
Advancing Safety Culture at Bachy Soletanche Singapore;

Creating a Thriving, Resilient Workforce



BACHY SOLETANCHE

**Build
on us**

Agenda



Photo by: Bachy Soletanche Singapore

1. Compliance VS Culture
2. Confidence is KEY
3. Practical Strategies in ACTION
4. It Takes a Village
5. Summary

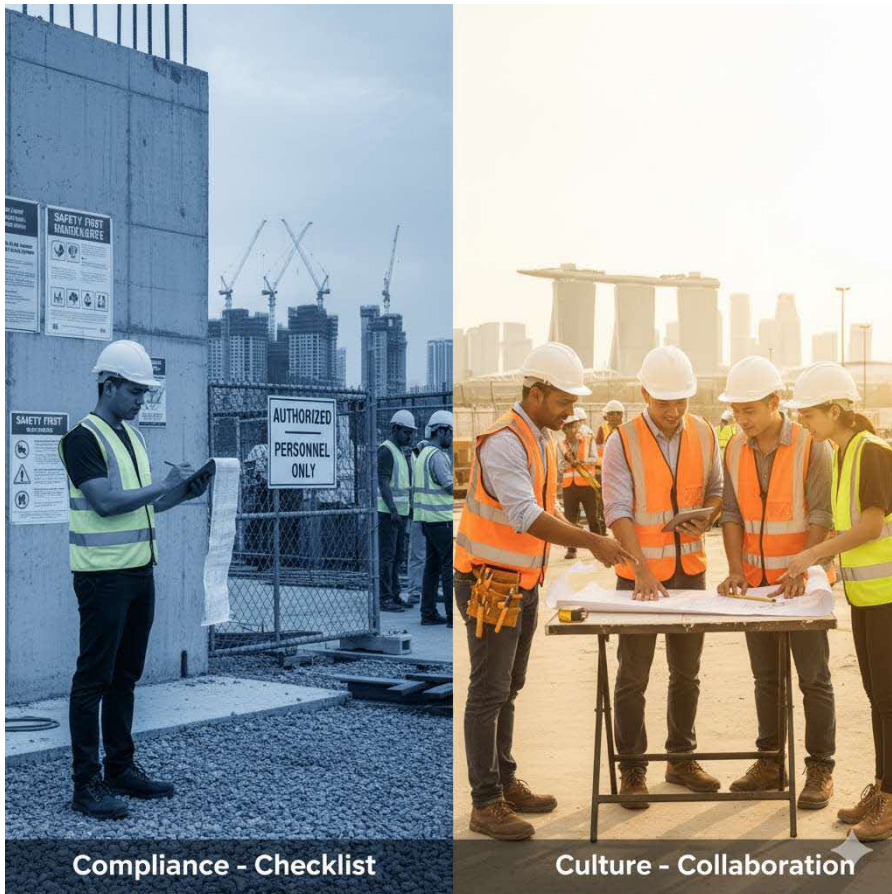
01

Compliance vs Culture



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Compliance VS Culture



Compliance - Checklist

Culture - Collaboration

Compliance vs. Culture

Compliance (Rule-Based Safety)

- Focus: *Minimum legal requirements*
- Driven by: *Policies, procedures, enforcement*
- Workers follow because they *must*
- Reactive: responds after incidents
- Short-term: *tick-box mentality*



Culture (Value-Based Safety)

- Focus: *Shared responsibility & ownership*
- Driven by: *Leaders, supervisors, and work level*
- Workers act because they *want to*
- Proactive: hazards spotted and stopped early
- Long-term: sustainable, resilient workforce



Compliance VS Culture

Why is Culture Something We MUST focus on?



Compliance Mindset

**Attitude / Behaviour –
Nothing will happen**

Just tick the box

**Mark understood why he
needed to protect his hands**

Compliance VS Culture

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Compliance VS Culture

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Deceptive Illusion of Safety

Secret Code to Alert

Compliance and Not Culture

Wrong message when the workforce do it because they have to and not because they want to

Compliance VS Culture

Why is Culture Something We MUST focus on?



