

Environmental, Health and Safety Guidelines for Senior Executives

A proactive approach to Environmental,
Health and Safety executive oversight

About CMO Software

We help companies build safer, better-regulated working environments with EHS & GRC applications that are easy to deploy, adapt and use.

Our software solutions make it easy to manage environmental, health & safety risks and to stay ahead of complex organizational, regulatory and audit compliance requirements.

We've made our multi-lingual applications simple, intuitive and accessible anywhere – so employees will want to use them, no matter where they are.

For additional information visit
www.cmo-software.com



Introduction

Environmental, Health and Safety (EHS) issues can be a significant threat to business operations. Constantly changing regulations mean that organizations that work in potentially dangerous industries such as oil and gas, construction, chemicals, maritime and aviation find it difficult to keep up to date.

Failure to meet regulatory guidelines could result in significant losses to the company including:

- **Fatalities** due to serious injuries and occupational diseases.
- **Substantial fines** from authorities.
- **Significant work days** lost due to work-related illnesses and injuries.
- **Compensation claims** as a result of fatalities or serious injuries.
- **Costs** associated with cleaning up noxious spills and leaks into the environment.
- **Brand damage** caused by bad publicity.
- **Bans from operating** in particular geographies.

Given the scale and severity of these potential losses, it is not surprising that EHS is now a major focus for company executives. How can business leaders be certain that they are asking the right questions to ensure that their teams are adequately managing the business risks?

As a senior executive, you are responsible for ensuring that your company remains compliant with a wide variety of regulations. While financial, legal and more recently cyber-security and privacy regulations are more widely understood, there is little or no information on how you should oversee the environmental, health and safety regulations that concern your company's operations.

This guide will help you become comfortable with the high-level concepts of EHS, will equip you with the types of questions to ask your management team, and will provide checklists of warning signs that will indicate potential areas for improvement.

Striving for Operational Excellence

In many organizations governed by national and international regulations, they have 'done the bare minimum' to achieve compliance, avoid fines and prosecution, and prevent loss of reputation. However, forward-thinking companies now realize that there is a lot more EHS departments can do to contribute proactively to improving their business's operations.

As a result, there is a shift from tactical, compliance-focused EHS management to a more strategic approach that is aligned with Operational Risk Management and Operational Excellence. This results in the EHS function moving from being a departmental, siloed auditing function towards being an enterprise level monitoring and analysis function aimed at reducing overall business risks and improving operational excellence.

Areas of Executive Focus

CMO Software has created a strategic framework to assist EHS professionals to implement best practices efficiently and effectively by ensuring that they are aligned to the current and future business objectives.

We will use the basis of this framework to structure our recommendations so you can be confident that you are covering all aspects of the EHS process.

This guide will help you understand the areas that your company should focus on to move from simply being compliant with regulations to making the most of your EHS operations which will improve overall operational excellence.





For more information about the move from ad hoc compliance to full operational excellence in EHS, please see our report [Driving Operational Excellence – An Information Management Maturity Model for EHS](#).



Strategize

Objective

To ensure that EHS policies and procedures are aligned to all current and future business requirements.

Description

Before EHS Professionals in your company can determine the appropriate policies and procedures, they need to understand the overall higher-level business objectives and their impact on safety culture.

To do this effectively they need to:

1. Assess the lines of business that the company operates in to establish where EHS policies should be applied.
2. Assess the risks within each operating division, as there may be limited benefit in having excessively complicated procedures if the risks are insignificant.



3. Determine where each of these divisions operates as there may be geographical differences in the regulations governing each line of business.
4. Establish if any planned future regulations affect each operating division in the geographies they operate in, as they will need to plan future policies, procedures, and associated supporting systems.

Outcomes

Once they have gone through the steps above, your EHS department will have a clear understanding of the current and future business requirements that will shape the future EHS policies and procedures.

Senior Executive Oversight

As a senior executive, you need to assess whether your management has a firm understanding of the EHS requirements as they relate to the business strategy and industry landscape. You should ask the following questions to help establish their level of understanding.

