

A man in silhouette is looking up at a modern glass skyscraper in a city. The background is a clear blue sky with some light clouds. The man is wearing glasses and a dark shirt. The skyscraper has a distinctive white structural frame. A yellow rectangular box is overlaid on the left side of the image, containing text.

**Health, safety and wellbeing  
Do we systemise or humanise?  
Or both?**

**Thursday, 11 May 2023**

# The 2023 global outlook

The long-simmering slowdown will likely turn into a global recession in 2023

Building  
resiliency amid  
fragmentation  
and volatility

Inflation's  
looming  
presence in  
different  
forms

ESG and  
sustainability  
here and now,  
not later

Adjusting to a  
higher and  
more volatile  
cost of capital

Talent  
attraction and  
retention  
challenges

These themes underpin many of the challenges businesses face today

Source: [Transforming uncertainty into opportunity in 2023 and beyond | EY - US](#)

# Is zero the end of the road, or just the beginning?

-1

0

+1

## Harm

## Zero harm

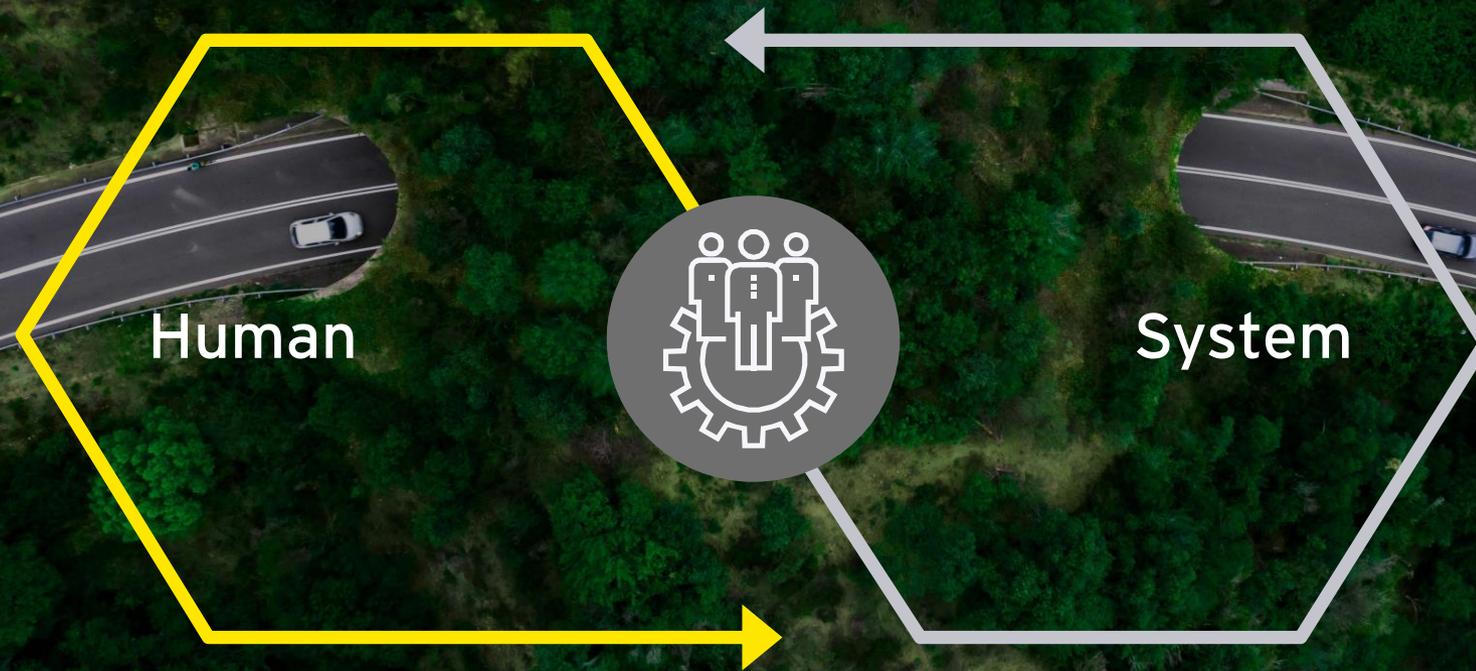
## Plus one

A traditional driver for HSW, built on the premise that zero is sufficient.  
The focus is on injury prevention, compliance, risk and standardisation.

