
Business Case and Financial Management for HSE Leaders Training Course

10 – 14 October 2027
Doha





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Programme Summary

Business case and financial management for HSE leaders is the subject of this one-week training course for HSE managers and heads of HSE at managerial level, ending in a business case for one safety investment. Safety proposals compete with production and growth projects for the same funds and are weighed in financial terms. The approach moves from the cost of incidents and prevention, through appraisal, budgeting and performance measurement, to presenting a case to executives. Mars Training Centre UK delivers this programme in business case and financial management for HSE leaders.

The Business Case

HSE leaders who cannot express risk and prevention in financial terms see sound proposals deferred or cut. Organisations that cost incidents, apply investment appraisal on a common basis and report results to the board can fund prevention deliberately instead of reacting to losses. The programme gives leaders the vocabulary of finance and the discipline to defend their assumptions under challenge.

- Incident and Prevention Costs: Become visible as losses are recorded against the activities that cause them.
- Investment Approval Rates: Improve as proposals are appraised on the basis finance teams use.
- Budget Variance: Narrows as HSE spending is planned, tracked and explained against outcomes.

Principles and Evidence Base

- ISO 45001: Its requirement for top management leadership and resourcing of the management system frames the arguments built in Sessions 1 and 4.
- ISO 31000: Its principles linking risk to organisational objectives shape the exposure reasoning in Session 2.
- Time value of money: Discounting underpins the investment appraisal carried out in Session 3.

Intended Participants

- Managers who prepare and defend an HSE budget.
- Leaders who must secure funds for prevention projects and management system improvements.
- Advisers moving into senior roles that report to executives.
- Heads of function who manage the commercial terms of safety-critical contracted work.

The programme serves energy, construction, manufacturing and logistics organisations.



Learning Outcomes

1. Participants will be able to quantify the direct and indirect costs of incidents and of prevention.
2. Participants will be able to construct a cost-benefit appraisal for a safety investment.
3. Participants will be able to evaluate options using discounting, payback and risk-adjusted comparison.
4. Participants will be able to prepare and control an HSE budget against performance measures.
5. Participants will be able to assess contractor and supplier commercial terms for safety exposure.
6. Participants will be able to justify a business case to executives and boards.

Programme Structure

Day 1: Business Case and Financial Management Foundations

How do safety, health and environment results appear in financial terms?

- Financial Statements for HSE Leaders
- ISO 45001 Leadership and Resourcing Requirements
- Incident Cost Model
- Cost of Prevention Register
- Case Review of Two Funding Decisions

Day 2: Risk, Value and Exposure

How is risk expressed as financial exposure?

- ISO 31000 Risk and Objectives Link
- Loss Exposure Estimation
- Risk Ranking by Financial Impact
- Leading and Lagging Indicator Pairing
- Assumption and Sensitivity Log

Day 3: Investment Appraisal and Budgeting

Which options justify funding, and how is the budget set?

- Cost-Benefit Appraisal Template
- Discounting and Payback Calculation
- Option Comparison Matrix
- Zero-Based HSE Budget Build
- Cost Control and Variance Report



Day 4: Commercial Management and Board Communication

How are commercial terms and board messages shaped?

- Contractor Safety Cost Allocation
- Supplier Selection Criteria
- Performance Dashboard for Executives
- Board Paper Structure
- Objection Handling Brief

Day 5: Applying the Business Case to a Safety Investment

Is the business case ready for an executive decision?

- Applying the Session 1 Cost Model to the Chosen Proposal
- Testing the Session 2 Exposure Estimates
- Running the Session 3 Appraisal and Budget
- Rehearsing the Session 4 Board Paper
- Completing the Safety Investment Business Case

Methodology

The programme is built around structured exercises on a worked case. Participants cost incidents, appraise competing investments and build a budget using template spreadsheets in small teams, then present their case to a simulated executive committee that challenges their assumptions. No accounting qualification is required.

- Suggested activity: Costing a serious injury and a process shutdown from a sample incident record.
- Suggested activity: Comparing two prevention options by payback and discounted value.
- Suggested activity: Answering a finance director's objections to a sample proposal.

Capstone Output

Each participant completes a business case for one safety investment. It contains an incident and prevention cost record, a loss exposure estimate, a cost-benefit appraisal, a budget and cost control plan and a board paper. It is used to seek approval from executives and to track delivery against the agreed measures.

Frequently Asked Questions

Is business case and financial management for HSE leaders training suitable for managers without a finance background?

Yes. Business case and financial management for HSE leaders training is set at managerial level and assumes responsibility for an HSE budget or proposal, not an accounting qualification.



Which standards does business case and financial management for HSE leaders rest on in this programme?

Business case and financial management for HSE leaders rests on ISO 45001 for management system leadership and resourcing, ISO 31000 for linking risk to objectives and the time value of money for appraisal.

How is the business case for HSE leaders used at work?

You use the business case to seek executive approval for a safety investment, set the HSE budget and track delivery against agreed measures.