1. What are the current regulations that we are governed by in our industry and in the geographies where we operate?

In addition to general health and safety regulations that govern all companies, dangerous industries such as oil and gas exploration, mining, construction and transportation have their own sets of regulations that have to be followed. For example, maritime organizations have to comply with regulations such as the International Convention for Safety of Life at Sea (SOLAS), the International Convention for the Prevention of Pollution from Ships (MARPOL) and the International Ship and Port Facility Security Code (ISPS); and airlines have to ensure that they follow the guidelines set out in EC376/2014 when operating in Europe.

As a senior executive, you are unlikely to be required to understand the regulations governing your company in detail, but you do need to be confident that those managing the health and safety are aware of their implications and are managing the EHS risks to your business accordingly.

2. What are the internal standards that we impose on ourselves?

As well as government regulations, many organizations impose their own internal standards if they are either looking to improve their operational efficiency or have to meet certain criteria to fulfill contracts as suppliers to third parties or end customers. As these internal standards are aimed at operational efficiency, they can help create significant competitive advantages if implemented correctly. Does your company have any internal health and safety standards? If so, when were they last reviewed? Are they meeting current business requirements? Are they covering all of the relevant business areas? Are they all still relevant?

3. What are the upcoming regulations and future best practices that could impact the way we manage health and safety?

Regulations and best practices are continually being updated to reflect international laws, technology changes and updates in working practices. You need to ensure that EHS managers in your company are not only aware of the future regulatory roadmap but also how it directly affects the company and the steps they need to take to implement it.

Depending on your industry and its governing authorities, it may be relevant to have representation on the regulatory standards boards and committees. This would result in the company having greater control over what gets implemented in the regulations and being able to potentially gain a competitive advantage due to having insight into upcoming changes before they are released.



As well as government regulations, many organizations impose their internal standards if they are either looking to improve their operational efficiency or have to meet certain criteria...



What to look for

The following are a good indication that your company has control over its EHS strategy:

- ✓ A good understanding of the regulations that govern your industry and how they apply specifically to your operations.
- ✓ An understanding of how future business changes will affect EHS policies.
- ✓ Indications that there has been consideration into how EHS can contribute to the company's overall operational excellence.
- ✓ A thorough understanding of the regulatory roadmap and its associated implications to your operations.
- ✓ Regularly scheduled planning sessions, which should include a full review of the EHS strategy at least every year to assess the impacts of regulatory and business changes.

Warning signs

If you find any of the following during your investigations, then you should drill down further as they could indicate that the EHS strategy has not been thought out thoroughly enough. This could leave your company exposed to unnecessary risk and potential fines if it is found to be non-compliant:

- A basic or superficial understanding of relevant current EHS regulations.
- Little or no consideration to how EHS can identify opportunities to enhance operational excellence. This could indicate a missed opportunity for the company to move away from simple, compliance-based EHS towards being able to determine opportunities to improve operational performance and productivity.
- Lack of clear direction on future business developments and regulation changes that will affect the company in the future. If your EHS professionals are blindsided and are not ready for new regulations or business changes, the company could find itself subject to investigations, fines and even prosecutions for non-compliance.



Assess

Objective

To determine the gap between the current set of EHS policies and procedures and what is required to meet current and future regulatory and business requirements.

Description

As a result of working through the Strategize step of the S.A.F.E.R. framework, your EHS department will have a detailed understanding of how current and future regulations and business changes will affect their operations. The next step is for them to assess the gap between their current operations and where they need to be. Using this information they can then define any changes that need to be made to support future business and regulatory needs.

To perform this step efficiently, the following areas need to be considered in detail:



■ Processes

EHS processes can be split into the following:

- **Capture** – recording of data for real-time and retrospective analysis.
- **Monitor** – regularly checking data against predefined thresholds such as air emissions thresholds or number of accidents.
- **Analyze** – evaluate the data for patterns that indicate action is necessary to increase safety or reduce risk.
- **Report** – inform all relevant stakeholders of any key findings.
- **Change** – modify procedures to improve safety and reduce risk.

