
HSE Leadership for Senior Managers

8 – 12 November 2026
Doha





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HSE Leadership for Senior Managers is a five-day senior leadership programme delivered by Mars Training Centre UK in London, Geneva, Dubai and Vienna, and online — for directors, general managers and senior managers whose accountabilities place health, safety and environmental outcomes squarely on their personal balance sheet.

Safety has moved out of the HSE department and into the boardroom. Regulators, investors, lenders and insurers now expect senior leaders to demonstrate genuine HSE competence, not delegated reassurance. After every major industrial event of the last twenty years, the published inquiry has pointed at the same thing: a leadership team that did not see what its operating people were trying to tell it. This programme is built for the senior managers who do not want to be that leadership team.

Across five focused days you work on the leadership behaviours, the executive questions and the governance frameworks that distinguish credible HSE leadership from polite HSE sponsorship. You examine real incidents through the lens of what the senior team did and did not do, and leave with a personal action plan to apply on return to your role.

What You Will Learn

- Explain the role of senior leadership in safety culture, climate and behaviour.
- Diagnose the HSE maturity of your own organisation against published frameworks.
- Lead an effective safety conversation with operating staff at any level.
- Ask sharp executive questions about HSE performance, leading indicators and barrier health.
- Read an HSE board pack with the scepticism it deserves and the action it requires.
- Build personal HSE accountability into the management cadence and performance review process.
- Communicate HSE risk to the board, regulators, investors and the workforce.
- Apply just-culture principles when responding to incidents and near misses.
- Lead the organisation through an HSE crisis or regulatory intervention.
- Develop a personal HSE leadership development plan.

How You Will Benefit

You will leave with a clearer personal HSE leadership identity, a sharper set of executive questions, and a Mars Certificate of Completion.

Your organisation will gain a senior leader who is genuinely competent on HSE, sharper executive challenge of operational risk, more credible engagement with regulators and investors, and a deeper bench of safety-literate leaders.



Who This Programme Is For

The programme is designed for chief executives, managing directors and chief operating officers; vice presidents and divisional general managers in industrial sectors; directors of operations, engineering and asset management; country and site general managers in energy and process industries; HSE directors stepping into the executive HSE leadership role; and non-executive directors and audit-committee members with HSE oversight responsibility. The seniority floor is director level and above, with operational accountability.

The week begins with why leadership decides HSE outcomes, sharpens the executive question set and the HSE board pack, then turns to walking the floor and hearing bad news, before covering HSE governance, crisis and the regulator, and closing with a personal leadership cadence and action plan.