

A man in silhouette, wearing glasses and a dark t-shirt, stands on a balcony or walkway, looking up at a towering modern glass skyscraper. The building's facade is a grid of windows, and its structure is reinforced with white diagonal beams. The sky is a clear, bright blue. The overall mood is contemplative and aspirational.

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

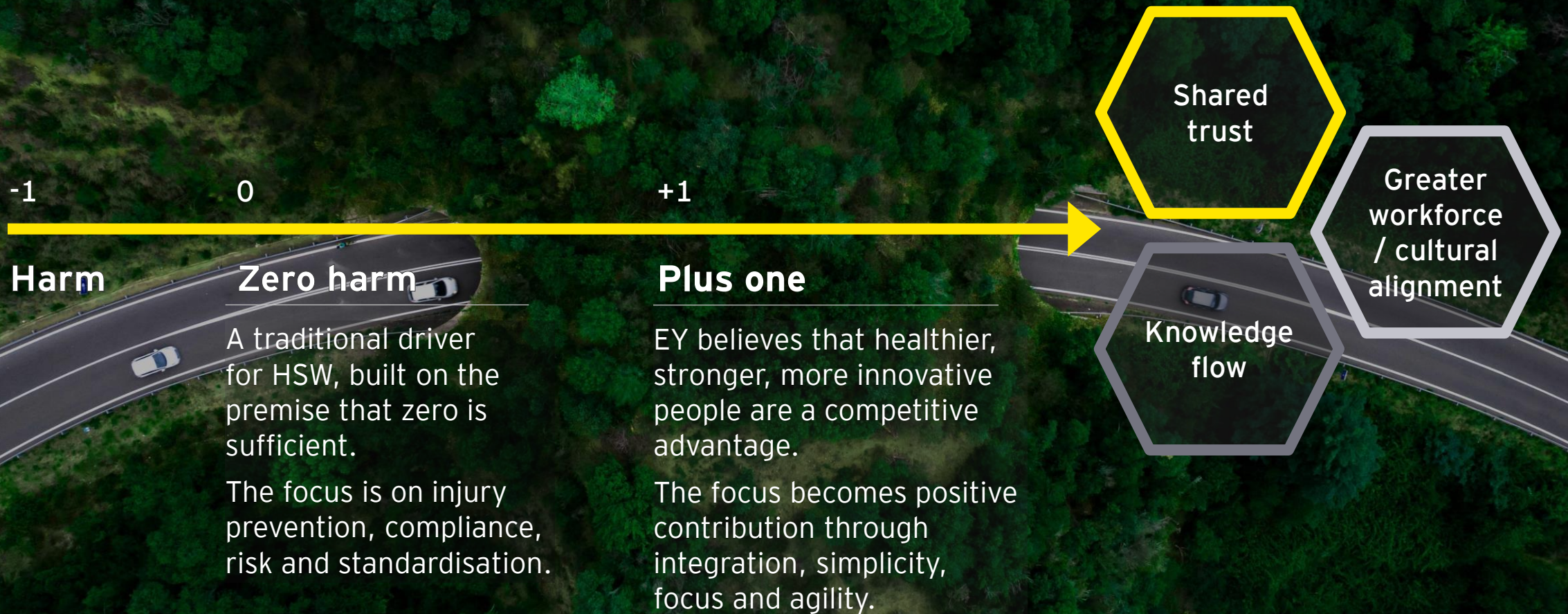
Adjusting to a
higher and
more volatile
cost of capital