■ People

As a result of business and regulatory changes, it is not only necessary to reevaluate the people who are directly involved with EHS but also other employees. The EHS department needs to ensure:

- Sufficient resources are available to support all of the above processes for any new business line or set of regulations.
- Train all employees appropriately so that all EHS policies and procedures are effectively put in place.
- All third party contractors, temporary workers, and suppliers meet new compliance requirements.
- Alignment across all employees. This is particularly important if the company creates a new line of business either through acquisition or organic growth by setting up a brand new division.

■ Technology

Additions to the business such as the creation of a new division are an excellent opportunity to assess all of the underlying technology that supports critical business processes. This applies in particular for EHS as adapting to significant growth in requirements such as supporting additional divisions or implementing new regulations can result in legacy systems being inadequate or inappropriate.

Outcomes

This step will establish a list of differences between the current set of EHS policies and procedures and what is required to meet future regulatory and business requirements.

Senior Executive Oversight

Senior Executives should ensure that all aspects of the EHS process are being considered during this gap analysis phase. Failure to cover all areas adequately could result in your company being exposed to unnecessary risk. You should ask the following questions to ensure that all areas are being considered properly.

1. Have we determined all of the gaps in our current EHS processes that need to be filled to support present and future business and regulatory requirements?

In a dynamic industry or sector that is heavily regulated, there will almost always be regulatory changes that need to be implemented. You need to establish whether the EHS department has an understanding of future changes and whether they are planning accordingly.

A lack of understanding around the changes themselves or the work that needs to be done to support them could result in your company being exposed to unnecessary risk due to not meeting compliance requirements or not assessing potentially unavoidable risks early enough in the planning cycle.

2. What are the plans to ensure that all employees, contractors, and suppliers are compliant going forward?

The addition of a new part to your business through acquisition or organic expansion is likely to result in your company needing to comply with new regulations. To meet new industrial or geographic guidelines, it is necessary to ensure adequate awareness and training for all personnel involved.

You need to ensure that the rollout of any new regulations is communicated sufficiently to all concerned. As a result, you need to question whether those who are involved in your business but not directly employed by you such as third party contractors and suppliers will also be informed and trained appropriately. Failure to do so could result in your company not being compliant with the regulations.



3. Is our technology sufficient to support future business and regulatory demands?

Your company needs to ensure that the EHS Information Management System is capable of supporting the business for the next planning cycle. In addition to standard IT-based metrics such as disk space, processing power, and internet bandwidth that should be taken care of by the IT department, it is also important to ensure the EHS Information Management System can support all of the different EHS use cases. Depending on the assessment performed in the Strategize stage, these requirements could include:

- Occupational safety.
- Employee health and monitoring.
- Hazardous waste management.
- Incident management.
- Chemical compliance.
- Air emissions management.
- Greenhouse gas emissions management.
- Industrial hygiene.
- Waste and waste water management.
- Auditing.
- Internal reporting and document control.



In a dynamic industry or sector that is heavily regulated, there will almost always be regulatory changes that need to be implemented.

If your company is moving into a new industry that depends upon one or more of these requirements, then it is important to ensure that any new systems will be capable of supporting them.

Also, you should question whether the EHS department is considering the benefits of a single, integrated platform, which combines all of these functions. While this may initially involve significant effort due to the responsibilities being split across multiple departments, the benefits regarding resource savings and improvements to the overall health and safety of the company can be significant.

Finally, you should ask if the company has considered using a cloud-based solution for its EHS Information Management System, as this would reduce the number of resources needed for the day-to-day management of the system.

What to look for

The following indicate that your company is thoroughly assessing all aspects of their EHS process:

- ✓ Seriously consideration of the benefits of integrating different EHS functions.
- ✓ Consideration of how the processes and technology can support future, currently unknown regulatory and business requirements.
- ✓ Spitting training into safety and compliance training and functional training to emphasize why EHS is important and not just a form-filling exercise.





Formalize

Objective

To implement the requirements defined in the Assess step of the S.A.F.E.R. framework.

Description

This step of the S.A.F.E.R. framework creates a plan that describes exactly how the gap between the current situation and desired end state will be closed. In this step, the company moves away from the theory and research phases into developing and executing on-the-ground activities.

