VISION ZERO

Vision Zero Guide for Labour Inspection

VISION ZERO ○○○
Safety.Health.Wellbeing.

developed by

IALI

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Labour Inspection and Vision Zero – Mission impossible?

Foreword by President of IALI

The International Association of Labour Inspection (IALI) is the global professional association for labour inspection. The association has over 100 network members worldwide.

IALI, as an independent association without political and religious ties, has one aim: to help working people in the field of health and safety all over the world.

Since 1972, IALI has been the global foundation association for labour inspection. IALI plays an active role in providing the foundation to build professional, ethical, and effective labour inspection worldwide.

IALI provides information through various channels for members to improve labour inspection services. In particular, IALI provides a forum to exchange information and experiences in the field of labour inspection. IALI has always worked in close partnership with international organizations such as the International Labour Organization (ILO), the International Social Security Association (ISSA), the G20 OSH Network, and other host country organizations and is increasingly working at regional levels. IALI seeks to provide support for its members to build capability and tackle labour inspection challenges, with special focus on improving the lives of workers worldwide.

One such collaboration programme between IALI and the ISSA is the development of the Vision Zero Guide for Labour Inspection.

There is a perceived contradiction between labour inspection, the primary function of which is enforcement, versus the Vision Zero approach, which basically looks to engage and promote. Afterall, the Vision Zero movement is about changing the mindset of stakeholders from a culture of blame to a culture of learning. This is done by shifting the focus of labour inspection from finding faults to finding solutions. This may seemingly be at odds with an enforcement-based approach which traditionally seeks to establish who is at fault and take action accordingly under the law.

However, over the years IALI has been advocating for modern labour inspection to play a dual role of enforcement and engagement. While enforcement is necessary, it is also essential and possibly more important for modern labour inspection to encourage engagement, in order to support companies in taking greater ownership of sustainably improving the safety and health of workers.

IALI believes that by adopting the Vision Zero concept and approaches, labour inspection will better act as a change agent in helping stakeholders to achieve the overall outcome of sustainably improving safety and health.

This Vision Zero Guide for Labour Inspection aims to provide labour inspectors with the necessary understanding and tools to carry out their roles more effectively. This is aligned with the IALI's main objective of promoting professional, ethical, and effective labour inspection.

Ho, Siong Hin
President of IALI

Increase impact by speaking the same language

Foreword by Chair of ISSA's Vision Zero Steering Committee

Since 2017, Vision Zero has become the joint global prevention initiative of the International Social Security Association (ISSA) and all its 14 International Sections for Prevention. From the start, the response to this new approach, which goes far beyond the mere implementation of minimum legal requirements, has been overwhelming. Due to its clear structure and simple, emotive messages, Vision Zero resonates with all actors and has the potential to help implement national laws more sustainably. This has now been recognized in many countries and regions, which are implementing Vision Zero in national strategies. Most recently, Vision Zero has also found its way into the European Union's Strategic Framework for Safety and Health at Work, which sets the framework for the 27 Member States until 2027.

Vision Zero is a strategy for a new mindset across the board. It promotes the message that accidents and illnesses at work are not inevitable occurrences but rather can be avoided through preventive measures, with a role for everyone involved. This requires a new way of thinking and a change of culture in the workplace, which must be internalized, actively practiced, and communicated by all actors.

Vision Zero is therefore aimed first and foremost at internal industry actors, especially entrepreneurs, board members, CEOs, managers, and frontline supervisors, as well as all employees, works councils, representatives, and OSH professionals.

However, external actors who can influence the design and implementation of the company OSH culture must also be on board. Labour inspectors in all countries and regions are of great importance in this respect when it comes to external sources of inspiration. Based on the relevant ILO conventions, labour inspectorates are decisive external bodies that can exert influence on safety and health in companies. On the part of the ISSA, we are therefore very grateful to work in close cooperation with the International Association of Labour Inspections (IALI).

In many countries, however, labour inspectorates have so far been limited to carrying out supervision and enforcement activities. This is in spite of the two pillars stipulated in the ILO Convention: supervision and advice.

This jointly developed guide is intended to close this gap. The Vision Zero Guide for Labour Inspection introduces and presents Vision Zero, for use in labour inspections by all labour inspectors. The guide also helps to show how, through Vision Zero, labour inspections can be used to identify opportunities to have a greater impact on safety and health in workplaces and sustainably implement both the law and a culture of prevention. If all actors speak the same language and send the same messages, we can move closer to our joint goal of zero accidents and zero diseases.

Helmut Ehnes
Chair of ISSA´s VISION ZERO Steering Committee

Why create this VISION ZERO Guide for Labour Inspectors?

As part of the Vision Zero Strategy, the International Social Security Association (ISSA) and the International Association of Labour Inspections (IALI) have joined forces as part of a collaboration programme to demonstrate the benefits of Vision Zero. This will help to increase the sustainable impact of both labour inspections and labour inspectors. Through this collaboration we aim to provide a practical, informative guide for labour inspectors at senior and enforcement levels. The guide looks to encourage them to embrace the Vision Zero mindset and adopt the respective tools as part of their activities. It highlights opportunities and ways to integrate the content in labour inspection toolboxes and day-to-day work, in order to enforce the law and create a higher level of sustainable compliance.

Labour inspectorates and labour inspectors are indispensable actors in ensuring safe and healthy work in the various industrial sectors. In principle, labour inspectors and entrepreneurs have identical interests; they each want to ensure issue-free production so that economically successful enterprises can compete globally while also protecting human lives and health.

However, the reality is often different. Entrepreneurs still perceive it as a disturbance and an external threat when the state announces or unexpectedly carries out an inspection, and labour inspectors are often not welcome in a company. As soon as the inspector enters the factory premises, it's time to be careful – put on your safety helmets! Why is this the case, when both want the same thing in principle? These two actors seem to be speaking different languages.

Moreover, the resources available for labour inspections are always limited, and there is a wide gap between the desired objectives and the visible reality. So, there is a need to use the available resources efficiently. Labour inspectorates need to find new, innovative ways to increase their effectiveness and acceptance by companies in order to have a sustainable impact. We must aim to create an environment in which if a company does not know how to solve a health and safety problem, they feel able to seek advice from labour inspectors.

All actors involved should therefore work to resolve this apparent contradiction between the objectives of their respective priorities and find a common basis for understanding. Vision Zero has the potential to improve dialogue and to carve out a way forward for all involved. While the primary objective is to ensure the sustainable implementation of the legal minimum requirements, entrepreneurs' primary objective is to produce the highest quality without disruptions. Entrepreneurs also know that every incident or accident is a disruption and detrimental to their corporate image. Developing a good corporate image is essential for businesses to be economically successful.

Accordingly, the objectives of this guide are:

- Offer labour inspectorates the opportunity to use Vision Zero.
- Include Vision Zero tools as new components in their own action portfolio.
- Use the Vision Zero QUICKcheck to assess the status of the culture of occupational safety and health at work.
- Make recommendations and provide guidance based on the results.

Therefore, this guide looks to support decision makers in the labour inspectorates to identify these opportunities and create the appropriate framework to adopt the Vision Zero approach, as well as helping staff at the grassroots level to make the most of these new possibilities. The guide is also aimed directly at the inspectors working on the ground in factories, mines and construction sites, showcasing the opportunities that Vision Zero offers and how they can be used effectively.

How this guide came into being

We first came up with the idea to work together on a joint project to increase impact as part of the symposium on OSH Inspection in Times of Vision Zero, organized by the ISSA Transportation Section 2018 in Hamburg, Germany.

