

Safety and Just Culture within Railways

Just culture across industries: Learning from each other
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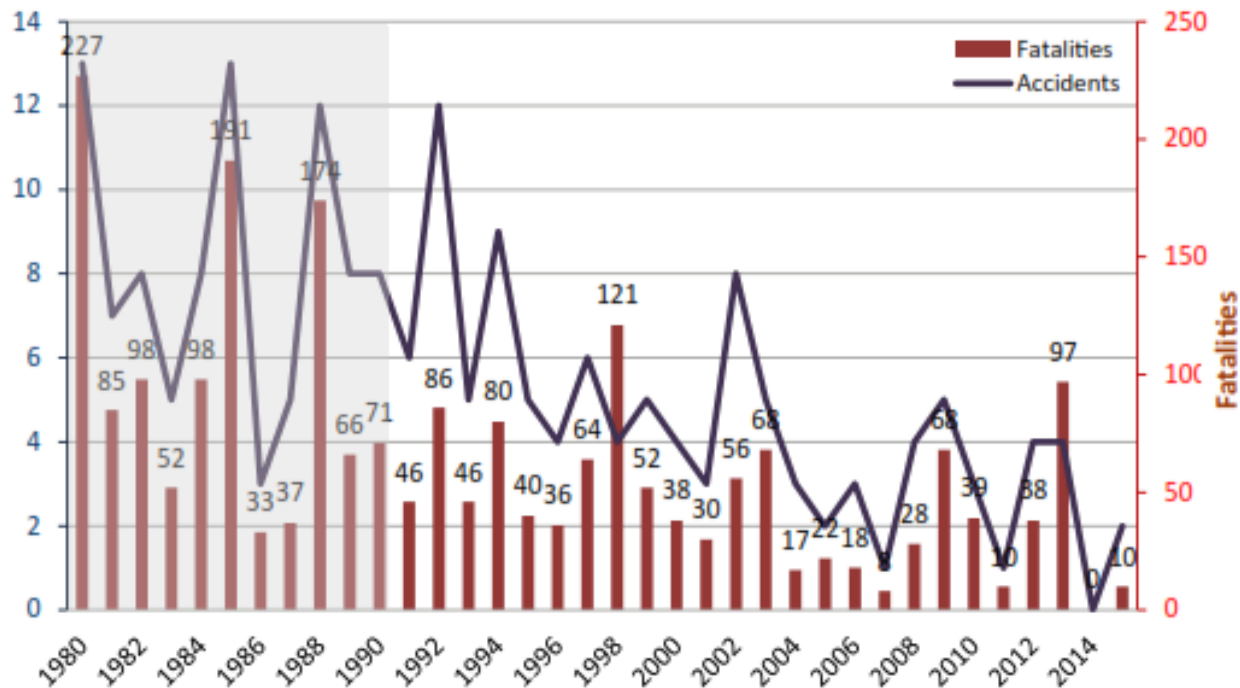
Aviation and Railways working together on Just Culture

- European Union Agency for Railways are joining forces with Eurocontrol in the training of prosecutors and experts

- Similarities and benefits
 - Aviation and railways are both very safe, high risk transport modes
 - Similar procedures for reporting, investigation and prosecution
 - Same judicial systems
 - Handling the media when catastrophic events make headlines
 - Together we are stronger in raising awareness to Just Culture

- Railway is a very safe transport form – the safest land transport by far.
- EU Railway fatality risk for passengers is: 0,12 passenger per billion passenger-km*

