Transport Sector Report

Safe365 Insights into Safety Culture Maturity

2024

What's inside?

FOREWORD

SAFETY CULTURE MATURITY

KEY INSIGHTS　　　　　

CASE STUDY Team Heathrow

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 advancements in technology and a deeper technical understanding of the regulations, tools, systems and processes behind health and safety in the Transport sector, 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 is in part, culture.

Safety culture, as it's become known, isn't a new construct. In fact, it's a subset of overall organisational culture, tailored to address 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' as compared to a compliance approach that measures whether or not an organisation is meeting minimum regulatory requirements.

Compliance requirements and the systems and processes it drives form an important, foundational part of culture, but the presence of true safety culture goes beyond this to include the reality of how those systems and processes are implemented, to what success, and the essential leadership ingredients that must be demonstrated to foster that engagement, commitment and advocacy amongst every member for 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 engrained awareness of the risks around them, the people those risks could affect, the safeguards that have been put in place to allow for work to be undertaken safely and the proactive default behaviours to look out for both themselves and others with every action contemplated and taken.

Understanding and benchmarking transport organisation health and safety culture maturity is critical for leaders to understand as it's inextricably linked with reputation, passenger confidence and associated organisational value.
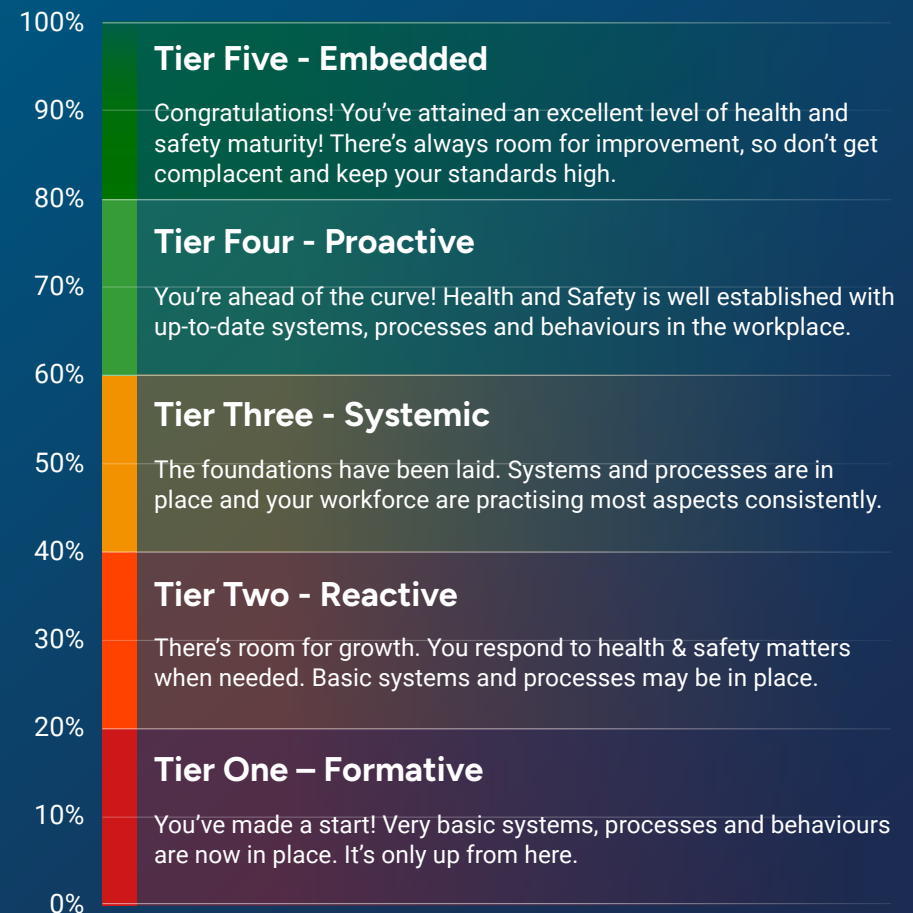
You can only manage what you can measure

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 in the transport sector.

Safe365 Safety Culture Maturity Scale

Tier Five - Embedded

Congratulations! You've attained an excellent level of health and safety maturity! There's always room for improvement, so don't get complacent and keep your standards high.

Tier Four - Proactive

You're ahead of the curve! Health and Safety is well established with up-to-date systems, processes and behaviours in the workplace.

Tier Three - Systemic

The foundations have been laid. Systems and processes are in place and your workforce are practising most aspects consistently.