This idea was then further developed in many discussions between stakeholders, not least based on existing positive experiences with the Vision Zero concept such as from the Ministry of Manpower in Singapore. Current developments in the conception of national OSH strategies and the European framework were also incorporated, as we see a growing conviction that new approaches are needed to close the gap in the implementation of legal requirements and to give OSH as a whole a less bureaucratic image.

Most recently, at the International Conference on Labour Inspection and the Challenges of the Future held in Wroclaw, Poland, on 27 and 28 October 2022, it was confirmed that a common commitment to the Vision Zero strategy can create a common basis for advancing OSH worldwide.

The main authors of this guide are:

- Ho Siong Hin, President of IALI
- Helmut Ehnes, Chairman of the Vision Zero Steering Committee

Contributors to this guide also include:

- Silas Sng, Divisional Director, Ministry of Manpower, Singapore
- Dr Mohammed Azman, President of the ISSA
- Bernd Treichel, ISSA Specialist
- Nadja Schilling and Christian Felten, ISSA International Section on Prevention in Transportation
- Jens Jühling, Chairman of the ISSA Special Commission on Prevention

However, the initial drafts were commented on by many experts and stakeholders, to ensure broad agreement on the present guide. Suggestions and comments are still welcome because this guide, like all Vision Zero publications, will be further developed as part of a process of continuous improvement.

Current challenges means constant change

With globalization and changing employment patterns, the work of labour inspectorates has become increasingly challenging. It is crucial for them to keep up to date and remain effective while ensuring some consistency across countries and regions. For labour inspectors, while knowledge is important, it is no longer enough.

New technological developments and changes in the world of work are creating many new demands on labour inspection. Examples include industrial robots, computerized technology, technology based on artificial intelligence, genetic engineering, new chemicals, new substances, and new forms of work organization. The above-mentioned developments are of growing concern and a primary reason for stress and other occupational diseases, particularly in transition countries, incurring sometimes significant and often "hidden" losses and production on-costs.

New technologies require inspectorates to adapt to a range of new situations, including new work processes, different types of hazards, new and unfamiliar working conditions, and new types of work accidents. New technologies with the potential to be major hazards – as used, for instance, in chemical and nuclear plants – not only affect workers in the immediate working environment, but often also the population in surrounding areas. In their advisory role, inspectors must therefore always keep in mind the potential effects of any ongoing work on the wider public.

On the other hand, in many regions, labour inspectorates still struggle with the basic OSH standards and do not have enough resources to do the minimum. This is a point of tension that labour inspectorates constantly battle, especially in developing economies. Faced with the constant challenges of manpower constraints, most labour inspectorates worldwide find it difficult to be as effective as is required to ensure safe and healthy workplaces under their jurisdiction.

Tackling such complexities requires greater emphasis to be placed on labour protection through prevention at the earliest possible stage.

Are labour inspectors enforcement officers or change agents?

Labour inspectorates continue to play a central role in the implementation of labour laws to ensure working conditions that protect the rights of millions of workers worldwide. They help to promote compliance with relevant labour legislation through inspection, providing information and advice, and, where necessary, taking enforcement action.

However, the bigger question is whether inspectors just inspect for compliance, or if rather they could be perceived as change agents. Currently, inspectorates have a range of tools that inspectors use to encourage compliance change at the enterprise level. The craft of enforcement is a question of selecting the right tool for the job in hand.

Labour inspection is often under-valued and under-appreciated in many countries. This is because labour inspection is often perceived to create additional costs for businesses. We need to correct this misperception. Effective labour inspection adds value to the economic development of countries and enterprises by preventing industry mishaps, reducing downtimes, enabling sustainable development, and improving the well-being of the workforce.

Figure 1. Risk-reduction interventions
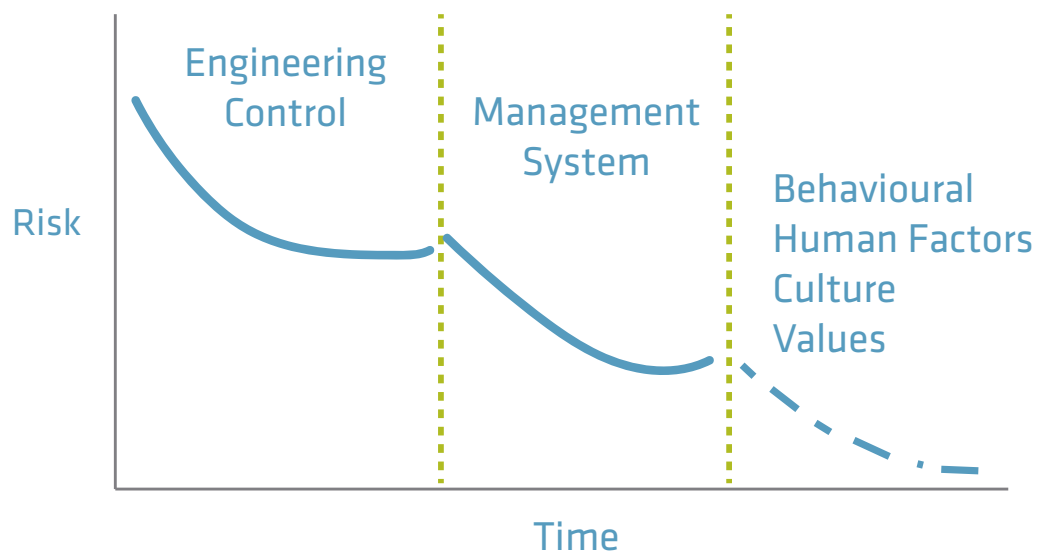
Within most statutory frameworks, the labour inspectorate is provided with many tools which can be used to influence positive change. Through fair and consistent enforcement, education of workers and employers, and the implementation of various other prevention programmes, the labour inspectorate should be able to directly influence the OSH situation of workers. If the inspectorate carries out its activities effectively, it is realistic to expect, for example, outcomes of increased safety in the workplace, made possible by increased worker participation in workplace safety and health.

Why Vision Zero? The story behind the strategy

Vision Zero is a global strategy based on the belief that every instance of harm, every accident and every occupational disease can be prevented by looking at the three pillars of safety, health, and well-being. It is an open-source concept, and everybody is invited to join and use its key concepts and tools. The magic of Vision Zero lies in its simplicity, flexibility, and adaptability. Its 7 Golden Rules can be used by companies and organizations of all sizes and in all sectors. The Vision Zero Strategy provides easy-to-use resources in terms of guides, publications, and communications material. The key to its success, however, is the engagement of more than 16,000 companies, people and partners, each committed to working towards a safer and healthier world of work.

Vision Zero should be understood as a journey and a process towards the ideal. It is also a value-based vision, implying that work should not negatively affect workers' safety, health, and wellbeing (SHW). Instead, work should help them maintain or improve their SHW and develop their self-confidence, competences, and employability.

Since its global launch in Singapore 2017, the initiative has grown continuously, with increasing numbers of partnerships and adoption rates. National launches have been organized in a huge number of countries to support implementation. Vision Zero has also been discussed at the highest political and economic levels, including on G20 and G7 agendas. A Vision Zero Fund, managed by the ILO, has been put in place. Vision Zero has also been a key element in developing the European Union's new strategic framework on health and safety at work 2021–2027, Occupational safety and health in a changing world of work.

One of the great advantages of the Vision Zero strategic approach is that it is compatible labour laws and national standards, but can also be used as an umbrella strategy to support better implementation of the law. All existing initiatives can be incorporated in Vision Zero, supporting sustainable implementation and increasing acceptance. It's a way to simplify and translate the regulatory framework for sustainable implementation at enterprise level.

