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The new world of construction

Creating a culture of opportunity for health, safety and wellbeing

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Section 1 Introduction

We are in the midst of unprecedented change.

Now more than ever, the impact of the construction industry's aging workforce, intensifying material costs, sustainability pressures and slow digitalization is being felt by organizations. With international emergencies and pandemics like Covid-19 and global warming reshaping the way the industry operates, it's never been more important to strengthen organizational resilience and support workers' health, safety and wellbeing.

In the race to protect their workers from today's evolving risks and hazards, and to enhance their operational agility, organizations across the globe are taking steps to create a safer, more people-centric construction industry. Leading organizations have begun to do this by connecting their health, safety and wellbeing (HSW) initiatives with wider business strategies. Not only are these strategies helping them safeguard and prioritize their workers, but it is unlocking new commercial opportunities – and this is just the beginning.

To secure your place in the future of construction, this report will help you create an HSW culture that **drives business** resilience, brand authority, competitiveness and ultimately, commercial impact.

Backed by expertise from global pioneers, this report explores the three core principles professionals need to transform their organization's HSW program, no matter where you are in the world.

BSI panel of health, safety and wellbeing pioneers









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We will explore:

PRINCIPLE 1

Culture of change

How a mindset of prevention and proactiveness paired with a standards-based approach to HSW can boost organizational resilience and competitiveness.

PRINCIPLE 2 Prioritizing people

How prioritizing the wellbeing and equality of workers can improve workforce productivity, agility and brand trust.

PRINCIPLE 3

Strategic digitalization

How investing in the right technology will not only protect workers, but will deliver long-term commercial success.

Take our HSW quiz on page 31 to see how your organization's HSW strategy will fare in the new world of construction.

Section 2 Global landscape of construction

The world of health, safety and wellbeing today

"Globally, there are around 340 million occupational accidents and 160 million victims of work-related diseases each year. This accounts for almost 4% of the world's GDP, or \$3.2 trillion."

- ILO

Today, the global construction industry is under increasing demand to improve the daily health, safety and wellbeing of its workers. To help ease these pressures, international bodies such as the United Nations, BSI and the ILO have taken proactive measures to create universal guidelines and standards that countries and organizations can follow to strengthen and mature their HSW policies. Alongside these efforts, individual organizations are increasingly modernizing and digitizing processes to create safer, healthier workspaces for their employees and protect their workers.



United Nations SUSTAINABLE SEVELOPMENT GOALS Development Goals

Established in 2015, the United Nations Sustainable Development Goals (SDGs) were designed to help end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030 through 17 interconnected guidelines¹. However, in 2019 the United Nations announced that "urgent attention and more rapid progress" is needed by member states to realize the Agenda's vision,² which is why it's crucial for organizations to prioritize their HSW strategies today.



International health, safety and wellbeing standards

ISO 45001 is the world's first international standard dedicated to health and safety management at work. It draws on the foundations of OHSAS 18001, but promotes a more holistic and decentralized approach to occupational health and safety, by advocating a preventative approach to workers' physical, mental and cognitive health, as well as safety. To further support organizations a new standard for psychological health and safety in the workplace (ISO 45003 Occupational health and safety management - Psychological health and safety at work: managing psychosocial risks – Guidelines) will be released in 2021.

In addition, to support organizations during the COVID-19 pandemic, a new publicly available standard was released at the end of 2020 – ISO/PAS 45005, general guidelines for safe working during the COVID-19 pandemic.

Despite the development of international standards and guidelines, there is a vast spectrum of how mature HSW regulations are across the world – even across high-income economies. As you can see from the map (below),

these varying degrees of safety measures have created a fractured global landscape, where the wellbeing of workers is often dependent on the region's willingness to invest in more advanced protocols and implement stricter non-compliance measures.

North America

- With new investment in infrastructure projects expected to take place over the next 18 months, the US will be under increasing pressure to ensure their state and federal legislation, and organizational policies meet necessary standards for workers' health, safety and wellbeing.
- Highway collisions, falls, struck by object, and electrocution are still the leading causes of private sector deaths, with 20.7% of all U.S. workplace fatalities occurring in the construction industry³.

