VISION ZERO

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

VISION ZERO
Safety.Health.Wellbeing.

developed by **issa**

VISION ZERO - The Story behind

The ISSA is a UN sub-organization of 320 national social security organizations from 160 countries, founded in 1927. It presented its new prevention strategy at the World Congress on Safety and Health at Work in Singapore in 2017, known as Vision Zero.

Vision Zero is an open-source concept, and everybody is invited to join and use its key concepts and tools. 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.

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 preventive approach is that it is compatible with labour laws and national standards, but can 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.

Vision Zero guides

The ISSA has developed a range of guides and tools to support its Vision Zero Strategy:

• 7 Golden Rules – for zero accidents and healthy work: A guide for employers and managers

• 7 Golden Rules for Small Businesses

• Proactive Leading Indicators: A guide to measure and manage safety, health and wellbeing at work

• The 7 Golden Rules – To protect the environment and our future: A guide for industry, employers and managers

• The Vision Zero Guide for Labour Inspectors (to be published in 2023)

• How to create a healthy work environment and promote wellbeing at work with Vision Zero

The guides available at https://visionzero.global/guides

Contents

Foreword

This guide was initiated by the International Section of the International Social Security Association (ISSA) on Prevention in Trade, Goods Logistics and Port Handling (ISSA Trade) which focuses on safety, health and wellbeing at work along global supply chains.

Today's economy is characterized by globalization, which describes the growing interdependence of the world's economies, cultures, and populations, brought about by cross-border trade in goods and services, technology, and flows of investment, people, and information. Companies commonly use sophisticated global supply chains to organize the activities needed to develop, produce, and deliver goods and services to consumers across borders. These supply chains have become extremely complex due to internationalization, increasing flow rates and changes in global consumer behavior. Within this framework, every single company along the supply chain has to pay attention to many different tasks and legal obligations. Occupational safety, health and wellbeing is one vitally important aspect, among several others.

In particular, two effects of globalization should be emphasized:

- When trading companies commission the production of their goods from suppliers, regardless of whether they act as employers or customers, social standards will always be particularly affected.

- Both companies and employees have to deal with heterogeneous working conditions and different legal regulations worldwide.

In this context, one of the main challenges in global supply chains is leveraging the supply chain to improve occupational safety, health and wellbeing. Fierce competition among suppliers, combined with high costs and time pressure, ultimately lead to a downward spiral in wages and working conditions to achieve even more cost savings. All these factors can result in basic human rights and/or occupational health and safety being violated.

These failures lead to accidents, diseases and fatalities. Therefore, the fundamental question we must ask ourselves is whether this is a day-to-day part of business to be accepted, or rather something that must be changed.

It is well-known that when safety, health and wellbeing conditions at work are extremely poor, many people suffer accidents and/or fall ill. Accidents and illnesses are unpredictable interruptions to a company's operations, which have direct impact on both their profits and reputation. Against this background, there are increasingly louder calls for more sustainable trade and production, in particular paying appropriate attention to occupational health and safety. There are three main components of sustainability: ecological aspects, economic aspects and social aspects. Social aspects are therefore crucial components of sustainability and ISSA Trade is convinced that to achieve sustainable development all these three components have to be addressed at the same time and with the same focus, because they interact directly with each other. Our overarching goal of making supply chains socially sustainable underlines the importance of prevention throughout an employee's working life.

The COVID-19 pandemic has shown us these effects quite drastically. We were forced to recognize how much the international community depends on global supply chains and how susceptible supply chains are to risk and disruption. How can this challenge be addressed? The ISSA's global Vision Zero prevention strategy for safety, health and wellbeing at work is the key to success.

The aim of this guide is to describe how adaptations can be made to global supply chains and offer low-threshold tools for entrepreneurs to put in place processes to improve and better care for safety, health and wellbeing.

Development of the guide

The guide was developed for the ISSA by the research team from the Finnish Institute of Occupational Health (Chief Researcher Pia Perttula, Director Tommi Alanko, Senior Specialist Riikka Ruotsala, and Researcher Timi Lannetta) in cooperation with Professor Gerard Zwetsloot from the Netherlands from 2021 to 2023. The team offers combined academic and practical experience in occupational safety, health, and wellbeing. Sigrid Roth, Secretary General of ISSA Trade and Helmut Ehnes, Chair of ISSA's Vision Zero Steering Committee, have offered major reflections throughout the process. Due to the cross-cutting nature of supply chain issues, in developing the guide we also carried out intensive stakeholder feedback processes and involved all 14 ISSA Sections for Prevention as well as with Bernd Treichel, Senior Specialist in Prevention, from the ISSA General Secretariat.

Vision Zero for supply chains

Collaboration between companies is essential when managing supply chains. Supply chains are linked to economic, environmental and social dimensions of work. This guide focuses on social aspects and looks at improving *safety, health and wellbeing* (SHW) in supply chains from the viewpoint of sustainability and responsibility. In a globalized economy, supply chains concern all companies of all sizes, cover a wide set of economic sectors, and stretch over the continents. In this changing world, the need to improve SHW in global supply chains is widely recognized. In supply chains, risks that stem from one company's operations may cause harm to partners later down the supply chain.

Safety, health and wellbeing are closely related to the fundamental right to a safe and healthy work environment, as underlined by the ILO (ILO, 2022a). Furthermore, the Universal Declaration of Human Rights (United Nations, 1948) states that everyone has a right to "just and favourable conditions of work", as well as the related fundamental rights.

Yet, today we still face significant adverse consequences related to work. Occupational accidents and work-related diseases take a heavy toll on humankind across the globe and cause significant economic losses. According to 2022 estimations, around 2.9 million workers die annually due to occupational accidents and diseases (ILO, 2022a). On average, this implies around 7,945 people die each day as a result of unhealthy and unsafe working conditions. Psychosocial risks at work are associated with negative mental health outcomes. Mental health problems cause 12 billion lost working days per year (WHO & ILO, 2021a).

Occupational accidents and work-related diseases cause an estimated economic loss of 5.4% 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 worker compensation (ILO, 2022a).

In a globalized economy, companies often specialize in their core activities and the importance of supply chains has increased. In global supply chains, one company will typically extract raw materials, which are used by other companies to produce different parts of products, which are then put together in another country, for the final products to then be transported worldwide. The tasks involved in this work pose risks to the safety, health and wellbeing of workers along supply chain. SHW is influenced by factors that go beyond organizational boundaries. Even though each company is primarily responsible for ensuring SHW within its own organization, it is important to widen the perspective to cover supply chains. Thus, SHW is relevant for each company, to protect their own best interests and to grow sustainable business practices.

As a result of the increasing demand for sustainability and responsibility, many initiatives and approaches have been developed, which have also brought new opportunities to develop safety, health and wellbeing at work. For instance, the United Nation's 17 Sustainable Development Goals provide a set of focus areas in terms of sustainability. One example is Sustainable Development Goal 8, which focuses on sustainable economic growth and ensuring decent work for all. Goal 8 looks to "achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value."

Moreover, there is an increased focus on the sustainability and transparency of products and services. Although no global legal requirements exist for decent work, several ILO labour standards have been introduced. Furthermore, in a number of contexts, related legislation has been passed or is being changed (for example, the German Supply Chain Due Diligence Act and the EU Corporate Sustainability Due Diligence Directive). In addition, many stakeholders, such as customers, consumers, media, NGOs and civil society organizations are more attentive and actively responsive to human rights violations and poor working conditions.

Good reasons to care for your supply chains

As part of building a responsible supply chain, workers' safety, health and wellbeing must be recognized and included as one of the requirements for sustainable supply chains and finished products. Enhancing SHW and related fundamental principles and rights at work also creates business opportunities and increases competitive advantage, resilience and customer demand. Thus, a company can boost its success by linking safety, health, wellbeing and related fundamental principles and rights to its organizational strategies. SHW policy should be extended from a single company to the supply chain level.

