

L'ORÉAL



PEOPLE SUSTAINABILITY: THE FUTURE

A thought leadership report on the
4th Human Capital Global Summit, London,
1 December 2022

In association with



The most inspiring day

Introduction

It seems a lot longer than three years since L'Oréal hosted the Human Capital Global Summit in Paris. So much has happened in the world of work since then. The pandemic focused attention like never before on the critical value of people in equipping businesses to survive shocks. To mark the increased interest in people in sustainability and to discuss how safety and health professionals can drive that agenda, we convened another summit last December.

The day, hosted by L'Oréal and the Royal Society for the Prevention of Accidents (RoSPA) in association with the Capitals Coalition, was held at County Hall, the former seat of London's government.

An invited audience of health and safety practitioners and human capital specialists celebrated the value of the whole-person approach to managing health, safety and wellbeing. The result was the most exciting and inspiring professional event I have attended and I know many other people came away as fired up as I did.

The themes that came up again and again throughout the day included the need for better data to prove the value of occupational safety and health (OSH) interventions, the value of joined-up working with other business disciplines to nurture talent and wellbeing, and the need for a truly inclusive profession representative of all the people we protect.

The phrase that seemed to link these issues and was used by many speakers was the need to "join the dots", whether it was the dots between health and safety and business performance or the dots between OSH professionals and their peers in other functions. We have tried to reflect that connectivity in this paper's design, with coloured dots to highlight the recurring themes.

In the air throughout the day was a simple – but all-important – question, asked by Sukhy Hogwood, HSE Director at Jacobs Engineering at a dinner for the delegates the evening before: "Are we doing enough?" It's a question that preoccupies most of us in the OSH profession; have we done enough to protect the people under our care from accidents and ill health? But in the light of the summit it also broadened into whether we are doing enough to integrate safety and health with the sustainability agenda, or enough to help organisations understand the true value of the human capital that works for them.

I hope this paper, especially the results of the afternoon's thought leadership discussions, summarised at the end, will give readers a sense of the positive energy and ideas generated at County Hall that day and of the challenges and the potential huge rewards of putting people at the centre of sustainability, where they belong.

Malcolm Staves, Global Vice President, Health and Safety, L'Oréal








Key lessons from the day

- *The business mindset which values machinery as assets but people as costs must be inverted, so people are seen as assets to be protected and nurtured and valued for the vital contribution they make to helping organisations thrive.*
- *Safety and health professionals need access to better evidence of efficacy of good health and safety practice to support their decision making, rather than relying on legal drivers.*
- *Developing a human capital-centred approach can mean starting with small changes in an organisation, convincing individuals of the importance of widening their definition of where value is generated*
- *Senior leaders must be weaned off focusing on incident rates as the main measure of OSH performance and helped to understand the importance of good safety, health and wellbeing as a corporate sustainability measure.*
- *As professionals tasked with protecting people, OSH practitioners have a special part to play in promoting diversity, equality and inclusion, ensuring workplaces are psychologically safe, welcome and healthy spaces for all workers.*
- *Putting people at the centre of sustainable organisations involves building bridges and seeking collaboration between OSH and other business functions and stakeholders to embed human capital principles into decision making at all levels.*

KEY – Joining the dots

To highlight the recurring themes throughout the summit's sessions we have marked their appearance with colour-coded dots beside the relevant text.

-  *Evidence-based OSH*
-  *Diversity, equality and inclusion*
-  *Wellbeing*
-  *Senior engagement*
-  *Joined-up working*



Kathy Seabrook

People at the centre

"In health and safety and environmental management we are sometimes the lone voice in our organisations," said Kathy Seabrook, Co-Chair Valuing Human Capital in OSH at the Capitals Coalition. "But when it comes embedding what we do in sustainability so we can build resilient companies, you can become a thought leader in that ... We are bringing all this together today to talk about human capital, about sustainability and the people side."

Seabrook set the scene for the summit with a brief history of the journey to date to raise the profile of OSH in sustainability. The route started in the 1990s with the Global Reporting Initiative which set occupational safety disclosures for businesses in its GRI 403 standard. The UN-sponsored Principles of Responsible Investment for financial institutions followed in 2005, with its obligation on signatories to build environment, social and governance (ESG) considerations into investment decisions.

In 2010 the Center for Safety and Health Sustainability, formed by the Institution of Occupational Safety and Health, the American Society of Safety Professionals and Canadian Society of Safety Engineering, successfully lobbied the Corporate

Knights publication to include accident rates in its sustainability ranking criteria, pointing out that one of the companies it had listed as the most sustainable in the world had sustained 42 fatalities in the previous year. "That's what put us on the map," she said.

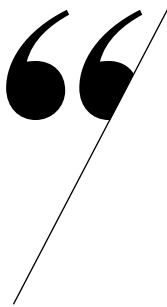
More recently, the Capitals Coalition had picked up the baton of stating the place of people in sustainability, with its emphasis on human capital taking its rightful place alongside financial capital, social capital, natural capital and produced capital in corporate decision making. "We no longer want to be a silo of health and safety; we really want to talk about business, about sustainability, about ESG," Seabrook said.

Earlier in the session, welcoming summit delegates, Errol Taylor, Chief Executive of the Royal Society for the Prevention of Accidents (RoSPA) had said that the summit was about “celebrating the value of human capital and how we sustain that capital for as long as possible. And how we grow it, like all forms of capital.