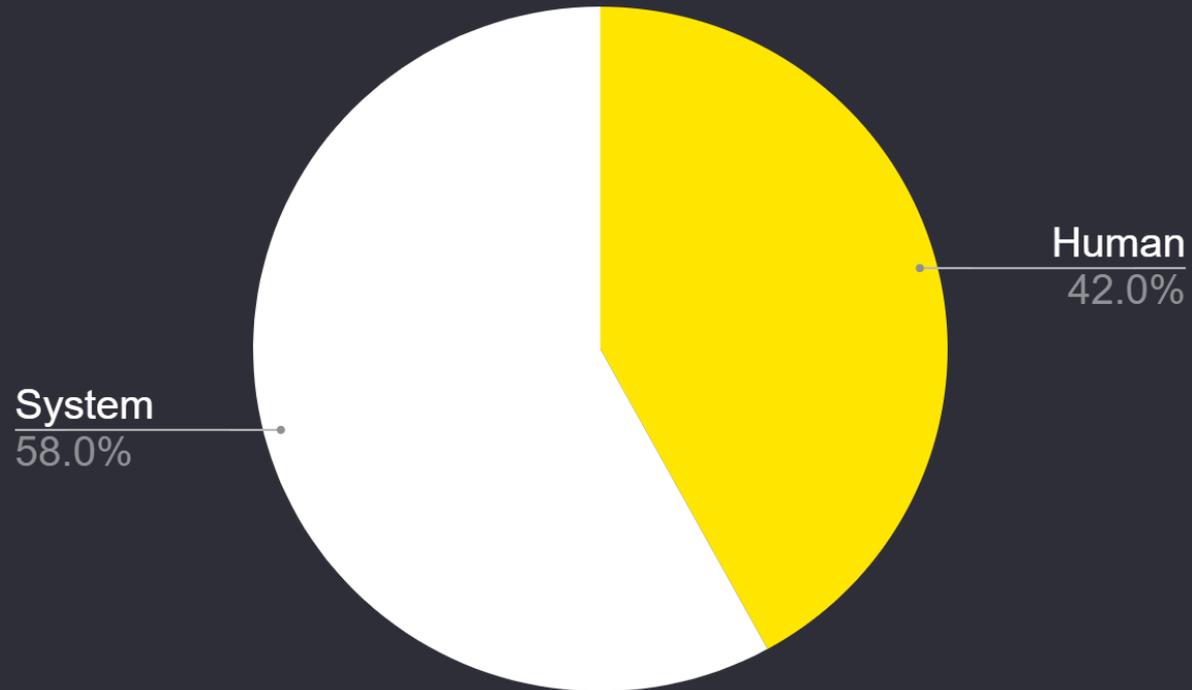
EY believes that healthier, stronger, more innovative people are a competitive advantage.  
The focus becomes positive contribution through integration, simplicity, focus and agility.



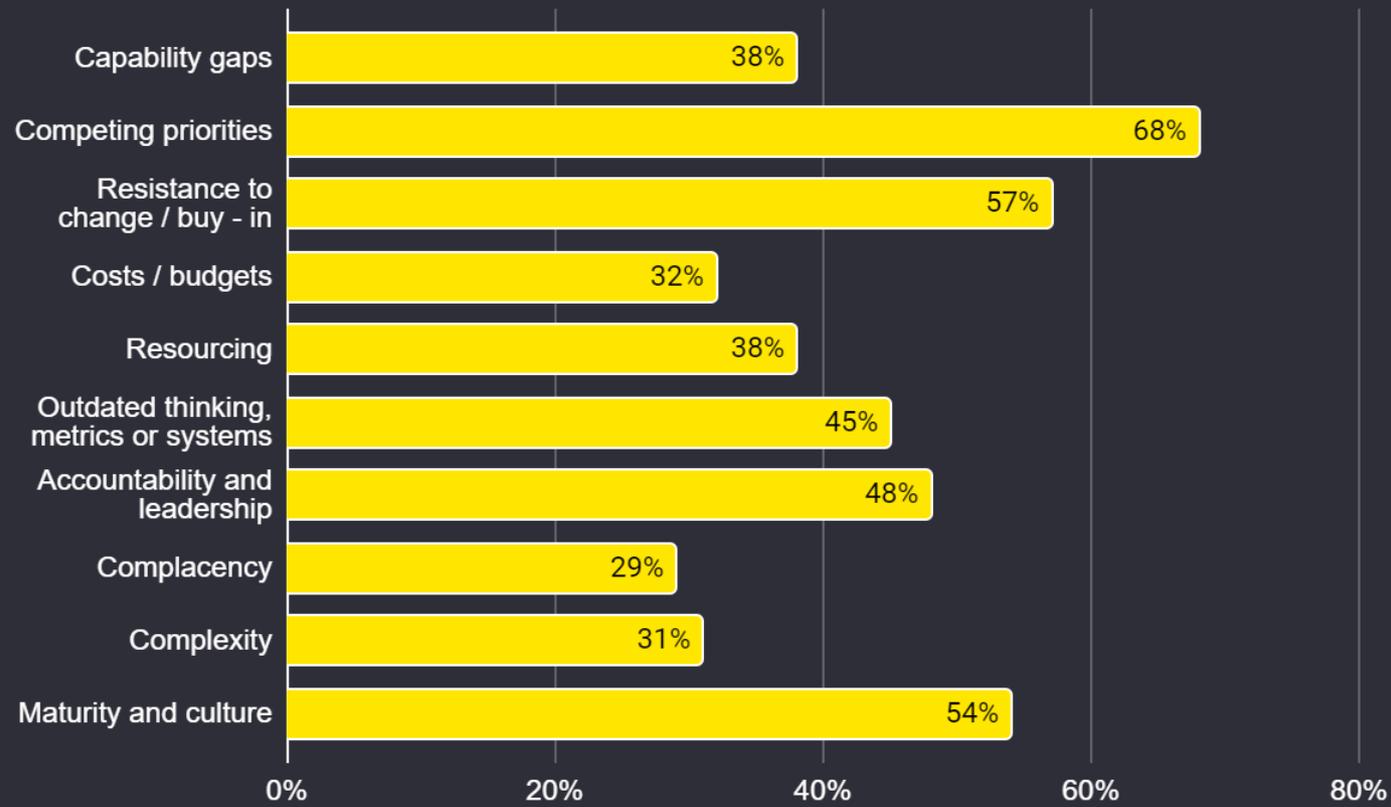
A future-fit HSW approach considers the interaction of humans and systems



