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HEALTH AND SAFETY AT WORK

Are you ready for
ISO 45001?



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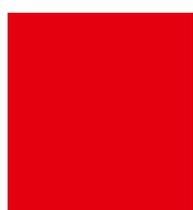
ISOfocus

March-April 2018



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 ISO video on 70th anniversary

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The way of work



Scott Steedman, Director of Standards at the British Standards Institution (BSI) and ISO Vice-President (Policy).

Over 2.78 million people still die each year from a work-related illness or injury; and this figure doesn't account for the thousands of life-changing industrial diseases and injuries suffered by workers on a daily basis. The publication of ISO 45001 – a single set of international requirements to help organizations protect workers from harm – is designed to combat this problem.

Building on the success of UK-led OHSAS 18001 and many excellent national documents, ISO 45001 is the first global occupational health and safety (OH&S) management system standard. It combines the technical rigour of OH&S standards already used around the world with the common ISO framework of popular standards such as ISO 9001 and ISO 14001, making it simpler for users to integrate into their overall business management.

ISO 45001 has been developed by experts from 69 countries in liaison with representatives from key organizations such as the International Labour Organization (ILO), International Trades Union Confederation (ITUC) and International Organisation of Employers (IOE).

From the outset, there has been solid agreement that this standard is necessary worldwide and as soon as possible. Tackling the needs of many different cultures and organizations in a single standard is always a challenge, however. But when it's a matter of life or death, getting it right is essential, even if it takes time and plenty of determination.

Each of the nine week-long meetings held over the past four years has brought together up to 90 experts in lively discussion over topics such as the importance of committed leadership, worker participation and how best to ensure that the standard will be of use to all types of organizations – from small start-ups to multinational conglomerates.

Taking a risk-based approach dependent on each user's individual situation, ISO 45001 is designed to make organizations think broadly about anything that can have a detrimental effect on workers and people nearby. It considers our changing work environment: What exactly is your workplace if you travel extensively, work from home or go from site to site? Who are the "workers" in an organization that outsources, uses contractors, people on zero-hours contracts or volunteers? Where does one organization's duty of care end and another's begin in a place where different organizations are working side by side?

ISO 45001 also recognizes the complexity of occupational health and safety in the 21st century, where emerging technologies and industries are revealing new challenges.

The industrialized world has already made great advances in occupational safety and the fatality figures reflect this. Of the 2.78 million work-related deaths, two million are due to occupational disease rather than accidents. Of course, that means we still have a long way to go to eliminate injuries altogether – but it is encouraging.

Managing occupational health is a lot more difficult. Both the world of work and our understanding of its hazards have changed significantly since the early days of formal OH&S management. In many parts of the world, there has been a decrease in heavy industry and a rise in office-based and service jobs. Many industrial diseases, associated with exposure to hazardous materials, are now better understood and today's workers accordingly enjoy better protection, earlier detection and more effective treatments than those who came before them.

On the other hand, emerging technologies are leading to new uses of materials we don't fully understand, and potential new health issues that can arise as a consequence. Similarly, the different types of jobs people are now being asked to do, and the way that work is organized, is causing a sharp rise in conditions that previously received little attention. Stress-related complaints cost economies millions each year; musculoskeletal conditions, repetitive strain injury (RSI), eye strain and other chronic health issues are also a widespread problem.

Working on the age-old premise of "prevention is better than cure", ISO 45001 provides organizations with a tool to guide employers through this complex landscape. It will be up to each organization to assess its own risks according to the hazards its workers face. Of course, there is no "one size fits all", but there is at least an agreed set of requirements to help improve OH&S performance, no matter what you do.

ISO 45001 is the result of 30 years of work and is a real testament to the power of collaboration and consensus building. It has been a privilege for the UK to lead this project – whose secretariat is held by BSI – to a successful conclusion and to know that, by working together with colleagues from across the world, we published a standard that will save lives. ■

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building.

First steps into Instagram with **@MyISOLife**

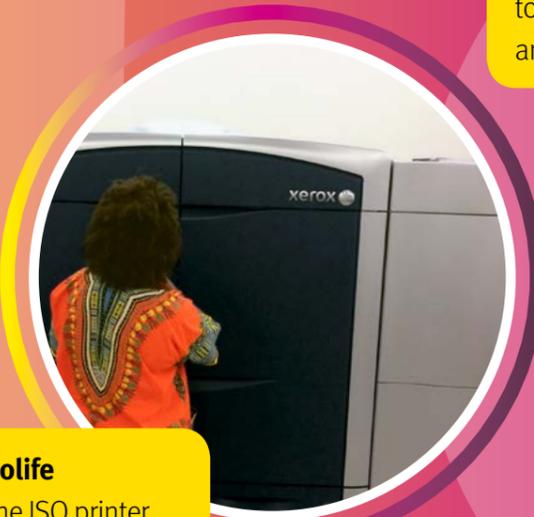
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The Instagram account offers a behind-the-scenes look at daily life at the ISO Central Secretariat, narrated by our social media intern. The account was an opportunity to share her own discoveries about ISO with the outer world.

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Our world with **ISO 45001**





by Elizabeth Gasiorowski-Denis

The next time someone tells you “my job is killing me”, remember that it may not just be a figure of speech. Every 15 seconds, in the world, a worker dies from a work-related accident or disease, and 153 people experience a work-related injury. And now there’s new data that workplace accidents are on the rise, amounting to some 500 000 more injuries than just three short years ago.

According to recent calculations by the International Labour Organization (ILO), 2.78 million deaths occur due to work yearly. This means that, every day, almost 7700 persons die of work-related diseases or injuries. In 2014, the figure was estimated to be only 2.3 million, a discrepancy that may be attributed to increasing life expectancy and new data utilized in recent calculations. Additionally, there are some 374 million non-fatal work-related injuries and illnesses each year, many of these resulting in extended absences from work. This paints a sober picture of the modern workplace – one where workers can suffer serious consequences as a result of simply “doing their job”.

Along with a growing (and enormous) cost for workers and their families, occupational health and safety (OH&S) has staggering impacts on economic and social development. The United Nations agency unveiled estimates showing that, worldwide, the total cost of illnesses, injuries and deaths was 3.94 % of the global gross domestic product (GDP), or about USD 2.99 trillion, in direct and indirect costs of injuries and diseases.

But there’s more. The economic impact of failing to invest in worker safety and health is nearly equal to the combined GDP of the 130 poorest countries in the world, ILO Director-General Guy Ryder said at last year’s XXI World Congress on Safety and Health at Work in Singapore. Indeed, the scale of the challenge is huge.

Supply chain complexities

OH&S has grown increasingly complicated with many of today’s businesses crossing national boundaries. The dispersed nature of supply chains creates escalating levels of risk for multinational businesses, making OH&S both critical and complex. Consider this. Without effective OH&S in their supply chains, management potentially has a significant blind spot in their enterprise management structure, from which substantial legal, financial and reputational exposure could emerge. An organization must therefore look beyond its immediate health and safety issues and take into account what the wider society expects of it. What’s more, it also has to think about its contractors and suppliers, since the way they do their work might affect their neighbours in the surrounding area.

Whether it’s a failure to protect workers against toxic chemicals, or a sleep-deprived employee getting into a fatal car accident, millions of people are hurt or killed at work each year. Now, with the arrival of the world’s first International Standard on occupational health and safety, many such incidents can be prevented. Uncover why ISO 45001 has the potential to be a real game changer for millions of workers (and workplace health hazards) around the world.

Company-wide engagement is one of the key benefits of ISO 45001.

Clearly, OH&S in the supply chain isn't easily achieved; it requires a solid foundation and continual improvement over time. This is where ISO 45001 comes in. ISO 45001 is the world's first International Standard for occupational health and safety. It provides governmental agencies, industry and other affected stakeholders with effective, usable guidance for improving worker safety in countries around the world. By means of an easy-to-use framework, it can be applied to both captive and partner factories and production facilities, regardless of their location.

Nearly a hundred experts participated in the development of ISO 45001 – led by ISO project committee ISO/PC 283, *Occupational health and safety management systems* – together with dozens of organizations including the Institution of Occupational Safety and Health (IOSH), the world's largest professional body for people responsible for safety and health in the workplace. IOSH acts as a champion, supporter, adviser, advocate and trainer for safety and health professionals working in organizations of all sizes. Having been closely involved in the development of ISO 45001 as an organization in liaison to ISO/PC 283, IOSH is now helping its 46 000 members around the world to transition to the new standard.

Richard Jones, Head of Policy and Public Affairs at IOSH, is a foremost expert on OH&S and has contributed as a liaison body leader to the development of ISO 45001. For him, it all comes down to workplace health and safety transcending national and economic boundaries. “In our increasingly globalized world, with the development of extended and complex supply chains and growth in migrant and vulnerable workers, ISO 45001's emphasis on health and safety management in supply chains should mean that contracting, procurement and outsourcing are more responsibly managed, potentially saving many lives.” This could have far-reaching ramifications, with organizations extending their risk management as far into their supply chains as they have control or influence.

With outsourced processes and subcontractors featuring highly in the standard, organizations can choose to leverage the ISO 45001 management systems approach as a solution to identify, control and continually improve opportunities to reduce or eliminate safety and health risk to workers in the supply chain.

Top-down

Many employers recognize that successfully managing OH&S risk not only prevents injury, ill health and death, it



Workers can suffer serious consequences as a result of simply “doing their job”.

supports livelihoods, businesses and communities. And the systems approach used by ISO 45001 can help more organizations achieve this.

