SAYFR

All you need to know about

SafeMind

and the cooperation with gard

Why measure culture?

While traditional safety work in the maritime industry has focused strongly on compliance and crisis management, research shows that there is one aspect that truly can predict the risk for serious incidents: the **maturity of the organisational culture.**

With the shared goal of making the maritime industry safer, **Gard and Sayfr have joined forces** to help shipping companies gain **deeper insights** into their own safety culture—and take actionable steps to improve it.

Why is Gard Investing in This?

As the world's largest P&I club, Gard is committed to **helping its customers prevent losses before they happen**. By offering access to Sayfr's SafeMind survey, Gard wants to help its customers **identify safety risks, strengthen their culture, and reduce the likelihood of serious incidents**—protecting lives, the environment and assets at sea.

Data-Driven Insights for a Safer Industry

SafeMind is one of the most **rigorously validated** safety culture surveys in the maritime industry—recognised amongst others by the U.S. court system as a reliable assessment. With **data-driven precision**, it helps you **proactively manage risk.**

By participating in Sayfr's SafeMind survey, you will:

✔ **Measure** the likelihood of serious incidents based on your organisation's culture maturity.
✔ **Compare** your company's safety mindset and practices to industry-wide best performers.
✔ **Gain actionable insights** on what to address to improve your organisation's safety culture.

How strong is your safety culture?

What is SafeMind

Web-based survey

Distributed as a unique link via personal email. Taking 15-20 minutes to complete.

55 questions

The survey includes 53 statements rated on a 5-point Likert scale and two open-ended questions.

Detailed Assessment

Your results will be accessible through an interactive dashboard and a detailed report.

Multiple languages

Available in 14 languages, the survey ensures accessibility for a diverse workforce.

Easy set-up

Make sure your firewall does not block our email addresses and links – and tech is covered.

Confidential

Our survey is confidential, anonymous, and compliant with all data processing standards.
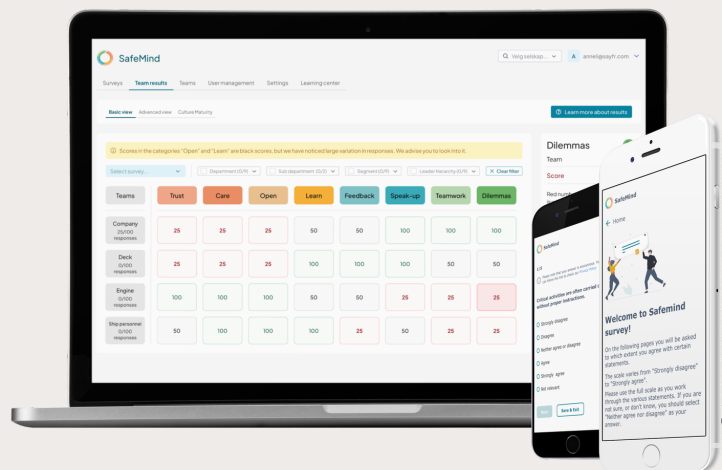
What does SafeMind measure ?

Culture can often feel abstract and difficult to tackle. The SafeMind survey makes it concrete and measurable by focusing on scientifically validated behaviours that predict risk and strengthen safety culture. Your results will provide insights into two key areas:

1. **Cultural Maturity Level** – Your company's overall safety culture is assessed from Level 1 to 5. The cultural maturity level is directly linked to the risk for large incidents, where Level 1 has eight times the risk of incidents compared to Level 4.

2. **Eight Core Safety Behaviours** – The survey assesses to what extent eight core behaviours for safety, such as trust, teamwork and feedback, are active in your organisation's culture. Additionally, free-text responses provide deeper qualitative insights,
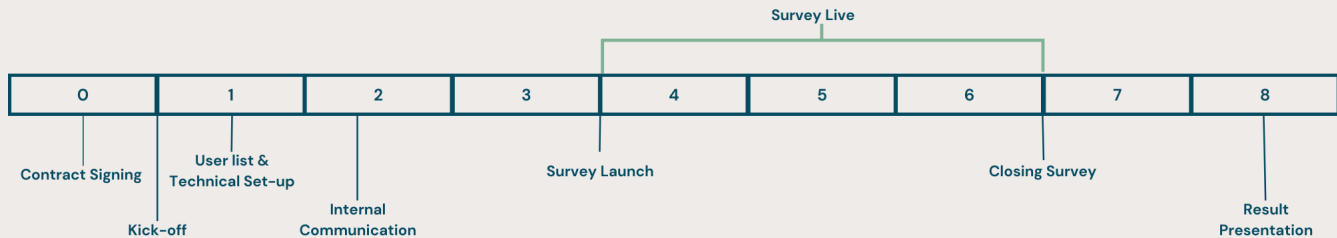
All results can be broken down to team level for a granular view of your organisation's culture.

