SAI360

EBOOK

The State of EHS&S: 2023 Benchmark Survey Results and Expert Insight



Table of Contents

FOREWORD 3

KEY TAKEAWAYS 4

EHS&S PERFORMANCE MEASUREMENT 5

HOW COMPANIES SET EHS&S KPIS 6

WHY EHS&S PERFORMANCE INDICATORS ARE TRACKED 7

TOP 10 REASONS WHY BUSINESSES MEASURE AND TRACK EHS&S METRICS AND KPIS 8

WHAT HEALTH AND SAFETY METRICS ARE TRACKED? 9

MEASURING EHS&S AND ESG PERFORMANCE 10

EHS&S EXPERT INSIGHT 11

HOW MATURE ARE FIRM'S EHS&S PROCESSES? 12

EHS&S EXPERT INSIGHT 13

TIME TO REASSESS YOUR EHS&S CAPABILITIES 14

EHS&S EXPERT INSIGHT 15

ADVANCED ANALYTICS AND MOBILE APPS 16

ANALYTICS AND BUSINESS INTELLIGENCE 17

EHS&S EXPERT INSIGHT 18

CHALLENGES YOU MUST OVERCOME TO DIGITIZE EHS&S PROCESSES 19

EHS&S EXPERT INSIGHT 20

Foreword



CHRISTINE ADELINE

SVP EHS&S Product Management & Product Marketing

The business world and the role environment, health, and safety (EHS&S) plays in organizations has radically changed over that past couple of years. While a number of factors influenced this change, none were as pivotal as the pandemic and the growing importance of environmental, social and governance (ESG).

The pandemic was a human health crisis that had an unprecedented affect on business operations. As a result, the Boardroom, C-Suite, customers, and the financial industry recognized the importance of the human factor for an organization to grow and create value. Additionally, ESG has put a spotlight on an organization's environment and sustainability, as well as how it engages with communities. As a result, EHS&S metrics are now just as critical as financial results when it comes to a company's success and long-term future.

While this is a fantastic opportunity for EHS&S functions, it does add more responsibilities at a time when organizations are aiming to be as efficient as possible due to the current global economic situation.

For more than 25 years, SAI360 has been equipping EHS&S professionals with tools to digitalize processes for collecting and analyzing data with our integrated software platform. As a result of our partnership with global companies both small and large, we continually gain insights into all phases of the EHS&S digitalization journey. And, we are constantly able to refine our solutions so EHS&S functions can work smarter, more efficiently, and provide timely and accurate data to support impactful decision-making.

To learn more about the state of EHS&S in 2023, we recently launched a survey to better understand EHS&S maturity levels, key performance indicators (KPIs) used to measure performance, and technology adoption levels within organizations. In this report, we share the results of the survey. We hope you will discover trends prevalent in organizations like yours and understand where you are on your EHS&S journey, compared to your peers. The report also includes commentary that offers guidance on how to improve EHS&S in your organization by removing barriers to technology adoption and embracing digital solutions.

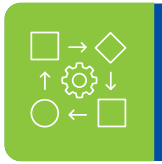
This report is for anyone who values EHS&S and wants to measure EHS&S performance more efficiently in order to be more agile and resilient in today's complex, fast-evolving, and uncertain economic business and regulatory landscape.

Christine Adeline

Key takeaways



Companies are actively tracking EHS&S performance, but disparities remain across industries.



As ESG becomes more critical, the maturity of the organization's EHS&S function and processes are vital in bringing ESG to life.



Many organizations have not fully utilized advances in mobile apps, data management, and analytics to enable better and predictive EHS&S performance.



Data quality to support ESG disclosure reporting requirements and EHS&S remains a big challenge to many organizations.



Companies measure and track performance for various reasons, but surprisingly, compliance with legal requirements (62 percent) is top among the three most highlighted.



EHS&S maturity is important, but 62 percent of firms are operating at or near the lower end of the EHS&S maturity spectrum.



EHS&S PERFORMANCE MEASUREMENT

Improving EHS&S has never been more critical, as safety performance and ESG continue to top CEOs and Boards list of priorities. It is a stark contrast to the years before the pandemic, when EHS&S performance had plateaued and complacency crept in, with most companies viewing EHS&S functions as cost centers.

Today, best-in-class companies prioritize safety performance and constantly measure, monitor, and report performance metrics used to manage the EHS&S program. Measuring performance not only allows companies to determine whether they are meeting performance objectives, but it also helps them identify improvement opportunities and assess the maturity of their EHS&S processes.

Our global benchmarking survey data reveals that 60 percent of companies track and report EHS&S data and metrics. Yet despite their best efforts to measure performance, disparities remain across industries. Not to mention the frightening reality that 40 percent of companies in our survey reported they do nothing at all.

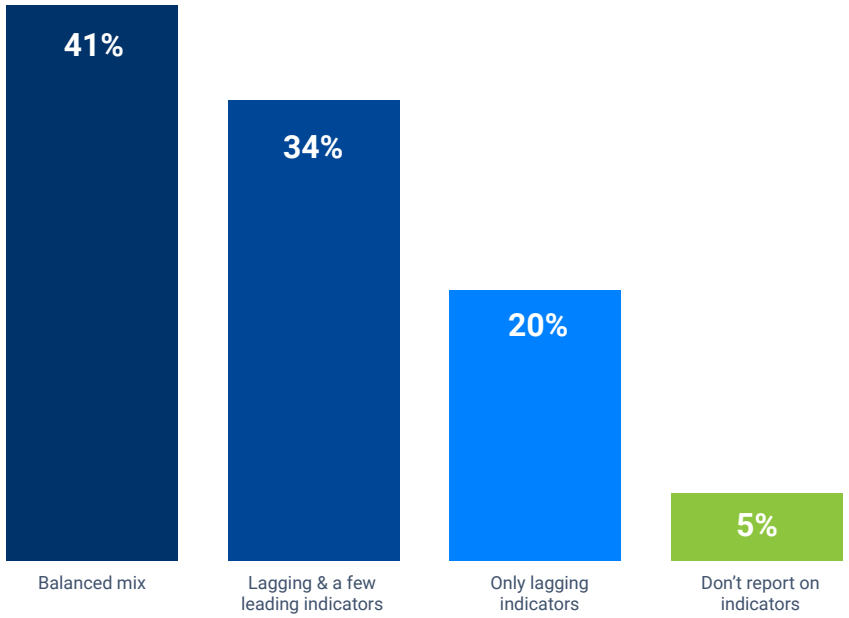
Based on our experience, the inability to access quality data due to manual or outdated systems lacking integration is a key reason many organizations fail to track metrics. Companies track and report EHS&S data and metrics through key performance indicators (KPIs) which help identify progress on specific business objectives. According to our survey, 57 percent collect and analyze EHS&S data and metrics, 43 percent do not use either a simple or predictive analysis using lagging and leading indicators to improve EHS&S performance and make smarter decisions.