# Which side is your organisation focussed more on?



# What are the barriers to your organisation changing its approach to HSW and improving?

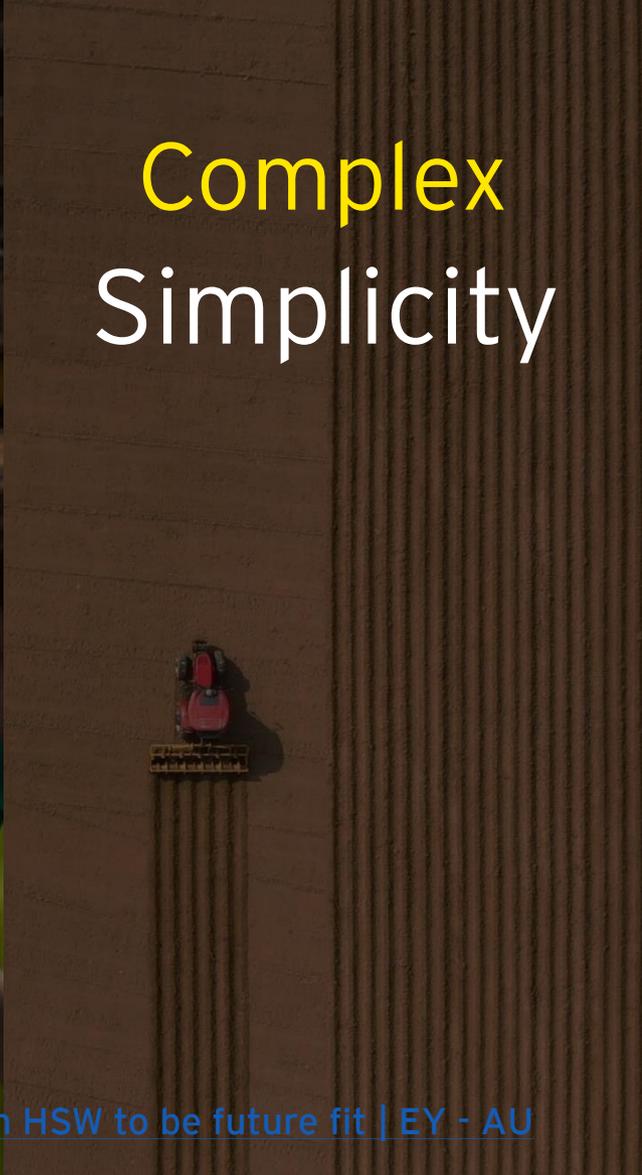