Tier Two - Reactive

There's room for growth. You respond to health & safety matters when needed. Basic systems and processes may be in place.

Tier One – Formative

You've made a start! Very basic systems, processes and behaviours are now in place. It's only up from here.

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

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.

Module Elements
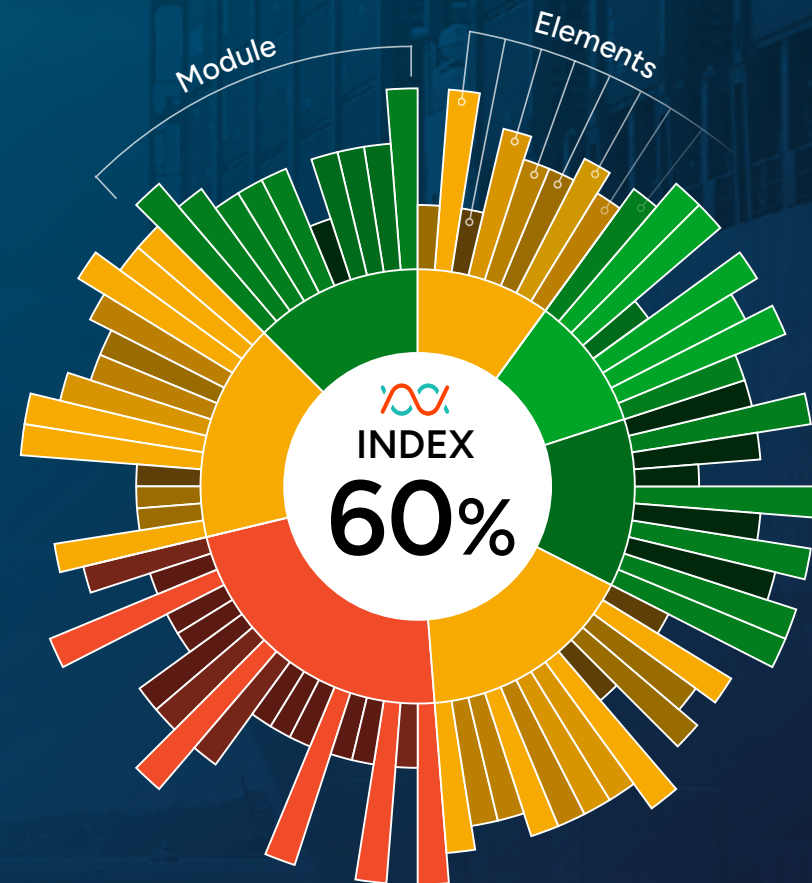
INDEX
60%

Want to learn more about the elements we measure?

> FIND OUT HERE

1 Transport sector represents a systemic safety culture.

The average safety culture maturity index for the industry is 52%.

This represents a sector with strong focuses on safety systems and processes that are practiced consistently across the workforce.

Transport average

52%

All Industries Average

51%

The Transport sector holds position 9 out of 20 in maturity.

