

Activity report

April 2026



FONCSI, public-interest foundation

Foncsi, the Foundation for a Culture of Industrial Safety, is a public-interest research foundation that brings together representatives from hazardous industries, regulatory bodies, local authorities and the international academic community.

“To inspire, support and implement single and multidisciplinary research that is in the public interest, and maximize the dissemination of the products of this research in order to:

- improve safety in industrial companies of all sizes, and in all sectors;
- identify the conditions and practices that support an open debate between at-risk enterprises and civil society, with a view to developing a better mutual understanding; and, more generally;
- promote awareness and familiarize all of the actors in society to the problems of risks and industrial safety.”

Operating as an idea Lab, Foncsi aims at uncovering new paradigms and practices by questioning the organizational, inter-organizational and societal dimensions of the management and governance of safety in context.

This is the statutory mission of the Foundation for an Industrial Safety Culture, which was officially recognized as a nonprofit organization in the decree of April 18, 2005.

Its status as a public-interest organization is particularly important to Foncsi. It is committed to disseminating the results of its work to as many people as possible.



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A WORD from the Director

An Unprecedented Shift in the World

Ten years ago, the acceleration of global globalization appeared to us as a new way of reading the industrial world. It led to a refocusing of companies' scope on their core business, an intensive reliance on subcontracting or co-contracting, the creation of subsidiaries in all their forms, a massive need for cloud computing, platformization, and IT connectivity, and changes in organizational structures. Ultimately, all of this pointed to the issue of the growing complexity that industrial safety has to deal with.

Five years ago, COVID reshuffled the deck, emerging as a vast reset and refocusing of our priorities, particularly in the field of psychosocial risks and in highlighting the overall relativity of safety models when faced with an unexpected global threat.

We thought we had completed "the bulk" of the necessary adjustments to safety models, both theoretical and practical, following these two major developments. But we were still a long way from having imagined – and prepared for – what was then our future.

We have entered, quite suddenly, a world with few equivalents in the recent past. A high-intensity war has returned to Europe's doorstep; the power of the strongest is imposed daily, without conditions or regulation, on the weakest; and the commercial world has been reshaped around a USA–Russia–China triangulation that, in many sectors, sidelines Europe's historical influence. The new standards of technological and social life seem to be written elsewhere. The rise of new planetary risks such as climate change, and the arrival of disruptive technologies – foremost among them artificial intelligence (AI) – complete the picture of this new landscape.

Significant impacts on industrial safety are emerging in the wake of these upheavals, across all its components: technological risk management, occupational health and safety, and even environmental and cyber safety.



The issue of safety is not central in itself – nor is it a driving force – at the scale of the transformations described above, but it constitutes a variable that is mechanically associated with them. Safety is not merely an isolated techno-organizational bubble made up of sanctuarized good practices; it evolves alongside these other imposed changes and must continuously question its future organization and its new challenges.

A Foncsi Program Entirely Devoted to Articulating the Present and What We Read in It for Tomorrow

The world of safety is becoming more complex, at scales previously unimagined. Traditional siloed approaches addressing each safety issue separately are losing relevance, giving way to cross-cutting reflections, models, and organizations that span all these forms of safety (product safety, facilities, occupational health and safety, environmental safety, cyber safety). Foncsi, long focused solely on product and facilities safety, expanded its focus in 2025 to the global governance of these various forms of safety, particularly through the strengthening of its scientific monitoring on the subject, made available to the community (monthly reading advice, "Cahiers").

The world of safety is not independent of the industrial world global developments. Openness must lead both to a more systemic way of thinking about safety and to paying even closer attention to the international landscape and to the diversity of industrial sectors, since the influence of Europe – and France in

particular – is tending to decline in the setting of new global standards. In 2025, Foncsi accelerated its systemic analysis of risks, notably through strategic analysis of new global industrial champions and through the expansion and strengthened consolidation of its close network of international safety experts.

The world of safety is being profoundly reshaped by the arrival of artificial intelligence (AI), which simultaneously carries promises of safety improvements and the emergence of new risks. In 2025, Foncsi produced a first Industrial Safety "Cahier" on this topic, as part of an initial strategic analysis of the issue – two initiatives that are clearly only an entry point into a concern that will become a lasting one in the years to come.

The world of safety is not sanctuarized. The challenge is no longer simply to equip ourselves to identify deviations and eliminate them in order to remain within a safe standard. We must "live with" the idea that we will not return to past standards, and that safety must be rethought within an adaptive framework, articulated with the other challenges faced by high-risk industries. How do we "live with" this new reality: a crisis – or rather a new situation – in human resources, skills, and recruitment in the sector; the arrival of new technologies; shifting priorities, notably in response to political messages that revise the relative importance of different forms of safety and the resources devoted to them; the rise of all kinds of threats (malicious acts, delinquency, organized crime), and now even acts of war? Foncsi has embarked on an international and national reflection on this new way of "living with" changes and new threats that cannot be stopped. A strong and lasting network of international experts and French experts from both academia and the field has been built to sustain and feed this reflection. The first publications are beginning to appear, both in the Industrial Safety "Cahiers" series and in Foncsi's book collection published by Springer.

Foncsi Reinforces its Visibility

The small team, fully bilingual and led by a president who is a historical figure in national industrial safety, is in many ways a dream team: thanks to the seniority it has acquired in the field, the complementarity of its French and international industrial and academic networks, and the diversity of its in-house skills (ranging from engineering sciences to cyber issues, including human resources and organizational expertise, medicine, psychology, sociology, and even biology). A special mention is also due to the support team responsible for communication and general affairs, shared with Icsi. There was no shortage of initiatives in 2025, foremost among them the new Foncsi website,

which has become clearer and more user-friendly, and the remarkable long-term support provided along the demanding techno-legal path of revising the Foundation's statutes, in order to align them with new frameworks recommended by the French Council of State.

Publications are becoming increasingly numerous, all of them available online on an open-access basis. Alongside the prestigious Springer collection (*Springer Briefs in Safety Management*: 17 titles, 2 new ones in 2025, nearly 1.5 million downloads), Foncsi also produces "Cahiers" that translate theoretical advances into applied knowledge for industry (3 new "Cahiers" in 2025). This is complemented by active monitoring of international publications and disruptive ideas, with the monthly release of summaries of books and commented articles (reading advice).

Networking has been strengthened with both the international and national industrial safety community (workshops organized in Norway, the onboarding of new experts, national workshops, active support for the long-standing NeTWork network). In return, requests from several foreign colleagues to publish under the Foncsi label have multiplied, particularly within the resilience research community.

Finally, ties with Icsi have been reinforced without being merged – while respecting the identity, including the legal identity, of both organizations – through concrete actions: exchange days, participation of Icsi experts in strategic analyses, and joint seminars.

Tomorrow Already on the Agenda

See you next year, with a new series of achievements shared with our donors, our networks, and beyond them the global web – this being the very purpose of a public-interest foundation.

René Amalberti
Director of Foncsi

Foundation GOVERNANCE

Sponsors

By supporting industrial safety research, Foncsi's sponsors actively contribute to its public-interest mission. End of 2025, the research program "Foncsi 4" (2023-2027) was supported by 22 sponsors and partners, who contributed €3.9 million.

