



Institution of Occupational Safety and Health  
職業安全及健康協會

How to achieve performance and productivity through  
safety and health?

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如何令職安健成為業績和生產力的原動力?

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# What we'll cover

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- Global trends reshaping the world of work
- What concerns a Business Leader?
- Gaining assurance
  - Governance
  - Culture
  - Systems
- Success through Safety Leadership

# An introduction to IOSH

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- Professional body
  - Founded in 1945, a not for profit organisation holding a Royal Charter that exists for the public good
  - Mission: to be the professional body leading the way in global occupational safety and health
- Thought leader
  - An influential voice informing policy and practice globally; underpinned by research, expertise and understanding around occupational safety and health
- Membership organisation
  - The largest membership of occupational safety and health professionals in the world
  - Supporting a global network of 47,000 members in 120 countries
  - 60 Networks across industry sectors and in different parts of the world
- Partner to business
  - IOSH and its members help businesses around the world to excel in safety and health from understanding their strategic intent, linking that to operational excellence and leading the change journey
  - 160,000 people trained to IOSH standards each year in over 70 countries

Our vision: 'a safe and healthy world of work'  
我們的願景：“一個安全和健康的工作世界”

# Who am I?

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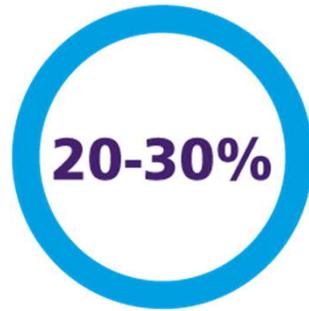
# Global trends

## The changing world of work

Various trends are re-shaping working environments and practices



By 2030 it is expected that workers aged between 55 and 64 will make up 30 per cent of the total workforce in many countries (EU-OSHA, 2016)



20-30 per cent of the labour force in the USA and the EU-15 (up to 162 million people) are now independent workers who are self-employed or do temporary work (McKinsey Global Institute, 2016)



Certain large companies with more than 500 employees, require to disclose employee social and human rights matters (Companies Act, 2006, as amended)



2.78 million work-related deaths occur every year worldwide, over 380,000 are fatal accidents, 2.4 million the result of occupational diseases, including cancer (International Labour Organisation et al. 2017)

# The financial imperative

## Increasing focus on business's social performance

Responsibility and sustainability now vital to bottom line



Four in 10 leaders of medium-sized-business surveyed said **sickness absence** had had a significant, detrimental impact on their organisation's productivity in the last five years (Survey of Medium and Large Businesses, IOSH-Opinium, 2017)



Sickness absence due to mental ill health costs the UK economy more than **£8bn per year** (Centre for Mental Health)



The Modern Slavery Act, passed in 2015, requires all companies with **turnover of £36m** or more that conduct business in the UK to report publicly on what they are doing (Modern Slavery Act, [legislation.gov.uk](http://legislation.gov.uk))



The number of **finest of £1 million** or more for health and safety offences in the UK rose **from three** in 2015 **to 19** in 2016 (IOSH-Osborne Clarke LLP, 2016)

# Opportunity vs. cost

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## Intangible assets linked to safety and health

Forward-thinking businesses are investing in safety and health expertise



€2.2

There is a return of 2.2 euros for every one euro invested in occupational safety and health, according to the International Social Security Association (calculating the international return on prevention for companies – Final report 2013, ISSA)

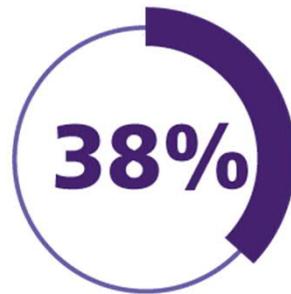
# Opportunities for investment

## Culture

Responsibility is shared at every level of a safe, healthy business



Nine in ten medium and large businesses have a health and safety specialist (90%), seeing them as a central component in creating a positive, productive work culture (31%) and essential to the success of the business (30%)