• Europe

- European directive 2017/2398 has been introduced to increase worker protection from risks associated with exposure to carcinogens or mutagens at work. This is a reflection of the EU's acceptance that stricter measures need to be established for organizations dealing with hazardous materials⁶.
- Stronger measures are being introduced, such as the UK government's fire safety review which is committing to delivering the biggest change in building safety for a generation⁷.

Middle East

 Whilst there are lots of development opportunities within the UEA thanks to tourism and infrastructure investment, projects like Qatar's world cup stadium show how relaxed HSW initiatives have failed to protect workers with reports of 1,200 fatalities already⁸.

Latin America

- Several regions are planning for better protection and support for women's rights, with many countries proposing and enforcing new regulations that will limit the volume of greenhouse emissions and ozone-depleting substances countries can produce.⁴
- Brazil has plans to modernize all 36 of its Occupational Safety and Health Regulatory Standards this year⁵.

Africa

- Many regions in Africa, like South Africa and Botswana, face complex health and safety management challenges, such as lack of mature regulation, inadequate infrastructures and funds, and slow digital adoption.
- However, many countries are implementing higher enforcement of regulation through inspections, fines and shutdowns of sites that endanger lives and the environment⁹.

Asia

- Two thirds of all global work-related deaths happen in Asia¹⁰.
- Using Singapore's high HSW standards as a model, regions are developing more mature legislation such as China's required emergency response protocols and South Korea's new workplace harassment law¹¹.
- Regarded for their maturity, Australia's Work Health and Safety laws are closely in line with standards set in ISO 45001.

Oceania

 Despite the region's proactive approach to improving OHS standards, New Zealand still sits in the lowest quartile of the Organisation for Economic Co-Operations and Development (OECD) countries, with numbers of deaths per 100,000 workers up to five times that of the UK¹².

Section 3 Join the movement

How to create a culture of opportunity

In today's rapidly changing landscape, construction organizations are under increasingly intense pressure to deliver projects on time and to budget. As a result, many HSW programs are being inadvertently deprioritized. The result – organizational HSW cultures that barely meet satisfactory standards.

But it is more important than ever that the construction industry focuses its efforts to drive resilience and protect workers.

Core principles of HSW success

Every organization, regardless of region, must create HSW programs that go beyond basic requirements to deliver the HSW standards that workers not only expect, but deserve.

On the horizon is a movement of change. A swell of construction, HSW and regulatory professionals who are collaborating to create a world where standardization and modernization **lead the way for safer, healthier and more ethical workspaces**.

A culture of change

People-first initiatives Strategic digitalization

Driven by three core principles which connect HSW initiatives with wider business strategies, this movement is not only improving the health, safety and wellbeing of workers, but it is creating a culture of opportunity for organizations. A culture that has opened doors to new possibilities, new commercial results and ultimately, the new world of construction. Discover how you can design a HSW program that will not only help you secure your place in the future of construction, but one that will help you build business resilience, authority, trust and competitiveness for your organization.

Section 4
Principle 1:
culture
of change

Adopting a proactive, preventative mindset

"To create real change, we need alignment. We need integrated discussions around how HSW can create value for all stakeholders. One of the biggest mistakes we've made as an industry is having siloed health and safety."



- Kathy A. Seabrook

Today's global construction industry is in the midst of transformation. Innovative new technologies and techniques (such as Building Information Modelling and modular construction), changing worker demographics, updated regulations and modern materials (including programmable cement and mass timber¹³) are changing the way we build assets.

And yet, in a world full of opportunity and innovation, many in the industry are still bound by an old-fashioned way of thinking. One that sees health, safety and wellbeing as a tick-box exercise that sits separately to wider business success.

If organizations want to adapt to this quickly changing landscape, reduce fatalities and injuries, and to capitalize on new opportunities, they will need to welcome a culture of change. "Effective health and safety programs have an efficient system in place for managing specific employee activities, whilst having proactive responses in place to address their risks."

- Jon Brownstein

Delving into unchartered territory

But what's holding construction professionals back from adopting a culture of change when it comes to HSW?

- Lack of regulation or enforcement of mature HSW policies
- Lack of managerial & leadership commitment and employee engagement
- Cost of implementing new HSW procedures
- Low awareness or education around HSW standards
- OHS responsibilities not clearly defined (particularly for SMEs)
- An unwavering belief that HSW has always been, and will always be, done this way

To overcome these barriers, the global construction industry will need to change its perspective and philosophy around HSW. As Kate Field explains: "Many senior executives' blind-spot is often that they don't see the added value that proactive risk management brings to the organization. There needs to be a substantial culture shift for organizations to drive this change."