# Four areas of change to be future fit

Siloed  
Integration



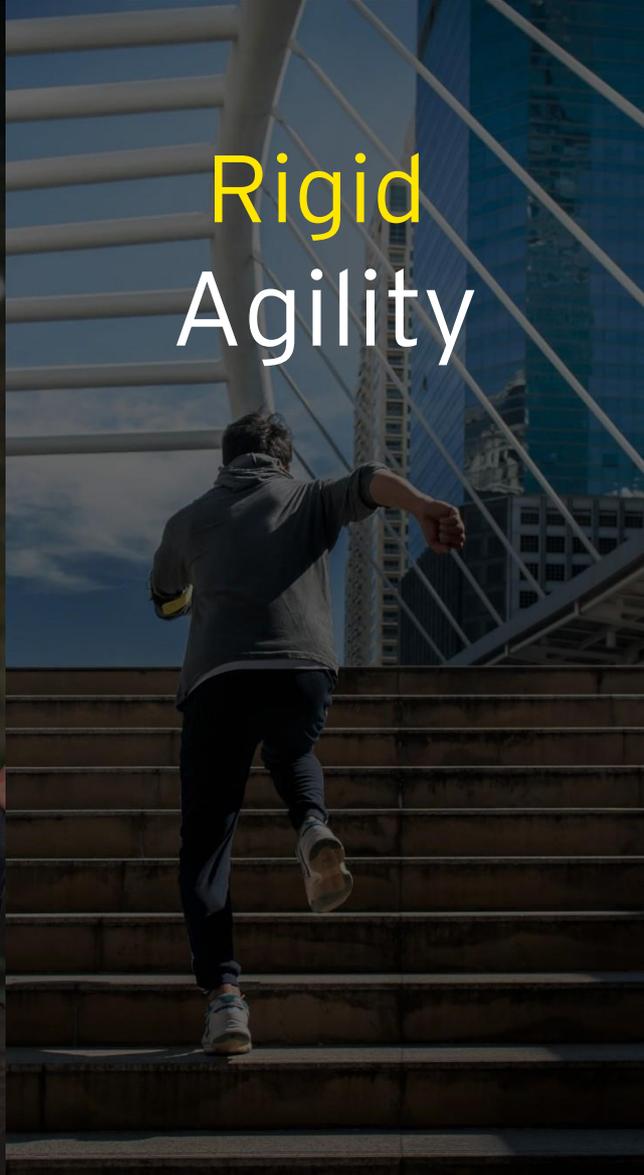
Complex  
Simplicity



Scattered  
Focus

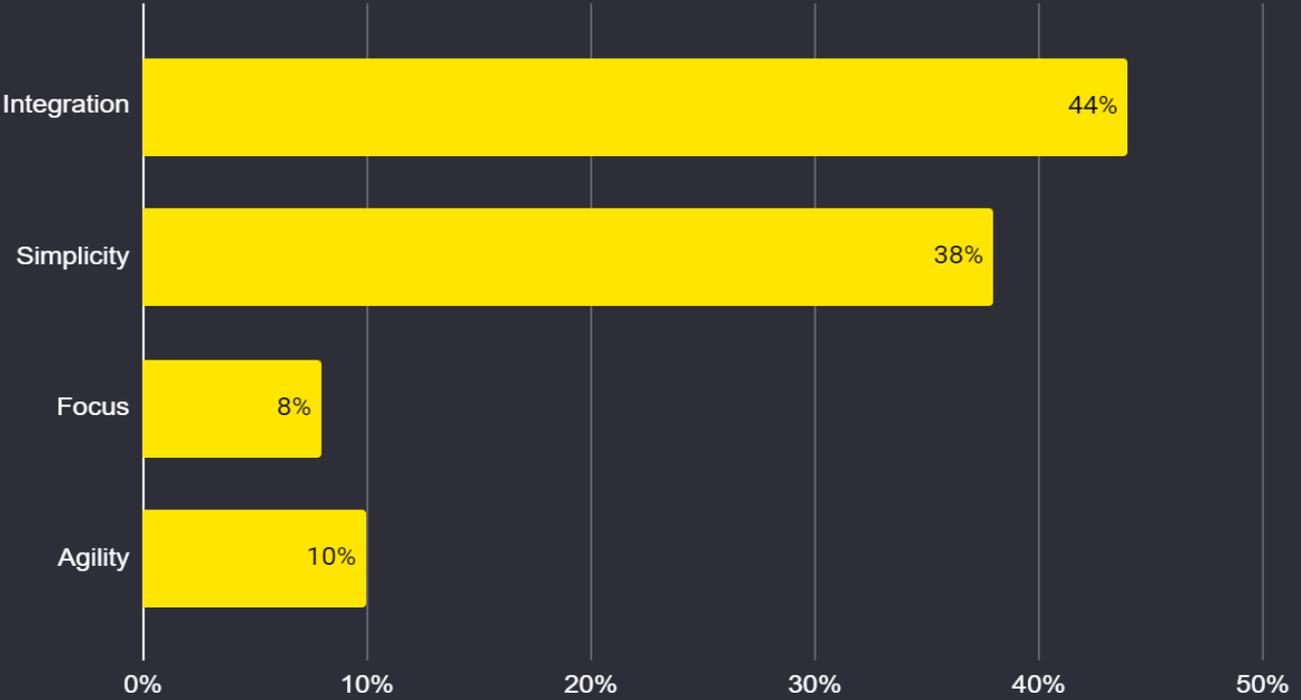


Rigid  
Agility