Respecting and protecting SHW and related fundamental principles and rights in supply chains has positive effects:

- By showing its commitment and focus on activities that promote good safety, health, wellbeing and related fundamental rights at work, the company demonstrates its dedication to ethical practices and can improve its reputation.

- Taking care of safety, health and wellbeing helps to reduce disruptions in supply chains and delivery processes, which ultimately leads to greater efficiency and cost savings.

- The company's commitment to safety, health, wellbeing and related fundamental principles and rights serves as an important example for employees and stakeholders. It can also make the company more attractive to talented workers.

- By taking safety, health, and wellbeing risks into account, companies can avoid adverse outcomes which may result in negative publicity.

- Companies that prioritize safety, health and wellbeing are often seen as more attractive suppliers by customers and end users.

- Taking care of safety, health and wellbeing can help build long-term relationships with supply chain partners and create preferred business partnerships. It also helps to increase investment returns for companies. This is because a safe and healthy workforce is generally more efficient, productive and less prone to accidents and absenteeism.

- Companies that prioritize safety, health and wellbeing, are able to create more resilient supply chains and are better able to withstand unexpected events. This can help ensure the continuity of business operations and delivery of goods and services.

Focus of the guide

The aim of the guide is to support companies to improve safety, health and wellbeing and related fundamental principles and rights at work (SHW+, see below for full definition) along supply chains. It is principally aimed at companies that are motivated to take an initiative and start or continue the SHW+ improvement process. Any company from any business sector can use the guide. In this guide the terms "initiating company" and "supply chain partner(s)" are used in the following way:

- *Initiating company* refers to companies taking the initiative to improve SHW+ in their supply chains. Company is also used as a general term to refer to work organizations employing people. The initiating companies act proactively in terms of SHW+ and their action may motivate SHW+ action in others.

- *Supply chain partner(s)* refers to companies that are part of the supply chain and linked with the initiating company.

In line with the Vision Zero approach, the guide encourages companies to build sustainable, long-term collaboration with their supply chain partners. In practice, improving SHW and related fundamental rights along supply chains is a joint effort, and is both a challenge and an opportunity, requiring collaboration and mutual learning.

This guide is made to provide guidance and recommendations. The guide and the information it contains are not binding in nature or meaning.

Main contents of the guide

The guide provides background information and a model for the SHW+ improvement process, as well as forms for practical use.

- The SHW+ concept is introduced to integrate the aspects of safety, health and wellbeing (SHW), and related fundamental principles and rights at work (+, the plus).

- The guide presents an adaptation of our 7 Golden Rules for supply chains.

- We recommend that users of the guide are familiar with the original set of 7 Golden Rules (*7 Golden Rules – for zero accidents and healthy work*).

- The five-step SHW+ improvement process provides a framework to initiate or continue the development process with supply chain partners.

- The guide provides three practical forms:

  Checklist A: 7 Golden Rules for supply chains supports the initiating company in evaluating the present state of the challenges and opportunities related to SHW+.

  Checklist B: SHW+ Assessment for Supply Chain Partners provides questions and aspects to be assessed together with the initiating company and the supply chain partner(s). It also comprises an action plan for supply chain partner companies.

  Template 1: Summary of SHW+ aspects for the initiating company helps to combine the information gathered about SHW+ topics from supply chain partners.

Introduction to key concepts

This guide includes terms that are widely used in the field of safety, health and wellbeing, supply chains and social sustainability. Below, the key concepts of SHW, SHW+, and supply chain, together with relevant and related concepts of social sustainability and corporate social responsibility (CSR), are introduced.

Safety, health and wellbeing (SHW) – Three pillars of Vision Zero

Vision Zero is a global strategy that is also transformational approach to prevention, integrating the three dimensions of safety, health and wellbeing at all levels of work. It focuses on prevention efforts to promote workplaces that are free of accidents (injuries), work-related diseases and illnesses. The aim is to establish workplaces that are safe and healthy, work processes that are safe and sound, work that is meaningful, and jobs that contribute to the wellbeing of workers and beyond. The ambitions associated with Vision Zero go beyond compliance.

Vision Zero should be understood as a journey and a process towards an ideal. It is also a value-based vision, implying that work should not negatively affect workers' safety, health, and wellbeing, and if possible, should help them maintain or improve their SHW and develop their self-confidence, competences, and employability. Vision Zero takes a positive approach, focusing not only on problems but also on identifying and using opportunities to improve SHW.

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 companies commit to identifying all factors that could potentially lead to injuries and diseases as early as possible and to preventing any harm to people. Vision Zero offers a special focus on fatal accidents and diseases and serious injuries and damage to health.

Figure 1. Principles of VISION ZERO
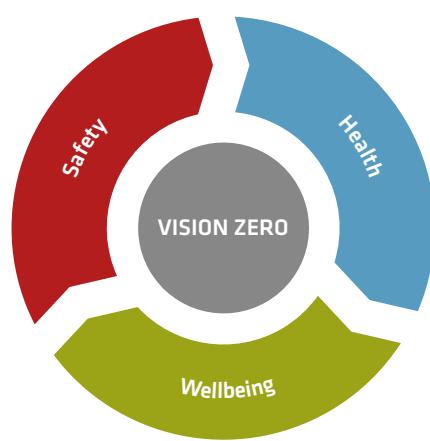
1. *Safety at work* is characterized by the active promotion and maintenance/sustainability of safe conditions and behaviour at work to sustain injury free workplaces, and the active prevention of sudden and unexpected adverse events such as accidents, incidents and near misses, as well as unsafe working conditions.

2. *Health* refers to physical health at work that is characterized by the active promotion and maintenance/sustainability of healthy conditions and behaviour at work to sustain workers' physical health and working capacity, and the active prevention of ill-health and poor psychosocial working conditions.

3. *Wellbeing at work* (= good 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. Wellbeing implies the active prevention of ill health and poor psychosocial working conditions.

SHW+

The term SHW+ is introduced and used in this guide to widen the aspects of good work life from safety, health and wellbeing to include related fundamental principles and rights at work. Violations of fundamental rights at work (abolishment of child labour, forced labour, discrimination, etc.) are closely linked with SHW. It is important to recognize signals that suggest that there might be problems with these fundamental rights at work. As a responsible company, these must not be ignored. It can take years to build trust with customers and create a positive image around your products and company. Moreover, it is extremely unlikely that you can make progress in SHW in supply chains when these fundamental rights are not respected.

What does the PLUS (+) mean?

When improving SHW+ in supply chains, companies must act together to prevent harm to human beings caused by work. This is achieved by ensuring safety, health and wellbeing (SHW), and related fundamental rights at work (+). Thus, SHW+ encompasses the fundamental principles and rights at work as defined by the ILO and may extend to include other elements when necessary (Figure 2).

