



# The Global EHS Readiness Index (GERI) Report 2024

Benchmarking EHS Maturity and  
Future-Readiness



# GERI

Global EHS Readiness Index

Research study commissioned by



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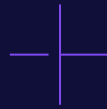
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# EHS Readiness at a Glance

The Global EHS Readiness Index (GERI) benchmarks the overall EHS program maturity of organizations by assessing ten (10) EHS capability factors for EHS readiness. The study also highlights the critical gaps and vulnerabilities holding EHS programs from moving forward with preparedness.

## ASSESSING MATURITY

Many EHS programs are not in a state of readiness.

### STATE OF READINESS



# Only 3%

of EHS programs are in a state of readiness or preparedness.



"Today's EHS programs need to shift from a siloed approach to a holistic approach when driving EHS capability and readiness."

DESPITE HIGH COMPLIANCE MATURITY OVERALL, WORKPLACES ARE LARGELY STILL EXPOSED TO UNACCEPTABLE LEVELS OF RISK

### VULNERABLE TO RISK



# 76%

of EHS programs are classified as immature (8.7%) or operational (67.1%) when it comes to EHS maturity and carry an unacceptably high level of risk exposure.

### HIGH COMPLIANCE CAPABILITY

# #1 out of 10

compliance capability is the top ranking factor overall when it comes to compliance maturity and capability.

### LOW EHS ADOPTION

# #9 out of 10

adoption and engagement is one of the lowest ranking factors when it comes to maturity and capability.





## UNCOVERING THE GAP

Closing the gap in connectivity is the single biggest challenge and opportunity for EHS programs.

### LARGEST GAP



**47%**

of EHS leaders cite lack of connectivity caused by disconnected solutions as their leading challenge.



“Poor connectivity emerges as having an impact on the success of every other EHS factor and is directly linked to low states of overall maturity.”

BUSINESS LEADERS NEED TO ACT WITH URGENCY TO CLOSE THE CONNECTIVITY GAPS OR RISK FALLING FURTHER BEHIND

### HIGHEST EXPOSURE



**77%**

of companies identified have low levels of connectivity, and are exposed to risk, making them less mature in terms of EHS.

### HIGHEST EHS MATURITY

End-to-end integration



**5%**

of organizations have full end-to-end integration. Of these, 90% rank among the most mature organizations overall.

Integrated data capturing



**10%**

of those who are using single source technology to manage EHS activity, rank the highest overall on the EHS maturity curve.

## UNTANGLING THE COMPLEXITY

EHS leaders are facing significant headwinds caused by operational complexity within their EHS ecosystem.

### SOURCE OF COMPLEXITY



**70%**

of EHS leaders remain focused on purchasing multiple point solutions despite ...

**67%** having gaps in adoption and engagement

**62%** citing multiple systems as a major challenge.



“Technology complexity has become the underlying bottleneck when it comes to progressing EHS capability growth and adapting to new ways of work.”





INCREASING COMPLEXITY OF EHS PROGRAMS IS CAUSING  
BROADER IMPACTS

DATA COMPLEXITY

68%

say they are not confident with the quality and quantity of data being captured.

KNOWLEDGE GAPS

47%

report workforce skills gaps and low awareness as the biggest challenges holding their EHS program back.

SECURITY AND  
PRIVACY RISK

68%

of organizations report gaps in their security and privacy capabilities from an EHS perspective.

ADMINISTRATIVE  
BURDEN

42%

say reducing admin burden of EHS is one of the most critical outcomes expected from implementing a new technology platform.

MANAGING COMPLACENCY

EHS leaders and business leaders have varying levels of complacency when it comes to their EHS programs.

TECH MATURITY

75%

say their most significant challenges lie within technology and skills-based issues preventing them from moving their EHS programs forward.



"EHS confidence breeds progression, however, underlying complacency within EHS programs and executive levels is causing EHS programs to not proceed with certainty."

HOWEVER, MORE PRIORITY SHOULD BE PLACED ON REMOVING  
FRICTION AND CLOSING THE GAPS

SECURING EXECUTIVE  
SUPPORT

46%

say achieving executive support for technology modernization is their top concern.

NEED TO MODERNIZE

57%

view it as very to extremely important to have a single unified technology platform.

CLOSING THE GAP

16%

claim to have already adopted a unified EHS platform.



## BECOMING FUTURE-READY

EHS programs need to progressively mature their EHS programs at pace with tech modernization at its core.

### SINGLE SOURCE SIMPLICITY



**84%**

of EHS programs have not yet adopted a single source unified EHS platform.



“Building a single connected EHS ecosystem with unified data, control and action will keep EHS programs adapting at pace.”

MODERNIZATION OF EHS PROGRAMS WITH UNIFIED TECHNOLOGY  
WILL BE KEY TO DRIVING SIMPLICITY

### FOCUS ON DE-RISKING



**52%**

say reducing incidents and injuries is the #1 expectation from EHS technology investment.

### DATA UNIFICATION



**98%**

of respondents with integrated data capturing and reporting emerge as being the most mature in terms of total EHS posture.

### DIGITAL ADOPTION



**20%**

say they haven't adopted any EHS technology at all, preferring spreadsheets, paper and email to manage EHS programs.



# Introduction



This report is designed to provide EHS leaders with insights that can help them identify gaps in their EHS activities and optimize their EHS outcomes.

In late 2023, Focus Network and HSI conducted a survey of over 1,000 EHS leaders, across the globe, to assess EHS readiness and to provide recommendations for improving EHS outcomes. The survey also addresses major EHS initiatives, challenges and technology buying intentions. Throughout the report, the term EHS (Environmental, Health & Safety) is used. It represents a category that is also termed health and safety, safety and compliance, and other acronyms including EHSQ, OHS, WHS, HSE and HESQ.

The report details the findings from the survey. In addition to determining EHS maturity based on survey responses, the report also identifies EHS best practices and offers guidance on how EHS leaders can optimize EHS outcomes.

The report provides a series of mean maturity scores for the components of the EHS function, and for key industries and geographies. EHS component data is used to identify the largest gaps between EHS maturity and EHS readiness, offer insights into aspects of EHS which are most developed and, the steps that can be taken to create a future-ready EHS function.

The data leads us to a central conclusion, which becomes a focus of the report – how a centralized, interconnected EHS platform underpins EHS initiatives which aim to increase EHS maturity and add greater business value.

The report structure includes an executive summary which offers a synthesis of the main survey insights. The report then defines the EHS ecosystem and explains the importance of interconnectivity and data analysis for the EHS function. The main body of the report shares key research insights, maturity data and analysis, and recommendations on how to achieve EHS readiness.



**“The EHS readiness index will help EHS leaders understand their current EHS posture, where they need to get to and how they can get there, by offering a practical framework to build greater EHS preparedness for the future of work.”**



# Executive Summary

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Focus Network's analysis of EHS maturity across a range of EHS activities and components reveals that organizations are typically vulnerable to EHS risk and that steps need to be taken to close gaps and achieve EHS readiness.

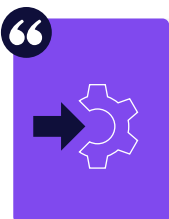
EHS leaders are usually focused on compliance, and work with multiple point solutions across other EHS activities. Few organizations achieve EHS best practice, where they have visibility across their entire EHS estate, use advanced analytics to prevent and predict incidents, and integrate all EHS activities on one platform.

Based on analysis of survey data, this report discusses the growing need for unified, interconnected, data-driven EHS platforms to elevate EHS into a strategic function – and drive business value while optimizing EHS outcomes.



## EHS READINESS IS LOW

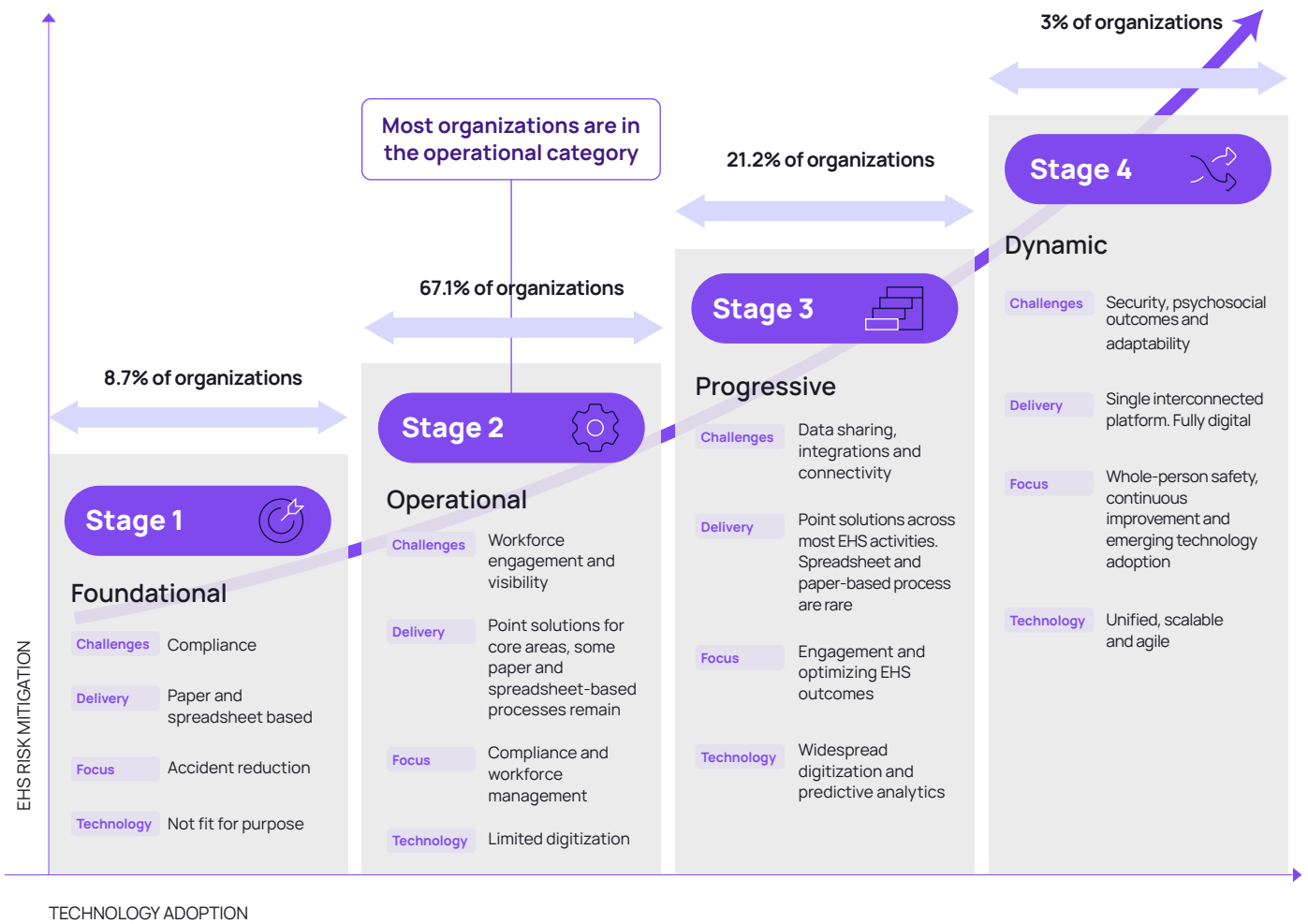
Focus Network research reveals that overall EHS readiness is low. Disparate point solutions are widely used together with Excel and paper-based processes. This makes organizations vulnerable to EHS risk and prevents EHS from adding more value to the business.