Talent
attraction and
retention
challenges

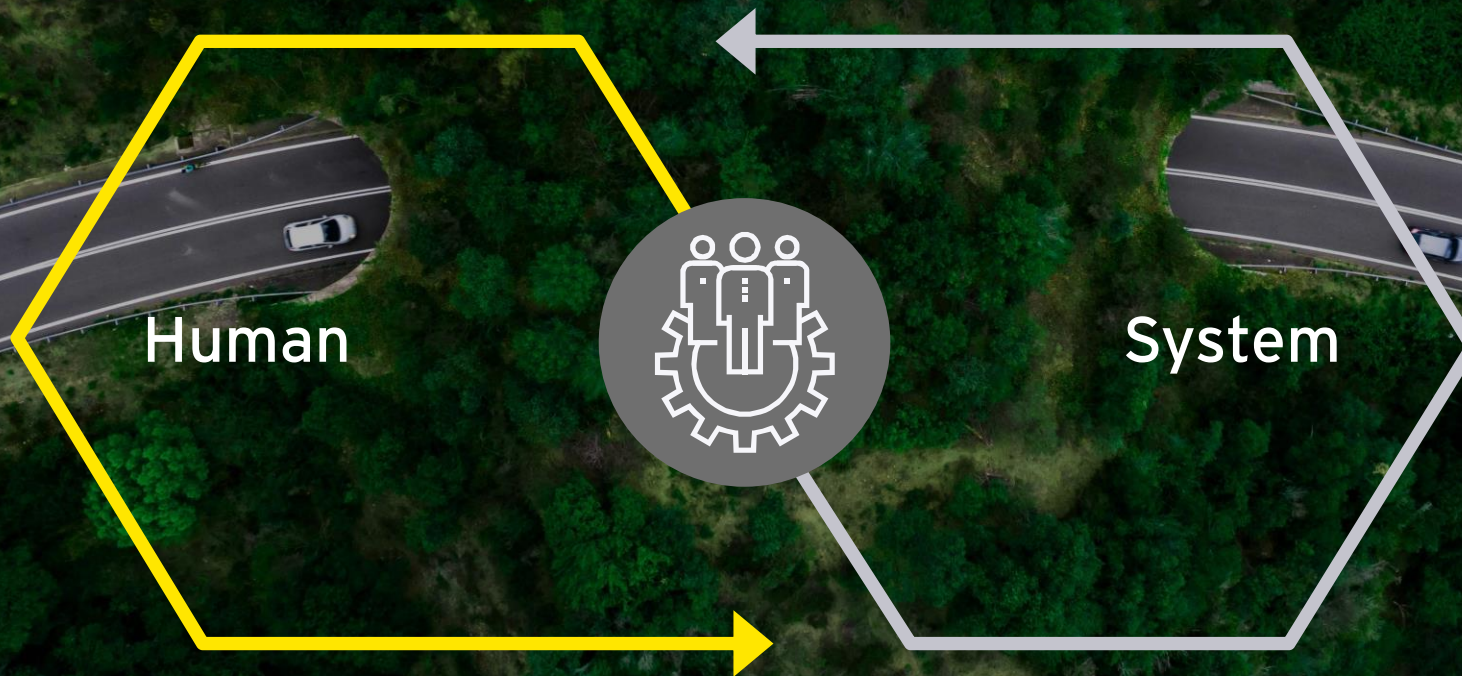
These themes underpin many of the challenges businesses face today

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

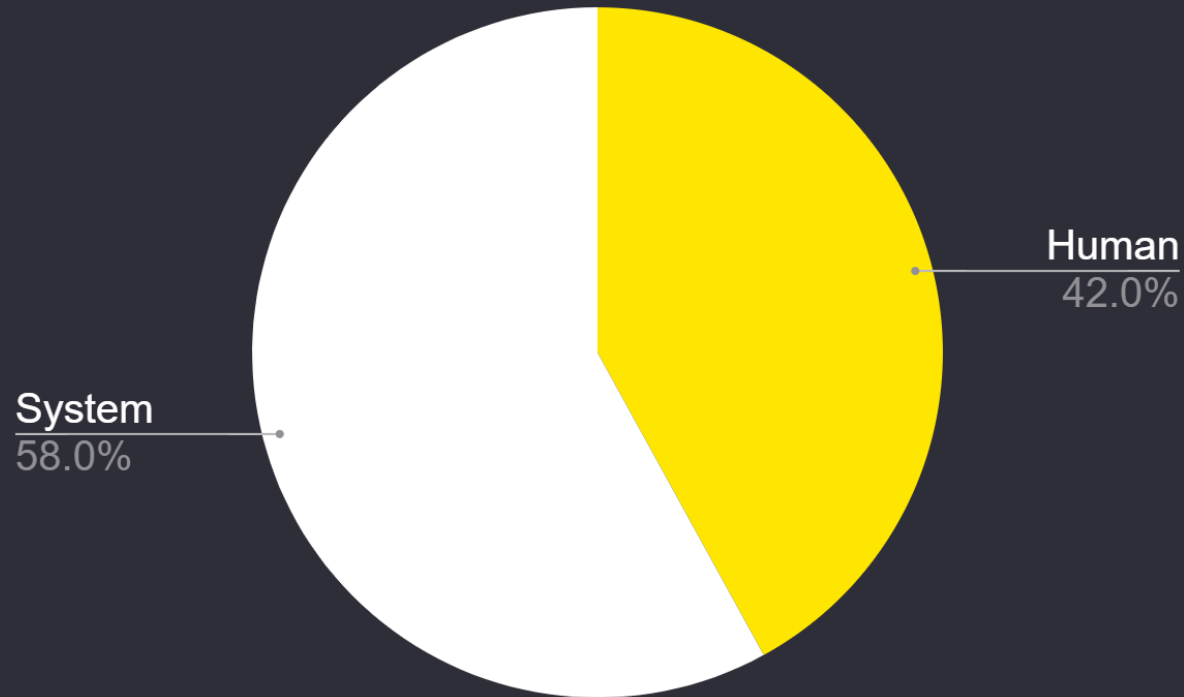
Is zero the end of the road, or just the beginning?