Since January 2025, IRSN has become, together with ASN, the French Authority for Nuclear Safety and Radiation Protection (ASNR). As both institutions had previously been sponsors of the "Foncsi 4" program, ASNR's sponsoring continued naturally.

In addition, Foncsi welcomed a new sponsor, NGE, in support of the "Foncsi 4" program. NGE, New Generations of Entrepreneurs, is a multi-skilled construction company that designs, builds, and maintains infrastructure and buildings.

22 "Foncsi 4"
Sponsors &
Partners

"FONCSI 4" SPONSORS and Partners (12/31/2025)

- Air France
- Airbus
- Autorité de sûreté nucléaire et de radioprotection (ASNR)
- Bouygues Construction
- Direction générale de l'aviation civile (DGAC-DSAC)
- EDF
- Enedis
- Établissement public de sécurité ferroviaire (EPSF)
- Equans
- Natran (ex-GRTgaz)
- Nouvelles générations d'entrepreneurs (NGE)
- Organisme professionnel de prévention du BTP (OPPBTP)
- Razel-Bec
- Réseau de transport d'électricité (RTE)
- SNCF
- Spie
- Suez
- Systra
- TotalEnergies
- International Union of Railways (UIC)
- Union des transports publics et ferroviaires (UTP)
- Vinci Construction

The Board of Trustees

Foncsi is managed by a Board which – through its deliberations – regulates the affairs of the Foundation. In late 2025, Luc Rousseau was coopted by the Board to join the group of qualified people.

THE BOARD OF TRUSTEES

(12/31/2025)

Members by Right

- CNRS: Joël Bertrand
- INP Toulouse: Renaud Ansart
- Région Occitanie: Thierry Cotelte

Founders

- EDF: Cécile Laugier
- Engie: Sonia Nouri
- SNCF: Yohanna François
- TotalEnergies: Paul Hiegel

Qualified People

- Michel Descazeaux
- Jean-Paul Labarthe
- André-Claude Lacoste
- Luc Rousseau

Government Commissioner

- Marianne Peyrot, Regional Delegate for Research and Technology of Occitanie

Honorary Member

- René Deleuze, former director of Icsi-Foncsi

The Executive Committee

The Foundation's Executive Committee is elected by the Board of Trustees.

THE EXECUTIVE COMMITTEE

(12/31/2025)

- Chairman:
André-Claude Lacoste
- Vice-Chairman:
Cécile Laugier
- Secretary:
Paul Hiegel
- Treasurer:
Joël Bertrand

PERSPECTIVES

The Foundation has initiated preparatory work aimed at proposing relevant research priorities to current and future sponsors for the next scientific program, "Foncsi 5" (2028-2032).

The Foncsi TEAM

The Foncsi is run by a small team of scientific experts and support staff, permanently based in Toulouse.

In 2025, the Foncsi's scientific team, led by **Corinne Bieder**, consists of two Program Managers, **Caroline Kamaté** and **Éric Marsden**, supported by two Coordinators, **Hervé Laroche** and **Jean Pariès**. **René Amalberti** serves as Director of the Foundation, and **André-Claude Lacoste** as Chairman. Finally, **Pauline Fabre** and **Clotilde Gagey** are respectively responsible for the General Secretariat and for Communication.



The Foncsi team in June 2025 with colleagues from Icsi responsible for the Foundation's administrative matters.

The permanent team is based in Toulouse, France:
6, allée Emile Monso - BP 34038
31029 Toulouse cedex 4 - France

Foncsi shares its offices with the Institute for an Industrial Safety Culture (Icsi) on the campus of the Institut national polytechnique (INP) in Toulouse, south-east of Toulouse near the town of Labège.

The “Foncsi 4” program at the halfway point

2026

PERSPECTIVES

In 2026, the Foncsi team will be strengthened through the integration of two new members: a position dedicated to communication, and a second position coming from the Safran Group under a skills-bases sponsorship agreement.

SAFETY, SKILLS AND CAREERS by 2040

The strategic analysis of the “Foncsi 4” program, entitled “Safety, skills and careers by 2040”, is coordinated by Caroline Kamaté and Hervé Laroche, with scientific support from Stéphanie Tillement (IMT Atlantique).

The Strategic Analysis

Socio-demographic changes, technological and organizational transformations... the safety challenges linked to the skills of stakeholders in high-risk industries in the near future are considerable. While the topic was touched upon in the “Work and workers in the Future” project of Foncsi’s previous scientific program, further in-depth analysis is needed. This is why the strategic analysis “Safety, skills and careers by 2040” was launched in late September 2023.

INDUSTRY EXPERTS

working with the Scientific Group

- Florence Reuzeau & Lucile Guichardon, **Airbus**
- Adeline Clos & Sophie Quiblier, **ASNR (ex-ASN)**
- Stéphane Corcos, **DGAC-DSAC**
- Raluca Ciobanu & Stéphanie Michaud, **EDF**
- Romuald Périnet, **Natran**
- Alexandre Largier & Audrey Marquet, **ASNR (ex-IRSN)**
- Alain Giot, **SNCF**
- Michel-André Klein, **TotalEnergies**

Clusters

In parallel with the cross-sectoral analysis group, two groups dedicated respectively to the construction industry and energy services – the “clusters” – are working on the same topic, from the perspective of their specific challenges. Icsi was invited to contribute to the work of these “clusters.”

MEMBERS

of the “Construction” Cluster

- Sophie Clerc, **Bouygues Construction**
- Dounia Tazi, **Icsi**
- Damien Santa Maria & Yann Le Duff, **OPPBTB**
- Daniel Soldini, **Razel-Bec**
- Régis Amberni, **Vinci Construction**

MEMBERS

of the “Energy Services” Cluster

- Olivier Terral & Olivier Cournil, **Enedis**
- Brahim Garda, **Equans**
- Benjamin Razaiarisoa, **Icsi**
- Géraldine Réal & Philippe Haberstich, **RTE**
- Jérôme Lesne, **Spie**
- Soizic Machado-Verheye, **Suez**

The International Academic Seminar

The international academic seminar for this strategic analysis was held from November 13 to 15, 2024 at Royaumont Abbey. During this seminar, eight international experts presented their work.

Results and Seminar for Partners and Sponsors

Three industrial strategies to address the skills shortage emerged from the work: Adjustment – Restoration – Compensation. Two workshop sessions with cluster members were organized in spring 2025 to challenge and further develop these findings.

The seminar for partners and sponsors presenting the results of the strategic analysis was held on May 13, 2025. Thirty-five participants representing our sponsors and partners (Airbus, ASNR, DGAC-DSAC, EDF, Enedis, Equans, Natran, NGE, Razel-Bec, RTE, SNCF, Suez, TotalEnergies, UIC) attended this half-day seminar, which marked the culmination of nearly two years of work.

A meeting with Dutch researchers and human resources consultants was also organized in June 2025 to present the results of the strategic analysis.



The seminar for partners and sponsors, on May 13, 2025 in Paris.