**“With 84% of EHS leaders not using an integrated and unified EHS platform, while 20% having no EHS technology at all, they’re fighting with one hand tied behind their back. Consolidating program visibility and control is the single greatest contributor to reducing administrative burden, driving adoption and achieving better outcomes.”**

Figure 1 illustrates the stages of EHS maturity and the percentage of organizations that are in each stage of EHS maturity.

**Figure 1: EHS Maturity Curve**



The overall mean EHS maturity score for organizations globally, is 56.7%. This figure is calculated by scoring responses to a series of questions relating to EHS readiness and deriving the mean. Maturity categories are described as follows:



### Foundational or immature

A score of less than 50 is considered to be the most immature stage and is described in the maturity curve below, as the foundational stage. 8.7% of organizations are categorized as at the foundational stage of EHS maturity.



### Operational

A score of between 50-60 is the range in which 67.1% of organizations sit and is described as operational.



### Progressive

21.6% of organizations fall into the 60-70 range and this stage is described as progressive.



### Dynamic or mature

3% of organizations achieve a mean maturity score of over 70 which indicates the highest level of EHS maturity.

Key insights around EHS readiness include:

#### Connectivity is critical to EHS success

5% of organizations claim to have full end-to-end integration. Of these 5%, 90% have mean maturity scores of over 65%, indicating that they are among the most mature organizations from an overall EHS perspective.

#### High risk industries with low EHS maturity are heavily exposed

The construction industry faces high EHS risk but has a comparatively low mean EHS maturity score of 49.9%.

#### Growth industries must focus on improving EHS posture

The transportation and logistics, and agriculture industries are comparatively immature from an EHS perspective with mean maturity scores of 52.9% and 51.1% respectively.

#### Low participation across EHS programs is a major concern

Adoption and engagement remains a key obstacle to achieving greater EHS maturity with 41% of EHS leaders citing it as their main challenge.

#### Closing known and unknown gaps will help lower workplace risk profiles

Key areas where gaps have emerged between best practice and actual maturity levels include: psychosocial and mental health risk with a mean maturity score of 52.1%; integrations with a mean maturity score of 53.6%; and security and privacy with a mean maturity score of 53%.

#### Centralized and universally managed EHS ecosystems drives maturity

Unified EHS management platforms which integrate EHS activities and focus on usability can drive greater EHS maturity, with 75% of those using a single EHS platform having mean maturity scores over 65%.

Despite the growing strategic importance of the EHS function, achieving executive support is a major concern for 46% of EHS leaders when it comes to implementing an EHS management platform, and 30% of EHS leaders cite inability to provide an ROI for EHS investments as a major concern.



**According to Focus Network research, 70% of EHS leaders remain focused on purchasing multiple point solutions, placing them at greater risk of blind spots, operational bottlenecks and fragmented data silos. Furthermore, 67% of these leaders have gaps in their adoption and engagement capabilities with respect to EHS systems and, 62% cite multiple disconnected systems as a major challenge.**

Modern EHS platforms drastically boost efficiency and effectiveness by centralizing knowledge, delivering precise insights, enhancing management visibility, and reducing risks and incidents while managing costs. These platforms empower organizations to adapt swiftly to regulatory and market changes, optimizing their EHS posture.

Yet, Focus Network research reveals slow adoption of centralized EHS platforms, with many organizations relying on a mix of disparate digital solutions and paper-based tools. This exposes them to significant risk. Embracing EHS best practices through a single, interconnected, and scalable digital platform is crucial for maximizing EHS value, effective risk management, and optimized outcomes.



**“Demonstrating a tangible ROI on a proposed EHS management platform, and achieving executive-level approval, are proving to be significant barriers for today’s EHS Leader. This ultimately impedes program advancement and further widens the gap to future-readiness.”**





The major gaps in EHS readiness, globally, are identified as:

→ **Engaging with the workforce**

Organizations repeatedly report that – although they have comprehensive EHS policies and processes in place – they face huge challenges in driving adoption of EHS policies across their businesses. Employees may have inadequate training in how to comply, or simply don't prioritize EHS activities. EHS leaders also report challenges in engaging with the workforce. This is often attributed to clunky user interfaces which are difficult to use, and the administrative burden created by some processes, which gives them less time to focus on their core tasks. 67% of organizations have major gaps in terms of their ability to engage with the workforce and drive adoption of EHS processes.

→ **Psychosocial and mental health risk management**

Lone working, stress-induced burnout, harassment and aggressive behavior are all cited as factors that are creating progressively higher risk. Psychosocial and mental health risk is reported to be much more difficult to manage because the root causes of this risk are often not directly related to workplace activities. 69% of organizations are inadequate in terms of their ability to manage risk in this area.

→ **Disparate, disconnected EHS solutions that do not share data**

Separate solutions, operating in silos, makes the integration of EHS activities extremely challenging. 64% of EHS leaders report this lack of integration as a gap in their EHS posture that needs to be addressed.

→ **Security and privacy**

The EHS function captures a significant volume of sensitive and confidential data such as personal details, permit/license/certification data, audits and compliance data, risk profiles, injury and claim data and much more that can cause devastating outcomes for organizations if exposed. As the EHS function continues to capture and analyze increasing volumes of data, it must ensure that it complies with data privacy regulations that increasingly play a role in ensuring that security controls are in place. EHS leaders report security and privacy as an area where relatively little resources have been applied to date. They also seek clarity on the extent to which EHS is responsible for supporting data privacy and cybersecurity initiatives. The report found that 68% of organizations report gaps in their security and privacy capabilities, from an EHS perspective.



Figure 2 illustrates the largest gaps in EHS postures globally.

**Figure 2: Largest Gaps in EHS Postures**



**EHS LEADERS STRUGGLE WITH COMPLEXITY**

EHS leaders report a range of challenges to driving their EHS programs forward. The leading challenges are described as follows:

- Technology related complexity**      **75% of EHS leaders struggle to move forward** with their EHS programs because of EHS technology and skills issues. And 57% view it as very to extremely important to have a single technology platform. But, only 16% claim to have a unified platform.
- Siloed point solutions**      **47% of EHS leaders cite multiple disconnected solutions as a major challenge.** Working with multiple point solutions is complex and makes it impossible to have a 'single source of truth'.
- Knowledge and skills gaps**      **47% of EHS leaders also report skills gaps and low awareness as a leading challenge.** EHS leaders report challenges in hiring people with the necessary skills and low awareness of the EHS function within their organizations.
- EHS program adoption**      **41% of EHS leaders cite employee adoption and culture as a leading challenge** to moving their EHS program forward. Adoption is repeatedly raised as a major challenge, together with creating a safety culture.



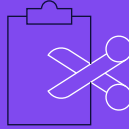
Leading priorities for EHS leaders include:

### Reducing incidents and injuries



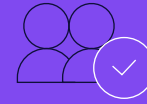
52% of EHS leaders reveal that this is the outcome they seek and expect from their EHS systems. It is always the primary focus of the EHS function.

### Reducing the administrative burden of EHS



and consolidating disparate EHS solutions, thus reducing complexity. This is cited as an important outcome by 42% of EHS leaders.

### Increased workforce adoption of EHS processes



and engagement with the EHS function which is cited by 39% of EHS leaders. Usability of platforms and the seamless integration of EHS processes into operations are considered to be critical.



## EHS BEST PRACTICES

Focus Network research illustrates that 97% of organizations are vulnerable or exposed from an EHS perspective and that EHS leaders are struggling to improve EHS outcomes and play a more strategic role in their businesses. In other words, they are struggling to achieve EHS readiness.

EHS leaders are pushed to primarily focus on compliance and ways of ensuring that their organizations continue to meet compliance obligations. Given the multiple EHS solutions and processes being used and lack of visibility across their EHS estates, even meeting compliance obligations is a major challenge —absorbing vast amounts of administrative and management resources.

Focus Network proposes the following ten recommendations that can enable EHS leaders to achieve best practices and EHS readiness.



### TOP 10 RECOMMENDATIONS FOR EHS LEADERS:

- 1 Align EHS initiatives with corporate strategy and business objectives.
- 2 Integrate EHS activities into operations to create wider adoption of EHS solutions and engagement with the EHS function.
- 3 Focus on EHS platform usability.
- 4 Minimize customization.
- 5 Increase the use of data analytics, AI and business intelligence.
- 6 Consolidate EHS processes into a single management system.
- 7 Scale and rapid provision, using cloud platforms.
- 8 Increase connectivity between EHS activities.
- 9 Implement psychosocial and mental health initiatives.
- 10 Manage cybersecurity and data risk.

# The EHS Ecosystem

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Environmental, Health and Safety (EHS) is a term that addresses the laws, regulations, programs, policies, and processes that exist to protect the health and safety of employees, the public, and the environment, from the hazards associated with the workplace.

The EHS ecosystem includes a wide variety of activities that relate to health, safety and the environment. Usually, these activities are focused on the workforce including contractors and sometimes subcontractors, but they can also include customer safety in industry sectors such as utilities and healthcare.

Core EHS activities include incident management; checklists, audits and inspections; certification management, asset and fleet; compliance management and reporting; hazard management; injury and claims management; training and learning management (as it relates to EHS); visitor management; alerts; drug and alcohol testing; ergonomics; emergency management.

For this study, Focus Network and HSI have identified 10 key components of the EHS function. Organizations and industries are assessed against these components to identify their level of EHS maturity and to provide recommendations on how they can elevate their EHS posture and improve EHS outcomes.