HOW COMPANIES SET EHS&S KPIs

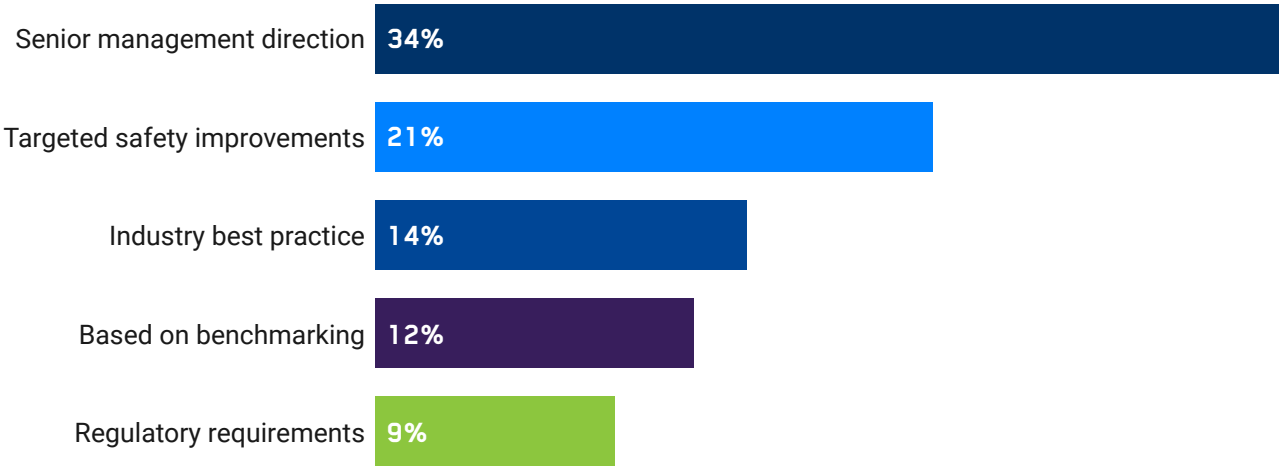
Our survey respondents were EHS&S vice presidents, directors, managers, supervisors and consultants from large to medium-sized companies. The geographies of the audience included North and South America, the APAC region, Europe, the Middle East and Africa, with 51% operating from one country and 49% from multiple countries.

It is clear from the survey that there is a strong effort to standardize KPIs across the board. What isn't clear is which methodologies should be used to set these EHS&S KPIs, which differ across companies. In the survey only 20 percent of EHS&S leaders stated that they do not set KPIs but instead use a risk-based approach which often does not support a proactive EHS&S Management strategy. The two most used KPIs are lagging and leading indicators. In addition, 64% of respondents indicated using a mixed or balanced approach of lagging and leading indicators. These two KPIs inform safety leaders about the success or failures of preventative actions to mitigate and control EHS&S-related hazards.

HOW WOULD YOU DESCRIBE YOUR COMPANY'S EHS&S KPI AND METRICS MATURITY?



FIVE MOST FREQUENTLY USED METHODS IN SETTING EHS&S KPIS



WHY EHS&S PERFORMANCE INDICATORS ARE TRACKED

EHS&S function deals with several risk factors that must be effectively managed, tracked and measured against KPIs. Our survey found that companies measure and track performance indicators for various reasons. However, the top three reasons were:

1. Compliance with legal requirements (62 percent)

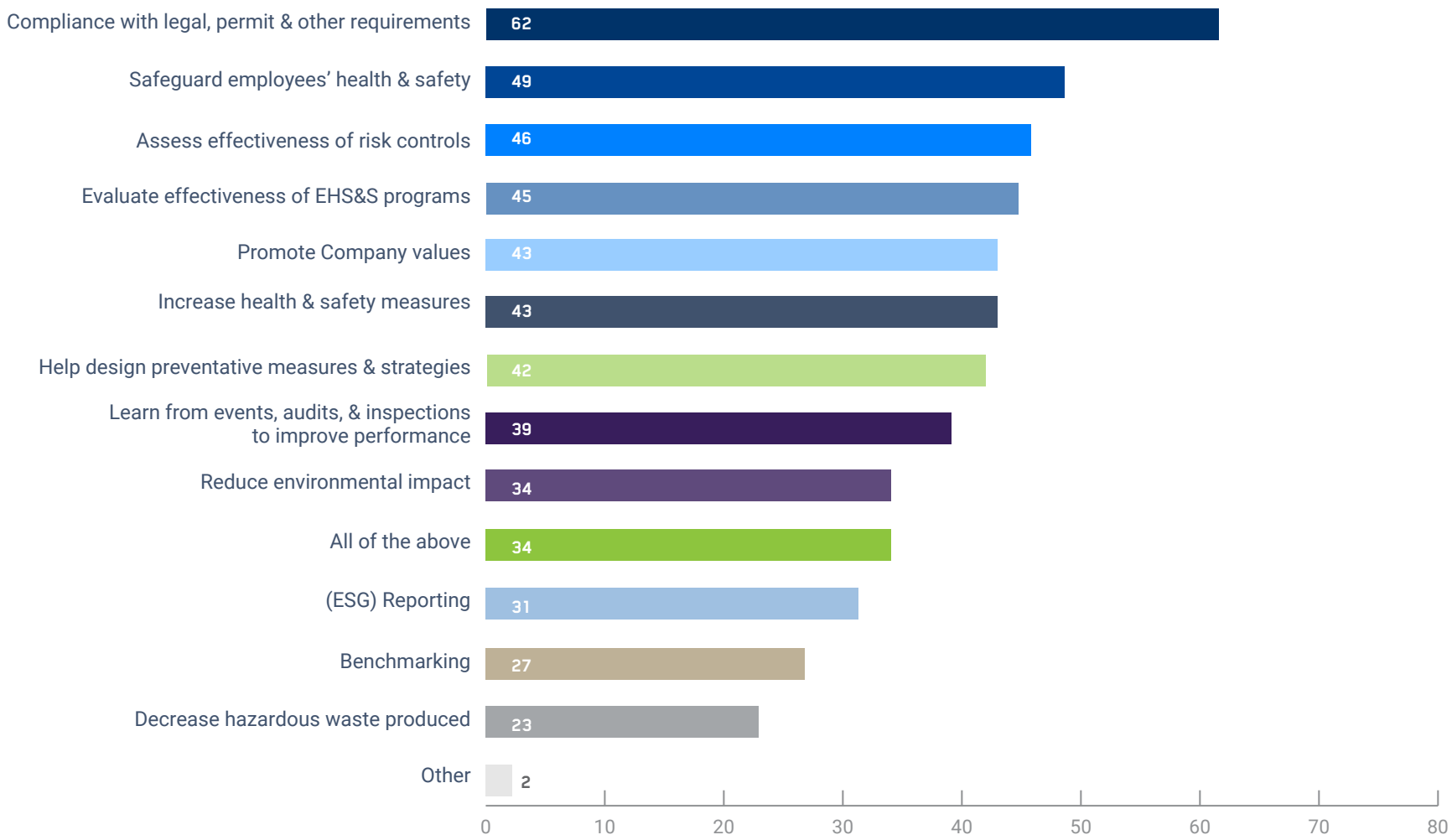
2. Safeguard employee health and safety (48 percent)