Global background

Occupational accidents and work-related diseases take a heavy toll on humankind across the globe and cause significant economic losses. Every day, more than 7,945 workers die due to unsafe and unhealthy working conditions, representing an estimated economic loss of 5.4 per cent of global gross domestic product (GDP). This negative economic impact is due to lost productive working days, disrupted production processes, material damage, image damage and costs for health care and workers' compensation. These figures show that, alone, legislative measures, traditional expert-based preventive concepts and enforcement have not yet delivered sufficient results.

The United Nations Sustainable Development Goals (SDGs) address these human and economic tragedies by calling for "decent work and economic growth" (SDG 8) and "good health and well-being" (SDG 3) at work. Against this backdrop, the ISSA, an UN sub-organization of 320 national social security organizations from 160 countries, presented a new prevention strategy at the World Congress on Safety and Health at Work in Singapore in 2017, known as Vision Zero.

Vision Zero – for a holistic prevention culture at work

Vision Zero is a global initiative to build a holistic prevention culture that looks to benefit companies, workers, managers, and society alike. It is motivated by the belief that all companies, especially in high-risk sectors, have a kind of "contract of trust" with the surrounding community requiring them to best preserve the health and lives of workers and society members. This new approach has been developed, tested, and successfully implemented by the Mining Section of ISSA, and accepted by all 14 ISSA international sections for prevention. Vision Zero has the potential to improve the overall safety and health performance in all industrial sectors and for all workplaces. Vision Zero shows ambition and commitment to safe and healthy work and calls on leaders to commit to their responsibilities. More than 16,000 companies and organizations support this initiative and are convinced that a lively prevention culture in companies is essential to achieve Vision Zero. It creates the conditions for safety and health to be seen as non-negotiable values as part of journey towards business excellence.

In many companies, safety management is already well developed, but there is often a need to improve in terms of health management. Especially when it comes to looking after the well-being of workers, a new way of thinking is required. By making changes towards a prevention culture as part of Vision Zero, companies are able to implement and sustainably improve forward-looking measures for accident prevention, health protection and the health competences in a targeted manner. This also integrates Vision Zero's prevention approach and three pillars of safety, health, and well-being at all levels. Accidents and work-related illnesses have causes that need to be identified in time, allowing those accidents and work-related illnesses to then be prevented.

Vision Zero does not directly mean that "zero accidents" and "zero illnesses" will be a reality tomorrow, but rather represents a clear mindset that aims to take responsibility. Everyone must play an active role in ensuring every possible step is taken to protect SHW through proper design, planning, procedures, and practices.

The Vision Zero global strategy and its toolbox should be added to labour inspectorate's collection of tools and resources. It has the potential to create a common understanding between the inspector and enterprise management regarding priorities and regulatory style.

Vision Zero is an ongoing global movement that calls upon employers, workers, unions, governments, and labour inspectors to embrace and commit to a mindset that every injury and ill-health at work is preventable, and a belief that zero harm is possible.

Figure 2. Principles of Vision Zero
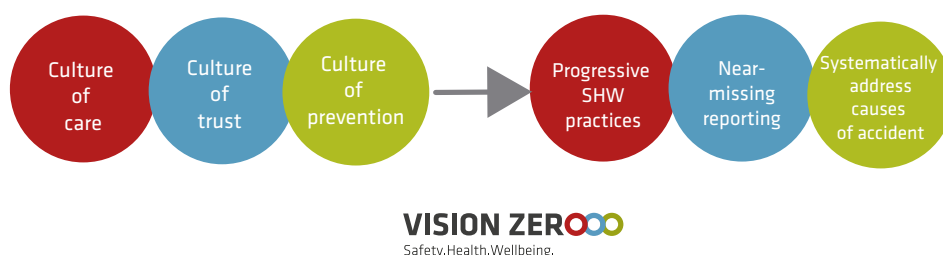
Introducing prevention culture principles to labour inspectors is an important step because recognizing and measuring the workplace climate helps to reinforce safety and health efforts and provides the data and information needed to identify strengths and weaknesses to effectively implement changes.

Figure 3. The essential change through Vision Zero

A mindset that all work-related injuries and ill health are preventable

Mindset shift

Fault finding | Blame culture

Finding solutions | Culture of learning

Figure 4. The Vision Zero strategy at a glance

Vision Zero philosophy
- All injuries and ill health arising from work are preventable
- Premise on the culture of care, trust and prevention
- Building a culture of prevention that integrates safety, health and well-being at work

7 Golden rules
1. Take leadership
2. Identify hazards
3. Define targets
4. Ensure a safe and healthy system
5. Ensure safety and health in machines, equipment and workplaces
6. Improve qualifications
7. Invest in people

Vision zero is NOT about
showmanship

Vision zero is also NOT about
marksmanship

Vision zero is definitely NOT about
censorship

Vision zero is about
leadership

Vision zero is about
ownership

Vision zero is about
partnership

Three pillars of Vision Zero

Vision Zero accepts the right of every worker to life and physical integrity, as outlined in the United Nations Universal Declaration of Human Rights. By implementing Vision Zero, governments, industries and enterprises commit to doing everything possible to identify all factors with a potential to cause harm, injuries, and diseases as early as possible and to prevent any harm to people. Vision Zero offers a special focus on fatal accidents and diseases and serious injuries and damage to health within its three pillars.

Figure 5. The three pillars of VISION ZERO

1, SAFETY refers to the active promotion, maintenance and sustainability of safe working conditions and safe workplace behavior, meaning workers remain injury-free. It includes the prevention of unsafe working conditions and sudden and unexpected events such as accidents, incidents, and near misses.

2, HEALTH refers to the active promotion, maintenance and sustainability of healthy working conditions and healthy behavior in the workplace so that workers' physical health and ability to work are maintained. Health can be affected by exposures to dust, noise, hazardous substances, and vibration and can be connected to heavy lifting, ergonomics, etc.

3, WELLBEING at work (i.e., mental health at work) refers to the active promotion, maintenance, and sustainability of healthy psychosocial working conditions so that workers' mental health and ability to work productively and creatively are maintained Well-being is affected by workplace design, work organization and human factors.

Reducing complexity through the 7 Golden Rules of Vision Zero

The key elements of the Vision Zero Strategy are the 7 Golden Rules. If they are actively implemented in workplaces, the company is on the way to developing change, moving from only compliance towards a proactive prevention culture that actively involves managers and employees to support a new mindset for SHW, economical success and sustainability. The 7 Golden Rules are compatible with all national occupational safety and health laws and complement them in an easy-to-understand way.

1. Take leadership – demonstrate committment

The employer, executives and managers are responsible for safety, health, and well-being in the enterprise. Leadership demands open communication and a clear management culture. Good leadership is exhibited for example by predictability, consistency, and attentiveness. Executives and managers are role models and they lead by example. They establish the rules, and they follow their own rules. Violations of the rules need to be addressed immediately. What managers do, tolerate and demand sets the standard for employees.

2. Identify hazards – control risks

There are two main sources of information to create proactive risk management in a company. Risk assessment serves as an essential tool for the timely and systematic identification of hazards and risks in workplaces to implement preventive actions. Accidents, injuries, and near misses as well as occupational diseases and work-related illness must be identified, documented, and evaluated. The less we treat the risk assessment process as a bureaucratic duty, the easier it is to communicate more mistakes and near misses openly. This in turn leads to identifying and taking more opportunities for improvement and to design safe and healthy processes, which is part of implementing a proactive preventive culture.

3. Define targets – develop programmes

Progress and success in SHW require clear goals and concrete steps for implementation. Therefore, a short- and medium-term plan should be established. SHW has many facets and it is important to set priorities and clear goals. Many goal-oriented, programme-based approaches exist. Companies can set goals to continuously reduce the number of accidents or implement thematic goals. Once employees recognize that their SHW is not only a priority but a business value for the company, success will soon follow. Achievements should be communicated regularly.

