

Ramboll

Safety Leadership and Culture

RAMBOLL

Bright ideas.
Sustainable change.



Ramboll in brief

Independent architecture, engineering, and consultancy company

Creating sustainable solutions across energy, real estate, transport, water, waste, industry, finance, technology, healthcare and public sectors

Founded 1945 in Denmark

Owned by Rambøll Fonden – The Ramboll Foundation providing long term stability

SBTi approved reduction targets and committed to reaching net-zero GHG emissions across scopes 1, 2, and 3 by 2040



35

Countries covered by
global office network



>18,000

Experts



2.3 Bn

Global revenue, in 2024
across all markets



Safety Leadership and Culture Workshop

RAMBOLL

Bright ideas.
Sustainable change.



Safety Leadership & Culture Webinar Series

Seven 20-minute live broadcasts covering a broad spectrum of safety leadership and coaching topics designed to help leaders and supervisors have a better understanding of safety behaviour and more powerful personal impact on the safety behaviour of their people.

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Safety Leadership and Culture webinar series registration:
<https://c.ramboll.com/safety-leadership-and-culture-programme>

Session Guidelines

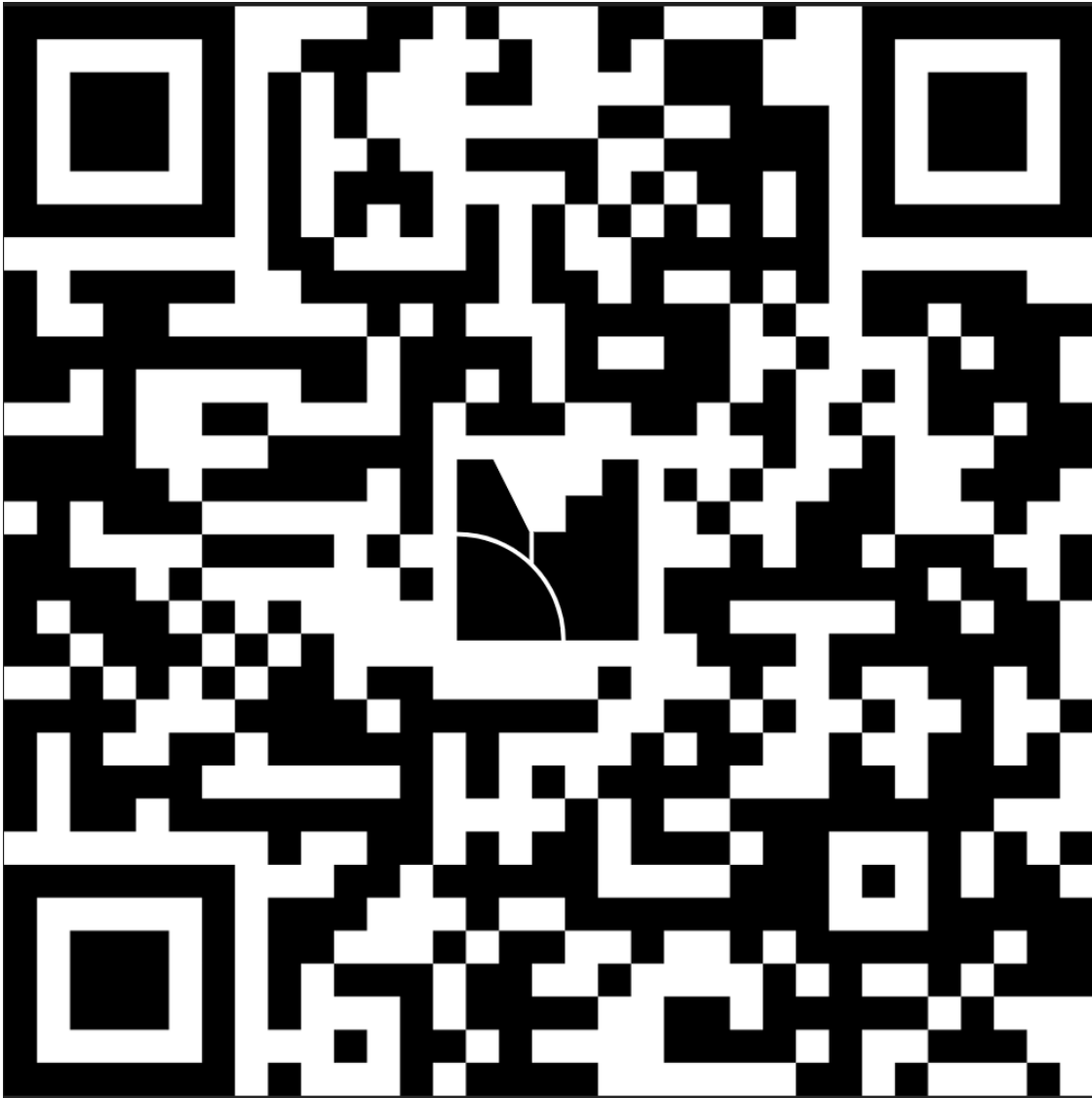
1. This is for you
2. We will have a few short simple polls
3. We will have a few 'chat' sessions using the question function
4. Please use the question or chat functions if you have questions or comments as we go along
5. There will be time at the end for additional questions and discussion

This Session

1. The Impact of Safety on Business
2. Leadership Behaviour and Safety Culture
3. The Power of Leadership Alignment
4. Q&A

