

Understanding and Influencing Human Behaviour Humanising Safety

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Department of
Employment and Labour

Inspector Training



At Sasol, **zero harm** is a top priority. We believe that together we work towards sustainable zero harm because **we care deeply for our people**.

Leaders are responsible for **safe, responsible and sustainable operations**.

Our approach is risk-based and requires our leadership and workforce to **take accountability for working safely and responsibly, every day**.

Our SHE belief system

Accountable leadership

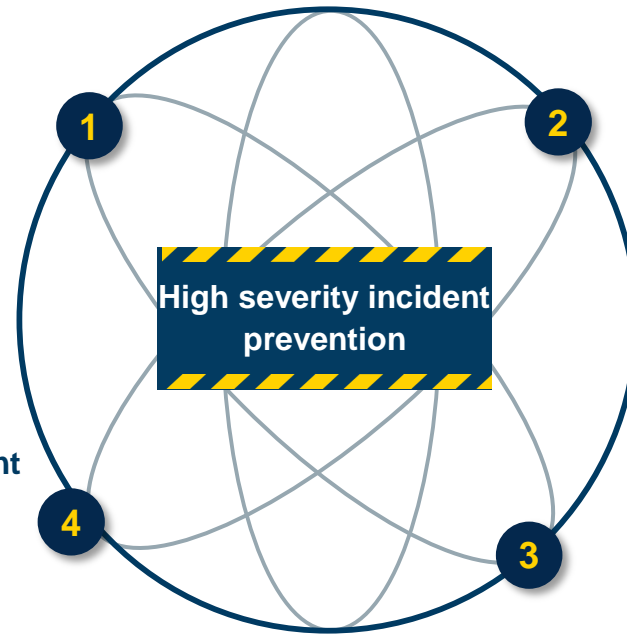
We create a SHE climate conducive to achieving sustainable zero harm by providing clear direction, enabling committed and accountability.

Continuous improvement

We acknowledge that achieving zero harm is a journey and that our continuous effort from all will improve the maturity of our SHE practices in order to achieve zero harm.

Engaged people

We participate willingly and contribute actively in the journey towards sustainable zero harm.