"A big barrier for health, safety and wellbeing investment is that it's still not being recognized as an asset to business. It's seen as something that absorbs costs rather than adds value." <image>

To fuel this culture shift, professionals across the organization – from HR and operations to finance and IT - need to look at the investment in HSW as a tool that can create opportunities for success. This proactive mindset will allow leadership teams from different departments to implement preventative risk management strategies that **bring added value to organizations**, such as business resilience, agility and productivity.

The impact of these strategies can be seen in the way resilient organizations have reacted to the global COVID-19 pandemic. Organizations with mature HSW programs have been able to navigate their way through the complexity and speed of this changing landscape, ensuring their workers are kept safe, are both physically and mentally supported, and have access to resources they need to weather the storm. This unprecedented outbreak demonstrates how important it is for organizations to have preventative and proactive HSW measures in place at all times to remain agile.

- Kate Field

A standards-based approach to change

To support this proactive mindset and opportunistic attitude, BSI recommends adopting a standards-based approach to HSW.

Standards are an indispensable tool that underpins key decision-making across the board and can make a fundamental difference to operations and workers. They are particularly useful for helping construction businesses, both large and small, understand their responsibilities and create the right structures to efficiently manage HSW and comply with the law¹⁴.

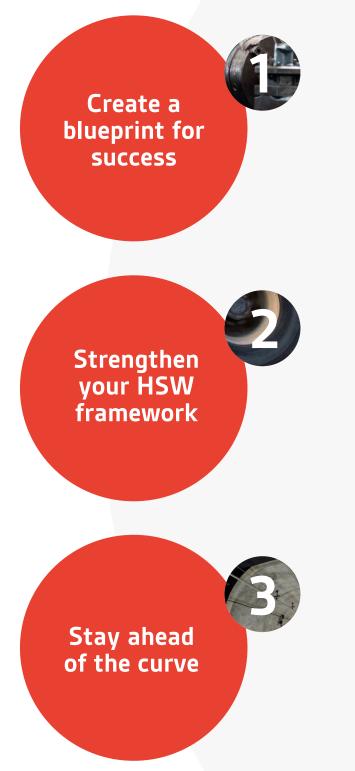
With the backbone of HSW strategies supported by international standards, organizations will have a blueprint of performance goals to work towards (this is particularly useful for organizations in regions where HSW regulations are relaxed). For example, these performance goals include recorded numbers of accidents and incidents, lost time frequency rates, and noise and vibration levels. **This tactic will ensure the global construction industry is working towards the same goals, whilst helping individual organizations boost resilience and unlock new commercial opportunities**.

"I'm an advocate for standards like ISO 45001. Good standards reflect best practices and best practices lower your risk profile. I think it's time for there to be a much broader adoption of international standards in the construction industry."

- Jon Brownstein



A standards-based approach to change



Start by using the UN SDGs (particularly **3**: Good health and well-being, **8**: Decent work and economic growth, **9**: Industry, innovation and infrastructure, **12**: Responsible consumption and production and **5**: Gender equality) as benchmarks of what you want to achieve. Feed these goals into your HSW strategies

Support your strategies with recommendations from standards including Business Continuity Management (ISO 22301) and Specification for collaborative sharing and use of structured health and safety information using BIM (PAS 1192-6), to understand which practical solutions and implementation steps you will need to follow to deliver your HSW program.

Maintain a proactive approach to HSW by engaging with working groups such as **ISO TC/283** who are developing a suite of standards to support **ISO 45001**. This includes the recently released guidelines for COVID-19 Safe Working (**ISO/PAS 45005**), the development of guidelines on performance evaluation (**ISO 45004**), and the new standard for Psychological Health and Safety at Work, **ISO 45003**. ISO 45003 enhances the requirements set out in ISO 45001 and provides information on how to recognize psychological hazards and offers examples of effective, often simple, actions that can be taken to eliminate or manage these.