4. Ensure a safe and healthy system – be well-organized

It is important to take a systematic approach to organizing SHW. This is an effective approach, not only in terms of complying with the law. Well-organized SHW will help as well to run the business more smoothly because disruptions, production downtime and quality problems are reduced. These are all good reasons to make sure that OSH is organized in an effective way. Checklists can help. Sustainable organization can be improved and implemented by installing an OSH management system to guarantee continuous improvement. External audits offer a second opinion and create external input for innovation.

5. Ensure safety and health in machines, equipment and workplaces

Safe production facilities, machines and workplaces are essential for working without accidents. Health effects are often neglected but must be considered as well. Effective SHW strategies include technical, organizational, and personal measures, but technical measures must take precedence. It is essential to keep machines, facilities, equipment, and workplaces up to current OSH standards, and to exclude or minimize detrimental effects on health. When new production facilities are planned or commissioned, the purchasing department must be made aware that savings must not be made on SHW. Retrofitting is much more expensive. Accidents on machines mostly happen during troubleshooting, repairs, or maintenance, therefore those processes require special attention. Safety devices are often manipulated or ignored and this results in serious accidents. It is the management's responsibility to prevent this.

6. Improve qualifications – develop competences

Investing in training and skills for managers and employees makes sure that the required knowledge is available in every workplace. After an accident it is easy to ask how such a thing could happen. Technical facilities and production machines are increasingly more productive, faster, and digitalized, but also more complex and prone to malfunctions. Qualifications and training for employees are becoming increasingly important. Senior management is responsible for maintaining an overview of competences and qualifications. A detailed analysis and description of the required qualifications for every position must be set up and respective training must be organized for all employees. Workplaces constantly change, and thus half-life time of knowledge is growing shorter and shorter, meaning the skills of workers need to be refreshed at regular intervals. More than ever, providing training and continuing education is a must, while leadership and management need to be trained too.

7. Invest in people – motivate by participation

Motivating employees to act in a safe and healthy manner is one of the most important leadership responsibilities. Companies that show appreciation for their employees and actively involve them in SHW are tapping into an important source of potential: their knowledge, abilities, and ideas. When employees are involved in the risk assessment process or in developing operating instructions, their willingness to follow the rules increases. Motivation can be increased through regular interactive events or awareness days which help to bring SHW to life as tangible "experiences". It costs nothing to praise employees for proper behavior, ask them about their ideas, express interest in difficult work tasks, and address unsafe actions or near misses immediately. Blame-free, trust-based communication supports open social dialogue. People in workplaces, including employees and managers, who can make decisions on what is safe or unsafe are a real treasure. The goal is for everyone to look after their colleagues as well as themselves, with an approach of "one for all, and all for one!"

Exclusively Designed for Labour Inspectors:

Vision Zero QuickCheck to measure Prevention Culture at Workplace

The key elements of the Vision Zero strategy are the 7 Golden Rules. If they are actively implemented in workplaces, the company is to developing change, moving from only compliance towards a proactive prevention culture that actively involves managers and employees to support a new mindset for SHW, economical success and sustainability.

Based on the 7 Golden Rules a Vision Zero QUICKcheck to measure the level of prevention culture has been developed. We suggest this is implemented in the daily work of labour inspectors to get a quick snapshot on the current performance of the company.

For every Golden Rule, there are two key questions. The labour inspector should find the answers for the respective enterprise by observing the situation at the evaluated workplaces and by asking questions to managers and employees.

For every key question five different options for answers are offered, describing the indicators for a proactive implementation of the respective Golden Rule. The five answers generate a rating between one and five points. So, for each of the 14 key questions a maximum of five points can be achieved – meaning for every Golden Rule a maximum of ten points.

If you add up the results of all the key questions, you get a maximum of 70 points. The level of implementation of a sustainable prevention culture can be determined according to the following rating:

Total Points [from Key Questions]	Level of Vision Zero – Prevention Culture Implementation	
70–64	Achieving	**Sustainably** introduced
63–54	Advancing	**Successfully** introduced
53–44	Progressing	Key elements **introduced**
43–34	Learning	Key elements part**ially introduced**
33–24	Starting	Still at **beginner** level
23–14	Still Poor	More ac**tions required**

1. Take leadership – demonstrate commitment: standardized, integrated, innovative, visible?

The employer, executives and managers are responsible for safety, health, and well-being in the enterprise. Leadership demands open communication and a clear management culture. Good leadership is exhibited for example by predictability, consistency, and attentiveness. Executives and managers are role models, and they lead by example. They establish the rules, and they follow their own rules. Violations of the rules need to be addressed immediately. What managers do, tolerate and demand sets the standard for employees.

The level of implementation can be rated by answering the following key questions.

1.1. Can actions and demonstrated leadership by the CEO and Senior Management Team be observed?	1–5
1. No observation	
2. Mission statement available/principles signed / responsibilities are clear	
3. SHW is a topic in all meetings/Innovative SHW activities identified	
4. CEO leadership is well known, visible and credible / Leading as role model confirmed / Safety walks performed	
5. Employees confirm importance of SHW shown by senior management	
1.2. Can actions and demonstrated leadership by the middle and frontline managers can be observed?	1–5
1. No observation	
2. Middle and frontline managers are competent by Vision Zero training	
3. Middle and frontline managers show clear leadership, active SHW and lead as role model and perform safety walks	
4. Middle and frontline managers show ZERO tolerance against violations of SHW rules and communicate in a motivating way	
5. Employees confirm importance of SHW shown by their manager	

⚠️	**2. Identify hazards –control risks:** **implemented, up to date, integrated in daily work, evaluated?**

There are two main sources of information to create proactive risk management in a company. Risk assessment serves as an essential tool for the timely and systematic identification of hazards and risks in workplaces to implement preventive actions. Accidents, injuries, and near misses as well as occupational diseases and work-related illness must be identified, documented, and evaluated. The more the risk assessment process is not seen as a bureaucratic duty, the more mistakes and near misses are openly communicated, and the more the identified options for improvement are used for designing safe and healthy processes, the more a proactive preventive culture is already implemented.

The level of implementation can be rated by answering the following key questions.

2.1. How would you describe the quality of proactive risk assessment in the company?	1–5
1. Risk assessment not available	
2. Beginner level, incomplete, not up to date	
3. Paperwork completed	
4. Systematically updated, full coverage of SHW, measures defined	
5. Integrated in daily work processes	
2.2. Can the company show a complete set of their work accidents and occupational diseases (lagging indicators)?	1–5
1. No information available	
2. Only information about fatalities and serious work accidents	
3. Obviously complete documentation / statistics of work accidents and injuries	
4. Documentation / statistics includes occupational diseases and illnesses	
5. Trends and evaluations to take actions can be shown	

3. Define targets – develop programmes: available, communicated, actively implemented, evaluated?

Progress and success in SHW require clear goals and concrete steps for implementation. Therefore, a short- and medium-term plan should be established. SHW has many facets and it is important to set priorities and clear goals. Companies can set goals to continuously reduce the number of accidents or implement thematic goals. Once employees recognize that their SHW is not only a priority but a business value for the company, success will soon follow. Achievements should be communicated regularly.

The level of implementation can be rated by answering the following key questions.