To do this effectively, the EHS department needs to consider the following three areas of processes, people, and technology.

■ Processes

The “end goals” need to be defined before the EHS department starts putting any processes in place. They should consider:

- Who is interested in consuming EHS reports?
- What level of detail do they need? Are they just looking for high-level statistics such as how many injuries of different types occurred or are they looking for more detailed information that will allow them to perform actions such as how many injuries occurred by cause.
- Do we require real-time monitoring of particular variables?

Once these have been determined, the EHS department can then decide exactly what information needs to be collected as well as how and who should be collecting it. It could, for example, be more effective to use a smart phone or tablet rather than a paper-based system so that data processing can occur in real-time while keying errors are reduced.

Once the processes for capturing and monitoring the data have been defined, the analysis processes need to be determined. It is likely that the data will need to be analyzed in several different ways to provide the various levels of information required by various stakeholders. Where possible, this process should be automated to avoid any errors or oversights due to lack of sufficient resources to complete the analysis.

■ People

Once all of the processes have been defined, individuals need to be made accountable for ensuring that they are carried out in an accurate and timely fashion. To make sure this happens, the EHS managers need to get buy-in from all concerned. This requires them spending a significant amount of time helping the entire organization understand why the processes are in place and what the end goals are. If this is not explained sufficiently to all levels at an early stage, the entire EHS project could be destined for failure. It could be viewed as nothing more than a bureaucratic exercise that has the final objective of completing paperwork and producing reports rather than making the workplace safer and more compliant.

For these reasons, the training for employees should be split into two distinct phases:



■ Safety and compliance training

In this training, employees will learn the relevance of health and safety and will understand why the procedures being put in place are relevant to the organization.

■ Functional training

Focuses on how to implement the processes of capturing data, monitoring real-time information, analyzing data, producing reports and implementing change.

Training employees in these two different phases helps them understand why creating a safer and more compliant workplace is important rather than just focusing on the form filling, which has no real meaning or value.

■ Technology

To optimize the processes defined earlier and make the people involved as efficient and effective as possible, appropriate technology needs to be implemented. This can be a challenging and significant task because there are many different options available. Companies also need to ensure that they choose the most appropriate solution from what is currently available rather than "sticking to what they know." Continuing to use legacy systems may be the most comfortable thing for employees to do but unless the business has remained static, then it is unlikely to be the wisest choice.

To formalize the choice of technologies that need to be put in place, the organization should:

1. Determine all of the key processes that need to be implemented.
2. Split these into "must haves" and "nice to haves."
3. Evaluate software based on these criteria.

In addition to ensuring that any new solution matches the individual requirements, the company should also consider:

- **Integration capabilities** – Deploying a single, integrated EHS Information Management System can significantly increase the efficiency of workflows

- **Future proofing** – Ensuring that any systems used can be modified quickly and easily in the future as regulatory and business needs evolve

Outcomes

After completing this step, the company will have implemented the procedures and technologies to support an EHS process. Also, it will have trained the employees on the relevance and importance of implementing a health and safety framework and on the functional requirements involved in implementing it.

Senior Executive Oversight

Company Senior Executives need to ensure a comprehensive implementation of the EHS process. This means that all areas identified in the Assess phase of the S.A.F.E.R. framework have to be adequately covered. You should ask the following questions to help you drill-down to ensure that the processes, people, and technology are being sufficiently covered.

1. Who is accountable for health and safety in the workplace?

While the Board and Chief Executive are ultimately responsible for the health and safety in the workplace and are personally liable if they do not adequately perform their duties, there has to be a senior member of the management team that is accountable for all matters relating to health, safety, the welfare of employees and environmental issues that affect company operations. Among other things, they have to:

- Fully understand all relevant regulations that relate to your company.
- Report progress and issues regularly to the Chief Executive and the Board.
- Ensure full compliance with applicable regulations as well as health and safety best practices.
- Promote the problems associated with health and safety during all critical management decisions.
- Ensure that the workforce is fully engaged in the adoption of a safety culture.