The Impact of Safety on Business



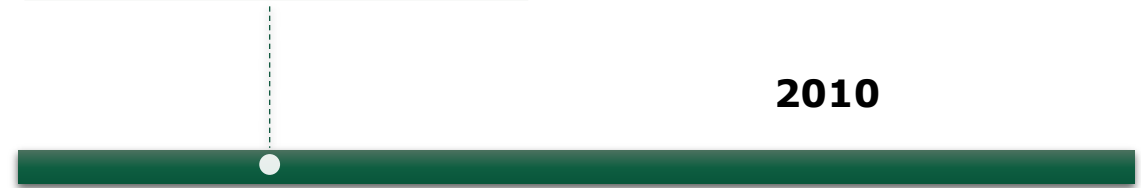


www.menti.com code **2549 6959**

Poll

How much did the 1989 Exxon Valdez disaster cost Exxon? 1989

- \$500m
- \$1b
- \$10b
- \$40b



1989

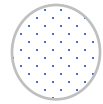
2010

How much did the 2010 Deepwater Horizon disaster cost BP? 2010

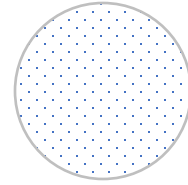
- \$500m
- \$1b
- \$10b
- \$40b

Exxon Valdez
24 March 1989

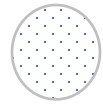
BP Macondo
20 April 2010



EHS Impact



EHS Impact



Business Impact
\$507,500,000

Business Impact
\$41,000,000,000
- 36% share value

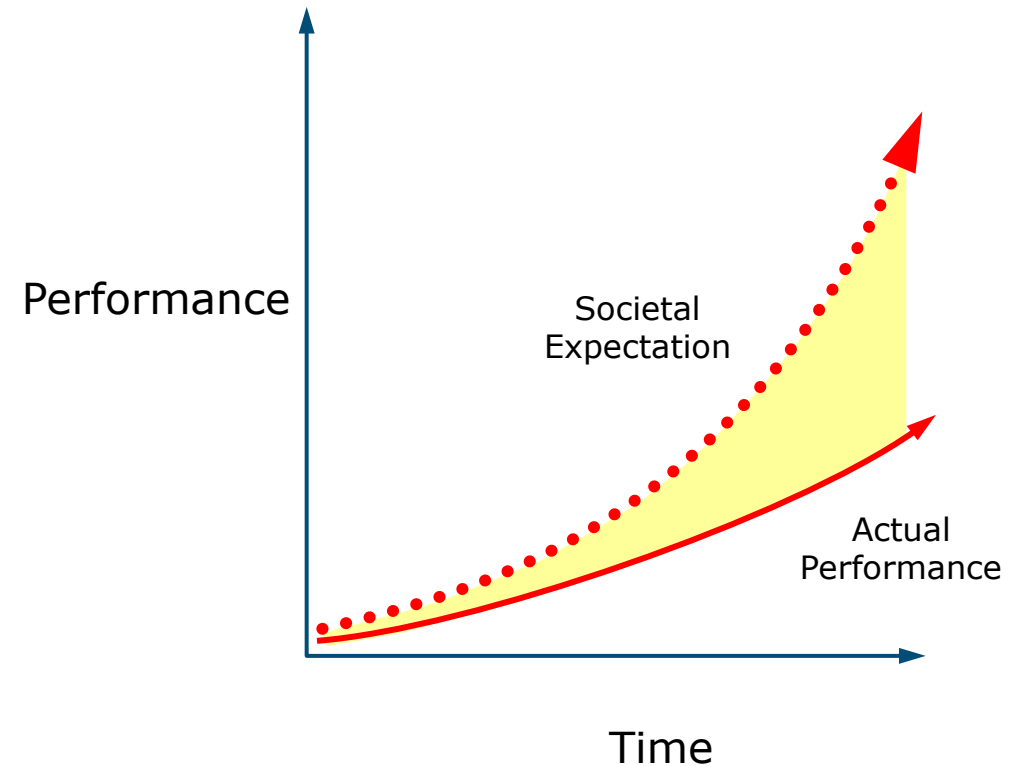
The Leadership Challenge

Chat Function

- What has changed over the last 30 years to increase the business impact of safety incidents?