3.1. Are targets, clear goals, and programmes to continuously improve SHW presented and implemented systematically?	1–5
1. Not defined – not available	
2. Targets, goals, and programmes are defined occasionally	
3. Systematically defined in a sustainable matter	
4. Systematically implemented by innovative actions and visible campaigns	
5. All employees are aware and actively involved in those targeted activities	
3.2. Is the efficiency of extended coverage of programmes (SHW and beyond) evaluated?	1–5
1. Activities limited to safety – no evaluation shown	
2. Programmes are not limited to workplace safety only – health and well-being and beyond (road safety) are addressed as well	
3. Indicators are defined to measure and evaluate efficiency of actions	
4. Contractors and partner companies are involved in those programmes	
5. All employees confirm integration of health and well-being in programmes – they and their families are actively involved	

4. Ensure a system for SHW – be well-organized: implemented, integrated, audited, lively?

It is important to take a systematic approach to organizing SHW. This is an effective approach, not only in terms of complying with the law. Well-organized SHW will help as well to run the business more smoothly because disruptions, production downtime and quality problems are reduced. These are all good reasons to make sure that OSH is organized in an effective way. Checklists can help. Sustainable organization can be improved and implemented by installing an OSH management system to guarantee continuous improvement. External audits offer a second opinion and create external input for innovation.

The level of implementation can be rated by answering the following key questions.

4.1. Are legal organizational obligations actively implemented and not regarded as an unnecessary bureaucratic duty but seen as a requirement for sustainable business?	1–5
1. Legal organizational obligations are not known and only partially implemented	
2. Legal organizational obligations are known and fully implemented	
3. Legal organizational obligations are proactively implemented by the management and regularly updated, and role model behaviour is demonstrated	
4. Legal organizational obligations are integrated in a management system and external audits create innovative input	
5. Employees know their organizational duties and confirm implementation by the management	
4.2. Is there evidence of investment and awareness for good work planning, including pre-work briefings by the management?	1–5
1. No pre-planning SHW processes and pre-work briefings demonstrated	
2. Pre-planning SHW processes and pre-work briefings partially implemented	
3. Pre-planning SHW processes and pre-work briefings generally implemented	
4. Pre-planning SHW processes and pre-work briefings actively used by frontline mangers for team leading	
5. Employees confirm to be actively involved in planning processes and pre-work briefings	

5. Ensure SHW in machines, equipment and workplaces: standardized, integrated, innovative, visible?

Safe production facilities, machines and workplaces are essential for working without accidents. Health effects are often neglected but must be considered as well. Effective SHW strategies include technical, organizational, and personal measures, but technical measures must take precedence. It is essential to keep machines, facilities, equipment, and workplaces up to current OSH standards, and to exclude or minimize detrimental effects on health. When new production facilities are planned or commissioned, the purchasing department must be made aware that savings must not be made on SHW. Retrofitting is much more expensive. Accidents on machines mostly happen during troubleshooting, repairs, or maintenance, therefore those processes require special attention. Safety devices are often manipulated or ignored and this results in serious accidents. It is the management's responsibility to prevent this.

The level of implementation can be rated by answering the following key questions.

5.1. Do workplaces, production facilities and equipment guarantee SHW through optimal design?	1–5
1. SHW was obviously neglected in facilities and equipment	
2. Safety during normal production seems to be guaranteed by design	
3. Health during normal production seems to be guaranteed by design	
4. Facilities and equipment demonstrate safety, health, ergonomics and wellbeing	
5. Employees confirm SHW priority in design	
5.2. Are workplaces, production facilities and equipment kept up to date by systematic checks and proper maintenance? Is special focus is given to unplanned trouble shooting and repair work?	1–5
1. Facilities and equipment show considerable need for maintenance with regard to SHW.	
2. Repairs are only carried out in the case of acute defects.	
3. Plants and equipment are regularly inspected and maintained according to schedule.	
4. SHW measures for maintenance and repairs with high risk are described in the risk assessment.	
5. Employees confirm that they are instructed in SHW measures for high-risk maintenance and repairs and that SHW discussions take place before starting work.	

6. Improve qualifications – develop competence: standardized, systematic, up to date, comprehensive?

Investing in training and skills for managers and employees makes sure that the required knowledge is available in every workplace. After an accident it is easy to ask how such a thing could happen. Technical facilities and production machines are increasingly more productive, faster, and digitalized, but also more complex and prone to malfunctions. Qualifications and training for employees are becoming increasingly important. Senior management is responsible for maintaining an overview of competences and qualifications. A detailed analysis and description of the required qualifications for every position must be set up and respective training must be organized for all employees. Workplaces constantly change, and thus half-life time of knowledge is growing shorter and shorter, meaning the skills of workers need to be refreshed at regular intervals. More than ever, providing training and continuing education is a must, while leadership and management need to be trained too.

The level of implementation can be rated by answering the following key questions.

6.1. is the competence of managers and employees guaranteed by systematic initial training and competence building activities?	1–5
1. Systematic training of managers and employees does not take place.	
2. It is defined who takes care of the systematic basic SHW qualification of managers and employees.	
3. A SHW competence plan defines which SHW competencies are required for which function.	
4. It is ensured that all managers and employees complete or provide evidence of the required basic SHW qualification before starting work.	
5. SHW competencies and experience are taken into account when selecting personnel.	
6.2. Is the competence of managers and employees promoted and further developed by systematic refresher training activities?	1–5
1. A systematic SHW further training of managers and employees does not take place.	
2. It is defined who takes care of the systematic SHW further training.	
3. A SHW competence plan defines which SHW further training measures are required for which function.	
4. Care is taken to ensure that all managers and employees regularly participate in SHW further training measures.	
5. Managers and employees have a SHW training quota at their disposal, which they can use on their own initiative and responsibility.	

7. Invest in people – motivate by participation: standardized, integrated, innovative, visible?

Motivating employees to act in a safe and healthy manner is one of the most important leadership responsibilities. Companies that show appreciation for their employees and actively involve them in SHW are tapping into an important source of potential: their knowledge, abilities, and ideas. When employees are involved in the risk assessment process or in developing operating instructions, their willingness to follow the rules increases. Motivation can be increased through regular interactive events or awareness days which help to bring SHW to life as tangible "experiences". It costs nothing to praise employees for proper behavior, ask them about their ideas, express interest in difficult work tasks, and address unsafe actions or near misses immediately. Blame-free, trust-based communication supports open social dialogue. People in workplaces, including employees and managers, who can make decisions on what is safe or unsafe are a real treasure. The goal is for everyone to look after their colleagues as well as themselves, with an approach of "one for all, and all for one!"

The level of implementation can be rated by answering the following key questions.

7.1. Can you see that an active communication culture and social dialogue regarding SHW and beyond are implemented and visible?	1–5
1. No observation	
2. Systems to report near misses and mistakes are in place	
3. SHW committees, round tables, and steering groups with proper participation of employees are installed	
4. Employees can participate in decision making processes regarding SHW, give feedback to managers and know to say STOP in case of uncertainty	
5. Employees confirm and demonstrate by participation the sustainable implementation of an open communication and social dialogue	
7.2. Does management demonstrate their appreciation of all employees through standardized actions?	1–5
1. No observation	
2. Systems to submit ideas to improve SHW are in place	
3. Employees obtain immediate feedback for positive and negative behaviour from managers	
4. Employees receive immediate feedback, are rewarded for ideas and receive recognitions for SHW behaviour	
5. Employees confirm and demonstrate by participation the sustainable implementation of an open communication and social dialogue	

The modern role of labour inspectors: Act as ambassadors and promotors for prevention culture

Today, labour inspectorates continue to play a central role in the implementation of labour laws on working conditions that protect the rights of millions of workers worldwide. They help to promote compliance with relevant labour legislation through inspection, providing information and advice, and, where necessary, taking enforcement action. Good governance of workplaces is also central to the promotion of sustainable economic development.