Your scores are benchmarked against the **largest Safety Culture database in the industry**, comprising over **400,000 respondents**, allowing you to compare yourself against industry standards.

With SafeMind's **interactive dashboards and detailed reports**, you can track trends over time, assess the impact of safety initiatives, and make data-driven decisions to strengthen your safety culture.

Timeline

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

Survey Live (spanning 4–6)

Contract Signing
Kick-off
User list & Technical Set-up
Internal Communication
Survey Launch
Closing Survey
Result Presentation

While traditional culture assessments can take up to six months, **SafeMind delivers a full organisational analysis in under eight weeks**. The sooner you're able to prepare, the sooner the survey can be completed.

Throughout the process, **Sayfr's team will onboard and train key stakeholders** to ensure they can fully leverage the results. Experience shows that **active support from top management** significantly boosts response rates and sets the stage for a successful process.

Your Core Team for the Project:

Project Owner

- Holds mandate to act on results

- Part of the top management team

- Determines how results are communicated across the organisation

Project Manager

- Coordinates day-to-day survey preparation and execution

- Oversees communication with all participants

- Works closely with the Project Owner

About SAYFR

Founded in 2018, Sayfr is a Norway based company specialising in enhancing organisational safety culture in the maritime industry. Sayfr's team comprises advisors and organisational psychologists with over 20 years of experience working with risk assessment, culture improvement and safety at sea.

By leveraging data analysis, Sayfr has identified the key factors that reduce risk and foster a strong safety culture. Through innovative solutions and digital tools they provide companies with a clear overview of their safety culture and actionable guidance on where to improve.

Recognised for their validity and reliability — endorsed amongst others by the U.S. court system — Sayfr delivers measurable impact. Their culture change programs have led to a 65% reduction in serious incidents, a 40% decrease in occupational accidents within six months, a 35% reduction in technical breakdowns, and an 80% improvement in organisational learning. The first step towards a safer organisation is measuring your culture with SafeMind.

Common questions

We already have good safety results. Why should we focus on this?	Strong results are a good sign — but they don't guarantee future performance. The better your track record, the harder it becomes to rely on reactive measures alone. SafeMind offers a proactive way to identify blind spots and emerging risks —helping you sustain and strengthen safety performance before an incident occurs.
What does it require of us as clients?	For an efficient and effective SafeMind process, management must allocate time and resources as outlined below. Strong internal communication is key to high participation rates. A Project Owner with decision-making authority is needed to prioritise culture within the organisation. Additionally, a Project Manager must attend training to ensure a successful survey rollout. The most time-consuming task is preparing an accurate user list, including employee email addresses and correct categorisations.
How is the survey data treated?	Sayfr is based in Norway and complies with the EC regulations on data processing. In addition, the technical platform is based on the highest standards of the Google platform, and the data is stored in Western Europe. Your company retains control over your survey results. Sayfr processes the data and provides insights, but only authorised representatives from your company can access the full results. Read more at: https://sayfr.com/data-processing-agreement
Is the survey confidential and anonymous?	Yes, individual survey responses are confidential. Sayfr aggregates the data, ensuring that no individual responses can be traced back to specific employees. Results are only provided in groups of eight persons or more. Hence, no respondents can be identified by the client. This anonymity fosters honest feedback and meaningful insights.
Will the data be available for Gard?	No personal or company-specific data or results will be shared with Gard or any other third party. Gard will only receive anonymised and aggregated insights to support broader safety performance initiatives across its portfolio of members, and to understand how its member base compares to the wider maritime industry. Gard will be informed about overall progress and response rates to gauge engagement with the initiative, and members are free to share their results with Gard if they so choose.

What about GDPR?

The SafeMind process is fully compliant with GDPR (General Data Protection Regulation). Sayfr ensures that all personal data is handled securely and in accordance with GDPR principles, including data minimisation, purpose limitation, and confidentiality.

In cases where companies use employees' private email addresses, they must ensure that internal policies allow sharing these with external service providers conducting work on behalf of the company, in line with GDPR requirements.

Is it technically difficult?

The technical setup for SafeMind is straightforward. It requires making sure your firewall does not block our survey link and Sayfr emails, as well as providing individual email addresses for all users to receive their survey invitations.

Participants will need access to a smartphone or desktop with an up-to-date version of Chrome or Edge, or a device running Android or iOS that is no more than three years old (older versions may work but are not officially supported).

How is this survey different from other safety assessements?

The SafeMind survey goes beyond traditional safety assessments by focusing on safety culture and human behaviour, rather than just compliance and procedures. It uses scientifically validated psychometric models to measure mindsets, decision-making patterns, and underlying risk factors that influence safety performance. Unlike standard audits, SafeMind provides predictive insights, benchmarking against industry data, and offering actionable recommendations to drive real cultural change.

