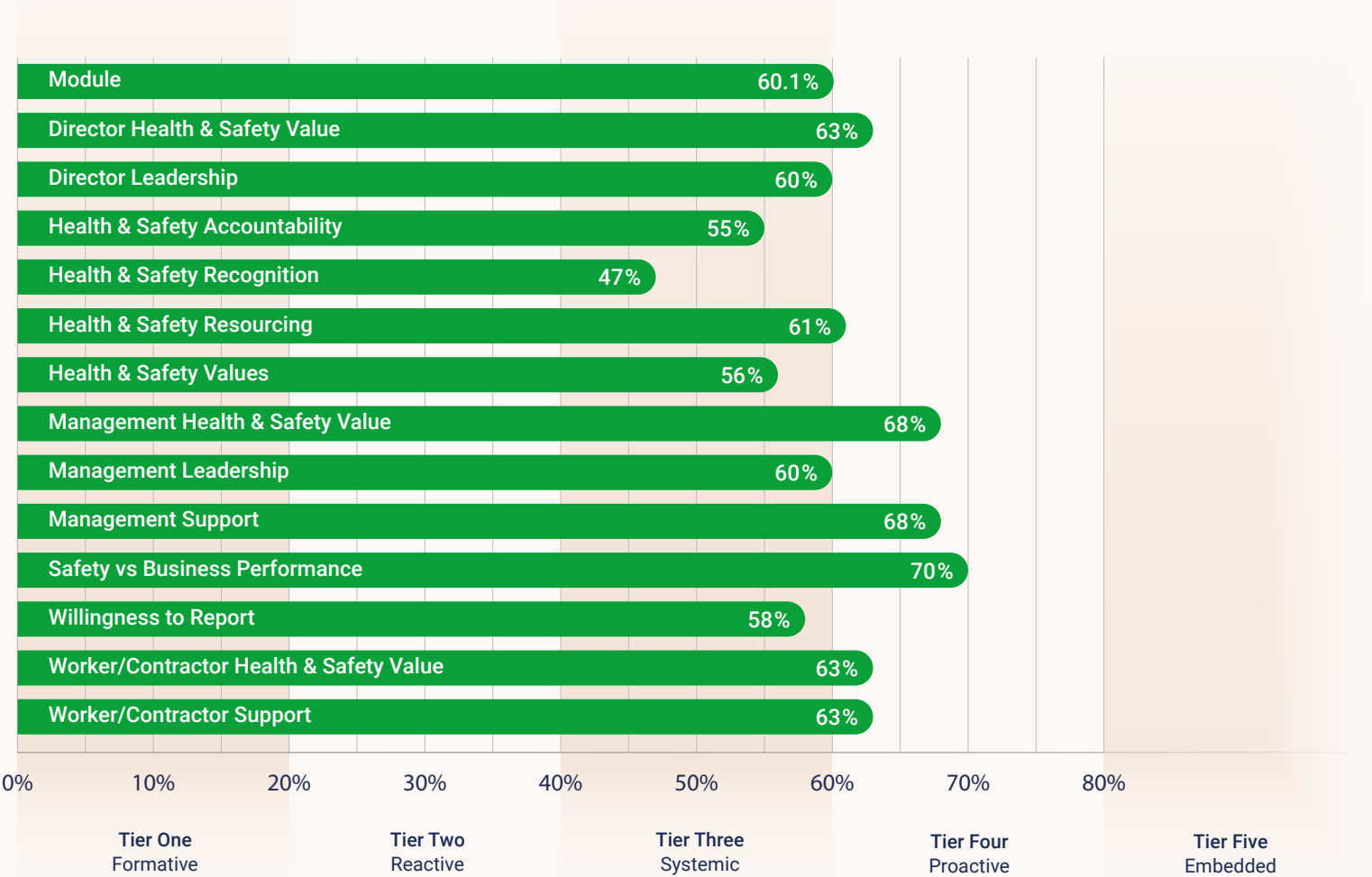


BY ELEMENT:

Culture & Behaviours - Mining Industry

Mining Industry

Average Maturity Score by Element: Culture & Behaviours Module

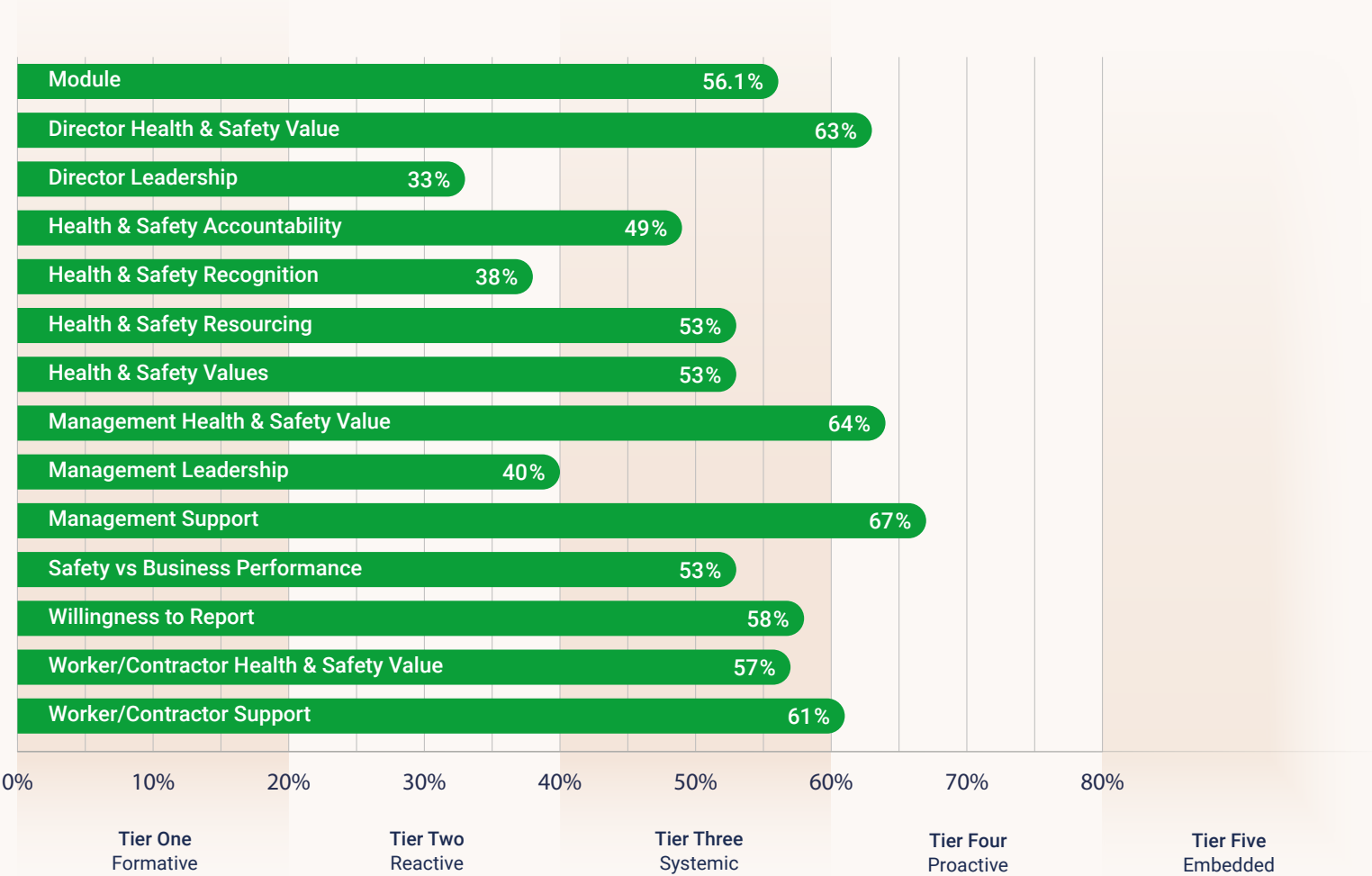


BY ELEMENT:

Culture & Behaviours - Other Services Industry

Other Services Industry

Average Maturity Score by Element: Culture & Behaviours Module

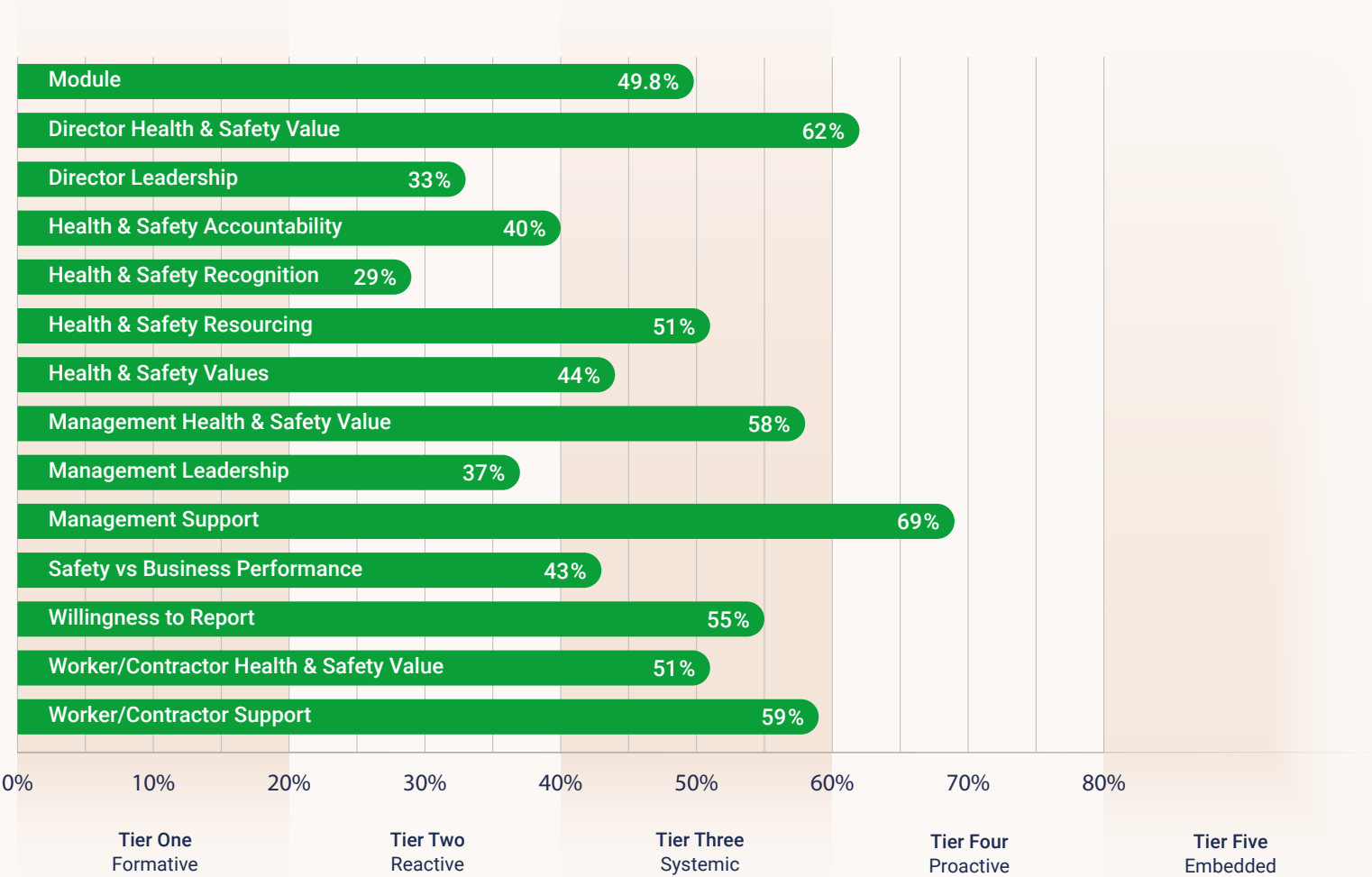


BY ELEMENT:

Culture & Behaviours - Primary Industries Industry

Primary Industries Industry

Average Maturity Score by Element: Culture & Behaviours Module

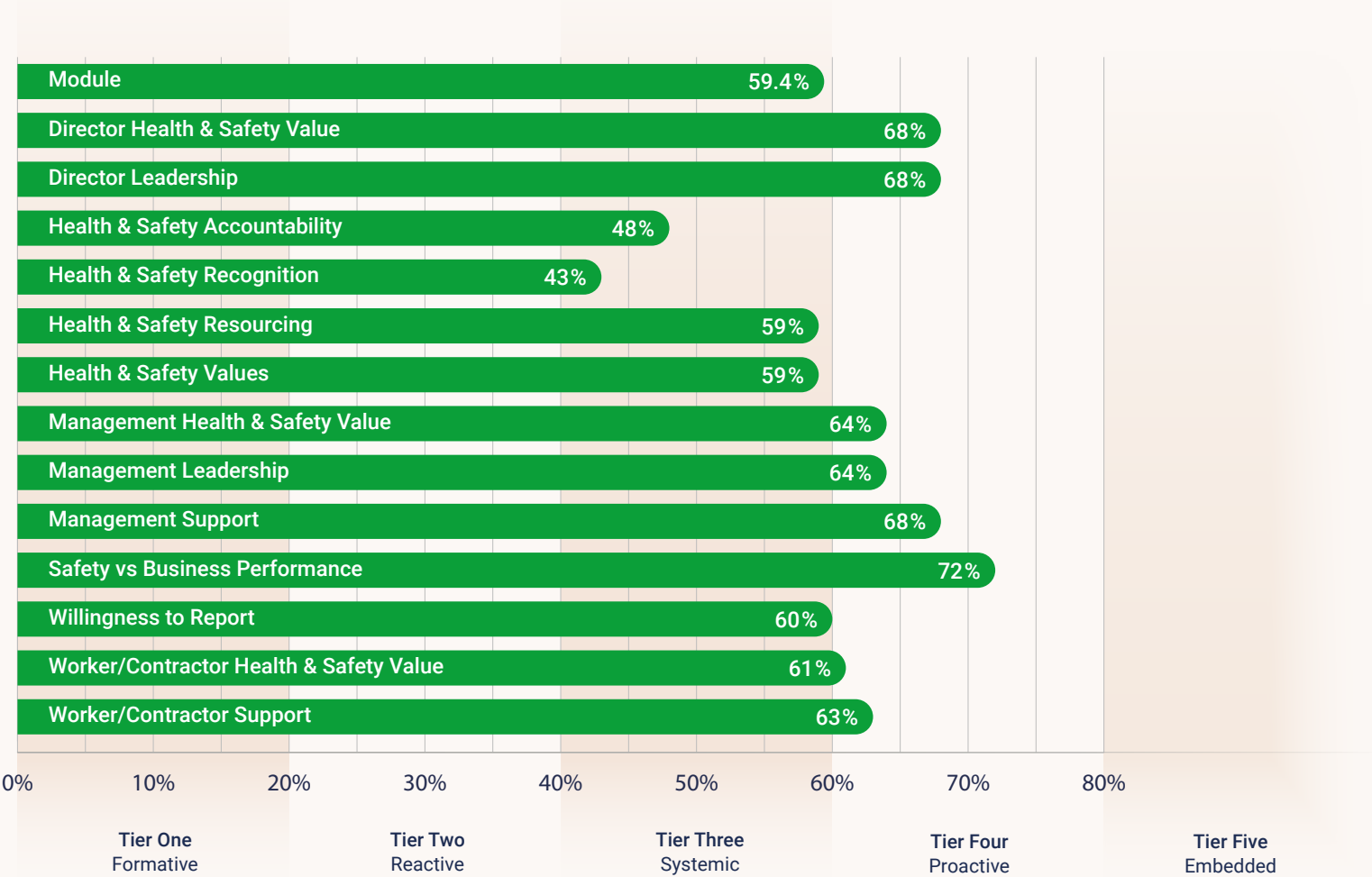


BY ELEMENT:

Culture & Behaviours - Professional Services Industry

Professional Services Industry

Average Maturity Score by Element: Culture & Behaviours Module

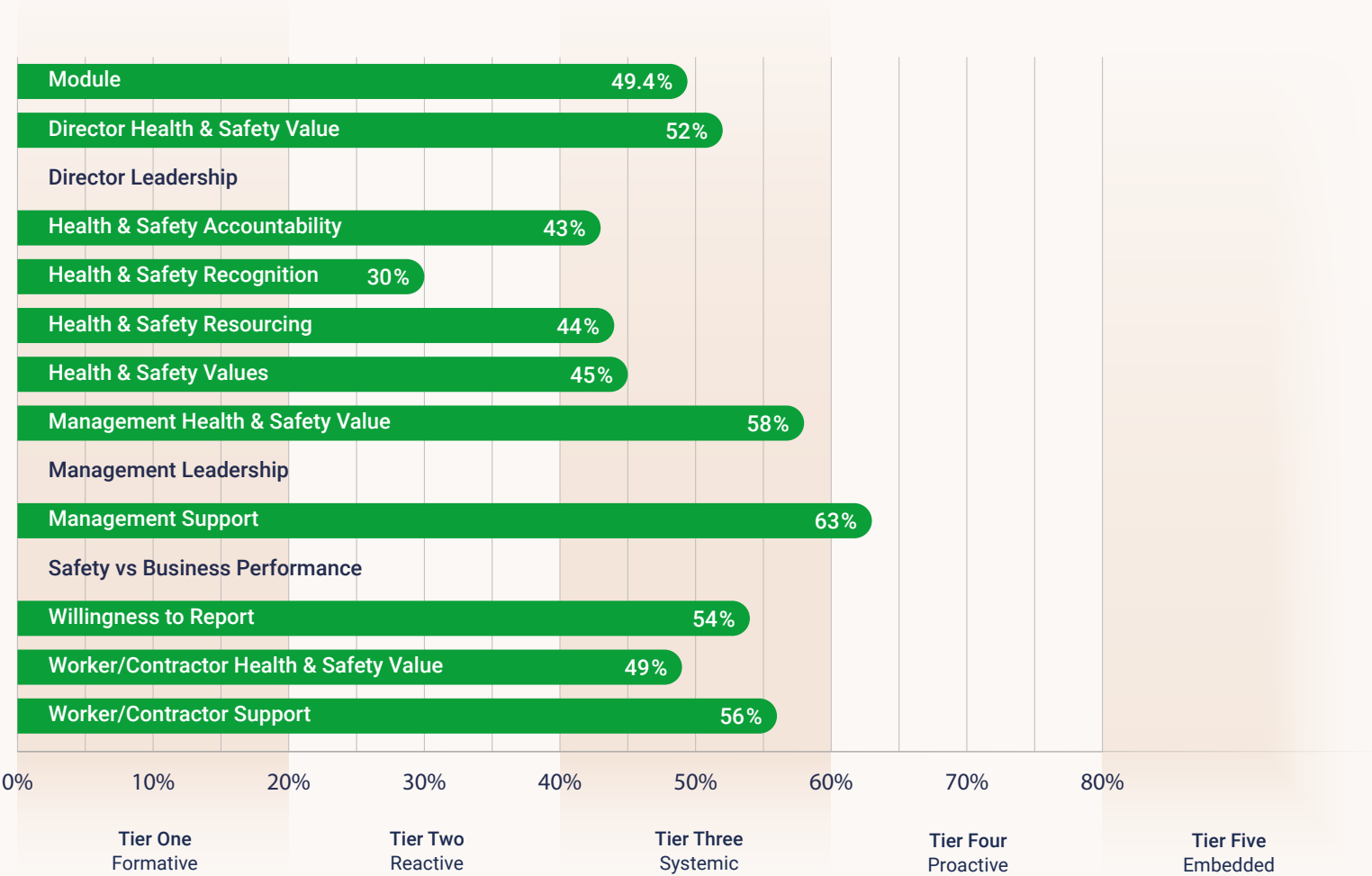


BY ELEMENT:

Culture & Behaviours - Public Service Industry

Public Service Industry

Average Maturity Score by Element: Culture & Behaviours Module

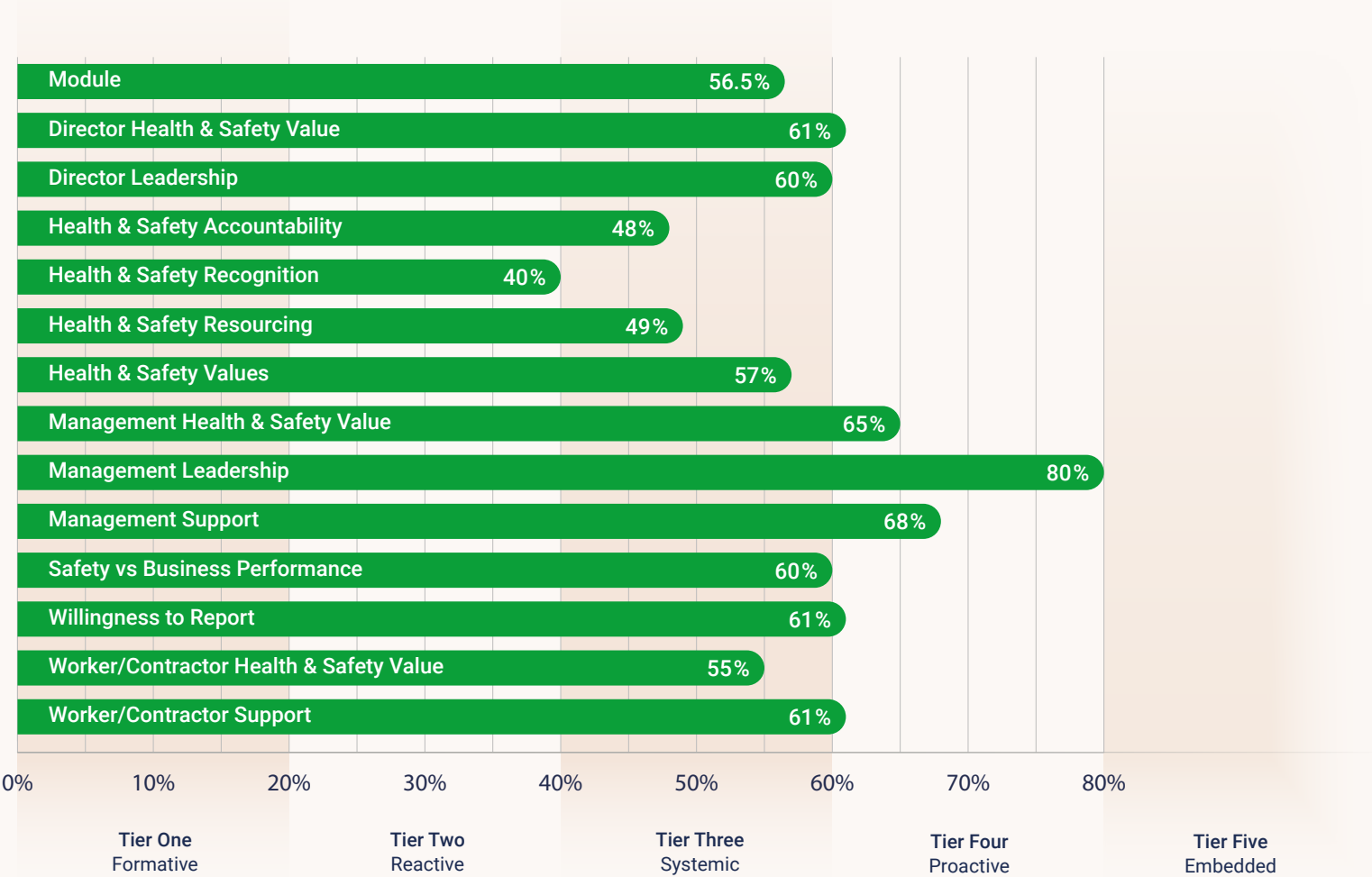


BY ELEMENT:

Culture & Behaviours - Real Estate Industry

Real Estate Industry

Average Maturity Score by Element: Culture & Behaviours Module

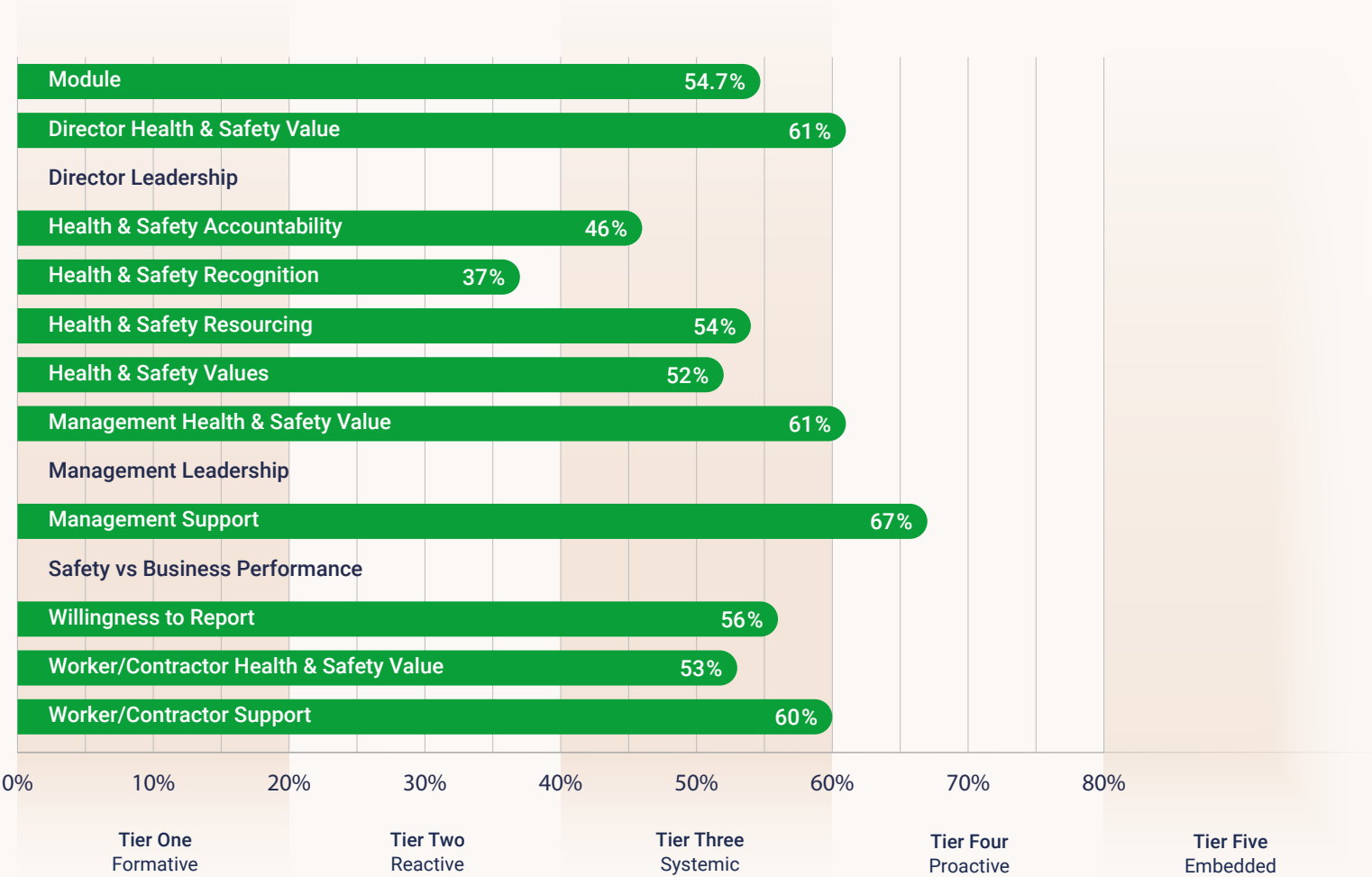


BY ELEMENT:

Culture & Behaviours - Retail Trade Industry

Retail Trade Industry

Average Maturity Score by Element: Culture & Behaviours Module

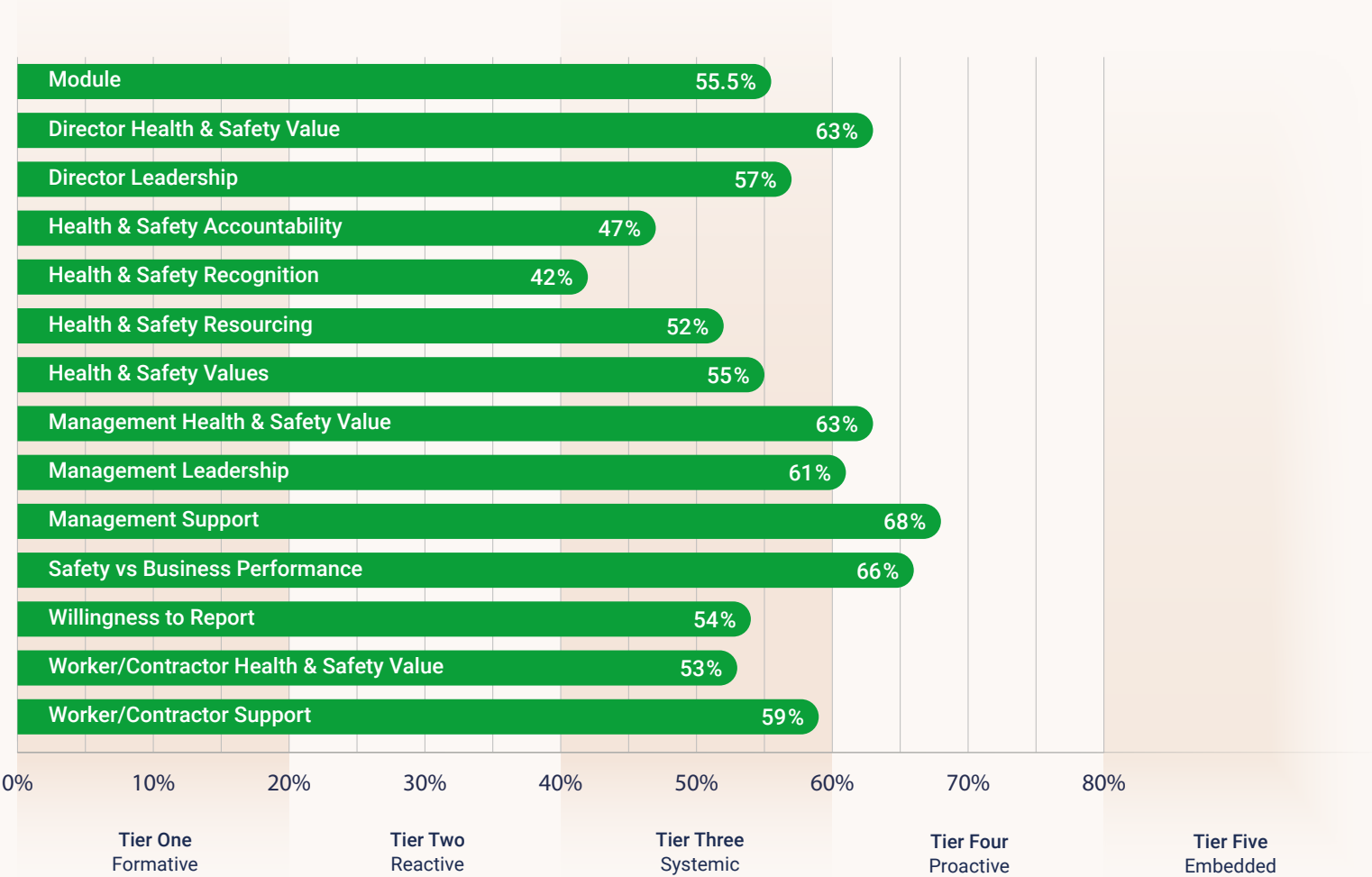


BY ELEMENT:

Culture & Behaviours - Transport Industry

Transport Industry

Average Maturity Score by Element: Culture & Behaviours Module

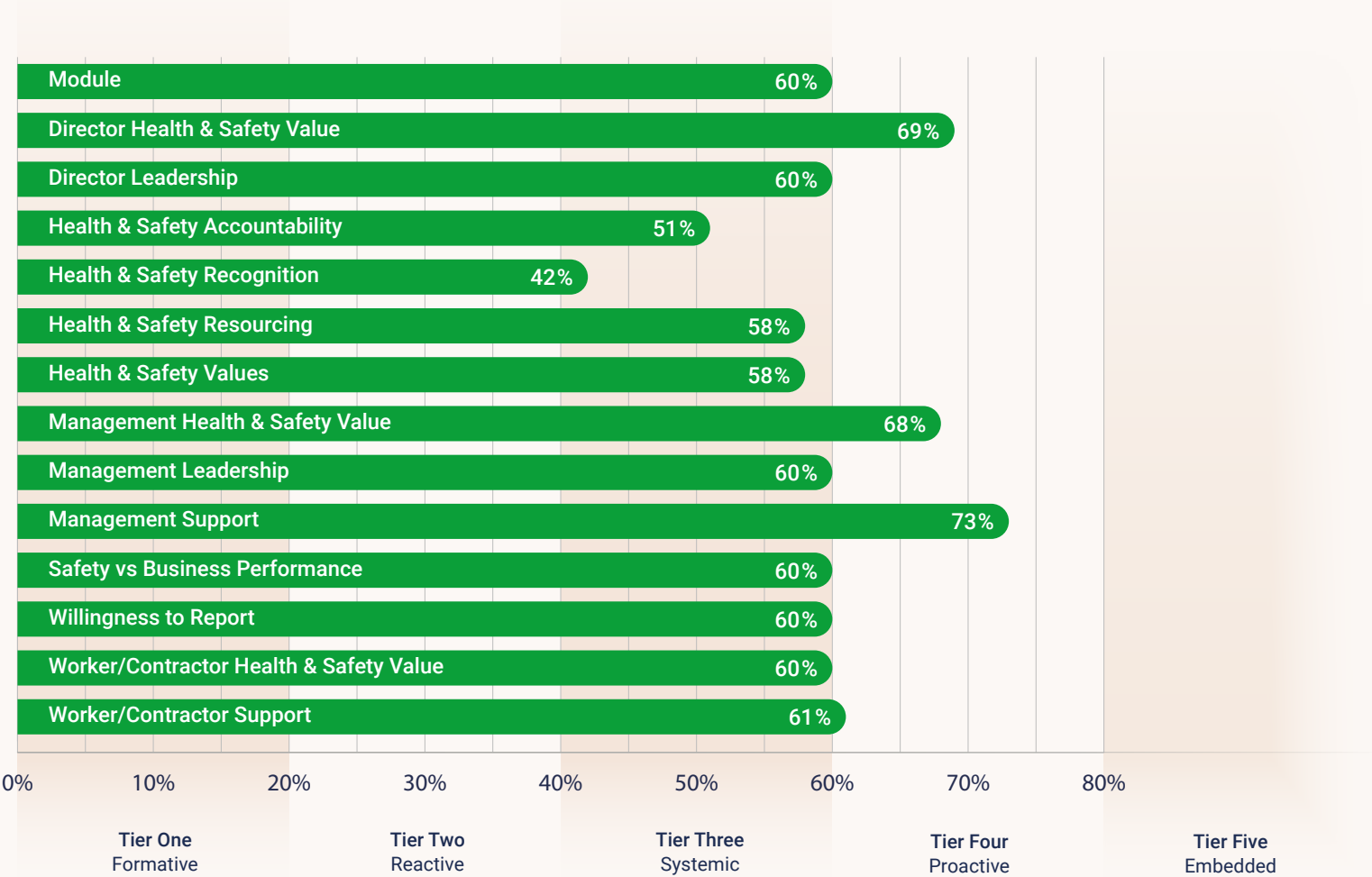


BY ELEMENT:

Culture & Behaviours - Utilities Industry

Utilities Industry

Average Maturity Score by Element: Culture & Behaviours Module

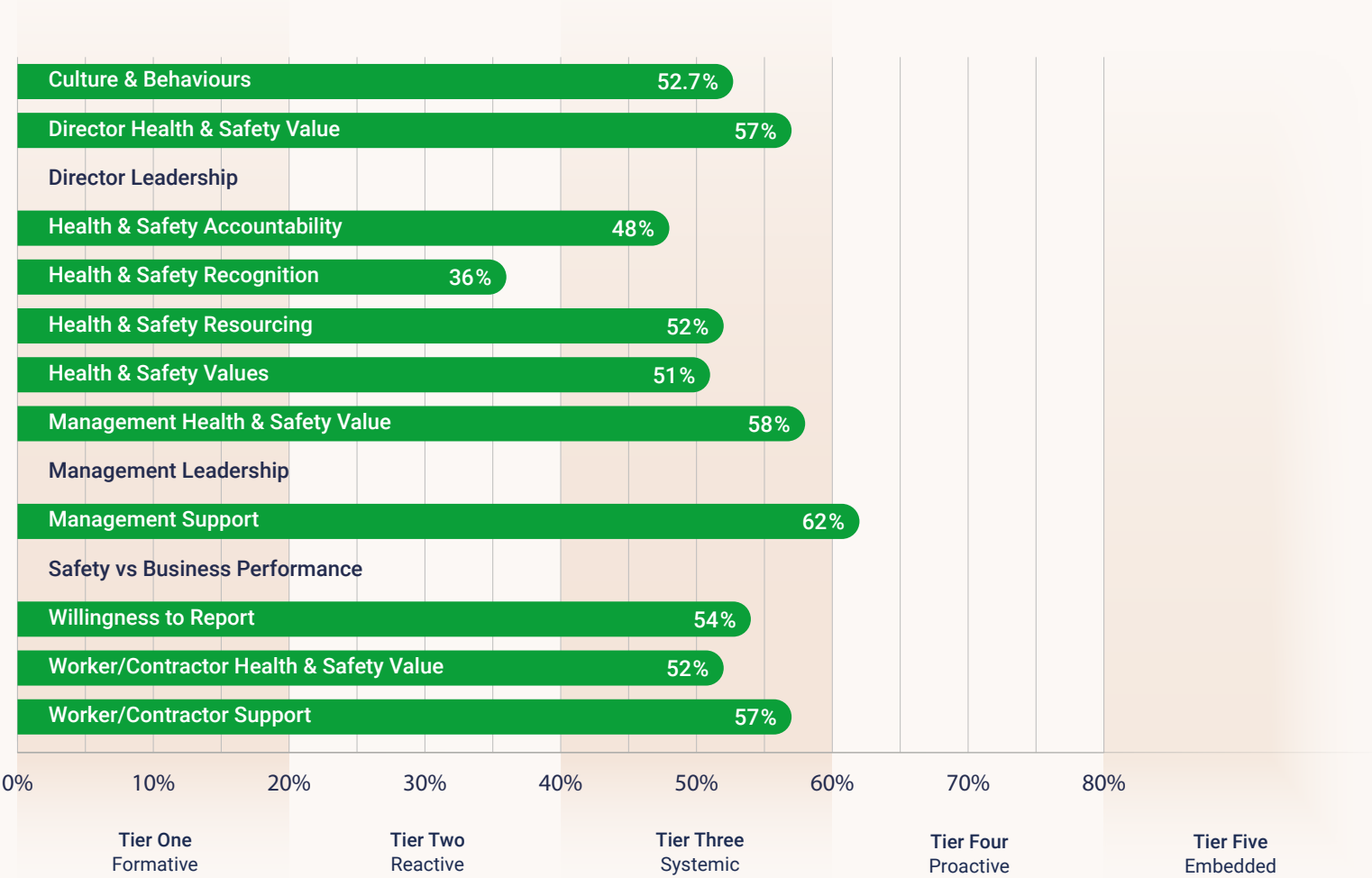


BY ELEMENT:

Culture & Behaviours - Wholesale Industry

Wholesale Trade Industry

Average Maturity Score by Element: Culture & Behaviours Module



Intelligent Safety Culture

ABOUT



2024



About Safe365

We're on a mission to proactively reduce harm globally.

A mission ingrained in our DNA and governed by one key goal – to have 100,000,000 workers working in proactively managed risk environments. Designed to support safety leaders seeking to transform their workplace safety cultures, Safe365 changes the way companies view, evaluate and quantify the value of risk, driving a management-led vs compliance-led approach to proactive risk management.



Measure

- Conduct on-going assessments of your health & safety maturity
- Achieve a by-division analysis of strongest and weakest business areas
- Benchmark your workplace safety maturity against industry and overall market performance

Prioritise

- Unlock insights into your weakest areas of safety culture
- Prioritise and present data-led strategic workstreams to your C-Suite and the Board
- Drive ownership and delivery behind a continual improvement workplan

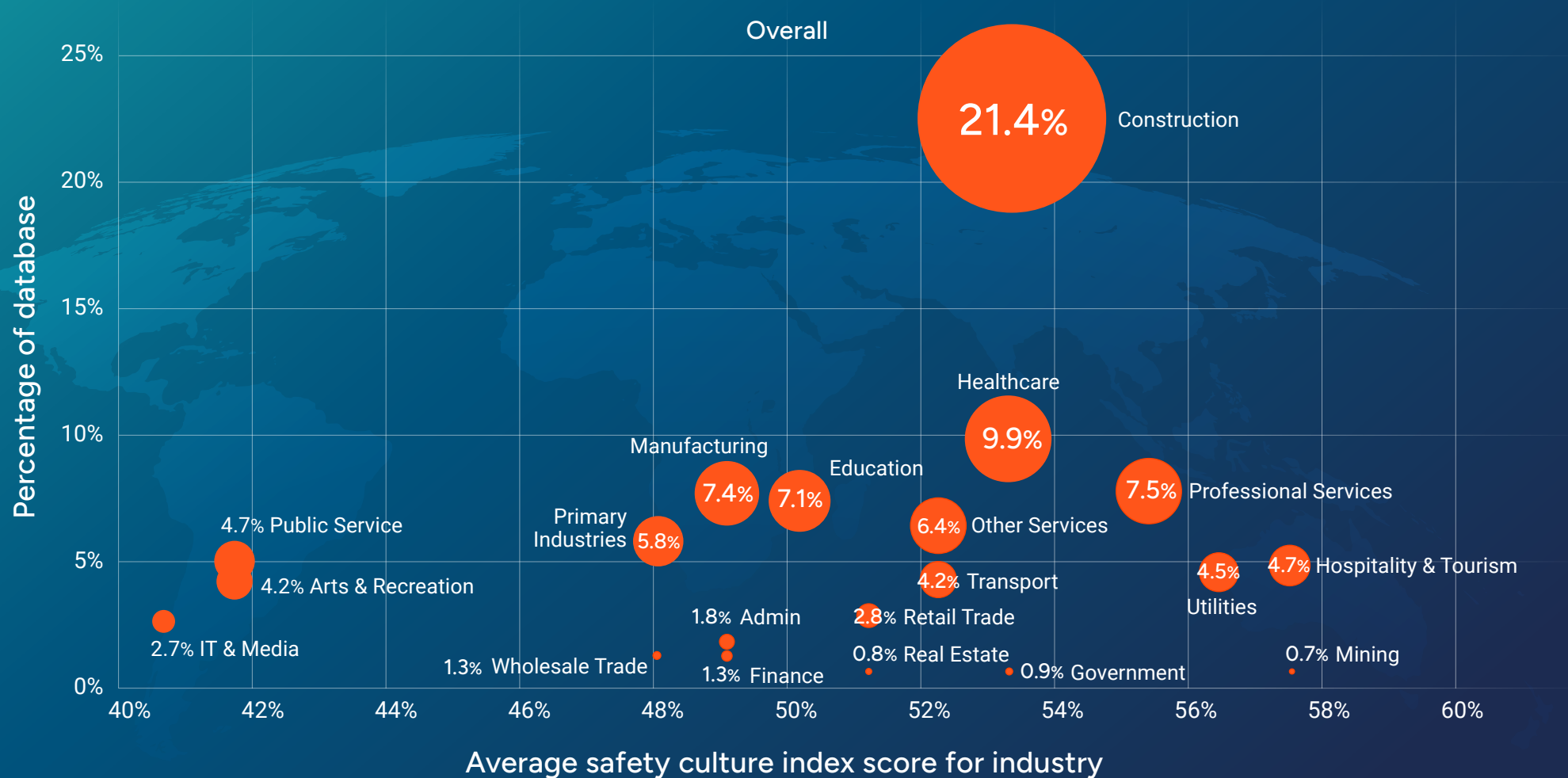
Demonstrate

- Quantify the value of those continual improvement workstreams with on-going tracking & assessment
- Bring the conversation to a commercial lens, by showcasing not just the human impact but the business impact of your activities