3. Assess effectiveness of risk controls (46 percent)

We also asked whether organizations collected and managed contractor-related EHS&S KPIs. Of respondents, 42 percent said no and 32 percent said yes, but indicated that it is laborious and mostly manual.

TOP 10 REASONS WHY BUSINESSES MEASURE AND TRACK EHS&S METRICS AND KPIs

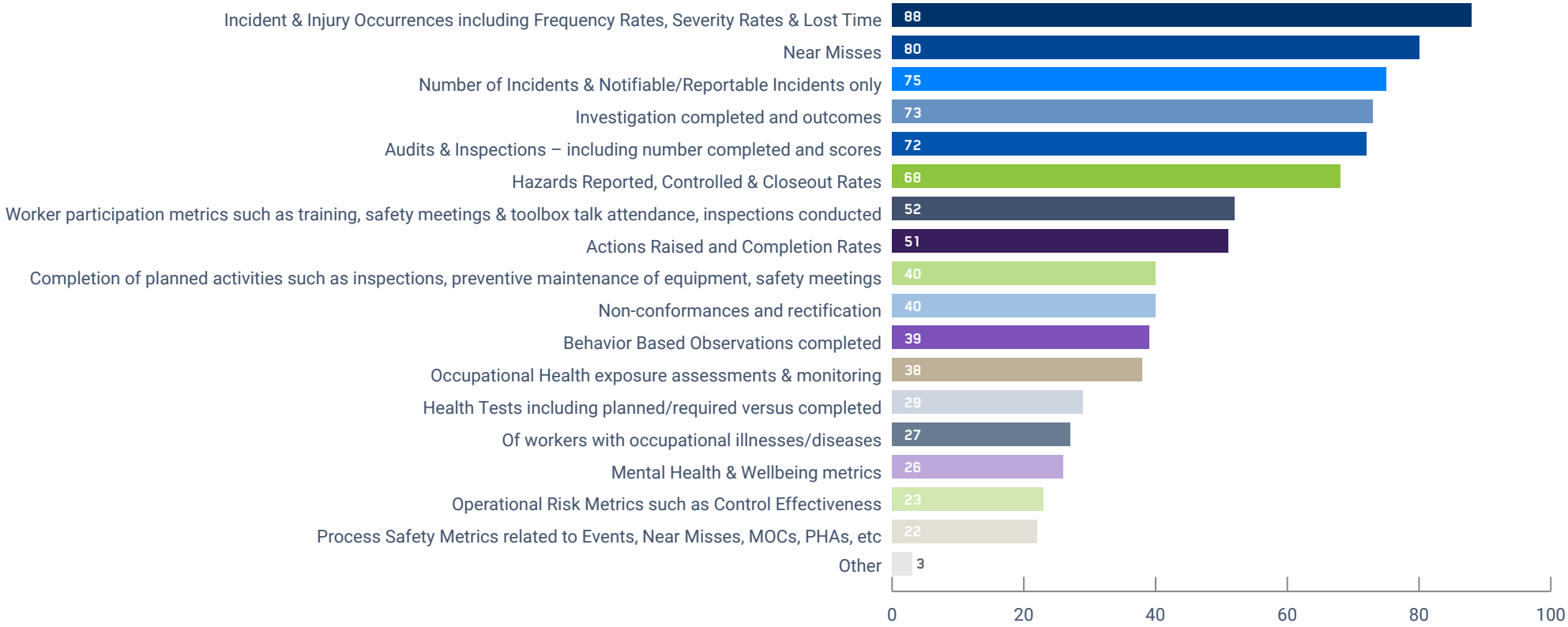
Our survey found that organizations measure health and safety performance for different reasons and track multiple KPIs.



WHAT HEALTH AND SAFETY METRICS ARE TRACKED?

Delivering 21st-century health and safety performance requires organizations to monitor their health and safety goals and ensure that it adds value. One way to ensure it adds value and is not a tick-box exercise is by setting innovative trackable metrics. Our survey shows that businesses prioritize metrics around Incident & Injury Occurrences and Near Misses. Yet, surprisingly, only 26 percent of our respondents monitor Mental Health & Wellbeing. This indicates that many organizations have not yet understood the benefits of positive wellbeing and the potential ramifications of workplace health and safety risks in terms of psychosocial risk.