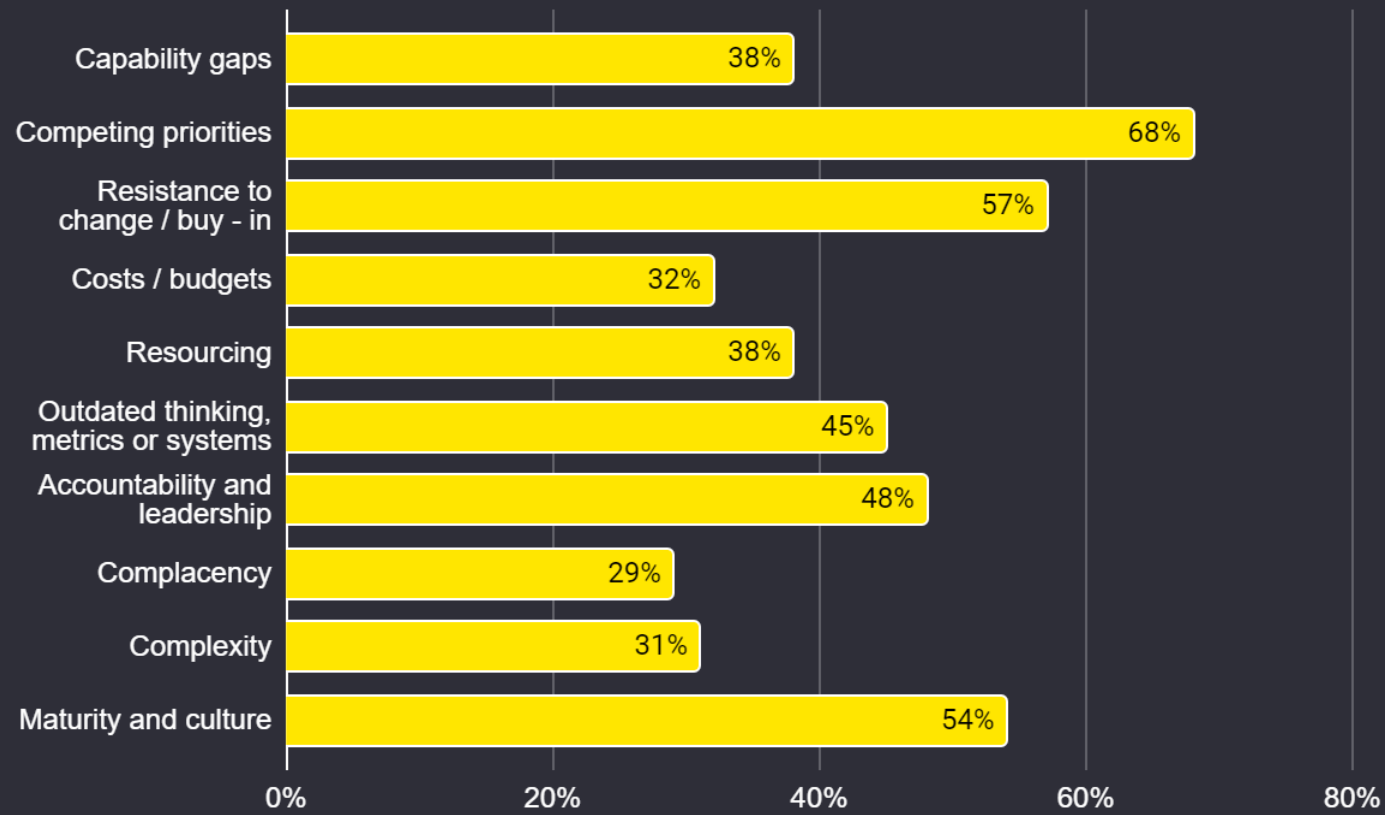
A future-fit HSW approach considers the interaction of humans and systems



