



Building a better working world

# How can environment, health and safety performance measurement bridge gaps in demonstrating your organisational value?

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The EY [Global EHS Maturity Study](#) (February 2024) suggests that organisations that improve their environment, health and safety (EHS) performance also typically improve their financial, social and regulatory performance. Across May and June 2024, EY teams hosted events across Oceania where executive level EHS professionals from a variety of industries and sectors came together to further explore this relationship and understand:

## What are the current barriers to demonstrating the relationship between EHS and broader organisational performance?

All participants agreed there was a need to better quantify the impact of EHS initiatives and improve the link to broader organisational performance. Perceived benefits include:

More investment in EHS resources and initiatives that matter

Safer, more stable, engaged and productive workforce

Improved business outcomes

The most common challenges experienced as a result of not being able to clearly link EHS and organisational performance included difficulties with:

Obtaining more investment in EHS

Identifying new or evolving EHS risks and issues

Managing existing EHS risks and issues

Actions or initiatives that organisations are taking to help better demonstrate the link between investment in EHS and value creation for organisations in the future include:

01 Improving IT systems, quality and accessibility to EHS data and access to data analytics capabilities

02 Greater cross-functional collaboration and engagement with EHS initiatives

03 Focusing on uplifting EHS cultural maturity

However, no organisations were actively taking steps to definitively measure the impact of EHS initiatives. **These results are in line with the global study which indicated a strong need to improve EHS data quality, accessibility and accuracy as well as explore opportunities to better integrate EHS technology across the organisation.** So, what are the next steps for organisations and how can EHS, as a profession, address these?

Based on the results of data gathered at Oceania events, the current barriers to strengthening the relationship include:

### Lack of data



of participants lacked the data to demonstrate the link between an organisations' EHS performance and it's financial, social and regulatory performance.

### Lack of trust in data



of participants reported they were "always confident" in their EHS data to give an accurate understanding of EHS performance.

### Lack of dedicated resources and capability



of participants reported a lack of dedicated resources and the right capabilities to analyse data across the business not just for EHS.

# Four strategic actions to better understand the value that EHS delivers and its contribution to broader organisational performance

1

## Data and intelligence

Establish a strategy that outlines what data to collect, why it needs to be collected (and its link to measuring EHS impact), how to collect it and where to collect it. This should support investment in uplifting EHS technology to capture higher quality, more meaningful and reliable data sources from across the organisation (not just EHS). Focus should also be placed on improving the human interface to better ensure accuracy along with deeper analysis to better demonstrate the link.

2

## Measuring impact beyond EHS

Focus on measuring the impact (not just the completion) of EHS initiatives and seek to understand what impacts they might have on operational excellence to emphasise EHS as a strategic value driver for the organisation. Identify how to measure the contribution towards achieving broader organisation objectives.

3

## EHS maturity

Concentrate efforts on improving EHS maturity. There should be an emphasis on the aspects that have the greatest potential for broader maturity uplift such as strategic planning, risk management, leadership and engagement. In doing so, particularly if also measuring impact, this will help EHS and operational improvements to be linked to investment in EHS maturity.

4

## Resourcing and capability

Consider whether your EHS function is adequately resourced and has the right capabilities to measure impact, improve maturity and uplift data quality. Support should be leveraged from other business functions where available.

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