But what does that look like in practical terms? In order for an OH&S to be strong and healthy, everyone in the organization must feel that he or she shares some responsibility for maintaining a safe environment. This includes employees all the way up to executives.

Company-wide engagement is one of the key benefits of ISO 45001. The new standard recognizes the value of worker consultation in the development of better OH&S practices and places greater emphasis on employees actively participating in the development, planning, implementation and continual improvement of the OH&S management system.

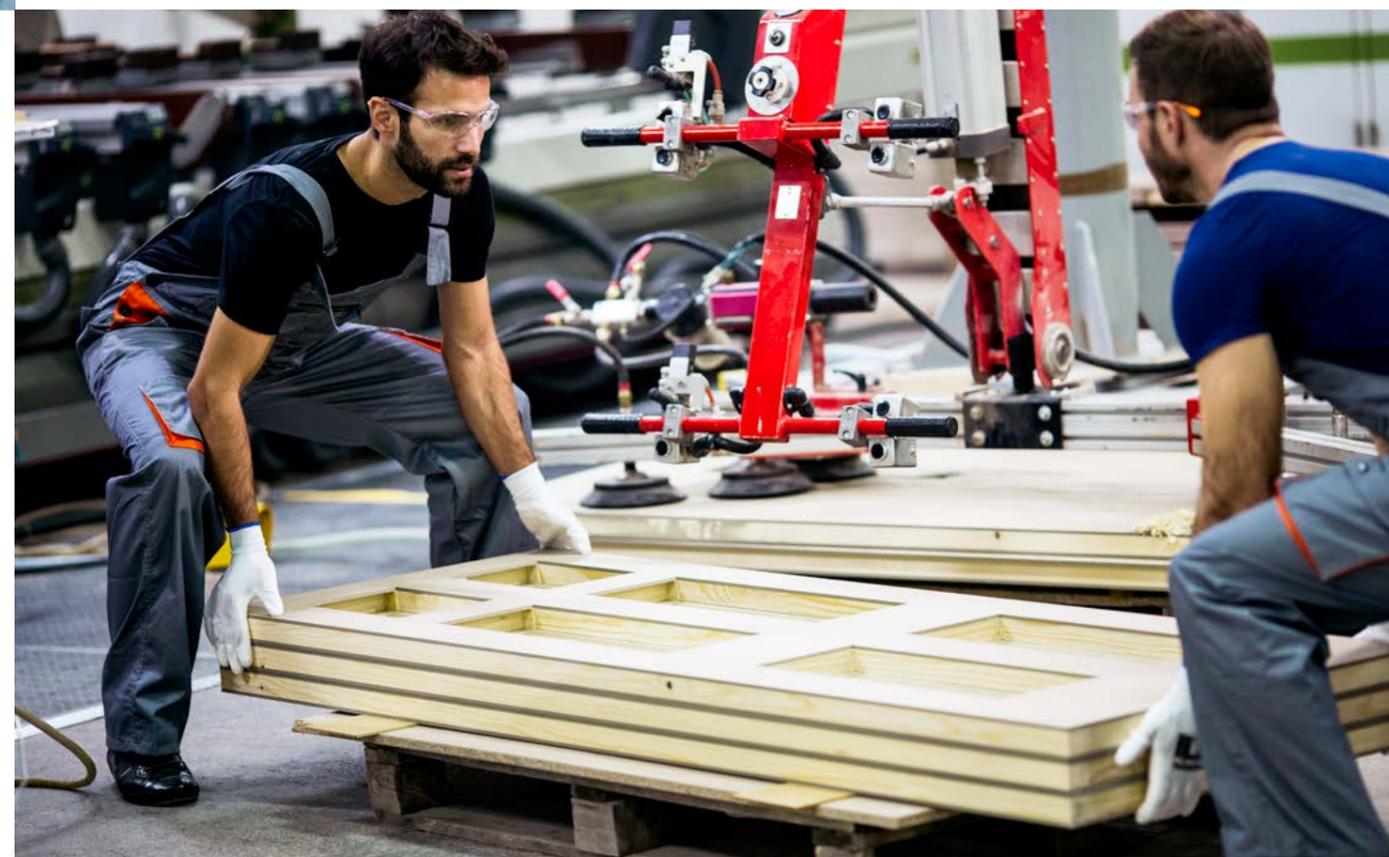
Top management must take an active role, promote a positive culture and communicate what needs to be done and, more to the point, why it's important. Senior leaders need to demonstrate that they are actively involved and taking steps to integrate the OH&S management system into the overall business processes. “ISO 45001 means more focus on leadership and worker participation as well as ensuring the system takes into account the ‘world’ the organization operates in and the internal and external

factors affecting it – known as its context,” says Richard Jones. “It means that top management must take a visible, directing role and be actively involved in the system's implementation and ensuring its integration with other business systems.”

According to Jones, the system needs to be proportionate to the organization's risk profile and complexity. For example, in smaller organizations, effective worker participation can be more direct and straightforward to achieve, without the need for formal committee structures and so forth. And there may be additional drivers for improvement, he says. “Client organizations will increasingly require demonstration of good OH&S from those supplying their goods and services, so that they can ensure they are compatible with their own system.”

Prevention pays

So what responsibilities do companies have to protect their employees? Employers have a duty to either reduce exposure or equip employees with preventative skills and tools to minimize risk. In other words: prevention pays. It's not surprising, therefore, that the motto of the XXI World Congress 2017 was “A Global Vision of Prevention”.





Prevention is key to tackling the burden of worker safety, and is considered to be more effective (and less costly) than treatment and rehabilitation. In line with the World Congress motto, ISO 45001 takes on a risk-based approach to managing OH&S.

David Smith, Chair of ISO/PC 283 that developed ISO 45001, says businesses need to ensure they manage all their risks to survive and to thrive. “OH&S is a key aspect, which every business has to manage proactively,” he says. “Apart from the devastating impact on people, poor OH&S management can have many negative effects on organizations, such as the loss of key employees, business interruption, claims, insurance premiums, regulatory action, reputational damage, loss of investors and, ultimately, the loss of business.”

Smith says that the risk-based approach to managing OH&S contained in ISO 45001 advocates taking a preventative angle to OH&S in order to identify what activities and processes could harm those working on behalf of the organization and others (i.e. visitors, members of the public, etc.) and to meet any legal compliance requirements. He adds that identifying the hazards at work is a prerequisite to eliminating or minimizing those that pose a significant risk.

The ongoing assessment of risks and opportunities is also a common element in ISO 9001 (quality management) and ISO 14001 (environmental management), which use a similar risk-based framework and the Plan-Do-Check-Act model. Effective application of these measures should address concerns that can lead to long-term health issues and absence from work, as well as those that give rise to accidents, says Smith. They are among the reasons why ISO 45001 is considered a significant improvement on OHSAS 18001, which will be replaced by the new ISO standard during a three-year migration period.

A company culture

Of course, any conversation on OH&S has to include the companies. Because when an employee is injured, companies lose out on that person’s experience and knowledge, as well as their labour of course. Multiply this out over several hundred (or thousand) employees and the costs can become quite severe.

Ideally, every work setting would enhance your health and life. Many companies can and do work towards this goal, including the LEGO Group, a children’s toy manufacturer based in Denmark. With 16 836 employees (2016 LEGO Annual Report), the company recognizes the



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At work in a LEGO production plant.

importance and value in keeping its employees healthy and safe, and will soon be making the transition to ISO 45001.

LEGO’s Senior Integrated Management System Manager, Sofka Ane Brændgaard, explains: “We want to achieve certification to ISO 45001 because especially the new chapters regarding leadership commitment and defining the interested parties match perfectly with our company and our approach to all our stakeholders. We have already implemented this into our management reviews.” She asserts that LEGO will use ISO 45001 the same way it uses all other standards: “We see ISO standards as a tool for us to focus on processes and to bring the right value for our customers and consumers.”

As part of its OH&S, the company engages employees in many ways, including the creation of a proactive safety committee that raises awareness of issues such as ergonomics hazards and an internal blog where employees report safety risks, with improvements made in response to their reports and suggestions.

“Being certified according to ISO 45001 will demonstrate that we take the health and safety of our employees, and all those working on behalf of LEGO Group, seriously, and this is fully in line with our LEGO Brand Framework and our Partner, People & Planet promises,” says Brændgaard. “We are a low-risk company and we do not compromise with health and safety, and ISO 45001 is one of the tools we will use to ensure the best possible work conditions.”

FACTS AND FIGURES

HEALTH AND SAFETY AT WORK

Many incidents can now be prevented with the new International Standard on occupational health and safety. ISO 45001 provides usable guidance for improving worker safety in countries around the world.

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Every day, almost **7700** persons die of work-related diseases or injuries.



There are some **374 million** non-fatal work-related injuries and illnesses each year, many of these resulting in extended absences from work.

The total cost of illnesses, injuries and deaths was **3.94%** of the global gross domestic product (GDP)...



...or about **USD 2.99 trillion**, in direct and indirect costs of injuries and diseases.



The economic impact of failing to invest in worker safety and health is nearly equal to the combined GDP of the **130** poorest countries in the world.