“The challenge of talent management is one of the biggest challenges we face in the room,” Taylor observed. “How we nurture and develop it, how we maintain the right culture in organisations that keeps them developing and improving.”

Malcolm Staves, L’Oréal’s Global VP For Safety and Health, recalled his time in charge of environment, health and safety for a large packaging company 20 years before. Then, sustainability was integrated into the environment, health and safety function, he said. “At that time we were talking about people, planet and profit; sustainable business, sustainable people, sustainable environment all together as one. Bit by bit the pressure for environmental sustainability has resulted in a complete change.”

Stakeholders asking for evidence of an organisation’s sustainability now only ask cursory questions about safety standards, he said, “While the environmental questions are pages and pages.” The theme of the previous conference, organised in 2019 by the Institution of Occupational Safety and Health (IOSH), had been the need to reestablish the true place of people in sustainability management and the London Summit would build on that work, said Staves. “Sustainability is very much about human rights,” he said, citing the International Labour Organisation’s (ILO) recent statement of the right to a safe workplace as a fundamental human right. That statement, with other factors such as the pandemic, had brought more attention than ever to people’s place in sustainability. “It’s time to seize that opportunity and move it forward. The idea now is to spark ideas among yourselves – to show you what is going on in that space and to make you say you want to be part of that journey.”



We no longer want to be a silo of health and safety; we really want to talk about business, about sustainability, about ESG.

Kathy Seabrook, CEO, Global Solutions and Co-Chair Valuing Human Capital in OSH at the Capitals Coalition.





Sarah Cumbers

Call for evidence

The need for robust evidence-led interventions to drive OSH improvements and sustainability was the theme of Dr Sarah Cumbers' session titled Tackling the Unknowns in People Sustainability. Dr Cumbers is Director of Evidence and Insight at Lloyds Register Foundation (LRF), a global safety charity, funding research, education and innovation in the field of safety. "Our work at the Foundation shows there is an opportunity to better use evidence within health and safety to improve outcomes," she said.

Cumbers' background was in the UK's National Institute for Health and Care Excellence (NICE), set up to ensure National Health Service treatments were prioritised based on clear evidence of their efficacy. When she joined the LRF in 2019, she started asking questions about how evidence was used in occupational health and safety. Though OSH professionals were driven by compliance requirements, moral imperatives and key performance indicators, she found "a fragmented landscape where there is a disconnect, with research and evidence failing to make a tangible connection with practitioners".

An LRF-commissioned study by the Rand Europe think-tank into how evidence is used in OSH (<https://bit.ly/3QmedpV>) shows decision making relies first on legal and regulatory drivers, followed by the business case and other cultural factors. "These are placed in priority order above evidence, which the study indicated came at the bottom of that list of factors," Cumbers explained.

There was not even a shared definition of what constitutes evidence in OSH. "I'd argue that needs to change," she said. "Essentially evidence should be seen as part of the business case - we should be using evidence to inform using interventions that actually give us that costbenefit information."

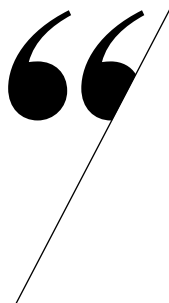
She cited other safety research by LRF, such as its 2021 World Risk Poll, a survey of 125,000 people in 121 countries (<https://wrp.lrfoundation.org.uk/>) on their perceptions and experiences of harm at work and at home. She said the findings highlighted a “positive perception gap” in which respondents were less concerned about the risk of workplace injury or ill health than the evidence of harm suggested they should be.

Evaluation of interventions was vital, she argued: “Better monitoring and evaluation is the first step in evidence generation and I’d encourage you all, if you don’t do it already, to embed robust evaluation into any changes you are planning.”

The LRF is currently funding research by the US National Safety Council (NSC) which will be distilled into practical toolkits that can be used by businesses to ensure the full value of safety is realised and can be translated into ESG metrics.

The foundation has also commissioned the NSC to test the hypothesis that better design for diversity and inclusion of all groups in society results in better safety performance. Cumbers cited a 2017 Trades Union Congress report which found that 57% of 3000 women polled said their PPE had “significantly hampered” their work, since it was not designed for females.

She left summit delegates with a challenge: “What difference would the better use of evidence make in your world? And what can you do to make this happen?”



Better monitoring and evaluation is the first step in evidence generation and I’d encourage you all to embed robust evaluation into any changes you are planning.

Sarah Cumbers, Director of Evidence and Insight, Lloyds Register Foundation





L-R Natalie Nicholles, John Dony, Sabine Hoefnagel, Helen Slinger, Tom McKenna

Valuing human capital in safety and health

“On our balance sheets people are a cost. If we replaced them with robots the robots would be an asset”, said Natalie Nicholles, Senior Director at the Capitals Coalition, introducing a discussion on making OSH management part of putting a proper value on people in organisations. Nicholles explained the Capitals Coalition’s approach was to see people as an asset, as human capital, equivalent to environmental and financial capital. “If you invest in those capitals you get value, if you deplete them you get no more value,” she said.

In companies, from a financial perspective people are a cost to be managed or a risk to be mitigated. “The discussion we are going to have and the work that the coalition does says what if we flipped that? What if people were to be invested in? What if they were a contribution to be valued. What kind of contribution can they make to the solutions to the challenges we face in the world today?”