Deceptive Illusion of Safety

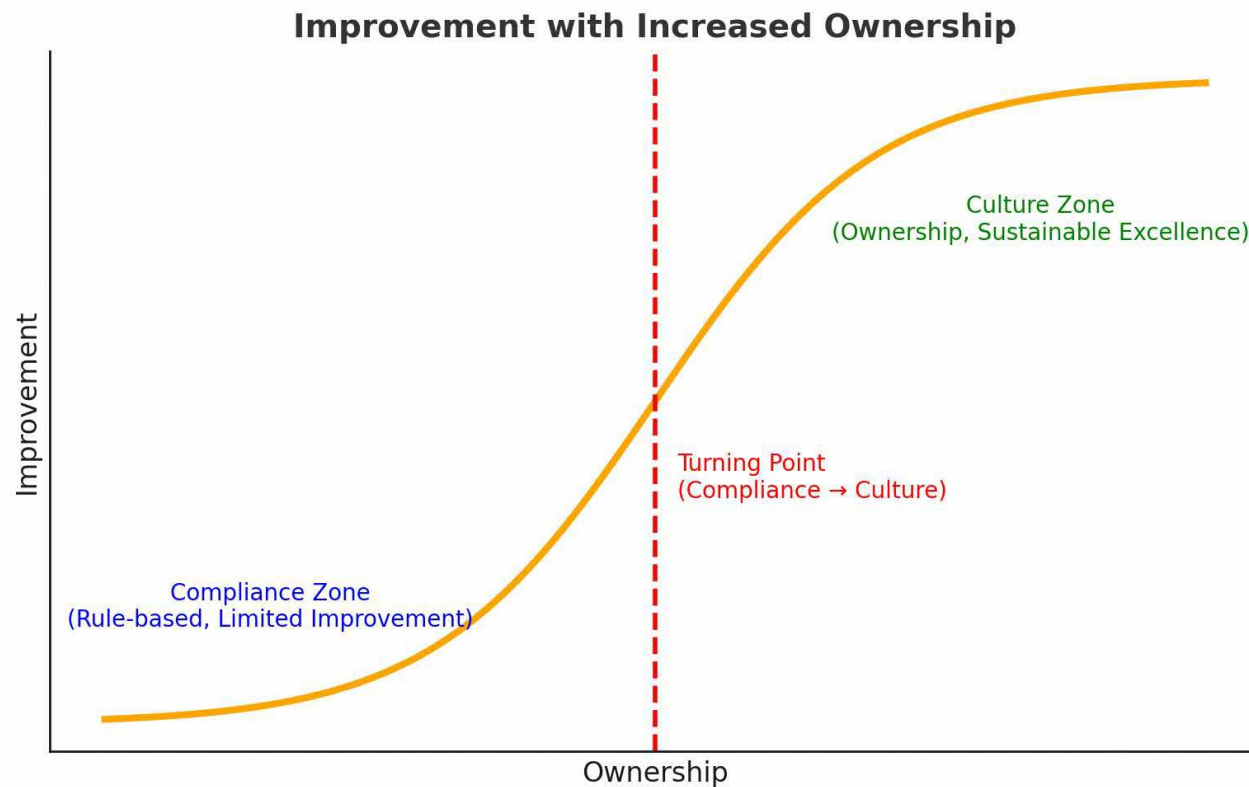
Secret Code to Alert

Compliance and Not Culture

Wrong message when the workforce do it because they have to and not because they want to

Compliance VS Culture

Why is Culture Something We MUST focus on?



Left side (blue) →
Compliance Zone = rule-
based, limited
improvement.

Red dashed line → Turning
Point = shift from
compliance to culture.

Right side (green) →
Culture Zone = ownership,
sustainable excellence.

Compliance VS Culture

Why is Culture Something We MUST focus on?



