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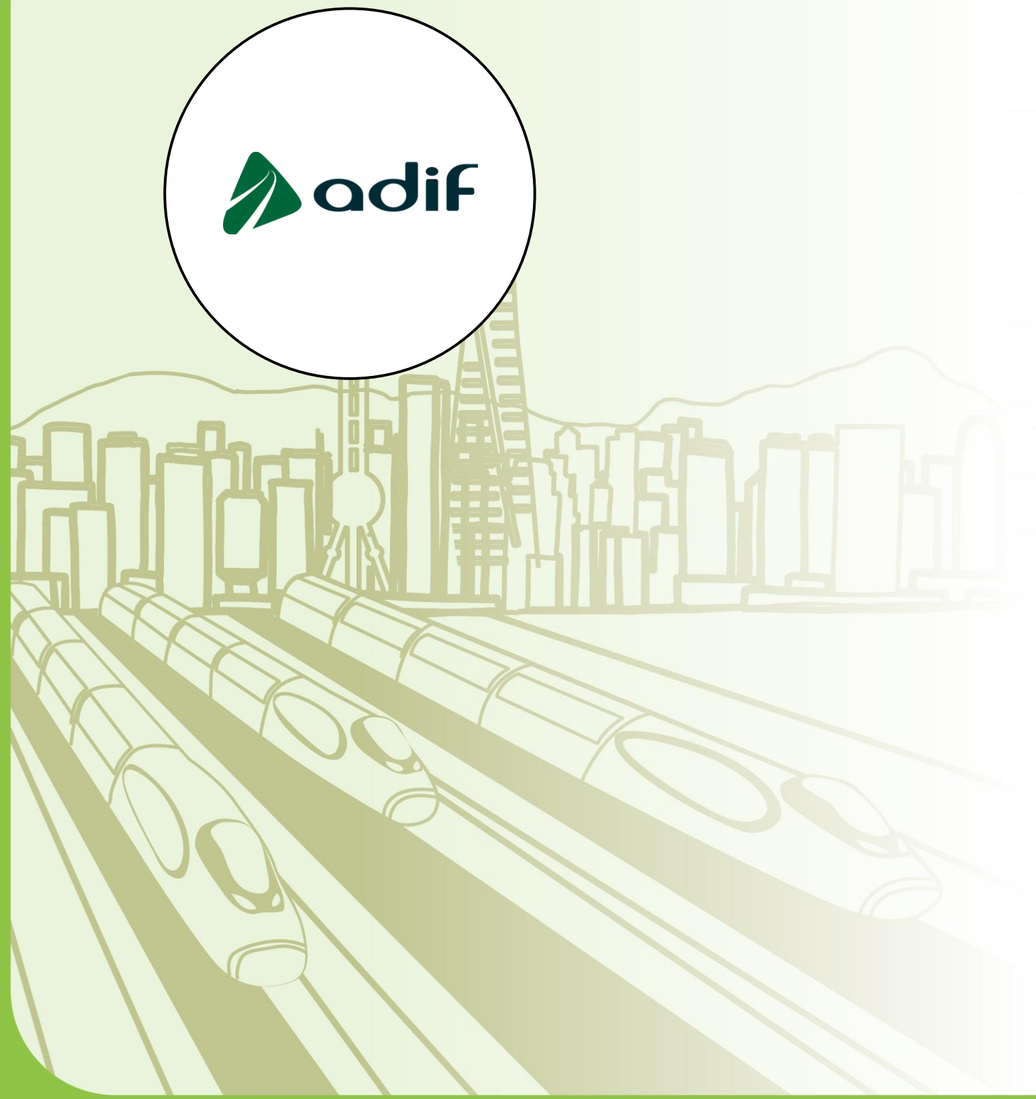