## EHS COMPONENTS - ASSESSING EHS MATURITY

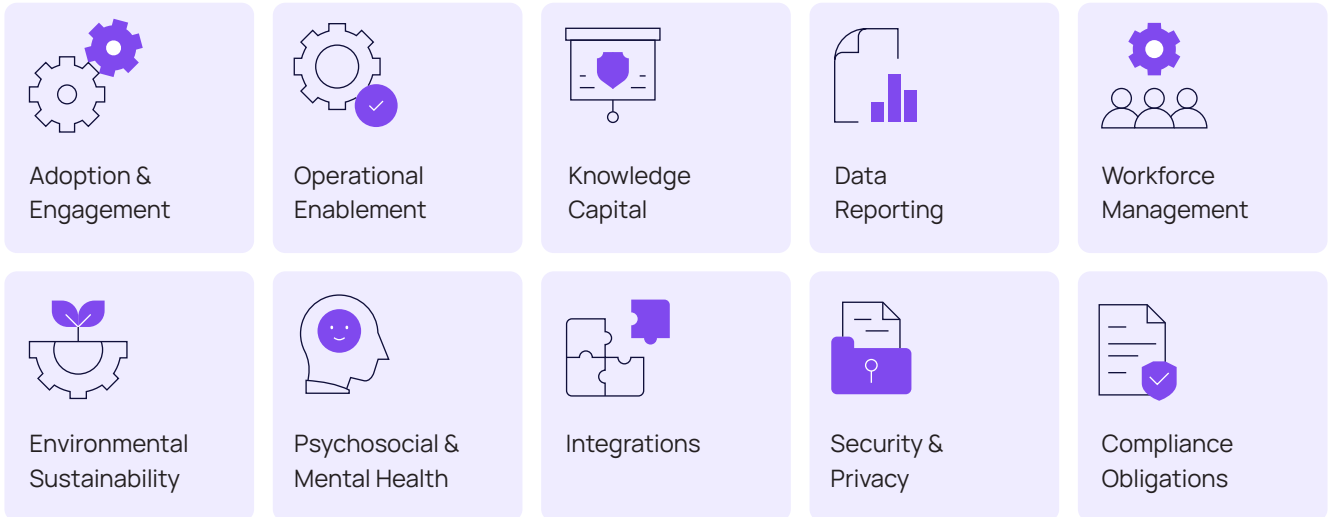
The EHS function within organizations consists of a variety of components ranging from meeting compliance obligations to reporting on sustainability initiatives. Focus Network categorizes the EHS function into 10 broad components which can be used to assess the EHS maturity of organizations. All or most of these components are typically included in the EHS function. The components are defined as follows:



- **Compliance obligations**  
This component focuses on activities that enable EHS leaders to adhere to regulatory, industry, legal or jurisdictional compliance requirements. These activities include, but are not limited to, tracking and reporting for compliance purposes and ensuring the necessary processes are in place to ensure EHS compliance.
- **Security and privacy**  
This component relates to the extent to which organizations can safely and compliantly collect, store, control access to, and dispose of sensitive data. Importantly, it also includes the use of cybersecurity tools and policies to prevent and manage breaches.
- **Integrations**  
This component relates to the ability of the applications within the EHS tech stack to communicate via data transfer. It is concerned with the extent to which EHS applications are integrated with each other.
- **Psychosocial and mental health**  
This component addresses how organizations can proactively and responsively manage mental health and wellbeing workforce initiatives.
- **Environmental sustainability**  
This component focuses on activities, within the EHS function, that allow organizations to establish, track and optimize their performance against a defined set of sustainability KPIs.
- **Workforce management**  
This component relates to systems and processes that help the workforce to perform their roles safely. For example, it includes elements such as the ability to log and track incidents and access alerts remotely. The ability to conduct audits and inspections is included as are activities that relate to contractor safety such as visitor management systems.
- **Data reporting**  
This component relates to creating, customizing and publishing robust and compliant data, to support the EHS function. It includes data analysis which can be used to predict and prevent incidents.
- **Knowledge capital**  
This component addresses training, learning and certifications. It includes the provision of training material to relevant stakeholders at the right time and place, and the tracking of certifications. It also includes the assignment of behavior-based learning material.
- **Operational enablement**  
This component relates to technology and how it can adapt to EHS requirements, drive EHS outcomes and offer the flexibility and agility required by EHS leaders. It includes the use of dedicated and unified EHS platforms as opposed to the multiple point solutions and/or the use of paper and spreadsheets.
- **Adoption and engagement**  
This component focuses on usability and how the workforce can easily access and engage with the EHS function, from any location and at any time. It includes elements such as usage and engagement metrics and personalization of EHS user interfaces.

Figure 3 below illustrates the ten components of the EHS function.

**Figure 3: Components of the EHS Function**



### BEST PRACTICES FOR EHS COMPONENTS

Focus Network provides insights into best practices for each EHS component in the figure below.

**Figure 4: Best Practices for EHS Components**

	<b>Compliance Obligations</b>	<ul style="list-style-type: none"><li>➤ Digital identification, optimization and response to emerging regulatory requirements and standards, across all operational jurisdictions</li><li>➤ Deeply connected compliance program that automates audit and inspection schedules, captures non-conformances and initiates corrective action protocols</li><li>➤ Maintenance of audit-ready records with timely and accurate report generation</li></ul>
	<b>Security &amp; Privacy</b>	<ul style="list-style-type: none"><li>➤ Strict privileged access protocols and secure individual logins</li><li>➤ Robust compliance such as SOC2 and ISO27001</li><li>➤ Conduct regular security audits, assessing vulnerabilities and conducting regular workforce training</li></ul>
	<b>Integrations</b>	<ul style="list-style-type: none"><li>➤ Supports live feeds and batch data importing/exporting, with well documented API for clients</li><li>➤ Flexible data management allowing you to choose between API integrations and SFTP</li><li>➤ Robust data privacy adhering to GDPR, CCPA and more</li></ul>



### Psychosocial & Mental Health



- Ability to collect, track and monitor psychological incidents and near-misses
- Proactive and responsive training and support administered digitally to address mental health occurrences with immediacy
- Regular analysis of data to identify trends or patterns to enable continuous improvement

### Environmental Sustainability



- Incorporation of environmental and sustainability data capture, storage and analysis within broader EHS program
- Creation of dedicated environmental KPIs that are monitored and reported
- Compliance with regulations, permits and reporting requirements, aided by digital alerts and notifications

### Workforce Management



- Online and offline capabilities for remote and mobile workers
- Real-time visibility of, and communication with, employee, contractor and vendor bases across all sites and geographies
- Linkage of entire extended workforce to all EHS activity, including incidents, hazards, non-conformances and so forth

### Data Reporting



- Access to holistic EHS program reporting in real-time, on-demand and customizable to meet varying audience needs
- Business Intelligence (BI) capabilities that draw upon EHS variables for deeper insight and trend analysis
- Proactive report distribution (e.g. safety performance) to increase visibility and share best practice

### Knowledge Capital



- Segmented and behavior-based training capabilities via digital assignment
- Rich content library covering all elements of training (including compliance, manual-handling, psychosocial and mental-health, role-based and professional development)
- Document management capabilities to centrally store acknowledgements, materials, policies, manage version control and provide requisite reporting for training compliance

### Operational Enablement



- User-level program configs which enable workers to create automations to streamline activity
- Customizable dashboard visibility to data concerning their areas of remit or influence
- Data-driven insight triggering system workflows for EHS activity such as incident response or initiating CAPA protocols

### Adoption & Engagement



- Consolidation of multiple point solutions into a single, unified EHS platform
- Co-designed program creation and EHS program standardization
- Regular, proactive communication, coupled with ongoing training and support



# The Importance of Interconnectivity

Organizations are struggling with a range of EHS challenges, including too many disparate EHS tools, manual, labor-intensive legacy EHS processes and lack of visibility across their EHS estates. Indeed, Focus Network research shows that nearly 20% of organizations continue to use paper and spreadsheet-based processes for EHS and do not have an EHS platform.

Figure 5 illustrates the extent to which organizations use EHS technology.

## Figure 5: Extent of EHS Technology Usage

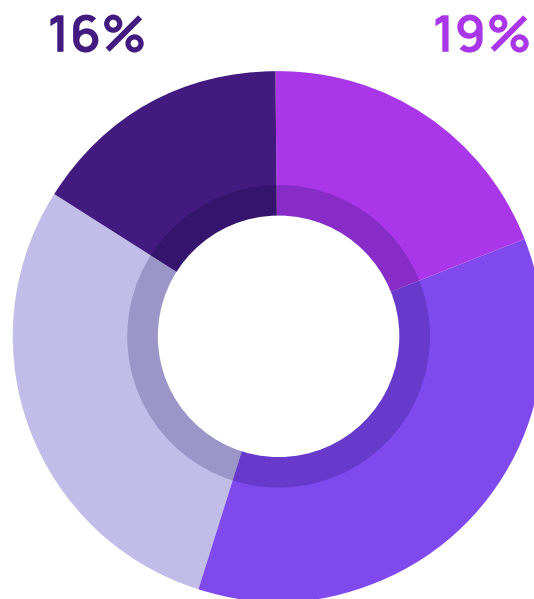


Question: In what areas do you use formal technology (e.g. EHS platforms, safety management systems, and online training) when managing your EHS program?

n=1013

We use an EHS system for unified information integrations across our EHS estate. This includes training, license and certification management

We don't use a dedicated EHS platform. We use spreadsheets, paper and email to support our EHS processes



We use technology for reporting management and analytics associated with our EHS activity

We use EHS technology for incident and hazard management, audits and inspections



## RECOMMENDATIONS

EHS leaders need to use technology to take a platform-based approach to EHS risk mitigation. This means that they need to:

### Single source of truth

Have a single source of truth across all EHS activities. Full visibility of EHS activities can be provided on demand to any authorized person or device.

### Single point of control

Have centralized control across the EHS estate. All documentation and data will ideally be found in one place. Management and individual workers should have control of all EHS processes and their implementation and be able to engage with EHS processes as necessary.

### Close the gap between data and action

Rapidly respond to incidents and take corrective action across the EHS function. Collecting and analyzing data from across the company can provide EHS leaders with contextual insights and much faster and more accurate decision-making.

### Technology enabled use cases

Provide the workforce with the tools they need to certify, audit, monitor and engage. Modern centralized EHS platforms allow the workforce to engage with the EHS function from any device and from any location.



A platform-based approach to EHS digital transformation offers companies the agility and flexibility to access EHS resources as needed, adding or removing functionality in line with business needs. Such an approach also offers the benefits of scalability and rapid provisioning.



# The Benefits of a Unified Approach

Despite the increasing complexity faced by EHS leaders, 84% of them do not use an integrated and unified EHS platform with 20% not having dedicated EHS technology at all, preferring spreadsheets, paper and email to support EHS processes. 30% of organizations do not have the capability to engage with their contractors digitally. 57% view it as very to extremely important to have a single technology platform, and only 12% view it as not important.

Today's organizations produce huge volumes of data. This data can be used, not only to drive business performance but also to ensure compliance and mitigate safety risk. But, few companies fully or even partially leverage data for EHS risk management, greater efficiency and safety improvements.

If they have progressed beyond the use of paper and spreadsheet-based processes, organizations typically use the data they have collected, for compliance, monitoring and auditing purposes. This data usually resides in organizational silos and cannot be integrated. This limits the ability of EHS leaders to gain visibility across workers and sites and to make the best decisions. It is crucial that companies modernize their solutions to provide visibility across all sites and leverage available data. **More specifically, they need to take a connected, centralized, data-driven approach to EHS risk management – enabling them to uncover blind spots and drive more effective decision-making.**

EHS Leaders are not confident with their data outcomes and are significantly limited in reporting capability. They lack accurate data insights, visibility and struggle to action on data. This indicates a lack of connected and integrated EHS technology, hindering continuous improvement, strategic decision making and ability to action on risk. 68% of EHS leaders are not confident with the quality and quantity of data being captured, with 10% saying that they have a robust and integrated data reporting system.



**10%**

of EHS leaders say they have robust integrated data capturing and reporting systems



**68%**

of EHS leaders are not confident with the quality and quantity of data being captured

Being in a data-deficient state leaves EHS programs highly vulnerable. 68% of EHS Leaders are NOT confident in the quality and quantity of data being captured – this leads to unverified assumptions being made and the potential for poor decision-making due to interpretive error by data poor EHS leaders.