Perspective Shift

Changing Workforce

Not driven by \$

Examples in our own companies

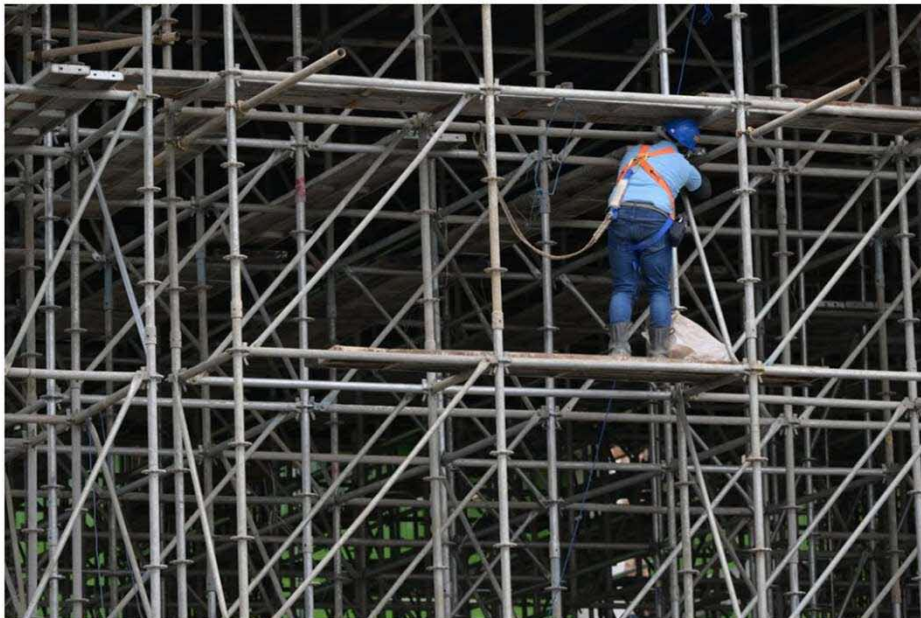
Contented

Work is just work!

Compliance VS Culture

76 incidents of construction deaths and major injuries in first half of 2025

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The figure is down from 81 during the same period in 2024.
PHOTO: ST FILE

In the first half of 2025, there were 76 incidents involving construction-related deaths and major injuries.

This figure represents a decrease from the 81 incidents recorded in the same period in 2024.

WSH Council is launching an initiative for construction companies to conduct their own safety walkabouts from Sept 22 to Oct 21, where managers visit project sites to identify hazards and reinforce safe practices