Case study: ISO 45001 in action Morgan Sindall Infrastructure

MORGAN SINDALL

Morgan Sindall Infrastructure was one of the first companies worldwide to have achieved conformity to ISO 45001 certification.

A key part of the company's certification journey was their renewed strategy on worker engagement. Part of ISO 45001's focus looks at the issue of organizational behavior and at the effectiveness of internal communications. Independently assessed by BSI, Morgan Sindall Infrastructure demonstrated that they met the standard including how their key health and safety messages are being communicated across the organization. "We don't just communicate facts about the service to them – a one-way process. We also ask them to give feedback on specific issues, which constitutes consultation, and prompts feedback and participation from them."

- Martin Worthington

Martin Worthington, Director of Infrastructure at Morgan Sindall Infrastructure, says this has led the company to ensure it has a systematic process for ensuring the participation of workers and consultation with them.

"We have engagement with our people through our mental health service, for example," says Worthington. "We don't just communicate facts about the service to them – a one-way process. We also ask them to give feedback on specific issues, which constitutes consultation, and prompts feedback and participation from them." He adds, "Achieving high standards in Occupational Health and Safety is critical to the success of our business."

Laying the foundation for success

To ensure that your standards-based approach to HSW has long-lasting success, it's critical to communicate and engage with your team, showing them what these standards and goals look like on a daily basis including role allocation, measurement and reporting. **Day-to-day, this can look like**:

- Face-to-face toolbox talks and induction meetings led by senior management teams to educate workers on how they can proactively manage daily risks/hazards using their language.
- Using posters and visual resources on-site to show workers the HSW resources that are available to them – including mental health and wellbeing support solutions.
- Leadership teams actively communicating new strategies through intranets, emails and meetings, ensuring all incidents are reported and immediate action is taken when hazards are reported by workers.
- Implementing a 'plan-do-check-act' (PCDA) model to help address and identify factors that can lead to longterm health issues and absence from work.
- Adopting an audit and compliance tool with mobile functionality, so your teams capture findings on the go.

"Increased consultation, communication, planning and awareness is how we are going to improve safety globally. If you don't plan, you're exposed to situations that could have been thought of ahead of time."

- David Solomon

This collaborative and proactive approach will help to strengthen your HSW culture and show workers their organization's genuine commitment to their HSW.

With various leadership teams from across the organization embracing a culture of prevention, action and optimism, and a workforce supported by international standards like ISO 45001, organizations across the globe are one step closer to a safer, healthier and more supportive construction industry. The next step is leveraging this culture to create an environment that prioritizes workers and unlocks the value of health and wellbeing.

"You have to think of ways you are going to communicate and educate people with your HSW program when the majority of impacted-parties are non-employees. One of the most engaging HSW programs we've seen have been through things like daily competitions set up between sub-consultants and vendors."

- Jon Brownstein

Section 5
Principle 2:
prioritizing
people

Putting wellbeing and equality at the top of the agenda

According to the World Health Organization, "a healthy workplace is one where workers and managers actively contribute to the working environment by promoting and protecting the health, safety and wellbeing of all employees"¹⁶. **It's critical here to acknowledge how wellbeing is included in this definition.**

That's because, over recent years, evidence has emerged showing the grave impact 'high performance' working conditions have had on construction workers' mental health. This globalized 'silent epidemic' has resulted in absenteeism, depression, anxiety, suicide, lost productivity, stress and burnout - **all side-effects from work-related risk factors.**

Work-related mental health risk factors include¹⁷:

- Inadequate health and safety policies
- Poor communication and management practices
- Limited participation in decision-making or low control over one's area of work
- Low levels of support for employees
- Inflexible working hours
- Unclear tasks or organizational objectives
- Gender discrimination and/or inequality
- Harassment, bullying and violence
- Unrealistic deadlines
- Conflicting priorities

"It's estimated that the cost of mental health-related illnesses to the construction industry alone is £2.25 billion to £2.86 billion, with £544m of that related directly to absence costs alone¹⁵."

Whilst stigma has contributed to organizational and regulatory inaction, a lack of awareness and education from leadership has only scaled the problem. Many organizations don't have a health or wellbeing strategy in place at all. Those who do, often focus their efforts on reactive measures, prioritizing mental resilience solutions rather than implementing preventative measures to reduce occupational stress from the beginning.