IRSC 2025

Advancing Railway Safety through Innovations and Collaborations

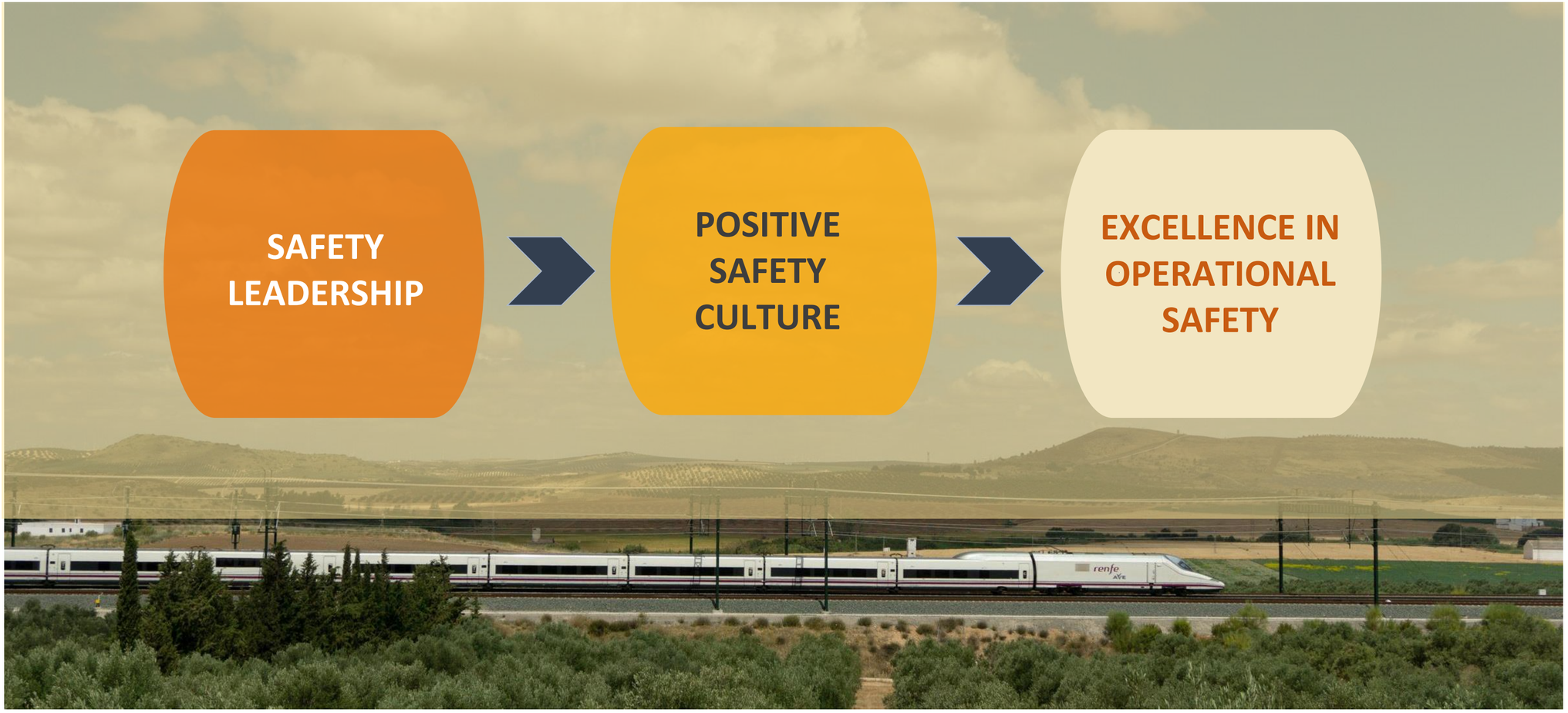
Hong Kong, China 25th - 30th November 2025