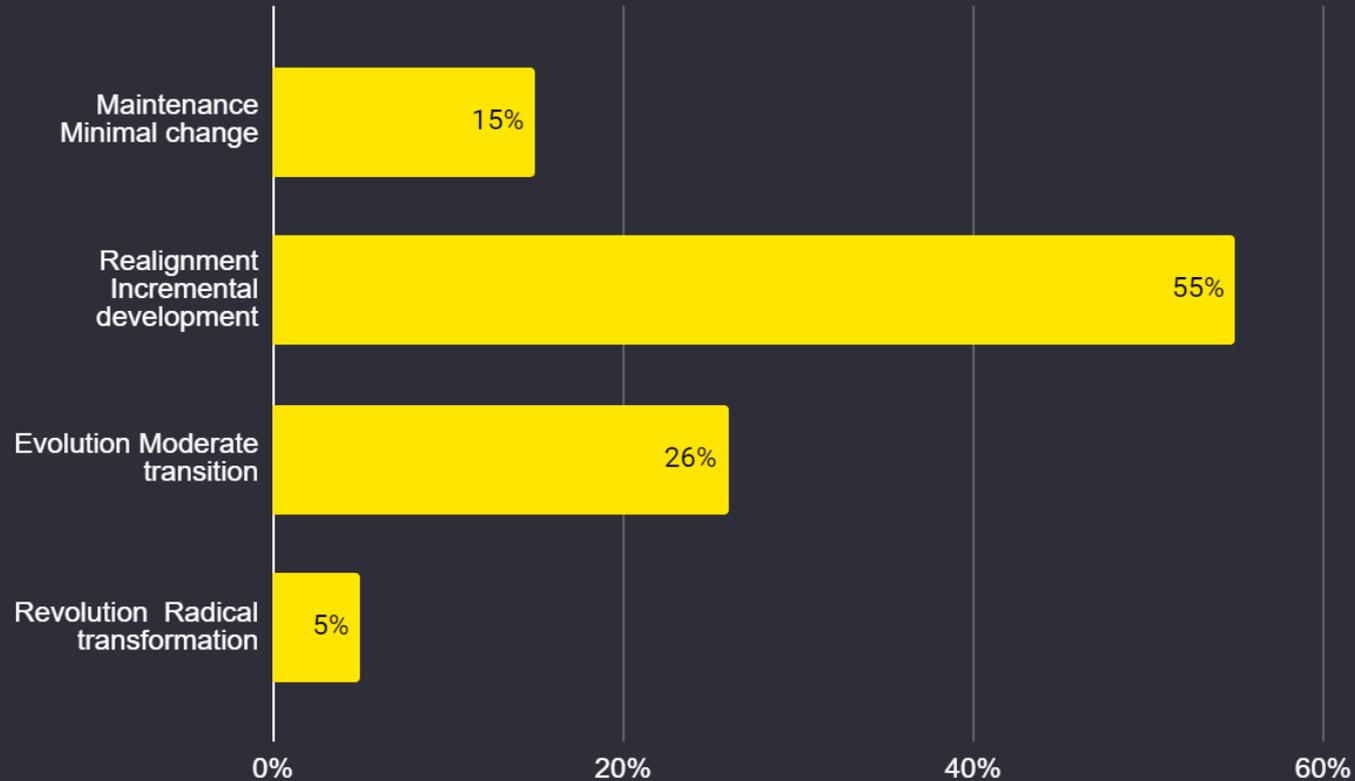


Source: [How can we transform HSW to be future fit | EY - AU](#)

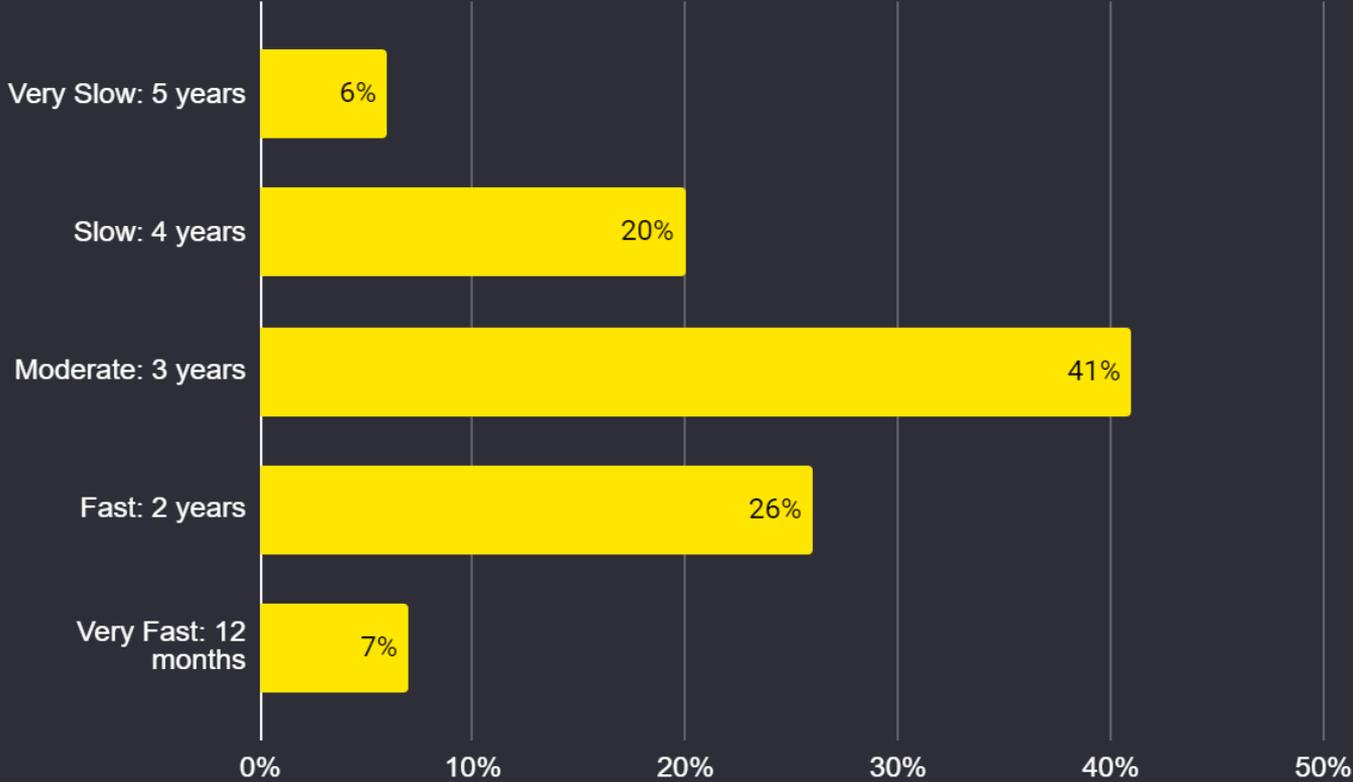
# Which area requires the greatest scope of change?