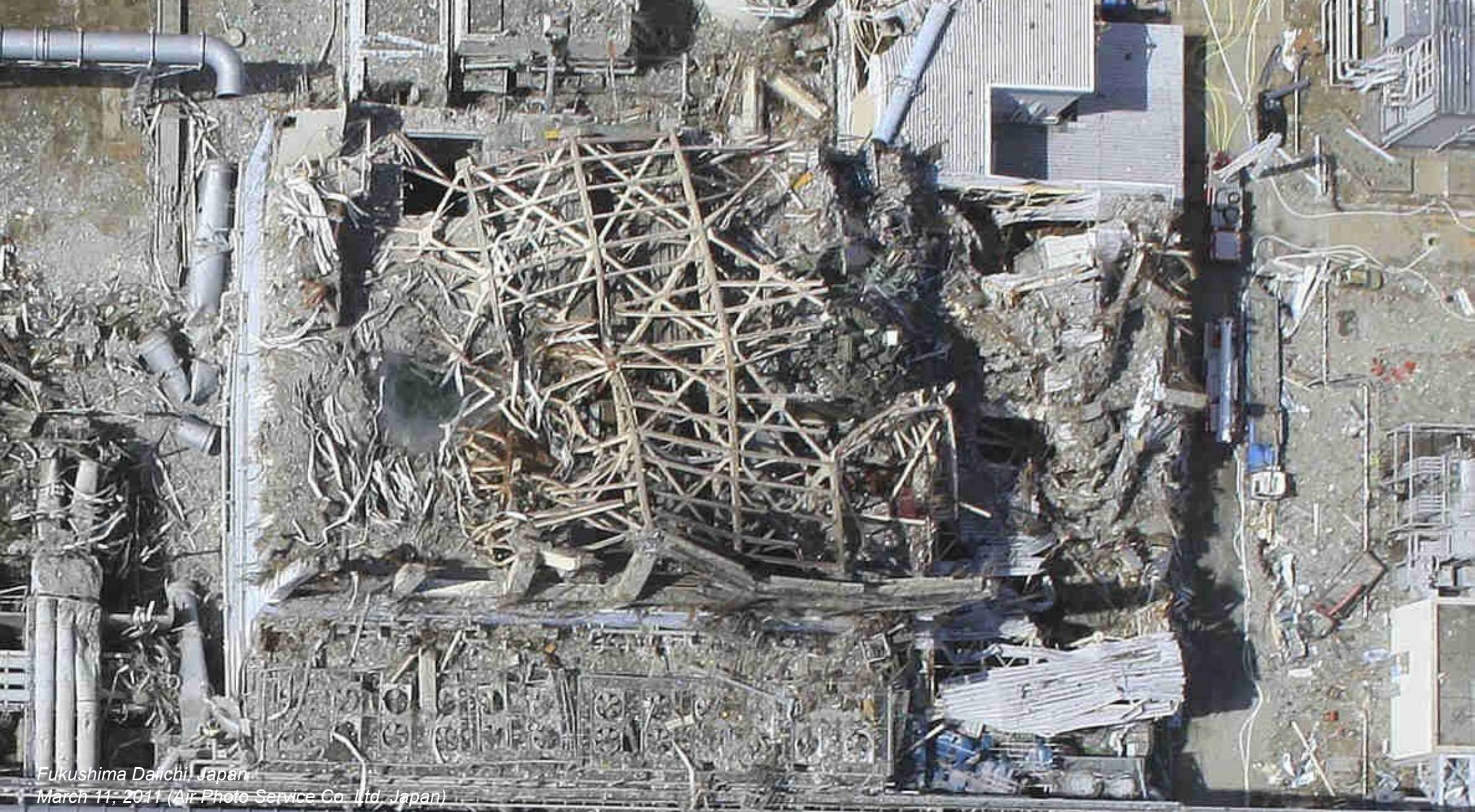
Impact of Safety on Business

- Media/ Social Media: 24/ 7 and instant global coverage
- Incidents: frequency and scale continue to escalate
- Education: better educated/ better informed public
- Science: increasing volume of more accurate data
- Regulation: increasingly stringent year on year
- Declining tolerance of risk: societal expectations continue to rise





*Deepwater Horizon, Gulf of Mexico,
April 20, 2010 (BBC)*



*Fukushima Daiichi, Japan
March 11, 2011 (Air Photo Service Co. Ltd, Japan)*



Tianjin, China
August 12, 2015 (BBC)



*Brumadinho, Minas Gerais, Brazil
January 25, 2019 (BBC)*



Beirut, Lebanon
August 4, 2020 (BBC)

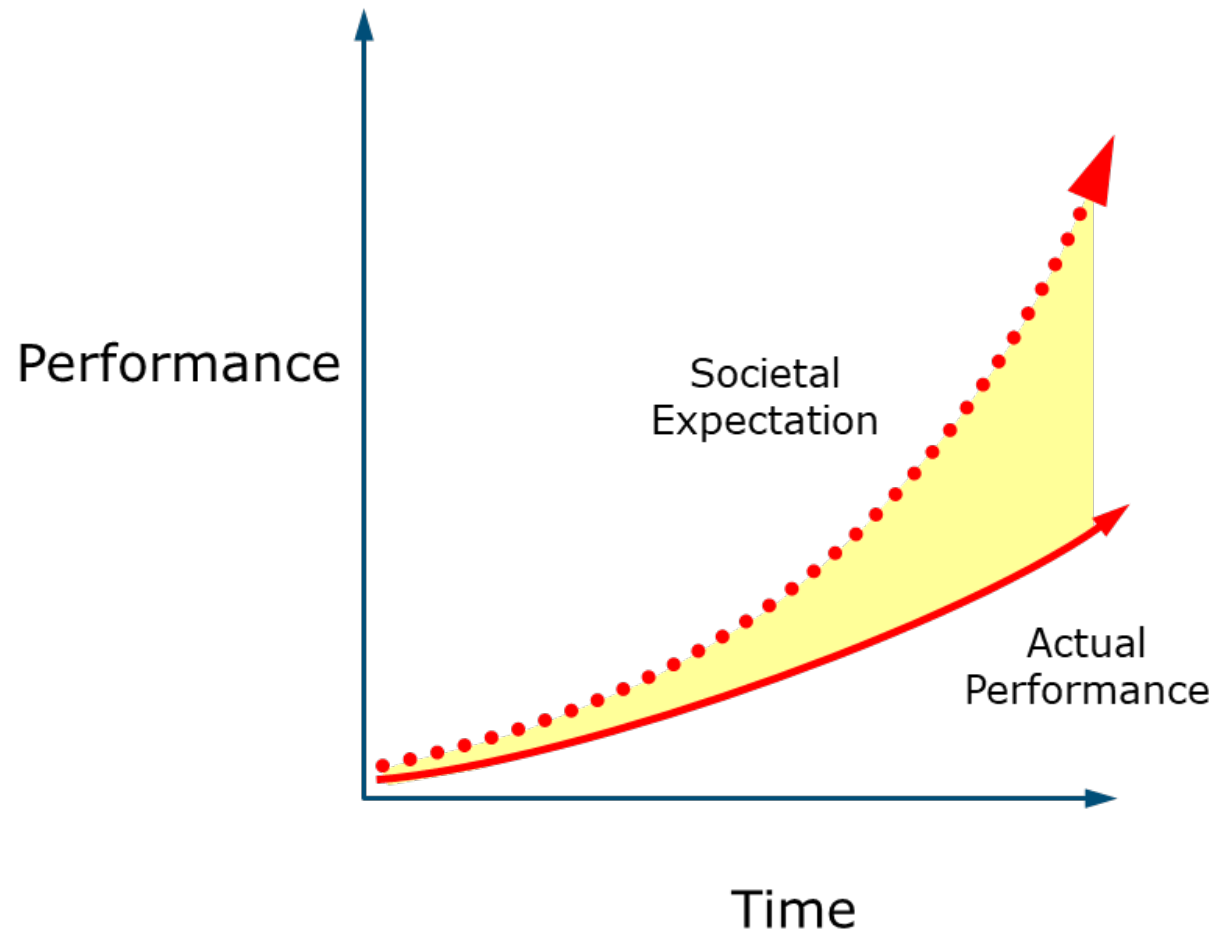


*Marathon Petroleum, New Orleans, USA
August 25, 2023 (Aviation Specialists Inc)*



*Vistra Power Plant, California, USA
January 17, 2025 (Bloomberg)*

Definition of insanity...



"Insanity is doing the same thing over and over again, but expecting different results."