Figure 2. Fundamental rights at work covered in this guide
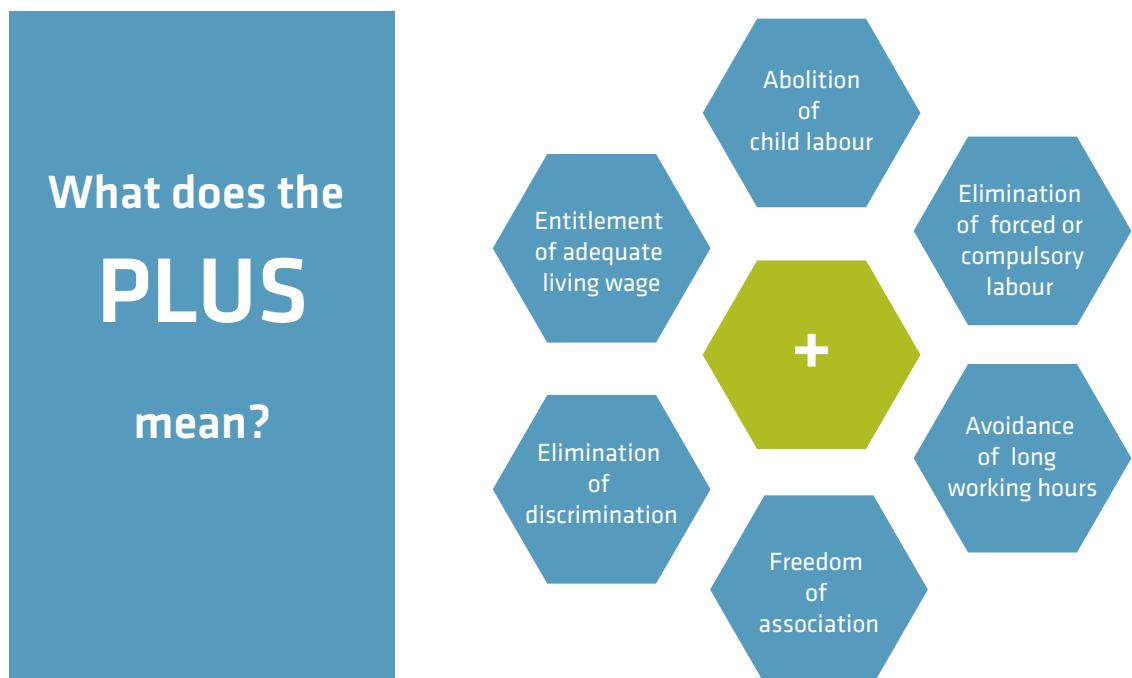
In this guide, the "+" refers to:

- *The abolition of child labour*
  The general minimum age for admission to employment or work is set at 15 years (13 for light work) and the minimum age for hazardous work at 18 (16 under certain strict conditions) (ILO 2023a).

- *The elimination of forced or compulsory labour*
  Forced labour is a serious violation of a fundamental human right, and it is a leading cause of poverty and a hindrance to economic development (ILO, 2023b).

- *The avoidance of long working hours*
  Long working hours (defined as > 55 hours per week) play the biggest role in work-related deaths, causing around 745,000 deaths each year globally (WHO and ILO, 2021b).

- *Freedom of association and the effective recognition of the right to collective bargaining*
  The right to organize and form employers' and workers' organizations is a prerequisite for sound collective bargaining and social dialogue (ILO, 2023c).

- *The elimination of discrimination in respect of employment and occupation*
  Freedom from discrimination is a fundamental human right and is essential for workers to be able to choose their employment freely, develop their potential to the full and reap economic rewards on the basis of merit (ILO, 2023d).

- *The entitlement of adequate living wage*
  The setting of adequate wages is an essential mechanism to enable decent living standards and incomes for working women and men and their families, while at the same time ensuring the sustainability of enterprises which create the jobs for these workers (ILO, 2022b). "Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection" (UN, 1948).

Corporate social responsibility and social sustainability

Respecting SHW+ is part of the social aspects of sustainability and corporate social responsibility (CSR). Investors see it as part of the so-called Environmental and Social Governance (ESG) criteria. The relevance from a CSR perspective can be understood in several ways:

- A basic principle of CSR is to take responsibility for undesirable "externalized" effects. This implies that a company's activities have an impact on not only the company itself, but also externally. Often, this is due to unintended consequences of the company's activities. It is also not uncommon for a company to not (yet) be aware of their external impact. Supply chains are an area where companies can have a significant impact, and supply chain partners (that have a transactional relationship with the company) can be regarded as important external stakeholders.

- Safety, health and wellbeing are not issues that can just be managed rationally, as they also represent ecological, human and social values. This value aspect of SHW is an important underlying basis for Vision Zero. The importance and relevance of these values need to be considered beyond what happens on a company's premises. As a set of human and social values, companies must also consider their impact on SHW externally, e.g. for third parties and supply chain partners. This value aspect is also relevant for the broader aspects of SHW+, which play into the broadly recognized value of social justice.

Supply chains

Supply chains are made up of several companies – the supply chain partners – who collaborate to transform raw materials into services, products and goods for customers and end users. In this guide, supply chains are seen as a group of companies who produce and transfer materials and products to meet customer needs or produce services globally. In short, supply chains consist of a variety of companies, who jointly determine the qualities of the system, including the approach to SHW+. Thus, it is important that supply chain partners create synergies in terms of safety, health, wellbeing and related fundamental principles and rights at work.

Figure 3 illustrates a simplified example of a major supply chain. The circles in this process flow depict the supply chain process, starting from the extraction of raw materials and proceeding to delivering finished products to customers in the market. Depending on the product or service produced, the process includes different phases.

Figure 3. A simplified example of a supply chain

Raw material → Raw material delivery → Goods production → Goods transport → Goods storage → Goods sale → Customer
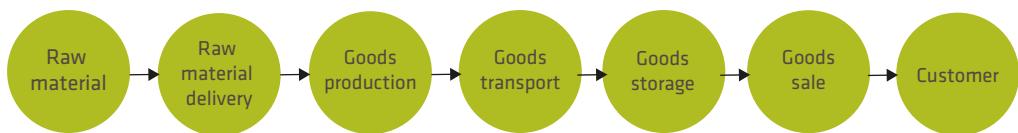
In reality, supply chains are complex set of interlinked networks. Figure 4 demonstrates how the companies are linked to one another in supply chains. For example, producing an electrical equipment requires business between several supply chain partners. The horizontal line illustrates the supply chain process from raw material to finished product in market. The vertical lines illustrate how different components are produced. Thus, the lines present how several supply chains are connected to the supply chain of an electrical equipment.

Figure 4. An example of the interconnected supply chains

Raw material → Customer
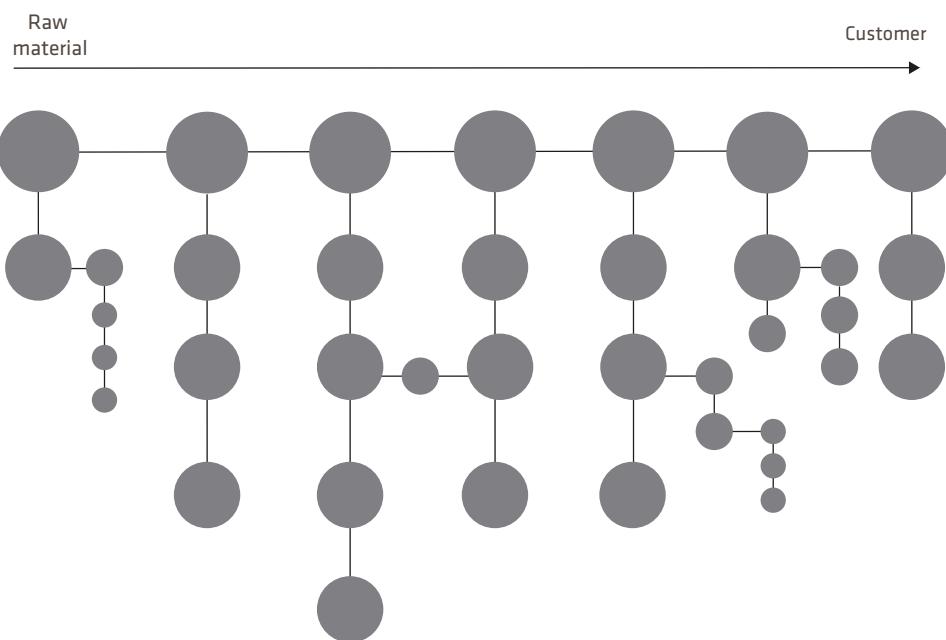
Process for improving SHW+ in supply chains

Building collaboration and improving SHW+ along supply chains is a long-term process. However, this does not mean that a company must have endless resources or needs to accomplish sky-high goals. Ensuring sustainable – long-term, solution-based, and meaningful – collaboration starts with building trust. In turn, trust is built through interaction and requires regular communication on visions, goals and practical means. Building trust does not happen overnight, but once it is successfully established, it is worth taking full advantage of it. The key is to create a solid base for mutual support and learning. First, companies need to get in contact and find meaningful ways to communicate and interact on SHW+ topics. In the longer run, collaboration can take many different forms, such as joint forums and trainings or more comprehensive development programmes.