The capitals approach, she argued, provided an exciting framework to allow safety and health professionals to “flip the discussion of what value means” in business. She asked panellists where they saw a confluence of human capital and safety and health in business. John Dony, Vice President of Thought Leadership at the NSC cited a 2022 survey of 750 OSH professionals which found only 16% of OSH leaders had a strategic role in sustainability in their organisations. “We need to be moving the needle from EHS leaders as executors of a sustainability/ESG strategy to them being stakeholders at that table,” Dony said.

He talked about the iceberg model of value destruction from poor OSH management, in which the direct cost of accidents and ill health showed

above the waterline and the bulk of costs including damage to morale, productivity, wellbeing, mental health, were hidden below.

Dony said the NSC’s research in progress into understanding the value of OSH commissioned by the Lloyds Register Foundation showed how much the iceberg model needed updating to include social costs but also the expanded understanding of health and safety through concepts such as Safety 2 and the idea that humans are hard wired to make errors. “We aren’t bringing them into our discussions with ESG and sustain stakeholders,” he said, “just fatalities and lost time. The way we need to articulate that value and describe it needs to advance light years.”

Tom McKenna, Senior Manager at the Capitals Coalition expanded on the NSC research’s scope, saying it was building in wider factors such as the impact on ill or injured workers themselves and on their families, trying to measure that qualitatively where quantitative metrics were not possible. McKenna said the research fed into the Capitals Coalition’s wider aim: “trying to understand the impacts and dependencies we have on human capital”.

From an OSH perspective he said the coalition was examining “what levers we can pull to create wider value, what impact drivers we can push.”

Nicholles said the NSC research would be valuable because current decision making, with its limited view of what safety is worth is “not getting to the heart of where value is, how value is created or eroded and who it is created or eroded for.”

Sabine Hoefnagel, Global Director – Strategy at consultants ERM, said that there were plenty of drivers for more joined-up thinking about OSH and sustainability, such as the foregrounding of people in the 2023 COP 28 summit’s discussions of a “just transition” to a net zero economy and of the health effects of climate change. Businesses, too, were becoming interested in aspects beyond keeping people free from injury, she said.

She gave examples of the benefits of blurring boundaries between safety experts and the rest of the workforce, including energy multinational Shell, whose research to identify non-technical risks hampering project development discovered that health was an important factor, resulting in an increased effort to improve employee health in capital project development programmes. “Workers felt they were valued and it led to \$100 million of value protection and quicker development of projects,” she said.

Helen Slinger, Head of Sustainable Business at Yorkshire Water said the water supply and treatment utility assessed the value of its human capital to help steer capital investment decisions and to report to stakeholders on its contribution to the region of northern England it serves. She said the company used the “six capitals” valuation methodology (<https://www.yorkshirewater.com/about-us/capitals>) to convert different forms of value into monetary equivalents. This conversion allowed it to compare, for example, options for including renewable energy generation in a new water treatment plant, by valuing the relative health and safety implications of solar panels or biogas production. “Our health and safety metrics include the impact on health and safety of employees and public, including the cost of failure,” she said. This meant factoring in the public healthcare cost associated with ill health or injury.

On the reporting side, Springer said the human capital metrics Yorkshire Water reports include the value of improved employee wellbeing, along with the way this is calculated. “We want to be as transparent as we can,” she explained. “We want to find the right way to measure human capital and notionally put it alongside, say, our infrastructure assets on our balance sheet.”

In response to a request for advice on how delegates could promote the capitals approach in their organisations, the panelists advised starting small and not over-complicating the issue. “Any value you can include in your decision making that wasn’t there before is important to include and the better decisions you will make,” said McKenna.

“There’s no right and wrong answer,” Springer added. “Look at guidance and decide what is important to your company and just build from there.”

Hoefnagel advised OSH professionals to “really learn the language of business. The skills are already in your business. You don’t need to hire experts find those connections and build those relationships.”

“Involve your workforce,” Dony said. “Find out what’s important to them, what they care about. That will tell you how to frame your communications ... You may be five years away from some of the things we have been talking about,” he concluded. Don’t see that as a flaw. Start now and don’t wait for the perfect thing to come and knock on the door.”

“On our balance sheets people are a cost. If we replaced them with robots the robots would be an asset.”

Natalie Nicholles, Senior Director, Capitals Coalition





L-R Kathy Seabrook, Carole Smets, Neil McFarlane, Jennifer McNelly, Michael Cooke

Best fit: OSH and ESG

Kathy Seabrook returned to chair a panel debating where health and safety fits into sustainability and ESG management and reporting. She asked panellists “How can people and occupational health and safety contribute to strengthening ESG and sustainability and efforts to build resilient companies?”

Carole Smets, Group Health and Safety Director at wine and spirits manufacturer Pernod Ricard outlined the group’s 2019 sustainability roadmap titled From Grain to Glass which rests on four pillars, one of which is “valuing people”. “In this mission health and safety and people is at the heart of what we do,” said Smets.

Jennifer McNelly, CEO of the American Society of Safety Professionals, said that the pandemic had accelerated an existing shift in the social compact between companies and their workforces. Looking at C-suites specifically, “there is now a lens of social engagement that they are responsible for,” she said. “And if I flip to the workforce side there is an understanding of a human right to be safe at work.” It was safety and health professionals’ responsibility to bridge these two constituencies, McNelly said.

Michael Cooke, Vice President – Social and Environmental Responsibility, at manufacturing services multinational Jabil Group reflected that some major corporations were vocal about their environmental priorities and targets for greenhouse-gas reduction, but were called out in the press for poor treatment of their workforces.