International Academic EXPERTS

- Laurane De Carvalho, **University of Geneva (Switzerland)**
- Frédéric Garcias, **University of Lille (France)**
- Mark Griffin, **Curtin University (Australia)**
- Elleke Ketelaars, **University of Geneva (Switzerland)**
- Annet De Lange, **University of Heerlen (Netherlands)**
- Beth Lay, **Forge Works Rochester (USA)**
- Marta Santos, **University of Porto (Portugal)**
- Manuel Souto-Otero, **University of Bristol (United Kingdom)**

Strategic Analysis Journal

A journal intended for Foncsi’s sponsors and partners regularly summarizes the progress of the strategic analysis and the clusters. The first two issues of the journal “Safety, Skills and Careers by 2040” were published in March and October 2024, and a third issue in December 2025.



PERSPECTIVES

To present all the results of the strategic analysis in detail, Foncsi will publish two books in the coming months:

- an academic book in English, open access, published by Springer
- two Industrial Safety “Cahier” in French, freely downloadable from the Foncsi website: one bringing together all the results of the strategic analysis, the other focusing more specifically on the work carried out as part of the sectoral clusters.

New SAFETY CHAMPIONS

The strategic analysis of the “Foncsi 4” program, entitled “New safety champions”, is coordinated by Jean Pariès and Éric Marsden, with scientific support from Jean-Christophe Le Coze (Ineris) and Mathilde Bourrier (University of Geneva).

The Strategic Analysis

This strategic analysis starts from a striking observation: some companies that mobilize the concept of operational excellence and develop new business models – such as low-cost models in the airline sector – achieve results that appear excellent, both economically and in terms of safety challenges.

These performances are achieved even though some of these companies adopt management and organizational approaches that are very far removed from the recommendations long promoted by experts in human and organizational factors. What are the reasons for this apparent paradox? And what lessons can be drawn from it for other industrial players?

INDUSTRY EXPERTS working with the Scientific Group

- Alberto Grande & Sophie Rougé, **Airbus**
- Patrick Debuchy, **Air France**
- Nicolas Lot & Anthony Sommen, **EDF**
- Olivier At & Olivier Omnes, **EPSF**
- Ivan Boissières, **Icsi**
- Olivier Chanton, **ASNR (ex-IRSN)**
- Jocelyn Peron & Bertrand Camus, **SNCF**
- Fabien Lebas, **TotalEnergies**
- Virginie Papillault & Frédéric Henon, **UIC**

The strategic analysis group conducted hearings with individuals who have privileged knowledge of how various entities operate – entities that could be described as “new champions” – as well as with organizations whose business models and management approaches are close to those of an identified champion but that fail to achieve the same levels of performance.

For example, it interviewed pilots from low-cost airlines, as well as specialists from the European automotive sector.

It also analyzed the existing academic literature on the notions of dual performance and new business models, to select the experts to invite to the international academic seminar.

The International Academic Seminar

The international academic seminar for this strategic analysis was held from December 17 to 19, 2025 at Royaumont Abbey. During this seminar, seven international experts presented their work.



The participants in the academic seminar at Royaumont Abbey (Val d’Oise, France).



International Academic EXPERTS

- Isabelle Feng, **Université libre de Bruxelles (Belgium)**
- Jean-Christophe Le Coze, **Ineris (France)**
- Yves Jorens, **Ghent University (Belgium)**, who also presented the work of Lien Valcke, **Flemish Interuniversity Council - VLIR (Belgium)**
- Peter Turnbull, **Bristol Business School (United Kingdom)**
- Juan Wu, **ZHAW School of Management and Law (Switzerland)**
- Éric Marsden, **Foncsi (France)**
- Jean Pariès, **Foncsi (France)**

A “Rail” Working Group

In parallel with this strategic analysis, a group of partners from the rail sector is working on a related topic: the impacts on rail safety of opening the operation of rail lines in France to competition. The aim is to examine how the concept of safety as a common good, or as a collective good, can be applied to this situation of competition between economic actors, to analyze the

major safety functions that could be shared among the actors, and the associated funding mechanisms.

THE EXPERTS

from the “Rail” Working Group

- Julien Boucault & Bruno Dufosse, **EPSF**
- Julien Boulanger, **SNCF**
- Sébastien Vecchiato, **Systra**
- Frédéric Henon & Virginie Papillault, **UIC**
- Canisius Gassa & Sigrid Clavieras, **UTP**

PERSPECTIVES

The members of the strategic analysis group are continuing their discussions and refining their reflections in order to transfer the results to industry, notably through a dedicated seminar for partners and sponsors that will be organized during 2026.

International experts are drafting the scientific chapters that will make up the volume to be published in English by Springer, in the Foncsi collection, *SpringerBriefs in Safety Management*.

SAFETY PRACTICES and the digital transition

The strategic analysis of the “Foncsi 4” program, entitled “Safety practices and the digital transition”, is coordinated by **Eric Marsden**, with scientific support from **Véronique Steyer** (École Polytechnique).

The Strategic Analysis

This strategic analysis aims to examine issues at the intersection of new deep learning tools and new communication technologies, safety management practices, and knowledge related to social, organizational, and human factors. The group addresses the certification and insurability of systems based on software black boxes, the organizational dimensions of explainability issues, and the respective roles and responsibilities of operators, system designers, component suppliers, and safety authorities.

INDUSTRY EXPERTS

working with the Scientific Group

- Sophie Rougé, **Airbus**
- Dounia Lahoual, **EDF**
- Lionel Arnold, **EPSF**
- Adrian Darmohraj & Mario Poy, **Icsi Latam**
- Samir Bedreddine, Elsa Gisquet & Anne Russel, **ASNR (ex-IRSN)**
- Simone Morgagni, **SNCF**
- Jérôme Arnaud, **TotalEnergies**

The strategic analysis group conducted hearings with individuals who have in-depth knowledge of the topics on the group’s agenda, such as the explainability issues associated with software black boxes within high-risk organizations, the ways in which different occupations and professional groups approach the digital transition, and the related regulatory oversight challenges. The group also carried out an analysis of the existing academic literature on the safety issues associated with

the digital transition, the development of AI, and big data, to select the experts to be invited to the academic seminar.

A “Cahier” for the Initial Results of the Analysis

As part of its strategic analysis on safety practices and the digital transition, Foncsi published an Industrial Safety “Cahier” that provides an initial, comprehensive overview of this topic.

This “Cahier” was published in two languages:

- In English in June 2025: *AI and safety management. An overview of key challenge*
- In French in May 2025: *L’IA et la gestion de la sécurité. Enjeux et questions clés*



The International Academic Seminar

The international academic seminar of this strategic analysis was held from December 2 to 4, 2025 at Royaumont Abbey. During this seminar, nine international experts presented their work.

International Academic

EXPERTS

- David Woods, **Ohio State University (USA)**
- Jasper van der Waa, **TNO (Netherlands)**
- Carl Macrae, **Nottingham University Business School (United Kingdom)**
- Roel Dobbe, **TU Delft (Netherlands)**
- Myriam Fréjus, **EDF R&D (France)**
- Hila Lifshitz, **Warwick Business School (United Kingdom)**
- Winston Maxwell, **Télécom Paris (France)**
- Mélanie Gornet, **AI Office / European Commission (Belgium)**
- Elsa Gisquet, **ASNR (France)**



The participants in the academic seminar at Royaumont Abbey (Val d’Oise, France).