The Senior Executive team should consider forming a separate group



accountable for the oversight of risk management and health and safety. This group should be responsible for ensuring that the company is focused on the right EHS key performance indicators that contribute directly to the safety culture rather than on unnecessary low-level risks and non-essential paperwork.

2. Are we considering all of the technology options available to us rather than just “sticking with what we know”?

It is tempting for organizations to maintain a technology status quo when considering EHS Information Management Systems. This is especially true if the solutions in place are seen to be adequately supporting the legacy processes. However, changes in your processes and regulatory requirements in combination with advances in Information Management Systems means that you could be missing out on the opportunity to increase both efficiency and effectiveness of your operations. This is achieved by implementing a single, integrated EHS Information Management System.

Implementing a single integrated solution can be challenging, as it requires multiple departments working together to integrate and streamline legacy processes. For this reason, when investigating whether your organization is considering all of the available technology options, you should watch out for reluctance to change due to interdepartmental political issues. It is possible that these barriers are being used to prevent progress that could have a significant positive effect on your operations.

3. Are we doing the best we can to ensure that our processes and technology are future-proof?

While it is not possible to predict the future, it is necessary for your company to prevent processes and technologies becoming obsolete within a short period. To ensure that processes remain current, it is critical that a regular review cycle is implemented to assess that they are all still relevant. If the company finds that processes need updating, eliminated or added to, then this should happen as soon as it is practically possible to do so.

Unlike processes, updating obsolete technology is more complicated and expensive. As a result, more thought needs to be put into how obsolescence

can be avoided. Typically, EHS software will become outdated when new regulatory or business requirements are introduced. If the software is static and cannot easily be modified, then it will severely limit future EHS operations. To ensure this does not occur, sufficient due diligence needs to be performed before the software is purchased to make sure that adding new functionality to meet new requirements can be done quickly and easily by an experienced administrator. Software that needs to be rewritten or significantly reconfigured by the vendor to meet new requirements should be avoided, as this will introduce significant time delays and unplanned additional costs.

What to look for

The following indicate that your company is thoroughly assessing all aspects of their EHS deployment:

- ✓ New business requirements and regulations that affect their EHS processes are being considered.
- ✓ A training and communications plan is in place to ensure employees and third parties are aware of the implications of changes.
- ✓ Necessary updates to technology and systems are constantly being considered and planned.

Warning signs

If you find any of the following during your investigations, then you should drill down further as they could indicate that there are problems with the implementation of a solid EHS process:

- Political or inter-departmental barriers being used as excuses for lack of technology integration.
- A lack of clarity on why it is important to have a solid EHS process.
- Limited or no consideration on how what is implemented today will remain viable in the future by supporting upcoming regulatory and business changes.



Engage

Objective

To turn the EHS policies and procedures into a genuine safety culture to make the workplace safer and more compliant.

Description

By this stage of the S.A.F.E.R. framework, all of the procedures, processes and systems are in place and employees have been trained on the importance of a safety culture and how to implement it. However, your company still has a lot of work to do to ensure that all employees embrace a full safety culture and that these procedures, policies, and systems become a catalyst for positive improvement rather than just a bureaucratic exercise.

The following areas need to be carefully considered:

■ Risk assessments

The company has to identify potential hazards to employees, other stakeholders, equipment, machinery and the environment, determine their

severity and, if appropriate, put controls in place to mitigate or limit the damage they could cause.

■ Audits

Regular checks need to be performed to ensure that all areas of the business remain compliant with relevant regulations.

■ Incident management

Regardless of how well the company performs risk assessments and audits, there is a chance that incidents will occur. The company needs to ensure that they have procedures in place to deal with unexpected incidents and to limit the damage they cause to employees, its property, the environment and the local population.

■ Near miss reporting and analysis

Ensuring that events that could have resulted in significant incidents but did not result in any significant loss are recorded and analyzed so that actual incidents can be prevented.

Senior management must be continually reinforcing the importance of all aspects of health and safety to get an ongoing commitment from the entire workforce to create a positive safety culture that results in a safer working environment. The EHS department should ensure that everyone regularly attends training courses so that key health and safety issues are kept top of mind by all employees.