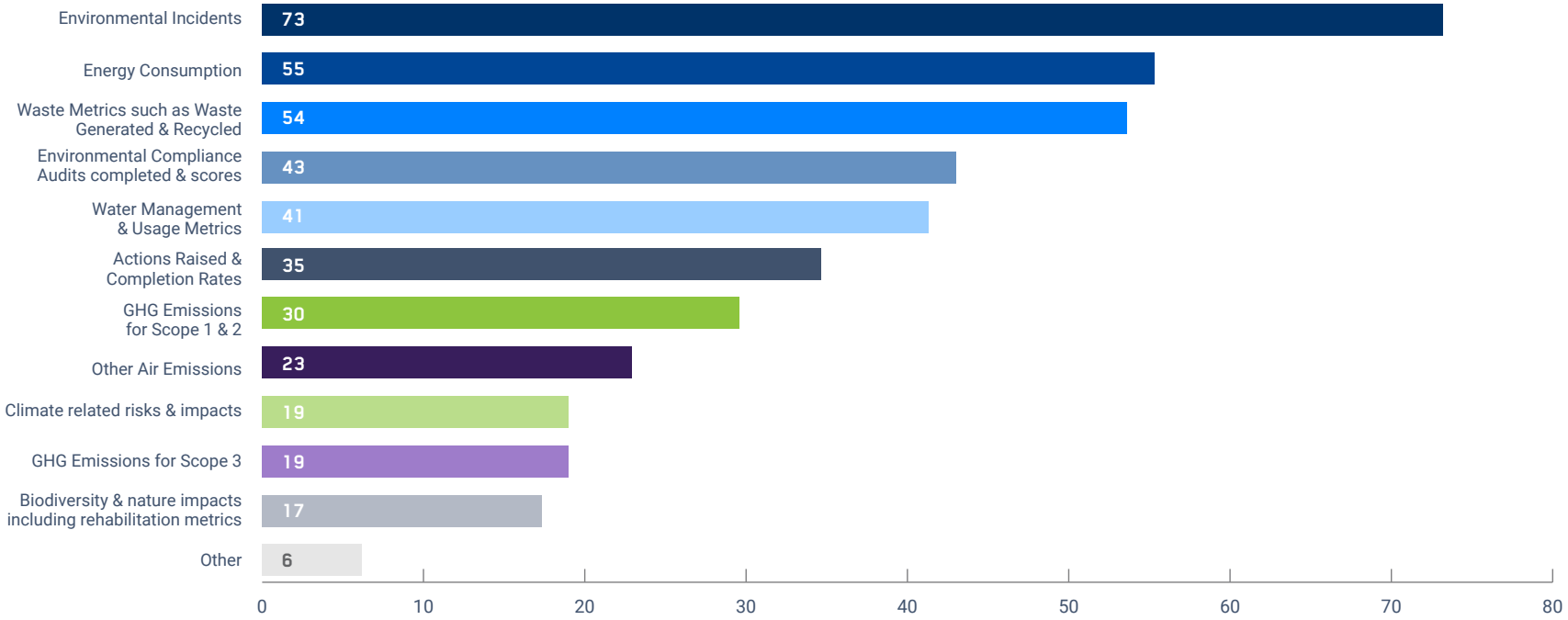
Today, ESG and Sustainability performance have become essential and mandatory. According to experts, companies with high ESG performance tend to outperform those with medium or zero ESG performance. As a result, companies are now committed to measuring sustainability initiatives with ESG metrics directly linked to business performance.



MEASURING EHS&S AND ESG PERFORMANCE

Today, ESG and Sustainability performance have become essential and mandatory. According to experts, companies with high ESG performance tend to outperform those with medium or zero ESG performance. As a result, companies are now committed to measuring sustainability initiatives with ESG metrics directly linked to business performance.

Our survey data showed that the vast majority, 73 percent of businesses, are measuring environmental incidents, 53.63 percent for waste metrics, and 55 percent for energy consumption. With emissions management and decarbonization mandated in most jurisdictions, 87 percent of companies represented are measuring emissions and climate-related impacts, including GHG Emissions for Scope 1 & 2,3.



ESG continues to gain importance, so it is no surprise that 65 percent of businesses reported they are exploring or measuring ESG performance, while 35 percent said they do not. Evidence from the data shows that EHS&S functions now actively support ESG strategies and initiatives in some organizations. However, some organizations have limited involvement, while zero involvement exists in others.

EHS&S Expert Insight



CHRISTINE ADELINE
SVP EHS&S Product Management & Product Marketing

There is no “one size fits all” set of good leading and lagging indicators, and finding the perfect set of measures can often seem a difficult task. Lagging indicators can alert to a failure in an area of your EHS&S program or to the existence of a hazard. Leading indicators tell you whether your activities are effective at giving you advanced predictive warnings of issues and also identify weaknesses in procedures and behaviors before incidents occur.

What organizations need to think of is how to measure the results or impact of their current EHS&S program and objectives as well as prevention efforts. Indicators should include employee engagement and behaviors metrics, as well as impact of EHS&S on business operations as a whole.

As there is not one size fits all, organizations must align with their objectives and identify what works for their business. A good set of indicators should combine measurement of positives and negatives.

Additionally, indicators should enable organizational learning so you can adjust your programs and continuously improve.

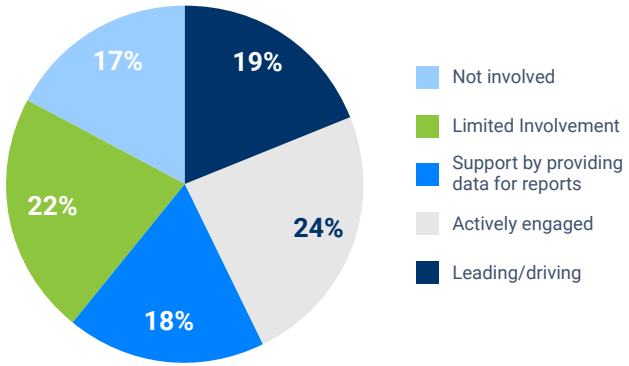
Once indicators are identified, organizations must ensure the relevant data is promptly recorded, diligently tracked and regularly measured. Being able to drill deeper into lagging indicators with more data to better understand root causes of failures can help organizations focus their prevention efforts and have a more targeted set of leading indicators.

Leading indicators are predictive in nature and only beneficial if provided in a timely manner to allow for effective preventative actions to be put in place. This is where an integrated EHS&S software platform with mobile capabilities can provide efficiency in data collection and analysis so EHS&S professionals can focus their efforts on tasks that drive value. Disparate point software solutions do not provide the same benefits of having combined leading and lagging indicators, as they require additional effort (and costs) in order to integrate the data.