Figure 6 illustrates the evolution of the EHS function towards a data-driven safety culture.

Figure 6: Data-Driven Safety Culture

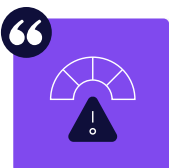


# Leading EHS Challenges

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EHS leaders face many challenges. Finding skills and increasing awareness of EHS are well-known challenges. Perhaps less commonly highlighted is the challenge of working with multiple disconnected systems. In fact, 47% of EHS leaders cite multiple disconnected solutions as a leading challenge to moving forward with EHS programs.

Indeed, companies with the lowest levels of connectivity and which don't have an EHS tech stack, emerge as highly exposed to risk and as having the lowest levels of EHS maturity. 59% of these organizations have mean EHS maturity scores of under 50%.

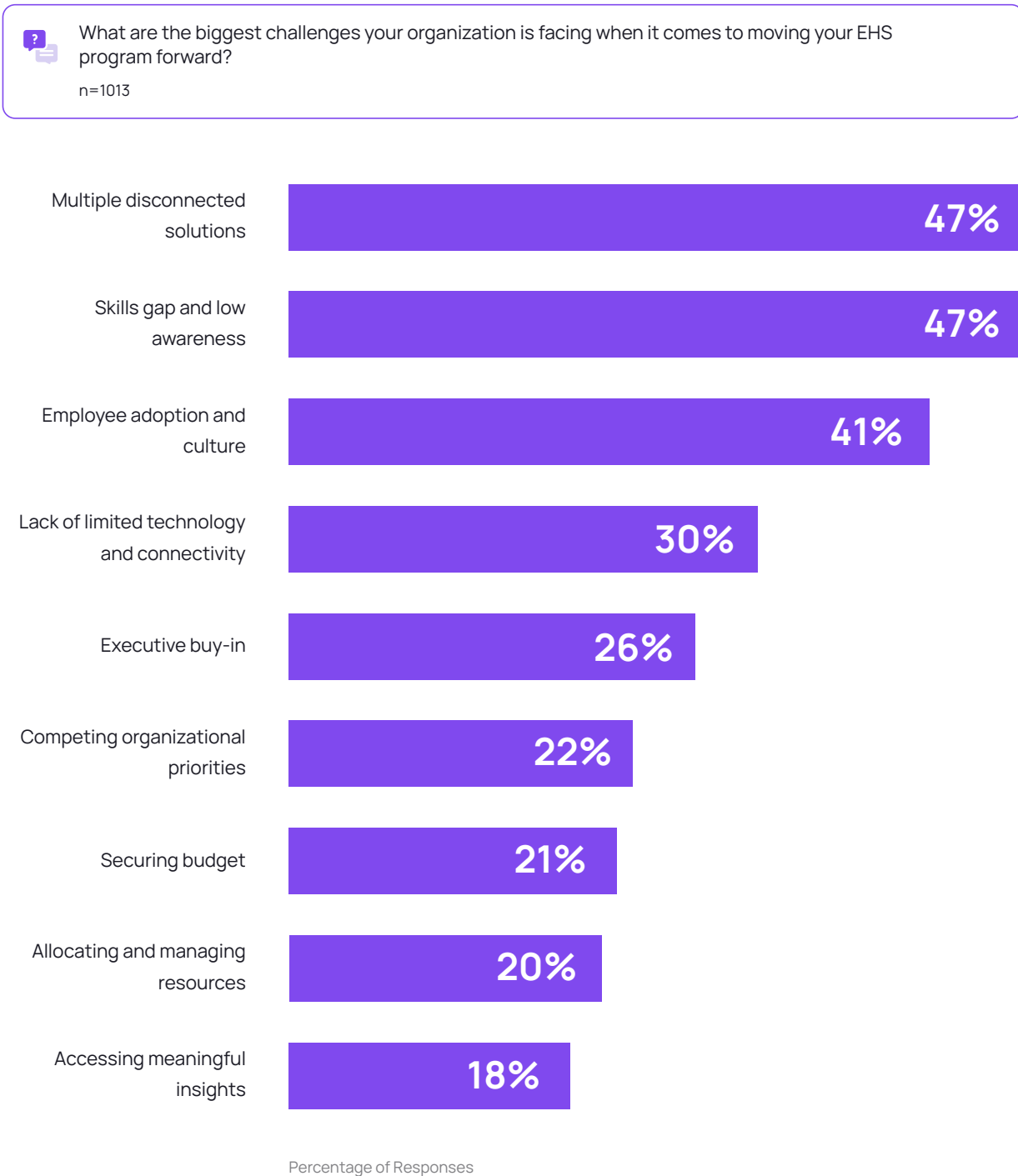


**“Companies with the lowest levels of connectivity and which don't have an EHS tech stack, emerge as highly exposed to risk and as having the lowest levels of EHS maturity”**



Figure 7 illustrates the biggest challenges faced by organizations when it comes to moving EHS programs forward.

**Figure 7: Leading EHS Program Challenges**







EHS leaders are struggling to reduce workplace risk through driving knowledge capital within their workforce as low engagement and skills gaps are driven by the ad-hoc nature of programs, lack of personalization and poor content diversity. EHS training programs are faced with poor overall engagement largely due to the lack of unified learning technology and content diversity, resulting in ad-hoc, disconnected training systems with limited content aligned to different learning styles and needs. Only 10% of EHS leaders claim to have a robust EHS learning platform, and 31% conduct training on an ad-hoc basis or have not structured EHS training program. 55% of EHS leaders say that the training is not engaging and needs improvement, and only 16% believe that their training is highly engaging.

Of the 3% of organizations that are in a state of EHS readiness, the top challenges around moving EHS programs forward differ from the other 97%. Skills and awareness issues are the leading challenge for almost all EHS ready organizations, with executive buy-in coming a close second. In terms of concerns around implementation of new EHS systems, EHS-ready organizations express more concern around EHS product agility and the lack of implementation resources.

As EHS leaders seek to use technology to address EHS challenges and improve and transform EHS outcomes, they need to overcome concerns around implementing centralized EHS systems.

Leading concerns include achieving executive support for implementing centralized EHS platforms. 46% of EHS leaders cite achieving executive support as a leading concern around the implementation of a new centralized EHS management platform. Resources and budget are also top concerns for 41% and 40% of EHS leaders respectively.



**"46% of EHS leaders cite achieving executive support as a leading concern around the implementation of a new centralized EHS management platform."**

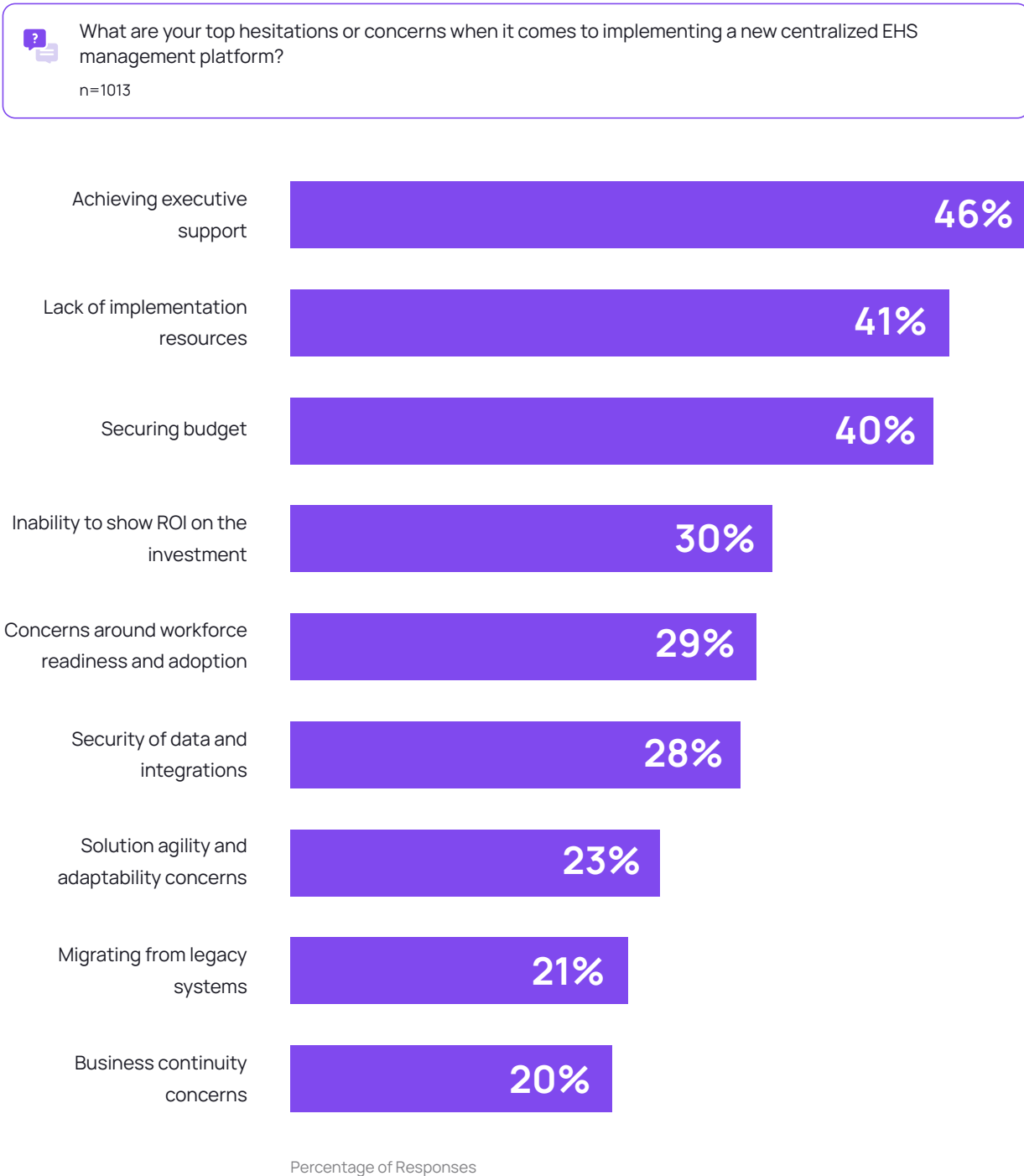


**"The EHS training landscape is at a critical juncture. With only 10% of EHS Leaders claiming to have a robust learning platform and 31% conducting either ad-hoc, or no training at all, it is unsurprising that workforce adoption and engagement is in such an immature state."**



Figure 8 reveals the top concerns for EHS leaders when it comes to implementing a new centralized EHS management platform.

**Figure 8: Concerns with Implementing a New EHS Management Platform**





# Key EHS Priorities

EHS leaders reveal that the most important outcomes for EHS systems are reducing workplace incidents and injuries, lowering the administrative burden for EHS functions, and driving workforce adoption and engagement in relation to EHS activities.

