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Ethical Leadership in Safety Management

IOSH Middle East Annual Conference 2016

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Key figures

Long-term experience

- Founded in 1945, The Hague, the Netherlands
- Presence in the Middle East (Abu Dhabi) since 1974
- Part of Bilfinger Industrial Technologies

Ample resources

- 4,900 engineering staff worldwide
- 2,000 engineering staff in the Middle East

In-market presence throughout the world

- 50 offices in 25 countries

Long term relationships with clients

- 75% of turnover = repetitive business

Our markets



Industrial



Health & Nutrition



Energy & Environment



Chemicals



Oil & Gas



Property



Infrastructure



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Why Ethical leadership?

The International Labour Organization's (ILO) world-wide research shows:

EACH YEAR...

- Every 15 seconds, a worker dies from a work-related accident or disease
- Every 15 seconds, 153 workers have a work-related accident.
- Over **2.3 million deaths** occur due to occupational **accidents** or **diseases**



International
Labour
Organization

Accident effects

EACH YEAR...

- **160 million** workers suffer **work** related illnesses
- Around **337 million** workers are injured in **workplace** accidents
- **4% of world GDP*** is lost through **work related** death, injury or sickness
- The annual cost to the global economy is a staggering **\$1.25 trillion**

*GDP- Growth Domestic Product



Trends in work-related injuries and ill health

Summary description		Earliest data	Latest data
Workplace injury (latest data adjusted to align with 1974 reporting requirements)		1974	2014/15
	Fatal injuries to employees	651	92
	Rate of fatal injury per 100,000 employees	2.9	0.48
	Reported non-fatal injuries to employees	336,722	77,310 (2011/12)
Rate of self-reported non-fatal injuries		2000/01	2014/15
	All Injury rate per 100,000 workers	3,980	2,030
Occupational diseases		1974	2013
	Deaths from pneumoconiosis as underlying cause (non-asbestosis)	453	165
	Deaths from asbestosis without mention of mesothelioma (asbestosis register)	74	516
	Deaths from mesothelioma (Mesothelioma register)	243	2,538
Rate of self-reported work-related illness (latest data adjusted to align with 1990 survey definitions where possible)		1990	2014/15
	Overall rate per 100,000 employed	5,940	3,940
	Rate of musculoskeletal disorders per 100,000 employed	2,750	1,750
	Rate of stress and related conditions per 100,000 employed	820	1,450

- Fatal injuries to employees have fallen by 86%
- Reported non-fatal injuries have fallen by 77%

- ILO welcomes call for stronger efforts to promote decent work –
 - Berlin Meeting 05th April 2016
- Key Points:
 - strengthen efforts to promote decent work
 - commitment to create good and safe work conditions
 - simultaneously promoting gender equality



- Entities across the globe have made considerable improvements in occupational safety and health (OSH) over the past decades.
- So as the governing bodies
 - Oman - Occupational safety and health has been regulated under the Ministerial Decision No. 286/**2008**, namely the Regulation of Occupational Safety and Health for Establishments Governed by the Labour Law.
 - ADEHSMS RF is introduced through OSHAD in Abu Dhabi 2010 for the emirate
- One of the reasons for such improvements are due to the **managers** who take active **leadership** role or extended a passive support



Leaders influence others!



Occupational Health and Safety (OHS)

Occupational health and safety systems are

- Designed to identify and minimise risks at the workplace.
- The effectiveness of such systems also affects business performance
- It is the legal (and moral) duty of employers to ensure the protection of workers' health and safety
- **Management leadership on OHS plays a vital role!**

CONTINUAL IMPROVEMENT CYCLE



Why Ethics Matters?

- Uncertainty or conflicts about values—that is, ethical concerns—inevitably arise in safety management
- Responding effectively to ethical concerns is essential for both individuals and organizations.
- When ethical concerns aren't resolved, the result can even result in losing life
- When employees perceive that they have no place to bring their ethical concerns, this can result in moral distress



Why Ethics Matters

- Safety engagement is essential for successful implementation of safety management
- Value based approach is more effective than rule based
 - Rule dictates them to do things in a right manner
 - Values drives them to do the right things

Value based approach recognize that ethics means much more than mere compliance with the law





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What?