Overall average	51%
Hospitality	57%
Mining	57%
Utilities	56%
Professional Services	55%
Construction	53%
Govt	53%
Healthcare	53%
Other Services	52%
Transport	52%
Real Estate	51%
Retail Trade	51%
Education	50%
Administrative	49%
Finance	49%
Manufacturing	49%
Primary Industries	48%
Wholesale Trade	48%
Arts & Rec	42%
Public Service	42%
IT & Media	41%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Tier One Formative   Tier Two Reactive   Tier Three Systemic   Tier Four Proactive   Tier Five Embedded
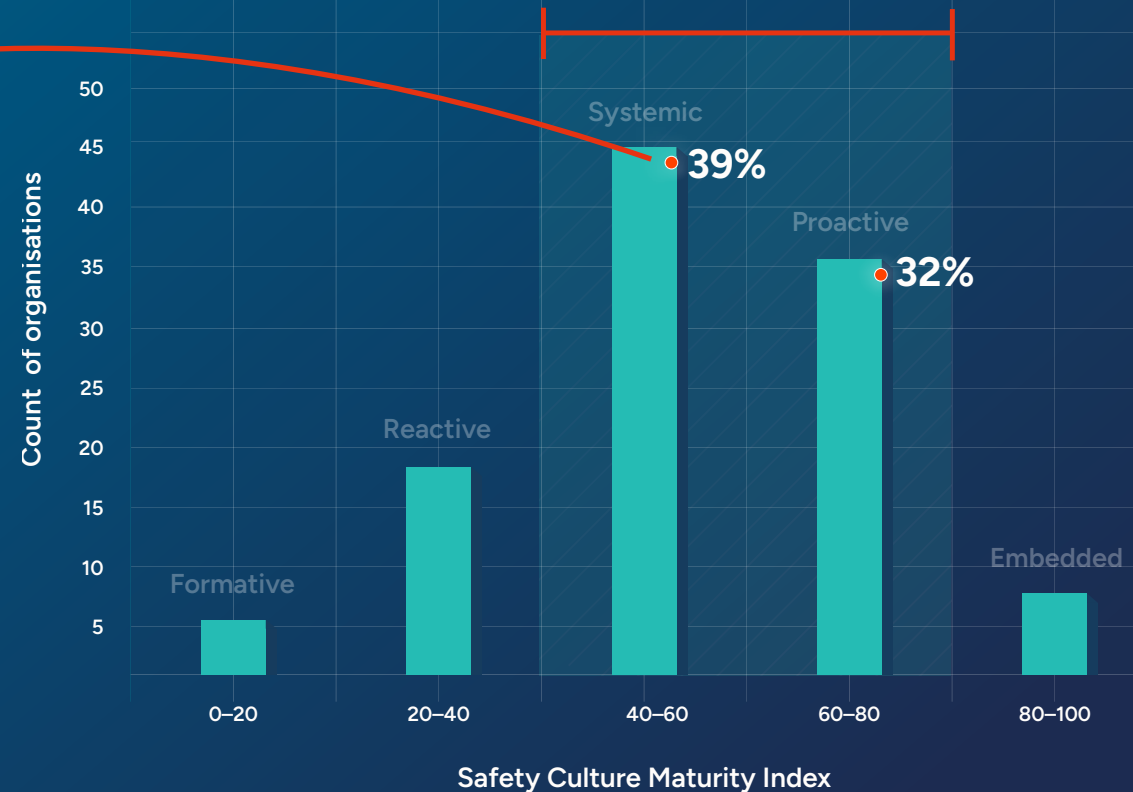
2 Two thirds of organisations in transport are proactive.

With a further 39% of organisations edging towards proactivity at tier three.

If we break the sector down, the bulk of organisations are represented across the systemic to proactive tiers of safety culture maturity – 39% in Systemic, 32% in Proactive.

This is consistent with the prevailing focus on regulations, systems, and procedures across transport, particularly passenger transport organisations.

Count of organisations

50
45
40
35
30
25
20
15
10
5

Systemic **39%**

Proactive **32%**

Reactive

Formative

Embedded

0–20   20–40   40–60   60–80   80–100

Safety Culture Maturity Index

3 Transport sector demonstrates greater maturity than average.
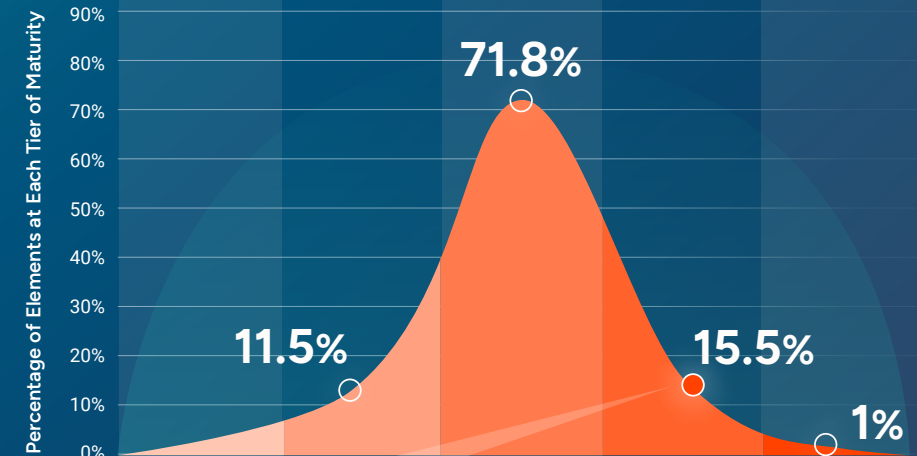
16.5% of all 82 elements measured for the transport sector score tier four or above in maturity. That's +7.9% more elements than we measured at an all industries level.