PERSPECTIVES

The members of the strategic analysis group are continuing their discussions and refining their reflections in order to transfer the results to industry, notably through a dedicated seminar for partners and sponsors that will be organized at the end of the first quarter of 2026. International experts are drafting the scientific chapters that will make up the volume to be published in English by Springer, in the Foncsi collection, *SpringerBriefs in Safety Management*.

2026



NATECH RISKS

The working group of the “Foncsi 4” program, dedicated to “NaTech risks”, is coordinated by Caroline Kamaté and Corinne Bieder, with support from Marc Sénant for Icsi.

The term “NaTech” is a contraction of “natural” and “technological.” It is now commonly used to refer to the impact that a natural disaster can have on an industrial facility, potentially leading to an accident. The consequences may affect people, property, and/or the environment.

The combination of the tsunami and the nuclear accident at Fukushima in Japan in 2011 is a dramatic illustration of NaTech risk. More broadly, events that are not necessarily catastrophic, but that occur more frequently or last longer – such as heatwaves linked to climate warming – affect industrial teams, processes, and equipment and generate new risks that need to be integrated into the scope of safety management.

The Working Group

To address these growing risks, Foncsi set up a working group at the end of 2024 with its sponsors and partners.

Priority is given to the impact of “everyday” natural phenomena, whose intensity, frequency, and/or duration are increasing as a result of climate change. A particular focus is placed on:

- Degraded working conditions (health, safety, and quality of working life);
- Safety practices and governance;
- Economic, operational, production, and service delivery performance (transport, energy supply, etc.).

NaTech risk management is therefore addressed from an industrial perspective, within a scope initially limited to mainland France and its overseas territories, while taking regulatory developments into account.

The group met on numerous occasions in 2025, during which participants shared their expertise and the ways in which this issue is addressed within their respective organizations.

INDUSTRY EXPERTS

Participating

- Alexandre Largier & Olivier Chanton, **ASNR (ex-IRSN)**
- Patricia Flach Malaspina & Cristina Giraud, **EDF**
- Sylvain Macabeo & Eric Courtalon, **Natran**
- Daniel Soldini, **Razel-Bec**
- Stéphane Drillhole, **SNCF**
- Béatrice Marchal & Michel-André Klein, **TotalEnergies**
- Frédéric Hénon, **UIC**
- Agathe Etcheberry & Régis Amberni, **Vinci Construction**

PERSPECTIVES

A mapping of industrial activities related to this topic will be carried out in 2026. The work is expected to conclude with the publication of an Industrial Safety “Cahier”.

2026





INDUSTRIAL SAFETY OF THE FUTURE

“Living with” Uncertainty, Complexity, and New Expectations

Observing the many ongoing changes (climate change, digitalization, economic and (geo)political tensions...) – some of them unprecedented in scale and/or speed – has led Foncsi to launch in 2024, with its entire team, a broad, systemic reflection on the impact of these major changes on safety.

Following an initial publication in 2024 (Industrial Safety “Cahiers” in French and English: *Safety in the era of “living with”: Uncertainty, complexity, and new expectations*), which presented an analysis of the issue by the Foncsi team and the organization of three workshops with academic experts from five countries and three continents, the Foundation expanded in 2025 its exploration of the challenges of future safety in a world undergoing profound change.

Foncsi therefore organized two complementary workshops. The first, held on January 29, 2025, at Royaumont Abbey in the Val-d’Oise region, aimed to further diversify academic perspectives – across disciplines and countries – with experts from NetWork:

Gudela Grote, Teemu Reimann, Jean-Christophe Le Coze, Mathilde Bourrier, Siri Wiig, Marc Baumgartner, and Catherine Calderwood. The second, held on March 25, 2025, brought together its sponsors and partners with the aim of confronting academic reflections with the day-to-day realities of high-risk industries and enriching them with the perspectives of industry representatives, authorities, public policy stakeholders, trade unions, and experts in operational methods. A synthesis of the discussions from this day was produced and published on the Foncsi website. Four videos by René Amalberti were also produced, focusing on “*The impacts of major changes on safety*,” “*The future role of oversight authorities*,” “*The new role of citizens*,” and “*The rules and procedures of the future*.”

All participants in the various workshops emphasized the value of such a comprehensive reflection on safety and of these exchanges – made possible only by a positioning such as that of Foncsi.

Finally, this work and these reflections were presented by Foncsi and discussed during a thematic session at the “Académie des technologies” on “*Industrial safety challenged by ‘living with’ an unstable and changing world*,” on October 23, 2025.



Workshops day with the sponsors on March 25, 2025 in Toulouse.



PERSPECTIVES

On April 2, 2026, Foncsi will once again organize a foresight workshop with its sponsors and partners. This workshop will extend the reflections initiated during the meeting held on March 25, 2025. This type of workshop will be organized approximately twice a year to continue discussions on the major future challenges of industrial safety. Finally, the Foundation’s team is finalizing an academic volume with Springer on this topic, which will be published in two volumes in 2026.

THREE STRATEGIC ANALYSES in Preparation

The “Foncsi 4” program (2023–2027) includes a total of six strategic analyses. In 2025, for the first phase of the program, three analyses were launched and are now almost completed, and three others are in preparation to complete the program.

Mastering the simplification process

This strategic analysis is led by Caroline Kamaté and Hervé Laroche, with scientific support from Stéphanie Tillement (IMT Atlantique). It benefits from the support of around twenty corporate sponsors of the Foundation. In parallel with the cross-cutting strategic analysis covering all industrial sectors, Foncsi will launch three sector-specific working groups, the “clusters,” focusing respectively on energy services, construction, and the rail sector. This diversity ensures a wide range of perspectives and experiences, thereby enriching the collective reflection on the issues addressed.

The topic

Safety work is not immune to the process of bureaucratization, which leads to practices becoming entrenched in ever more numerous procedures, rules, and controls that ultimately become an objective in their own right. This discourages reflection on the meaning of the actions undertaken and hinders innovation. The strategic analysis will address this recurring issue of the “apparently unnecessary complexification” of management systems and the bureaucratization of safety management activities, which often generate exponential costs and time losses to the detriment of field presence. The first working meetings are scheduled for the first semester of 2026.

Safety governance across multiple scopes

This strategic analysis is led by Éric Marsden and Jean Pariès.

The topic

What new balance of priorities should be established for safety governance when its scope is significantly expanded to include ecological, sustainability, ethical, and “cyber-safe” transition issues? Industrial hygiene, occupational health and safety, process safety, and environmental protection have long constituted the main fields addressed by HSE departments and their managers. The strategic analysis will examine the repercussions of these major changes in scope of organizations and safety governance at all levels of the company. How should tradeoffs be made between these different issues, which are difficult to compare with one another? What new indicators? Are organizations moving toward integrated management systems and action plans, or toward separate systems for each domain? More broadly, are we moving toward a silo-based approach to each type of safety, or toward an integrated and weighted approach?



Key indicators for ESG reporting

This strategic analysis is led by Éric Marsden and Hervé Laroche.