Narcotics Anonymous, 1981



Leadership Behaviour and Safety Culture

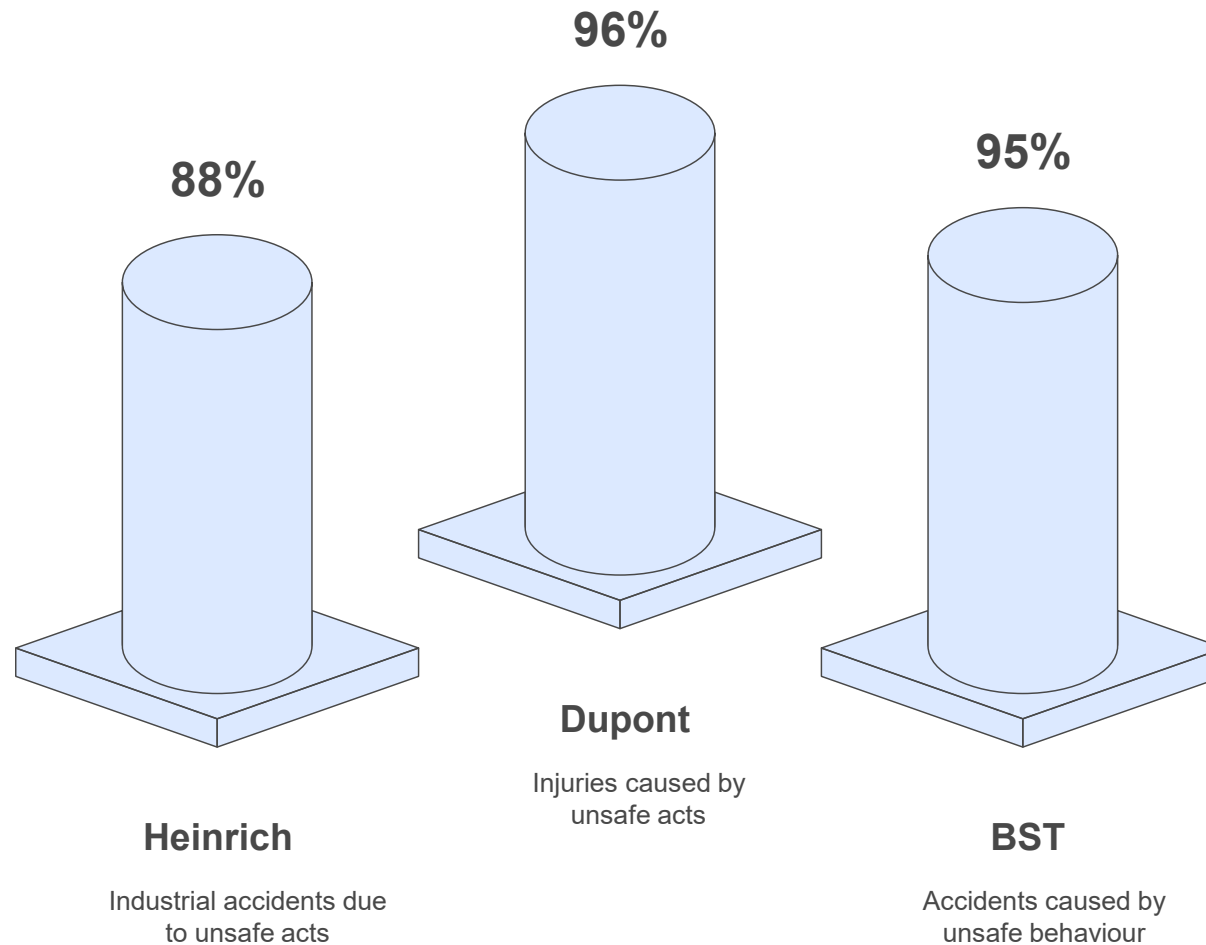


Poll

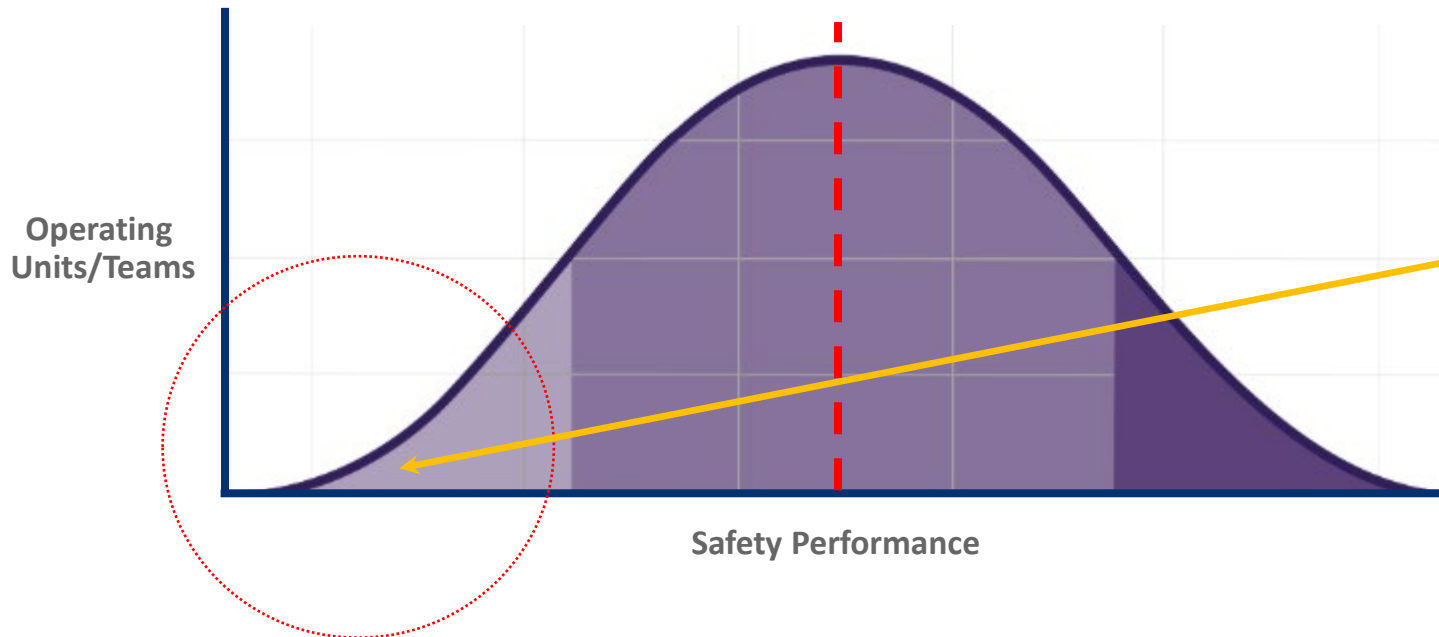
- What percentage of accidents/incidents are due to behavior?
- 20%
- 40%
- 60%
- 80%
- 100%