SAI360’s integrated software platform offers a wide breadth of EHS&S workflows that allow organizations to measure their EHS&S performance via interactive dashboards and data analytics capabilities in one central place. By having workflows mobile, every employee is enabled to participate in EHS&S programs providing data for effective measurement of leading and lagging indicators. The ability to enable automated action management means organizations not only receive timely data to act on, but also ensures that actions are performed in a manner that will reduce incidents and ensure complete visibility.

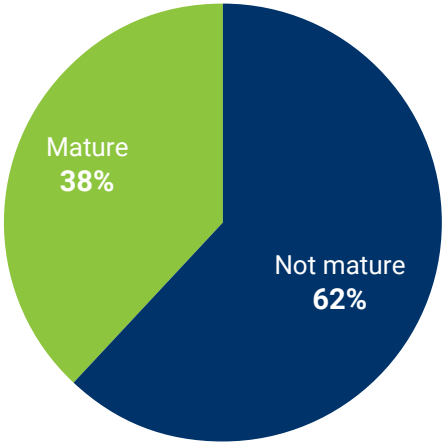
Due to the changing nature of workplaces and evolving regulatory landscape, organizations must also have in place a way to review the leading and lagging indicators. This is where the power of data analytics tools comes into play. It helps users efficiently understand what the data is showing, whether there are correlations between leading and lagging indicators and whether the set of indicators are having an impact on EHS&S performance.

EHS&S INVOLVEMENT WITH ESG



HOW MATURE ARE FIRM'S EHS&S PROCESSES?

EHS&S maturity is indicative of the organization's current priorities and objectives on EHS&S controls and regulatory issues. We asked our global EHS&S leaders how mature their company's EHS&S program is, and only 38% said with confidence that their processes are mature.



The insight from the data shows that the majority of companies, 62 percent, are currently operating at or near the lower end of the EHS&S process maturity spectrum.

Companies with robust and mature processes tend to be more agile and resilient with structured predictive risk management approaches - making them more proactive than their counterparts with less mature processes. The latter take a reactive risk mitigation approach – viewing compliance as a cost to the business and thus facing significant hurdles in achieving goals such as better engagement, incident prevention and improving performance.

Enabling EHS&S performance to a whole new level lies in leveraging the power of digitalization to drive health, safety and the environment.

Digital unlocks new levels of EHS&S delivery and engagement, creating additional business value including the ability to navigate an unpredictable world. Digital transformation holds the potential to transform every aspect of the EHS&S operations converting traditional processes to more efficient digital systems that can dramatically increase efficiency and improve all aspects of operations.

However, knowing where to start and how to approach EHS&S digitalization can be the difference between success and getting it wrong.

EHS&S Expert Insight



CHRISTINE ADELINE
SVP EHS&S Product Management & Product Marketing

There are various maturity models available in addition to standards such as ISO14001 or ISO45001 to help organizations benchmark themselves so they can identify gaps in their existing practices and develop an improvement roadmap. These models and standards not only outline their current level of EHS&S performance but also provide a structured pathway for continual improvement, helping to ensure best practice is achieved and maintained over time.

EHS&S maturity should be viewed as a journey that takes time, the right tools, the right people, and a commitment from top-down. We see some organizations setting ambitious goals to move from paper-based processes and expecting to move to predictive analytics in a short space. Some organizations, especially with ESG pressures, are expected to be more aggressive in meeting targets. In trying to aggressively meet increasing demands, the effort required to achieve world-class EHS&S results are often overlooked. As EHS&S professionals emerge from a pandemic and respond to growing interest in ESG, they are being faced with an increased pressure to support the organizations more, often with not a lot more resources.

EHS&S software with mobile capabilities and data analytics tools offer unprecedented opportunities for organizations that wish to measure and continually improve their EHS&S maturity level by:

- **Freeing EHS&S professionals to focus on improving EHS&S Maturity:** EHS&S software makes it much easier for organizations to manage programs, even those that might not have a large EHS&S function. EHS&S software helps EHS&S professionals streamline their processes in real-time and with less effort. It reduces the amount of time spent collecting data in turn providing greater visibility into performance with more timely data. It also minimizes the effort needed to stay in line with regulations and simplifies communicating processes, policies, and training.
- **Providing data on performance to drive targeted improvements:** With timely data presented via interactive dashboards, EHS&S professionals can view performance of their processes and programs. Data analytics enable EHS&S professionals to drill down the data and pinpoint areas that need improvements, allowing leaders to take the most effective actions to improve EHS&S programs.
- **Offering best practice workflows out of the box with ability to tailor as business becomes mature:** A mature, integrated EHS&S software not only stands the test of time, but it offers benefits that come from collecting decades worth of EHS&S workflow processes and capabilities. It can be prescriptive and offer ways for organizations to improve their EHS&S processes faster and more efficiently. Additionally, configurable software platforms allow these digitalized processes to be adapted to support the dynamic nature of EHS&S functions and requirements. Even better still, EHS&S software empowers EHS&S professionals to make changes themselves, without relying on software vendors, ensuring their platform is up-to-date and reflects current EHS&S processes at minimal cost.

With a fast-evolving business and regulatory landscape coupled with the current economic uncertainties, the most mature companies will use technology and software to improve outcomes and mitigate risks in the most efficient and cost effective ways.