Most EHS leaders are often working with a variety of disparate systems which store data in siloes and are often complemented by paper, email, and spreadsheet-based processes. Audit checklists being emailed to an EHS staff member and then the data being manually input into a dedicated audit system remains common practice.

EHS leaders are seeking to reduce their administrative burden, get visibility across EHS activities and improve EHS outcomes. However, for 50% of organizations the EHS function is either not a strategic priority or struggle to engage with the workforce. Only 16% of organizations state that the EHS function is a high priority in their organizations.

Figure 9 illustrates how the EHS function is prioritized by organizations globally.

## Figure 9: Prioritization of the EHS Function

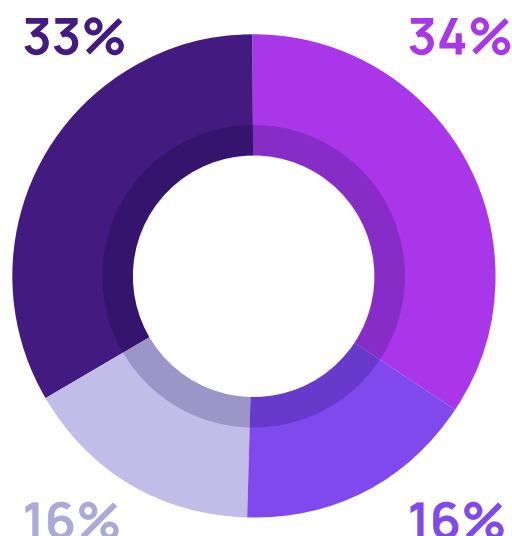


Question: To what extent is EHS prioritized within your organization and how does that impact program engagement by your workforce?

n=1013

The EHS function is prioritized within "higher risk" parts of the organization only, and therefore engagement is limited to those functions

The EHS function is prioritized, however engagement is low



The EHS function is a high priority and as a result, wholesale engagement is high

The EHS function is not a strategic priority and engagement is low






For nearly a quarter of organizations, EHS reporting remains a manual and time-consuming task. When reporting has some automation involved, it is done inconsistently. 31% of EHS leaders state that automated reports are run for some of their activity with 30% stating that multiple dashboards are used for reporting.

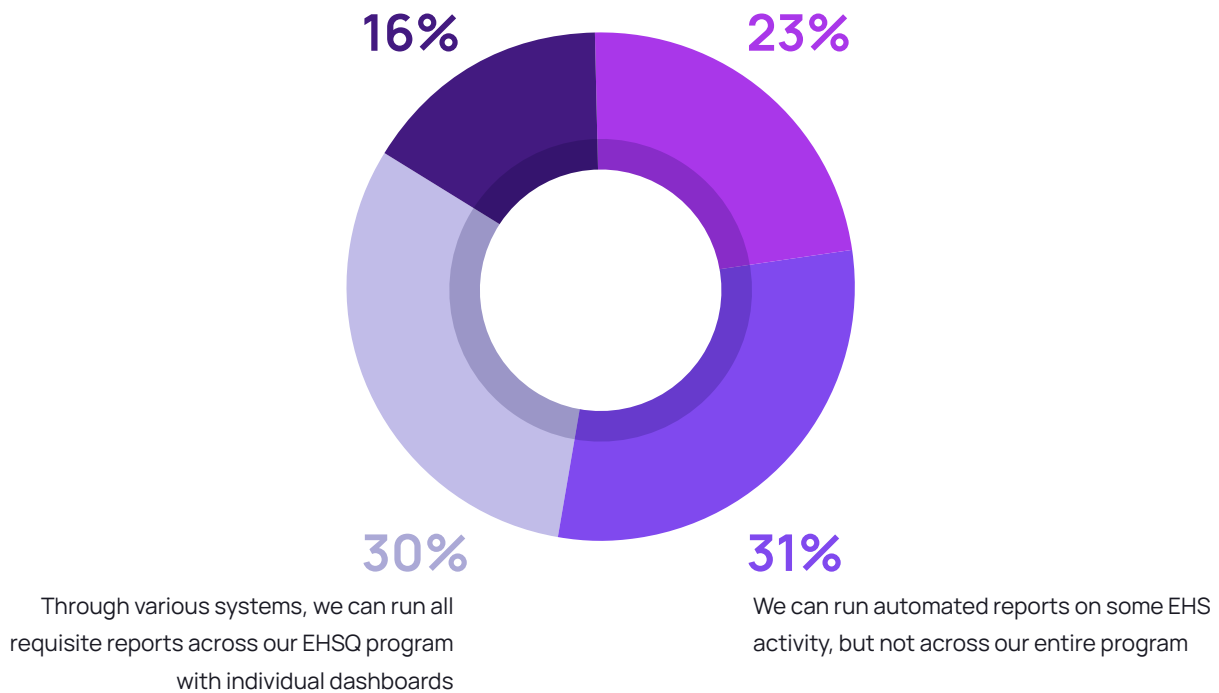
Figure 10 illustrates the levels of Automation in EHS Reporting.

**Figure 10: Levels of Automation in EHS Reporting.**

 Question: How do you currently report on EHS programs and results?  
n=1013

We have a universal EHS management system which enables all reporting to be generated from a single-source, customizable dashboard, and access to BI (Business Intelligence) reporting

It is a manual process during reporting season, or prior to the key meetings and engagements



For EHS leaders, ensuring compliance, reducing costs and complexity, increasing visibility and increasing engagement and performance are key priorities. Priorities vary significantly depending on EHS maturity levels. Some organizations are only just moving on from spreadsheets, some are replacing their current EHS software platform, and others are purchasing additional modules on their current platform.



**Leading EHS priorities include:**



**Reducing workplace incidents and injuries**

Organizations seek to leverage technology and data to drive improved EHS outcomes which are often measured by incident and injury rates.



**Reduction in the time and cost of administration**

EHS leaders are increasingly seeking solutions that can reduce costs and complexity by consolidating disparate systems. Data being spread across multiple platforms makes obtaining a universal view of EHS performance cumbersome, and expensive.



**Increasing visibility into EHS performance**

It is difficult to achieve EHS objectives without visibility across all EHS activities. Disparate systems and multiple dashboards make it almost impossible to get a 'single source of truth' across organizations.



**Driving workforce adoption and engagement**

One of the biggest weaknesses of EHS leaders is insufficient adoption of EHS processes by the workforce and insufficient engagement with the EHS function. EHS is often perceived as an administrative burden by the rest of the organization and EHS processes are often not adequately usable and embedded in operations. EHS leaders are now placing increased focus on ensuring that EHS processes are adopted and that greater engagement is achieved.

Figure 11 summarizes leading EHS priorities.

### Figure 11: Leading EHS Priorities

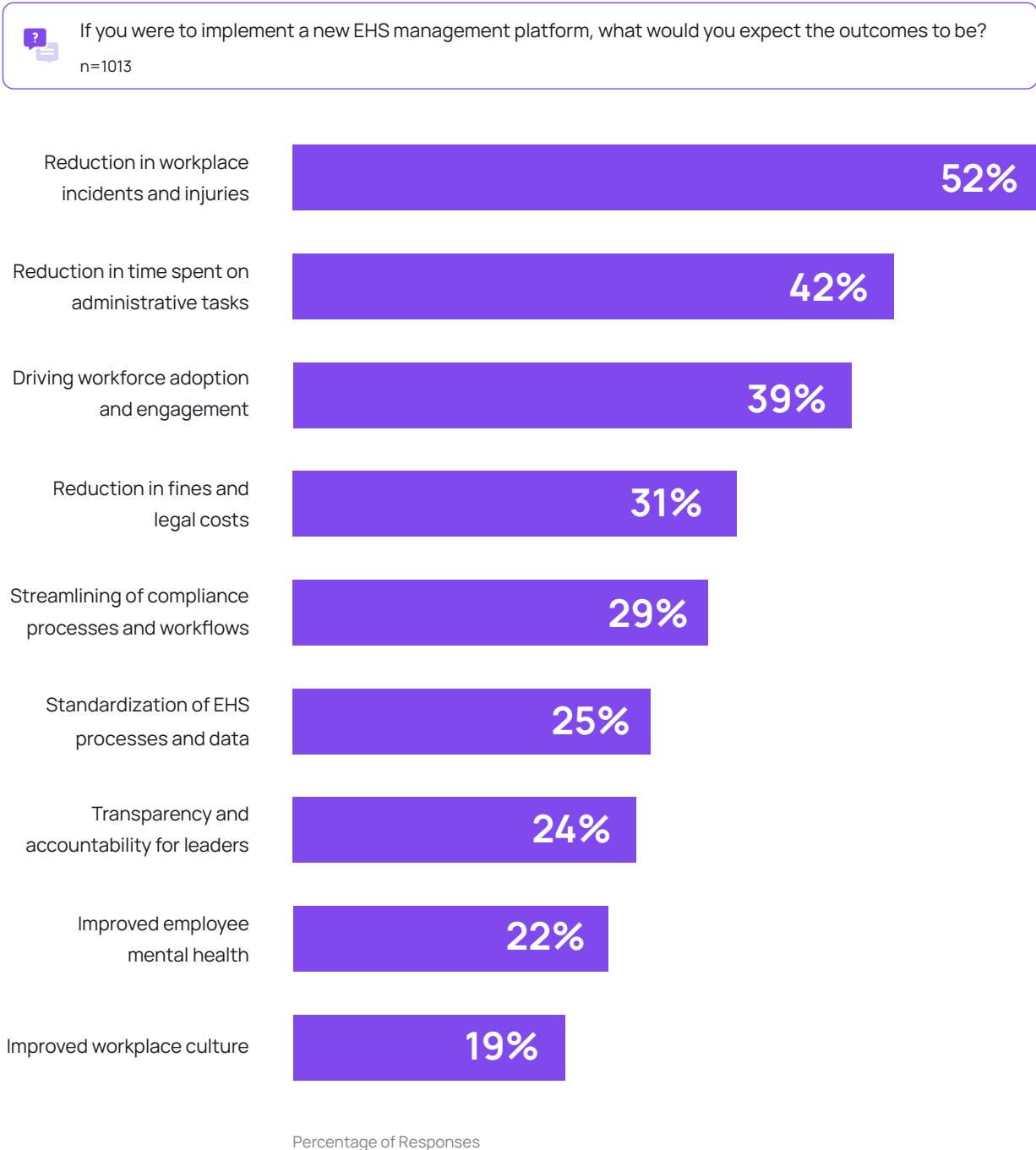


When EHS leaders implement new EHS management platforms, they expect EHS outcomes to improve. Leading expectations include a reduction of workplace incidents and injuries which was cited by 52% of EHS leaders. Importantly, 42% and 39% respectively, expect the platforms to reduce the administrative burden for EHS leaders and to drive greater workforce adoption of EHS initiatives and engagement with the EHS function.



Figure 12 illustrates the leading outcomes expected from the implementation of new EHS management platforms.