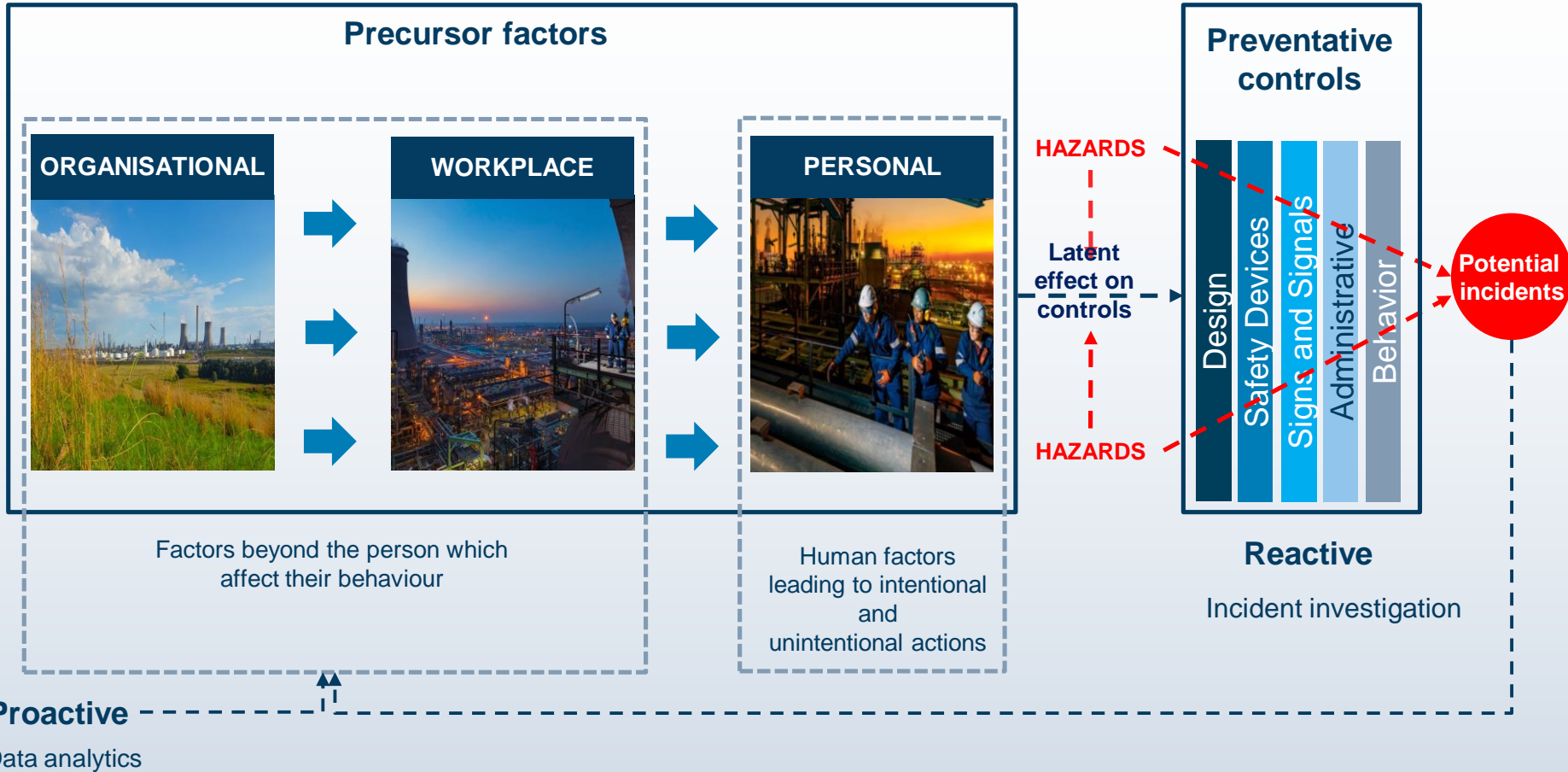
SHE event prevention

We embed a proactive mind-set and follow a risk-based approach to prevent and mitigate the occurrence and recurrence of SHE incidents.

Understanding and influencing human behaviour

Precursor control analysis model

Understanding and influencing human behaviour



Understanding and Influencing Human Behaviour is the central theme to both the **High Severity Incident (HSI)** programme and **Sasol's People Promise**



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Humanising Safety toolkit

INTRODUCTION

Humanising Safety, mandated through Sasol’s **People Promise** and **High Severity Incident (HSI)** programme, is about **leading and influencing** the workplace safety climate through a tone of **care and commitment** where everyone experiences **authentic respect and fair discipline** that motivates safe and productive work.

WE MATTER

Humanising Safety embraces the following **elements**:



	Flexibility	where the organisation embraces adaptability and implements change to improve safety performance
	Learning	provides valuable insights from incidents for improvements
	Information	is dependent on having current and relevant safety related knowledge and information
	Reporting	is dependent on employees feeling safe to speak up report on safety incidents/concerns
	Fairness	is where people know acceptable vs unacceptable behaviour. Consequences are perceived as fair, appropriate and consistent
	Opportunities	for development to create meaningful work
	Care	for our people, planet, and communities because we matter

SCOPE AND PURPOSE

This toolkit is applicable to **anyone on all layers of influence** who leads people.

The purpose of this toolkit is to enable workplace climate change conducive for safe and productive work.



HUMANISING SAFETY DEFINED



DEFINITION

Humanising Safety is **leading and influencing** the workplace safety climate through a tone of **care and commitment** where everyone experiences **authentic respect and fair discipline** that motivates safe and productive work.

The concept of Humanising Safety is about enabling **safety compliance** and performance by **caring for our people** (including our service providers). This means that fair and consistent **operational discipline** (doing the right thing, the right way, every time) and SHE improvement is achieved through **caring and coaching** our people.