Straits Times – 10th Sep 2025

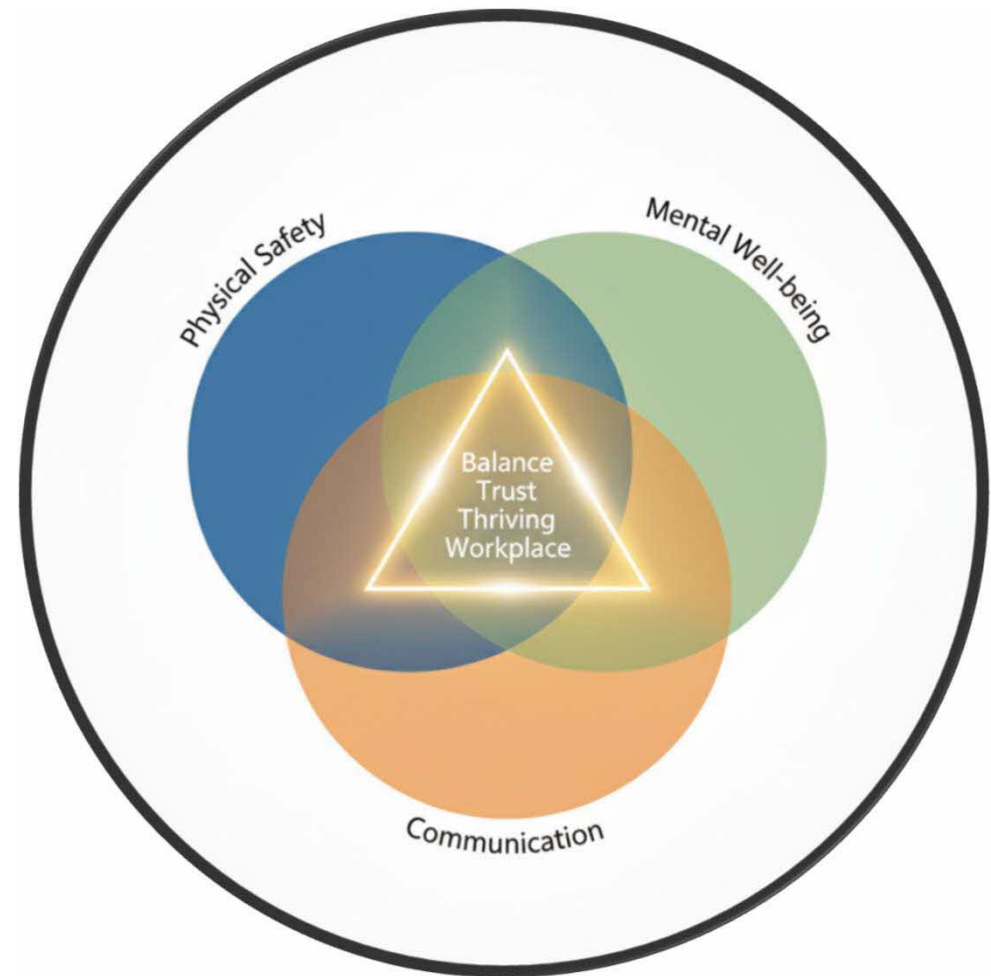
02

**Confidence
is
KEY**



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Confidence is KEY



Confidence is KEY

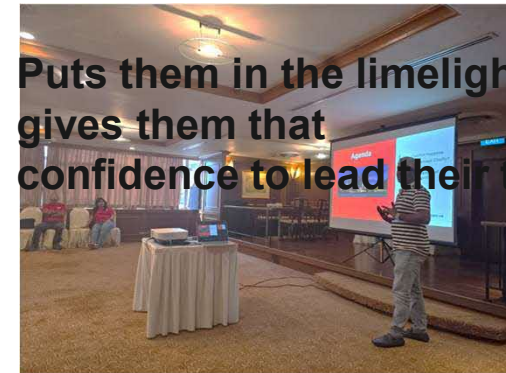
How Do We Do It?



Team Bonding with the “NEW” Front Line Supervisors
 - Getting them to create sharing on topics ranging from ownership, conflict management and WSH practices



Puts them in the limelight and gives them that confidence to lead their teams



Confidence is KEY

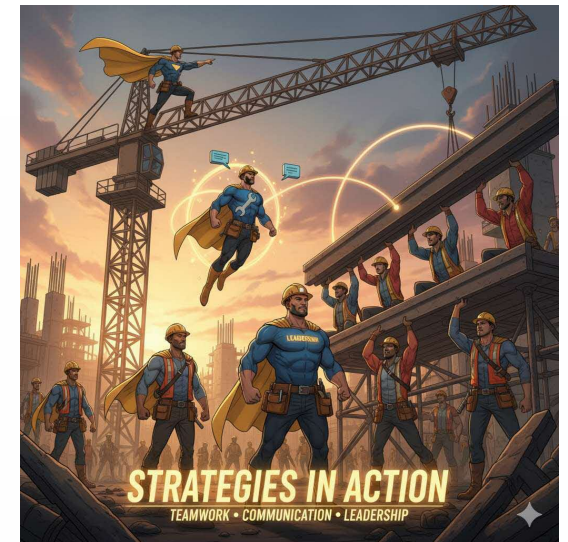
How Do We Do It?



Small Working Sessions to share good practices and cross learning from various teams has given rise in confidence and to voice up any concerns