Next Generation Safety Leadership

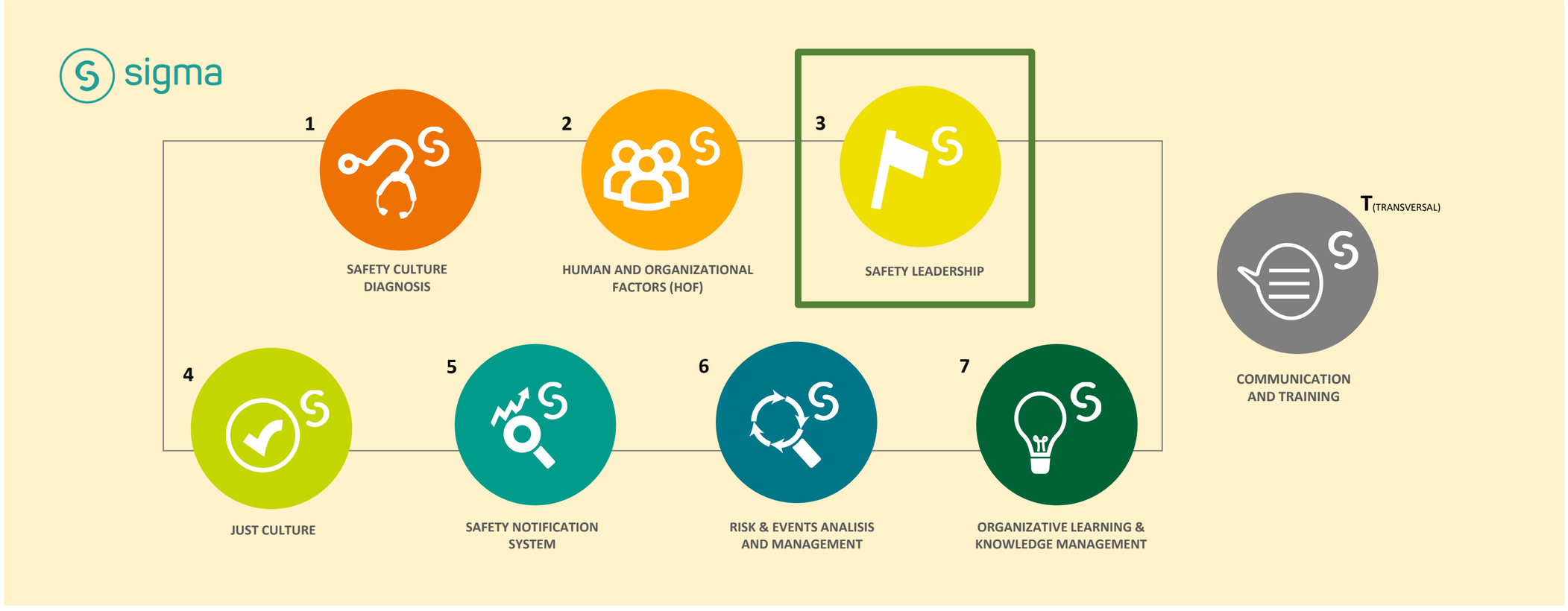
Juan Luis Fuentes de Blas
Head of Safety Culture Area
Adif

SAFETY LEADERSHIP CONCEPT：an intuitive approach

A WAY TO EXCELLENCE



SIGMA PROJECT



ADIF SAFETY LEADERSHIP MODEL

Following the European Union Agency for Railways leadership principles, Adif developed a model with 6 behaviours that every **leader** in the organization must show in terms of safety.

01 Building a vision of safety

02 Seminar on safety leadership for the management committee

Creation of a behaviours-based safety leadership model **03**

Safety leadership training and development programme for 1,500 workers (duration: 2 years) **04**

sigma

ADIF SAFETY LEADERSHIP PROGRAMME

Adif has worked for two years with 1,563 employees whose performance has a major impact on SAFETY operations.

Main objective: to develop safety leaders in the company

How we have done it:

01 **Align everyone** around where we are in terms of safety culture and what's the evolution we want to achieve.

02 **Dive into the concept of mind traps** and explore how they affect our decisions and prevent us from moving forward.

03 **Communicate and train** some of the behaviours that all leaders should demonstrate to achieve an integrated safety culture and learn tools to apply those behaviours in a daily tasks.

ADIF SAFETY LEADERSHIP PROGRAMME: TRAINING

There are three phases:

01 PRELIMINARY

Test on mind traps.

02 CLASSROOM SESSIONS

Theorical and practical training.

Contents:

1. Evolution of our Safety Culture: Why do we need to keep moving forward?
2. Go in deep into mind traps.
3. Behaviours-based safety leadership model for Adif.
4. Connect the model to our activity.
5. Application in our day-to-day work.

ADIF SAFETY LEADERSHIP PROGRAMME: TRAINING

03

Virtual platform

Virtual training itinerary structured in a set of six 'stops', to carry out sustainability activities, to apply the lesson learned of the programme to the daily tasks (6 months).