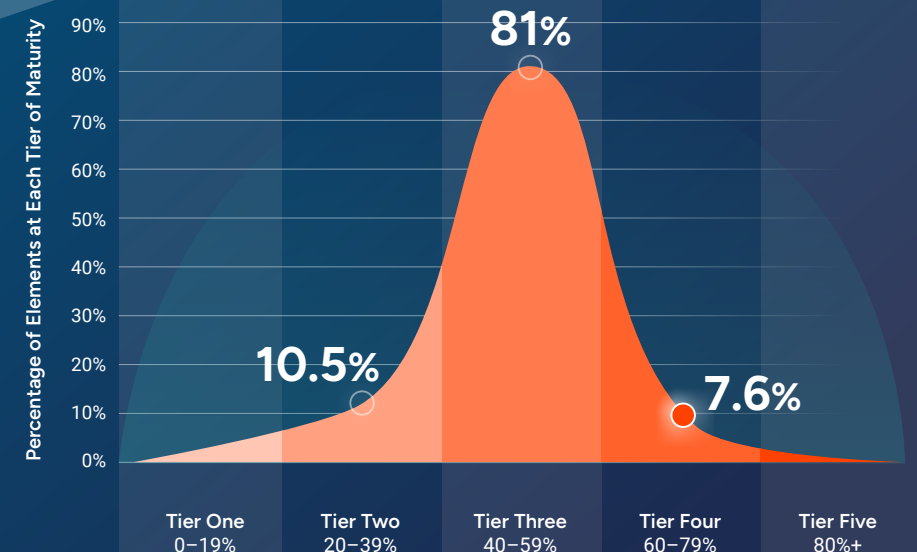### Additional tier 4+ elements in Transport Sector vs All Industries

Management Leadership	61%
Collecting Injury Data & Illness Data	61%
Near-Miss Reporting	61%
Training & Development	62%
Manual Handling	63%
Worker-Induction	63%
Operating Context	65%
Safety vs Business Performance	66%
Objectives and Plan	74%

Transport Sector | Safe365 Insights Report on Safety Culture Maturity

Distribution of Module Elements by Maturity

Transport

Percentage of Elements at Each Tier of Maturity

- 11.5%
- 71.8%
- 15.5%
- 1%

All industries

Percentage of Elements at Each Tier of Maturity

- 10.5%
- 81%
- 7.6%

| Tier One 0–19% | Tier Two 20–39% | Tier Three 40–59% | Tier Four 60–79% | Tier Five 80%+ |

4 Transport sector has above average maturity scores for modules focused on systems, processes and procedures.

These include health and safety management systems, management reporting and health and safety data collection.

As a sector, transport has systematically focused on just culture investigations to continuously improve for decades. Countries have dedicated, independent institutions to conduct these learning focused studies into incidents and promulgate findings for the benefit of the sector. These learnings have commonly focused on incremental improvements to safety processes and procedures which is reflected in these strengths.

INDICATOR	SECTOR AVERAGE	VARIANCE TO ALL SECTOR AVERAGE
Management Reporting	59.7%	+1%
Health & Safety Management Systems	56%	+3%
Health & Safety Data Collection	55.9%	+3%
Director Knowledge	49.2%	+1%
Management Knowledge	46.7%	+0.5%
Verification & Audit	40.4%	+2%

Conversely, the sector shared the same bottom three modules as all other sector averages. Director and Management Knowledge averaged in the lower half of systemic, with formalised risk management expertise being the lowest performing element.

Verification and Audit is the weakest module in Transport - same as industry average. Transports scores 40.4% in maturity (2% more than all industry average), creeping into Tier Three while the all industry average is Tier Two.

Average Maturity Score by Module

Variance vs All Industries	Module	Score
	Overall	52%
1.3%	Management Reporting	59.7%
2.2%	H&S Management System	56%
2.7%	H&S Data Collection	55.9%
0.3%	Culture & Behavoiur	55.5%
-0.3%	Worker/Contractor Engagement	53.7%
-0.8%	Worker/Contractor Knowledge	52.5%
0.6%	Emergency Preparedness	50%
1.2%	Director Knowledge	49.2%
0.5%	Management Knowledge	46.7%
1.7%	Verification & Audit Activities	40.4%

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%

| Tier One Formative | Tier Two Reactive | Tier Three Systemic | Tier Four Proactive | Tier Five Embedded |

5 Does size matter?

Overall, there is an 11% difference in maturity indicator for organisations both greater and less than 500 employees in the Transport Sector.