www.menti.com code **2549 6959**

Percentage of accidents/incidents due to behaviour



Where to Focus

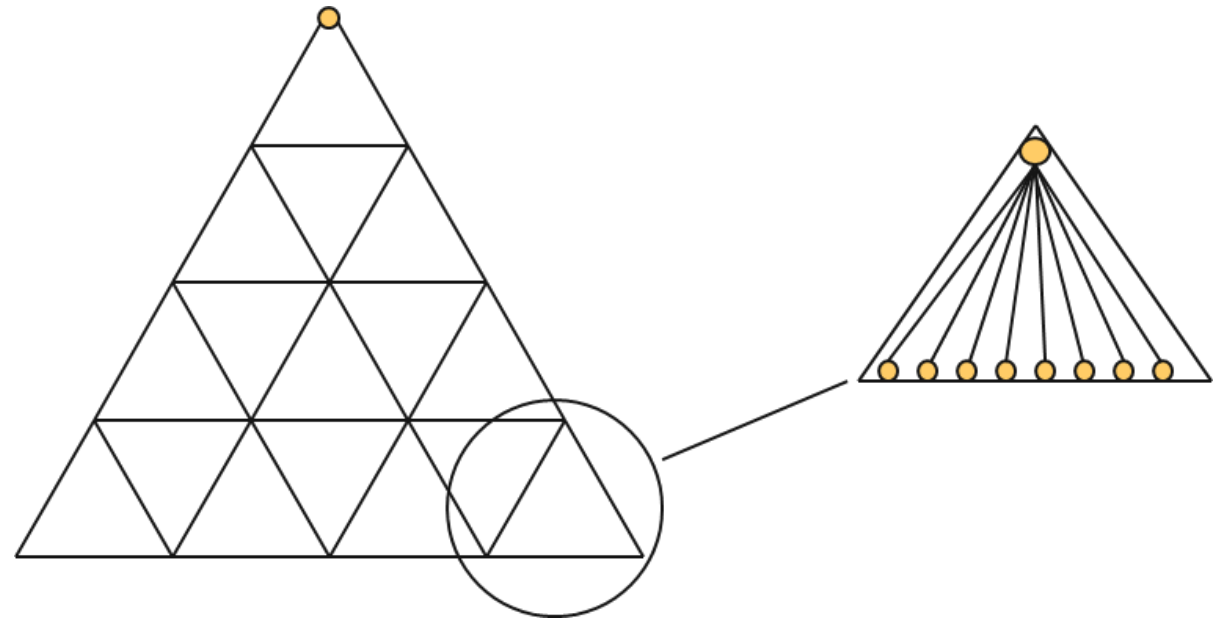


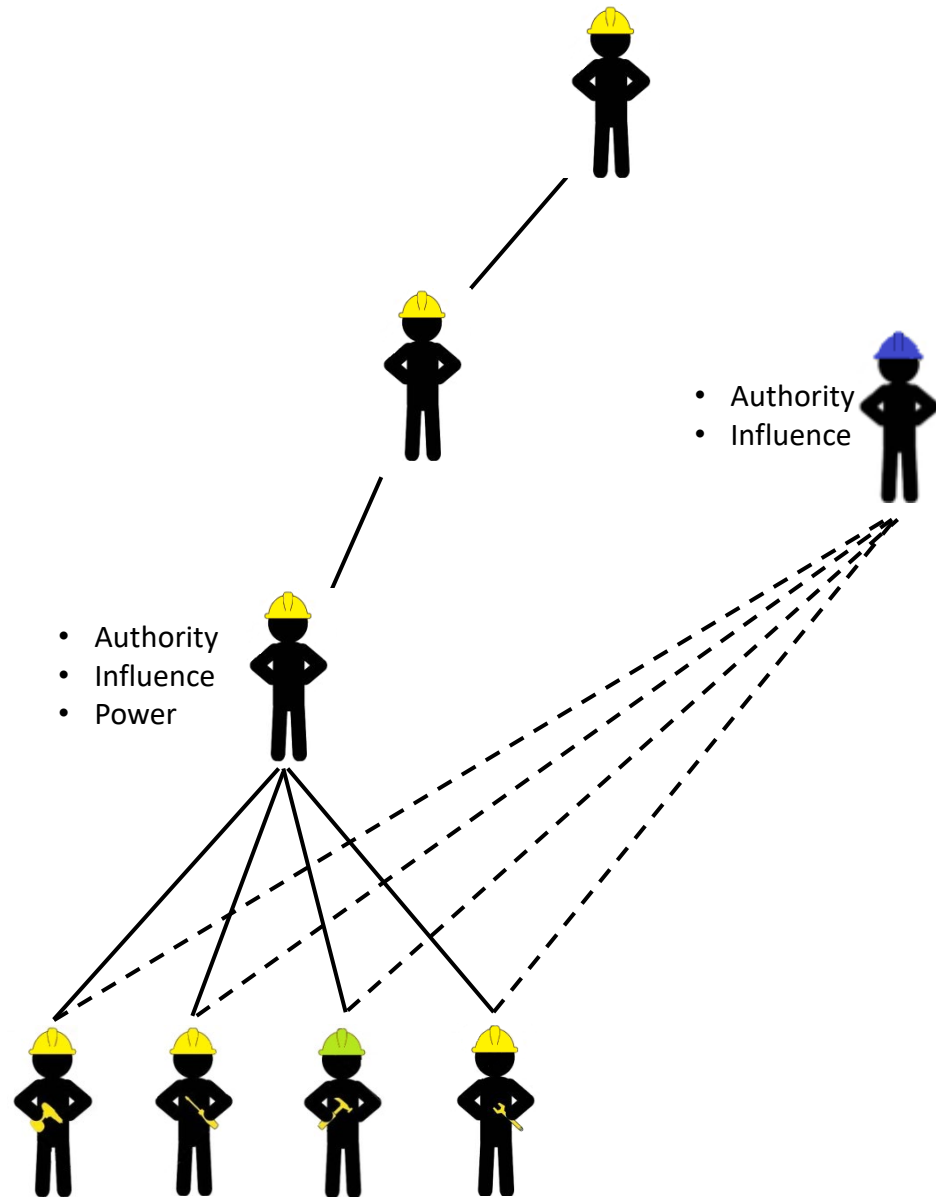
*Performance varies across teams,
operating units, divisions*