Neil McFarlane, Senior Vice President, Global Quality Health Safety Security & Environment, at flavourings and fragrances group Firmenich, said that when he joined the company 20 years ago he was given two documents by the CEO: a sustainable business charter and a statement of the fundamentals: “the soul of the company” which included commitments to protecting people and the environment. Over the years, he said, he had realised that he was given the documents “because one of my roles and my team’s

role is to continue to make sure those values are protected.”

In response to a question from Seabrook about how he saw the role of the OSH professional evolving in the sustainability agenda McFarlane said he had learned that OSH professionals need to speak the same language as an organisation’s executives to have an impact. Keeping executives focused on improving safety involved subtly changing the metrics they focused on over the years to ensure there were always targets to achieve, linked to the business agenda, and nobody became complacent.

Michael Cooke advised that harnessing sustainability elements together was more likely to generate interest. “If you can show an environmental project has safety benefits as well you are more likely to get the business to buy into it,” he said. He argued that it was the responsibility of safety professionals to wean senior management off measuring safety purely in terms of incident rates. “If we don’t re-educate them a little we will always struggle with looking backward instead of forward.”

“We need to coach our leaders,” agreed Smets. She said she had learned to build business cases for health and safety and for sustainability. She added that expanding the remit of OSH practitioners to include areas such as mental health would also help to enhance their contribution to the sustainability agenda, as more organisations took their responsibility to sustain employees’ mental wellness more seriously.

Jennifer McNelly talked about the value of telling stories about the impact of poor safety on individual lives in engaging with senior managers and the potential for brands to be undermined by lives lost: “That, to me, is what they are accountable for in the C suite.” She said personalising messages made it easier for executives to engage with them.

Seabrook concluded the session with the launch of a research paper prepared by consultants ERM and the Capitals Coalition for summit sponsors L’Oréal, titled *Connecting the Dots* (https://capitalscoalition.org/wp-content/uploads/2022/12/Connecting-EHS-and-Sustainability_Final_October22.pdf), which mapped the links between safety and health and environmental elements of ESG and sustainability.

The panellists welcomed the report. Cooke said it was valuable to have a document that expressed the connections between OSH and more familiar elements of sustainability. “Without that we would be floundering a bit,” he said. “But we can use it in talking to stakeholders, even challenging ones like investors.”



Connecting the Dots: Safety, Health, and Environmental Sustainability

Prepared for

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Karen McDonnell

Road risk: the most valuable mile

Kicking off a panel session on managing road risk, Dr Karen McDonnell, Occupational Health and Safety Policy Adviser for RoSPA Scotland, and member of the Capitals Coalition's Valuing Human Capital in OSH Project Group, asked panelists why this area of safety was important to them. Dee Arp, Chief Operating officer at the safety and health examination board NEBOSH said her career in OSH had started at RoSPA developing a course for organisations to improve driver safety. "It was about widening the occupational remit to recognise that if people are driving for work, it should be managed in the same way as other occupational risk," she said. "For most people, driving at work is the highest risk they will face."

Fiona O'Donnell, Global HSE Strategy Lead at Jacobs Engineering, said her company had started focusing on road risk in 2012. "People were going to hospital; we had high-speed, high-impact motor vehicle incidents," she recalled. The incident figures were reflected in the cost of insurance claims paid. The resulting programme of driver training and journey reduction and setting safety standards for hire cars has paid dividends she said, reducing accidents to the level of "minor bumps and scrapes, hitting mirrors on gateposts".

Line managers had been key to the programme's success she said, ensuring car journeys were properly planned. They had also questioned the necessity of journeys, she said, mindful of the dictum that "the safest mile is the mile not driven". The programme has now matured and the environmental and wellbeing benefits of not driving are also factored in, so the phrase has been updated to "the most valuable mile is the mile not driven".

"We are trying to put a value on the more intangible things like people spending more time with their families. The health and wellbeing of our staff, we are trying to put a figure on that for this business."

Roger Bibbings – former Health and Safety Policy Adviser and now Partnership Consultant at RoSPA, noted the strong social sustainability benefits of road risk management. Safer driving not only benefited employees but also the communities they passed through and lived in, he said. "It's not just about protecting staff as a corporate, it's about protecting vulnerable road users: pedestrians, cyclists, children and the frail elderly." Employees taught to drive more safely were also likely to become ambassadors for road safety in their families and communities.

Driving for work was a rare common area of risk exposure for all levels of the organisation, he pointed out, from the CEO right down to the most junior staff and road risk management programmes could be a great health and safety culture builder.

Thiago Ramos, Global Health and Safety Adviser at L'Oréal explained that road risk was important to him because his home country Brazil has a very high annual road death toll – 40,000 according to official figures. He said that on any day 20,000 to 30,000 L'Oréal employees would be driving for work and that there was no way of eliminating all the risks to them on the road. "We are talking about human beings. We put systems behind people so that if they make a mistake you can at least mitigate the consequences."

McDonnell said that all businesses had a social responsibility to help reduce the number of young lives wasted in road deaths. "You can't grow people quick enough to do the things we need done," she observed.

Roger Bibbings said worker involvement was key to success and building trust in any road risk programme. "You can only do health and safety with people, you can't do it to them," he concluded.

One Million Lives

Fiona O'Donnell, Global HSE Strategy Lead at Jacobs Engineering gave delegates an overview of the US-owned group's far-reaching One Million Lives (OML) mental health support campaign.

