



SAFETY AND HEALTH GAP ANALYSIS

ROLES	KEY INDUSTRIES	DEMAND DRIVERS
<ul style="list-style-type: none"> • EHS Leadership - Particularly those new to their roles • Non-EHS professionals tasked with EHS responsibilities with no dedicated resources to EHS such as HR, Training, Operations, Maintenance • Risk Managers – Particularly in organizations that are self-insured 	<p>Any business regardless of industry, location, or size, would have a need for this service. The list below is where we typically see the most need, but all clients should be considered as potential targets.</p> <ul style="list-style-type: none"> • Manufacturing/Heavy Industry • Retailers • Food and Beverage/Food Service • Healthcare • Software/technology • Entertainment/Hospitality • Construction/Real Estate 	<ul style="list-style-type: none"> • Determining how/where to focus limited EHS resources to generate maximum value • Understanding the level of maturity of a newly acquired business' or location's EHS programs to facilitate effective integration into the organization • Measuring the overall effectiveness of existing EHS policies, procedures, and programs • Benchmarking for future continuous improvement activities • Regulatory investigations, citations, and/or fines

NEED

Most organizations, even large multinational companies, have limited EHS staff, or assign EHS responsibilities to personnel who have little experience. This makes it difficult for companies to determine priorities related to EHS initiatives, program improvements and capital investments. A gap analysis is an extremely useful tool that EHS management can use to zero in on areas in need of improvement that will give them the highest level of ROI. Like an audit, a gap analysis requires personnel to provide evidence that they have met specific standards and requirements; however, a gap analysis will also include a high-level look at management practices, culture, and operational performance. The purpose is to uncover gaps, prioritize them based on seriousness, and recommend corrective actions, including timelines for completion.

A gap analysis can be performed at any point of an organization's life cycle, but is particularly useful during times of transition. Companies who have recently gone through a merger, acquired a new business or site, begun operating in a new country or territory, had changes in EHS leadership, or have reorganized are prime candidates for gap analysis. Any client who has experienced a major or multiple minor EHS related incidents would also benefit from this service.

APPROACH

The schedule varies on the size, location, and complexity of the operation, but generally one day of prep, two days on site, and another two days to write the report (40 hours). The tasks break down as follows:

- Pre-visit conference call/prep
- Opening conference at site (15 – 30 minutes)
- Guided site tour
- Examination of documents and interviews
- Closing conference to discuss high-level findings (last 30 minutes – hour on site)
- Reporting of findings and recommendations (written report and conference call)

QUALIFYING QUESTIONS

Inquire with the client about changes in the organization. Some leading questions are:

- What functional group handles EHS and/or where do dedicated EHS personnel report?
- Have they recently gone through reorganization?
- Is the company in a growth/M&A mode and how are they managing the integration process?
- Does the client need training for a group of new users or a new location?
- Has the client recently expanded to a new country and/or territory that is unfamiliar?

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SAFETY AND HEALTH GAP ANALYSIS

DELIVERABLE:

A letter-style report in PDF format that includes a prioritized list of findings and recommendations related to how to close gaps. Findings and recommendations are identified “Level A” (non-compliance, imminent danger), “Level B” (observation or “best practice” based), and “Level C” (advisement only, management practice). Ideally, the final report is accompanied by a conference call to review the findings and recommendation with the relevant stakeholders and senior leadership, if required. This meeting is used as the gateway to discuss how UL can support the client in implementing the recommendations to close gaps.

BENEFIT:

The benefits of performing a gap analysis include:

- Discovering and correcting deficiencies to avoid incidents and regulatory citations
- Obtaining an objective third-party opinion on the quality and efficacy of EHS programs, policies, and procedures
- Developing a guide to focus resources in areas that will have the largest impact on improving health and safety

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