### Figure 12: Leading Outcomes Expected from New EHS Management Platforms



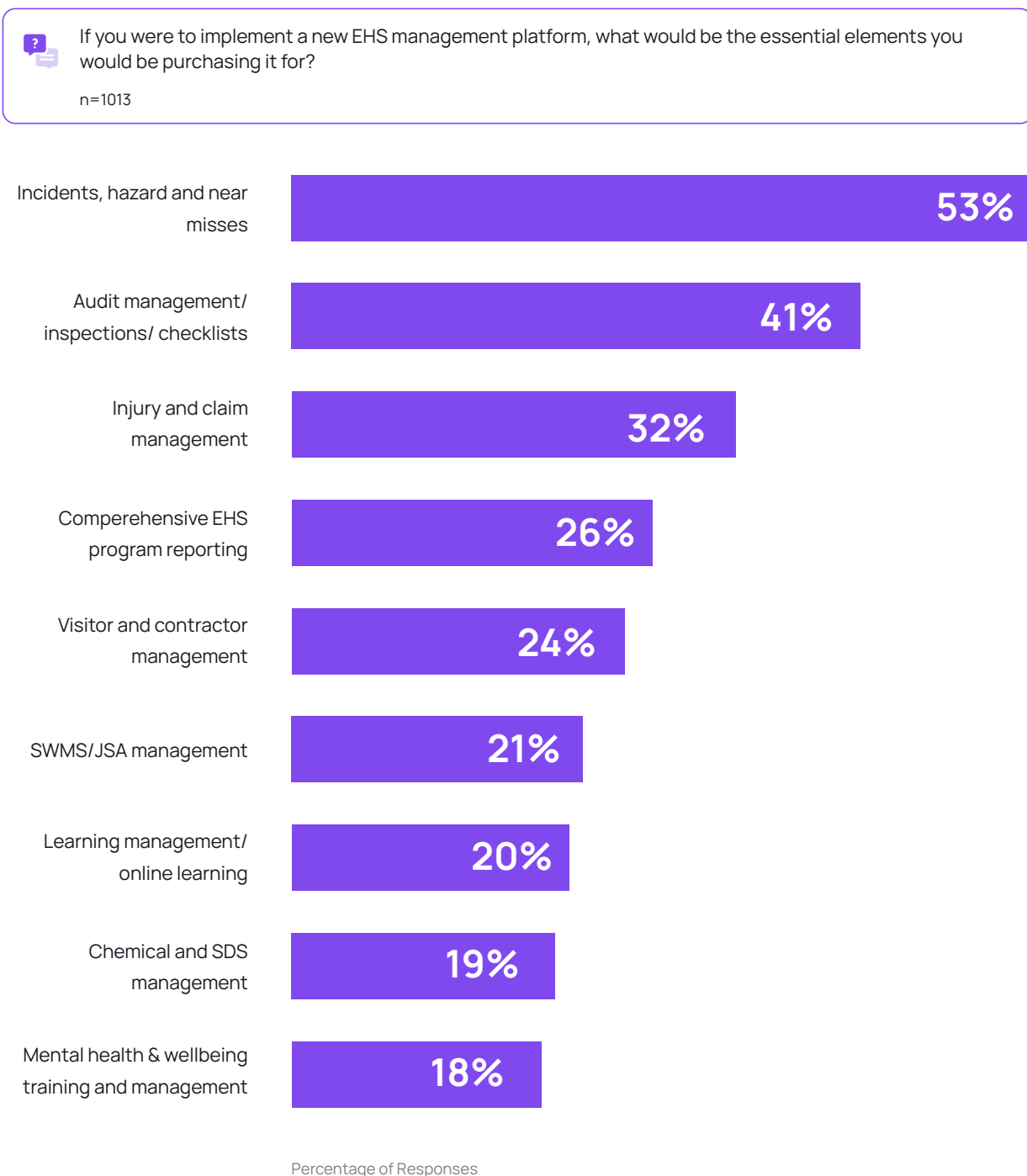


## BUYER ATTITUDES

When a new EHS management platform is implemented, 53% of EHS leaders want it to drive incident, hazard and near-miss management. 41% seek audit management/inspections/checklist capabilities and 32% are primarily concerned with injury and claims management.

Figure 13 reveals the essential elements for which new EHS management platforms are implemented.

**Figure 13: Essential Elements Driving the Purchase of New EHS Management Platforms**




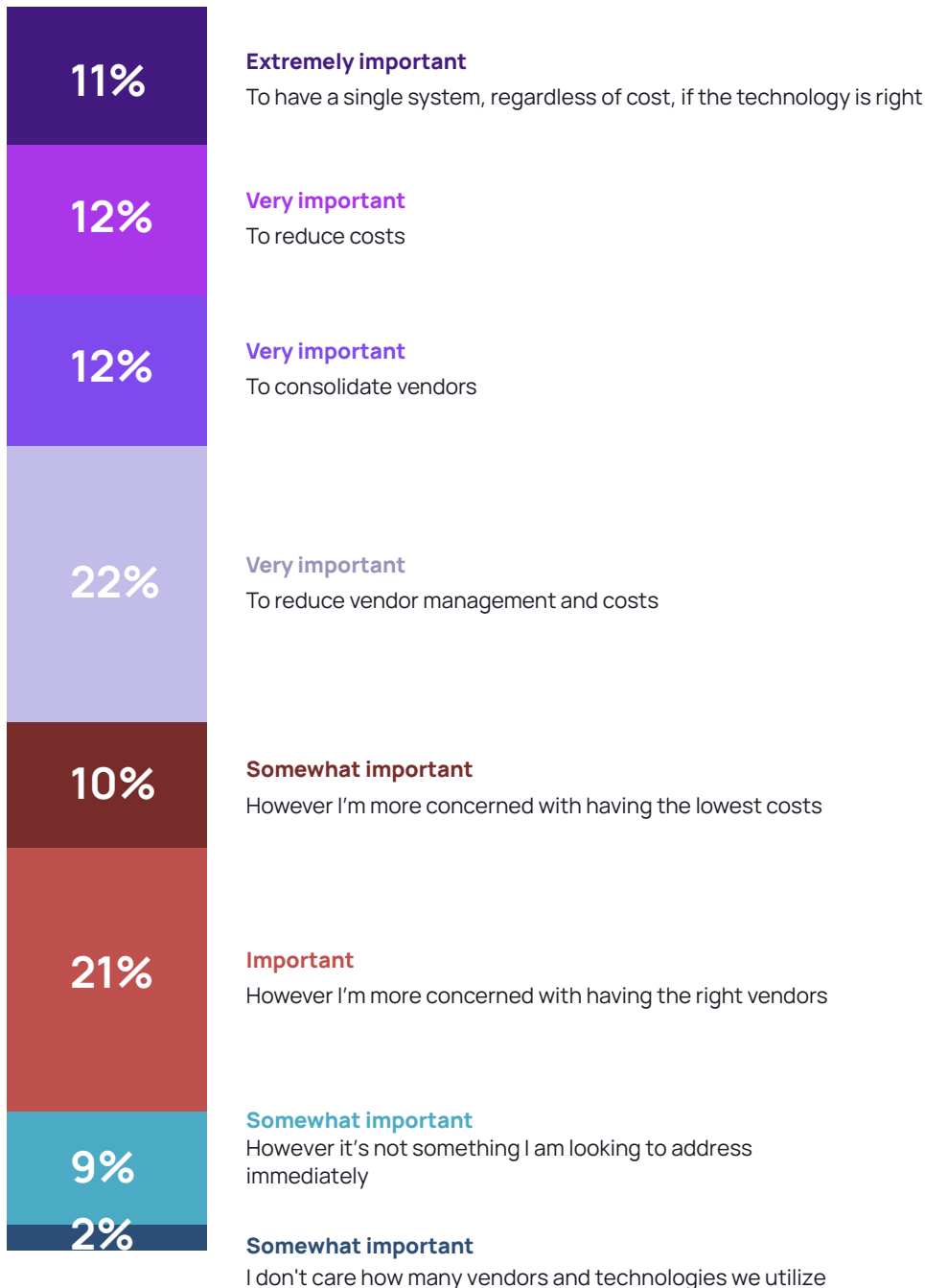


Given that EHS leaders revealed their leading challenge to be multiple disconnected systems, it is not surprising that the vast majority of EHS leaders report vendor and cost consolidation to be either important or very important.

Figure 14 reveals the importance of EHS vendor and cost consolidation.

### Figure 14: Importance of Vendor and Cost Consolidation

 Question: How important is vendor and cost consolidation to you and your organization?  
n=1013





# EHS Readiness

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Organizations are not typically in a state of EHS readiness – the complexity of their EHS programs often prevents them from adapting at pace.

As mentioned earlier, over 1000 EHS leaders were surveyed, across the globe, and asked a series of questions around the ten components of the EHS function. The questions gave respondents a choice for each component. Based on their choices, a mean maturity score was calculated. As highlighted throughout this report, compliance obligations emerge as the most mature EHS component.

Consistent compliance with EHS policies is a goal all companies must be able to achieve to ensure business success. Most EHS managers know that compliance is the bare minimum and that the most effective programs use a risk-based approach to drive EHS excellence. This risk assessment varies by individual organization, geography and industry. The process of moving from a purely compliance-based approach to one which manages EHS risk more comprehensively is not easy.

Moving from a compliance-centric program to a dynamic and holistic risk management program is a non-linear journey that differs for all organizations. EHS Leaders who focus solely on remaining compliant risk complete program stagnation and do so at their organization's peril.

Mean maturity levels remain comparatively low for security and privacy, integrations, psychosocial and mental health and critically, adoption and engagement.



Figure 15 shows the mean maturity scores for the ten components of the EHS function.

**Figure 15: Mean Maturity Scores for Each Component of the EHS Function**

EHS Component	Mean Maturity Score
Compliance Obligations	66.5
Workforce Management	63.9
Knowledge Capital	62.1
Operational Enablement	59.6
Data Reporting	58.8
Overall EHS	56.7
Integrations	53.6
Security and Privacy	53.0
Psychosocial and Mental Health	52.1
Adoption and Engagement	49.9
Environmental Sustainability	47.2

n=1013





Focus Network's analysis enables organizations to understand their maturity, based on their mean maturity score. The mean maturity level globally is 56.7. The response data is normally distributed, showing that data near the mean is more frequent.

### Described as foundational or basic

This indicates that EHS risk management is comparatively weak when considering the ten components of the EHS function. Typically, companies that are categorized as foundational are focused almost entirely on compliance and often use bespoke, paper or spreadsheet-based solutions to support EHS policies.

A mean maturity score of less than

50



A mean maturity score of

50-60



### Categorized as operational

This indicates that digital solutions are being used for core areas and attention is being given to driving adoption of EHS policies and EHS engagement with the workforce. Most (67.1%) organization are categorized as operational.

### Categorized as progressive

Being placed in this category indicates that digital solutions are being used widely and there is greater focus on data sharing, analytics and connectivity between EHS activities. This enables better and more intelligent decision-making. Regardless, organizations in this category tend to be working with multiple discrete digital solutions and are striving for greater integration.

A mean maturity score of

60-70



A mean maturity score of over

70



### Categorized as dynamic

This is a future-ready state. Only 3% of organizations are placed in this category. The small number of companies that do achieve a mean score of 70 or above, are typically characterized as having an interconnected EHS platform where data is shared and used to improve EHS outcomes. The platform is usually scalable, cloud-based and agile and organizations take a "whole-person" safety approach.