The project started in 2016 when the company trained 12 mental health champions in its Glasgow office. "It snowballed from there," said O'Donnell, reporting that more than 2000 of Jacobs' 60,000 staff are now champions, including all the executive leadership team. 2020 saw the launch of its One Million Lives campaign. "We knew that we wanted to give our people more help, we wanted to put mental health back into their hands and as a business we wanted to get some credibility around the tool that we had developed," said O'Donnell. Working with a psychologist, safety staff developed a self-assessment tool based on the Kessler K10 scale used by clinicians to assess psychological distress. Individuals complete the questionnaires online – there is a quick five-question check or an in-depth 75-question assessment – and receive recommendations on how to improve their mental health.

The next aim was to "open it up to the wider industry and get everybody on board," said O'Donnell. "The conversation turned very quickly to: 'if we are supporting our own staff, why would we not support their friends and families?'" The result was the concept of the World's Biggest Mental Health Check-in, held on 10 October 2022, with the involvement of more than 40 employers, including National Grid, Merck and United Utilities. "We are doing this because we cannot solve this on our own. We are absolutely stronger together," O'Donnell said. Employees were encouraged to use the tool and to dial in to group calls to discuss mental health issues on



10 October. Some 10,000 people participated in the calls and more than 36,000 individuals have taken the self-assessment questionnaire.

The data from the questionnaires has provided Jacobs with data to help it focus mental health support on specific age cohorts in its workforce.

Any organisation or individual is welcome to use the OML assessment questionnaire, available at www.oml.world and it has been translated into six languages. "It's not a Jacobs brand, we want it to be everybody's brand," O'Donnell said. "We are up for a discussion about however you might take this into your organisation."

We are doing this because we cannot solve this on our own. We are absolutely stronger together

Fiona O'Donnell,
Global HSE Strategy Lead,
Jacobs Engineering



L-R Louise Hosking, Anne Isaacs, Kizzy Augustin, Nishma Mistry, Rosie Russell, Christine Sullivan

Diversity Equality and Inclusion: the future

“We are not shifting the dial quickly enough to get under-represented groups into our profession and it is massively important because we need to be representative of the world of work.” This was the view of Louise Hosking, director of Hosking Associates and co-founder of the OneWish Coalition which aims to support more women to take up leadership positions in health and safety. She chaired an all-female panel to consider the role of OSH practitioners in advancing the cause of diversity, equality and inclusion in the profession and the wider workforce.

Hosking said that RoSPA and L'Oréal - whose Malcolm Staves had been her co-founder at OneWish - had sponsored a Women in Safety programme, allowing female potential leaders to take a version of IOSH's Leading Safely course, adapted for women, and that the attendees had then each been assigned mentors to support them. “Some of these women have gone on to get the most amazing jobs,” Louise said. Four of her fellow panelists had been either mentors or mentees in the Women in Safety programme, along with many other summit delegates.

Christine Sullivan, Senior Vice President and Risk Control Director at insurer Sompo International and President of the American Society of Safety

Professionals pointed to World Economic Forum figures which estimate the time it will take to reach gender pay parity has extended from around 100 years before the pandemic to 135 years since. “We need to be mentors and allies and sponsors to help people grow in this field,” she said. “... Mentorship and sponsorship is why I am here today. I was lucky enough to find good mentors both male and female who were willing to help me in my journey.” She called on all senior EHS managers to “take somebody under your wing”.

Bobbie Grant, Senior EHS Manager Global at Thermo Fisher Scientific, said that 25 years ago when she started in the role there were no women in senior roles for her to aspire to. “For me it's been incredibly

slow to get to a higher role in the health and safety profession and we could do more to support women getting those higher roles.”

She cited some research by ERM for L’Oreal and OneWISH which found that only 37% of OSH professionals surveyed said the organisational climate of their company supported the development of female leaders (<https://bit.ly/3CjjHvT>). Asked about barriers to talented women rising to OSH leadership positions, female respondents most commonly cited work-life balance, lack of opportunity and poor gender credibility.

Nishma Mistry, Safety Strategy Manager at Transport for London, said her recent entry into the health and safety profession in the transport sector had been difficult as an Asian woman. “I want to help create that space for innovative female leaders to come in and drive safety, health and environment.” She also advocated becoming “an upstander not a bystander,” not standing by to let others be bullied or belittled for any characteristic.

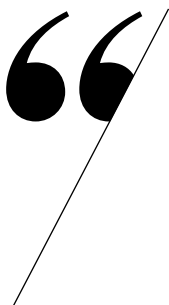
Hosking challenged the panel members to give examples of where diversity has added value to organisations. Rosie Russell, Head of Environment, Health and Safety at gene therapy company MeiraGTx, explained how she had been encouraged to leave a rainbow flag placed outside her office – which is beside the human resources manager’s office – for Gay Pride month in place after the month ended. “That has now been seen by two and-a-half years’ worth of interviewees, who have fed back that that simple sign has allowed them to be themselves, whether they are LGBT or not. They have tried harder in their interviews, they have decided they want to work for us, they are more loyal to us.”

Kizzy Augustin, Partner – Health & Safety, Environmental and Fire, at law firm Mishcon De Reya, said her firm had held a black health and wellness session which drew a low attendance from non-black employees. She said conversations between herself and the firm’s managing partner led to a new emphasis on “allyship”, encouraging support from those not in a minority or disadvantaged group to those who are, “because that’s how we get our messages out”. She said the benefits of encouraging diversity in the firm had been sold to the firm’s senior management by pointing out that clients wanted to see their own diversity mirrored in the legal teams representing them, “and they will not work with you if you don’t reflect the kind of business they are, so there is a commercial value in being a diverse organisation.” She noted that as a black equity partner in a UK law firm she was in a 1% minority. “There are 90 black partners in the UK out of 13,000 ... that is enough of a trigger for me to want to change the game.”