ISO 45001 adopts a high-level structure (Annex SL), meaning that it has the same structure as other ISO management system standards such as ISO 9001 and ISO 14001. This will make it easier for organizations, if they so wish, to integrate their related systems, either partially or fully, with each other – so, for example, quality, environment or security with health and safety. This can offer greater efficiency by using common processes.

“For us it will be a significant improvement working with three standards with the same high-level structure and the same approach,” explains Brændgaard. “To be certified according to all three standards makes it easier for us, because we basically have an integrated management system where we do not distinguish between the standards; and the quality, environment, and health and safety processes are all merged into our business processes,” she says.

Best in class

Imagine dedicating countless years to honing your professional skills and abilities, only to have all that work crumble down like an avalanche. That’s what having an injury is like for most workplace accidents.

Significantly reducing the incidence of injuries and occupational diseases is not that simple, however. It can be an arduous task and it will not happen overnight, but progress is certainly feasible. Enthusiasts of ISO 45001 believe organizations that implement the standard will be better positioned to control risks related to OH&S issues, improve their overall safety performance, and provide solid evidence to buyers and consumers of their commitment to the health and safety of their employees.

Building OH&S in the current global environment is an opportunity, not a burden. Companies taking it seriously communicate to workers and the community that their time and well-being is valued, and are secured from loss of lives, property and even their entire business.

No doubt there will be more accidents in the future, but together we can succeed in turning the tide on the epidemic. Smith believes that ISO 45001 should make us all feel more reassured about our health and well-being in the workplace. “The new ISO 45001 should give increased credibility to the management of OH&S,” he says. “Wide adoption of the standard should reduce the horror stories in the media of poor OH&S management leading to the loss of life, injury and large-scale disasters.” Soon, by taking sensible precautions and implementing ISO 45001, we can all breathe a little easier at work. ■



Building OH&S
in the current
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not a burden.

Standard employment

One of the advances of the 20th century was the arrival of nine-to-five jobs that offered protection and benefits to workers. As employment practices are redefined by new technologies and shifting populations, how can a new ISO standard help businesses of all sizes keep employees safe and healthy?



by Barnaby Lewis

There's some empirical evidence that says, historically speaking, "right now is a good time to be alive". The last ten years may have been defined by global precarity, but living and working conditions for many of us are better than they ever have been.

This is the legacy of the March of Progress, something which, debatably, continues. If progress is harder to pin down now than it once was, it may be because so many of the biggest leaps were taken in the two centuries that followed the industrial revolution.

Fuelled by new manufacturing techniques and transport links that provided the basis for the globalization agenda, people had access to stuff that their forbears couldn't have imagined. These new manufacturing techniques, while making use of processes and machinery in a way that seems ordinary today, changed everything. Mills and factories transformed the landscape. Cast iron allowed architectural and civil engineering feats from giant glass buildings to bridges. The way that people work, and relate to their work, also changed forever.

Advancing social conditions

As notions of factories and processes developed, people were seen as interchangeable units of labour. This does wonders to raise the efficiency of production, but little to lift the human spirit. Measuring people in terms of man-hours, pennies or joules meant that employers gave little thought to employee well-being. In some cases, factory work was little more than legitimized slavery; something that, for a disturbing number of people, remains true today¹⁾.

However, from adversity comes resilience, and from precarity, unexpected patches of growth and innovation. Pushed literally to breaking point, employees began to organize themselves, demanding to be recognized as people with rights.

1) *Global Estimates of Modern Slavery: Forced Labour and Forced Marriage*, 2017, ILO, Geneva.



It wasn't until around the 1820s that trade unions began to represent people on a national scale. But the subsequent progress, at least in most industrialized countries, has been astounding. When people come together around a shared objective, they can make great things happen. One of these people is Jan Toft Rasmussen.

More iron in the blood than most

Over more than 30 years, Rasmussen's work has contributed to making Denmark one of the world's most worker-friendly countries. Along with its Scandinavian neighbours, Denmark has not only some of the highest working standards, but an equally elevated Union membership at around 70% of working adults.

Jan Toft's current role as a health and safety consultant to the Danish Metal Workers Union, where he's worked for the last 16 years, is foreshadowed in earlier chapters of the Rasmussen saga. "My father was a blacksmith – a metal worker," Rasmussen tells me. "So was my grandfather. I was the first generation to go to university. My dad was insistent about that!" And *that* wasn't just any university. Rasmussen completed his studies in manufacturing techniques at Roskilde University, situated about an hour to the west of the present-day capital, Copenhagen. Founded in 1972, Roskilde was a furnace for social activity, fanned by the winds of 1968, a year that shook establishments and mobilized a generation of students and workers. Rasmussen reflects that "if Roskilde today is perhaps less radical, the political climate then left a deep impression on me. In Denmark, the university dissertation is usually connected to a real-world situation. I was involved in labour rights before I even graduated – I knew it was a cause I wanted to be part of."

When Rasmussen was approached by Danish Standards (DS), the ISO member for Denmark, to contribute to the development of an all-new International Standard on organizational health and safety (OH&S), he had no qualms about taking on the challenge. Undaunted

It looks like
the sky's
the limit.

by new processes, he quickly found that his experience in workers' rights, together with his technical background, made him a natural standardizer. He hasn't looked back since 2013, when the project for ISO 45001, *Occupational health and safety management systems – Requirements with guidance for use*, was in its preparatory phase. Rasmussen tells us about that journey and why ISO 45001 matters.

Choosing success

For Rasmussen, "dialogue, collaborating, finding areas of shared interest" are all at the heart of better working conditions. As a specialist in lean manufacturing, he takes a holistic view that would have been an anathema to 19th-century mill owners. Involving workers in discussions with senior management not only creates good working relationships, it actually makes the products better. "Motivated, engaged workers are innovative, they contribute to efficiency improvements," explains Rasmussen. That ability to see the interconnectedness of

things is relatively new, and it's been at the heart of ISO management systems since they were first developed at the end of the 1980s.

By recognizing that no part of the business operates in isolation, management system standards are designed to work together. That enables future users of ISO 45001 to integrate it seamlessly into established systems for energy management (ISO 50001), quality management (ISO 9001) or environmental management (ISO 14001), and many others besides.

Another of the defining features of ISO standards is that they are developed by consensus, and that they are voluntary. I asked Rasmussen why a company would choose to weaken its hand with regard to workers by deciding to implement rigorous procedures when they don't have to. His view is that "conflict mindset is a very old-fashioned way for a company to operate"; it seems that the times of workers-against-the-management have thankfully disappeared from most forward-looking companies, at least in Denmark.



Eye on the bottom line

Everyone with their eye on the bottom line, from small-business owners to shareholders, recognizes how unproductive conflict is, and as Rasmussen points out, “no one really wins a race to the bottom”. As he sees it, “safe work conditions are the bare minimum, these are required by law. But companies with a long-term view go well beyond this”.

Good employers are looking at ways to help develop the people who work for them. By learning new skills, the company, its products and its workforce will be able to compete internationally. “One of the things I’ve enjoyed about the ISO process is not only meeting other experts in the field and learning from them, but the way that differences are settled respectfully and productively,” Rasmussen tells me.

“At the beginning,” Rasmussen sighs, “there were some sticking points. Most people immediately saw the benefits of an International Standard on OH&S, but for some it wasn’t clear how to take it forward, because it’s a new approach.” Of course, through the ISO process, the standard has been carefully nurtured through three drafts, each accompanied by discussion and voting. In this way, all points of view have been brought along, but as Rasmussen observes, “whenever you try something innovative, you’re likely to generate intense discussion”.

The sky’s the limit

ISO has high hopes for ISO 45001. As Rasmussen points out, “this new International Standard fills a niche between national labour laws and international conventions”. It’s about moving beyond basic requirements and implementing a wider view; that’s what makes it so effective.

As the nature of employment itself continues to change, businesses will be required to adapt, to have built-in flexibility. As new possibilities emerge for increased automation to replace the most hazardous and least well-paid jobs, forward-looking people like Jan Toft Rasmussen are enthusiastic, not afraid. According to Rasmussen, “the next generation of heavy-industry workers will be debugging, programming, remote-controlling, and capturing and analysing data”.

The risks of noisy presses, hot metal, heavy lifting and flying sparks will always be there, but fewer people will come into contact with them. But that doesn’t mean the work of improving health, safety and productivity is done. Automatization and connectivity also have their challenges. While Web applications can link millions of willing consumers to an army of equally willing workers,



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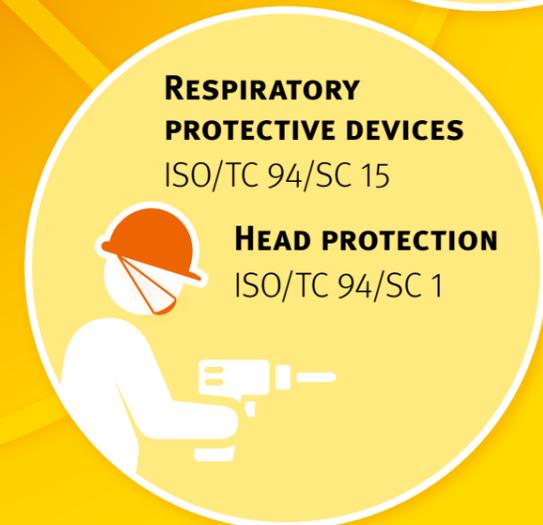
it also thrusts them into a precarious environment with long hours, no benefits and low wages where many may never know the security of a standard job.