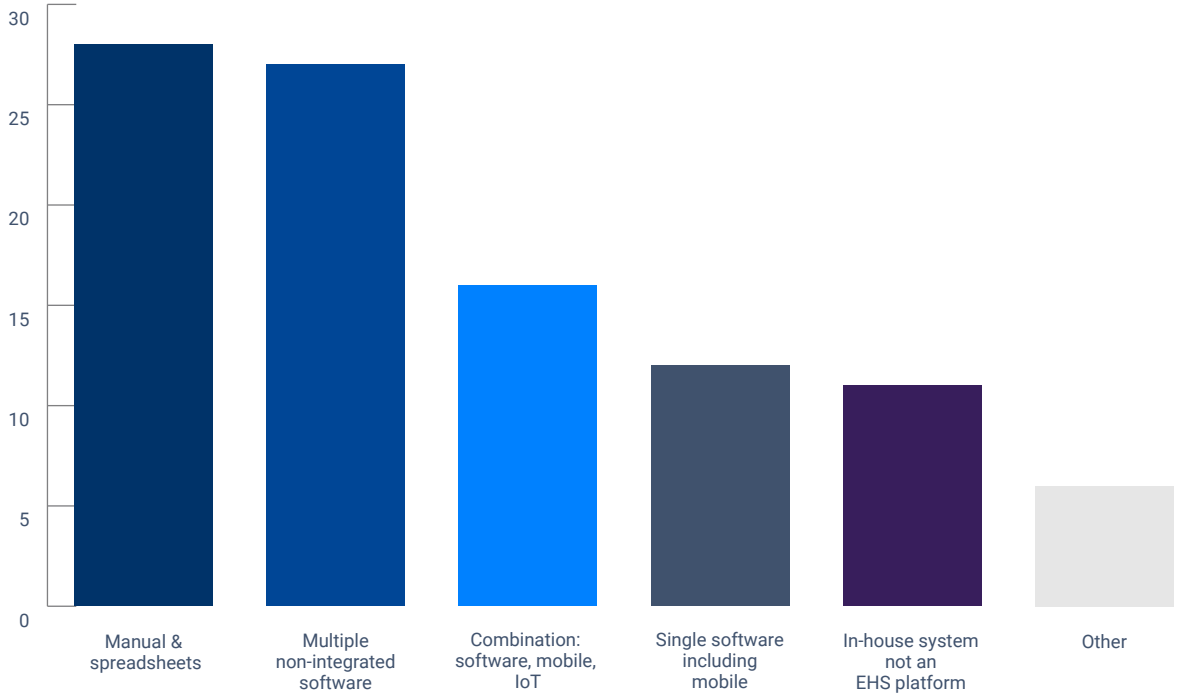
TIME TO REASSESS YOUR EHS&S CAPABILITIES

The consensus is that digital technologies are transforming EHS&S into a modern era with access to real-time data to improve risk awareness and safety performance and help companies shift from reactive to proactive safety management.

While 29 percent of companies in our survey reported they still rely on manual processes, the surprising finding is that a significant number of companies, 27 percent, leverage multiple systems that are not integrated and not built for the purpose. This is also in line with a recent survey by independent analyst firm Verdantix. Their survey revealed that only five percent of companies have consolidated all EHS&S processes. The promising news is that consolidation of EHS&S processes is a high priority with 58 percent of enterprises, according to Verdantix's data.

HOW COMPANIES COLLECT EHS&S DATA

According to the findings, the data collection methodology for meeting ESG disclosure reporting requirements is a mixed bag. It remains a challenge to many organizations with 48 percent of survey respondents reporting their organizations are planning or currently using manual methods to collect data. Just 24 percent use either an integrated EHS&S platform with a mobile app or a dedicated ESG and Sustainability platform.





EHS&S Expert Insight



RHANDI SELDE, PHD
Senior Consultant

Organizations have high expectations for the EHS&S KPIs they develop. Together, these metrics must thoroughly and honestly reflect the organization's EHS&S performance; allow for on-going monitoring, alert the organization to emerging issues, demonstrate the effectiveness (or lack thereof) of their interventions in driving EHS&S outcomes, and be easily communicated to and understood by a wide audience. Curating which collection of KPIs will be able to accomplish these goals is hard enough, but is made more difficult by limitations in available data.

A meaningful KPI starts with an organization's data collection practices. These methods must ensure, at minimum, that the data used to generate the KPIs is complete, valid and timely. Data completion is not only about missing values, but also missing questions (i.e., has the organization collected all the information needed to accurately interpret their metrics?). Data validity is not simply a determination of whether the values collected are factual; it is also about understanding the limitations of the datasets used to generate the KPIs and how those limitations effect how the metrics can be reliably interpreted. The timeliness of data collection impacts the organization's ability to respond promptly to potential issues. A good data collection strategy is essential to data-based decision-making and requires that an organization understands how their data is aggregated, reviewed, and validated.

The advantages of digital EHS&S technologies is that it can bring data from disparate sources together, aggregate them in a meaningful timeframe, and prompt necessary reviews. Digital platforms not only generate the KPIs you develop, they assist in visualizing what the data is telling you within the context of company performance. This is helpful as you tailor the communication and reporting of these measures to different levels within your organization.

ADVANCED ANALYTICS AND MOBILE APPS

Advances in mobile apps, data management and analytics have generated compelling business value in other sectors. Yet, in EHS&S management, these advances still need to be fully adopted and used to enable better and predictive performance. For example, 17 percent of EHS&S leaders said they leverage multiple mobile apps. However, utilizing multiple apps can be ineffective and challenging compared to leveraging a single universal app for an increasingly distributed workforce. SAI360's integrated platform with a single universal mobile app, Roam, enables multiple possibilities for workforce engagement, real-time granular oversight of workers' EHS&S workflows, and quality data capture.

It also facilitates incident reporting by empowering frontline workers to quickly identify risks and hazards, communicate in real-time, and act quickly upon them from anywhere with its location-aware capability.

Learn more about how to leverage mobile app features to transform EHS&S programs.

LATEST ADVANCES IN MOBILE APPS, DATA MANAGEMENT AND ANALYTICS ARE NOT FULLY UTILIZED

Not use mobile app	60%
Multiple systems that are not integrated and not built for the purpose	38%
Manual systems, including spreadsheets and staff surveys	29%

