



Subject Area no. 4: HSSE objectives & KPIs

Principle: The company documents, maintains and follows policies, practices and procedures for the safety of their employees and the safe, compliant and reliable operation of their ships.

Level	Expectations	Targets	Suggested objective evidence
Basic	<p>HSSE objectives and KPIs are defined. There is a process in place for setting HSSE goals and objectives.</p> <p>The company's undertaking is defined in documentation that includes vision statements, policies, and procedures.</p>	<p>The company's HSSE objectives and associated KPIs should be consistent with the company's needs. They should be realistic, challenging and value added. They should be approved by the most senior manager in the organization, communicated across the company and a process should be in place to provide feedback to the executive team.</p> <p>Vision statements contain high-level and long-term goals and aspirations and include a zero-accident culture. The company defines what HSSE excellence means and aims to achieve this through continual improvement.</p>	<p>Procedure for setting and defining objectives.</p> <p>The company's HSSE objectives and KPIs are available and endorsed by senior management (emails, minutes of meetings, etc.).</p> <p>Vision statement & policies signed by senior manager.</p> <p>Vision statement includes an aspiration for a zero-accident culture.</p>



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Intermediate	Everyone within the company understands the company's concept of safe operations and HSSE excellence as applicable to their role.	<p>There is a documented process established to achieve the set objectives.</p> <p>Managers promote and measure personnel understanding through a variety of activities. Examples may include:</p> <ul style="list-style-type: none">• Safety induction and familiarisation programmes.• Vessel/office visits.• Computer-based training/onboard training.• Informal meetings/personnel interviews.• Office/vessel conference calls.• Company seminars.	<p>Plan on how objectives are being achieved.</p> <p>Objectives and KPIs for various departments in office and ships.</p> <p>The Company KPIs are referred to in regular HSSE meeting reports.</p> <p>Key personnel are aware of HSSE objectives when interviewed.</p> <p>HSSE targets are documented. Evidence in SMS regarding communicating goals and objectives as appropriate.</p>



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Advanced	<p>The steps required to HSSE excellence at each level of the action plan are clearly defined by management.</p> <p>Objectives and KPIs are measured across all levels of the organization (office, departments, and vessels) on a periodic basis and linked to the HSSE strategy.</p> <p>Office and vessel supervisors promote HSSE in alignment with the company's goals and objectives.</p>	<p>The action plan establishes a clear time frame with short-term targets and objectives defined for each step of the plan, to achieve the long-term goals.</p> <p>Key performance indicators should be set.</p> <p>The plan is reviewed at regular intervals and modified as trends are identified.</p>	<p>HSSE action plan.</p> <p>Objective evidence of measurement of performance and communication.</p> <p>Evidence of goals and objectives for both supervisors onboard and ashore.</p>



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Excellence	<p>The company conducts trend analysis of HSSE performance against strategy, objectives and KPIs to measure performance.</p> <p>Such analysis is included in management reviews.</p> <p>Leading indicators should be set and measured</p>	<p>Company business strategy includes HSSE strategy.</p> <p>There is a documented process in place to trend and analyse KPIs to provide meaningful data from which action items can be developed to ensure continuous improvement.</p> <p>Corrective actions are developed for under performance.</p> <p>Managers review KPIs (including leading indicators) and performance on a periodic basis.</p>	<p>CSR report, annual reports, investor related communications and shareholder communications reflect HSSE as an integral part of the company's reports.</p> <p>Trend analysis of KPIs and actions thereof.</p>