- Leadership is regarding the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations .
- Leaders help themselves and others to do the right things.
- *Leaders are people who do the right thing; managers are people who do things right.*
 - *Professor Warren G. Bennis*



- Ethics or moral philosophy is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct- Wikipedia definition
- Ethics investigates the questions
"What is the best way for people to live?" and
"What actions are right or wrong in particular circumstances?"



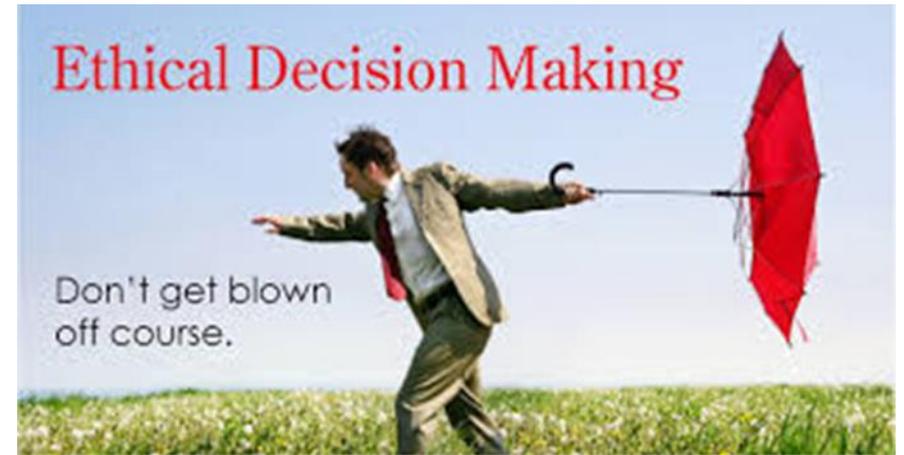
Ethical Leadership

- Ethical leadership is leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others.
- It is thus related to concepts such as trust, honesty, consideration, charisma and fairness
- Safety leaders play a critical role in creating, sustaining, and changing their organization's culture, through:
 - their own behavior
 - the programs and activities they support and praise or neglect and criticize



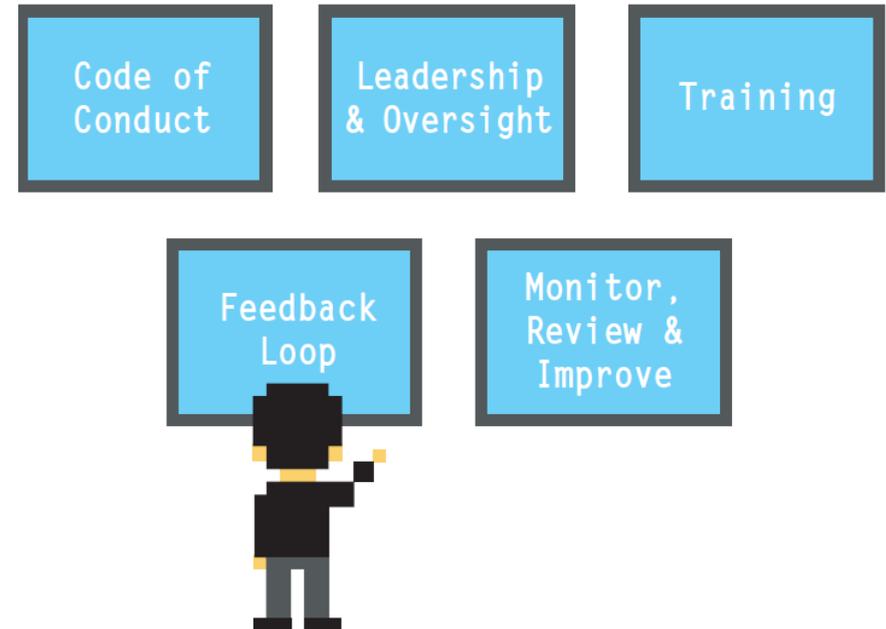
Ethical Leadership Principles

- Serving the health and social well being of workers
- Integrity and impartiality in professional conduct
- Full professional independence



Leadership Obligations

- Leaders in the safety management system have unique obligations
- As managers, leaders are responsible for creating a workplace culture based on integrity, accountability, fairness, and respect
- Excellence in ethics depends not only on the performance of individuals, but also on the performance of the systems and environment in which those individuals work



What is an ethical environment and culture?