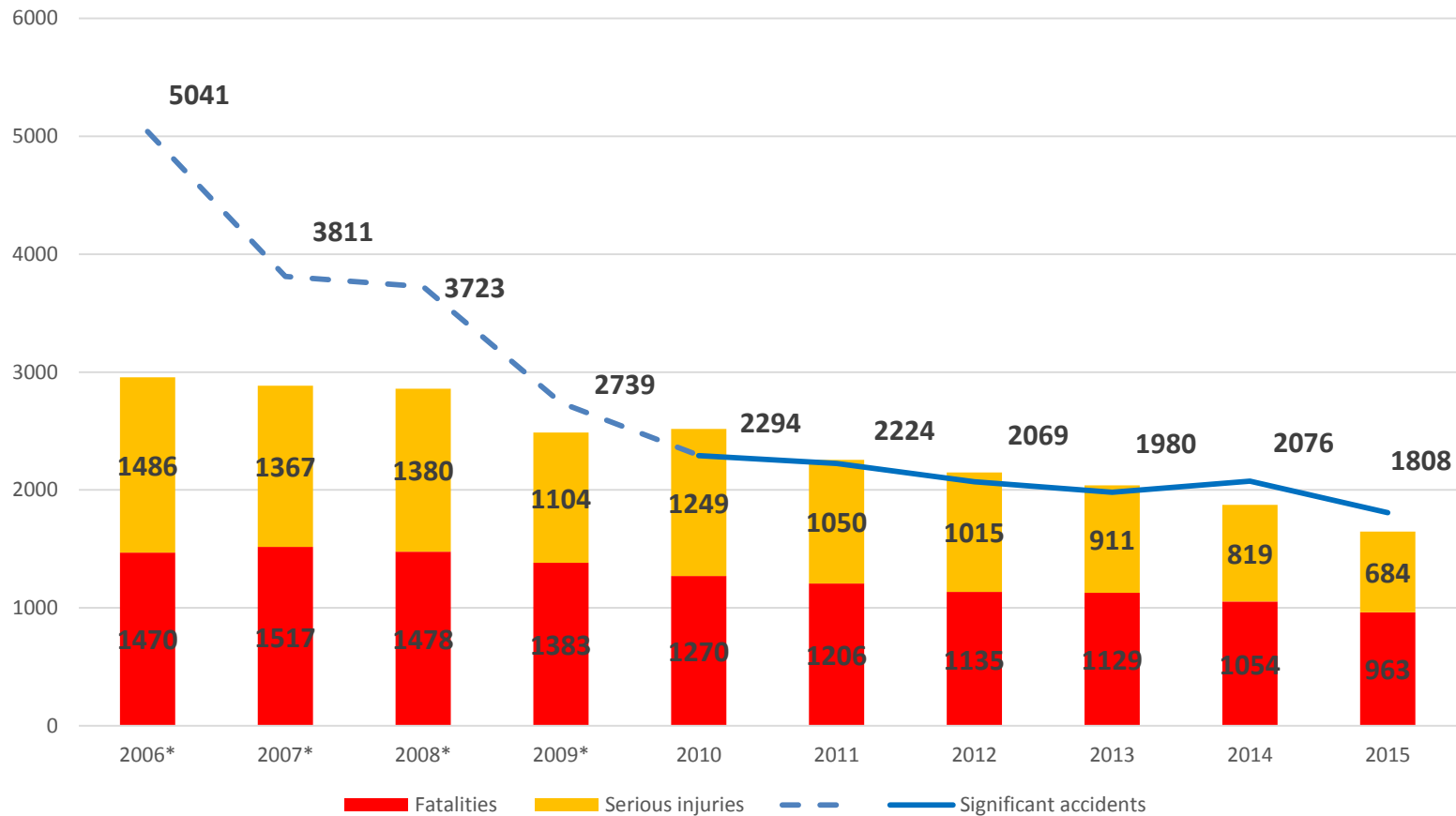
Figure 4 — : Railway accidents with five or more fatalities (EU-28, 1980–2015) (*)



*Railway Safety Performance in the European Union 2016

<http://www.era.europa.eu/Document-Register/Pages/Railway-Safety-Performance.aspx>

➤ Significant accidents and resulting casualties for the EU-28 (2006-2015)



*'significant accident' means any accident involving at least one rail vehicle in motion, resulting in at least one killed or seriously injured person, or in significant damage to stock, track, other installations or environment, or extensive disruptions to traffic. Accidents in workshops, warehouses and depots are excluded.

But still

Although extremely rare, catastrophic, multi-fatality accidents – as happened recently in France (11/37*), Germany (11/18), Italy (23/7) and Spain (4/13), still happens.

As well as the human cost, every accident, whether they result in injuries or not, represents a significant business cost. And they have a heavy impact on the confidence of passengers, customers, public funders and investors.