To give an idea of how to build collaboration and support this journey in practice, the following model lays out a five-step process to improve SHW+ in supply chains. The steps form a continuum for companies to engage in SHW+ improvement in supply chains (Figure 5).

This guide provides guidelines to be applied in supply chains. Below, each step in the process to improve SHW+ in supply chains is introduced in more detail, offering ideas and inspiration for implementation. The practical assessments related to step 2 and step 3 are included as annexes at the end of the guide.

Figure 5. A five-step process for improving SHW+ in supply chains

How the SHW+ improvement processes can reach companies along the supply chain

Ideally, more companies get involved either by taking the initiative themselves or responding to the initiative of others, viewing collaboration as an opportunity to promote SHW+ aspects in their own company and along the supply chain.

The initiating company (green circle) takes the initiative to improve SHW+ along the supply chain.	
The initiating company involves its supply chain partners (blue circles).	
More initiating companies take the initiatives and collaborate with their supply chain partners to improve SHW+ along the other supply chains.	

● Proactive company taking the initiative in improving SHW+ in the supply chain

● Supply chain partner responding to and involved in SHW+ collaboration

● Company or supply chain partner not yet active in SHW+ collaboration

Step 1: Company initiating the process

For a company taking the initiative, step 1 refers to committing to beginning the process with one or more supply chain partners to care for and improve SHW+.

Supply chains typically consist of multiple partners, which operate in various business sectors. In addition, the geographical area of a supply chain may stretch over continents and countries. A practical question that must be considered is where a supply chain starts and ends. Depicting and grasping the "entire" supply chain may pose a challenge. Particularly, if a company is part of large and complex supply chains, it might be challenging to identify the partners in the lower tiers. This, in turn, makes it difficult to keep up with the changes that occur along the supply chain and, as a result, form a comprehensive overview on SHW+ aspects. Starting the process of improving SHW+ in supply chains might be challenging, but there is no reason to believe that involving supply chain partners and improving SHW+ is an impossible task. On the contrary, many companies have established a vision, set goals, prepared an action plan, and started to implement actions in collaboration. It is good to keep in mind that every journey starts somewhere.

In this guide, in line with the Vision Zero approach, the idea is that every company is an important link in the chain and, thus, can actively take the initiative from its own starting point. Taking initiative means demonstrating commitment and turning aims into concrete action. Each company views and defines the chain from its own standpoint, depending on the different positions and roles (e.g., leading company, supplier, supplier's supplier). In general, bigger and leading companies are expected to take initiative in supply chains. It is, however, important to acknowledge that small- and medium-sized companies can also play an important role. There are many possibilities to initiate collaboration and influence improvements to SHW+.

With the help of the following questions, discuss what step 1 means for your company in practice:

- What is our company's role in supply chains and why do we want to take the initiative?
- What kind of SHW+ expertise do we have in our company? Who should be involved in the process?

Step 2: Self-Assessing company's status using the 7 Golden Rules for supply chains

For a company taking the initiative, checklist A can be used to carry out a self-assessment using the 7 Golden Rules for supply chains, supporting the company to evaluate its state at present by identifying SHW+ related challenges and opportunities in its own activities and as a consequence of supply chain partner activities.

To gain insight and create shared understanding on a company's current situation, goals and ambition in relation to improving SHW+ in supply chains, the guide supports companies to carry out an assessment using the 7 Golden Rules for supply chains. This assessment is adapted from the ISSA's original 7 Golden Rules (Table 1).

The assessment provides perspective on supply chains and collaboration between the initiating company and supply chain partners. The idea is to help identify SHW+ challenges both in the company's own activities and in the wider supply chain, and to find potential areas for improvement in SHW+ matters. The assessment might require input from actors with different areas of expertise in the company, for example on management, safety and health, quality, procurement, sustainability, environment, human resources and production. The aim is to involve company practitioners, in order to jointly assess and discuss important topics and determine systematic ways to develop SHW+ along supply chains.

It should be noted that companies do not usually start from scratch in this process. A practical approach is to summarize the existing good practices, progress and successes the company has already achieved in terms of improving SHW+ in supply chains. Similarly, discussion is needed to determine a longer-term goal for the company. Each organization must identify what it wants to achieve in terms of improving SHW+ in supply chains.

Checklist A: 7 Golden Rules for Supply Chains

The self-assessment using the 7 Golden Rules for Supply Chains checklist requires companies to complete a one-page form for each rule. The instructions and assessment forms can be found in **section Instruments for practical use.**

As SHW+ aspects span an extensive field and supply chains vary greatly, it should be noted that the assessment using the 7 Golden Rules for supply chains covers only limited aspects. That is why including actors with different areas of expertise is important.

Table 1. The original 7 Golden Rules and the adaptation of 7 Golden Rules for supply chains

	7 Golden Rules (ISSA 2017)	Adaptation of 7 Golden Rules for supply chains
	1. Take leadership – Demonstrate committment	1. Take leadership and demonstrate commitment to SHW+ in supply chains
	2. Identify hazards – Control Risks	2. Identify hazards and control SHW+ risks in supply chains
	3. Define targets – Develop Programmes	3. Define targets – develop programmes for improving SHW+ in supply chains
	4. Ensure a safe and healthy system – be well-organized	4. Ensure SHW+ in supply chains – be well organized
	5. Ensure safety and health in machines, equipment and workplaces	5. Ensure SHW+ in machines, equipment, materials, workplaces and processes in supply chains
	6. Improve qualifications – develop competence	6. Improve qualifications – develop competence for SHW+ in supply chains
	7. Invest in people–motivate by participation	7. Invest in people in supply chains partners – motivate by participation

Step 3: Involving supply chain partners doing a SHW+ Assessment

For a company taking the initiative together with supply chain partner(s), step 3 involves contacting and interacting with the partners to discuss and share information on aspects related to SHW+.

Improving SHW+ in supply chains often implies dealing with uncertainty and limited information and the iceberg model below illustrates this challenge (Figure 6). Visible information forms the top of the iceberg, whereas most of the relevant information (which is often not available), remains under the surface. Thus, a natural and important step after taking the initiative and assessing the current state of play, is to contact and interact with the supply chain partners to get more information and reduce uncertainties.

Figure 6. Iceberg model for available SHW+ information

Available SHW+ information

Information that is needed to improve SHW+ in supply chains
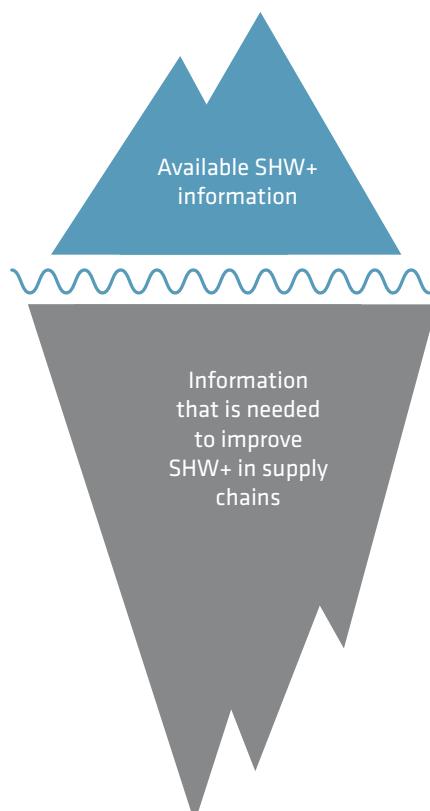
Reliable information is more and more scarcely available the deeper you go into the chain of partners. But you are likely to know your close and direct supply chain partners better and, in turn, they will know their partners, who come next in the chain. Just as you can take initiative and show leadership with your immediate supply chain partners, they can do the same with their contractors. The key point is to communicate with each other and enable the flow of accrued information in both directions in partner chains. When common goals, challenges, and modes of operation are shared and committed to, it is possible to identify issues and best practices and define joint targets for the partners. It is also important to be well-informed about SHW+ issues (problems, challenges, opportunities) in the supply chain, including as these situations change. Based on the information gathered, conclusions can be made about possible gaps between the company's ambitions and the real existing situation in the supply chain.