Only 38% of business leaders identified health and safety training for employees as a tactic for managing absence (Survey of Medium and Large Businesses, IOSH-Opinium, 2017)



Only 28% of business leaders invested in their own learning, to develop an organisational strategy and culture with safety, health and wellbeing at its core (Survey of Medium and Large Businesses, IOSH-Opinium, 2017)



Launch of **ISO 45001** driving a more strategic approach to safety and health across the value chain



# The healthy profit

How investments in safety, health and wellbeing are giving businesses the edge



# What concerns a Business Leader?

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- Strategic environment
- Leadership
- Culture and Engagement
- Brand reputation
- Organisational resilience
- Financial performance
- Governance

Occupational Safety and Health has a key role to play in all of these, right through the organisation

But it needs to be impactful and integrated not simply added on

# The solution

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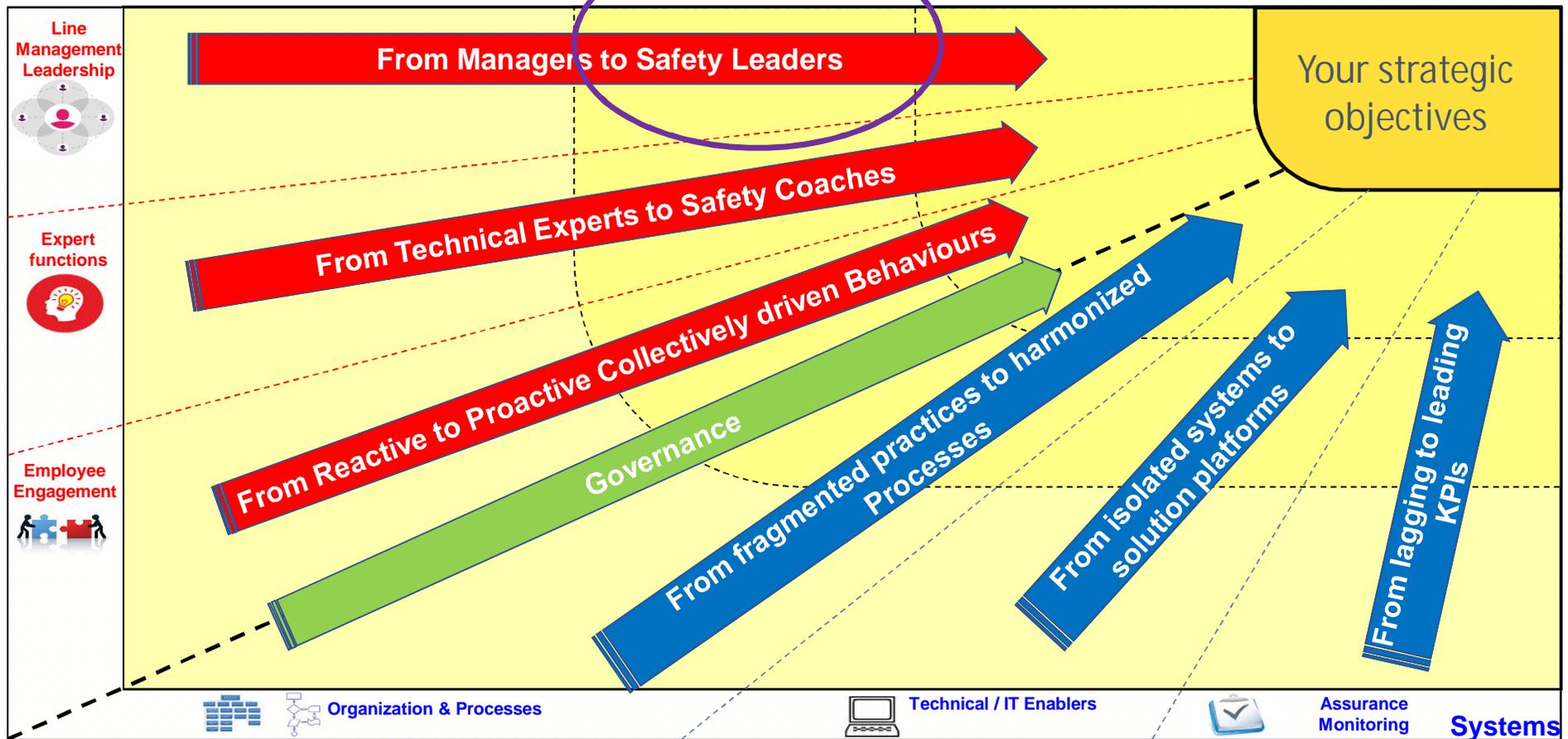
# Effective governance

