
Safety Culture Maturity Measurement and Improvement Course

10 – 14 May 2027

Dubai - Marriott Hotel Al Jaddaf, Dubai





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Ref: 112_14269 **Date:** 10 – 14 May 2027 **Location:** Dubai - Marriott Hotel Al Jaddaf, Dubai **Fees:** 4000 GBP

Programme Summary

Safety culture maturity measurement and improvement is a one-week training course for senior HSE and operations leaders, culminating in a multi-year safety culture improvement roadmap for their organisation. Many organisations report falling injury rates while serious incidents persist, because what people believe and do when no one is watching has never been measured. The approach combines maturity models, perception surveys, interviews and leading indicators with just culture principles and visible leadership. Mars Training Centre UK delivers this programme in safety culture maturity measurement and improvement.

The Business Case

Culture shapes whether hazards are reported, whether procedures are followed under pressure and whether lessons from incidents change practice. Leaders who measure culture with evidence rather than impressions can target investment where it shifts attitudes and behaviour, and can show boards progress that injury statistics alone cannot reveal.

- Serious Incident and Near-Miss Profile: Improves as reporting rises and weak signals are acted upon earlier.
- Leading Indicator Performance: Strengthens as leadership visits, hazard reports and action close-out are tracked and reviewed.
- Workforce Engagement and Trust: Grows as fair, consistent responses to error replace blame.

Principles and Evidence Base

- Hudson Safety Culture Ladder: Provides the five-stage maturity scale, from pathological to generative, used to position sites in Session 1 and Session 2.
- Bradley Curve: Frames the shift from reactive and dependent to independent and interdependent safety behaviour examined in Session 1.
- Reason's Just Culture and Informed Culture Concepts: Guide how errors, at-risk choices and reckless acts are distinguished in Session 4.
- ISO 45001:2018 Occupational Health and Safety Management Systems: Anchors leadership, consultation and worker participation requirements in Session 3 and Session 4.

Intended Participants

- Leaders accountable for safety performance across several sites, contractors or business units.
- Executives who sponsor culture surveys and must act on their findings.
- Heads of HSE who design safety strategy and report culture progress to boards.
- Site and operations directors whose daily decisions signal what really matters.



The programme serves oil and gas, construction, chemicals and manufacturing, and utilities and transport.

Learning Outcomes

1. Participants will be able to evaluate an organisation's safety culture maturity against recognised maturity models.
2. Participants will be able to design a culture assessment combining perception surveys, interviews, focus groups and document review.
3. Participants will be able to diagnose the gap between stated values and observed practice from assessment evidence.
4. Participants will be able to construct a balanced set of leading and lagging safety culture indicators.
5. Participants will be able to justify a just culture decision framework for responding to incidents and errors.
6. Participants will be able to prioritise culture interventions into a phased multi-year improvement roadmap.

Programme Structure

Day 1: Safety Culture Maturity Models

What is safety culture, and how is its maturity described?

- Safety Culture Versus Safety Climate
- Hudson Safety Culture Ladder Stages
- Bradley Curve and Interdependent Behaviour
- Culture Lessons From Major Accident Investigations
- Self-Positioning of the Participant Organisation

Day 2: Measuring Safety Culture

How is culture measured reliably rather than assumed?

- Perception Survey Design and Validated Question Sets
- Structured Interviews and Focus Groups
- Document and Site Walk Evidence
- Triangulating and Interpreting Assessment Results
- Avoiding Survey Fatigue and Response Bias

Day 3: Indicators and Leadership Visibility

Which signals show whether culture is improving between assessments?



- Leading and Lagging Safety Indicators
- Hazard Reporting Rates and Quality
- Visible Felt Leadership and Safety Conversations
- Leadership Behaviour Standards Under ISO 45001
- Culture Dashboards for Executive and Board Review

Day 4: Just Culture and Culture Change Design

How are fairness, learning and change designed into the organisation?

- Just Culture Decision Trees for Error and Violation
- Learning Reviews and Incident Response
- Worker Participation and Consultation Mechanisms
- Contractor and Multi-Site Culture Alignment
- Selecting and Sequencing Culture Interventions

Day 5: Building the Safety Culture Improvement Roadmap

How do maturity assessment, indicators and interventions combine into one roadmap?

- Maturity Gap Analysis for a Participant Site
- Indicator Set and Review Cycle Selection
- Leadership Commitments and Accountabilities
- Peer Challenge of Roadmap Proposals
- Safety Culture Improvement Roadmap Presentation

Methodology

The programme relies on case analysis supported by structured exercises. Participants examine culture evidence from energy, construction and manufacturing organisations, interpret survey and interview data, test indicator sets and apply just culture reasoning to realistic incident scenarios before building their own roadmap.

- Suggested activity: Placing a case organisation on the culture ladder from interview extracts.
- Suggested activity: Interpreting a survey heat map to find divergence between managers and the workforce.
- Suggested activity: Applying a just culture decision tree to three incident accounts.

Capstone Output

Each participant completes a multi-year safety culture improvement roadmap for their organisation. It records the current maturity position, assessment evidence, target maturity, indicators, leadership commitments and phased interventions, ready for executive approval and periodic review.



Frequently Asked Questions

Is safety culture maturity measurement suitable for executives without an HSE background?

Yes. It suits operations and site leaders as well as HSE heads. It assumes management responsibility for people and risk, but no specialist survey or behavioural science training.

Which models underpin safety culture maturity measurement and improvement?

It draws on the Hudson safety culture ladder, the Bradley Curve, Reason's just culture and informed culture concepts, and the leadership and participation requirements of ISO 45001:2018.

How is the safety culture improvement roadmap used at work?

You take back a phased roadmap your executive team can approve, with a maturity baseline, indicators, leadership commitments and interventions to review at set intervals.

How does safety culture maturity improvement differ from behaviour-based safety programmes?

It addresses organisation-wide beliefs, leadership and systems, measured through surveys and interviews, rather than front-line observation and feedback on individual tasks.