The topic

Environmental, social, and governance (ESG) criteria and non-financial reporting are playing an increasingly important role in corporate strategy. How can industrial safety issues be better considered within these new indicators? Does this represent an opportunity to improve the recognition of major accident prevention work within companies’ strategic steering? The in-depth analysis will examine what framework could be proposed for presenting information on major accident risks that are both useful for safety management (the work of the executive committee) and understandable for shareholders and other investors.

The study will also look at the role that a supervisory authority can play within this framework, as well as the impact of requirements arising from the duty of care of major contracting entities.



THE “SAFETY AS A COMMON GOOD” Initiative

Safety must be regarded as a common good and provide a basis for sharing and cooperation. This is the intent of the “Safety as a common good” initiative proposed by Foncsi and Icsi to senior executives of major French industrial groups.

On October 11, 2023, the leaders of six major industrial groups took part in the 20th anniversary of the Foundation and the Institute for an Industrial Safety Culture: Luc Rémont (EDF), Patrick Pouyanné (TotalEnergies), Guillaume Faury (Airbus), Anne Rigail (Air France), Laurence Poirier-Dietz (GRDF), and Jean-Pierre Farandou (SNCF).

At the end of this event, they endorsed the “Safety as a common good” initiative proposed by Foncsi and Icsi, in the form of regular dialogue on safety issues, and committed their respective industrial groups to active participation.

The Working Group

This working group brings together Group safety directors or members of the executive committees of Airbus, Air France, EDF, GRDF, SNCF, and TotalEnergies, as well as the leadership of Icsi and Foncsi. This arrangement is in line with the Foundation’s and the Institute’s usual collaborative approach, with the distinctive feature that exchanges and experience sharing take place at the highest level.

AREAS FOR REFLECTION

The roadmap for this group is built around four areas.

- **AXIS 1:** Reducing serious and fatal accidents, with strong action at the national level.
- **AXIS 2:** Supporting very small enterprises (VSEs) and small and medium-sized enterprises (SMEs), which act as contractors for major industrial groups, in improving their safety culture.
- **AXIS 3:** Using new technologies to improve safety (virtual reality, AI).
- **AXIS 4:** Maintaining a high level of attention to industrial safety in a context of declining accident rates and a possible loss of risk awareness.



Senior executives of major industrial groups at the 20th anniversary of Foncsi and Icsi.

Work Carried out in 2025

The group met regularly to make progress on these themes by pooling data and best practices from each participant. In 2025, several actions were carried out: sharing data and practices aimed at reducing serious and fatal accidents; meetings with the General Directorate of Labor (DGT); concrete and coordinated support for MASE to better help SMEs and very small enterprises gain access to best safety practices; the use of AI to reduce accidents and develop more predictive safety approaches; sharing lessons from major industrial accidents to maintain awareness of major risks; and more. Beyond these concrete actions, the group also serves as a forum for meetings and informal exchanges among senior executives from major industrial groups, opening up opportunities for mutual site visits, exchanges of views on the complexity of safety issues, and discussions on how each company structures its governance to manage multiple types of safety in parallel (products, facilities, occupational health and safety, environmental, and cyber safety).

02

International networks

NETWORK

Foncsi supports the international scientific NetWork (New and emerging Technologies and Work), which brings together the world's leading specialists in the study of safety management and governance.

Within NeTWork, Foncsi acts as the funder and organizer of the annual seminar. The Foundation also coordinates the publication of the seminar outcomes through a volume published by Springer in the open-access collection *SpringerBriefs in Safety Management*.

Seminar

Led by Siri Wiig (University of Stavanger, Norway), Teemu Reiman (Lilikoï, Finland), and Catherine Calderwood (University of Strathclyde, United Kingdom), the annual NeTWork seminar was held at Royaumont Abbey (France) from January 30 to February 1, 2025, and focused on the siloing of activities: "Enough of working in silos: how do leaders, regulators, investigators, and practitioners work together?" Nearly twenty international experts took part in the seminar and had previously submitted a positioning paper, which was presented and discussed during the event. The discussions and suggestions enabled the authors to further develop their papers, which will then be published in the *SpringerBriefs in Safety Management* collection.



Publication

In August 2025, Foncsi published a new book in its Springer collection intitled *Decommissioning Aging Installations and Declining Technologies. Burden or Inspiration?* This publication presents – through ten scientific chapters – the results of the 2024 NeTWork seminar.



LEARN MORE:
www.network-network.org

PERSPECTIVES
The 2026 seminar, entitled "Is safety so special?", will focus on the articulation – or even the compatibility – of safety management models with the management models in place within high-risk organizations. It will take place from May 11 to May 13, 2026.

2026

SAF€RA

Foncsi is an active member of the European industrial safety research consortium Saf€ra.

This consortium regularly organizes calls for research proposals that bring together European research operators, whether they are “program owners” (ministries, research agencies) or specialized institutes that participate in projects by allocating months of work to their experts and researchers. Saf€ra also organizes symposia to present the selected teams and their results.

Symposium

The 2025 Saf€ra Symposium was held as a dedicated session within the International Conference on Safety & Innovation, organized by ISSA and INAIL, from March 11 to March 13, 2025, in Rome. This special session provided an opportunity to present the most recent results of projects funded by Saf€ra, highlighting advances in worker safety.

Call for Proposals

In the first quarter of 2025, the Saf€ra consortium launched its 9th call for proposals, focusing on safety and new technologies (new materials, advanced technologies, robotics, artificial intelligence, etc.), structured around two themes:

- Theme 1: Applications of advanced materials and technologies to reduce worker exposure to hazardous substances.
- Theme 2: Robotics and AI in health, safety, and sustainability contexts.



03

Publications

2026

PERSPECTIVES

In February 2026, the Saf€ra consortium launched a new call for proposals on innovative solutions and technologies to improve the safety of workers and emergency responders.



LEARN MORE:
www.safera.eu

SPRINGERBRIEFS in Safety Management

Since 2016, Foncsi has been publishing with the scientific publisher Springer an open-access collection, *SpringerBriefs in Safety Management*.

This collection offers a series of books gathering scientific chapters written in English on the management of industrial safety.

Drawing on insights from different disciplines – combining the humanities and social sciences, engineering sciences, as well as economics, law and management – the collection explores new topics related to safety, anticipating operational challenges in industrial sectors while addressing broader societal concerns.

The books published by Foncsi in *SpringerBriefs in Safety Management* primarily target an academic audience, experts and practitioners. All high risk activities –energy, process industries, transportation, and services (notably healthcare) – are concerned by the concepts and findings presented.

In line with Foncsi’s public-interest status, all the books published in this collection are available in open access. As a result, the entire collection is made available free of charge under a Creative Commons license. The books can be downloaded from Springer’s online platform or from the Foncsi website.

2 SpringerBriefs Published in 2025

Public Participation in Governance of Industrial Safety Risks, published by Corinne Bieder, Hervé Laroche and Caroline Kamaté (January 2025)

Decommissioning Aging Installations and Declining Technologies. Burden or Inspiration?, published by Mathilde Bourrier (August 2025)



10 Years with Springer, 17 Books Published, 1.4 Million Downloads!

In 2016, Foncsi signed a partnership with the leading scientific publisher Springer to create a new collection entitled *SpringerBriefs in Safety Management*. The first Foncsi book was published a few months later in 2017.