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



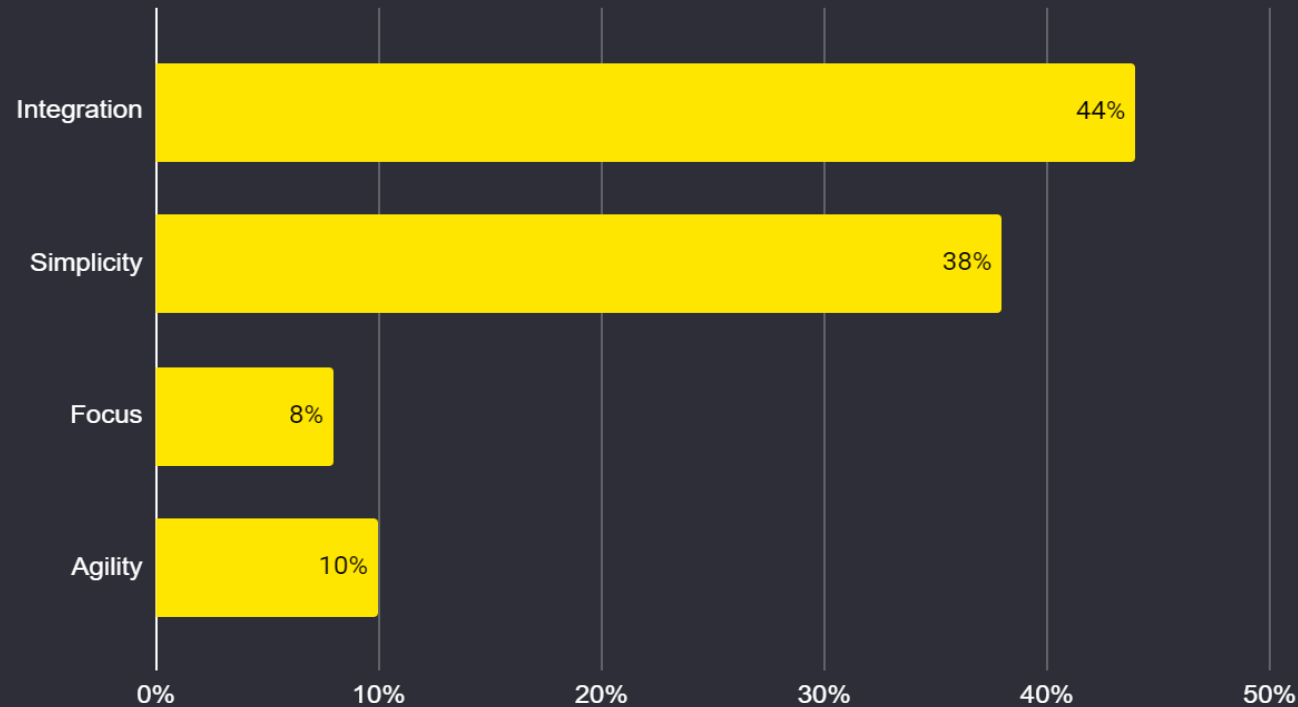
Scattered
Focus



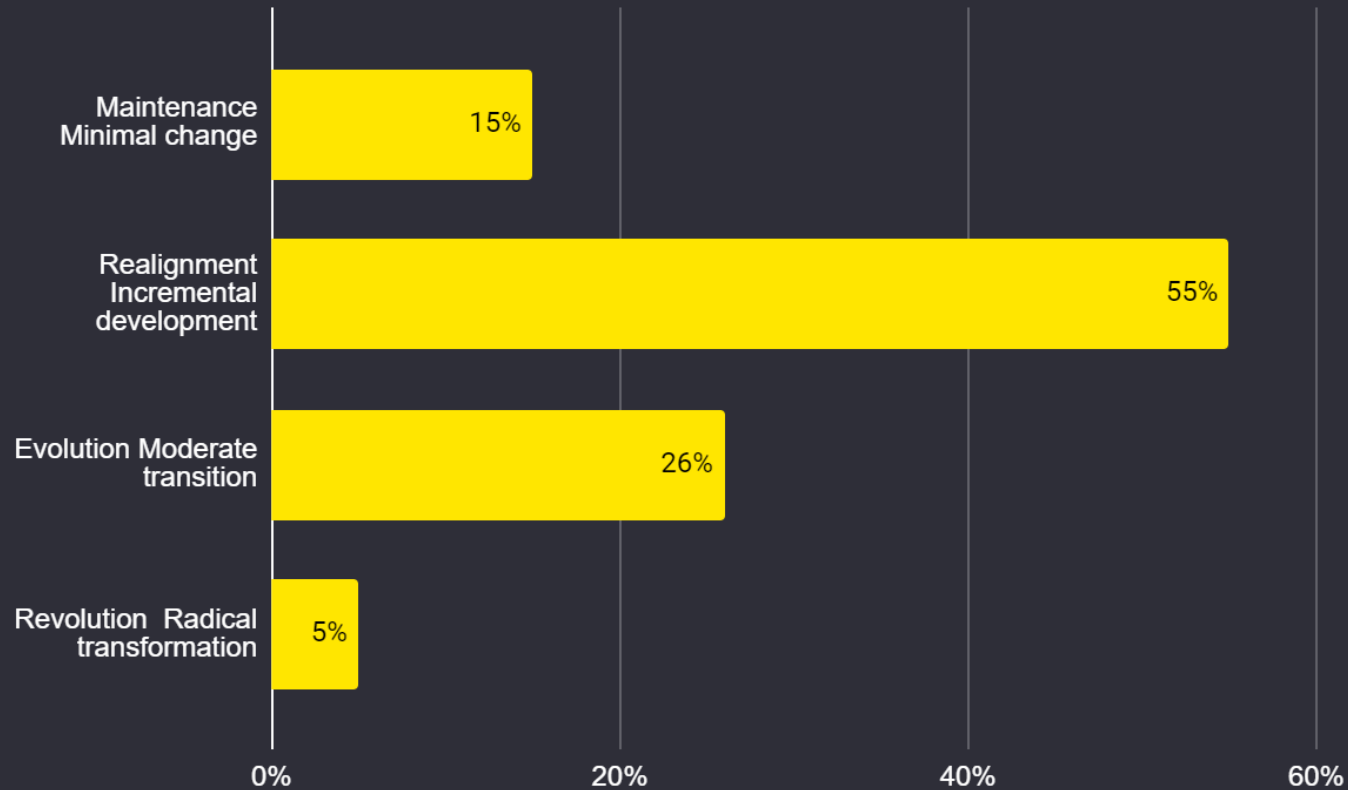
Rigid
Agility