"In many HSW strategies across the world, the health element is being completely overlooked. Both physically, such as exposure to asbestos or silica, and mentally, like impact through psychosocial factors."

- Kate Field

The need for equality

"Having the active participation and consultation of workers is really important for helping women into the workforce – they've got to feel that their voice is being heard."

- Kate Field

This reactive mindset also applies to the way organizations have dealt with gender inequality within the construction industry. As it stands, the industry's approach to HSW for female workers is preventing women from joining, contributing and thriving in the sector.

For example in the US, women represent 10% of the construction workforce – and yet, 60% of gender discrimination victims in the workplace are female. They have a higher risk of workplace injury due to poorly-fitted equipment, and only 16% of organizations have females in executive positions¹⁸ - statistics which are heightened further in low-income regions.

With the next generation of workers joining the industry, it's no longer adequate to treat health, wellbeing and equality as an afterthought. This new, diverse workforce has high expectations; they demand better worker rights and protection and want an employer that offers them support and development. For an industry suffering from a skills shortage, it's a challenge organizations can no longer ignore or delay.

"Equilibrium network analyzed major international and crossindustry studies within the construction industry, which indicated that there is a clear correlation between a greater number of women on boards and company financial performance¹⁹."

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SKANSKA

Case study: paving the way for equality – Skanska

Skanska is one of the world's leading construction and project development companies. Across their home markets in the Nordic region, Europe and the US, they have implemented advanced health, safety and wellbeing programs to support the UN's Sustainable Development Goal 5 – gender equality.

Their action plans and frameworks are designed to continuously progress diversity and create a fair workplace for all. For example, across every Skanska region, there is zero-tolerance for any form of discrimination and harassment, and they have embedded inclusivity and diversity into their code of conduct.

Skanska's proactive culture of equality and support for its workers has helped to create an environment where three out of seven board members are women, and women fill senior management positions across the Nordics and UK. "A more equal and inclusive workplace allows Skanska to be more effective, innovative, safer, healthier, happier and better at fully understanding and serving our diverse customer pool. Our ambition to create and reinforce an equal and inclusive workplace is firmly grounded in our values and the company we want to be."

- Pia Höök, VP Culture, HR



A people-centric approach to HSW

"Forward-thinking companies are beginning to understand that people are at the core of every thriving business, their contribution and performance is directly impacted by their health, safety and wellbeing in the workplace." The first step towards tackling this challenge is designing a HSW program that acknowledges how psychosocial risks can impact the health, safety and wellbeing of workers. The second is gaining the genuine support and commitment from leadership teams to implement proactive measures that support the **emotional**, **physical and mental health of their workers**.

For some organizations, this may seem like a big cultural shift. This is why international standards like **ISO 45001** have been released, and why **ISO 45003** is being developed, to give organizations the tools they need to be able to deliver HSW strategies that proactively protect and support workers from these psychosocial and physical risks – even in regions where legislation may not cover health and wellbeing.

- Kathy A. Seabrook

With these foundations in place, organizations will start to see new commercial benefits as a result of this peoplecentric strategy. As Kathy A. Seabrook explains, "you can't separate your health, safety and wellbeing risks and corporate performance. It's all connected. Forwardthinking companies are using HSW as an advantage to help them with competitive bidding."

Not only will it pave the way for new opportunities, but it can help reduce costs. It's been reported that for every \$1 invested in health and safety, a company can save \$2.20 by preventing incidents²¹.



The value of effective management of HSW

- Internal communication and collaboration = higher workforce productivity
- Improved worker wellbeing = higher engagement with tasks
- Modern H&S technology = higher workforce efficiency
- Culture of trust and resilience = higher worker retention
- Preventative mental health support = fewer working days lost
- Diverse and equally supported workforce = commercial innovation
- Investment and engagement with workers = increase in discretionary energy

Discretionary energy, as Kathy A. Seabrook explains, is the additional productivity output a worker gives to their organization when they feel they are genuinely invested in and supported. HSW programs that engage workers can help to unlock this extra energy, directly impacting the bottom line and efficiency, innovation and quality of work.