*dead/seriously injured

- **Opening of the market**
 - From the nationalized incumbent companies to private actors competing
 - Makes it harder to control many smaller companies and their sub-contractors
- **Shift in responsibilities**
 - The role for the safety authorities becomes more supervisory
 - More responsibility is put on the operational companies based on their SMS and RISK assessment
- **Accountable railway leaders**
 - Leaders needs to focus on a positive safety culture - not only efficiency.
 - In daily operations safety and efficiency will conflict, and the responsibility is on railway leaders and managers who needs their organisation to make the right efficient but safe decisions
- **Automation of tasks**
 - Technology is making train drivers and traffic controllers tasks more automated
 - Automation can be fine, we have fully automated Metros without drivers
 - But the transition to fully automated or working with semi-automated tasks bears a risk.

- To face these challenges and to make railways even safer, we believe there is a need to work on the safety culture in railways.
- With the mandate from the recast safety directive:

DIRECTIVE (EU) 2016/798 recital (10)

“Member States should promote a culture of mutual trust, confidence and learning in which the staff of railway undertakings and infrastructure managers are encouraged to contribute to the development of safety while confidentiality is ensured”

The Agency has started a safety culture project.

Our vision is to have a truly lived safety culture throughout the European Railways and to be world leader in safety.

The Just Culture work with you - the judiciary and Eurocontrol is a very important part of this journey.

Just culture in the entire system is not done overnight

- We need to work on the culture in the operational companies, so trust and confidentiality is established between all levels in the company
- Management in these organisations need to understand how their actions and behaviour affects the safety culture
- We need to work with the National Authorities – again to create trust and room for open discussions about known safety issues

What are the benefits of a Just Culture

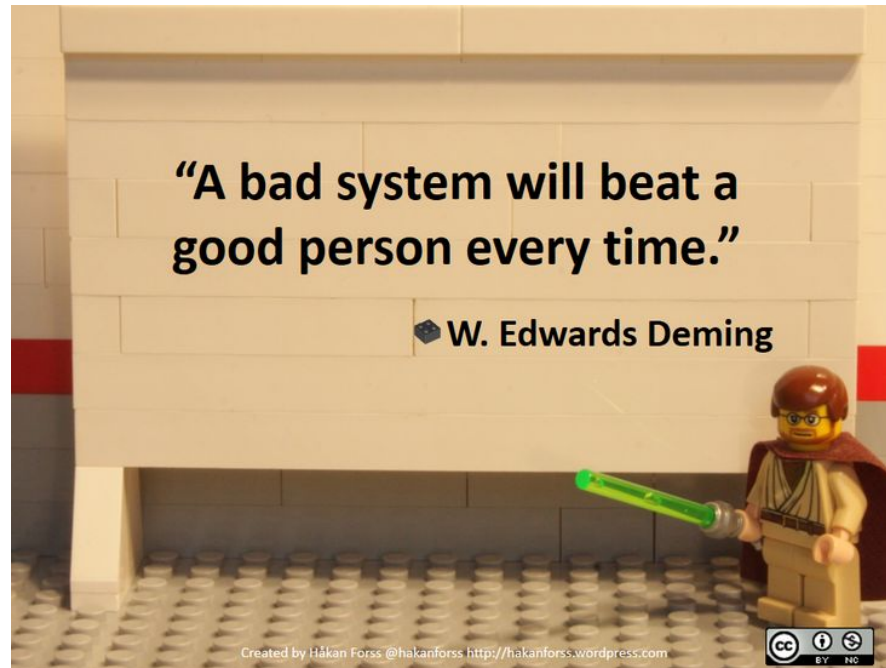
Public safety will benefit from a just culture

- We want to learn from things going on inside the company to improve safety – to do this we need people to report what might be precursors for accidents
- This demands people to trust the system so they are prepared to report their mistakes and near-misses – and are able to discuss safety openly

Just culture is a mean to insure the confidence in the system

- A culture in which front-line operators and others are not punished for actions, omissions or decisions taken by them which are commensurate with their experience and training, but where gross negligence, wilful violations and destructive acts are not tolerated.
- A just culture relies on trust, confidence and open dialog and can easily be destroyed by what is perceived as un-just decisions and thereby ruin reporting and learning.