In broad terms, according to the of the International Labour Organization's (ILO) Labour Inspection Convention (CO81), the functions of labour inspectors are:

- Advise employers, workers, and other duty-holders on good practice and specifically on how to comply with relevant legislation.

- Investigate complaints, accidents, and cases of ill health.

- Work with social partners on educational and promotional activities such as training courses and seminars for small enterprises etc.

- Enforce relevant legislation.

- Report to superiors on their activities and about particular matters as required, including "defects or abuses not specifically covered by existing legal provisions".

When developing regulatory intervention strategies, it can be useful to think of the companies or sectors you are trying to influence in two dimensions (see the following 2x2 matrix figure):

1. Do they know (or not) what they need to do to manage OSH and comply with the law?

2. Are they committed (or not) to what they need to do to get it right and to change of culture?

From this, it follows that different companies or sectors might be located in different quarters. An intervention strategy should ideally differentiate between businesses in the different quarters. Should your approach to dealing with companies or sectors who know what they need to do, and are committed to getting it right, be the same as for companies that know what they need to do, but have no commitment to do so? Or companies that are committed to getting it right, but are unsure of what they need to do?

The interventions of the inspector should aim to give guidance to the company or sector to help them arrive in the upper right quarter of the matrix. It means you have to move away from just doing what is prescribed by law and required by the inspector (paperwork, bureaucracy, delegated to experts) towards being really committed to safety, health and well-being and thereby embodying and changing the culture and behaviour of management and workers (leadership, motivation, culture, Vision Zero).

Figure 6. 2x2 Matrix
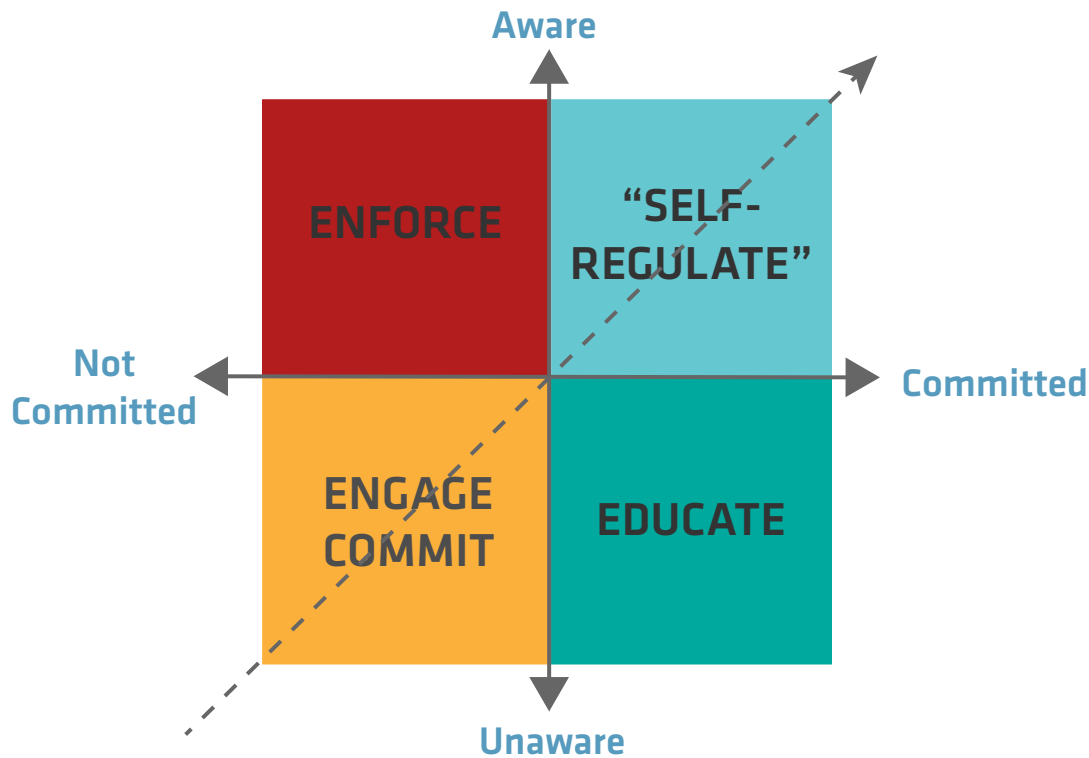
A new approach to labour inspection

Changes in the world of work and the speed at which they occur require different, often new, unfamiliar, and flexible approaches to inspection work. With globalization and changing employment patterns, the work of labour inspectorates has become increasingly challenging. It is crucial for them to keep up to date and remain effective and consistent across countries and regions. For inspectors, while knowledge is important, it is no longer enough. There needs to be a change in the approach, towards a more effective self-regulating system. The role of the regulator should evolve to stimulate, promote, and support the conditions that allow self-regulation to be effective, as well as to hold to account employers who have failed to do so.

Instead of engaging only in traditional (control) activities, greater emphasis must then be placed on developing labour protection policies in workplaces to foster a culture of prevention rather than a cure. This is also a means of promoting business interests (cost effectiveness and competitiveness), promoting better industrial relations through social dialogue, and introducing "self-regulatory", culture-based regimes.

This makes the work of inspectors both more challenging and more rewarding, as well as much more effective. However, to be efficient with this new approach, and to be able to focus on the principal duty holder, the employer, inspectors must have a solid knowledge of:

- the business operations of an enterprise;

- social relations within the enterprise;

- the structure and procedures of the enterprise.

Under the preventive approach, inspectorates acquire legitimacy through competence and efficiency. A preventive approach to labour inspection requires an inspector to be more of an adviser than an enforcer, and to adopt a pro-active, rather than re-active approach. The concept of Vision Zero is aligned with this approach.

In summary, modern labour inspectors do not only carry out inspections but also give advice. In this respect, labour inspectors are change agents that drive continuous improvement. The challenge for labour inspectors is to stimulate a change process by any suitable means. This includes first promoting a mindset of "yes, we can" as employers, managers, and workers. By using the Vision Zero concept and the 7 Golden Rules, they help businesses on a journey towards zero accidents and zero harm, resulting in a different mindset where safety, health and well-being at work is no longer a burden but a management tool for success, sustainability, and humanity.

Open-source toolbox: Find suitable Vision Zero tools

Wherever the Vision Zero strategy has been presented, the positive reaction of the audience has been overwhelming. Meanwhile, to support the practical implementation of the strategy in businesses and organizations, a wide range of tried-and-tested tools is available in the open-source Vision Zero Toolbox. All tools are developed in an open communication process, in which industry actors can comment on initial drafts and add their own practical experiences. The toolbox covers:

•   The Vision Zero guide for employers and managers
•   The Vision Zero guide for small and medium enterprises
•   The Vision Zero proactive leading indicators
•   The Vision Zero environment guide
•   The Vision Zero guide for labour inspection
•   The Vision Zero well-being guide
•   The Vision Zero Supply chain guide and tool
•   Vision Zero training

The Vision Zero guide for employers and managers

To support employers and managers to continuously improve the safety, health, and well-being conditions in workplaces in line with Vision Zero, the ISSA has developed a practical tool for developing a strong culture of prevention, based on comprehensive research of the most effective preventive measures. During this process, over 1,000 employers, executives, managers, prevention experts, workers' representatives and labor inspectors were asked about best practices. As a result, this practical and effective Vision Zero Guide has been created, structured around 7 Golden Rules and available to download in many languages. It contains around 100 checkpoints and can be used to carry out a self-assessment of safety, health, and well-being conditions in the company in general or in departments. It can also be used for interviews or to create a survey for employees and managers and will deliver a clear analysis of the current situation and show where there is room for improvement. For small and medium enterprises, a SME-version is available, also in many languages.