Questions arise when the world’s biggest publishers don’t take editorial responsibility, the world’s largest tourist accommodation provider doesn’t own a single bed, and chauffeur and delivery companies have no vehicles, and no employees either. What kinds of protection do people need in place for their own well-being when they are tethered 24 hours a day to a smart device whose incessant pinging mixes family and social interaction with a line manager asking for an update?

To answer questions like these requires a continually evolving view of what things present risks to health and safety. Conventional blue- and white-collar lines are blurring, with either one equally likely to find themselves behind a screen for much of the day. And that calls for a new way of thinking. Fortunately, the OH&S management system from ISO means the outlook is positive: as blue collars lighten, it looks like the sky’s the limit. ■

A SAFE PLACE TO WORK

28 April 2018 marks World Day for Safety and Health at Work. Organized by the International Labour Organization (ILO), it promotes the universal right to a safe and healthy working environment. In addition to ISO 45001, standards by the following ISO technical committees can help create a safety and health culture for workers worldwide and reduce the number of work-related deaths and injuries.





Toward a healthier manufacturing industry

Workplace health and safety hazards can be costly (to lives and the bottom line), but the good news is that they are largely preventable if the right precautions are taken. Here, EEF representative Mike Denison explains.

If you spend every workday sitting in front of your computer with the occasional walk to the break room to top off your coffee, safety likely isn't an issue that's top of mind. Yet, for millions of workers across the globe, their jobs can put them in some extremely high-risk environments where valuing safety can mean the difference between life and death.

The manufacturing industry is a large but diverse part of the employment sector. It is also one of the industries with the most workplace injuries and fatalities. But what can managers do about it? Research shows that 99% of all accidents are preventable. So creating a workplace that targets zero injuries is not a gimmick, but it requires leadership to engage and challenge the workforce to aim for safety.

Health and safety should be a high priority for anyone involved in manufacturing, according to Mike Denison from EEF, the trade association which represents 20 000 companies in the engineering and manufacturing sector. *ISOfocus* spoke to Mike Denison, who also participated in the development of ISO 45001, about how the new occupational health and safety standard will impact the manufacturing sector and

help ensure a healthy, safe workforce and a healthier bottom line. Here's what he had to say.

***ISOfocus*: What specific occupational health and safety risks are related to the manufacturing sector, and how will ISO 45001 help address these challenges?**

Mike Denison: Manufacturing has a diverse risk profile. Whilst it has traditional risks with vehicle movements, manual handling and so on, it also has a couple of significant risk areas, namely machinery and wider ergonomic issues such as repetitive movements. In its section on hazard identification, ISO 45001 asks businesses to look at hazards posed by “the design of work areas, processes, installations, machinery/equipment, operating procedures and work organization, including their adaptation to the needs and capabilities of the workers involved”. This, combined with a requirement to assess “how work is organized, social factors (including workload, work hours, victimization, harassment and bullying), leadership and the culture in the organization”, should push businesses to probe into these areas.

Research shows that 99% of all accidents are preventable.



Maintenance activities within manufacturing often cause problems because, as in many businesses, “production is king”. This can result in pressure to cut corners and take risks to get production up and running and frequently involves the use of contractors. ISO 45001 requires businesses to identify hazards posed by “non-routine activities and situations” and a clause on “Procurement” (which includes a subclause on “Contractors”) should also help to steer things in the right direction.

What’s more, the clause on “Management of change” is particularly timely. As modern manufacturing innovates and moves into areas such as collaborative robots and nanotechnology, it forces businesses to consider the impacts of new products, services and processes to keep on top of their risks.

In your view, why is the publication of ISO 45001 so important?

ISO 45001 takes health and safety global, as it’s the first internationally agreed standard for occupational health and safety management. Now, by gaining certification to the standard, there will be international recognition of where your business stands in terms of managing risks. There is great potential to improve working conditions and help businesses become more sustainable, supporting growth and competitiveness.

Health and safety around the world faces many challenges, and each year over two million workers lose their lives because of accidents and occupational disease. This is clearly not acceptable. ISO 45001 has a role in changing that statistic, because it puts health and safety at the core of the business strategy and will generally change the way we think about well-being at work.

The new standard also sparks conversations that focus on business impact, business risk and conducting business in a moral and ethical way. And with an international benchmark in place, it is likely more businesses will feel encouraged to take the step towards a health and safety management system.

What does it mean for businesses and HSCE managers?

At EEF, we use a similar approach to managing health, safety, the climate and the environment (HSCE). The publication of ISO 45001 brings health and safety requirements in line with other core ISO standards, such as ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 27001 (information security), all of which have been revised to incorporate a new management approach.

This new suite of standards simplifies how a business and its risks are managed. All the standards use the high-level risk management framework of Annex SL, which provides a common structure that facilitates the integration of multiple



Photo: EEF

Mike Denison from EEF.

management systems into a company’s business strategy to improve efficiencies and effectiveness.

ISO management standards follow the Plan-Do-Check-Act cycle that most businesses and HSCE managers will already be familiar with. However, the more recent versions support HSCE managers with one of the main challenges they face – support from above – as they require leadership from the top, which includes taking ownership and demonstrating a commitment to occupational health and safety. ISO 45001 puts the emphasis on an occupational health strategy and how this needs to link into the business’s overall strategy and the context it operates in. ISO 45001 will also ensure that companies recognize and embrace the importance of worker involvement and worker consultation in improving working conditions through better engagement of the workforce.

How will its adoption impact small and medium-sized enterprises?

The majority of businesses worldwide are small and medium-sized enterprises (SMEs). ISO 45001 has been developed with this in mind, though it’s also applicable to larger and more complex businesses. The standard’s approach works on the same risk-based model as was previously used in OHSAS 18001, so the fundamentals should be familiar.

EEF will encourage SMEs to see ISO 45001 as an opportunity. An ISO 45001-certified system will bring global recognition to their risk management approach, which attests to the moral and ethical credentials of the

business as a whole and will give them an edge when competing for international contracts.

How easy will be the migration to ISO 45001 for users of OHSAS 18001?

Due to the many similarities of ISO 45001 and OHSAS 18001, it is expected that the migration to ISO 45001 by businesses already certified to OHSAS 18001 will be relatively painless.

In addition, because of its high-level approach, companies will find it easier to integrate with the other standards such as ISO 9001 and ISO 14001, as mentioned above. This should benefit all businesses, but especially smaller enterprises that are struggling to manage compliance with more than one standard. ■

Creating a **safety culture** in Latin America

A prevalence of high-risk industries such as mining, exposure to powerful pesticides in agriculture and the exacerbation of risks due to climate change, these are just some of the factors that contribute to occupational health and safety hazards in Latin America. But a culturally rooted lack of awareness and engagement is perhaps the greatest danger of all.

by Clare Naden



With some 130 million workers earning their livelihoods in conditions of informality and one in ten not having access to social protection¹⁾, it is little wonder that health and safety is not always top of mind for employees in the Latin America region. However, some organizations are taking the lead in challenging the mindset of many of their workers to bring their health and safety performance to the next level. Here, we talk to experts in Latin America about “where to from here” with ISO 45001, the new International Standard on occupational health and safety management systems.

“Occupational health and safety concerns all of us... It is about the lives and well-being of our colleagues,” says Sergio Henao Osorio, Organizational Change Manager at Ingenio Pichichí S.A., one of Colombia’s leading sugar cane manufacturers. “But the key issue in Colombia is that there is not a true health and safety culture in the workplace. That is one of our challenges, but it is also one of the pillars of our mission: to make it a key value for all our staff, and something we honour in all our activities.”

Ingenio Pichichí S.A., which has a staff of 792 plus 995 contractors, boasts an accident rate well below the 7% average in Colombia and is one of the highest-performing organizations in the industry when it comes to safety. “Our aim is to achieve a zero-accident rate,” explains Sergio, “therefore, we are continually working on ways to encourage self-responsibility, the use of protective equipment, providing the best technologies and generally promoting an overall safety culture.”

1) 2013 Labour Overview. Latin America and the Caribbean, International Labour Organization (ILO).

The culture challenge

In Latin America and the Caribbean, about 30 000 fatalities occur each year and 22.6 million occupational accidents cause at least three days' absence from work.²⁾ Work-related injuries and illnesses represent a significant health risk throughout the region, costing between 2% and 4% of the regional gross domestic product, not to mention the lives and well-being of its citizens.³⁾ But, as in Colombia, a general apathy towards health and safety is a challenge for many organizations in countries across the region.

Luisa Fernanda Pallares, a member of ISO project committee ISO/PC 283, *Occupational health and safety management systems*, and standardization professional at ICONTEC, ISO's member for Colombia, says many people think that because nothing has happened to them before, nothing will happen to them in the future. "In some areas of life, this attitude can be useful, but it is not conducive to creating a safety awareness culture, and as such, people often feel they don't want to invest the time and effort in becoming more aware or taking as many precautions as we would like."

Ximena Baldeón, a standards specialist from INEN, ISO's member for Ecuador, and a fellow member of ISO/PC 283, says her country faces similar frustrations. "Many employees feel that health and safety is about the management and not themselves," she explains. "At the same time, many top managers aren't aware of the cost-benefit ratio and are thus less engaged. This also leads to cultures where people are too afraid or not sufficiently engaged to report incidents or hazards."