Building long-term success

To ensure that your people-first strategy has the best opportunity for lasting success, you will need to first gain buy-in support at board level. For many organizations, this goes beyond cultural influence and will require showing them the financial benefit of your strategies. Kathy A. Seabrook recommends: "talk their language. Use language and evidence to show them how health, safety and wellbeing creates value for all stakeholders and investors. Show them that there's a competitive advantage to human capital."

Alongside this, BSI recommends using success stories from organizations within high-income economies, such as Finland and the UK, where there are mature HSW and occupational health and safety (OHS) standards in place, or America's National Institute for Occupational Safety and Health 'Total Worker Health' initiative which is wellrenowned for its advanced worker wellbeing strategies.

For the continuous and practical success of a HSW program, leadership teams need to engage workers with the program on a daily basis. This requires ongoing commitment from the top-down to actively listen and collaborate with workers across the entire organization.



It also requires continuous and proactive reporting, assessment and evaluation to decide how well your health, safety and wellbeing programs are meeting your workers' needs. As Kate Field explains, "there's no endpoint for your business journey, and there isn't an endpoint for health, safety and wellbeing. You need ongoing management commitment, resources and competency." Only then will your HSW strategy make a difference to the daily lives of your workers and the long-term future of your business.

Now that you have adopted a standards-based approach to HSW, and designed a program that prioritizes workers, you are ready to align your digital transformation and HSW strategies.



"To realistically change a culture on-site, you have to raise awareness, show teams the benefits and positive outcomes of initiatives to get everyone on board."

- David Solomon

Section 6

Principle 3: strategic digitalization

Making data-driven decisions for a safer world

"Digital integration can reduce engineering hours by 10-30% in the design, financing and procurement stage of a capital project. Similarly, in the operations and asset management phase, operating costs can be lowered by 10-20%²²."



- Deloitte

Within the built environment, construction companies are increasingly adopting digital ways of working as they venture into the fourth industrial revolution. Consequently, we are beginning to see how technology and the use of data can help improve not only the efficiency and performance of workers, but their health, safety and wellbeing. However, for many organizations, HSW and digital transformation are often seen as two isolated strategies. Investment in new technology designed for project delivery is often prioritized over HSW initiatives, and investment capital is usually reported on and measured with greater importance than human capital. As Kate Field explains: "workers aren't always considered the most important asset for an organization. There's normally lots of excitement around investing in IT and technology, but not always the same passion for investing in people."

But change is on the horizon. Leading organizations have started to connect the dots between these two strategies, seeing how corporate performance and successful bidding isn't always a result of their technological innovation, but a result of their workers' engagement, productivity and wellbeing. Organizations who have begun to integrate their HSW and digital transformation strategies are not only opening doors to new opportunities, but they are beginning to streamline investments, maximize commercial benefits and improve worker safety and engagement.

The first stop on their technology investment roadmap is the collection and standardization of data.



Utilizing data for HSW

"You have to collect, analyze and use data in a proactive way – putting controls in place so that you can reduce data trends around hazard and risk."

- David Solomon

If we look at our trajectory of digital transformation, almost every piece of technology that underpins the fourth industrial revolution is rooted in data. This is because data has the power to fuel smarter decision making, more efficient processes and safer working environments – this is often referred to as "prevention through design". As Kate Field explains, Building Information Modelling (BIM) is a powerful process that enables data to be structured, helping organizations prevent unnecessary expenditure and risk:

"The use of innovations like BIM and additive manufacturing when it's used for risk identification and mitigation, has the potential to help organizations predict accidents before they happen. There are case studies that show how the use of these innovations are helping to save organizations millions of pounds and vast numbers of days on projects."



Developing smarter investment strategies

"Solutions need to be attractive for all generations to use. There's no point collecting data, developing controls, training and programs if it's only aimed at millennial age groups."

- David Solomon

With a foundation of reliable, structured and standardized data in place, organizations can begin to develop their wider investment strategies and look for solutions that support both their digital transformation goals and HSW initiatives. This combined, commercially beneficial approach will help organizations create new opportunities, deliver more successful projects, retain valuable workers and compete in today's global market.

This strategic approach to digital transformation starts with careful prioritization. It's important for organizations to look at technologies that solve both digital challenges and improve the HSW of workers. For example, a solution that helps individuals avoid risk, improve communication and automate processes, whilst operationally reduces cost, collects data and streamlines decision-making.