- In an organization with a healthy ethical environment and culture, virtually everyone:
 - appreciates that ethics is important
 - sees ethics as part of quality
 - recognizes and discusses ethical concerns
 - understands what is expected of them
 - seeks consultation on ethics cases when needed
 - feels empowered to behave ethically
 - works to resolve ethics issues on a systems level
 - views organizational decisions as ethical





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How?

Ethical Leadership in Safety Management

- Demonstrate that ethics is a priority
 - Talk about ethics
 - Prove that ethics matters to you
 - Encourage discussion of ethical concerns



Ethical Leadership in Safety Management

- Communicate clear expectations for ethical practice
 - Recognize when expectations need to be clarified
 - Be explicit, give examples, explain the underlying values
 - Anticipate barriers to meeting your expectations



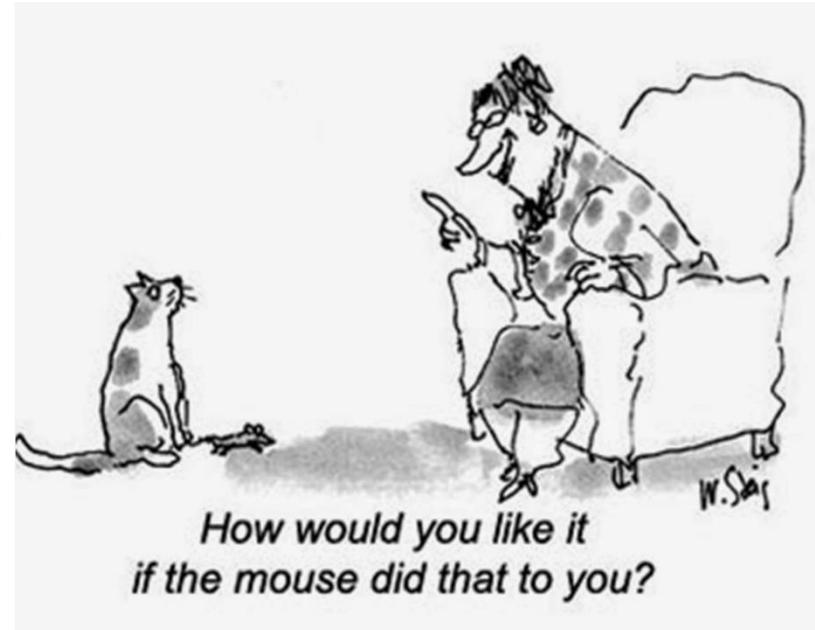
Ethical Leadership in Safety Management

- Practice ethical decision making
 - Identify decisions that raise ethical concerns
 - Address ethical decisions systematically
 - Explain your decisions
- Every ethics program needs a systematic approach for proactively identifying, prioritizing, and addressing concerns about ethics quality at the organizational level.



Ethical Leadership Characteristics

- Dignity and respectfulness
- Justice and Honest
- Humane
- Focus on teambuilding and Encourages initiative
- Value driven decision-making
- Leadership by example
- Values awareness
- No tolerance for ethical violations





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To act...

Looking forward for a move

From . . .

- Reactive
- Case based
- Narrow
- Silos
- Punishment
- Rules

To . . .

- Proactive
- Systems oriented
- Comprehensive
- Collaboration
- Motivation
- Rules + Values



**Ethics based system
empowers
“do the right thing”
because it’s
the right thing to do.**

We make Safety work!