Rosie Russell observed that “If people don’t feel psychologically safe to turn up as their whole selves, they will leave part of themselves at home. That includes their creativity, energy and enthusiasm.”

Anne Isaacs, Estate Manager at Rivermead Court, gave the example of a project she had undertaken, despite a lack of senior interest or support, that had saved her new employer £21,000 a year by cutting unnecessary fire alarm calls by checking student kitchens weekly and preventing false alarms. “I didn’t want to stick with the norm, I wanted to bring something new,” she said. “When you bring new people in who can think outside the box you bring extra value – mix it up.”

“We know the value we can bring,” Hosking concluded. “We can all be champions in this as women.”



If people don’t feel psychologically safe to turn up as their whole selves, they will leave part of themselves at home.

Rosie Russell, Head of Environment, Health and Safety, MeiraGTx





Hans-Horst Konkolewsky

Vision Zero and people sustainability

Hans-Horst Konkolewsky, President of the International ORP Foundation, presented a keynote session on the implications of the “great reset” proposed by the World Economic Forum as a response to the upheaval of the COVID 19 pandemic, seizing the opportunity to “build a better world for both people and planet ... and not just return to how we did things before.”

He said that it had taken more than half a century for organisations to begin to embrace the definition of employee health first proposed by the International Labour Organisation in the 1950s as a “state of complete physical, mental and social wellbeing, not just absence of disease or infirmity”.

But health was still a poor relation of safety, he noted. Some 85% of 2.8 million work-related deaths are due to ill health – “How do you distribute your resources in your daily work? 85% to health and 15% to accident prevention? I think it’s the other way round.”

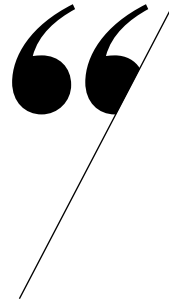
A paradigm shift in managing safety and health required not just more attention to health but new ways of assessing performance. “We need to change the way we measure what we do, not just the OSH performance in terms of accidents but also culture.”

Vision Zero, the global programme he launched in 2017 when he was Secretary General of the International Social Security Association (ISSA), had been a “game changer”, he said – based on “the belief that we can work towards a world free of incidents, diseases and harm.” More than 17,000 companies and individuals had signed up to the vision he said and the European Commission had incorporated its aims into the 2021-2027 EU strategic framework on health and safety at work.

Vision Zero offered examples of the leading indicators – two had been developed for each of its seven golden rules for harm prevention – that were essential for OSH to move beyond a backward-facing focus on accident rates (https://visionzero.global/sites/default/files/2021-04/2-VZ_Indicators092020.pdf).

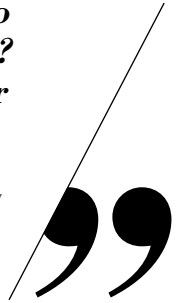
These indicators included thorough evaluation of the performance of OSH improvement initiatives, as advocated by Sarah Cumbers. Konkolewsky noted that ISSA had carried out “the first classical cost-benefit research” into the value of safety programmes to companies in 40 countries which showed a return on investment of 2.2 euros for every euro spent.

“I suggest we extend our classical understanding of OSH,” he concluded, “and say our aim is to promote healthy and sustainable prevention culture based on the Vision Zero mindset and the UN’s agenda, because these are now global consensus. And we should move OSH from the niche it often is, outside the strategic decision making by companies and put it at the centre of corporate social environmental and economic sustainability strategy.”



How do you distribute your resources in your daily work? 85% to health and 15% to accident prevention? I think it’s the other way round.

Hans-Horst Konkolewsky,
President, International
ORP Foundation



A call to action

Rounding up the summit Kathy Seabrook said that that Sukhy Hogwood’s question that had recurred during the day: “Are we doing enough?” – was important. “But I want to turn it on its head. That’s self-assessment. We need a call to action. I think that call is: Are we seeking opportunities?”

The summit delegates and anyone who believed in social sustainability should be seeking “opportunities for bridge building and collaboration,” she said, “and opportunities for interconnectivity of people, their health and their safety and their wellbeing, embedded into decision making in all organisations.”

“That would be the true measure of a resilient company, what we call ‘true north,’” she said.

Seabrook concluded: “I think we are on our way to being future-fit but we have a long way to go together in collaboration and bridge building.”



T ***Thought- Leadership workshops: the way forward***

The major afternoon session of the summit was a workshop involving all the speakers and delegates, divided into groups. Some of the best OSH minds were brought to bear on a series of questions on how people issues in general, and safety and health in particular, can be better integrated into the ESG/sustainability agenda.

Participants' contributions to the workshops were covered by Chatham House rules under which individual comments are not directly attributed to any individual. But a full list of workshop participants appears on p26.



Workshop: Valuing human capital in OSH

Q/1

How can the human capital approach help achieve OSH goals?

