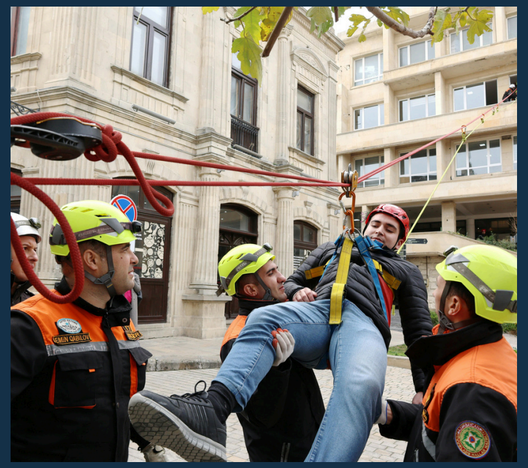








1.1 Critically Evaluate the Components of a Strategic OHSES Framework Aligned with Business Objectives

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Introduction

A Strategic Occupational Health, Safety, Environment, and Sustainability (OHSES) Framework is a structured approach that enables an organisation to integrate health, safety, environmental protection, and sustainability into its overall business strategy. Rather than treating OHSES as a separate compliance function, a strategic framework ensures that it contributes directly to organisational success, resilience, profitability, and long-term sustainability.

An effective strategic OHSES framework aligns with the organisation's vision, mission, values, risk profile, and corporate objectives while supporting legal compliance, stakeholder expectations, and continual improvement.

The four key components of such a framework include:

1. Development of Strategic Vision, Mission, and Objectives
2. Alignment of OHSES Strategy with Corporate Goals and Organisational Risk Profile
3. Integration of Sustainability and Risk-Based Approaches into Strategic Planning
4. Establishment of Performance Indicators and Measurable Strategic Targets

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1. Development of Strategic Vision, Mission and Objectives for OHSES

What is a Strategic Vision?

A strategic vision describes the desired future state of an organisation regarding occupational health, safety, environment, and sustainability. It provides long-term direction and inspires everyone within the organisation.

Example
"To become an industry leader where every employee returns home safely every day while operating sustainably and protecting the environment."

The vision should be:

- Inspiring
- Future-oriented
- Consistent with corporate values

Easy for employees to understand

What is an OHSES Mission?

The mission explains why the organisation exists in terms of OHSES and how it intends to achieve its vision.

Example
"To protect people, preserve the environment, comply with legal requirements, and continually improve our management systems through leadership, innovation, and employee participation."
The mission provides practical guidance for decision-making and daily operations.



Strategic OHSES Objectives

Objectives convert the vision into measurable outcomes.
They should follow the SMART principle:



SMART Element	Meaning
Specific	Clearly defined
Measurable	Quantifiable
Achievable	Realistic
Relevant	Supports business goals
Time-bound	Has a deadline

Strategic OHSES Objectives

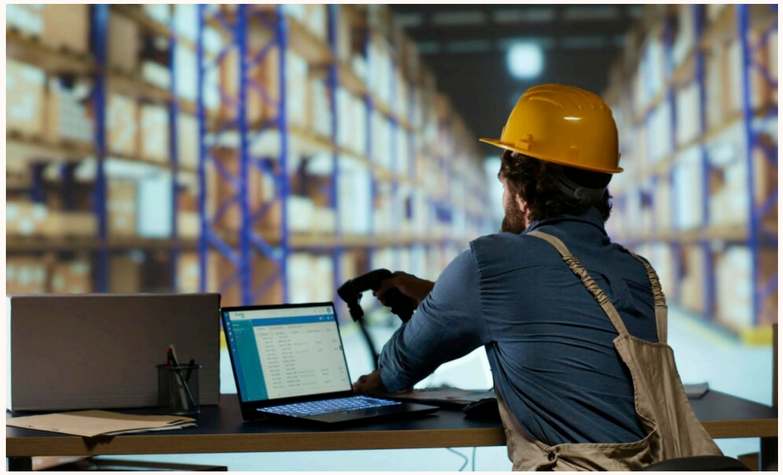
Examples

- Reduce Lost Time Injuries (LTI) by 30% within two years.
- Achieve ISO 45001 certification by December 2027.
- Reduce workplace emissions by 20% over five years.
- Train 100% of managers in strategic safety leadership.



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Why Vision, Mission and Objectives Matter

Without a clear direction:

- Departments may work independently.
- Resources may be wasted.
- Employees become confused about priorities.
- Safety initiatives may not support business growth.

A well-developed strategic direction creates alignment throughout the organisation.

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Critical Evaluation



Critical Evaluation

Advantages

- Provides long-term direction.
- Improves employee engagement.
- Supports decision-making.
- Encourages leadership commitment.
- Helps prioritise investments.

Limitations

- Poorly communicated visions remain ineffective.
- Unrealistic objectives discourage employees.
- Frequent changes reduce credibility.
- Lack of management commitment weakens implementation.

Therefore, organisations must ensure that strategic objectives are practical, measurable, and actively supported by leadership.

2. Alignment of OHSES Strategy with Corporate Goals and Organisational Risk Profile

Understanding Alignment

A strategic OHSES framework should never operate independently from business strategy.
Instead, OHSES objectives should directly support corporate priorities such as:

- Business growth
- Operational excellence
- Cost reduction
- Reputation management
- Regulatory compliance
- Sustainability commitments

Example

Corporate Goal
Expand operations into international markets.
Supporting OHSES Strategy

- Meet international safety standards.
- Achieve ISO 45001 certification.
- Develop global environmental compliance systems.
- Improve contractor safety management.