The Vision Zero proactive leading indicators: A guide to measure and manage safety, health, and well-being

The ISSA provides a set of 14 proactive leading indicators as a free supplementary tool for any enterprise or organization committed to Vision Zero, whether they are advanced or beginners, large or small, local, or international. To measure and evaluate the quality and success of organizational performance in relation to safety and health, we traditionally have focused on statistics for occupational accidents and disease, the so-called lagging indicators. However, many organizations and rating agencies are looking for additional indicators, which not only highlight the past, but also the current situation or even what should be done in the future. These 14 proactive leading indicators (two for each of the 7 Golden Rules) can be used for multiple purposes, both internally to improve safety, health, and well-being, as well as in external business relations such as supply chains, or for benchmarking purposes. The measured results can be shown either separately for safety, health, and well-being or in an integrated way for the level of culture achieved.

Figure 7. The 14 Vision Zero leading indicators

14 PROACTIVE LEADING INDICATOR	
1.1 Visible leadership commitment	1.2 Competent leadership
2.1 Evaluating risk management	2.2 Learning from unplanned events
3.1 Workplace and job induction	3.2 Evaluating targeted programmes
4.1 Pre-work briefings	4.2 Planning and organization of work
5.1 Innovation and change	5.2 Procurement
6.1 Initial training	6.2 Refresher training
7.1 Suggestions for improvement	7.2 Recognition and reward

The guide presents 14 factsheets, one for every leading indicator, and the aims of the respective leading indicator, key concepts, good practices, and limitations described as well as recommendations on how to measure said indicators.

A Vision Zero guide to protect the environment and our future

Zero is the new normal: zero accidents, zero diseases, zero harm, zero impact, zero emissions – Vision Zero. This is the backdrop for a collaboration between the European Network of Safety and Health Professional Organizations (ENSHPO) and the ISSA. Following the success of ISSA's Vision Zero Strategy and its 7 Golden Rules, ENSHPO came up with the idea of using the same structure as a management tool for industry, employers, and managers, to reduce the impact of industrial activities on the environment. This ENSHPO initiative is completely in line with the ISSA's thinking, speaks the same language and promotes diversity, reducing differences, and tackling complexities when addressing leaders and stakeholders. It resulted in the Vision Zero Environmental Guide. Vision Zero does not end at the company gate – instead, it must be an essential cornerstone of our lives and our behavior in general. Consequently, Vision Zero and its structure based on the 7 Golden Rules can also be used by companies to manage their environmental footprint. In the workplace, for instance, noise or dust is regarded as a risk to workers – but in the outside world, it is also seen to have an impact on people, nature, and society.

Vision Zero Guide for Labour Inspection

Inspectors and governmental institutions play an important role in assisting industry actors to comply with the law and giving guidance. In many countries, the focus of inspections is often concentrated on enforcement activities, but the ILO CO81 clearly underlines that the focus of inspectorate activities should cover two dimensions. The duty of state labor inspectors is to secure the enforcement of the legal provisions relating to conditions of work, safety, health, and welfare and to supply technical information and advice to employers and workers concerning the most effective means of complying with the legal provisions. Therefore, these specific guidelines for labour inspectors on how to create benefit from the Vision Zero strategy reflect this role of the inspectors. The key element of this guide is the Vision Zero Culture QUICKcheck, which allows inspectors to carry out an initial analysis of the current situation in the workplaces and support sustainable compliance.

Well-being at work guide – Basics provided by ISSA Guidelines

The Vision Zero mindset is about a journey towards a prevention culture and a higher prevention level. The ISSA's Vision Zero concept is flexible and can be adjusted to the specific safety, health, or well-being priorities for prevention in any given context. The Well-being at Work Guide aims to support leaders and managers by providing ample background information on well-being at work and includes a well-being maturity model tool. This tool aims to help enterprises of all sizes and economic activities to understand their prevention level in relation to well-being. It also provides guidance on how to reorientate organizational practices towards reaching a proactive or creative level of well-being in an organizational setting. This guide is for anybody who would like to contribute to workplaces in which every individual is able to realize their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to their community. It addresses the topic of well-being from different angles, from top-down to bottom-up, and individual to collective.

Improving Safety, Health and Wellbeing in Workplaces along Global Supply Chains by Vision Zero

One of the key consequences of globalization is a growing global economy, characterized by strongly connected global supply chains. Global supply chains begin either in the fields or in mines and are typically comprised of gathering raw materials, which are used to produce different product parts in one country, which are then put together in another country, and then final products are transported to markets worldwide. On the other side, investors, governments, and customers are increasingly aware of the working conditions along the production chain and this is are regarded as a regular aspect of corporate social responsibility, creating regulatory duties for involved business partners. The Vision Zero Global Supply Chain Guide takes this situation into account and offers a Vision Zero-based concept to identify essential supply chain partners, assess working conditions for every partner and create a lively supply chain partnership where open communication, assistance and joint learning are key elements in increasing the maturity level of the chain. As the assessment on decent work for any identified supply chain partner must consider safety, health, and well-being as well as additional basic human rights, the term SHW+ has been defined to include those additional human and social values in the assessment and improvement process.

Figure 8. The Vision Zero supply chain tool

Creating awareness and skills: Vision Zero training

Implementing Vision Zero in industry can either be supported by the guiding tools described above or by increasing competences in industry. Therefore, we provide a comprehensive training concept to companies, organizations and relevant stakeholders. The training addresses senior management, leaders and future leaders at all levels, as well as Vision Zero Coordinators. We recommend getting in contact with the sector-specific ISSA Section if a need for training or train-the-trainer concepts is identified.

Furthermore, there is the possibility of signing up for an accredited Vision Zero trainer course, which enables OSH training providers to run accredited Vision Zero training courses.

Limited resources, efficient concepts

When analysing the situation of the labour inspection systems in different countries around the world, one thing is and will continue to be true for all: the resources available for inspections are limited and cannot meet the need for regular inspections by the authorities. In addition, too often the skill level of inspectors is inadequate due to lack of training, and the staff fluctuation rate is high. As a result, it is often not possible to ensure a sustainable implementation of the legal requirements.
Therefore, we obviously must look for innovative ways to improve occupational health and safety which address the capacity problems in labour inspection and, at the same time, improve the image of inspectors. These approaches must provide workable proposals for sustainable prevention that also have a positive impact on the success of a company.

Vision Zero offers an opportunity for this, because Vision Zero instruments align with all international OSH standards and national laws. They are thus a complementary and low-threshold roadmap for company action. OSH authorities should spearhead a national Vision Zero movement, partnering with social partners and prevention professionals to bring all stakeholders to the table, so to speak. The goal must be for everyone to find their place in this new form of collaboration, for everyone to feel like a winner, and to build the initiative on a partnership of equals.

The Vision Zero tools are designed to encourage companies to take action themselves and set out to move closer to a new prevention culture free of injuries, accidents, and illnesses. The Vision Zero checklists for implementing the 7 Golden Rules contain a variety of good practice measures that have already proven to be successful in other companies. This allows companies to conduct an initial self-assessment and take action to improve.
However, for the Vision Zero tools to be effective, the labour inspectorate must first engage with the strategy:

- There should be a clear commitment to the Vision Zero Strategy.

- It is helpful to develop a national prevention strategy based on Vision Zero, with clear goals, schedules, and action programs.

- It is helpful to offer training to all labour inspectors so that they can credibly represent the new approach.

- The next step would be to ensure a national launch of the new approach.

- This should be followed by concrete campaigning to motivate industry to take action.

- The implementation of measures must be to further developed, implemented and monitored, guided by responsible working groups.

- Progress should be reported through an annual national report and through an annual progress conference involving all stakeholders.