By adopting this people-first approach to your digital transformation strategy, you'll be sure that your technology investment makes real, lasting change to the performance of your organization and your workers, and can provide a platform to get them more involved.

Your digital transformation investment checklist

- Prioritize investment in innovations such as BIM and additive manufacturing to streamline projectwide planning, collaboration and risk management.
 - Implement on the ground IoT and cloud solutions like GPS trackers and mobile devices for worker visibility.
- Adopt an auditiing tool with an integrated mobile app to capture more data from the field. You'll have a single data source you can trust to support your HSW programs and reporting.
 - Use HSW management systems that are aligned to international standards and government guidelines like ISO 45001 so that you can measure the OHS performance of your business.
 - Use your organization's data to create training programs like pre-designed virtual reality simulators that can test variables and workers' responses.

Section 7

Conclusion: a mindset for commercial success

A mindset for commercial success

For leadership teams who are committed to raising standards in their organizations and looking for new commercial opportunities, investing in technology that supports your HSW program is one of the **most effective strategies you can implement.** However, in many regions, getting buy-in support for HSW investment is a challenge – particularly for organizations who don't have regulation or compliance measures to guide them.

"One piece of advice I would give to organizations would be to engage leadership and stakeholder groups in these discussions and really talk about health, safety and wellbeing from a business and value creation perspective."

- Kathy A. Seabrook

Alongside looking at international standards and peer organizations who have achieved commercial success as a result of their HSW strategies, it's important to adopt a mindset of opportunity when building your business case for more advanced HSW programs and technology.

To gain buy-in support, you need to show how your new strategy will help your organization look to the road ahead (i.e. leading indicators such as increased rate of worker productivity/engagement) compared to only showing what's happened in the rear-view mirror (i.e. lagging indicators such as recorded number of injuries).

This proactive mindset, paired with a holistic approach to worker wellbeing and organizational efficiency, will help you unlock new commercial opportunities, deliver more mature HSW practices and ultimately, help you secure your place in the new world of construction.



Putting health, safety and wellbeing to the test

Ready to create new commercial opportunities from your HSW program?

Put the maturity of your HSW strategy to the test. See how ready your organization is for the new world of construction by taking our quiz below.

TAKE THE QUIZ

Based on your responses, you'll receive insightful recommendations on how to strengthen your HSW strategy with insights from the BSI pioneers.

The BSI global HSW standards checklist

In order to build a strong foundation for your HSW strategy and unlock new commercial opportunities for your organization, **BSI** recommends following these global standards and initiatives when designing your HSW program.



Occupational health & safety management systems

- ISO 45001
- ISO 45003
- ISO 45005

United Nations' Sustainable Development Goals

- Goal 3: health and wellbeing
- Goal 5: gender equality
- Goal 8: decent work and economic growth
- Goal 9: industry, innovation and infrastructure
- Goal 17: partnerships for the goals

Building Information Modelling

- ISO 19650 (Organization and digitization of information about buildings and civil engineering works)
- PAS 1192-6 (Specification for collaborative sharing and use of structured Health and Safety information using BIM)

BSI Connect

- BSI Connect Plus: ready to use internal audit, actions and findings tool, with an integrated mobile application
- BSI Connect Custom: configurable solutions to manage audit, incident and compliance programs across multiple sites globally

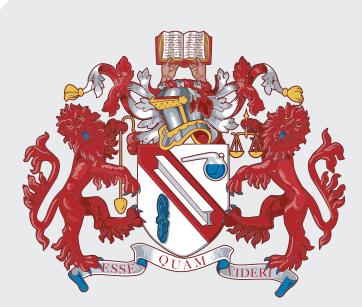
Why BSI?

In a complex world, organizations delivering construction and infrastructure projects find themselves with increasing responsibility to:

- Protect the workforce and communities
- Safeguard the environment
- Manage supply chains or be a responsible supply chain member
- Embrace digital technologies
- Defend their reputation
- Secure information and customer privacy
- Sustain and improve quality
- Prepare for change and the unexpected

Through knowledge, standards and assurance we help drive a safer, digitally enabled and sustainable built environment. We offer over 3,000 construction standards, and over 50% of the world's top construction companies use our assurance services.

To find out more Call: +44 345 080 9000 or visit: bsigroup.com/healthandsafety



By Royal Charter

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