## EHS MATURITY ACROSS THREE COUNTRIES

In terms of geographic variations, there is comparatively little difference between the United States, the United Kingdom and ANZ (Australia, New Zealand). Greater variation is seen across industries and when the EHS function is analyzed by component.

Figure 17 illustrates EHS mean maturity for the United States, the United Kingdom, and Australia and New Zealand.

**Figure 17: Mean Maturity Scores for Each Component of the EHS Function**

EHS Component	Mean Maturity Score
United Kingdom	58.8
United States	56.6
ANZ	56.1

## EHS MATURITY ACROSS INDUSTRIES

When analyzed by industry, some interesting insights emerge. First, it is clear that there is not a direct relationship between EHS risk and EHS maturity levels. The two industries with the highest EHS risk—oil and gas and mining and metals—have close to average mean maturity scores. Healthcare, utilities and government are the most advanced industries in terms of EHS maturity.

Both oil and gas and mining and metals have relatively low maturity scores for psychosocial and mental health – which lower their overall mean EHS maturity score. Government, utilities, and healthcare have high scores across all EHS components.

The construction industry emerges as a laggard with an overall score indicating a significant gap between EHS risk and EHS maturity. Much greater focus needs to be placed on EHS controls in the construction sector.



Figure 18 illustrates EHS maturity and risk by industry.

### Figure 18: EHS Maturity and EHS Risk by Industry

Industry	Risk	Maturity	Mean Maturity Score
Oil and Gas	Very High	Operational	57.3
Mining and Metals	Very High	Operational	56.4
Healthcare	High	Progressive	63.6
Utilities	High	Progressive	61.1
Construction	High	Foundational	49.3
Transportation and Logistics	High	Operational	52.9
Agriculture	High	Operational	51.1
Manufacturing	Medium	Operational	56.6
Automotive	Medium	Operational	56.7
Retail	Medium	Operational	59.7
Government	Low	Progressive	61.2
Education	Low	Operational	58.2

n=1013



### EHS READINESS SPECTRUM

Based on their mean maturity scores, organizations can also be placed on a risk spectrum. Rather than focus purely on maturity and next steps for progression, it highlights EHS risk.

A mean score of less than 50 is defined as exposed. A score of 50 to 70 is defined as vulnerable and a score of over 70 is defined as capable. Most organizations, industries and EHS components are clustered in the vulnerable category of the risk spectrum.

Figure 19 illustrates the EHS risk spectrum and shows where most organizations are clustered.

Figure 19: EHS Risk Spectrum





# EHS Recommendations

The maturity models and risk spectrum can help organizations create a baseline for where a company resides in terms of its EHS maturity. The models also help to identify a roadmap for moving forward and improving EHS outcomes.

## ACHIEVING EHS BEST PRACTICE

EHS best practice is aligned to the dynamic category on the maturity curve. It can be used as a target for EHS leaders. The gap between a mean maturity across the 10 identified components and best practice (or readiness) helps identify the areas which require the greatest focus from EHS leaders. The biggest gaps between the mean EHS maturity of organizations and EHS readiness (best practice) are in adoption and engagement, security and privacy, integrations, psychosocial and mental and environmental sustainability.

Figure 20 illustrates mean maturity and best practice.

Figure 20: EHS Best Practice



Focus Network research shows that 88.3% of organizations are vulnerable from an EHS perspective and that EHS leaders are struggling to improve EHS outcomes and play a more strategic role in their businesses.



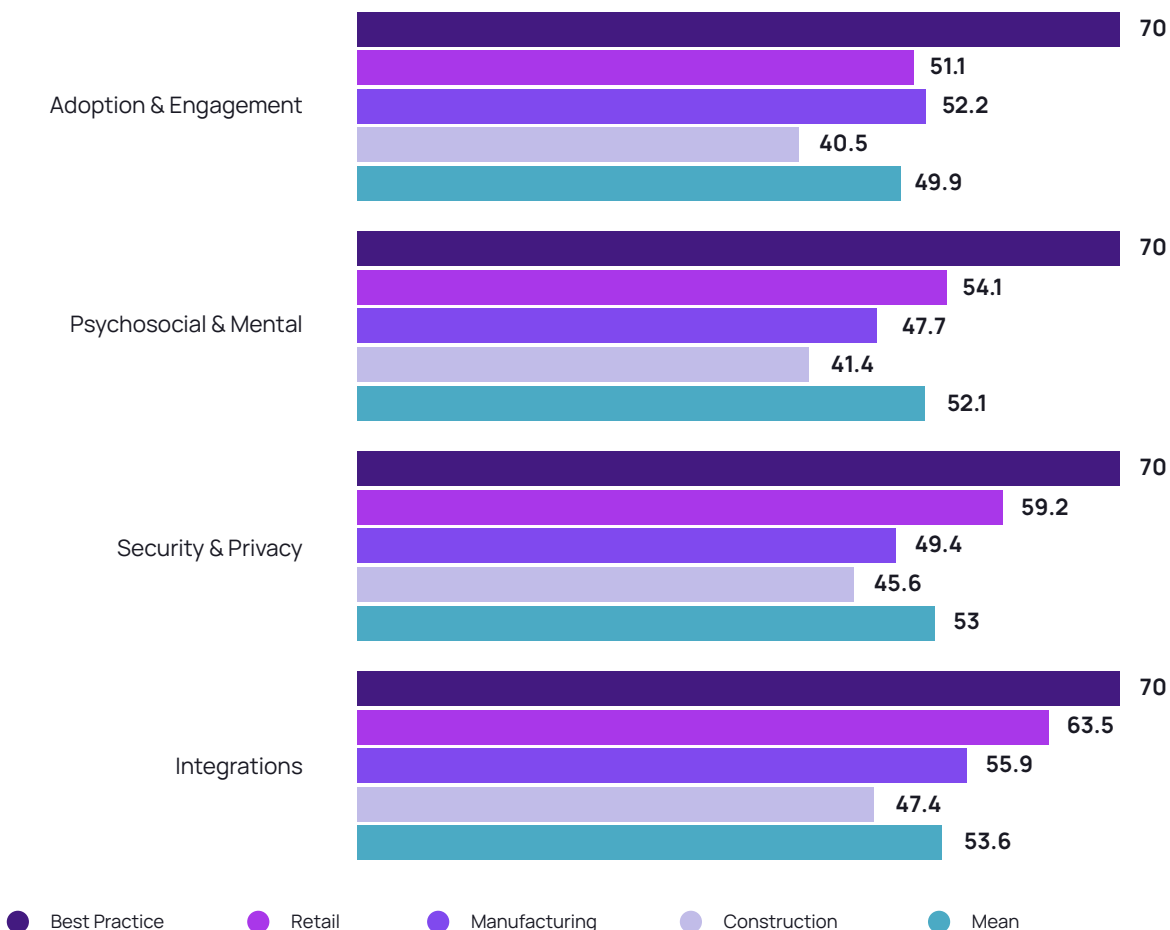
As highlighted repeatedly in this report, EHS leaders are primarily focused on compliance and ways of ensuring that their organizations continue to meet compliance obligations. Given the multiple EHS solutions and processes being used and lack of visibility across their EHS estates, even meeting compliance obligations is a major challenge –absorbing vast amounts of administrative and management resources.

It is also important to note that environmental sustainability initiatives are often not the remit of the EHS function. 49% of EHS leaders do not play a role in environmental sustainability. However, this is an emerging area in EHS, so this number is expected to increase.

There is significant variation by industry with some industries closer to best practice for specific areas than others.

Figure 21 illustrates maturity for three key industries against the EHS components which are the least mature and where the gap between maturity and best practice is the highest.

Figure 21: How Key Industries Perform Against Biggest EHS Gaps



Percentage of Responses n=1013

Organizations need to take steps to improve their overall EHS readiness. Unified EHS platforms can play a key role in driving EHS maturity for all organizations by improving core EHS outcomes, reducing complexity, increasing visibility, leveraging data and adding strategic value to the business.





## RECOMMENDATIONS FOR EHS LEADERS

Wherever an organization sits with regards to its EHS maturity, there are a number of key recommendations that can enable them to enhance EHS outcomes and help leaders to overcome the challenges they face.

Focus Network research identifies 10 key recommendations as follows:

1

**Align EHS initiatives with corporate strategy and business objectives.** EHS needs to improve business performance and not be perceived as a hindrance to the smooth running of business operations. Senior executive buy-in to EHS initiatives is critical for increased focus on safety. Indeed, reducing accidents has a material financial impact on many industries. Working to reduce accidents and manage incidents more effectively must be an enterprise-wide activity.

2

**Integrate EHS activities into operations** to create wider adoption of EHS solutions and engagement with the EHS function. Having a unified end-to-end journey by integrating workflows, actions and training can remove operational complexity traditionally associated with EHS activities having to co-exist with operations. The integration of EHS policies, programs, and procedures into operations is necessary for the widespread adoption of EHS processes. The integration of EHS technology with other corporate systems radically increases the efficacy of EHS.

3

**Focus on EHS platform usability.** With increasing EHS adoption being a priority for EHS programs, there is a significant focus on "ease of use" and "creating a sense of familiarity" when it comes to EHS technology. This is largely driven by adopting a unified approach to both the overall technology (single platform) and the end-to-end user experience when it comes to dashboards, workflows, actions, documentation, training, reporting etc. Features such as single-sign-on (SSO) capabilities to simplify access, unified user interface individualized to job roles and smart automations that can intelligently pre-fill and enrich data capture based on related/linked information, drive user centricity, ultimately resulting in high levels of EHS adoption.

4

**Minimize customization.** Focus Network research reveals that EHS leaders seek to move away from bespoke developer centric customized EHS solutions that carry tech debt and slow or even prevent adaptability. These solutions are cumbersome to develop and manage and rarely offer the agility required for EHS activities. EHS leaders increasingly demand solutions that offer maximum flexibility when it comes to configurability, and are straight forward to configure and scale.



5

**Increase the use of data analytics, AI and business intelligence.** Data centrality within EHS is imperative as organizations seek to gain greater visibility of their risk profile within their workplace while having the ability to leverage emerging technology. For this to be successful, EHS functions must firstly centralize and standardize the collection and connection of data in one place across the entire EHS ecosystem. Data analytics, AI and business intelligence are critical for maximizing the value of EHS data. Data can be used to create AI algorithms which increase the effectiveness of EHS processes and drive innovation. Data analytics and business intelligence can be used for forecasting, predicting and discovery. This can identify blind spots and prevent incidents from being repeated or often, occurring in the first place.

6

**Consolidate EHS processes into a single management system.** EHS leaders typically work with multiple disparate solutions and different data types. Increasingly, they recognize the need for reducing EHS management complexity by using fewer, ideally one, EHS management platform. Typically, these platforms offer a range of EHS functionalities, offer visibility across EHS activities and enable data to be leveraged from across the EHS estate. The complexity is removed from key areas such as capturing reportable events, workflows, actions, user management, integrations, document control, reporting, and real-time updates can be provided to one dashboard.