It is therefore important to consider the practical question of whether the initiating company has identified supply chain partners, and which partners they should involve first. As the sphere of variation regarding supply chains is vast, there is no one-size-fits-all answer to the question. Depending on the company, it might be wise to start either with the closest partners, the partners that are most critical, or those further down the chain. In all interactions, however, it is important to remember that collaboration is built on the basis of trust.

With the help of the following questions, discuss what step 3 means for your company in practice.

- How do we identify our supply chains?

- Who are the critical partners for SHW+ in our supply chain?

- Are we already in regular contact with our supply chain partners? Do we know the contact people?

- Which supply chain partner(s) do we want to involve in the process of improving SHW+?

- How can we organize and start/continue communication and interaction with the partners?

Checklist B: SHW+ Assessment for Supply Chain Partners

To gather more information on your company's iceberg model for available SHW+ information, (Figure 6) you can use the SHW+ assessment form for supply chain partners. You can make a good start with this assessment form. As you collaborate more with your partners, you will need further information. The assessment provides questions and aspects to be considered by the initiating company and supply chain partner(s) together. The aim is to provide an overview of central SHW+ aspects, identifying both opportunities and potentially critical SHW+ aspects. The instructions and SHW+ assessment can be found in section Instruments for practical use.

Some of the topics covered are sensitive. However, when the focus is on improving the SHW+ in supply chains, the sensitive topics also need to be considered. Raising sensitive topics in collaborative discussions can lead to improvements that benefit all supply chain partners. It is obvious that different companies have reached different levels of SHW+, but all companies still have room for development.

Template 1: Summary of SHW+ aspects for the initiating company

The initiating company can use the template Summary of SHW+ aspects to bring together the information gathered.

Step 4: Implementing actions to improve SHW+ in supply chains

For a company taking initiative together with their supply chain partner(s), step 4 refers to concrete actions and active collaboration between the companies to improve SHW+.

This is the fourth step of the process, in which discussion and information about the current state of play of supply chain partners creates a basis to develop long-term cooperation. Based on the outcomes of the two assessments (the self-assessment using 7 Golden Rules for supply chains and the SHW+ assessment for supply chain partners), it is time to reflect on the main areas for improvement, without forgetting the achievements that have already been accomplished. To proceed, it is good practice to develop an action and collaboration plan, jointly determining concrete tasks and means to accomplish priorities and goals in terms of improving SHW+. As an initiating company, you lead the discussion and decision making. When implementing actions, it is recommended that both you, as an initiating company, and your supply chain partner(s) take into account the following procedures and aspects:

- Discuss the objectives that need to be developed.
- Agree on the prioritization of the objectives.
- Choose up to three key objectives.
- State the desired outcome for each objective.
- Develop key results that must be achieved to reach each desired outcome.
- Develop tasks that must be carried out to achieve the key results.

To improve SHW+, it is important to choose the most important topics, prioritize them, and set achievable objectives. Different criteria can be prioritized, e.g. safety criticality, strategic importance, time frame, or collaboration. Plan required actions, resources, and time frames and identify the people, functions, or partners that are responsible for achieving them. The *Vision Zero Proactive Leading Indicators Guide* provides further guidance on how to prioritize and select the most relevant topics.

Step 5: Improving communication and collaboration

For a company taking the initiative together with their supply chain partner(s), step 5 encourages them to continue the collaboration process by evaluating the set goals and achievements, and including more supply chain partners.

Due to the dynamic nature of production and the world economy, many changes take place in supply chains; new technologies emerge, suppliers or partners may change, and companies merge. Therefore, SHW+ aspects are also subject to constant changes; new risks and opportunities may appear alongside the existing ones. Thus, changes to improve SHW+ need to keep up with changing operational environments. On the other hand, this creates an opportunity for companies to learn about and develop SHW+ issues with their partners.

Once the communication infrastructure has been created and tested in practice, supply chain partners will start to implement actions and solve practical SHW+ issues. It is also important to follow up the goals set and discuss achievements. It is useful to identify what kind of good practices already exist along the supply chain as it is worth collecting the practices that have been successfully implemented, for example in terms of building trust among the partners and learning new aspects of SHW+. There are multiple ways to build up and ensure regular communication, for example:

- Keep in regular touch with contact people.
- Consider and agree a suitable communication schedule.
- Agree on effective and meaningful ways to exchange information.
- Arrange meetings, e.g. virtual or in person.
- Visit supply chain partners' workplaces.
- Test new ways and channels to influence and improve communication.

Continue the process, include more supply chain partners

The process presented in this guide looks to help build sustainable collaboration based on trust, to continuously improve SHW+ aspects. To continue the process, the assessment from steps 2–5 must be repeated. The initiating company will lead the discussions to schedule these reassessments, in agreement with the other companies in the supply chain.

In terms of continuous learning, the supply chain partners may need to increasingly focus on improvements within their companies. In addition, to assess the statements in the *7 Golden Rules*, supply chain partners can use the checklist included (Checklist B).

Furthermore, it is important to establish a systematic way to regularly evaluate achievements related to SHW+ and find new areas of improvement, as well as to reflect upon supply chain collaboration. Even when collaboration with certain supply chain partners has been improved, it is important to ensure that new partners can also join the process. Patience is also key, as sometimes progress is slow.

Step 2 recommends conducting an assessment using the 7 Golden Rules for supply chains, together with the practitioners from different areas of expertise in an organization (e.g., management, safety and health, procurement, sustainability, environment, human resources, production). In a similar fashion, the initiating company and supply chain partners are encouraged to evaluate and reflect on the whole process together. As a company, what have you learned so far? How should you proceed to improve SHW+ along the supply chain in future?

Furthermore, as mutual learning is the cornerstone of the Vision Zero approach, the lessons learned and future steps can be contemplated also together with supply chain partners. The Vision Zero approach provides a common ground and practical tools for enabling and promoting collaboration between companies.

Instruments for practical use

The following checklists help both the proactive company and the reactive companies to leverage their supply chains for safety, health and wellbeing and related fundamental principles and rights at work.

The initiating company should start with the self-assessment, using checklist A, 7 Golden Rules for Supply Chains.

The checklist B, SHW+ Assessment for Supply Chain Partners, can be used to gather important information regarding SHW+ aspects along the supply chain and should be answered by the supply chain partner companies.

For practical use, the checklists are kept as simple as possible. They function across countries, do not contradict national legislation, and on the one hand define minimum requirements, while on the other hand are realistic and motivate all stakeholders to participate.

Checklists	The use of the checklist
Checklist A: 7 Golden Rules for Supply Chains	For the initiating, proactive company to evaluate the status quo of challenges and opportunities related to SHW+ in the company.
Checklist B: SHW+ Assessment for Supply Chain Partners	Fundamental questions and aspects to be addressed to the reactive supply chain partner companies. It includes an action plan for SHW+.
Template 1: Summary of SHW+ for the Initiating Company	The initiating company can use this template to summarize the information gathered and to set priorities. This document shows the maturity of the supply chain.

Checklist A: 7 Golden Rules
for Supply Chains

Instruction and ideas on how to conduct the assessment

The purpose of the assessment is to discuss, exchange ideas, and find the key areas for improvement.

1. Conducting the assessment

The assessment for each of the 7 Golden Rules includes a brief introductory text accompanied by the statements. Each statement can be rated according to the scale provided:

○ green = Successfully implemented (and continuing focus of attention)

○ yellow = Room for improvements

○ red = Action required

2. Setting objectives and preparing an action plan

The assessment results will very likely reveal some areas for further development. The outcomes of the assessment can be included in the existing development procedures or used to prepare an action plan. Consider, for example:

• Aim and ambitions: Set an overall, longer-term goal for the improvement process.