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# Culture

## People



\*Courtesy of Lenzing Fibers

# Safety Leadership ...a different perspective

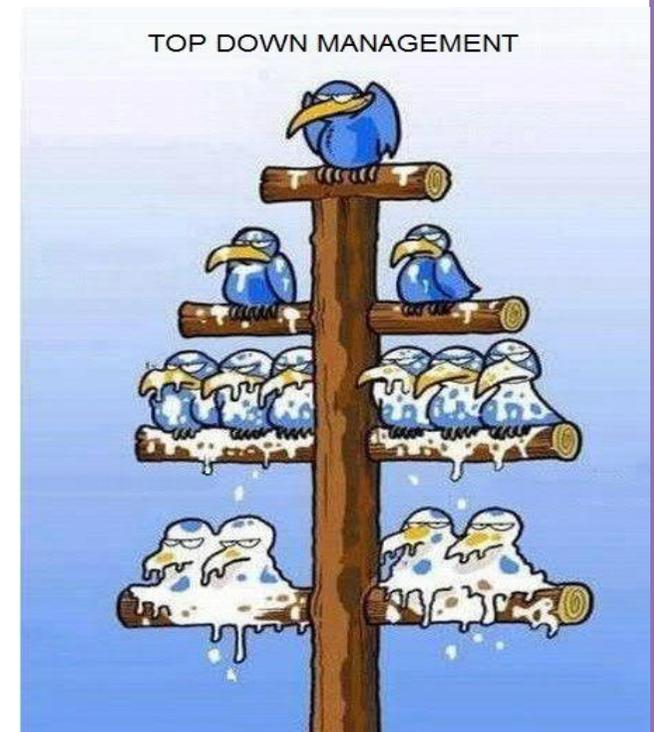
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Who is accountable for safety in your organisation?

Management?

- The executives of an organisation, especially senior executives
- The person or persons controlling and directing the affairs of a business, institution, etc.

Management = Leadership?



# Leadership is not Management

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- The terms 'leadership' and 'management' are often used interchangeably with safety leadership and management assumed to be the same individuals
- Management is an organizational skill
- Managers preside over processes, functions and programs

## Management

- Develops a plan and allocates resources
- Sets objectives, organises schedule
- Monitors situations
- Focuses on order and efficiency
- Ensures standards are met
- A post



## Leadership

- Creates a vision for the future, and encourages others to commit to the vision
- Motivates and inspires others to overcome barriers
- Encourages innovation
- Helps the organisation to develop by adapting to changing circumstances
- A role