Itinerary of stops:

ADIF SAFETY LEADERSHIP PROGRAMME: RESULTS

1,563 participants

1st Phase: 870 workers

2nd Phase: 693 workers

66 classroom sessions all over the country

4,7 / 5 overall satisfaction session

BRANDON HALL AWARDS

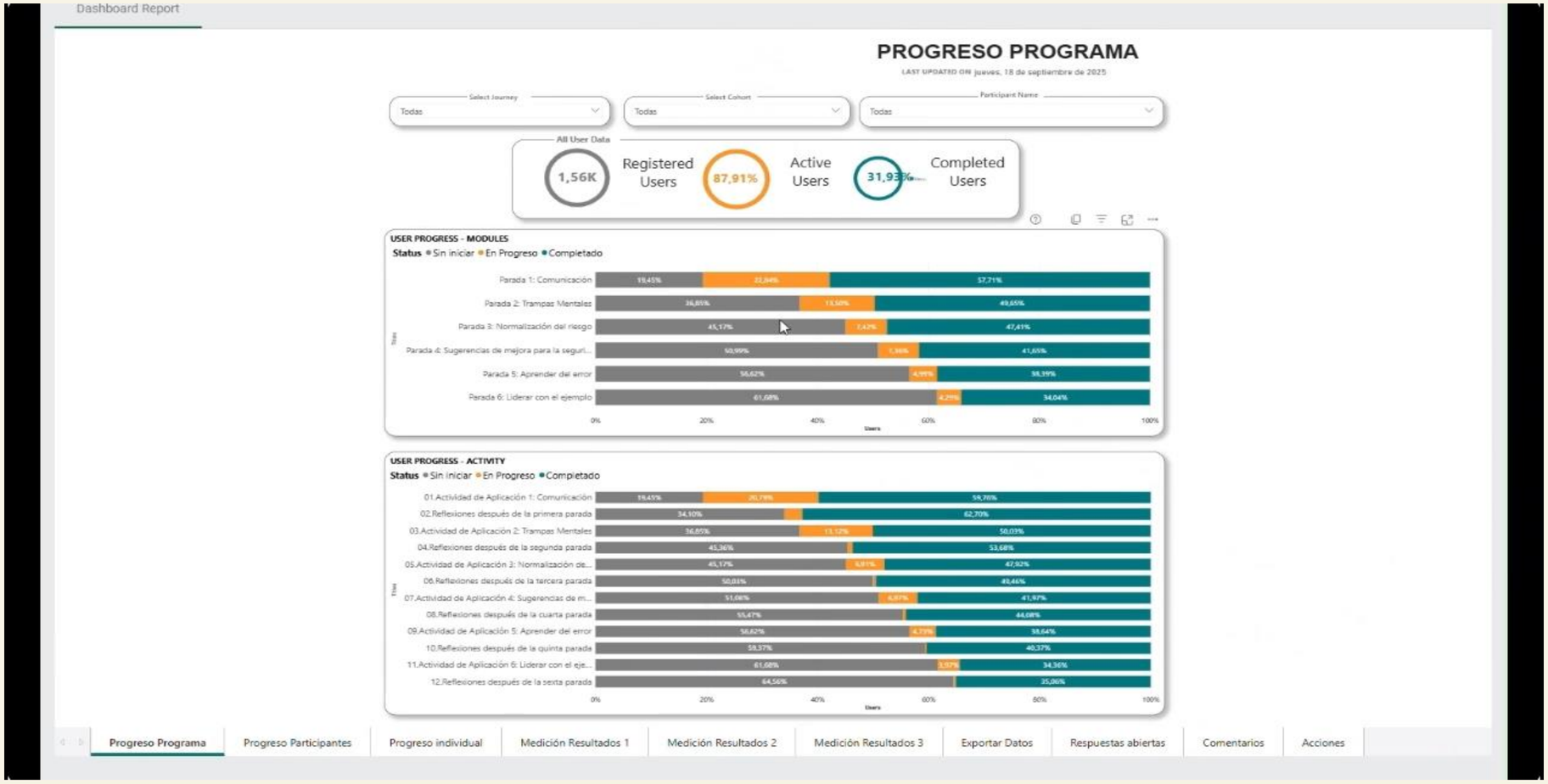
'BETTER MEASUREMENT OF THE IMPACT OF LEADERSHIP DEVELOPMENT'

'BEST LEADERSHIP DEVELOPMENT PROGRAMME'

Brandon Hall Group EXCELLENCE AWARDS 2024

adif bts

MEASUREMENT OF THE IMPACT THROUGH OUR DASHBOARD



ADIF SAFETY LEADERSHIP

A final reflection...

Thank you for your attention !!

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