Humanising Safety is all about creating **connections** with our people, centred on our key values of:

- **be safe** by always placing the safety of people first
- **be caring** by caring deeply for our people, planet, and communities
- **be accountable** by owning our results



BUILDING A HUMANISING SAFETY CLIMATE

You as leader have a responsibility to set the tone for sustainable zero harm by providing clear direction and enabling a committed and accountable workforce that demonstrate the desired SHE behaviours at all times (refer to the One Sasol SHE Excellence Approach)



As bold and competent leader, you set the tone by being:	Effective tone engages your people to:
<ul style="list-style-type: none"> ▪ Accessible, approachable and visible ▪ Innovative; adaptable and authentic ▪ Decisive and courageous ▪ Inspiring, selfless, caring and interested ▪ Setting a good personal example 	<ul style="list-style-type: none"> ▪ Belong ▪ Experience self-worth ▪ Feel proud ▪ Feel valued ▪ Have purpose and meaning ▪ Inspires to do the right thing ▪ Report unsafe behavior without fear



BUILDING A HUMANISING SAFETY CLIMATE

Quality connection allows you to accurately take note and interpret the information, intentions and emotions of your people and act in a meaningful and supportive way.



WE MATTER



Take note of others through contact	Be curious to learn more	Provide meaningful support
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What am I feeling?
 - sense the emotions of another person (e.g. subordinate, peer) and imagine what they might be thinking or feeling
 - Share feelings of the other person without any personal emotional response or judgment

Show trust and active listening

What am I thinking?
 - perceive a situation, reach out and aim to better understand someone else's point of view/perspective, even when you disagree with it
 - Show active listening through vulnerability and mutual respect

Promote discussion

How do I act on my intentions?
 - Seek to understand
 - test your thinking or understanding
 - make a conclusion based on reasoning or evidence
 - ask the other person how you can help

Collaborate solution & common purpose



BUILDING A HUMANISING SAFETY CLIMATE

As a leader, it is important to be aware that your behaviours drive a climate that is experienced by the workforce and embeds as collective habits and ways of work which ultimately becomes culture.



Holding up the mirror, do you recognise the following:



Inappropriate leadership behaviour, even expressed unintentionally, results in your people:

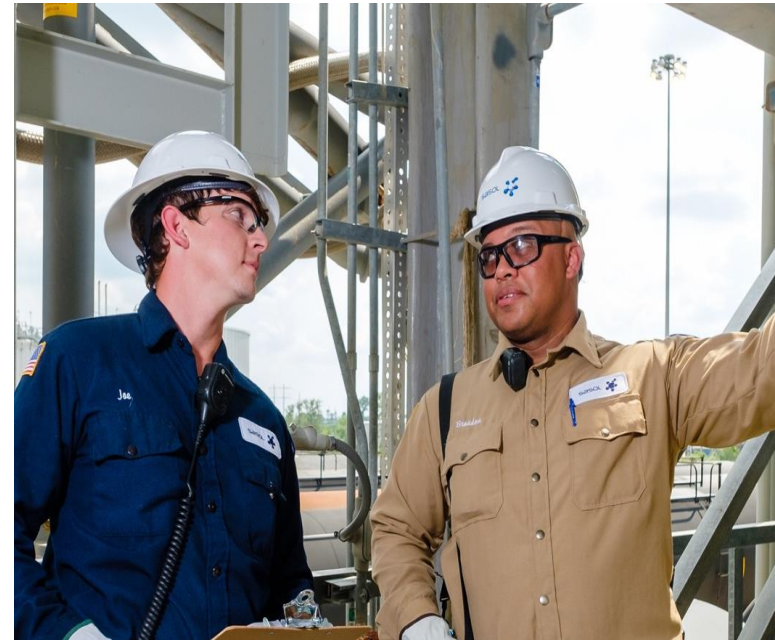
- Fearing to speak up
- Being disengaged
- Showing poor discipline and lack of compliance
- Feeling insecure and dependent
- Feeling undervalued and uncared for

BUILDING A HUMANISING SAFETY CLIMATE

Favourable leadership behaviour, consistently applied, reinforces a culture conducive towards safe and productive work.



Continue to:	Outcomes of reinforcement includes:
<ul style="list-style-type: none"> ▪ Remain self aware ▪ Reflect ▪ Self regulate 	<ul style="list-style-type: none"> ▪ Increased innovation and inclusion ▪ Increased engagement and productivity ▪ Increased wellbeing and retention
Your people will experience:	Final note:
<ul style="list-style-type: none"> ▪ A relationship with you ▪ Your presence ▪ Commitment and loyalty ▪ A feeling of care and engagement ▪ Trust and respect ▪ Order and fair discipline 	<ul style="list-style-type: none"> ▪ Building quality connections is a skill that can be learnt ▪ Be a role model of what great looks like





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