

Closing remarks

We have appreciated the engagement and candour that you all have contributed to this workshop.

This workshop has been proactive in coming to grips with important changes taking place around the world, such as increased multicultural workforce, subcontractors from different social groups, the new generation having a different relationship to technology, greater numbers of owner operators from outside the local communities and international relations related to new-build projects.

We have gained a better understanding about the challenge between international safety culture standards and local conditions. The group agreed that international standards on safety culture serve very well as a unifying framework for a strong global safety culture. However, these standards have greater effect when mindfully customized and integrated to fit the local practices, values, expectations, assumptions including those drawn from traditional national propensities.

Leadership plays an important role in the establishment of safety culture and the management is in an important position to integrate international safety culture standards into the local context. This leads back to IAEA's Safety Standards. The new requirements on leadership on management for safety, GSR Part 2, will play an important and strong role to ensure safety and security in order to protect people and environment from harmful ionizing radiation in this context.

Diversity will always, and should always, be there – diversity is good for safety as it brings more perspectives in small and large scale. On group, organizational on national level, so difference and diversity need to be invited and valued in a respectful manner. This way to value diversity or enhancing safety is, as Edgar Schein emphasized, through open communications. To cultivate bridges between groups (hierarchical and functional) in organizations between organizations, within national nuclear infrastructure (Government, Regulatory Bodies, Licence Holders, vendors, others, Non Government Organisations) and between nations.

Several important insights and action items were accomplished through this workshop.

1. How to effectively use the IAEA normative safety culture framework through customization to the specific local conditions. The workshop explored means that groups could learn from others and use specific leadership skills to overcome possible limits within local environments.
2. How essential good communication practises are to overcome cultural diversity, in fact to benefit from this diversity, to increase safety.
3. Formed relationships and networks with people experiencing common challenges which hopefully can be utilized for further collaboration and mutual learning.

I personally wish to express my gratitude to you all for coming to Vienna and sharing your experiences and thoughts, and I hope you all have safe journeys home.