• Summarize the strengths, progress and successes achieved in terms of improving SHW+.

• Recognize SHW+ issues that need to be developed. Choose the most important topics, define priorities, and set achievable objectives to improve SHW+.

SHW+

The SHW+ concept integrates the aspects of safety, health and wellbeing and related fundamental principles and rights at work. The + (plus) refers to:

• The abolition of child labour.

• The elimination of forced or compulsory labour.

• The avoidance of long working hours.

• Freedom of association and the effective recognition of the right to collective bargaining.

• The elimination of discrimination in respect to employment and occupation.

• The entitlement to an adequate living wage.

For more detailed definitions, see section Introduction to key concepts.

1. Take leadership and demonstrate commitment to SHW+ in supply chains

Linking safety, health, wellbeing and related fundamental principles and rights to organizational strategy supports a company's success. Thus, the policy for SHW+ should be widened from a single company to the supply chain level. Taking leadership and demonstrating commitment means that a company is motivated and ambitious with regard to improving SHW+ as a part of their supply chain activities. Ambition corresponds with the commitment to set long-term goals, develop practices, and learn actively with the supply chain partners. Both ethical considerations and corporate social responsibility need to be considered beyond what happens on a company's premises.

Every supply chain partner is responsible for SHW+ within the chain. The quality of leadership not only determines how SHW+ considerations are implemented in supply chains, but also how attractive, successful, and sustainable said supply chain will be. In practice, there are many ways your company can take leadership and demonstrate commitment. Regular and open communication creates the basis for building trust.

In our company, we care about improving SHW+, and this is why...	Rating
1.1. We regard SHW+ to be essential for successful business operations, and our ethical principles and core values support SHW+.	○○○
1.2. Leaders of our company demonstrate their commitment to improving SHW+ in supply chains.	○○○
1.3. We comply with internationally recognized or company standards related to SHW+.	○○○
1.4. We use risk assessments and ensure that our activities, practices, materials or processes do not increase hazards or SHW+ risks for supply chain partners.	○○○
Notes for setting objectives and preparing an action plan	

2. Identify hazards and control SHW+ risks in supply chains

To improve SHW+ in supply chains, a systematic view on the potential SHW+ risks is needed. Risk assessment serves as an essential tool to identify hazards, assess risks, and document and implement preventive action. Risk assessment is an important preventative measure, which helps your company to take action before accidents, production downtimes, or business risks occur. Regardless of prevention efforts, sometimes undesirable events do happen. It is important to investigate those events to avoid them happening again. Serious accidents, work related diseases and SHW+ issues should be investigated in collaboration.

In our company, we care for SHW+ risk management, and this is why...	Rating
2.1. We have sufficient information about SHW+ issues related to the business environment of our supply chain partners.	○○○
2.2. We collaborate with our supply chain partners to identify potential SHW+ risks that our business operations and those of our partners may cause elsewhere in the supply chain.	○○○
2.3. We gather information on fatal and serious accidents and occupational diseases in supply chains.	○○○
2.4. We investigate occupational accidents and critical events to determine and implement preventive measures in supply chains.	○○○
Notes for setting objectives and preparing an action plan	

3. Define targets – develop programmes for improving SHW+ in supply chains

To successfully build supply chain relations and improve SHW+, companies must set clear goals and concrete steps for implementation. It is important to establish a programme, in which you define priorities, set clear goals for activities in your supply chain, strive to implement them and share the programme with the partners. Once your supply chain partners recognize that their SHW+ is important to you and that action is being taken to improve the supply chain, there is a good base for success. To keep the process alive, you should also communicate regularly about the goals and progress that have been achieved. Collaboration in SHW+ increases shared understanding and creates influential benefits.

In our company, we care about creating sustainable collaboration, and this is why...	Rating
3.1. We have goals and improvement programmes for SHW+ in our company.	○○○
3.2. Our goals and improvement programmes for SHW+ are shared and discussed with our supply chain partners.	○○○
3.3. We transparently describe our supply chains, SHW+ goals and performance annually in a report (e.g. sustainability, corporate social responsibility).	○○○
3.4. We actively encourage our supply chain partners to create improvement programmes for SHW+.	○○○
Notes for setting objectives and preparing an action plan	
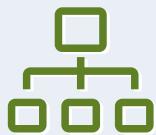
4. Ensure SHW+ at supply chains – be well organized

Well-defined structures, responsibilities and procedures are needed to establish collaboration on SHW+ throughout the supply chain. Well-functioning measures and procedures are needed, for example, to ensure communication and exchange information on SHW+, both as a normal routine practice and in case of changes and unexpected situations. With well-organized measures and procedures for SHW+, supply chains run more smoothly because disruptions and quality problems are reduced.

In our company, we care about ensuring collaboration on SHW+, and this is why...	Rating
4.1. SHW+ topics in our supply chain are coordinated by qualified and competent individual(s).	◯◯◯
4.2. We have regular meetings with our supply chain partners on SHW+ issues.	◯◯◯
4.3. We are constantly looking for new ways to improve communication and communication channels with our supply chain partners.	◯◯◯
4.4. We inform our supply chain partners about changes in our services, products and processes if there is a possibility that these changes impact SHW+ for other supply chain partners.	◯◯◯
Notes for setting objectives and preparing an action plan	

5. Ensure SHW+ in machines, equipment, materials, workplaces and processes in supply chains

It is essential to have a good flow of information related to SHW+ in supply chains in order to ascertain safe and healthy working for all. Effective occupational safety and health strategies include technical, organizational and personal measures in supply chains. Safe production facilities, machines and workplaces are essential for working safely throughout supply chains.

In our company, we care about ensuring safe and healthy workplace, and this is why...	Rating
5.1. We ensure that machines, equipment and tools are procured and maintained in a way that guarantees adequate SHW+ in our company.	○○○
5.2. We take special care to ensure chemical safety and health in our company.	○○○
5.3. We continuously improve the working environment in our company.	○○○
5.4. We actively encourage our supply chain partners to ensure a safe and healthy workplace.	○○○
Notes for setting objectives and preparing an action plan	

6. Improve qualifications – develop competence for SHW+ along supply chains

For changes to take place in workplaces and in work processes, skills and knowledge must be maintained and refreshed on a regular basis. It Is important to encourage the supply chain partners to handle qualifications and competences as required. SHW+ information and knowledge are not trade secrets and sharing them with supply chain partners also brings benefits for your company. Share best practices and training materials to ensure the functionality and sustainability of your supply chain.

In our company, care about developing competences for SHW+ along supply chains, and this is why...	Rating
6.1. We maintain and refresh appropriate SHW+ knowledge in our company.	○○○
6.2. We share SHW+ training materials and guides with our supply chain partners.	○○○
6.3. We collaborate and share best practices on SHW+ with our supply chain partners.	○○○
6.4. We actively encourage our supply chain partners to develop competences for SHW+.	○○○
Notes for setting objectives and preparing an action plan	

7. Invest in people in supply chain partners – motivate by participation

Motivation is promoted through interactive collaboration and mutual learning. Develop your supply chain by involving your partners in improving SHW+ matters. Motivating your supply chain partners to act in a responsible manner regarding SHW+ is one of your most important leadership responsibilities in the supply chain. Show appreciation for your partners and actively involve them to share their knowledge and ideas. Supply chain partners most likely are willing to improve SHW+ because they want to be a reliable business partner.

In our company, we care about our employees and our supply chain partners, and this is why...	Rating
7.1. We promote social dialogue on SHW+ topics in our supply chains.	○○○
7.2. We maintain and improve a culture that is based on trust, respect and collaboration in our supply chains.	○○○
7.3. We actively encourage our supply chain partners to share their knowledge and ideas on SHW+.	○○○
7.4. We recognize or reward our supply chain partners when they have made significant SHW+ improvements.	○○○
Notes for setting objectives and preparing an action plan	

Checklist B: SHW+ Assessment for Supply Chain Partners

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

This checklist supports supply chain partners to exchange information on SHW+ matters in order to assess SHW+ related risks and good practices.