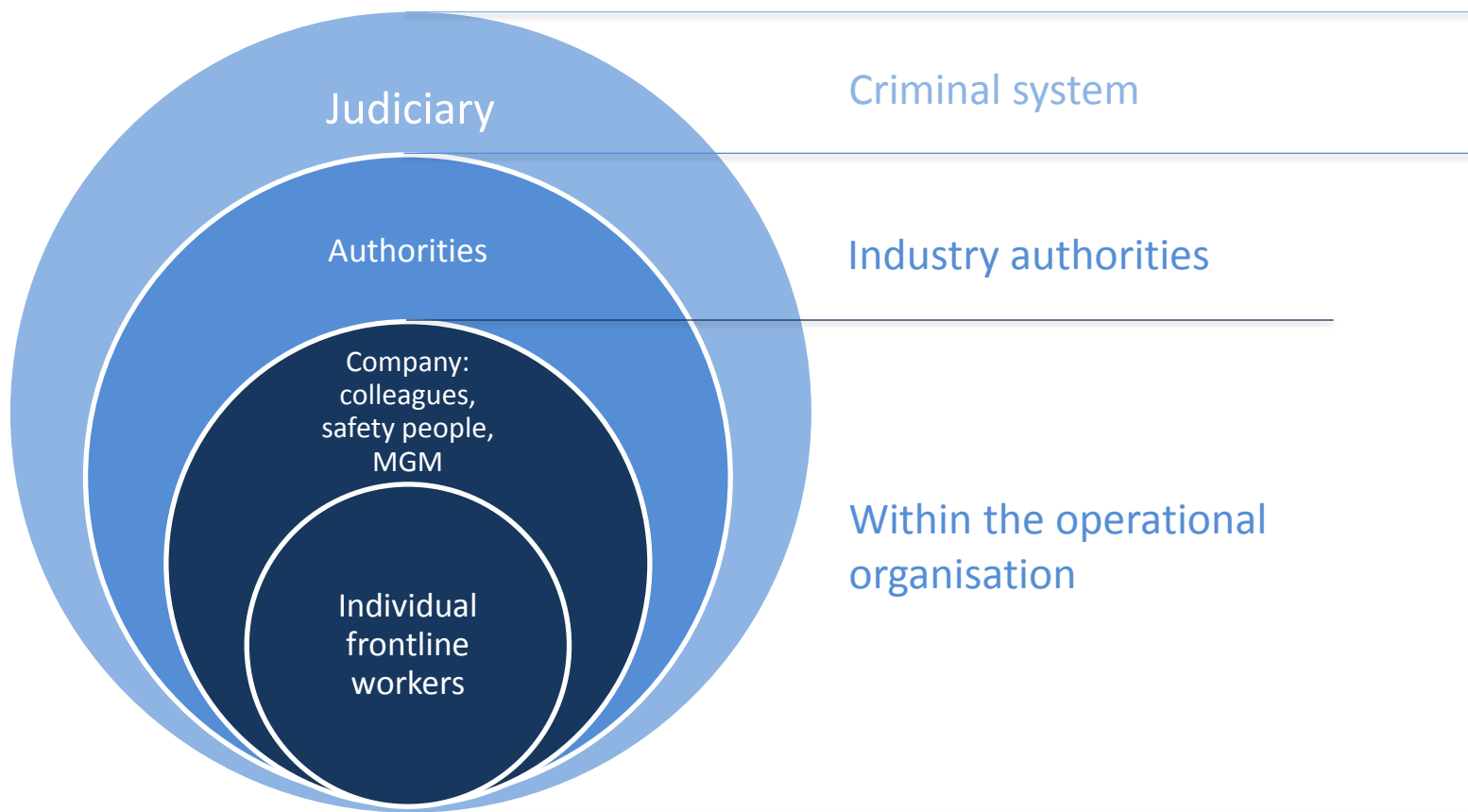
- An important role for democracy and the public demand for justice
- But you also play an important role in achieving a higher level of safety for the public
- We look forward to bringing you and our industry closer together
- We want to provide you with experts who can explain the challenges the railway industry are facing and the complex environment that people are working in, so you are able to make the just decisions