# What is the scope of change your organisation has appetite for?



# What is the speed of change your organisation has appetite for?



# Integration

## Australian federal government department

### 01 Define the challenge

- ▶ Lack role clarity
- ▶ Operating in siloes
- ▶ Incongruent priorities
- ▶ Structure a barrier to sharing
- ▶ Resource allocation not servicing needs
- ▶ Limited risk coverage

### 02 Agree design principles

- ▶ People are key to success
- ▶ Structure an enabler for culture
- ▶ Sharing, collaboration, continuous improvement
- ▶ Simplified accountability, well-defined governance
- ▶ Central coordination, boots on the ground
- ▶ Differentiated support
- ▶ Agile, flexible, limited duplication
- ▶ Fit for purpose

### 03 Co-design the solution



**+15.7**  
FTE approved

- ▶ Master design team to facilitate solution design
- ▶ Engaged stakeholders throughout
- ▶ Integrated operating model to support divisions
- ▶ Clear accountability mandates, capability allocations

# Simplicity

## Global miner

### 01 Define the challenge

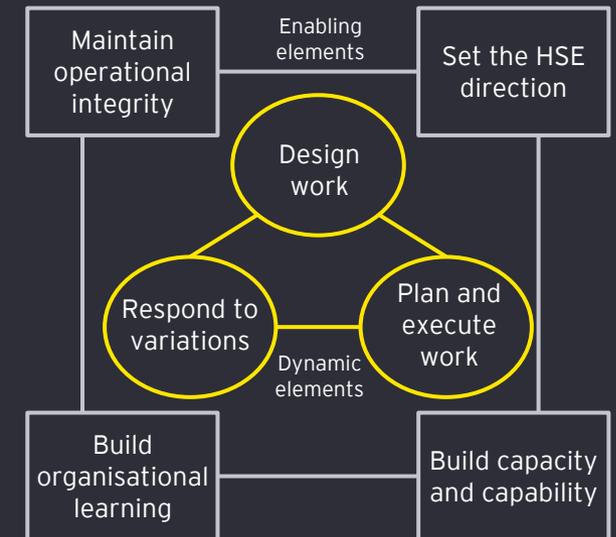
- ▶ Duplication
- ▶ Deviation
- ▶ Misclassification
- ▶ Incomplete
- ▶ Ambiguous

### 02 Agree design principles

- ▶ Integrate with broader ecosystem
- ▶ Future focused and aspirational to last another 20 years
- ▶ Simplify processes and remove duplication
- ▶ Design for the end user

### 03 Co-design the solution

#### Enabling ecosystem architecture





# Focus

## Global shipping and bulk carrier

### 01 Understand the context

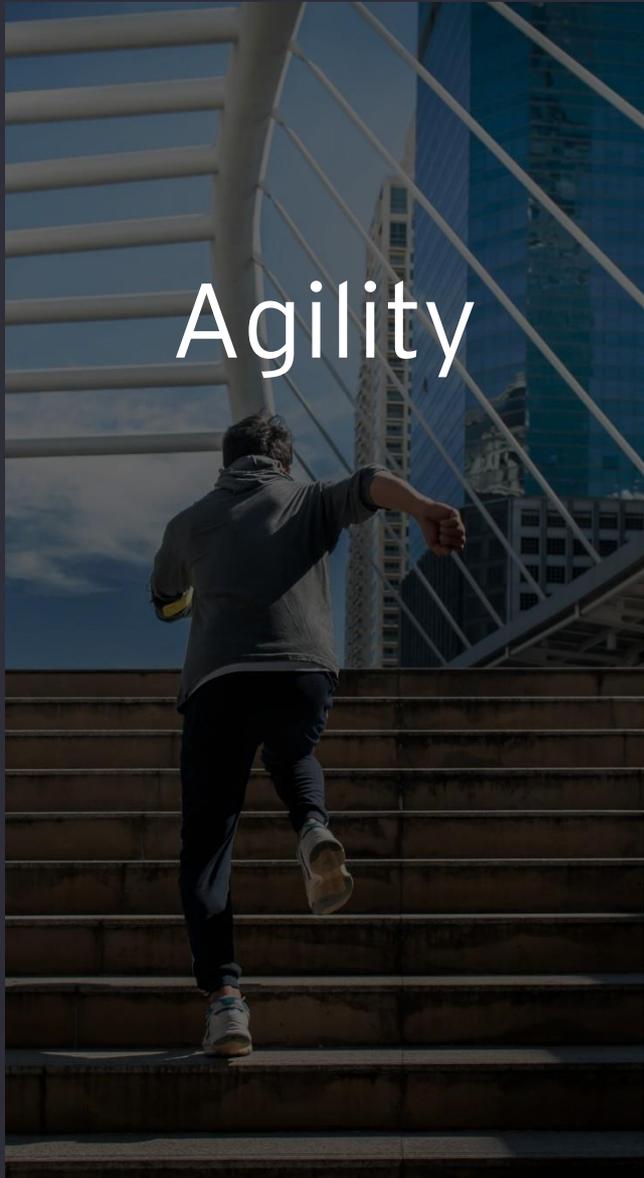
- ▶ Shipping dry bulk cargo between customer ports
- ▶ Operations in Canada, Norway, USA and Australia
- ▶ Diverse culture, behaviours, capabilities and systems
- ▶ Limited safety capacity