Whilst there are a number of modules where this difference is relatively minor, it's clear that there are strengths in larger organisations, likely with dedicated health and safety staff, to illicit strengths in their health and safety systems and protocols. These gaps are then reduced when considering the interpersonal modules such as culture & behaviours, worker & contractor engagement.

For organisations greater than 500 employees, management reporting was clearly a strength of the sector. This scores an average of 78% which was 27% points clear of transport organisations with less than 20 employees. Whilst smaller organisations may have less of a gap from frontline to managers, this practice improved as organisations grew in size, indicating the effectiveness of processes and systems to normalise reporting in larger organisations.

For organisations less than 250 employees, the maturity of Verification and Audit was significantly lower than that of larger organisations. This gap between the smallest organisations and largest organisations is 10.8% but closes progressively as size increases.

Worker and Contractor Knowledge also increased significantly as organisational size grew, from 49.5% to 60.3% which may indicate the strength of training and development systems and maturing processes to support workers in their roles.

<20 FTE Average	>500 FTE Average	Difference
48%	59%	11%
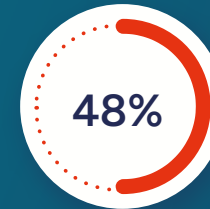
Modules with greater than a 10% variation between small and larger organisations

MODULE	<20 FTE AVERAGE	>500 FTE AVERAGE	DIFFERENCE
Worker/Contractor Knowledge	49.5%	60.3%	10.8%
Verification & Audit Activities	35.0%	45.8%	10.8%
Management Reporting	50.6%	78.1%	27.5%
Health & Safety Management System	50.0%	65.9%	15.9%
Health & Safety Data Collection	48.3%	63.5%	15.2%
Emergency Preparedness	43.9%	58.7%	14.8%

6 Safety 1.0 to Safety 2.0.

Contemporary safety practice is focused on a proactive approach that seeks to understand and enhance work practices, building systems that are resilient and adaptable, and recognising human variability as a source of safety; collectively this is commonly referred to as Safety 2.0. This approach emphasises collaboration and creating an environment of continuously learning over a compliance focus which is aligned to Safety 1.0.

Across the Safe365 Safety Culture Maturity Index, Transport was consistently above all sector average when considering the elements that align to a Safety 1.0; particularly across safety management systems, health and safety accountability, and management reporting.

The elements that indicate practices consistent with Safety 2.0 were consistently below the average across all sectors (ranging from -1% to -14%). This is typified by significant gaps in Consultation (-11%), Communication (-6%) and Workforce Engagement Reporting (-18%) indicating a disconnect between workers and management on their roles and responsibilities for health and safety. Enhancing worker engagement, building partnerships with workers for health and safety, and maturing safety systems on the back of this engagement are clear opportunities to enhance performance not only in Transport but across all sectors where sense of partnership is only at 51%.

Safety 1.0		Safety 2.0	
INDICATOR	**VARIATION FROM ALL SECTOR AVG**	**INDICATOR**	**VARIATION FROM ALL SECTOR AVG**
Health and Safety Management System	+39%	Consultation	-11%
Health and Safety Policy	+25%	Communication	-6%
Near Miss Reporting	+18%	Sense of Partnership	-1%
Collecting Injury & Illness Data	+32%	Workforce Engagement Reporting	-14%

Team Heathrow

63,000 employees

Driving collaboration and collective ownership of risk

"Safe365 have proven to be excellent partners to Heathrow Airport. The platform has provided our airport ecosystem with a methodology of surfacing insights and that help us measure, monitor and improve our safety culture."

Amanda Owen MBE, Director Health, Safety & Wellbeing

IMPACT

+5%
SAFETY CULTURE
MATURITY INDEX

+5%
> increase in safety culture maturity index in first 12 months for HAL

-29%
reduction in occupational harm

PROBLEM

• Limited understanding of the safety maturity of the parent company

• Poor contractor & ground operator safety culture visibility

• High operational risk environment, high variability in approach to risk

• No consistent approach to maturity measurement

APPROACH

• Team Heathrow business units safety culture maturity assessed

• 30 largest suppliers engaged covering 80% of Heathrow personnel

• Focus groups, surveying and exploratory sessions with the executive team to gather data and build momentum

> Provided a data-driven view of the Heathrow safety ecosystem – exposing areas of higher risk

> Critical roadmap established with supplier Safety Council working group

> Delivered clear accountability to support and drive change

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Intelligent Safety Culture

To join the conversation and access content on the shift towards more proactive safety leadership, join The Safety Leaders Forum here.

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