Thanks, enjoy the conference

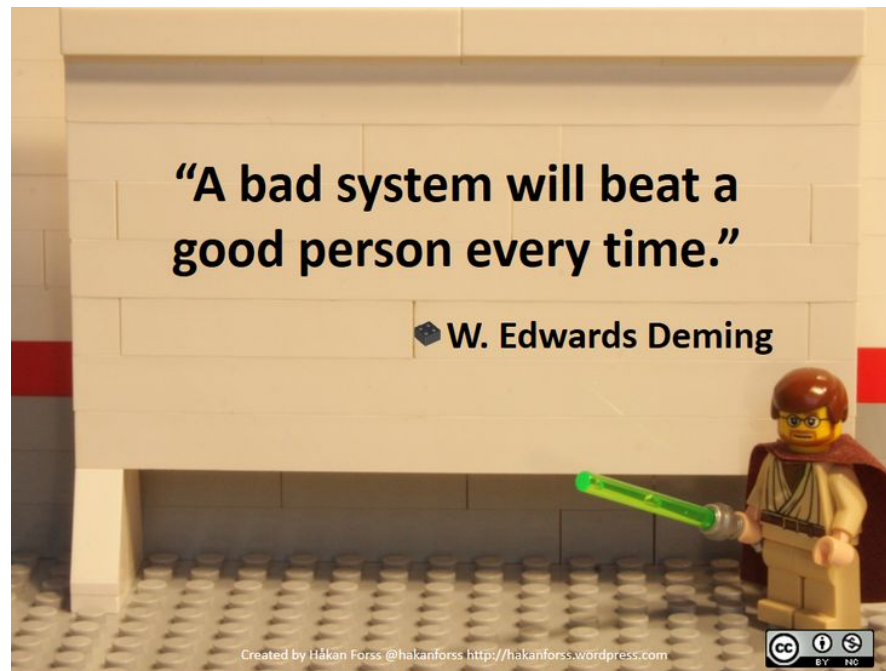
TRUST

- A just culture relies on trust, confidence and open dialog and can easily be destroyed by what is perceived as un-just decisions and thereby ruin reporting and learning.



The Judiciary

- Just culture is also about understanding the complexity of the environment in which people are doing their job as professionals.
- What seems like an obvious guilty person, might be fifty shades of grey, when the functions and responsibilities put on that person is taken into consideration.



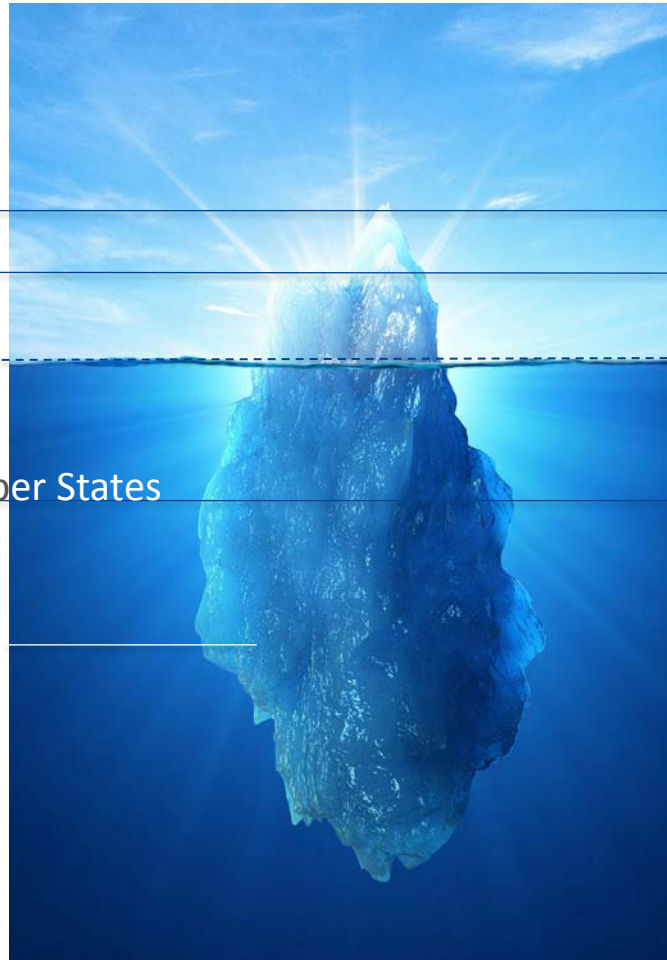
Catastrophic accidents

Significant accidents

Occurrences known by Agency and Member States

Occurrences known by companies/Member States

Not reported occurrences



Note: This slide is not based on facts from figures