This lack of concern is also seen in some organizations in Panama, according to Anibal Ortega, standards specialist at COPANIT, ISO's member for the country, and an expert of ISO/PC 283. "Some organizations lack the expertise and the budget to really invest in preventative measures," he deplores, "and this is reflected in a sometimes insufficient level of concern."

Funding education

Héctor Sáez, another committee member and standardization professional from INN, ISO's Chilean member, says it is not just a question of culture, but also one of education. "The greatest challenge, I believe, for organizations in Chile is that it is often the uneducated workers who have the higher-risk jobs, and they, in turn, don't have the knowledge and understanding to identify health and safety risks," he says. "An organization can demonstrate its commitment to occupational health and safety by

A general apathy
towards health and
safety is a challenge for
many organizations.

providing the right resources, such as equipment and clothing, but if the employees don't use them appropriately, then it is a real challenge."

In Colombia, Ingenio Pichichí S.A. has put in place an awareness-raising programme featuring activities such as plays, cartoons designed by employees' children, practical workshops, technologies for monitoring risks and hazards as well as appropriate auditing, documentation of processes and monitoring and measurement of compliance. In addition, they are certified to SMETA (Sedex Members Ethical Trade Audit), one of the most widely used ethical audit formats in the world, which demonstrates ethical trade and decent work.

Ximena says many organizations in Ecuador do have good initiatives in place, which include training staff and establishing specific goals related to health and safety, in addition to fulfilling national and international regulations. "But many small and medium-sized businesses do not feel they have the budget to undertake extensive measures, and the amount of documentation can sometimes be a barrier."

Anibal says some organizations in Panama are taking the time to hire staff dedicated to occupational health and safety (OH&S) planning and organize OH&S-related events, while in Colombia many organizations already use OHSAS 18001 – a long-standing and internationally recognized benchmark for health and safety management in the workplace – to meet national laws and international regulations, though the cost of certification can be prohibitive for many.



2) Alli, B.O., *Fundamental Principles of Occupational Health and Safety* (second edition), ILO 2008.

3) Giuffrida, A. et al, *Occupational risks in Latin America and the Caribbean: economic and health dimensions*, Health Policy Plan 2002 Sep., 17(3):235-46.



Going further with ISO 45001

“The budget issue will always be a concern,” agrees Luisa, “particularly for small and medium-sized organizations.” Fortunately, the newly published ISO 45001 can now help them take their initiatives even further, making it easier for other organizations with less engagement in health and safety to reduce risk at work and improve the lives of their employees.

For Ingenio Pichichí S.A., the goal is to be the first company certified to ISO 45001 in Colombia, if not the world. “It is for this reason that we have advanced a work plan for the implementation of an occupational health and safety system according to ISO 45001,” explains Sergio. “We believe ISO 45001 will facilitate the integration of

an occupational health and safety management system with other ISO management systems such as ISO 9001 and ISO 14001, which in turn will facilitate the maintenance and improvement of all the systems.”

In addition, he says that ISO’s health and safety standard establishes requirements related to the management of hazards, risks and opportunities, which are key in order to be successful with any of their initiatives as they allow for continual improvement and appropriate prioritizing of resources.

In Panama, the standard will help businesses overcome some of the difficulties often seen in implementing an occupational health and safety programme, believes Anibal. “Its simple

language and clean, systematic processes will not only make life easier for businesses, but help to smooth the processes of local regulation as well,” he says.

The fact that it represents international consensus and best practice is key, according to Héctor. “And after ISO 9001, OHSAS 18001 is the second most widely used management system in Chile, meaning that integrating ISO 45001 will be a lot easier.”

Culture shock

It won’t be without its challenges, of course. Getting buy-in from senior management is the first essential step, though “engaging managers in occupational health and safety planning and defining goals won’t be easy,” Anibal predicts. Equally imperative is empowering the workforce in matters of health and safety, by raising awareness and giving them the right skills, which shows their well-being is taken seriously. “It is vital that employees understand the importance of health and safety and that it is *for them*, not for their management or to improve the bottom line,” says Ximena.

“At the same time, management needs to remember that while some measures may cost money, health and safety at work are an investment, not an expense. Not only will they benefit from a reduction in absenteeism, employees who feel safe and cared for in their work environment are likely to be more engaged and committed to their work – something money can’t buy.”

Luisa agrees that the return on investment is potentially high. “So having an engaged leadership, who can then engage employees is a key factor to success.” Of course, the Latin America region is not the only one to struggle with employee engagement. It is one of the catchwords of our time. But the seeds have been planted and success is indeed anticipated – after all, the lives and well-being of millions of workers depend on it. ■

Getting buy-in
from senior
management
is the first
essential step.

Rwanda brings health and safety to workers



Photo: RSB

Raymond Murenzi, Director General at the Rwanda Standards Board.

Work in all its forms is one of the cornerstones of a well-functioning society. But the workplace can be dangerous and the job itself hazardous, fraught with risks arising from untrained employees, poor supervision, chemicals, moving machinery or inclement weather. Raymond Murenzi, Director General at the Rwanda Standards Board, tells us why ISO 45001 will help make life on the job safer for all.

On 28 April 2017, Rwanda marked World Day for Safety and Health at Work with the health screening of miners in Bugesera District, eastern Rwanda. A notoriously risky business, mining is known for breeding respiratory diseases that keep workers in bed for days, not to mention numerous accidents from poisonous gas leakage, collapsing galleries, flooding or malfunctioning equipment.

Worldwide, occupational health and safety has become a potential public health issue because of the human and economic toll it imposes on society. As a developing country, Rwanda is one place which is at risk of work-related injuries because its industrial economy is growing at a very fast rate. This is particularly true in sectors such as carpentry, construction or even forestry work, renowned for its harsh working conditions.

Occupational diseases and injuries weigh heavily on a company's bottom line, and the economy at large, leading to extended absences from work, untimely retirements and increasing indemnity premiums. Creating a safe work environment is critical to the success of any business. There is scientific evidence that investing in working conditions that are adapted to the needs of individuals increases productivity and economic prosperity – just by keeping employees at work.

To combat this problem, ISO has recently published ISO 45001, *Occupational health and safety management systems – Requirements with guidance for use*, designed to help organizations improve their health and safety performance by ensuring safer work environments, where accidents and diseases are prevented, and lives are saved.

A way to go

Rwanda still has a way to go to maximize workers' health and safety in the workplace. The Country Profile on Occupational Health and Safety (OH&S) conducted by the Ministry of Public Service and Labour in 2012 revealed that occupational injuries had risen numerically in six years from 35 in 2007 to 138 in 2012, while occupational deaths had soared from 41 in 2007 to 263 in 2012. The OH&S Country Profile also revealed that the amount of money spent on occupational hazards in the last seven years had increased from USD 203 673.96 in 2003 to USD 287 608.71 in 2010.

Things are not all bad, though. Rwanda has developed a national policy on occupational health and safety (OH&S) and is in the process of enforcing its legal requirements for the protection of workers across the land. But whilst the country has various OH&S legislation in place, these tend to be disparate and are not part of a strategic and coordinated approach to managing safety and reducing risks.

The Rwanda Standards Board (RSB), a public institution established by the Rwandan government and ISO's member for the country, has made strides in the area of international standardization. In doing so, it has acquired extensive knowledge of standards work and fully participated in the development of ISO 45001 by taking on committee leadership roles. Published in March 2018, the new standard offers guidance to enable public- and private-sector entities to proactively improve their OH&S performance in preventing injury and ill-health.

Journey in participation

Developing countries make up the majority of ISO's membership. Yet, despite their overwhelming numbers, they don't participate actively in the development of standards, seldom attend meetings and, to date, hold only a handful of leadership positions in ISO technical committees.

To redress the imbalance, ISO developed the concept of "twinning", whereby a developing country member enters into an arrangement with a developed country member in a position to share its knowledge and experience of standardization. Through a joint project between the East African Community (EAC), an economic integration involving five countries in the region, including Rwanda, and the Swedish Standards Institute (SIS), ISO's member for Sweden, RSB engaged in a twinning partnership with SIS. We gained a lot of knowledge in standards development, which included leadership in ISO/PC 283, *Occupational health and safety management systems*, the project committee that developed ISO 45001. RSB is much beholden to SIS for its invaluable support in terms of finances and knowledge transfer, which made it possible for us to take an active part in the development of ISO 45001. We commend the ISO initiative, which opens up the global standardization arena and encourages standards bodies to learn from each other.



A game of skill

Despite a genuine political will and being allowed to significantly impact on the development of ISO 45001, Rwanda still shows insufficient uptake of occupational health and safety practices, with only two organizations certified to OHSAS 18001:2007 (the world's former reference on health and safety at work), compared to over 90 000 certified users globally. What's more, no organization has been certified to our own national standard.

Why should this be? According to the National Occupational Health and Safety Policy, one of the biggest challenges of OH&S in Rwanda is the very limited OH&S skills of workers and human resources in terms of risk assessment and management, both in the public and private sectors. For instance, the vocational and technical training institutions responsible for training artisans in various fields of work have not integrated occupational safety and health into their training modules, leading to low awareness of OH&S.

In addition, RSB's trainers, certification staff and Rwandan enterprises have not received sufficient capacity building in OH&S, resulting in lower implementation of health and safety requirements and, consequently, higher human and financial losses. There is an urgent need for building capacity of all stakeholders in the workplace, to protect them from exposure to hazards and risks resulting from work activities.