- Compliance is the stick and human capital is the carrot – there is real value when organisations move beyond compliance.
- The human capital approach presents a major opportunity to see people as assets.
- External pressure from investors and the public to demonstrate non-financial performance for sustainability “ratings and rankings”.
- Evidence of the risks of ignoring this external pressure comes from the 2022 football World Cup in Qatar, where people disengaged from the tournament because they were uncomfortable with the injury rate and the treatment of migrant workers.
- Organisations will benefit from sending out the message: “We care about our employees, it’s our moral duty to look after our people, profits will follow”.
- Safety is seen as the result of individuals’ actions, whereas health just “happens to you”. Most organisations have zero goals in safety, but few target “zero burn out” from stress and overwork.
- Company health initiatives tend to be run by HR and maybe occupational health (OH) staff rather than OSH teams. These silos need to be broken down; there should be a holistic approach involving HR, OSH and OH.
- The human capital approach turns OSH into a positive activity, building health and safety, rather than just aiming for negative results, such as no accidents and no contraventions. It needs positive evaluation metrics to measure the change.
- Human capital metrics will have to be more detailed and performance based, for example spending an hour instead of half an hour on a task if the individual has had a bad day.
- Such performance metrics will encourage a focus on real wellbeing issues – such as how we design workloads and placement of resources – rather than the current wellbeing initiatives of providing gym memberships and fruit.
- We need to be able to generate evidence of the value to business of an engaged workforce and that undervalued staff are at higher risk of injury and ill health.
- In adopting a human capital approach we need to maintain a focus on the wider environment and society, on organisations’ responsibility to add purpose and benefit to people.



Q/2

What are the biggest opportunities and challenges to embedding a human capital approach in OSH professionals' work?

Opportunities include:

- The chance to promote OSH and wellbeing as an enabler to help achieve objectives. People need to know the company will look after them and enable them to work towards business goals.
- People are now asking for more flexibility in work and companies are looking at triggering additional productivity which can help open the door to the human capital approach.
- Leaders are now more accountable than ever for human capital. CEOs are expected to take accountability for people. This includes people in the supply chain.
- Becoming a learning organisation. Finding out why employees are not prioritising OSH can be the start of shifting the culture.
- Social/cultural debates, such as the Qatar World Cup labour standards, offer a platform to keep the human capital conversation going.
- Human capital may help OSH professionals aware of their strengths: If you are able to manage safety, then you can manage people.
- Getting the best out of your people is about having "strong scaffolding", a structure round which you can manage your people. Understand what they need to perform.

Challenges include:

- People resist change – human capital needs a narrative to put around it to make it acceptable.
- Employees may be disengaged and need to be convinced of the new approach.
- The quality of data used in organisations is not always high and there are sometimes compatibility problems that hamper sharing information between departments.
- Training of managers is critically important in making a human capital approach work. Is training tracked? How effective are managers? Many employees are "marginally managed" in the middle of the engagement/wellbeing spectrum. More data is needed to identify issues for this group.
- Broadening the ownership of safety and health means involving HR, the C suite and all other functions.
- Bureaucracy can be a blocker to top-down cultural initiatives, stopping them filtering down fully. Bureaucracy can "grind down" good intentions to value human capital and improve wellbeing.
- Centrally-designed plans for safety, health and wellbeing need to be localised and adapted to the culture of sites and teams to be successful.
- OSH professionals often don't use customer-focused language. They need to develop the discourse of people and colleagues; the language of human capital, and to move away from negative, forbidding instructions.



Workshop:

The role of OSH in the Sustainability Agenda

Q/1

What successes and challenges have you experienced operating OSH in ESG/ Sustainability?

Successes include:

- Working with HR and learning and development functions; the whole organisational body working together for OSH. Collaboration and networking provide a solid foundation for ESG measurement.
- OSH professionals recognising that knowing how to manage risk and having a systemic approach that subscribes to continuous improvement gives them special aptitudes in ESG.
- Ensuring sustainability logos include pictures of people as well as the planet.
- As a function, OSH is almost unique in operating from board to shop floor, and has a real understanding of workers and their work.
- There is good work with supply chains to influence and encourage change organisations' leadership shadow is long and can set the tone positively for their supply chains.
- OSH professionals can influence external ESG metrics. Pushing back against a rating agency's allocation of only a 3% weighting to human capital resulted in it increasing to 13% the following year. Still not an adequate weighting but an improvement.

Challenges include:

- Sustainability is limited to environmental measures in many organisations.
- Some businesses are blinkered about OSH duties; the management teams think only the OSH team should look after OSH rather than it being the responsibility of everyone across the organisation.
- Establishing wellbeing KPIs for organisations – and making “wellbeing footprint” a recognised measure.

- The lack of universal definitions of sustainability terms and measures makes it hard to know how your organisation compares to others.
- Incorporating sustainability has added to workloads of over-burdened professionals, whose roles have grown to also include areas such as quality; environment and mental health in recent years.
- Health is still second rank to safety. Though there are around 12000 UK deaths a year from occupational respiratory exposure, some organisations prefer to focus on wellbeing rather than the impact of continually exposing an employee to a hazard. The long latency of health problems reduces the sense of urgency.
- The “wild west” of ratings agencies' priorities can unbalance ESG priorities. One organisation was docked five points due to an environmental infringement but lost none for a life-changing incident. Encourages management focus on the environment rather than OSH.
- Organisational size and OSH maturity dictate the capacity to resource the shift to sustainability; the challenges are greater for SMEs than more mature or better-resourced corporations.
- Legal teams can be averse to transparency in public reporting. They see reporting OSH metrics as washing dirty laundry in public, while OSH professionals want to be open with data, and discuss it and learn from it.
- Top management are mostly worried about numbers and year-end performance.
- Professionals do not always understand the limits of their competence. People don't know what they don't know, so do not know when to bring others in.