Why should we trust the results?

The SafeMind survey methodology is statistically validated. It is built on well-established principles of behavioural science, safety culture research, and data analytics. Additionally, the aggregated results undergo rigorous analysis to ensure they accurately reflect organisational trends and insights while maintaining statistical integrity.

SafeMind has been recognised for its validity and predictive capabilities, being chosen by the U.S. legal system as a reliable tool for assessing organisational safety culture.

Tell me more about the science behind the survey

Sayfr has developed and refined its methodology since 2010 to ensure scientific validity. Our tools are grounded in and aligned with leading safety philosophies, including major accident research, Safety Culture theory, Crew Resource Management (CRM), and High Reliability Organisations (HROs).

We have validated our approach through several types of evidence:
- Content validity: Aligned with established safety theories and frameworks
- Predictive validity: Low maturity scores are linked to major accidents
- Concurrent validity: Maturity scores correlate with claims frequency (H&M and P&I)
- Criterion validity: Improvements in leadership behaviours lead to measurable reductions in incidents, injuries, and noncompliance.

Can the survey help us meet any compliance or regulatory requirements?

While the SafeMind survey is not a regulatory compliance audit, it can support compliance efforts by identifying gaps in safety culture that impact regulatory adherence. By providing data-driven insights into organisational safety behaviours, it helps companies strengthen their safety management systems (SMS), align with TMSA and other relevant industry guidelines, and demonstrate a proactive approach to risk management.

Which languages is SafeMind offered in?

SafeMind is currently available in 11 languages in addition to English: Bengali, Chinese, French, Hindi, Japanese, Norwegian, Portuguese, Spanish, Swedish, Tagalog, and Vietnamese. Korean, Russian, and German are in development.

How does national culture impact the survey results?

It's a common assumption in the maritime industry that national culture—such as willingness to speak up—is the main reason for differences in safety behaviour. However, research shows that this is not supported by safety outcome data. For example, nationalities with high power distance, such as Filipino crews, often have better safety results than lower power distance groups. SafeMind measures organisational culture, not national culture. It is the way people work together within a specific company—not where they come from—that explains differences in safety performance.

Are results accurate given that ships have high turnover rates?

Yes. The SafeMind survey captures how the current crew experiences culture at the time of the survey. High turnover doesn't reduce the accuracy—it simply means results reflect the perceptions of the team in place now, which is what matters for identifying present risks and opportunities.

Are the questions relevant for personnel working on shore side offices?

Yes. The questions are designed to be relevant across both offshore and shore-based roles. While improvement efforts often focus on vessel operations, the shore-side environment also plays a key role in shaping safety culture. Everyone, regardless of location, can contribute to or be affected by cultural factors. In some cases, shore-based teams may be at earlier stages of cultural maturity, and the survey can help highlight those opportunities for development.

What happens after the survey?

When the survey closes, Sayfr will generate a report for your management group. This report will guide them through the results and towards efficient ways to improve the organisational culture. All results will be available to you in SafeMind dashboard, and you can use advanced analytic tools to dig deeper into the results.

It is recommended to do an annual SafeMind survey to monitor changes over time.

What do we as clients do with the results?

The results are feedback to the management about the organisational culture. Are the results acceptable? What are potential problems or hotspots? How should we prioritise issues and what are potential solutions?

It is valuable for the management to reflect on the results in the context of other operational strengths and weaknesses. This can be based on previous incidents, audit findings, engagement surveys, etc.

What does it usually cost?

The normal investment in a SafeMind survey depends on the size of the company. For a company with 250 employees, the normal cost is in the order of USD 15,000 (USD 60 per user). For a larger company, say 3000 employees, the investment is in the order of USD 40,500 (USD 13.5 per person).

Do you need internet to answer?

The survey link is distributed through email and only requires visiting a simple web page. Data usage is minimal and connectivity is, in practice, 100%.

What kind of contract do we sign?

The contract is a standard subscription contract, where Gard pays for one year of subscription. There is a need to sign a Data Processing Agreement (DPA) to allow Sayfr to collect and process the survey data. This DPA is a part of the standard contract. It is up to you if you want to continue with the subscription on year 2. You may then get a 25% discount from standard prices as a Gard member.

Can we get SafeMind on all our ships, even though only some are insured by Gard?

Yes. SafeMind will be available for the shipowner's entire fleet, regardless of whether the vessels are insured with Gard or another club. We believe this allows shipowners to gain a picture of the safety culture across all their operations, not just the ships insured by Gard.

We're already a Sayfr Customer. Does this offer apply for us?

The free first year is only for new Sayfr customers. However all existing Sayfr customers will get a 25% Gard discount when renewing their contract.