In this case, OHSES directly supports business expansion.

Understanding Organisational Risk Profile

Every organisation faces different risks depending on:

- Industry sector
- Size
- Technology
- Geographic location
- Workforce
- Legal obligations

The organisational risk profile identifies these major strategic threats.

Examples include:

- Major accidents
- Chemical releases
- Environmental pollution
- Cybersecurity affecting safety systems
- Climate-related disruptions
- Supply chain failures

OHSES strategy should prioritise these risks.



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Integration with Enterprise Risk Management (ERM)

Modern organisations integrate OHSES into Enterprise Risk Management.
This ensures that health, safety, environmental, financial, operational, and strategic risks are managed together.

For example:
A construction company identifies working at height as a critical business risk.
The OHSES strategy includes:

- Enhanced training
- Improved supervision
- Digital permit systems

Behaviour-based safety programmes

Critical Evaluation

Benefits

- Supports organisational resilience.
- Improves resource allocation.
- Prevents duplication.
- Strengthens corporate governance.
- Protects business continuity.

Challenges

- Business priorities may change rapidly.
- Poor communication between departments causes misalignment.
- Financial pressures may reduce OHSES investment.
- Leadership may prioritise production over safety.

Successful organisations regularly review both business objectives and OHSES strategies to maintain alignment.

3. Integration of Sustainability and Risk-Based Approaches within Strategic Planning

What is Sustainability?

Sustainability means meeting present needs without compromising future generations.
It balances three dimensions:

- Economic performance
- Social responsibility
- Environmental protection

This concept is often called the Triple Bottom Line

Sustainability in OHSES

Modern OHSES strategies include:

- Employee wellbeing
- Climate action
- Energy efficiency
- Waste reduction
- Resource conservation
- Community responsibility
- Ethical governance

3. Integration of Sustainability and Risk-Based Approaches within Strategic Planning

Example

A manufacturing company replaces diesel-powered equipment with electric machinery.
Results:

- Reduced emissions
- Lower fuel costs
- Improved worker health
- Better corporate reputation

The decision supports both sustainability and business objectives.

Risk-Based Strategic Planning

ISO 45001 emphasises risk-based thinking.
Instead of reacting to accidents, organisations proactively identify hazards and opportunities before problems occur.

The process includes:

1. Identify hazards.
2. Assess risks.
3. Prioritise controls.
4. Monitor effectiveness.
5. Review and improve.

Strategic Example

A logistics company identifies driver fatigue as a strategic risk.

The OHSES strategy introduces:

- Fatigue monitoring technology
- Driver wellness programmes
- Journey planning improvements
- Mandatory rest periods

This reduces accidents while improving operational performance.

Critical Evaluation

Advantages

- Prevents major incidents.
- Supports legal compliance.
- Enhances corporate reputation.
- Improves long-term resilience.
- Encourages innovation.

Potential Limitations

- Requires significant investment.
- Sustainability benefits may take years to materialise.
- Data collection can be complex.
- Short-term financial pressures may conflict with long-term sustainability goals.

Organisations must balance economic performance with responsible environmental and social practices.



4. Establishment of Performance Indicators and Measurable Strategic Targets

What are Performance Indicators?

Performance Indicators (KPIs) measure whether strategic objectives are being achieved.
Without measurement, organisations cannot determine whether improvement efforts are successful.



4. Establishment of Performance Indicators and Measurable Strategic Targets

Types of OHSES Indicators
Leading Indicators
Measure activities that prevent incidents.

Examples:

- Safety training completion rates
- Workplace inspections
- Risk assessments completed
- Behavioural observations
- Safety meetings held

Leading indicators predict future performance.



Strategic Targets

Targets should align with corporate priorities.

Examples

Objective	Strategic Target
Reduce injuries	40% reduction in LTIs within 3 years
Improve compliance	Zero regulatory prosecutions
Sustainability	Reduce carbon emissions by 25%
Employee wellbeing	90% participation in wellness programmes



Balanced Scorecard Approach

Many organisations use a Balanced Scorecard to integrate OHSES into overall business performance.

The scorecard measures:

- Financial outcomes
- Customer satisfaction
- Internal processes
- Learning and growth
- OHSES performance

This ensures safety is considered alongside business success.



Critical Evaluation

Benefits

- Enables evidence-based decisions.
- Tracks organisational progress.
- Improves accountability.
- Supports continual improvement.
- Demonstrates board-level performance.

Limitations

- Focusing only on lagging indicators can hide future risks.
- Poor-quality data leads to poor decisions.
- Excessive KPIs create unnecessary complexity.
- Employees may manipulate statistics if targets are unrealistic.

Effective organisations combine leading and lagging indicators for a balanced assessment.



Practical Scenario

A multinational construction company plans to expand into new international markets.
Its strategic OHSES framework includes:

- Vision: “Zero harm while building a sustainable future.”
- Mission: Protect workers, preserve the environment, and exceed legal requirements.
- Objectives: Achieve ISO 45001 certification and reduce LTIs by 30%.
- Alignment: Supports the company’s expansion strategy by meeting international safety expectations.
- Risk-Based Planning: Identifies working at height and heavy lifting as strategic risks and introduces advanced controls.
- Sustainability: Uses low-carbon construction materials and renewable energy sources.
- Performance Indicators: Tracks inspection completion rates, safety observations, incident frequency rates, and carbon emissions.
- By integrating OHSES into corporate strategy, the company improves safety performance, strengthens its reputation, supports sustainable growth, and gains a competitive advantage in global markets.