Outcomes

The aim of this step of the S.A.F.E.R. framework is to ensure that employees are continually engaged in creating a safer working environment. This can only be achieved if every employee is made aware of the benefits of a strong safety culture on an ongoing basis.

Senior Executive Oversight

The Senior Executives need to ensure that there is continued momentum to any health and safety initiatives that are started by the senior management team. It is a waste of valuable resources if initiatives are started with good intentions only to be overtaken by short-term business priorities. Management must be continually reminded of their responsibilities to constantly motivate employees to maintain a strong safety culture.





Senior management must be continually reinforcing the importance of all aspects of health and safety to get an ongoing commitment from the entire workforce...

1. Does the health and safety department have a schedule of regular risk assessments and audits? Do they cover all of the relevant business divisions and geographies?

It is critical that an ongoing program of health and safety risk assessments and audits are carried out to minimize serious incidents and to ensure compliance with all relevant regulations. You should be concerned and drill deeper if you find that risk assessments and audits are infrequent or are not scheduled, as this is an indication that they are not being taken seriously.

2. How well are we handling incidents when they occur?

You need to get a feel for how well unexpected incidents are dealt with. You should investigate whether clear lines of responsibility have been defined to deal with an incident. You should also verify that somebody is responsible for reporting any health and safety violations to the appropriate authorities promptly.

You should investigate how well previous incidents were dealt with by asking how quickly they were resolved and whether the damage caused to people, assets, and the environment was limited as much as possible. You should also find out whether regular debriefs are carried out after incidents occur to learn how the company could respond better next time and how the incident could be prevented in the future. If this is not happening, then the company is missing an opportunity to create a safer working environment.

3. Is the company making the most of near miss information to eliminate potential hazards and prevent future incidents?

A near miss is where an event had the potential to become a serious incident

but where no severe loss was incurred. Information about these events is valuable to help prevent future serious incidents. However, as much detail as possible needs to be available for analysis so that preventative measures can be put in place. This requires employees being comfortable reporting near misses without any fear of recrimination.

This means that employees need to feel comfortable enough to report near misses without them or their colleagues being blamed for any wrongdoing. They should also be fully aware of how to report any near misses they experience. If you find that employees are uncomfortable reporting near misses, then you should investigate further as your company is potentially missing an opportunity to create a safer workplace.

What to look for

The following warning signs might indicate that there are issues with employee engagement with regards to EHS and may require further investigation:

- ✓ Lack of a structured risk assessment and audit routine.
- ✓ Areas of the business that are not covered by risk assessments and audits without good reason.
- ✓ A culture of suppressing near misses rather than bringing them out into the open.





Review

Objective

To assess the effectiveness of the policies and procedures implemented as part of the S.A.F.E.R. framework and to make recommendations for future changes.

Description

Once your company's EHS professionals have gone through the initial stages of the S.A.F.E.R. framework, they will have a good understanding of what has worked successfully and what should be improved.

In this step of the S.A.F.E.R. framework, the results and outcomes of the previous steps should be analyzed to determine how successful they were and whether they met anticipated outcomes. Specifically, the following areas should be explored:

■ Strategy

- **New and changed regulations** – Did the EHS department capture and plan for all of the new regulations that affected the company during the planning period? If not, what can they do in future to ensure that they don't miss any upcoming regulations changes? For example, could they join industry bodies that define the standards and regulations, so they are made aware of them in advance?
- **Business changes** – Were the EHS department able to plan for all business changes that occurred during the previous planning period or were they surprised by an unforeseen event? If they were surprised, how could this be prevented in the future?

■ Assess

- How well was the gap analysis performed? Did it capture all of the upcoming business changes that could affect the EHS department so they could implement the relevant changes to support the business?

■ Formalize

- Were all of the key processes such as capturing, monitoring, analyzing and reporting identified and implemented successfully?
- Were the right individuals made accountable for delivering the EHS policies and procedures?
- Were all of the employees made sufficiently aware of the EHS project to get their commitment?
- Were the right decisions made regarding any technology changes? Were all projects completed on time and on budget?
- Were there any significant, unanticipated business or regulatory changes that were difficult to implement in the EHS system?