7

**Scale easily using cloud platforms.** EHS leaders need to provision EHS data and services to a dynamic workforce. They need to be able to scale EHS services in line with changes in the workforce. They also need to have the ability to provision services to any resource, on any device and in any location. Cloud technology can deliver these capabilities.

8

**Increase connectivity between EHS activities.** Often, EHS data sits in siloes and little or no connectivity exists between EHS activities. Data sharing between EHS activities can increase EHS performance dramatically. For example, data relating to an incident can be shared across other activities, leading to a change in how visitors are handled or prestart checklist outcomes. It might also lead to the adoption of innovative new technology such as wearables, IoT sensor technology or AI. This increased connectivity also improves overall reporting for EHS leaders and enables greater focus on usability and adoption.



9

**Implement psychosocial and mental health initiatives.** Much greater focus is now being placed on 'whole person' safety which encompasses psychosocial, wellbeing and mental health. Increased lone working, reports of stress-related burnout, harassment, bullying and reports of physical violence require psychosocial EHS controls to be implemented. Given the sensitive nature of these types of events and the lower likelihood of employees logging these types of incidents, workforces need to have a deeply connected EHS ecosystem that can automatically identify these psychosocial hazards through related events, proactive assessments and scoring, and confidentially action these with specific workflow streams that build workforce trust. EHS programs need to incorporate "always on" and "moment of need" supportive content programs designed to raise awareness, resiliency and behaviour change in actively reducing psychosocial risk factors.

10

**Manage cybersecurity risk and data privacy risk.** Today's EHS programs have significant confidential and sensitive data across a broad range of areas such as employees, suppliers, partners, audit and compliance outcomes, insurances etc. Focus Network research finds that the current highly complex EHS landscape exposes many programs to cybersecurity vulnerabilities. Increased use of data for analytics, business intelligence and AI requires more emphasis to be placed on cybersecurity and data privacy. Cybersecurity breaches can cause significant damage to an organization and potentially to EHS outcomes. EHS programs that use multiple point solutions to capture and retain data, maintain many points of control, disparate user and permissions management are at greatest risk of data breaches and privacy violations. EHS leaders are increasingly required to play a greater role in securing their organization's data and mitigating the risk of breaches.



# Methodology

In the second half of 2023, Focus Network, in collaboration with HSI, conducted 1,013 interviews and surveys of EHS decision-makers across the globe.

Respondents were asked a series of questions relating to each component of the EHS function. Responses to these questions were then used to determine maturity for each component. For example, an organization that indicates it cannot detect mental health incidents is given a very low score for psychosocial and mental health maturity. Another example is an organization that indicates it has a centralized compliance management system in place. This contributes to a higher maturity score for compliance obligations. Maturity levels for each component are then aggregated to give an overall mean EHS maturity score.

A number of categories were determined for overall mean maturity scores in terms of readiness and in terms of risk.

Figures 22 and 23 show scoring categories that are used to assess EHS readiness and EHS risk.

**Figure 22: EHS Readiness Categories**

Mean Maturity Score	Categories
0-50	Foundational/Basic
50-60	Operational
60-70	Progressive
Over 70	Dynamic

**Figure 23: EHS Risk Categories**

Mean Maturity Score	Categories
0-50	Exposed
50-70	Vulnerable
Over 70	Capable



The data from the survey is normally distributed, indicating the most responses are clustered around the mean.



Figure 24 below illustrates the respondent sample split by role.

**Figure 24: Role of Survey Respondents**

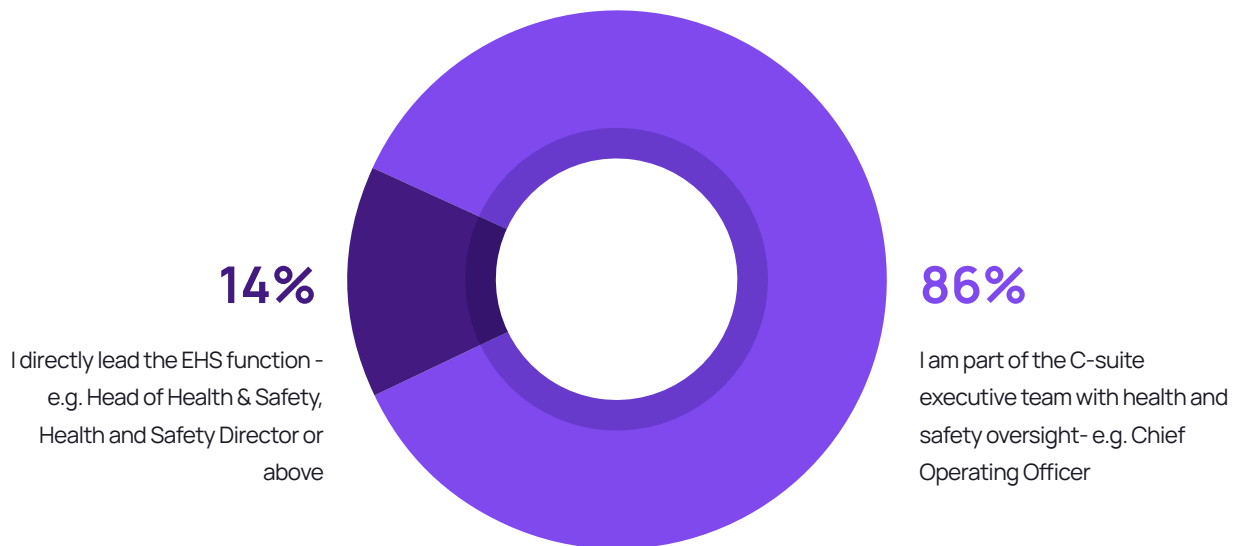




Figure 25 below illustrates the industry split for the respondent sample.

Figure 25: Industry Split of the Survey Sample

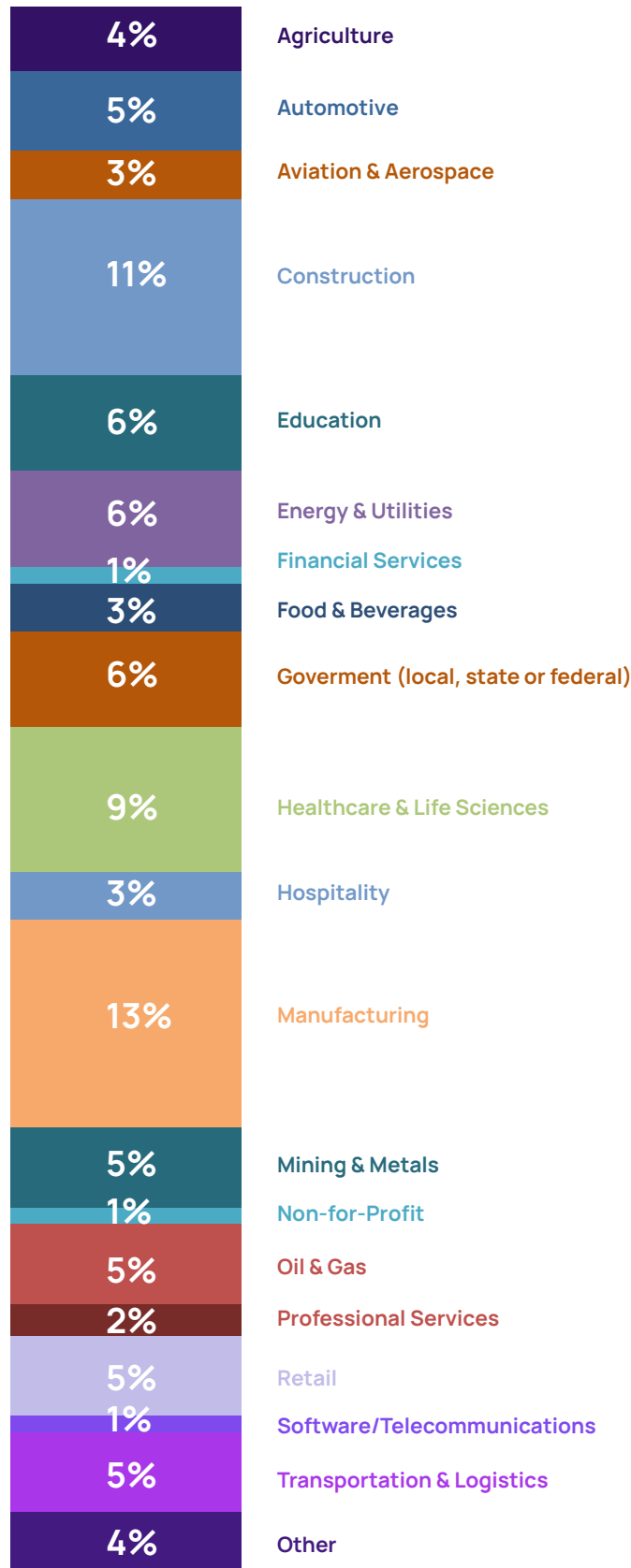
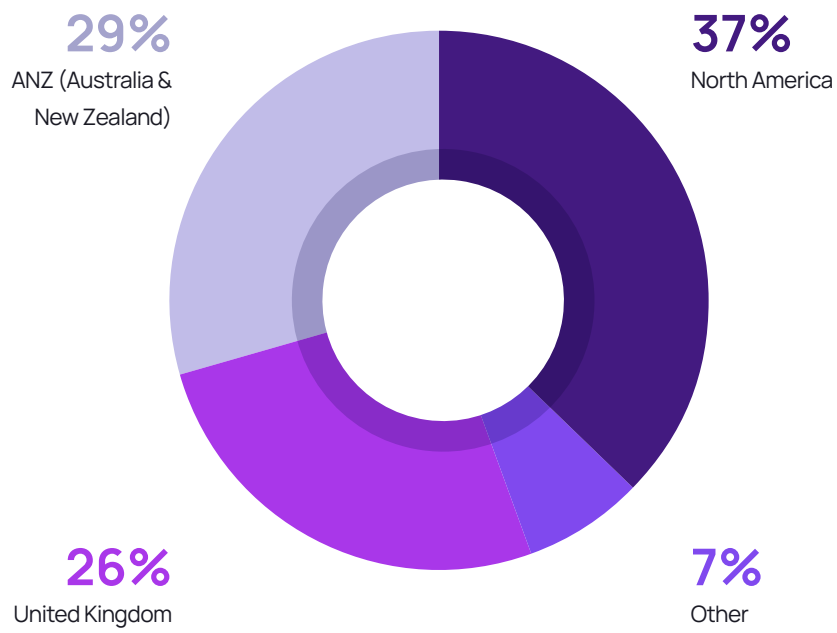




Figure 26 below reveals the geographic split of survey respondents.

**Figure 26: Geographic Split of Survey Sample**







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Focus Network stands as a distinguished research, advisory, and events firm, specializing in the creation of top-tier events and profound perspectives tailored for senior executives to enhance their learning experiences on a global scale.

Our mission is to empower business and technology leaders to implement best practices and optimize their investments. We achieve this by delivering unparalleled insights and reporting, enriched with perspectives at the local and country levels.

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