### 02 Design the program

- ▶ Understand the specific work required through a maturity assessment
- ▶ Design a transformation program
- ▶ Build capability and capacity of executive and operational leaders

### 03 Deliver outcomes

- ▶ A focused strategy and two-year roadmap with impact measures
- ▶ Targeted critical risk management approach
- ▶ Clearly defined worker expectations
- ▶ Better equipped leaders and managers



# Agility

## Australian energy company

### 01 Understand the context

- ▶ Significant organisational change
- ▶ Increasing incidents, errors and lapses
- ▶ The 'Why' was missing
- ▶ Disconnect between intention and execution
- ▶ Desire to engage the workforce in solutions
- ▶ CEO sponsorship and personal commitment

### 02 Design the program

- ▶ Strategy redesign to enhance agility, collaboration
- ▶ Heads Up! Empowering and engaging people; worker-led problem-solving
- ▶ Restructure WHS to support operational ownership

### 03 Deliver outcomes

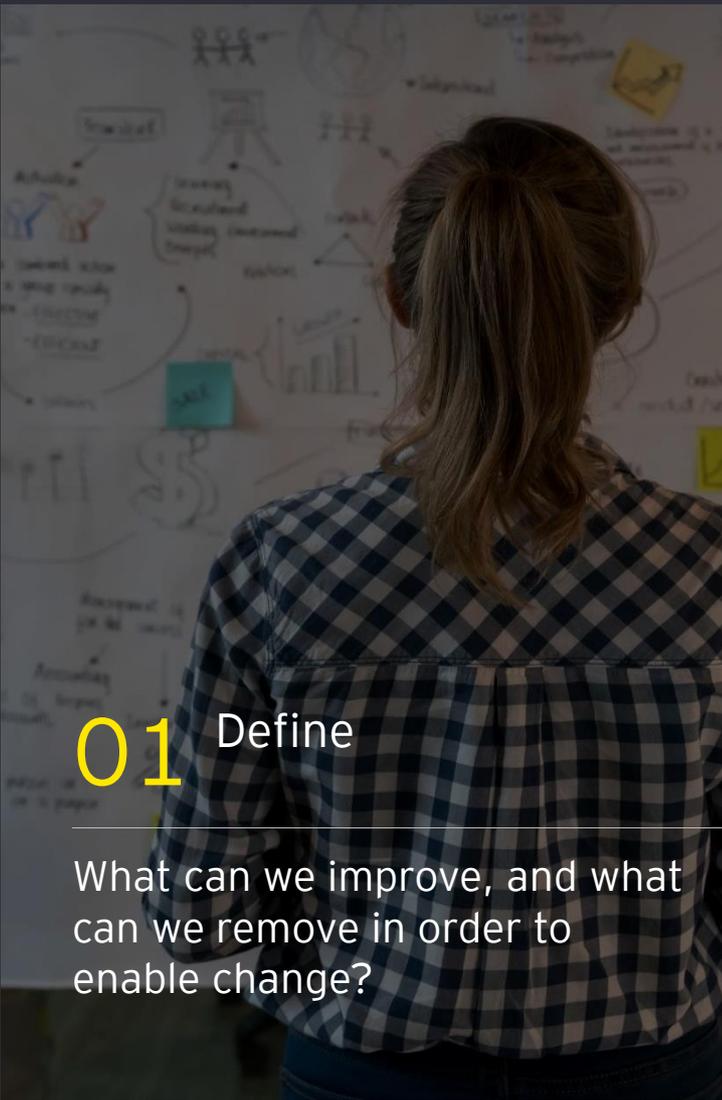


**75+hrs**  
Face to face

- ▶ Extensive problem solving sessions with fieldworkers and leaders together
- ▶ Worker-led taskforces addressed 5 problem spaces
  - ▶ Leadership
  - ▶ Knowledge
  - ▶ Attitudes
  - ▶ Training
  - ▶ Systems