Improving OH&S in Rwanda

A well-designed, well-implemented occupational health and safety management system is therefore essential to sustain health, reduce injury and increase productivity in the workplace. In the coming years, the implementation of ISO 45001 is expected to help Rwanda:

- Improve business performance by reducing absenteeism due to workplace illness and injury
- Ensure compliance with all Rwandan legislation related to OH&S
- Facilitate continual improvement in employee morale, while decreasing insurance costs and liability
- Transform work operation from detection mode to prevention mode

The importance of ISO 45001 cannot be underestimated. By explaining how to identify and anticipate hazards and risk behaviours, and implement proactive strategies to prevent accidents from happening and reduce ill health, ISO 45001 empowers management to lead their organization to safety, a place of efficient production and increased quality that provides a clear return on investment.

Moreover, the new standard satisfies customer demands for registration and provides the clarity and rigour of a health and safety management framework that will delight regulators, the public and all interested parties. So, with insurance premiums rising, the surge in injury claims and spiralling healthcare costs, the one question organizations should be asking is: "Can we afford not to implement ISO 45001?" ■

WHAT'S NEW ON MARKETING & COMMUNICATION

The ISO Marketing and Communication Forum recently held in Bangkok brought together some 60 professionals from ISO member countries to discuss and exchange best practice and look at the latest trends. The event was hosted by the ISO member for Thailand, TISI.

It was an opportunity to share some of the most interesting initiatives ISO and its members have been working on. Examples include an employer-branding promotion portraying employees as superheroes from Norway and a multimedia campaign including partnerships with business, government and other stakeholders from the USA.

Innovative approaches to address customer needs were also discussed, including experimenting with new ways of giving access to standards, transforming a product-oriented organization into a service provider, online databases, cooperation between members, and more. A representative from Facebook advised ISO members on some of the best ways to use their tool, while we learned how some standards organizations are successfully using Instagram, and what to do when a communication crisis happens. Many members also shared with us tips on how to make the most out of your Website.



The novelty was that, for the very first time, ISO live-streamed some of the highlights into a dedicated Workplace Community, so that ISO members who could not attend, or who wanted to rewatch some of the content, were able to do so.

After our three-day interactive Forum, participants walked away with a hands-on understanding of the latest trends in marketing and communication. It was an excellent opportunity for ISO members to learn from each other and exchange experiences, and one we hope to reproduce in other regions around the world," says Nicolas Fleury, Deputy Secretary-General of ISO.

NEW ISO TECHNICAL COMMITTEE FOR AGEING SOCIETIES

The world's population is ageing, just like each of us. As we enter the era of "super-aged societies"*, governments, communities and businesses need to adapt. A new ISO technical committee has just been formed to help.

In 2017, the number of people worldwide aged 60 years or over had more than doubled since 1980, and it is expected to double again by 2050 to reach nearly 2.1 billion**. The changing demographics of our society bring with it pressures and challenges ranging from healthcare to the local bus. But opportunities are rife too.

The recently established ISO technical committee ISO/TC 314, *Ageing societies*, aims to develop standards and solutions across a wide range of areas, to tackle the challenges posed as well as harness the opportunities of older people in our world.

ISO/TC 314 Secretary Nele Zgavc from BSI, ISO's member for the UK, says dementia, preventative care, ageing workforces, technologies and accessibility are just some of the areas of standardization that the committee proposes to work on.

"Ageing societies have global implications," she explains. "Governments and service providers need to effectively cater to the needs of their populations as they age, for the benefit of society as a whole. There is a crucial need for standards to support this so they can provide a high-quality level of service and harness the opportunities that ageing societies hold."

ISO/TC 314 is currently composed of experts from 30 different countries including those previously involved in ISO's Strategic Advisory Group on ageing societies and in the development of the International Workshop Agreement IWA 18, *Framework for integrated community-based life-long health and care services in aged societies*.

For more information, see the ISO/TC 314 page.

* Meaning that more than 21 % of the population is over 65

** World Population Ageing report 2017



ISO VIDEO ON 70TH ANNIVERSARY

ISO has just launched a new video that shows how the ISO community celebrated the organization's 70th anniversary in 2017. These celebrations reinforced and validated ISO's mission and strategic goals, and allowed the organization to honour the past as well as launch activities for the future.

ISO opened for business in 1947 to facilitate the coordination and unification of standards on an international level. These founding principles still hold true today and the ISO family has blossomed to include 162* members from almost every country in the world. Standardization has come a long way and ISO International Standards,

which now cover almost all aspects of technology and business, will continue to ensure positive change in an evolving world.

The video highlights a few of the iconic moments from the 70th anniversary celebrations undertaken in 2017. In a series of stills and tweets, it shows how ISO members and technical committees commemorated 70 years of international standardization in ISO. The one-minute video also pays tribute to all those who participated in these activities, whose involvement, dedication and engagement were much appreciated. A sincere thanks to all.

* End 2017



For more information, scan the QR code.



Photo: ISS

CONSUMER FOCUS ON THE DIGITAL ECONOMY

Consumers around the world are experiencing rapid and transformative change. Shopping online is becoming as routine as driving to the local supermarket. In fact, digital analytics firm eMarketer projects that online retail sales will more than double between 2015 and 2019, accounting for more than 12% of global sales by 2019.

In view of such future projections, the ISO Committee on consumer matters (ISO/COPOLCO) will organize an open workshop, "Consumer protection in the digital economy", on 9 May 2018, in conjunction with its plenary and related meetings in Indonesia.

Participants will discuss how standards can complement legislation and address e-commerce and data privacy issues, while helping consumers reap the benefits of technology: enhanced choice and improved delivery of goods and services. The workshop organizers hope that bringing together experts and stakeholders to discuss the digital marketplace will generate new ideas to create a fairer market environment in the digital space.

The 40th COPOLCO meeting week will take place on 7-11 May 2018 in Bali, Indonesia, with the cooperation and support of the National Standardization Agency of Indonesia.

For more information:

copolco@iso.org

BELGRADE WORKSHOP TACKLES ANTI-BRIBERY

What are the benefits of the ISO 37001 standard on anti-bribery management systems? How will companies likely use the standard? These topics were discussed at a recent regional workshop in Belgrade, Serbia, hosted by the Institute for Standardization of Serbia (ISS).

Bribery is one of the world's most destructive and challenging issues. With over USD 1 trillion paid in bribes each year*, the consequences are catastrophic, reducing quality of life, increasing poverty and eroding public trust.

Yet despite efforts on national and international levels to tackle bribery, it remains a significant issue – and one for which ISO 37001 is seen as an effective tool. The standard is designed to be used by public, private and non-profit organizations anywhere in the world and is suitable not only for large organizations, but for small and medium-size enterprises as well.

The Belgrade workshop was opened by the highest officials from the country's Ministry of Economy and Anti-Corruption Agency. Twenty-nine participants from Central and Eastern Europe and Central Asia gained insights into how ISO 37001 can help organizations prevent, detect and address bribery and, in so doing, improve anti-bribery programmes in their countries. In her welcoming speech, Acting Director of ISS Tatjana Bojanic reflected on the importance of standards and standardization, not only to tackle bribery, but also as a platform for the economy and society as a whole.

This workshop was held within the framework of the ISO Action Plan for developing countries 2016-2020 by ISO's Capacity Building Unit and funded by the Swedish International Development Cooperation Agency, Sida. A similar workshop was also undertaken for the Middle East and North African Region in Beirut, Lebanon.

* Source: OECD



Migrating from OHSAS 18001 to the new International Standard ISO 45001 may have its challenges, but with careful planning, checking and commitment, organizations, their employees and all stakeholders will enjoy the benefits of improved health and safety management systems.

by Ann Brady

Welcome to the world of health and safety, which, for many people, can invoke extreme reactions. Just a mention of the phrase “health and safety”, like “political correctness”, can bring on an attack of eye-rolling and teeth-sucking. We have all read the absurd (and, yes, sometimes fake) stories of health and safety “gone mad”, from one UK school’s alleged banning of the traditional game conkers – involving chestnuts on strings – to bans on yo-yos in playgrounds and kettles in offices.