## What it Means to be a Safety Leader?

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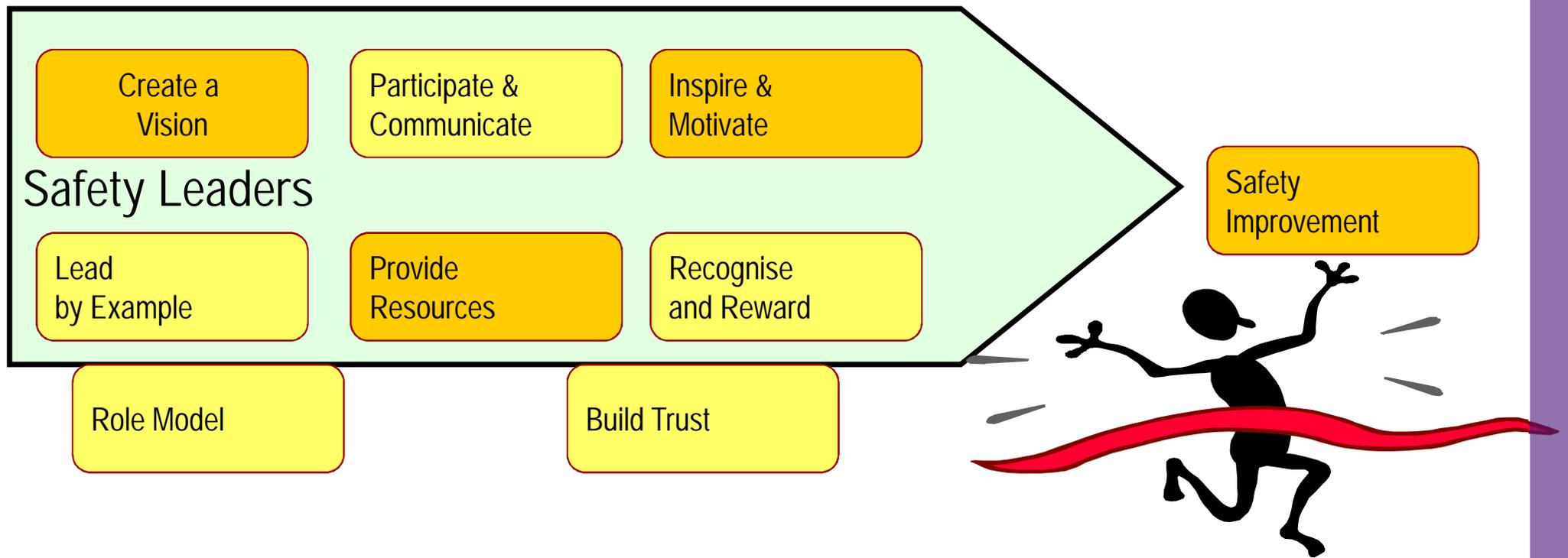
- Leadership is not about the attributes of an individual, but rather their behaviours
- Safety leaders do not influence others through power, status, or authority. They demonstrate high Safety DNA and inspire/ influence their co-workers to do the same through their actions
- Safety leaders care enough about the organisation to take the actions that will keep themselves and others free from danger or injury through guidance, persuasion, direction, and setting the example