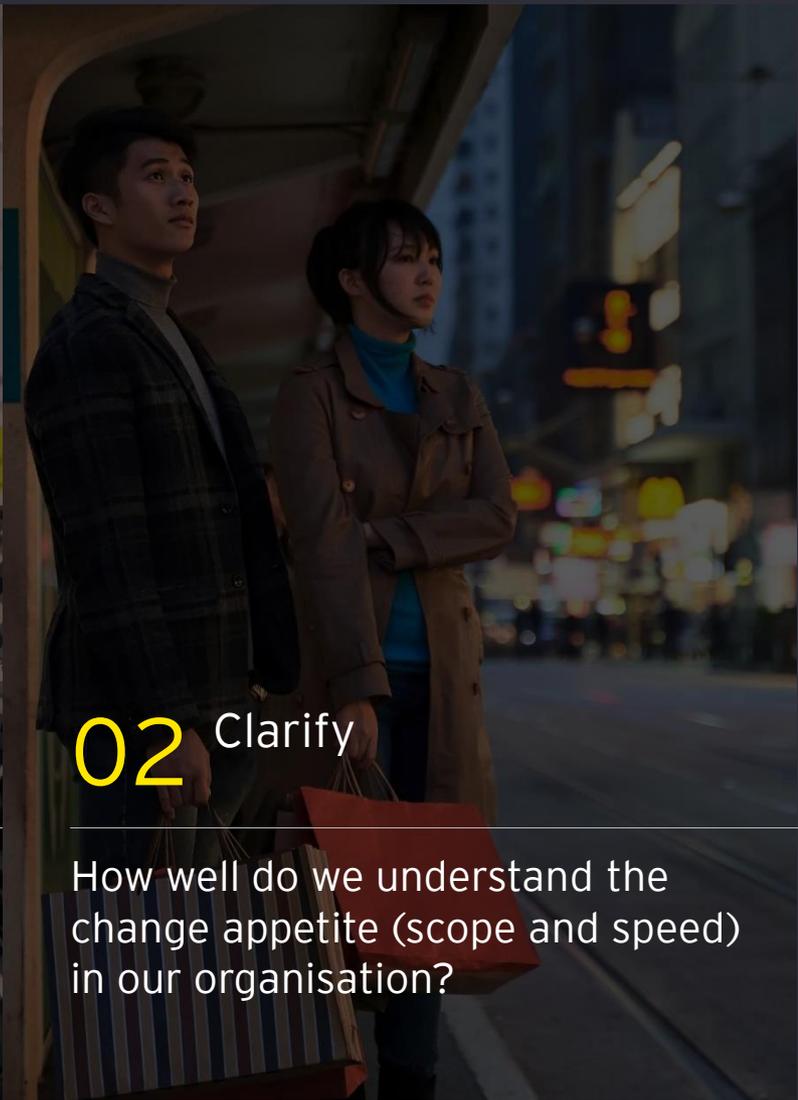
Our people are **empowered** and **inspired** to step up, take action and be **responsible** for safety.

# What's next?



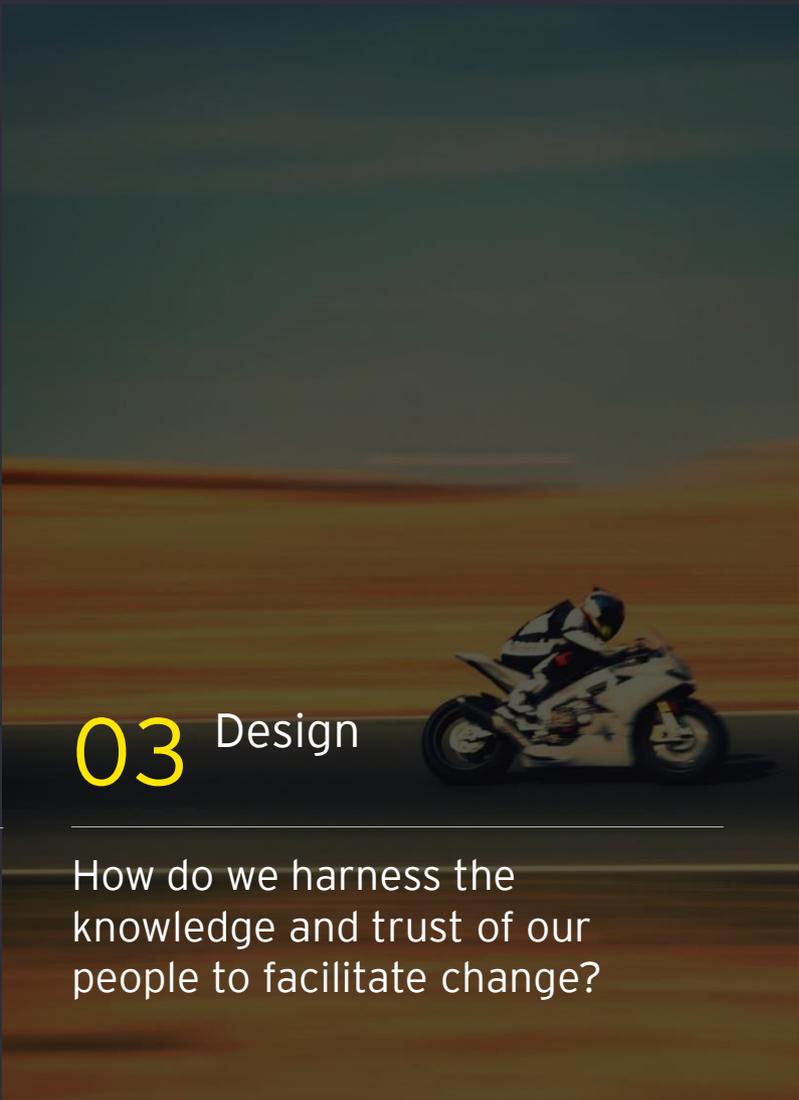
## 01 Define

What can we improve, and what can we remove in order to enable change?



## 02 Clarify

How well do we understand the change appetite (scope and speed) in our organisation?



## 03 Design

How do we harness the knowledge and trust of our people to facilitate change?