The make-up of our data

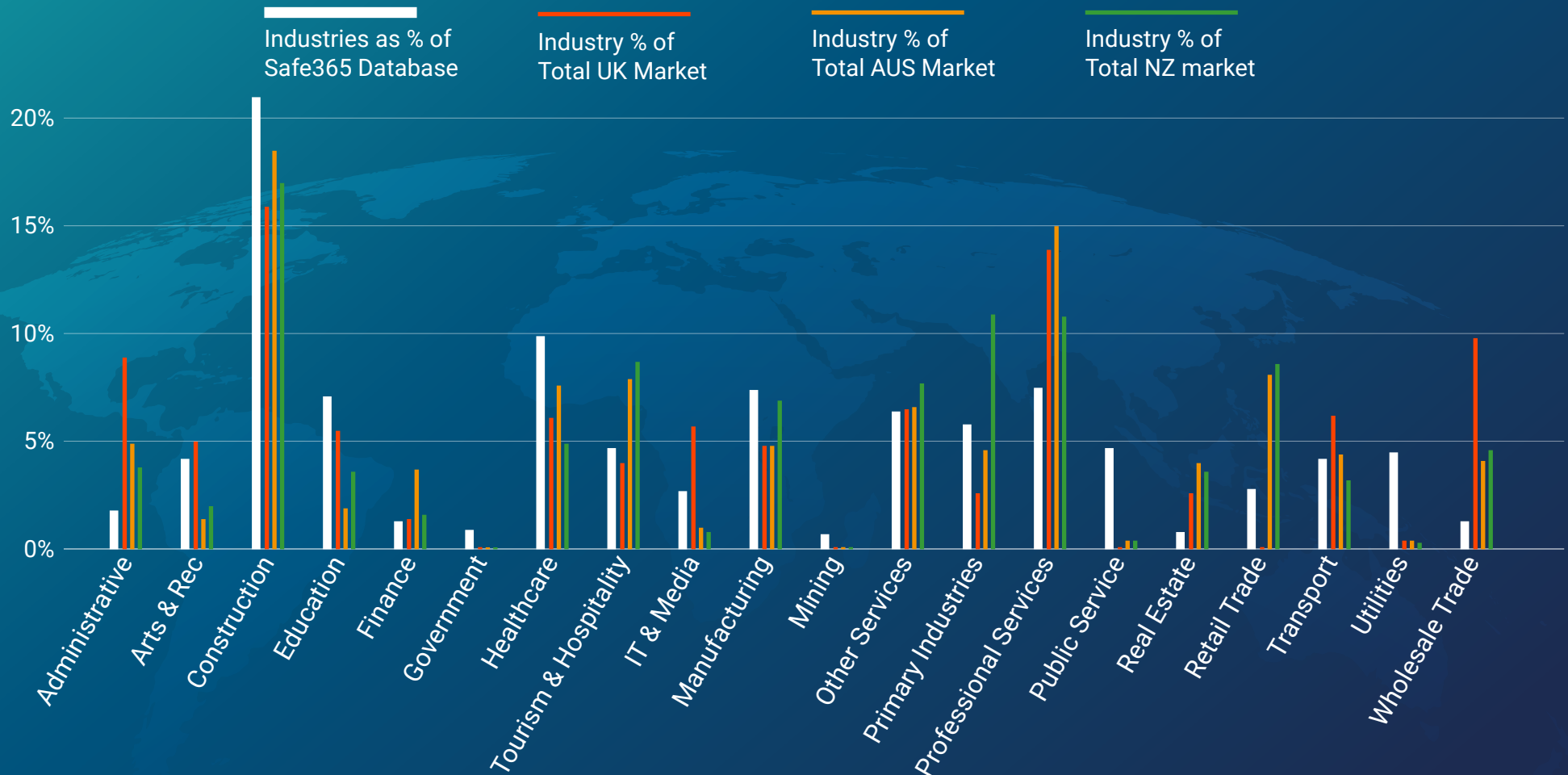
2,672 organisations in sample. From within UK, NZ and Australia.

Size of the industry in relation to the others



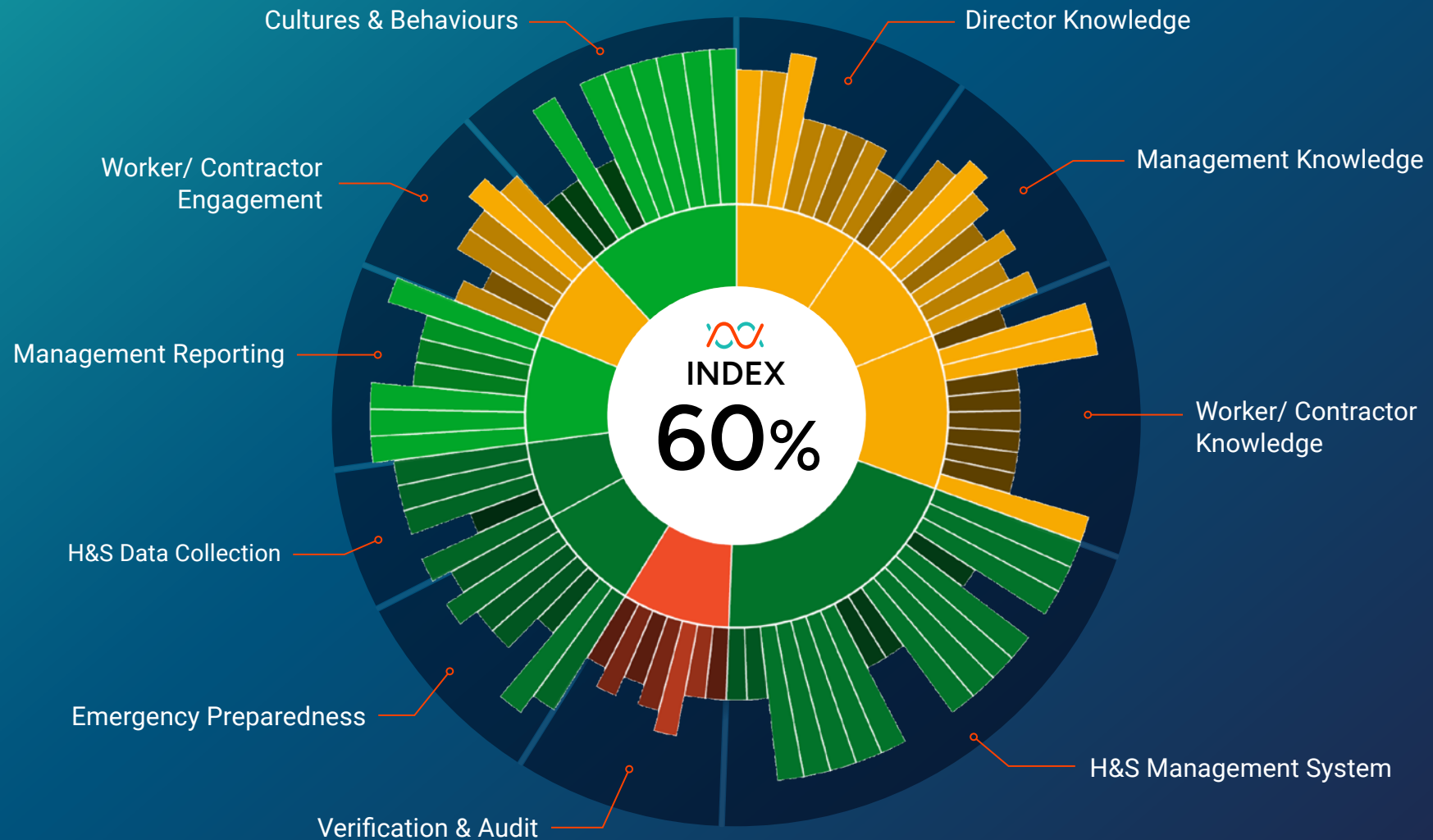
Average distribution of industries by market vs database