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

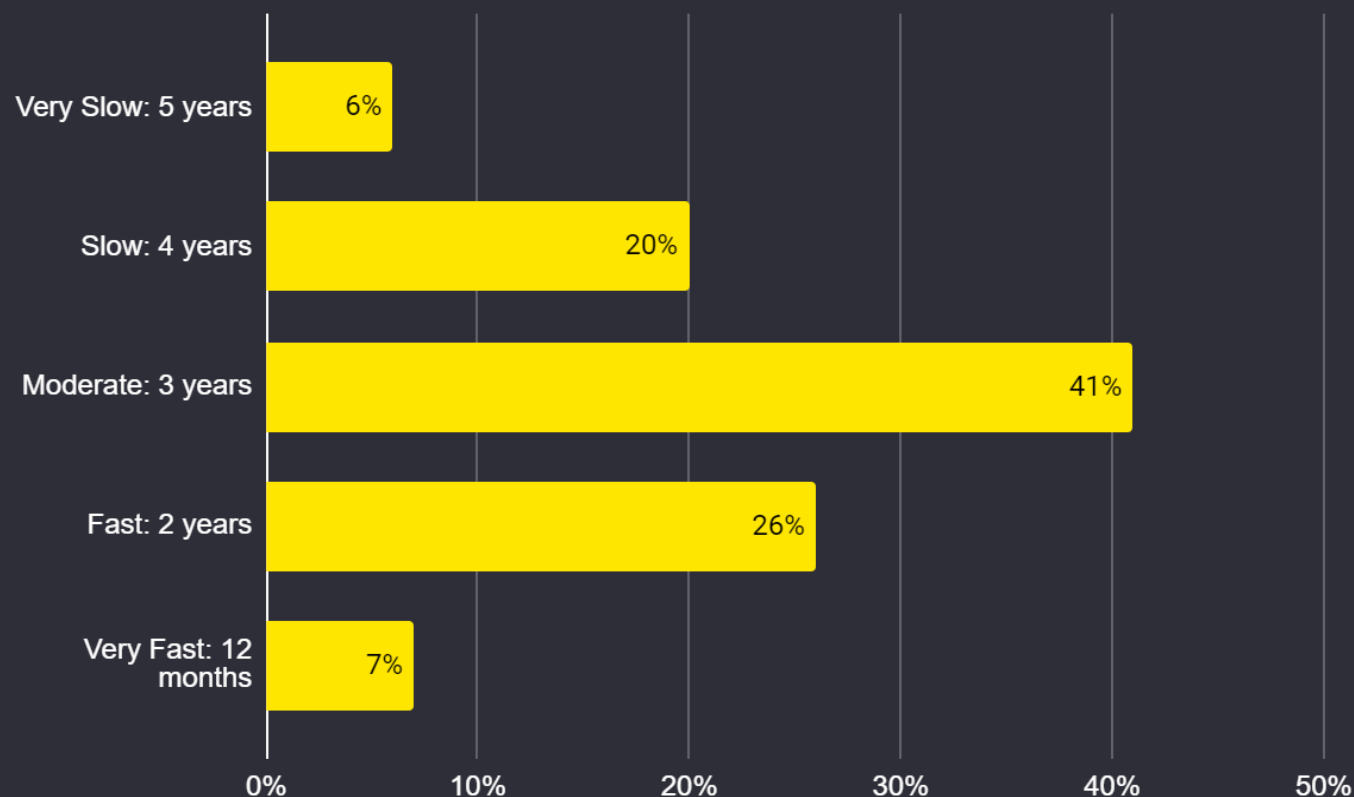
Which area requires the greatest scope of change?



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

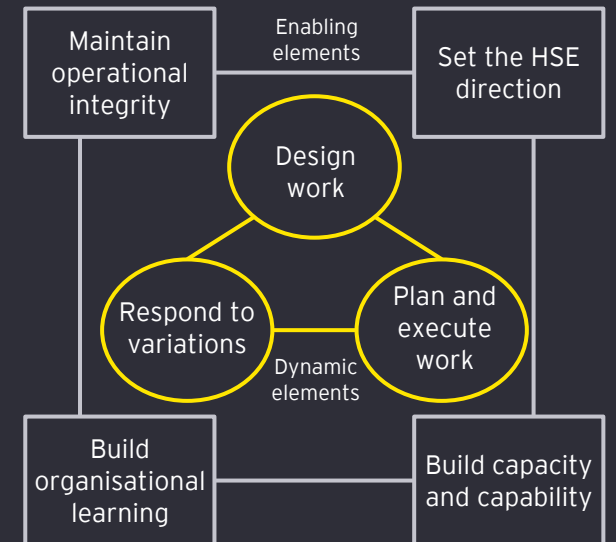
- ▶ Duplication
- ▶ Deviation
- ▶ Misclassification
- ▶ Incomplete
- ▶ Ambiguous

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?