- This checklist defines a minimum level of safety, health and wellbeing and related fundamental principles and rights at work, which all partner companies in any supply chain are encouraged to meet.

- Some of the topics covered in this guide are sensitive. However, when the focus is on improving the SHW+ in supply chains, the sensitive topics also need to be considered. Improving SHW+ in supply chains often implies dealing with uncertainty and limited information. Thus, an important step is to assess the current state of play by contacting and interacting with supply chain partners to get better information, and therefore improve SHW+. Plan and agree on an appropriate and meaningful way to communicate.

- It is obvious that not every partner company will be able to meet 100 per cent of the checkpoints at the beginning of the evaluation process to determine the maturity of a supply chain.

- However, over the years, there should be clear improvement and increased collaboration between all partners connected to the supply chain.

- The content of the listed checkpoints can be used as inspiration for activities to fill the gaps.

The assessment for each of the 7 Golden Rules includes a brief introductory text accompanied by the statements. Each statement can be rated according to the scale provided:

○ green = Successfully implemented (and continuing focus of attention)
○ yellow = Room for improvements
○ red = Action required

1. General information

1.1. Date of the assessment	
1.2. Name of the company	
1.3. Country/Address	
1.4. Name of the contact person	
1.5. Contact information (email, telephone number)	

2. General status regarding the implementation of the Vision Zero Strategy

VISION ZERO
Safety.Health.Wellbeing.

2.1. Is your company aware of the Vision Zero Strategy? https://visionzero.global	○ ○
2.2. Has your company implemented Vision Zero?	○ ○
2.3. Is your company using the Vision Zero guide (7 Golden Rules)? https://visionzero.global/guides	○ ○
2.4. Is your company using the Vision Zero 14 Proactive Leading Indicators? https://visionzero.global/proactive-leading-indicators-0	○ ○
2.5. Is your company already using the Vision Zero Wellbeing Guide? https://visionzero.global/guides	○ ○
2.6. Is your company using the Vision Zero Environmental Guide? https://visionzero.global/guides	○ ○

What additional information does your company regard as important?

3. Achievements in good SAFETY at work

3.1. My company provides and evaluates the following data annually

Fatal accidents	○ ○
Serious accidents at work (permanent health damage)	○ ○
All accidents at work	○ ○
Road accidents/employee commuting accidents	○ ○
Accident risk data per 1 million working hours	○ ○
Data trends over 3 years or more	○ ○

3.2. What are the main occupational safety risks in your company?

3.3. How are these safety risks managed? Which preventive measures have you implemented to improve safety?

Please add relevant data, documents, links, and relevant additional information as proof here!

4. Achievements in good HEALTH at work

4.1. My company provides and evaluates the following data annually		
Sick leave rate	○ ○	
Suspected cases of occupational diseases	○ ○	
Compensated cases of occupational diseases	○ ○	
Occupational disease data per 1 million working hours	○ ○	
Exposure measurement data on chemicals	○ ○	Not applicable
Exposure measurement data on physical risks (e.g. noise, vibration, high or low temperatures)	○ ○	Not applicable
Exposure measurement data on biological agents	○ ○	Not applicable
Data trends over 3 years or more	○ ○	

4.2. What are the main occupational health risks in your company?

4.3. How are these health risks managed?

Please add relevant data, documents, links, and relevant additional information as proof here!

5. Achievements in good WELLBEING at work

5.1. My company provides and evaluates the following data annually

Number of cases frequent absenteeism by employees because of stress (short- or long-term)	○	○
Number of reports by employees of poor mental health at work	○	○
Number of reports by employees of conflicts or violence in the workplace	○	○
Number of cases of bullying, harassment, or discrimination at work	○	○
Number of cases of staff complaints about meeting work and life demands	○	○
Number of cases of communication problems, errors and quality or productivity problems	○	○
Data trends over 3 years or more	○	○
Assessment of the workplace climate to create measures to be an attractive employer for new staff or young talents	○	○

5.2. What are the main challenges in terms of wellbeing at work in your company?

5.3. How are these wellbeing challenges managed?

Please add relevant data, documents, links, and relevant additional information as proof here!

6. Additional information about examples of good practices in safety, health and wellbeing

Please add relevant data, documents, links, and relevant additional information as proof here!

7. SHW+ Achievements in ensuring the HUMAN and SOCIAL RIGHTS of all employees and the FUNDAMENTAL PRINCIPLES at work

Does your company pay attention to the following fundamental principles in your company to respect and guarantee the basic human and social rights for workers?

7.1. Does your company have information available on topics concerning fundamental labour rights?	○ ○

7.2. Does your company ensure that the actual minimum age of all employees is as indicated [in years]?	13	15	16	18

7.3. Does your company ensure it complies with national law regarding the minimum age of workers and child labour?	○ ○
7.4. Does your company ensure it complies with national law regarding forced or compulsory labour? Is it the free decision of each of your employees to work in your company based on clear conditions in the labour contract?	○ ○
7.5. What rewards, benefits and/or sanctions systems has your company implemented to motivate your workers? (please add details on your system)	○ ○

7.6. What are your workers' average and maximum working hours per week for regular work? [in hours/week]	A	M

7.7. Does your company appreciate that your workers have their own representatives?	○ ○

7.8. How is worker representation organized in your company?

7.9. How does your company avoid any discrimination with regard to employment and occupation, sex, race and religion?

7.10. Indicate the percentages [%] of women and men in your company.	W	M

7.11. Does your company comply with national law regarding minimum wages? (if applicable)	○ ○

7.12. Is the wage paid in your company sufficient for the employee or an average-sized family to live off in your region?	○ ○

7.13. Does your company pay salaries beyond or below average salaries in your region?

7.14. What is the average salary and minimum salary of your full-time employed workers? [in US$ / month]	A	M

7.15. If your company identifies any problems or violations related to human and social rights, what will be done? (adequate improvement measures are taken?)

Please add relevant data, documents, links, and relevant additional information as proof here!

8. Action Plan for SHW+ for Supply Chain Partners

1. TAKE LEADERSHIP – SHOW COMMITMENT
What preventive measures do you take?

Every company as a supply chain partner is responsible for the safety, health, and wellbeing of its workforce. The quality of leadership and clear commitment of managers not only determines how safety, health and wellbeing are practiced, but also how successful and sustainable the whole supply chain is. Good leadership demands open communication and is exhibited through predictability, consistency, and attentiveness.

Based on this, the leadership and commitment of every leader in our company is characterized by the following preventive measures:

Our leaders regard SHW+ as essential for successful business operations, and commit visibly to our ethical principles and core values, e.g. by signing commitments publicly, and are fully aware of their responsibilities.	○○○
We have clear SHW+ rules and operating procedures for safe and healthy work.	○○○
Our senior management demonstrates leadership to workers by carrying out safety walks on at least a monthly basis.	○○○
Our middle and frontline managers care about SHW+ and demonstrate leadership to the workers.	○○○
Our managers show ZERO tolerance against unsafe action and violations of SHW+ rules and communicate in a motivating way.	○○○
SHW+ is on the agenda of all our meetings.	○○○
Our managers motivate workers to STOP work when in doubt.	○○○
All our managers lead by example and act as role models.	○○○
Our managers are trained in SHW+, e.g. by completing a Vision Zero Course.	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

2. IDENTIFY RISKS – CONTROL HAZARDS
What preventive measures do you take?

There are two main sources of information to create proactive risk management in a company. Firstly, risk assessment serves as an essential tool for identifying hazards and risks in workplaces in a timely and systematic way in order to implement early preventive action. Secondly, accidents, injuries, near misses, occupational diseases and work-related illnesses need to be recognized, 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.