03

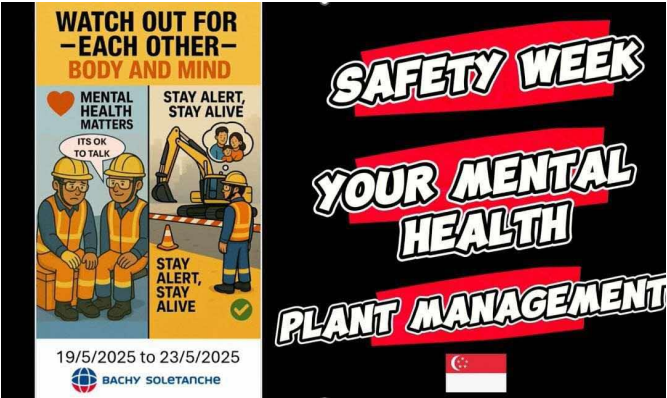
Practical Strategies in ACTION



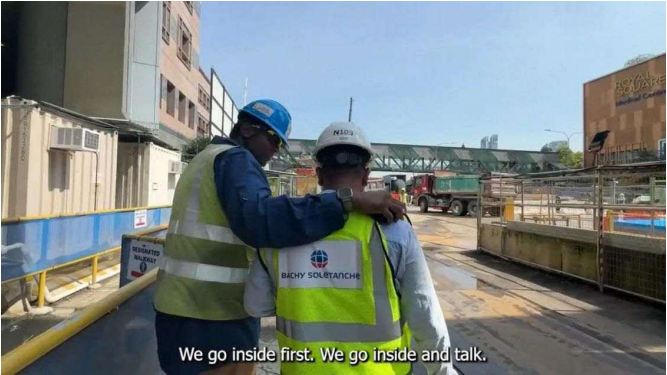
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Strategies in ACTION

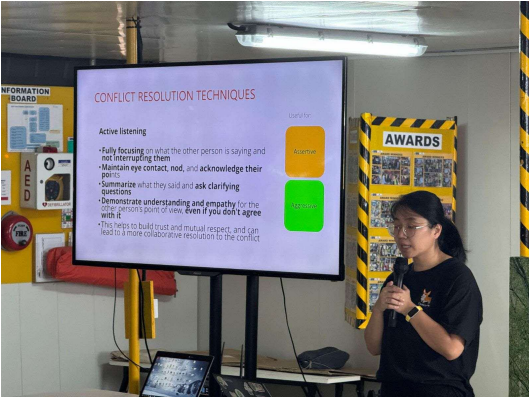
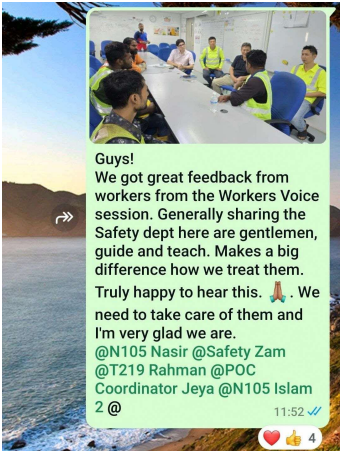
MENTAL WELLBEING



Mental Health with Videos by Workforce



Worker Sharing Sessions



3rd Party Mental Wellbeing Talks



Strategies in ACTION

INNOVATION – Let's Nurture It



Prototype created by the worker
and we spotted it



Worked with the workers to develop a
sturdier and better designed tool

Strategies in ACTION

FEEDBACK? – ACT ON IT



BACKY
Vibrates when worker has improper posture



EXO-VEST
Restrains Bending Motions

Strategies in ACTION

BE A LEADER not a MANAGER



GOOD SAFETY CULTURE CAN BE A FORCE FOR CHANGE **BUT** YOU NEED TO BE THE MASTER PLANNER + DIRECTOR

COMPLIANCE TO CARE!

UNDERSTAND WHY PEOPLE DO WHAT THEY DO

EMPATHY



04

IT TAKES A VILLAGE



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IT TAKES A VILLAGE

VARIOUS DEPARTMENTS COMING TOGETHER



HR Surveys

Health Checks

Exercise



IT TAKES A VILLAGE

CELEBRATING TOGETHER



**Celebrating Festivals Together &
Enjoying Good Food**

Walk The Talk

Footer - Project name

Site Visits to Ensure Culture NOT Compliance

Top Management Site Visit

Top Management Site Visit

TOP MANAGEMENT SITE WALKS

INTERVIEW BASED

ASKING QUESTIONS

GETTING FEEDBACK

ACTING ON THEM

Top Management Site Visit

05

SUMMARY



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Compliance VS Culture

Footer - Project name

Where We Should Be Headed



<https://www.youtube.com/watch?v=IV8wCxgj5p4>

Summary



- **CREATE A SAFE SPACE FOR OPINIONS**
- **DO NOT JUST LISTEN TO FEEDBACK BUT ACT ON THEM AND UPDATE THEM**
- **EMPOWER THEM TO STOP AND QUESTION**
 - **EMPOWER THEM WITH KNOWLEDGE**
 - **INVEST TIME IN ACTIVE DISCUSSIONS**



<https://www.linkedin.com/in/amriq/>

**“Safety can never
just be about
compliance – It has
to be about culture”**

- Amriq Ali 😊 -

**HSEQ Manager
Bachy Soletanche Singapore**