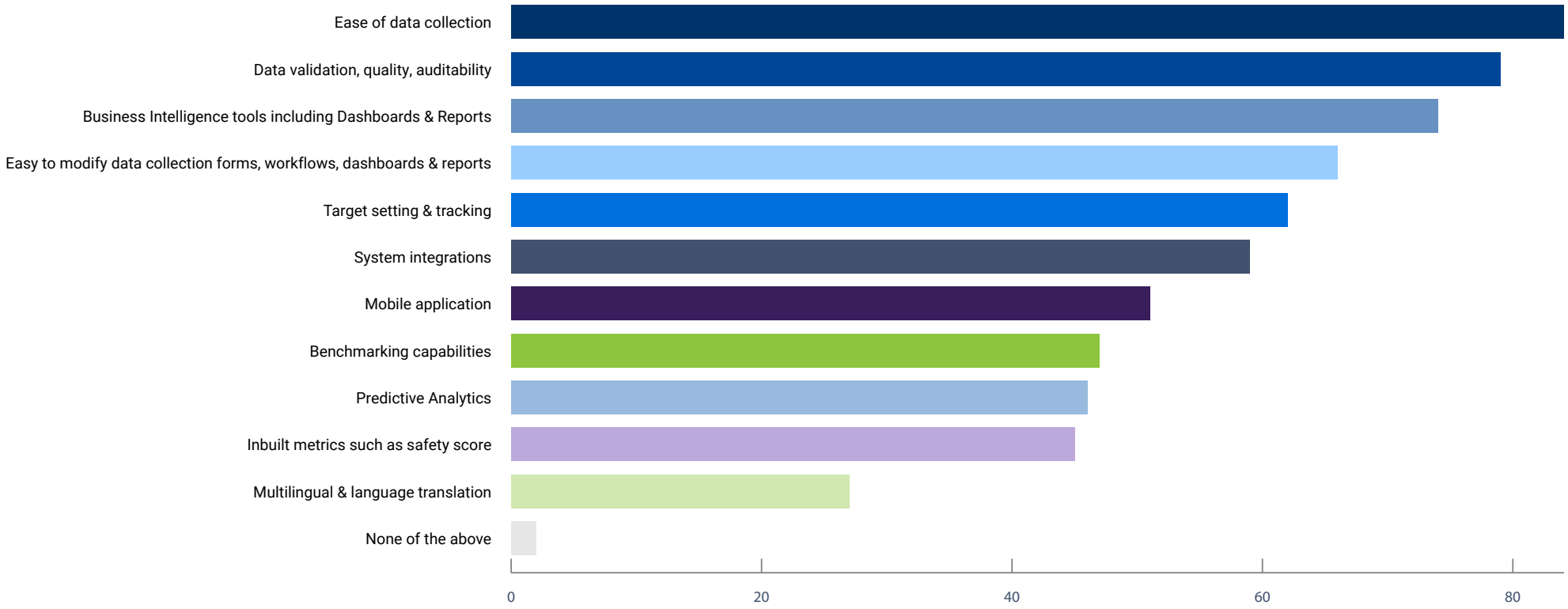
REAL-WORLD EXAMPLES OF ROI FOR AN ADVANCED MOBILE APP CAPABILITY

Global Automotive	Retail Chain with 700 Stores	Global Logistics Company
A time savings of 164 days per month 9 processes on mobile	Saving 15 -20 minutes per process	Experienced 66% reduction in incident reporting time, down to 5 minutes per case

ANALYTICS AND BUSINESS INTELLIGENCE

EHS&S advanced self-service analytics and Business Intelligence (BI) capabilities can help companies create and generate deeper, more helpful insights. We found a positive correlation between companies with mature EHS&S against those with the most advanced analytics and reporting tools. Leveraging advanced analytics and reporting capabilities adds intelligence to EHS&S programs and insights from existing data to reduce serious injuries and clamp down on environmental non-compliance. Integrating these with a platform with the most robust EHS&S compliance and risk management offerings and BI capabilities can provide companies with a single source of truth for all EHS&S performance metrics.

WHAT CAPABILITIES ARE ESSENTIAL FOR ROBUST REPORTING AND METRICS MANAGEMENT





EHS&S Expert Insight



JOSH WHITE
Director, EHS&S

Business Intelligence (BI) and analytics allow businesses to find meaning in their data and drive decisions on where to spend money, where to implement sustainability initiatives, and how to reduce risk. Without good analytics, you are effectively flying blind. Your business intelligence capabilities directly correlate with your ability to make good decisions.

The EHS&S domain contains a plethora of leading and lagging indicators and metrics – everything from the location and nature and root cause of workplace incidents to inspection and audit schedules and results, the nature and location of hazards and risks, employee engagement survey results, shift details, industrial hygiene exposure groups and health monitoring results, and the list goes on. Finding trends and correlations between this wide variety of disparate data from across all functions of your business is where true insights can be found, especially in an enterprise system that brings some or all of this data together into a single system or a single data lake.

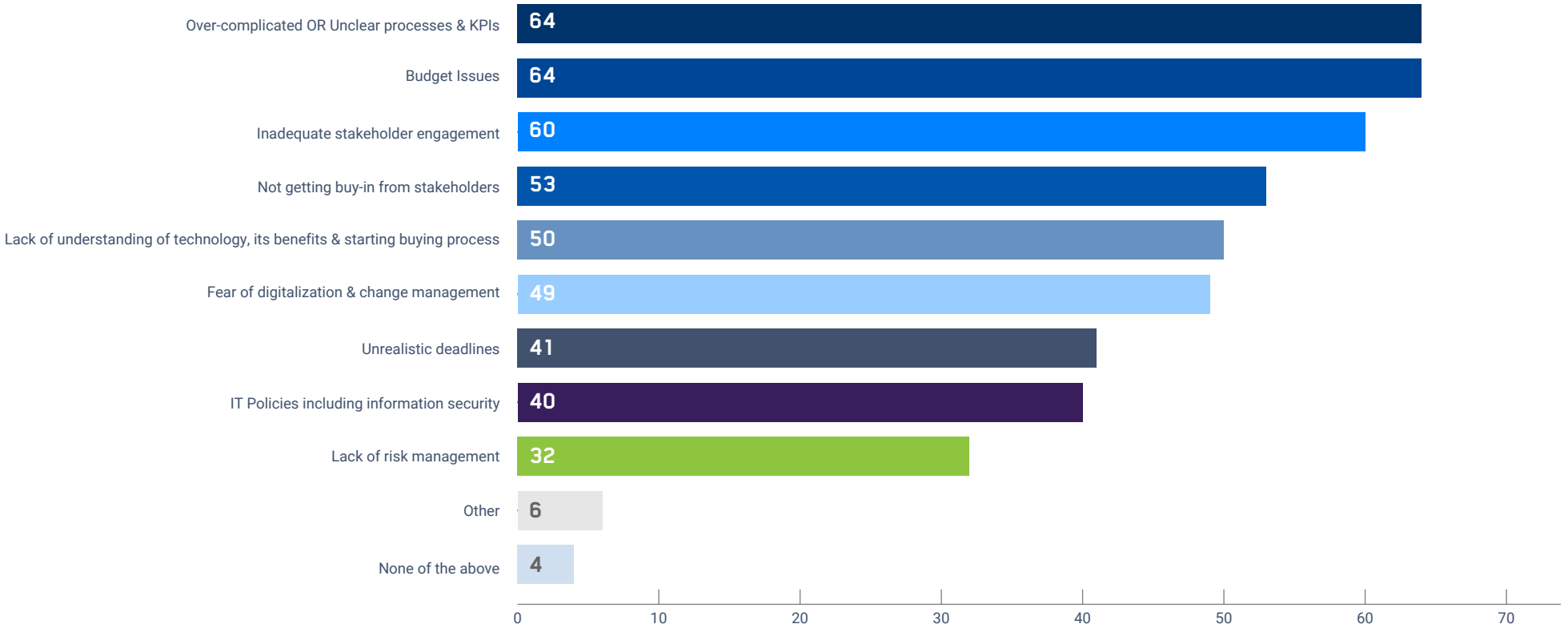
As a business climbs the analytics maturity ladder, insight identification moves from opportunistic, ad-hoc analysis of cause and effect relationships, to a more organized and coordinated state where these disparate metrics are collected in a more disciplined way and shared across projects and departments, so that they begin to align with the achievement of enterprise and strategic goals, and even drive their evolution. At the higher rungs of the ladder, this wealth of cross-functional data can be used to predict or forecast anything from workplace injuries to next year's monthly CO_2e emissions. Businesses can use these predictive models to identify risk factors and take pre-emptive corrective action to prevent accidents, mitigate risks, and avoid non-compliance.