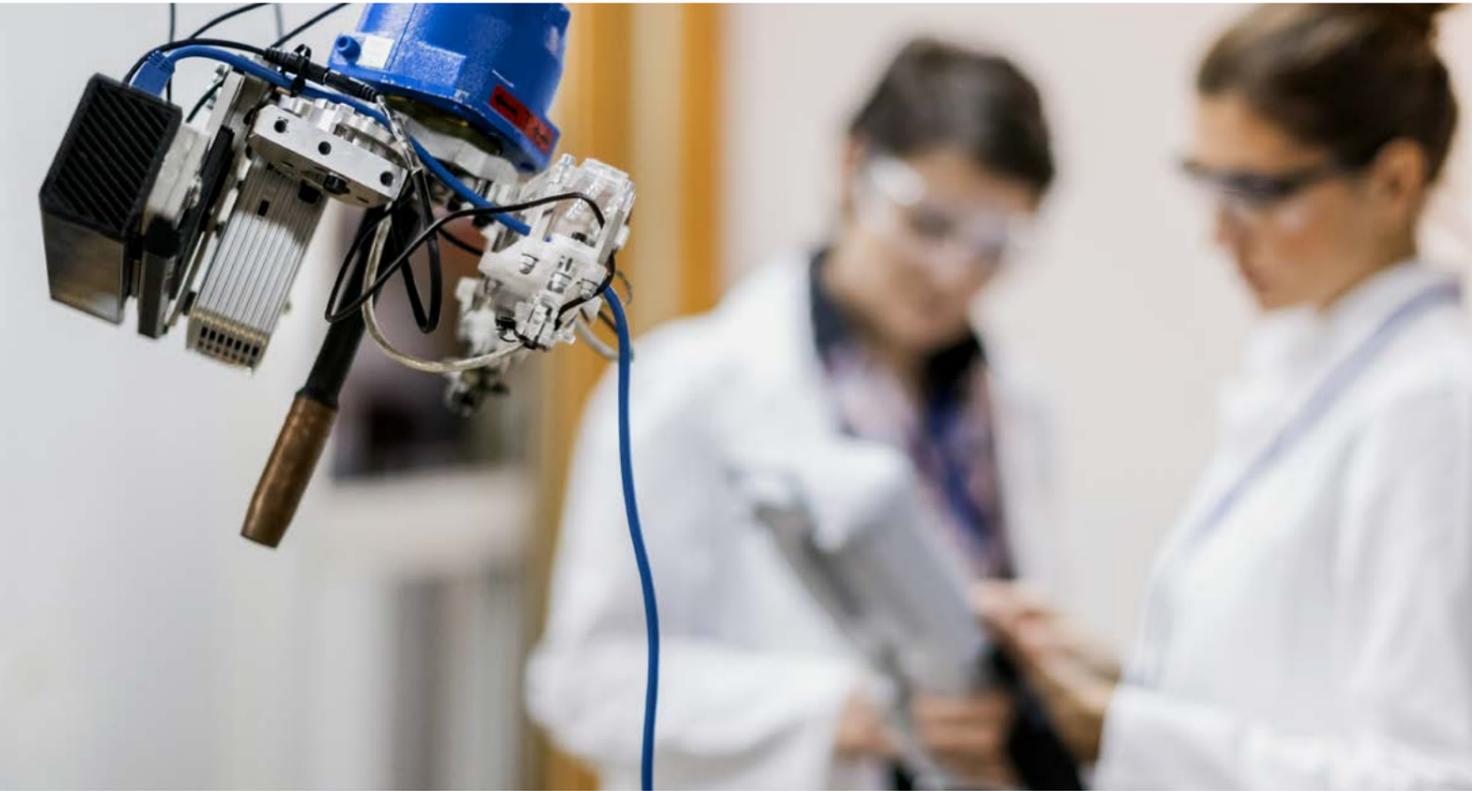
Many of these stories often turn out to be apocryphal; urban myths that have gained currency over the years as the result of an overzealous interpretation of the health and safety rules and the fear of being sued.

Sleeping on the job

All businesses and institutions, of course, have a responsibility to provide their employees with a safe and healthy workplace. Examples here can provoke more eye-rolling. In some organizations and tech companies, sleep pods and nap rooms are becoming the norm, such as the dome-shaped nap rooms at the Beijing headquarters of Chinese Internet company Baidu, and the MetroNaps sleep pods at Google’s head office in California.

Over-indulgent? Perhaps. Most small to medium-sized enterprises (SMEs), indeed most companies in both the public and private sectors, would no doubt consider sleep pods a luxury they cannot afford. Then again, perhaps not. Increasingly, forward-looking companies are seeing the positive effects on the bottom line of recharging tired brain cells. Lawrence Epstein, a former president of the American Academy of Sleep Medicine, says in a *Financial Times* report on occupational health and safety in September 2017: “More and more, we’re seeing how sleep disorders affect work productivity, healthcare costs and workplace accidents. The cost of insomnia in the US is estimated to be over USD 100 billion when you add in reduced productivity, absenteeism and presenteeism [when employees are unproductive at work].” According to a 2016 World Economic Forum report, *Future of Healthy – How to Realize Returns on Health*, companies such as Google have come to recognize that promoting a healthy work environment also promotes productivity, not to mention attracting – and keeping – talent. The report goes on to say: “Better employee health also lowers healthcare costs and, depending on local circumstances, pension costs, and avoids potential liabilities.”

Let the
migration
begin



Increasing productivity

A look at some figures underlines the message of why health and safety is so important. According to the International Labour Organization (ILO), work-related accidents, injuries and diseases kill nearly 2.78 million every year. This obviously has a much wider impact on not only the organizations but also the wider economy as a whole, which has to carry the costs of early retirement, healthcare and a rise in insurance premiums. The ILO also claims that the economic burden of poor occupational safety and health practices is estimated at 3.94 % of global gross domestic product (GDP) each year.

Also in the *Financial Times*, Christa Sedlatschek, Director of EU-OSHA, the European Agency for Safety and Health at Work, writes: “The economic cost of work-related ill health and injuries is estimated to equate to 3%-5% of the EU’s GDP. Health and injuries are also responsible for about 4 000 avoidable deaths due to accidents and about 160 000 deaths due to work-related illness every year.”

With the rise of technology and artificial intelligence, one big challenge is the changing nature of work and the workplace. The Global Wellness Institute has highlighted the need to reskill workers for the new technologies that are making work “more fluid, adaptable and collaborative”. A *Wellness at Work* report by the institute states:

“In order to survive and thrive in the future, businesses and organizations will need to harness the potential of wellness by aligning work environments and cultures with workers’ personal values, motivations and wellness needs.”

Unity in collaboration

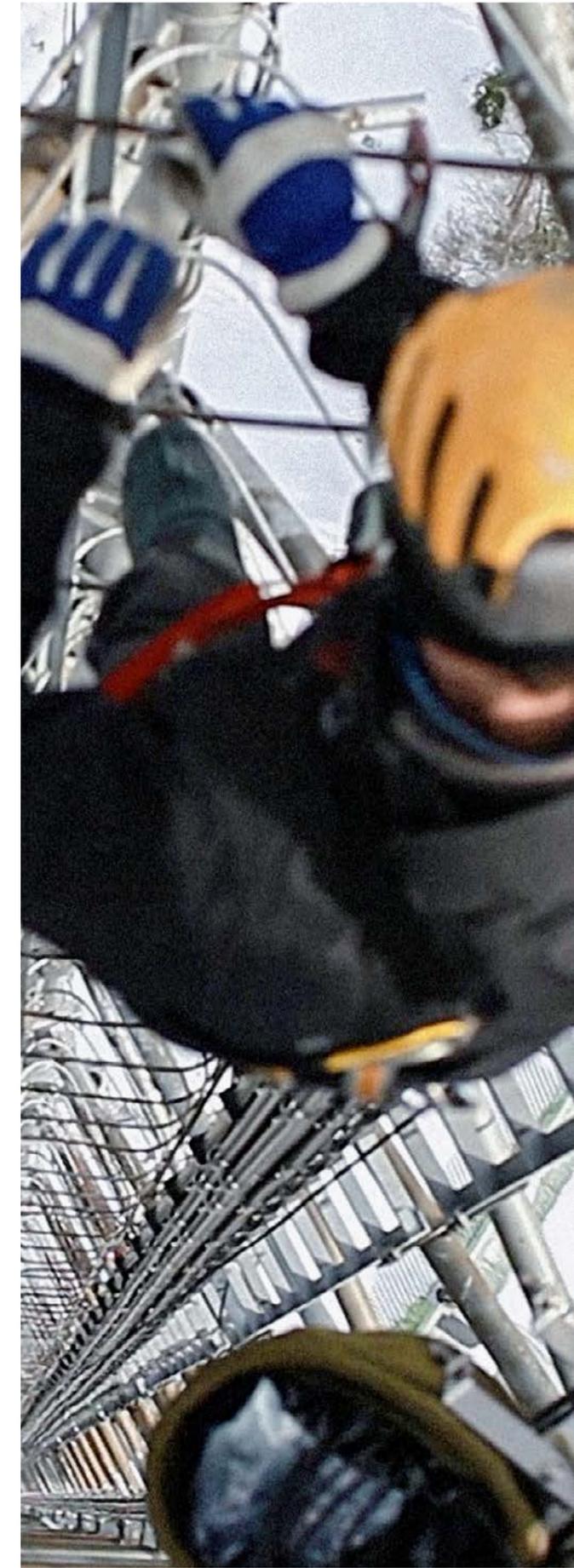
It is no surprise, therefore, that companies and institutions struggling to increase productivity, improve profitability and enhance workforce well-being should take a closer look at their occupational safety and health management systems. Over the years, confusion over national standards and proprietary certification schemes to address these issues eventually led to the Occupational Health and Safety Assessment Series (OHSAS) Project Group, an international collaboration, which spoke with one voice. The group drew together representatives from national standards bodies, academia, accreditation and certification bodies, and occupational safety and health institutions. The BSI Group, ISO’s member for the United Kingdom, provided the secretariat.

Trevor Dodd, who worked with BSI and represents the OHSAS Project Group, says OHSAS 18001 led to an improvement in commitment and involvement by senior management and better training and communication.

The new standard will bring even more effective management systems.

This in turn led to a reduction in accident and incident rates. However, as the world becomes more complex and interconnected, occupational health and safety has also been moving with the times in the shape of a new ISO standard, ISO 45001, which will eventually replace OHSAS 18001. The new standard will bring even more effective management systems to organizations. Dodd says it will also help to end the “perception that, often, health and safety arrangements put in place are unnecessarily restrictive and not necessary when considering the risks involved” – and perhaps lead to less eye-rolling.