■ Engage

- Were all risk assessments and audits carried out on time and in all of the required locations?
- Were all of the actions that came out of the risk assessments followed up in a timely fashion?
- Is there a willingness to report near misses across the company?



Outcomes

As a result of this review, a full report of areas of improvement should be created as input to the next cycle of the S.A.F.E.R. framework.

Senior Executive Oversight

This review of all previous stages is critical to ensure continuous improvement to the health and safety within your company. As a result, the Senior Executive team needs to ensure that all of the questions highlighted in the previous sections are taken into account.

What to look for

The following are a good indication that your company is performing a comprehensive review of the entire process, which will result in improvements to the EHS process in future iterations:

- ✓ A thorough and critical review of all steps of the S.A.F.E.R. framework.
- ✓ Ability by the EHS department to articulate where they would make improvements in the future.

Warning signs

The following warning signs could be indicators that a full review of the framework is not being carried out which could result in missed opportunities to improve the company's overall health and safety:

- Not covering all of the steps outlined in the framework.
- Inability to articulate where improvements need to be made.
- Fear of speaking up to voice any concerns.



Conclusion

Environmental, Health and Safety issues need to be taken seriously as they could potentially cause the company significant damage regarding financial and reputational loss.

This guide has provided Senior Executives with an EHS framework, which they can use to ensure that the company's senior management are covering all relevant aspects of health and safety and are planning for the future to reduce the risk exposure as much as possible.



Appendix: EHS Assessment Checklist

Strategize

1. What are the current regulations that we are governed by in our industry and in the geographies where we operate?
2. What are the internal standards that we impose on ourselves?
3. What are the upcoming regulations and future best practices that could impact the way we manage health and safety?

- | | |
|--|--|
| <input type="checkbox"/> Fully compliant | <input type="checkbox"/> Needs further investigation |
| <input type="checkbox"/> Partially compliant | <input type="checkbox"/> Needs urgent attention |

Assess

1. Have we determined all of the gaps in our current EHS processes that need to be filled to support current and future business and regulatory requirements?
2. What are the plans to ensure that all employees, contractors, and suppliers are compliant going forward?
3. Is our technology sufficient to support future business and regulatory demands?

- | | |
|--|--|
| <input type="checkbox"/> Fully compliant | <input type="checkbox"/> Needs further investigation |
| <input type="checkbox"/> Partially compliant | <input type="checkbox"/> Needs urgent attention |

Formalize

1. Who is accountable for health and safety in the workplace?
2. Are we considering all of the technology options available to us rather than just “sticking with what we know”?
3. Are we doing the best we can to ensure that our processes and technology are future-proof?

- | | |
|--|--|
| <input type="checkbox"/> Fully compliant | <input type="checkbox"/> Needs further investigation |
| <input type="checkbox"/> Partially compliant | <input type="checkbox"/> Needs urgent attention |

Engage

1. Does the health and safety department have a schedule of regular risk assessments and audits? Do they cover all of the relevant business divisions and geographies?
2. How well are we handling incidents when they occur?
3. Is the company making the most of near miss information to eliminate potential hazards and prevent future incidents?

- | | |
|--|--|
| <input type="checkbox"/> Fully compliant | <input type="checkbox"/> Needs further investigation |
| <input type="checkbox"/> Partially compliant | <input type="checkbox"/> Needs urgent attention |





Simple. **Intuitive.** Site-Ready.

Build a safer, better-regulated working environment with EHS & GRC applications that are easy to deploy, adapt and use



CMO SOFTWARE (UK)

Level 25, Millbank Tower

21 – 24 Millbank

London, SW1P 4QP

+44 (0)207 078 7414

CMO SOFTWARE (AUS)

Level 2

432 St Kilda Road

Melbourne, Victoria

Australia 3004

+61 (0)3 9521 7077

CMO SOFTWARE (US)

Northridge Center 1

365 Northridge Road, Suite 250

Atlanta, GA 30350

+1 678 388 9439