This is an intelligent way for the labour inspectorate to gain and activate new resources, to develop a more partnership-oriented image, to become more efficient in the general duties of safeguarding and securing the life and health of people and to support industry in becoming more successful and growing sustainable business.

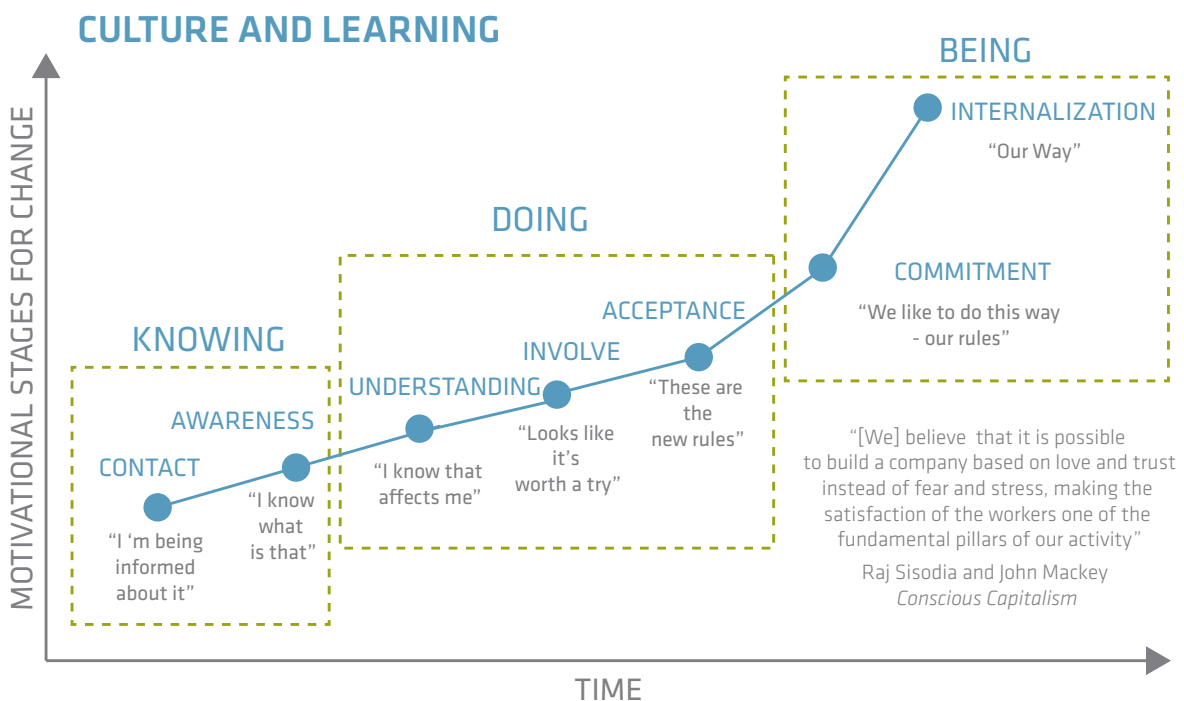# Benefits through Vision Zero for better inspection impact

A lot of benefits can be achieved by combining inspection activities with the Vision Zero strategy.

Shaping prevention culture

Building a prevention culture in enterprises, in which each person has an active role of ownership, responsibility, engagement, participation, and knowledge/learning, is key. The outcome will be:

- Harmonize and strengthen safety culture, ensure sustainability of results, and adopt a consistent approach.

- Build a clear roadmap for safety improvement, with a standard set of activities, and the flexibility to adapt the approach to local needs.

- Spread excellent safety practices, and ensure the clear involvement of leadership and management in safety activities.

- Boost companies' reputation and appeal to potential stakeholders and partners, including contractors and clients, which may in turn inspire them to adopt Vision Zero.

Figure 9. Culture and learning

CULTURE AND LEARNING

MOTIVATIONAL STAGES FOR CHANGE

BEING
INTERNALIZATION
"Our Way"

DOING

KNOWING

ACCEPTANCE
"These are the new rules"

COMMITMENT
"We like to do this way - our rules"

INVOLVE
"Looks like it's worth a try"

UNDERSTANDING
"I know that affects me"

AWARENESS
"I know what is that"

CONTACT
"I 'm being informed about it"

"[We] believe that it is possible to build a company based on love and trust instead of fear and stress, making the satisfaction of the workers one of the fundamental pillars of our activity"

Raj Sisodia and John Mackey
Conscious Capitalism

TIME

Avoiding emphasis on lagging indicators

Lagging indicators such as workplace fatality rates and workplace injuries rate are a poor measure of safety performance and are not predictive of future occurrences. They also tend to focus on safety results, excluding health and welfare practices. In many cases, they also drive the wrong behaviours, with managers adjudicating incident events to meet their key performance indicators (KPIs).

The use of leading indicators, as defined by Vision Zero, can support organizations to:

- Stimulate prevention right from the start of any process or activity.

- Promote early active anticipation.

- Enhance organizational commitment to Vision Zero.

- Develop a proactive prevention culture.

- Manage processes of inter-organizational learning.

- Facilitate the process from planning to implementation.

- Create synergies between safety, health, and well-being.

- Set up a global system for SHW benchmarking.

Creating benefits for inspectorates

When companies adopt Vision Zero, the goals of companies and inspectorates become aligned. The dynamics of their relationship change greatly and there is a greater synergy between the efforts of companies and the work done by inspectorates. Benefits include the following:

- Employers and inspectorates can work closely together to raise safety standards/ practices and facilitate improvements in the workplace.

- Accelerate learning from accidents/incidents for the benefit of the wider industry.

- More efficient inspections where inspectorates can focus more on engagement and spend less time on traditional enforcement and fault-finding.

- Ease of ensuring implementation and compliance with legal frameworks.

- Vast and rapid improvements in national OSH performance, reducing costs for investigation, enforcement, and legal work.

Interim balance and outlook

The Vision Zero strategy is being met with great approval across the globe from all kinds of stakeholders. This is mainly because Vision Zero and the 7 Golden Rules structure formulate a framework that translates the often-complex legal requirements in an easily comprehensible and emotive way. Thus, this initiative can be implemented not only at the company level as an umbrella strategy, but also at an industry-specific level and within the framework of national

prevention strategies. Vision Zero is met with great interest from managers at all levels, as well as from politicians and social partners, and is always compatible with national legislation. The Vision Zero Strategy does not mean completely rethinking the issue of prevention, but helps to integrate existing successful concepts into an expanded framework, identify and close existing gaps and take the next step towards an expanded prevention culture. Examples from all over the world prove the success of this initiative for cultural change:

- With consistent implementation of the Vision Zero strategy, work in underground coal mining can be made as safe as work in an office workplace.

- Vision Zero is also particularly suitable for small- and medium-sized raw material operations.

- In Guatemala's cement industry, the 7 Golden Rules are implemented in an exemplary manner, with an exemplary leadership culture at all levels.

- The chemical and raw materials industries in Germany are committed to Vision Zero as part of a 10-year programme and have defined concrete goals and joint measures.

- The International Lime Association is a Vision Zero partner and annually celebrates the best initiatives from the lime industry within the framework of its Vision Zero Award.

- Ministries of Mines in Asia promote the application of Vision Zero in their jurisdictions.

- In various countries, a national prevention strategy is being formulated based on Vision Zero.

The new European Union Strategy on Health and Safety at Work 2021–2027 uses the Vision Zero approach as an essential pillar to prevent work-related fatalities and to meet the current challenges in the context of a changing world of work, environmental, digital and demographic change and future crises.

Join the Vision Zero campaign today!

www.visionzero.global
#visionzeroglobal