Based on this, our company has implemented the following preventive measures:

We use proactive risk assessment in our company and can show up-to-date documented results.	○○○
We have clear regulations, and have defined who is responsible for the risk assessment and how it must be documented.	○○○
Our risk assessment covers all facets of safety, health, and wellbeing. It is regularly updated and shows preventive measures to control the risks.	○○○
Maintenance, troubleshooting, and repair work are also analysed.	○○○
Our risk assessment is fully integrated in daily work processes.	○○○
We have a systematically organized process to report and evaluate accidents, first aid incidents, near misses and critical and health incidents.	○○○
Our managers are informed of all accidents, near misses, critical incidents, occupational diseases and health incidents.	○○○
We investigate accidents, near misses and critical incidents to analyse causes and implement preventive measures.	○○○
We use the investigation reports to determine the top three categories on which to concentrate our prevention activities.	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

3. DEFINE TARGETS – DEVELOP PROGRAMMES
What preventive measures do you take?

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 a priority, success will soon follow. Achievements should be communicated regularly.

Based on this, leadership and commitment of every leaders in our company is characterized by the following preventive measures:

We have defined clear goals and measurable targets to improve SHW+ in our company based on our risk assessment and evaluation of accidents and diseases.	○○○
We regularly set up improvement programmes for SHW+ in our own company, systematically including timelines and responsibilities.	○○○
We inform all managers, staff, partner companies and contractors about our key focus areas for SHW+ to actively involve them.	○○○
We look for suitable communication activities for our SHW+ programmes, e.g. safety weeks or health days, and also invite families and partners (contractors, suppliers, customers, etc.).	○○○
We evaluate the effect of our improvement programmes and can demonstrate our success.	○○○
We transparently describe our SHW+ goals, targets and performance annually in a SHW+ report.	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

4. ENSURE A SHW-SYSTEM – BE WELL-ORGANIZED
What preventive measures do you take?

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 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

Based on this, our company has implemented the following preventive measures:

We actively implement all legal organizational obligations and don't see them as an unnecessary bureaucratic duty but as a foundation for sustainable business.	○○○
We ensure that in our company qualified and competent experts are available to assist managers on all SHW+ topics.	○○○
We have a clear company structure and can show organization charts to identify who is responsible for what and reports to whom.	○○○
We continuously improve procedures and practices and communicate good practices internally and beyond to partners.	○○○
We systematically complete well-organized first aid, risk assessment updates, work instructions for staff, staff medical check-ups, procedures like last minute risk assessments, safety walks, etc.	○○○
We are systematically prepared for emergencies and fire protection and test our emergency procedures on a regular basis.	○○○
We have set up a management system for safety, health, and wellbeing and related fundamental principles and rights at work keep it up to date.	○○○
We carry out external audits of our management system for safety, health, and wellbeing and related fundamental principles and rights at work to get external input.	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

5. MACHINES, EQUIPMENT AND WORKPLACES
What preventive measures do you take?

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 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.

Based on this, leadership and commitment of every leaders in our company is characterized by the following preventive measures:

We systematically pay attention to safety, health, and wellbeing standards for new production facilities or in the procurement of new machinery.	○○○
Our SHW department is involved in all procurement processes and cooperates with the procurement department.	○○○
Our workplaces, production facilities and equipment are kept up to date by systematic checks and proper maintenance. Special focus is given to unplanned troubleshooting and repair work.	○○○
We take special care to ensure chemical safety and health in our company.	○○○
We minimize our environmental footprint by reducing emissions from our workplaces, production facilities and equipment.	○○○
We pay attention to ergonomic workplace design, adequate lighting, ergonomic handling, and ergonomic work positions.	○○○
We procure high-quality personal protective equipment (PPE) that meets the necessary requirements and criteria to protect our workers when worn.	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

6. IMPROVE QUALIFICATION – DEVELOP COMPETENCE
What preventive measures do you take?

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 is 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 the skills of workers need to be refreshed at regular intervals.

Based on this, our company has implemented the following preventive measures:

We systematically analyze the required competences for managers and staff.	○○○
We have a training plan to organize competence development for managers and staff.	○○○
If we hire new staff, they go through on-boarding training for all risks and hazards and respective SHW+ procedures in the company.	○○○
We develop the competences of managers and employees through systematic initial training and competence building activities.	○○○
We update competences of managers and employees through regular refresher training.	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

7. INVEST IN PEOPLE – PARTICIPATION MOTIVATES
What preventive measures do you take?

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 bring SHW matters 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!"

Based on this, our company has implemented the following preventive measures:

We care for active communication and motivating, non-blaming prevention culture in our company.	○○○
Our managers are trained for the require social skills to be sensible and to develop an active social dialogue.	○○○
We encourage workers to address problems open-minded and appreciate any useful input visibly.	○○○
We actively empower our workers to STOP work if any uncertainty regarding SHW is identified.	○○○
To motivate our employees, we use rewarding schemes for good SHW performance (financial or non-financial).	○○○
Our managers demonstrate their appreciation for all employees.	○○○
We actively involve our staff in risk assessment, in accident investigation and in any change of production facilities.	○○○
We organize special events for SHW and invite family members as well (SHW Day, campaign launch, etc.).	○○○

Please add relevant data, documents, links, and relevant additional information as proof here!

Template 1: Summary of SHW+ for the Initiating Company

Improving Safety, Health Wellbeing and related fundamental principles and rights at work in Workplaces along Global Supply Chains by Vision Zero

The summary table is for the initiating company to help combining information about the SHW+ aspects from supply chain partners.

- The table will be filled based on the information that is gathered from the supply chain partners through SHW+ assessment (See: Annex 2).

- The initiating company can rate each topic with a provided scale:

  ◯ green = Successfully implemented (and continuing focus of attention)
  ◯ yellow = Room for improvements
  ◯ red = Action required

- Below the rating, the initiating company can fill 1-5 most critical issues for each supply chain partner about each of the SHW+ topics.

- The most important conclusions can be summarized to the last row of the form.

SHW+ topic	Supply chain partner 1	Supply chain partner 2	Supply chain partner 3	Supply chain partner ...
Safety at work	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪
Most critical safety issues				
Health at work	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪
Most critical health issues				
Wellbeing at work	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪
Most critical wellbeing issues				
Fundamental rights at work	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪	⚪⚪⚪
Most critical issues related to fundamental rights				
Conclusions				

References

Bundestag. 2021. *Act on Corporate Due Diligence Obligations in Supply Chains of July 16th 2021*. Bonn.

European Commission. 2022. *Corporate sustainability due diligence: Fostering sustainability in corporate governance and management systems*. Brussels.

ILO. 2022a. *Enhancing social dialogue towards a culture of safety and health: What have we learnt from the COVID-19 crisis?.* Geneva, International Labour Office.

ILO. 2022b. *Setting adequate wages: The question of living wages* (ILO Brief). Geneva, International Labour Office.

ILO. 2023a. *International Labour Standards on Child Labour.* Geneva, International Labour Office.

ILO. 2023b. *International Labour Standards on Forced Labour*. Geneva, International Labour Office.

ILO. 2023c. *International Labour Standards on Freedom of Association*. Geneva, International Labour Office.

ILO. 2023d. *International Labour Standards on Equality of Opportunity and Treatment*. Geneva, International Labour Office.

ISSA. 2017. *Vision Zero 7 Golden Rules – for zero accidents and healthy work*. Geneva, International Social Security Association.

UN. 1948. *Universal Declaration of Human Rights*. New York, NY, United Nations.

WHO; ILO. 2021a. *Joint estimates of the work-related global burden of disease and injury 2006-2016 – Global monitoring report*. Geneva, World Health Organization, International Labour Office.

WHO; ILO. 2021b. *Long working hours increasing deaths from heart disease and stroke: WHO, ILO*. Geneva, World Health Organization, International Labour Office.

WHO; ILO. 2022. *Mental health at work: Policy brief*. Geneva, World Health Organization, International Labour Office.

Join the Vision Zero campaign today!

www.visionzero.global
#visionzeroglobal