At a steady pace of 1 to 3 books per year, Foncsi has published a total of 17 “SpringerBriefs”, each comprising around fifteen scientific chapters. The books can be downloaded fully or chapter by chapter.

All books have been downloaded several tens of thousands of times, and 5 of them – the oldest ones – have even surpassed 100,000 downloads.

With more than 250,000 downloads, the book *Safety Cultures, Safety Models* (2018) holds the current record.

Another more recent book, *Climate Change and Safety in High-Risk Industries* (2024), promises strong performance with already 70,000 downloads in only eight months.

Finally, one last impressive figure confirms the success of this open access collection:

the 17 books have collectively reached a total of 1.4 million downloads.

COMPLETE LIST OF TITLES

and Their Download Numbers

• 2025 Decommissioning Aging Installations and Declining Technologies	17,000 downloads
• 2025 Public Participation in Governance of Industrial Safety Risks	10,000 downloads
• 2024 Climate Change and Safety in High-Risk Industries	70,000 downloads
• 2024 The Regulator–Regulatee Relationship in High-Hazard Industry Sectors	32,000 downloads
• 2024 Compliance and Initiative in the Production of Safety	21,000 downloads
• 2024 Safe Performance in a World of Global Networks	43,000 downloads
• 2023 Visualising Safety, an Exploration	40,000 downloads
• 2023 Safety in the Digital Age	45,000 downloads
• 2022 Managing Future Challenges for Safety	41,000 downloads
• 2022 Contracting and Safety	38,000 downloads
• 2020 The Coupling of Safety and Security	105,000 downloads
• 2020 Human and Organisational Factors	149,000 downloads
• 2019 Exploring Resilience	180,000 downloads
• 2018 Safety Cultures, Safety Models	252,000 downloads
• 2018 Risk Communication for the Future	106,000 downloads
• 2018 Beyond Safety Training	151,000 downloads
• 2017 The Illusion of Risk Control	98,000 downloads

PERSPECTIVES

2026 is shaping up to be an extremely productive year for Foncsi’s “SpringerBriefs” collection:

- 2 books on Safety of the future and emerging challenges in a rapidly changing world
- 1 book on Skills and careers in safety toward 2040, based on a dedicated strategic analysis
- 1 book on activity silos, based on the 2025 NeTWork seminar
- 1 book in collaboration with the Resilience Engineering network
- 1 book on resilience training, produced in collaboration with the University of Geneva

2026

Industrial Safety “CAHIERS”

Since 2008, Foncsi has been publishing Industrial Safety “Cahiers”. This is a series designed to disseminate the results of the research and exchange activities led by the Foundation. Industrial Safety “Cahiers” can also be downloaded free of charge from its website. The series comprises more than one hundred publications.

3 “Cahiers” Published in 2025

Criminalization of Errors and Deviations from Procedure in Criminal Inquiries (February 2025), which is the English translation of a book published in 2024. It is a transcript of a workshop–debate held in September 2024 with Aurélia Grignon, Nicolas Gombault, Yannick Malinge, and Pierre-Franck Chevet.

L’IA et la gestion de la sécurité : Enjeux et questions clés (May 2025), and its English translation, *AI and Safety Management: An Overview of Key Challenges* (June 2025). These “Cahiers” were written as part of the strategic analysis on “Safety practices and the digital transition” by Éric Marsden (Foncsi) and Véronique Steyer (École Polytechnique).



Industrial Safety “TRIBUNES”

Since 2013, Foncsi has been publishing the Industrial Safety “Tribunes”. This series offers short opinion pieces intended to advance the debate on critical issues related to industrial safety.

2 “Tribunes” Published in 2025

In 2025, Foncsi published a “Tribune” by Jean Pariès on the January 19, 2025 accident involving a helicopter and a transport aircraft at Washington airport. This *Tribune* provides a detailed review of event analysis approaches and, above all, introduces the concept of the “Phantom Safety Syndrome.” It is entitled *An Epidemiological Approach Against the Phantom Safety Syndrome* and is available in both French and English.



3 “Cahiers” 2 “Tribunes” published in 2025



2026

PERSPECTIVES

Books are currently being prepared to present the results of the work carried out under the “Foncsi 4” program.

DISCOVER ALL FONCSI PUBLICATIONS:
www.foncsi.org/en

04

Dissemination

WEBSITE

The year 2025 marks the first year of Foncsi's new website, www.foncsi.org/en.

A brand-new website was launched in November 2024. More user-friendly and more modern, the new site is updated regularly, in both French and English.

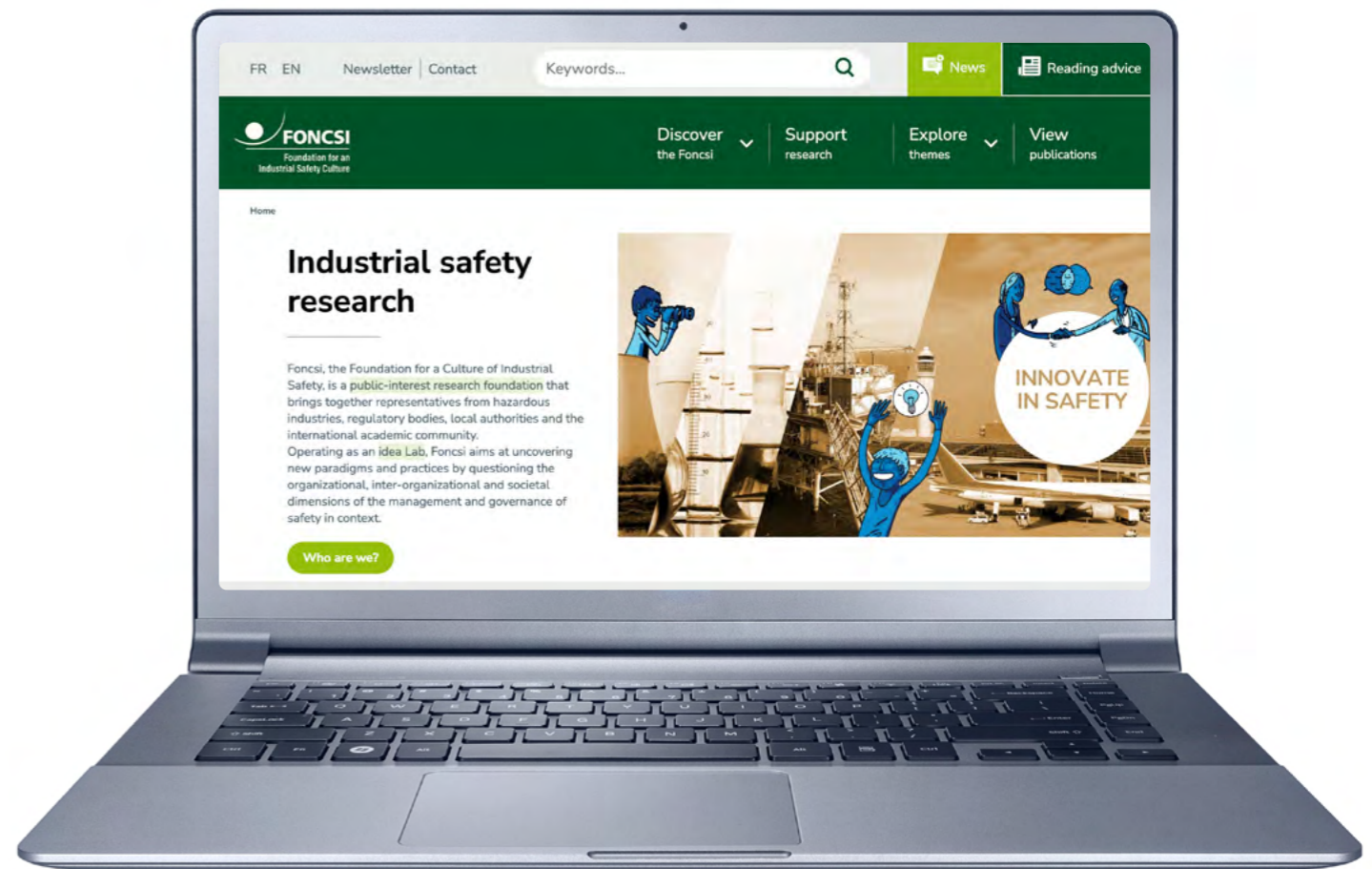
It provides access to:

- the Foundation's open-access publications: "SpringerBriefs", Industrial Safety "Cahiers", "Tribunes", etc.;
- monthly reading advice of scientific articles;
- information on ongoing research activities, including strategic analyses, working groups, pilot projects, etc.;
- and news from the Foundation.

The website's first year online has been encouraging in terms of readership, with more than

**21,400 visits
and 40,300 pages
viewed in 2025.**

Most visits came from European users (11,000 visits, including 9,500 from France), followed by North American users (6,000 visits). The most frequently consulted pages are the publications, Foundation news, and reading advice.



The three most visited publication pages in 2025 are those dedicated to:

- the “Cahier” on *AI and Safety Management*
- the “Tribune” entitled *An Epidemiological Approach to the Phantom Safety Syndrome*
- the “Cahier” on *Industrial Safety in the age of “Living With” Risk: Uncertainty, Complexity, and Rising Expectations*

These three publications are recent (2024 and 2025) and correspond to the most downloaded documents on the website in 2025.

Reading Advice on the Website

Since 2021, each month, the Foncsi team has been offering “focused” summaries of articles or books for readers from the industrial sector. These are genuine gems for the ideas they contribute to safety thinking.

Each article is summarized in both French and English, with direct access to the original source and a reviewer’s commentary.

In 2025, **eleven reading advice** were published on the Foncsi website and relayed both via “FlashWeb” and on LinkedIn.

In total, more than 70 reading advice are now available in French to visitors to the Foncsi website, and about a dozen in English.

All reading advice have attracted strong interest, with more than **2,400 views** recorded on the website during 2025.

2025 READING ADVICE

- **January 2025:** “Understanding automation transparency and its adaptive design implications in safety-critical systems”, from Mina Saghafian, Dorthea Mathilde Kristin Vatn, Stine Thordarson Moltubakk, Lene Elisabeth Bertheussen, Felix Marcel Petermann, Stig Ole Johnsen & Ole Andreas Alsos
- **February 2025:** “Getting away “Scott” (but not Susan) free”, from John Fiset & Alyson Byrne
- **March 2025:** “Risk perception and safety behaviors in high-risk workers”, from Giulia Priolo, Michela Vignoli & Karina Nielsen
- **April 2025:** “The part that we play”, from Jan Hayes, Sarah Maslen, Sarah Holdsworth & Orana Sandri
- **May 2025:** “The Effects of Moral Intensity and Moral Disengagement on Rule Violations”, from Claire Mann, Sharon Clarke & Sheena Johnson
- **June 2025:** « De la perception des risques à la construction de la sécurité dans le métier de guide de haute montagne », from Antoine Girard
- **July 2025:** “Improving work environments through regulation”, Christian Ståhl, Daniel Lundqvist & Catherine Reineholm
- **September 2025:** « L’Entreprise robuste », from Olivier Hamant, Olivier Charbonnier & Sandra Enlart
- **October 2025:** “An introduction to incremental safety”, from Erik Hollnagel
- **November 2025:** “Are Employees Safer When the CEO Looks Greedy?”, from Don O’Sullivan, Leon Zolotoy, Madhu Veeraraghavan & Jennifer R. Overbeck
- **December 2025:** “Safety culture maturity models in occupational safety and health”, from Stefania Curti, Mena Gallo, Mattia Roberto Nocilla, Andrea Montagnani, Stefano Mattioli, Maria Grazia Gnoni & Diego De Merich

LE FLASHWEB

For more than 10 years, Foncsi has been sending a monthly newsletter in French to its community: “FlashWeb”.

This newsletter highlights the Foundation’s main news, including:

- progress on ongoing research projects (skills and careers, new champions, safety and digital technologies, etc.);
- new publications (“SpringerBriefs”, Industrial Safety “Cahiers”, “Tribunes”, etc.), all freely downloadable;
- conferences organized by Foncsi;
- and, every month, reading advice and analyses of scientific articles.

In 2025, Foncsi distributed its French-language newsletter to 950 members of its community, including researchers and experts involved in its projects, donors and partners of the Foundation, and more broadly to anyone who had requested to receive it.