- Performance is a bell curve
- Most of the organisation above average
- Incidents/accidents generally at the base of the curve
- Potential for performance gains greatest in these areas
- Leaders/supervisor here are most resistant to change

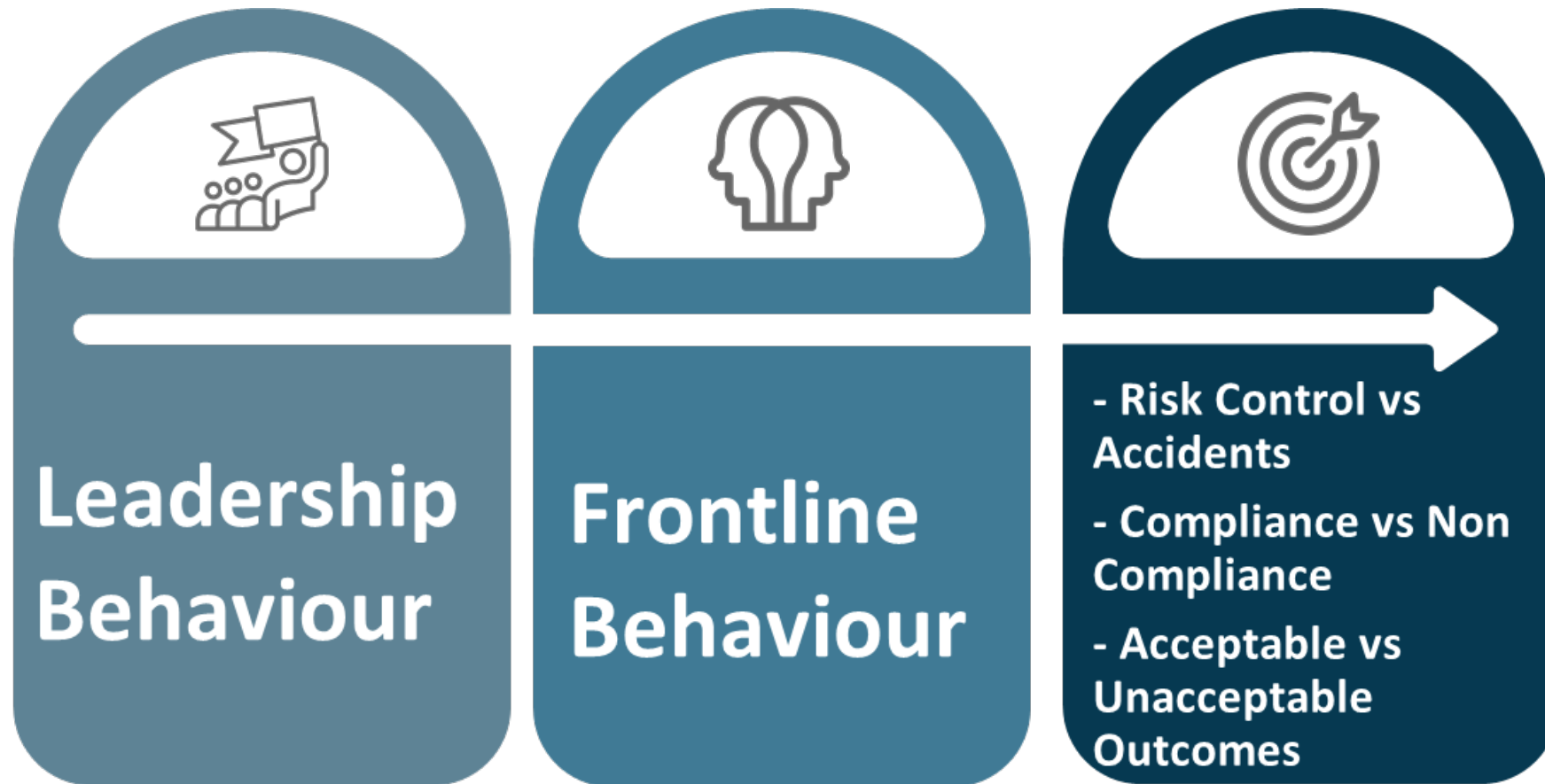
Team Performance Counts

- Each and every team has its own culture, performance standards
- Culture a product of *leaders' actions* and especially their *reactions*
- Quality of leadership in the team is the most critical factor in determining
 - Safety performance (and everything else...)
 - Whether the team has accidents or not





Leaders Create Safety Culture



Behaviour =

Thought + **Action**

We can only change how people act if we get them to think differently

Improving Performance Outcomes

- Better outcomes only if front line personnel change their behaviours
- Behaviours on the front line will only change if front line leaders and their leaders up the line:
 - Change their behaviours
 - Create different culture in their teams
 - Use existing processes in a different way
 - Having the right intent is critical... but not sufficient





The Power of Leadership Alignment

A to B

Inadequate risk assessment
Taking short cuts
Poor control of new workers
Poor planning of the job
Less mindful of the hazards
Failure to comply with company's PTW
Lax execution of higher risk activities
My buddies ignore what I do
My supervisors doesn't know what's going on
Bypassing safety equipment
Equipment that is not fit for use
In the line of fire
Less safe
People often hurt on the job
People hide incidents