The representation of each industry within our database is largely representative of the industry representation in each of our three markets.



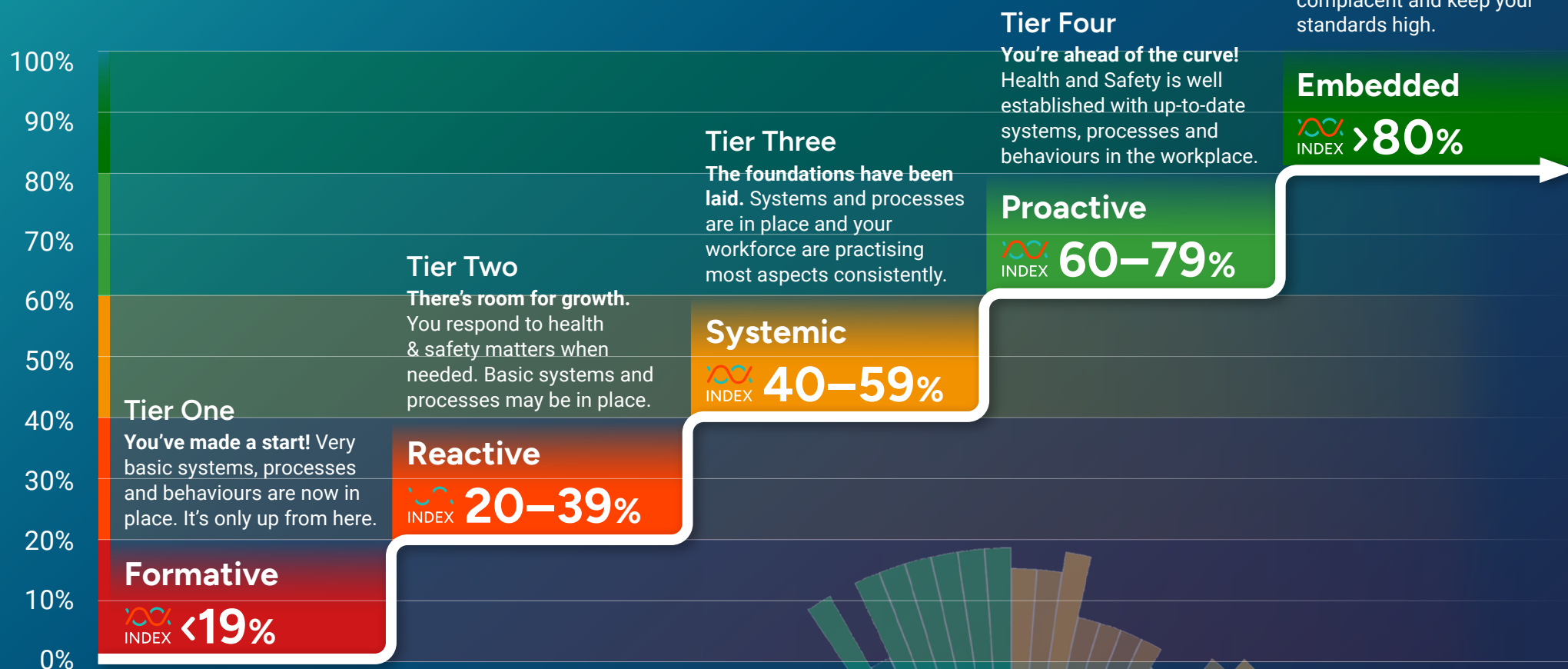
Our Modules

These are the 10 modules you'll find within our Safety Culture Maturity Assessment.



Our Maturity Scale

We grade each element against our Safe365 safety culture maturity scale. Each milestone has a range of 20% and our aim is to provide the data and insights that will unlock the buy-in and investment you need to reach the next tier.



Questions designed to push beyond compliance.

Each question is designed to measure the level of practice evident in your organisation. The first responses measure the presence of an element, the latter the degree to which the principles are executed in practice.

An example question:

[Revise your rating](#)

Do all management personnel take practical steps to understand the operations of the organisation and the impact of those operations on Health & Safety?

Please select the option that best reflects your organisation's current capability.

[Learn more](#)

☐ **No Management Involvement**

No management personnel take any steps, other than management meetings, to understand health & safety in our organisation.

☐ **Some Involvement, Ad Hoc**

There are examples of one or more management personnel taking practical steps to understand health & safety (such as regular site visits), but this is on an ad-hoc basis.

☐ **All Involved, Ad Hoc**

All management personnel take steps to understand health & safety (such as site visits, worker engagement, staff meetings or surveys), but this is on an ad-hoc/informal basis.

☐ **All - Documented**

All management personnel take steps to understand health & safety (such as site visits, worker engagement, staff meetings or surveys), which is documented & retained on the organisation's file.

☐ **All - Planned & Documented**

There is a regular, documented, ongoing program in place which allows management personnel to maintain an understanding of the operations of the PCBU & the impact of those operations on health & safety.

☒ **All - Ongoing & Comprehensive**

All management personnel have a comprehensive understanding of our organisation's scope of operations & an in-depth understanding of the impact of those operations on health & safety. Knowledge is maintained & documented through ongoing management participation in health & safety activities in the organisation.

Disclaimer

This report is provided for informational purposes only and is intended to assist in understanding and exploring trends in organisational safety culture.

The insights and analyses included in this report are based on anonymised data collected from various organisations using our proprietary assessment tool, which comprises 82 questions across 10 different modules. While we have taken considerable care to ensure the accuracy and relevance of the information presented herein, the findings should not be interpreted as definitive or applicable to specific individual or organisational circumstances without further personalised analysis.

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Furthermore, the insights derived from the data do not constitute professional advice, and reliance on the data provided in this report is strictly at your own risk. Before making any decisions based on the content of this report, we recommend consulting with a qualified professional to address your specific needs and circumstances.

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**Want to know
how you compare
to this analysis
of safety culture
maturity?**

Get in touch

safe365[®]

www.safe365global.com | support@safe365global.com