SUBSCRIBE TO THE NEWSLETTER
> I subscribe



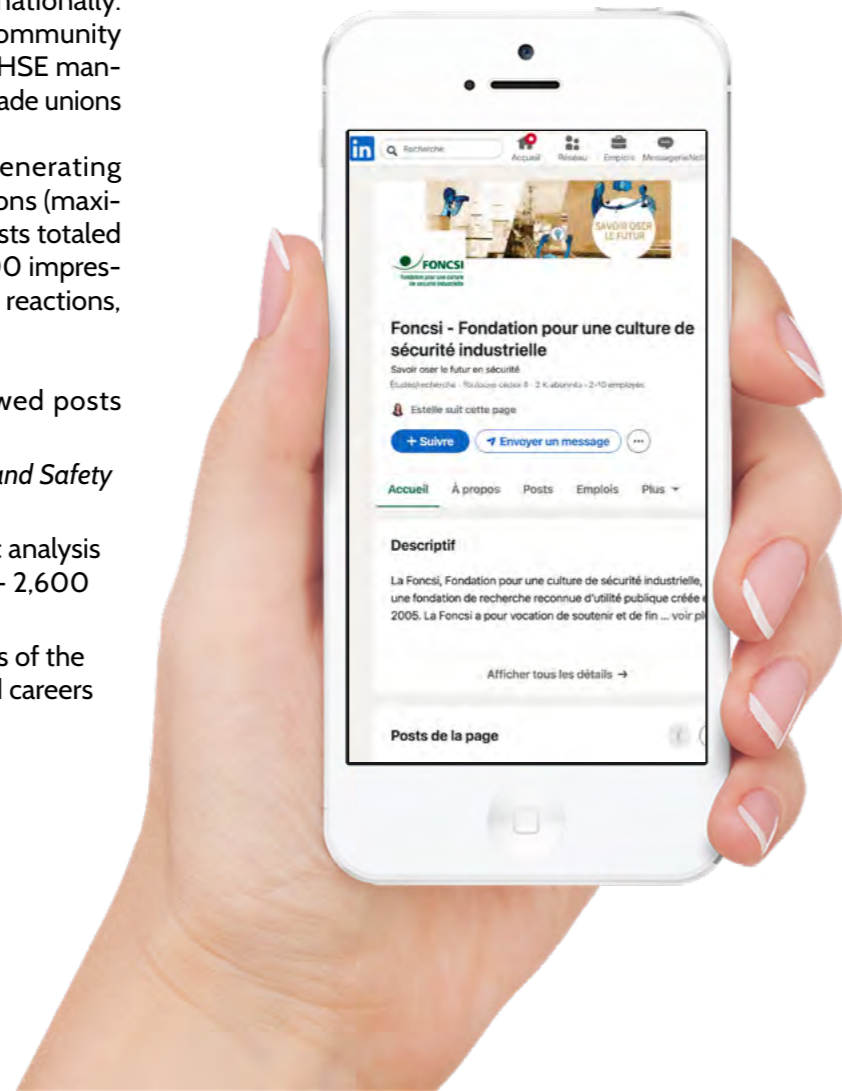
LINKEDIN

Since 2020, Foncsi has maintained a presence on LinkedIn, the world's leading international professional social network. This platform enables the Foundation to communicate widely about progress in its research activities, to promote its publications across the different collections, and to invite participation in events related to industrial safety (webinars, conferences, symposia, etc.).

By the end of 2025, the account had more than **2,000 followers** (1,700 at the end of 2024, 1,400 at the end of 2023, 1,100 at the end of 2022, and 650 at the end of 2021), both in France and internationally. These followers come from the research community and industry alike (prevention specialists, QHSE managers, safety directors, etc.), as well as from trade unions and consulting experts. In 2025, Foncsi published **29 posts**, generating from a few hundred up to 9,000 impressions (maximum 4,000 in 2024). Altogether, these posts totaled **39,800 impressions** over the year (38,700 impressions in 2024), as well as 4,200 clicks, 850 reactions, 72 comments, and 31 shares.

By the end of 2025, the three most viewed posts concerned:

- the publication of the "Cahier" on *AI and Safety Management* – 9,000 impressions;
- the academic seminar of the strategic analysis on "Safety and the digital transition" – 2,600 impressions;
- the seminar for sponsors and partners of the strategic analysis on "Safety skills and careers by 2040" – 2,350 impressions.



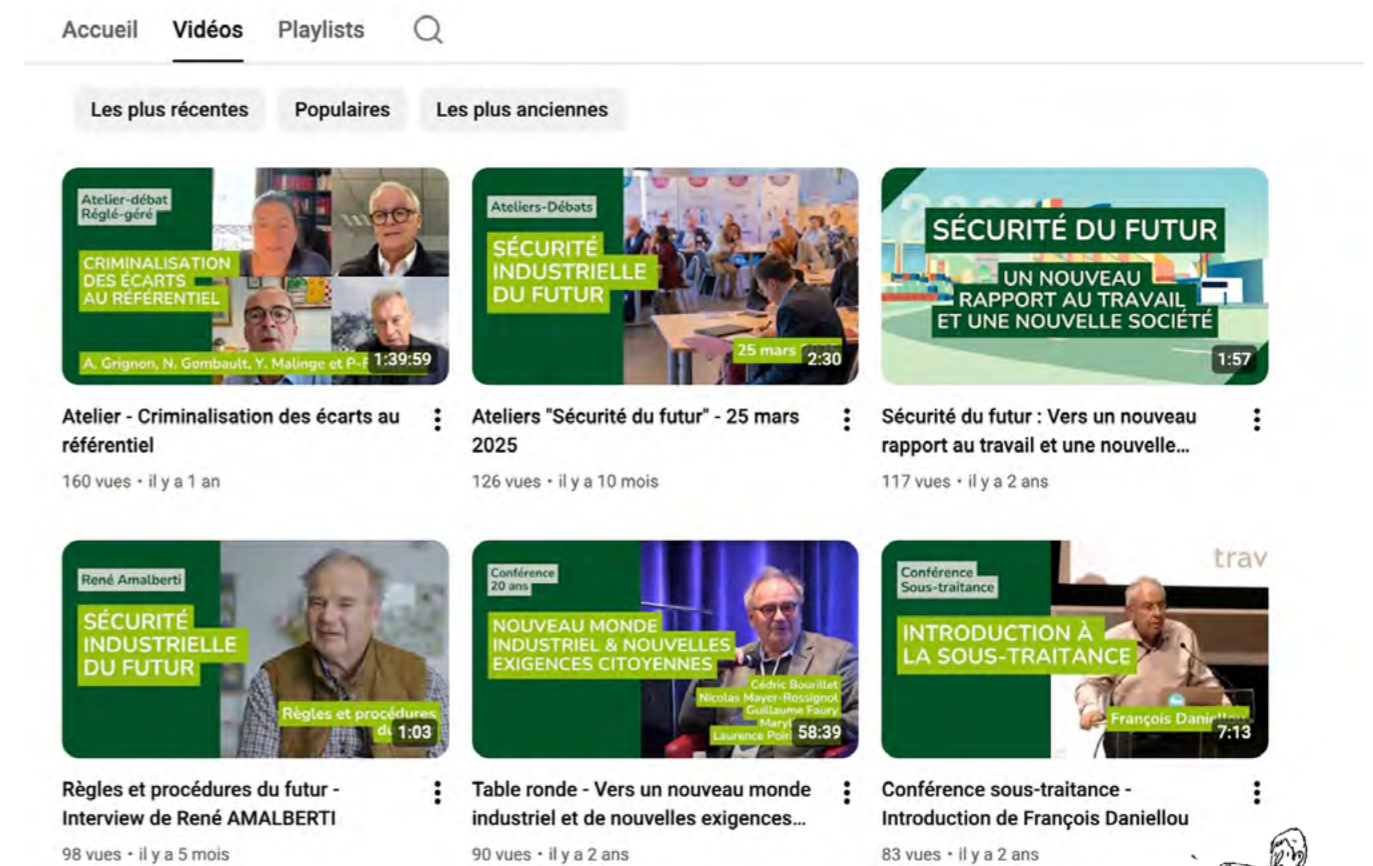
FOLLOW FONCSI
 > I want to follow the LinkedIn account

YOUTUBE CHANNEL

To fulfill its public-interest mission and disseminate its results as widely as possible, the Foundation shares its videos on social media and launched a YouTube channel, @LaFoncsi, at the end of 2023.

The channel features videos broadcast during conferences organized by the Foundation, as well as recordings of other conferences and round-table discussions on topics such as subcontracting, citizen participation, and more.

Five new videos were uploaded in 2025, produced during the foresight workshop held on March 25 on the future of safety. In total, around thirty videos in French and English are currently available online.



DISCOVER THE VIDEOS
 > I want to follow the channel



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www.foncsi.org/en