So, why the new standard? Dodd explains: “Implementing ISO 45001 makes perfect sense because it provides a framework for managing occupational health and safety risks in a proportionate and proactive way with the aim of providing safe and healthy workplaces that prevent work-related injury and ill health to workers and continually improving OH&S performance.” He adds that the key aspects of ISO 45001 that enable all this to be achieved are related to “leadership, consultation and participation of the workforce and processes for hazard identification, assessment of risks and opportunities together with resources, competence, operational control, performance evaluation and continual improvement”.



Embracing the challenges

The migration from one standard to the other will carry its own challenges. However, Marcus Long, Chief Executive at the Independent International Organization for Certification (IIOC), says that the work involved in putting together ISO 45001, through the collaboration of some of the world's best health and safety brains, has produced a "fabulous" and "world-class" document that will deliver benefits to all involved.

He says that implementing the new standard will be easier for organizations that use other ISO management system standards – such as the ISO 9001 and ISO 14001 quality and environmental standards – as they have the same structure. He suggests that "the core of the world's leading management system standard, ISO 9001, is the best advice to implementing the new standard: Plan-Do-Check-Act".

Certified organizations have three years to move from OHSAS 18001 to ISO 45001 and Long cautions that time can be the greatest challenge. He urges organizations not to be complacent, saying: "Resources are finite so good planning will deliver the best results."

Catherine Montagnon, of INRS, France's National Institute for Research and Security for the prevention of occupational accidents and diseases, is Convenor of ISO/CASCO Joint Working Group 48, which is run in cooperation with project committee ISO/PC 283 on occupational health and safety. As well as being responsible for the development of technical specification ISO/IEC TS 17021-10, *Competence requirements for auditing and certification of occupational health and safety management systems*, which was published in conjunction with ISO 45001, she is Head of the French delegation in ISO/PC 283's working group WG 1 set up for the development of ISO 45001. Montagnon explains that developing ISO 45001 has been a long, difficult challenge: "More than one hundred experts have been discussing, arguing, for five years, to come to an acceptable text."

She believes that the new standard brings "strengthened measures to eliminate hazards and minimize risks according to a hierarchy of control". However, she points out that certification alone will not lead to an improvement of health and safety in the workplace but to the commitment of top management in occupational health and safety performance. "The improvement of working conditions requires a global approach based on the strengthening of social dialogue and the involvement of workers at all levels. Workers and worker representatives should contribute to the identification of potential improvements, to risk assessment and should participate in the development and implementation of an action plan," she says.



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A clearer message

Another benefit of the new standard, Montagnon says, is in its "broad definitions of workers and workplace and precise text on purchasing (contractors and outsourcing) that should really enable companies to procure health and safety workplaces and working conditions to every person working 'for' them".

She cautions, however, that globalization and changing national economic structures make it difficult to "strengthen occupational health and safety culture all over the world". She spells out the risks and opportunities: "The risk is a disparity and increasing discrepancies between countries. The risk is also an approach focused on the needs and expectations of well-represented countries (such as the US, Canada, Europe and Australia) and not aligned with the needs and expectations of other countries. The opportunity, however, is an occupational health and safety culture supported by new means of communication vectors and clear messages on a proven return on investment, as well as a standard that specifies internationally recognized requirements for an occupational health and safety management system."

Long sums it up like this: "The maximum benefits of ISO 45001 will be gained by those organizations that implement the new standard seeking to *make it work* for their organization and not just to gain the certificate, however valuable that is." So while sleep pods, free bowls of apples and Pilates classes may help, clearly, much more needs to be done. Migration to the new ISO 45001 is a huge step in the right direction. ■

ISO 45001

ALL YOU NEED TO KNOW

Every day, thousands of lives are lost due to work accidents or fatal diseases linked to work activities. These are deaths that could and should have been prevented, and must be in the future. ISO 45001 aims to help organizations do just that. Here, Kristian Glaesel and Charles Corrie tell us how the new standard will bring safety to the front line.



Photo: K. Glaesel
Kristian Glaesel, Convenor of the ISO/PC 283 working group that developed ISO 45001.



Photo: C. Corrie
Charles Corrie, Secretary of ISO/PC 283, Occupational health and safety management systems.

Whether you are an employee, a manager or a business owner, you share a common goal – you don't want anyone to get hurt on the job. Improved productivity stems from ensuring people operate in workplaces that provide transparency and build trust throughout their operation and supply chain. In addition, responsible practices are becoming increasingly important to brands and reputations. ISO 45001 is the new ISO standard for occupational health and safety (OH&S). It has become one of the most eagerly awaited standards in the world, and is set to drastically improve levels of workplace safety. Given that ISO 45001 will become part of the business norm, regardless of whether organizations choose to adopt it or not, it's important for companies to stay abreast of the latest developments. *ISOfocus* spoke to Kristian Glaesel, Convenor of the working group that developed the new standard, and Charles Corrie,

Secretary of ISO/PC 283, to get the low-down on this highly anticipated standard.

ISOfocus: What is ISO 45001?

Kristian Glaesel and Charles Corrie: ISO 45001 is a milestone! As the world's first International Standard dealing with health and safety at work, ISO 45001, *Occupational health and safety management systems – Requirements with guidance for use*, offers a single, clear framework for all organizations wishing to improve their OH&S performance. Directed at the top management of an organization, it aims to provide a safe and healthy workplace for employees and visitors. To achieve this, it is crucial to control all factors that might result in illness, injury, and in extreme cases death, by mitigating adverse effects on the physical, mental and cognitive condition of a person – and ISO 45001 covers all of those aspects.



While ISO 45001 draws on OHSAS 18001 – the former benchmark for OH&S – it is a new and distinct standard, not a revision or update, and is due to be phased in gradually over the next three years. Organizations will therefore need to revise their current thinking and work practices in order to maintain organizational compliance.

What are the major differences between OHSAS 18001 and ISO 45001?

There are many differences, but the main change is that ISO 45001 concentrates on the interaction between an organization and its business environment while OHSAS 18001 was focused on managing OH&S hazards and other internal issues. But the standards also diverge in many other ways:

- ISO 45001 is process-based – OHSAS 18001 is procedure-based
- ISO 45001 is dynamic in all clauses – OHSAS 18001 is not
- ISO 45001 considers both risk and opportunities – OHSAS 18001 deals exclusively with risk
- ISO 45001 includes the views of interested parties – OHSAS 18001 does not

These points represent a significant shift in the way health and safety management is perceived. OH&S is no longer

treated as a “stand alone”, but must be viewed within the perspective of running a sound and sustainable organization. That being said, although the two standards differ in their approach, a management system established in accordance with OHSAS 18001 will be a solid platform for migrating to ISO 45001.

I am certified to OHSAS 18001. How do I begin the migration?

When migrating from OHSAS 18001, several steps must be taken to “prepare the ground”, so to speak, before the new management system itself can be established. If you follow the sequence below, you will be well on your way:

1. Perform the analysis of interested parties (i.e. those individuals or organizations that can affect your organization’s activities) as well as internal and external factors that might impact your organization’s business, then ask yourself how these risks can be controlled through your management system.
2. Establish the scope of the system, while considering what your management system is set to achieve.
3. Use this information to establish your processes, your risk evaluation/assessment and, most importantly, to set the key performance indicators (KPIs) for the processes.

The benefits
of ISO 45001
are endless.

Once you have adapted all the data to the tools of OHSAS 18001, you can reuse most of what you already have in your new management system. So, while the approach is quite different, the basic tools are the same.

What do I need to know if I am new to ISO 45001?

The answer depends on how much you know about ISO management systems. ISO 45001 adopts Annex SL, thus sharing a high-level structure (HLS), identical core text and terms and definitions with other recently revised ISO management system standards such as ISO 9001:2015 (quality management) and ISO 14001:2015 (environmental management). If you are already acquainted with the common framework, then much of ISO 45001 will seem familiar to you and you will just need to fill the “gaps” in your system. If this is not the case, things could be a little more tricky. The standard is not easy to apprehend when you read it as a normal book. You have to realize all the interconnections between the specific clauses. My best advice would be to find a good training course to help you unlock the standard’s full potential. You may also want to consider employing consultancy services to assist you in the process.

I have an integrated system certified to ISO 9001 and ISO 14001. How can ISO 45001 be used with other management systems?

ISO’s common framework (the aforementioned HLS) for management system standards was deliberately developed to facilitate the integration of new management topics into an organization’s existing management systems. For example, ISO 45001 is based fairly closely on ISO 14001 as we are aware that many organizations combine their OH&S and environmental functions internally.

How will ISO 45001 be used?

We predict that most organizations will use ISO 45001 to establish an effective OH&S management system, and just a few will want the extra recognition that comes with certification. There is no requirement to certify to an ISO management system standard. Simply having a formal management system in place will bring many benefits of its own through enforcing best practice. Certification is merely an added endorsement that demonstrates to external parties that you have achieved full compliance with a specific standard. The benefits of ISO 45001 are endless when implemented correctly. While the standard requires that OH&S risks be addressed and controlled, it also takes a risk-based approach to the OH&S management system itself, to ensure that it is effective and that it is being continually improved to meet an organization’s ever-changing “context”. Moreover, it ensures compliance with current legislation worldwide. All these measures combined can establish an organization’s reputation as a “safe place to work”, bringing a host of corollary benefits, from reducing insurance costs to improving employee morale – all while continuing to meet your strategic targets. ■