# Everyone is a Safety Leader?

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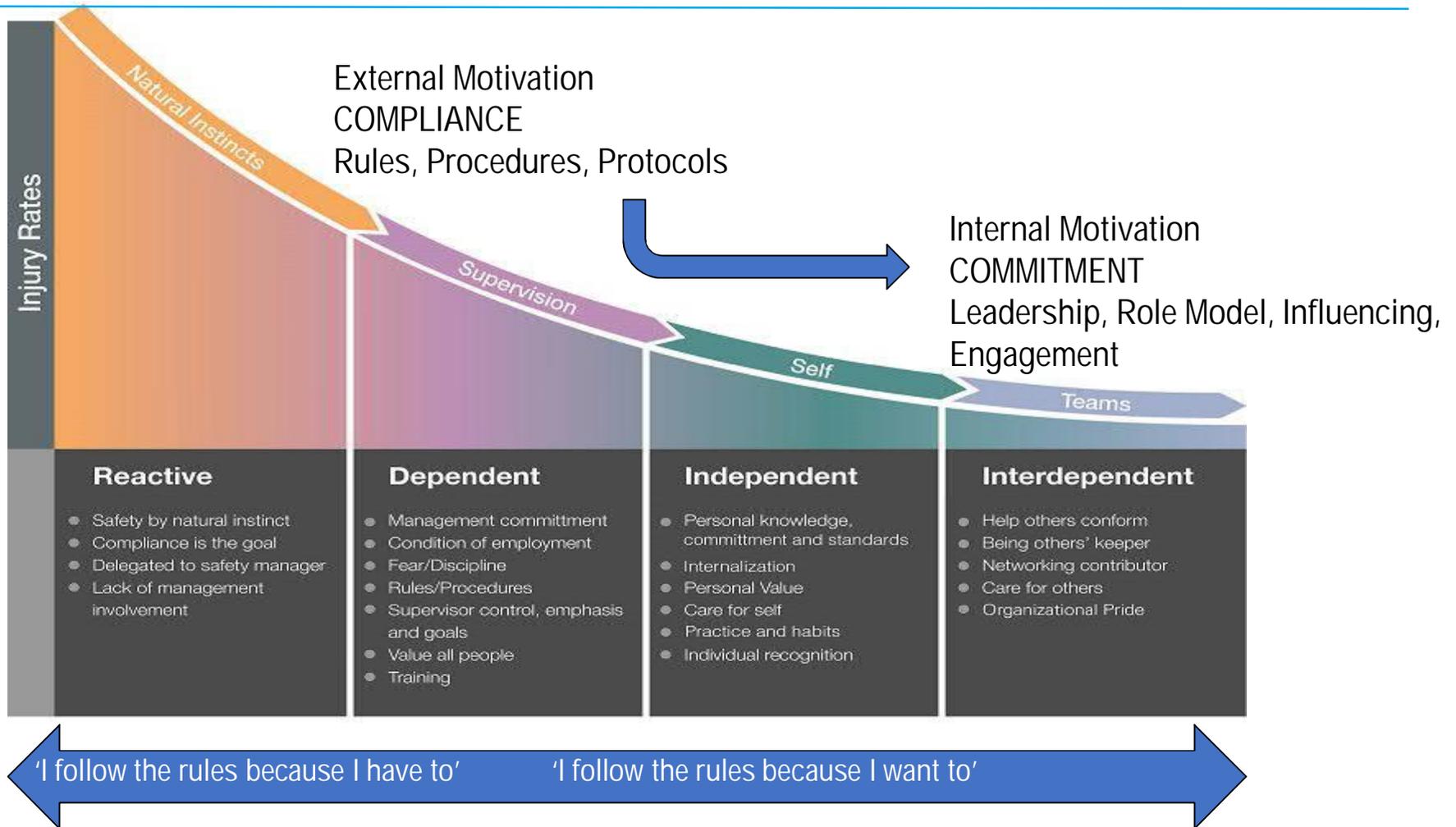
- How to achieve it? Everyone should
  - not accept low standards and risk-taking; be a role model to others
  - feel ownership for safety, and take responsibility for themselves and others
  - feel empowered to take action as needed to work safely
  - actively converse with others to understand their point of view
  - support and challenge each other
  - believe true improvement can only be achieved as a group
- Expected outcome
  - Employees empowered to stop their/others work if unsafe situation
  - Continuous improvement in safety performance
  - Aiming to provide an environment that brings zero harm to people

# Top Tips to become an Effective Health and Safety Leader



I do it because I want to, not because I have to

# The Bradley Curve



## Takeaways...

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- Any individual in an organization can be a safety leader
- It is crucial for organisations to have **safety leaders at every job site, every department, every work team, etc.**, across levels of the structural hierarchy if they want to create a strong safety culture that leads to improved safety performance
- Your job as a Leader is as much about SAFETY as it is about productivity
- Ask for support whenever needed... demand it!
- If in doubt, **STOP THE WORK**
- Document your efforts

You do not lead by hitting people over the head...  
that's assault, not leadership

Pres. Dwight D. Eisenhower

# Thank you

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Any questions?