It is important to note however, that while BI and analytics are what inform decision-making processes and understanding, they are worthless without having accurate, up-to-date data to begin with. By integrating analytics and BI capabilities with an enterprise EHS&S platform, businesses can create a centralized source of truth for all EHS&S performance metrics, protected by data validation and workflow rules to ensure data quality. And by making data entry channels readily available to users through a mobile app solution, up-to-date data can arrive for analysis as it happens, to enable agile business decision-making.

CHALLENGES YOU MUST OVERCOME TO DIGITIZE EHS&S PROCESSES

Overcoming over-complicated or unclear processes, followed by budget issues topped the list of challenges companies need to overcome in order to digitize EHS&S, according to our survey participants. Additional factors mentioned included poor organizational culture, low maturity, and limited technological exposure compounded with skills gaps.

CHALLENGES COMPANIES NEED TO OVERCOME TO DIGITIZE EHS&S



EHS&S Expert Insight



CHRISTINE ADELINE
SVP EHS&S Product Management & Product Marketing

According to Verdantix, EHS&S software cost savings fall into five core areas: employee time saving and enhanced productivity; illness and injury reduction resulting in lower compensation costs and insurance premiums; IT savings from the elimination of outdated systems; mitigation of the risks of non-compliance leading to lower fines and litigation fees; and fewer operational shutdowns caused by EHS&S incidents.

While there are many benefits, EHS&S leaders often struggle to quantify cost savings to develop an internal business case that convinces the right stakeholders. However, the pandemic and the growing importance of ESG is helping catapult the importance of EHS&S in workplaces creating an opportunity that EHS&S leaders should capitalize on. EHS&S functions will be critical in operationalizing ESG strategies and providing financial grade data required for disclosure reporting. For example SEC, CSRD, will rely on quality data that can only be achieved through digitalization of EHS&S processes. As you are building a business case for EHS&S technology, keep in mind that most mature EHS&S software platforms now have ESG capabilities built-in.

In order for EHS&S leaders to get their EHS&S software project approved, the business case must be presented in a sound, convincing manner to the C-Suite, in particular CEOs, CFOs, and CROs. Your proposal should align the objectives of the business case to the company's overall digitalization strategy and articulate how it will improve efficiency, transparency, accountability, cost-savings and other high-level objectives. Formulate high level non-compliance fines and penalties that the company may face, as well as cost-savings in keeping up with the growing number of regulations. EHS&S Leaders should also ensure they engage with as many stakeholders in the business from Human Resources to Operations to Marketing. Our SAI360 EHS&S Software Buyer's Guide provides guidance on how to successfully pitch to multiple stakeholders to get buy-in.

The EHS&S technology landscape is growing and can seem daunting to many. Common questions include: "What should I choose, where do I start and how do I know which technology is best?" The best advice is not to focus on technology, but the problem you are trying to solve first and what objectives you are aiming to realize. Once you identify this, then you can focus on the technology. Partner with your IT department as they will have the experts to assist and decipher what is best.

Keep in mind, according to Verdantix, the top mature technologies with the highest return of investment include EHS&S software and EHS&S mobile apps.

Once approved, EHS&S professionals should leverage the digitalization project to review and simplify their processes. Mature EHS&S software vendors will have ready-to-use modules that they should review and leverage for fast time to deployment and value. At SAI360 we often see companies aiming to configure the software to match complicated processes and lose sight of user engagement and adoption, as well as their original objectives. Based on our experience, keeping users at the heart of implementation and ensuring the change to a new software system is managed well are the most critical success factors.

As you narrow down your options, it is also important to ensure you pick a vendor you can partner with. Ask around and make sure they have a strong track record of delivering on promises, responding quickly to questions, and providing ongoing support as needed.

Technology brings many benefits. Regardless of where you are at on your digitalization journey, whether moving from spreadsheets replacing existing EHS&S software, or buying additional capabilities for current platforms, being able to articulate benefits to the right stakeholders, choosing the best solution based on the problem you are trying to solve, and choosing a software partner with a good track record in delivery and implementation will go a long way to removing the barriers faced with digitalization of EHS&S.

SAI360

About SAI360

SAI360 is the leading ESG cloud provider connecting GRC, EHS, Sustainability and Learning. Our SAI360 platform streamlines workflow and drives outcomes through flexible, scalable, and configurable modules. Our integrated approach sets us apart, helping organizations thrive, create trust, understand their impact, and achieve resilience for over 25 years. SAI360 is headquartered in Chicago, with operations and customers across the globe. Discover more at **sai360.com**.

118252 0423