Excellent risk assessment
No short cuts
Great control of new workers
Robust planning of the job
More mindful of the hazards
Good compliance with PTW
Disciplined execution of higher risk activities
My buddies watch out for me
My supervisors know exactly what's going on
Full use of safety equipment
Equipment that is fit for use
Clear of the line of fire
Much more safe
People rarely hurt on the job
People share incidents openly so we can learn from them













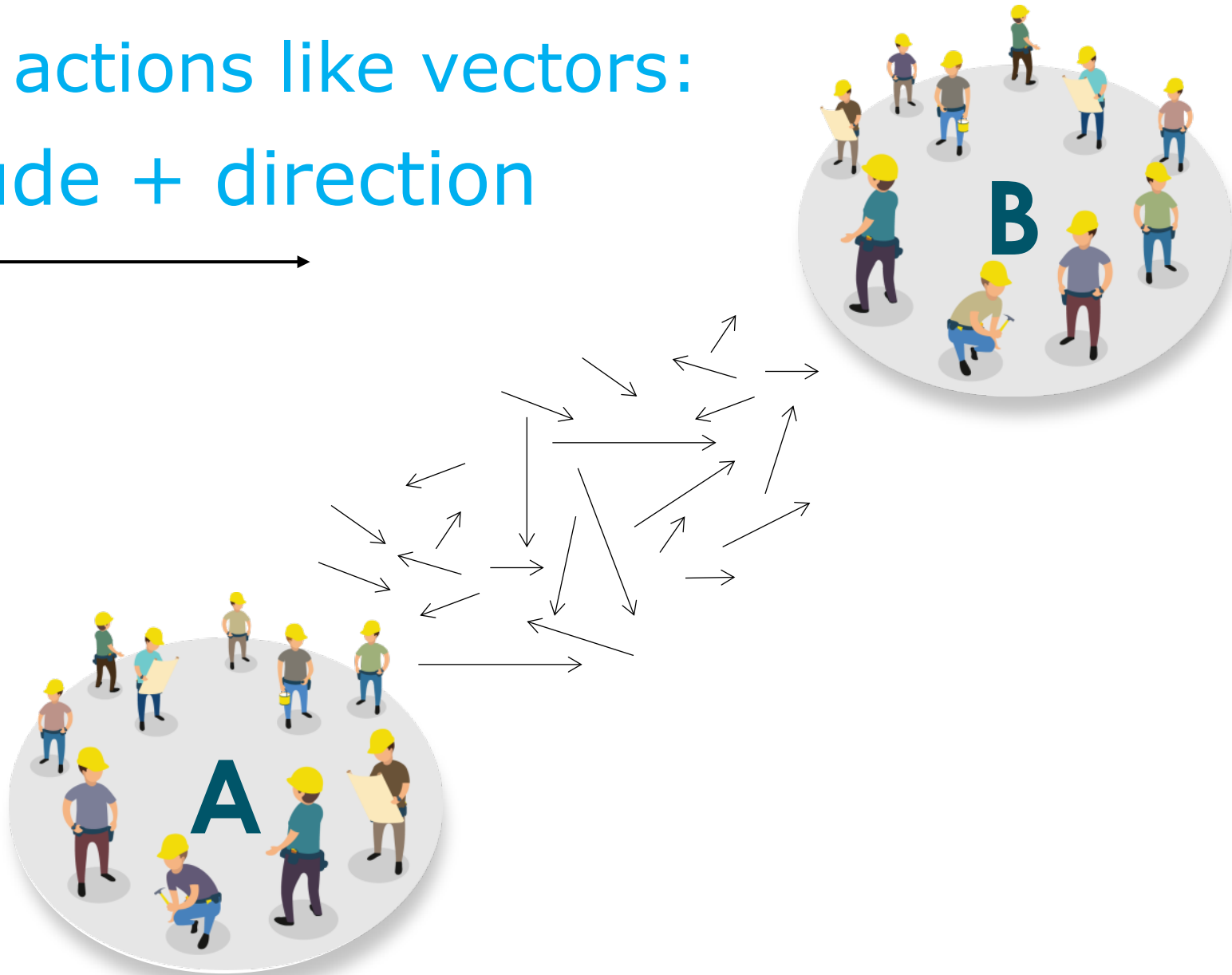




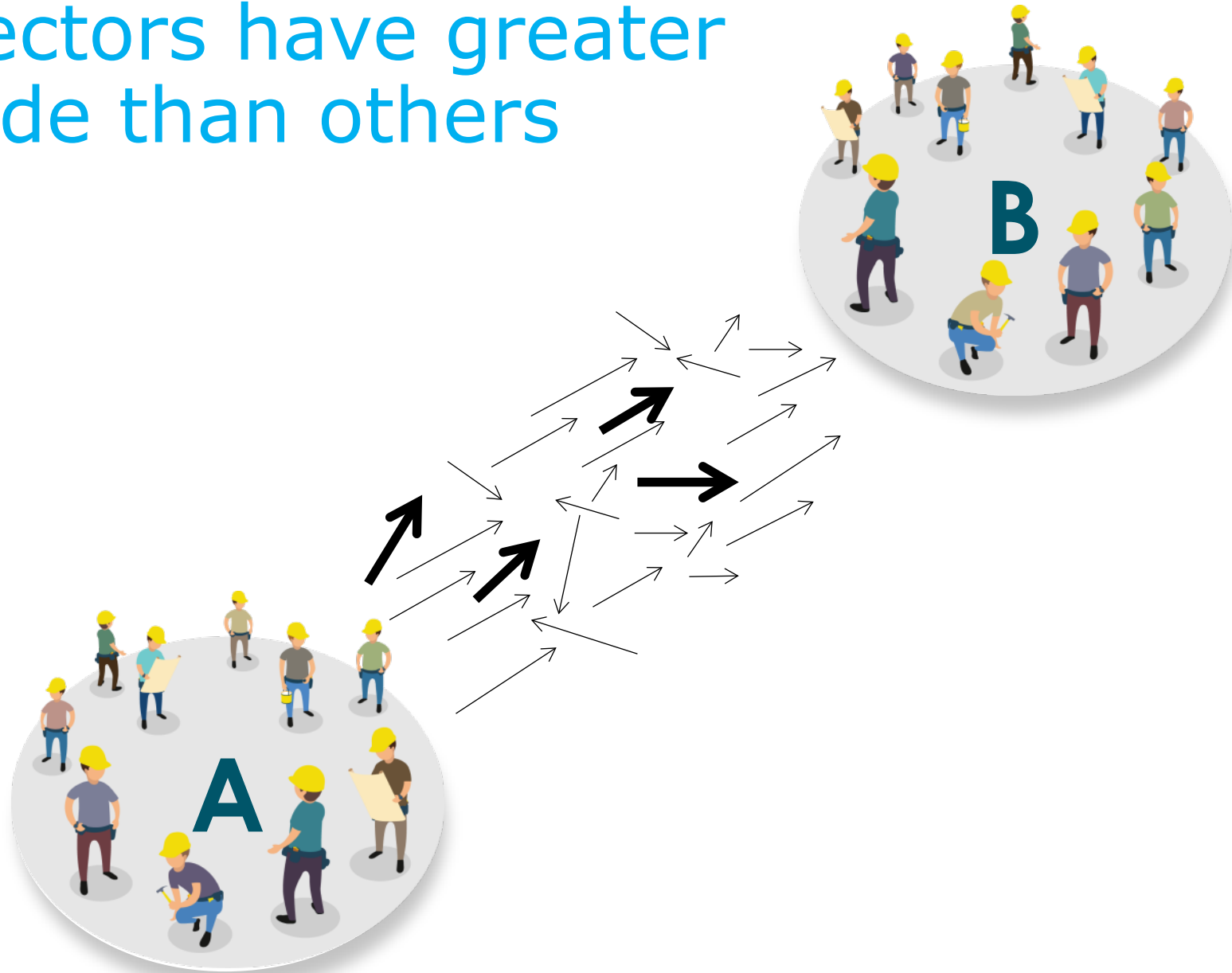




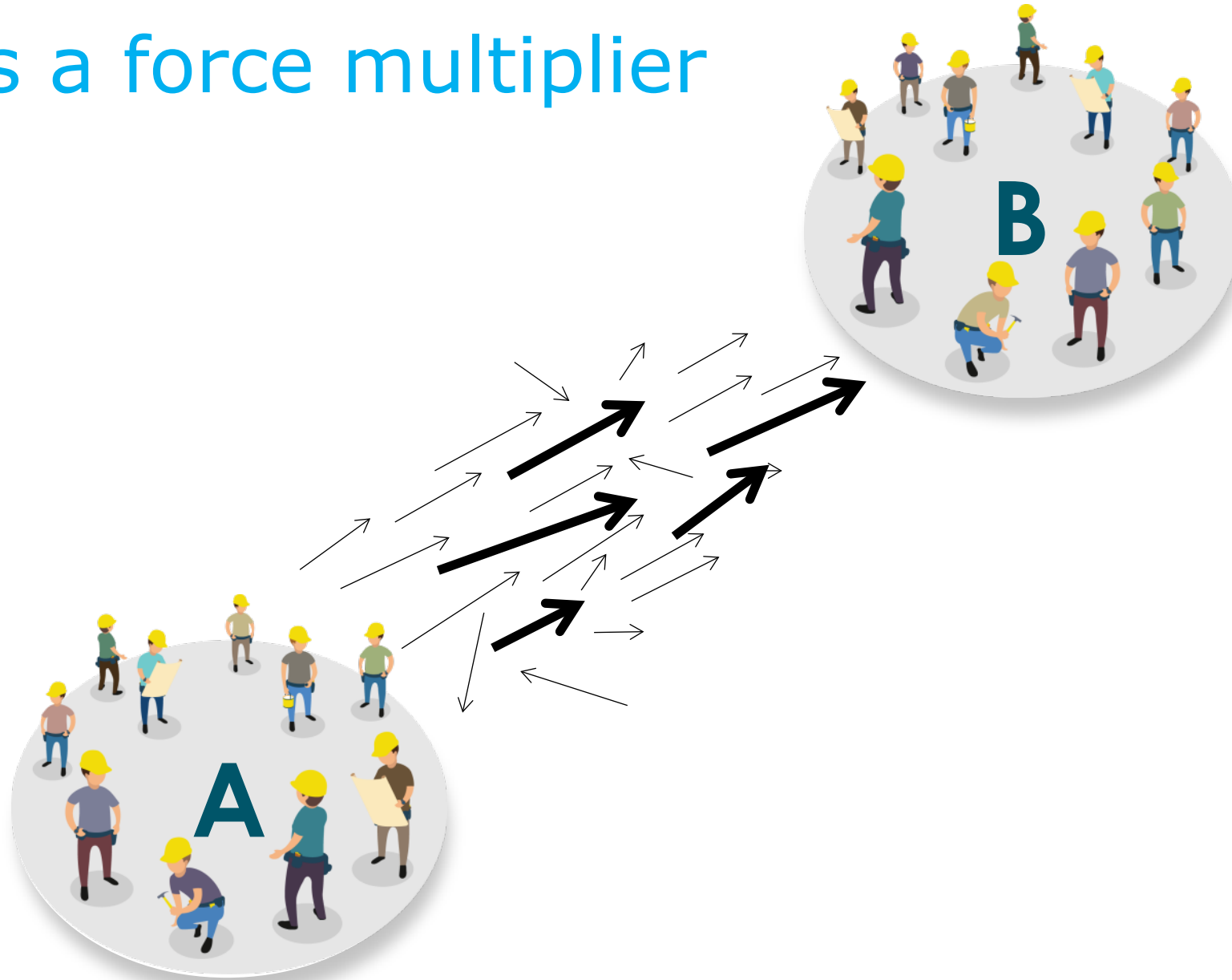
Leaders' actions like vectors: magnitude + direction



Some vectors have greater magnitude than others



Team as a force multiplier



What does leadership alignment look like in safety?

Chat Function

- What can Executive Teams do to create leadership alignment for safety?

Equip Leaders for Change



- Harness the power of leadership influence
- Have transformational interactions with their people
- Recognize and focus on areas of greatest need
- Breathe life into established programs and processes
- Create the behaviours and culture they want on the front line

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Thank you!

Q&A

Come off mute or

Use the chat function