Q/2

What do professionals need to shape, leverage and influence OSH in ESG/Sustainability in their roles, organisations or profession?

- To gain more Influence, they need senior leader buy-in. OSH professionals need to talk senior leaders' language.
- They need strong competencies in ESG and sustainability – including training to map their vocabulary into ESG/sustainability language and to broaden their perspective to help them make the links between OSH and ESG.
- They need to engage with employees to change their perceptions, to make sure people feel that safety and health measures are not just being “done to them”.
- There should be more standardisation, ideally a globally-recognised ESG accreditation that organisations can sign up to. Then time could be spent on issues that are more meaningful and bring value to investors.
- They need proven examples and case studies of how framing OSH in a sustainability/ESG context benefits productivity. There is no golden bullet but lots of good examples will provide a magazine of ammunition.
- Whatever they may need, OSH professionals should never forget how much they are already contributing to sustainability by keeping people safe, healthy and well.



Workshop: Role of Diversity Equality and Inclusion (DE&I)

Q/1

What are you seeing in practice?

- Increasing consultation, empowering and listening to teams.
- The growing creation of psychologically safe workplaces.
- Increasing visibility through education and mentoring
- There is a wide agenda of DE&I, with many characteristics, such as weight, dyslexia, autism and down syndrome. The focus tends to be on gender, race or sexual preference but it is not just that. How should this wider scope impact on OSH practitioners' training?
- Age is still a barrier to many jobs. And perceptions and expectations need managing.
- There is still under-representation of women in the OSH profession – one delegate found herself one of two women in a room with 120 male OSH practitioners. But there has been a huge change over the past five years.
- OSH practitioners do not always understand how to address DE&I requirements. Allowances for different learning styles need to be built into safety training.
- Work-life balance has been a blocker to good DE&I historically, though it has changed over the past five years. OSH is a profession where changing work practices can be accommodated more easily than some other roles.
- DE&I can be seen as fluffy and empathetic, not perceived as a value by organisations. Prioritising empathy among management would be useful, and more female role models.
- Some practitioners are left on their own to find mentors within their organisations.
- “We are on a journey but we are not there yet”.



Q/2

What do you need to shape and influence DE&I and OSH in your role or organisation?

- More collaboration and networking to raise the profile and value of DE&I for business.
- More good role models.
- Professional bodies and organisations to take a combined approach to encourage people into the OSH profession.
- Mentoring - proactively matching new members with more experienced or higher-level individuals/mentors. Willing mentees need an easy route to selecting mentors.
- More organisations engaging with mentoring programmes, for example RoSPA and L'Oréal's Leading Safely for Women scheme and the OneWish Coalition.
- Identifying EDI networks and connecting them with existing OSH networks
- Ways to demonstrate to potential OSH practitioners that it is an open profession.
- Award schemes to include a category on people sustainability, eg: "Are there any initiatives that you have undertaken to encourage DE&I?"
- Sharing awkwardness of safety practitioners in groups and situations where the dynamic is reversed. Training on how to challenge other perceptions and potentially embarrassing situations, not to put others in uncomfortable situations.



List of workshop participants

First Name	Last Name	Job Title	Organisation
William	Jordan	Peer	Houses of Parliament
Rhaynukaa	Soni	Head of Health and Safety	East West Rail
Zoe	Davies	Head of Safety, Security, Resilience	BBC
Lauren	Crawley	Health Safety and Biosafety Advisor	Oxford Biomedica
Graham	Parker	CEO	ConsultSafe Ltd
Zoe	Goodwin	Head of Marketing	NEBOSH
Julia	Whiting	Director of Communications & Marketing	NEBOSH
Vincent	Sauvaire	Managing Partner	ERM
John	Johnston	Senior HSE Advisor	TechnipFMC
Stephen	Storey	Europe & Israel EHS Director	Exyte
Carole	Smets	Group Health and Safety Director	Pernod Ricard
Aurore	Such	Auditor and consultant	Mazars
Malika	SIFOUANE	Corporate Health & Safety manager	L'OREAL
Séverine	Convenant	Corporate Health & Safety manager	L'Oréal
Michael	Cooke	VP SER	Jabil
Hennie	Pouwels	Head of EHS	ASML Customer Support
Dan	Hobbs	CEO	Protex AI
Bruno	Vercken	Global Health, Safety and Working Conditions Director	DANONE SA
Luc	Viaene	HSE Consultant	ViaeneConsult
Bruno	Baticle	Global Head of Health & Safety	Sanofi
Bruno	Declercq	International R&I Director for EHS & Demi-Grands	L'Oréal Research & Innovation
Charles	Redinger	Founder, CEO	Institute for Advanced Risk Management
Stephanie	Hime	Director	Little Blue Research
Margaux	Yost	Social Impact Manager	Kering
Melissa	Mark	Associate Director EHS	Labcorp
Philippe	DELBECQ	Corporate Industrial Hygiene Toxicologist	L'Oréal
Malcolm	Staves	Global Vice President Health and Safety	L'Oréal
Manal	Azzi	Health and Safety Expert	ILO
Sarah	Cumbers	Director of Evidence and Insight	Lloyds Register Foundation
Hans-Horst	Konkolewsky	President	International ORP Foundation

First Name	Last Name	Job Title	Organisation
Thiago	Ramos	Global Health & Safety Manager	L'Oréal
Dee	Arp	Chief Operating Officer	NEBOSH
Roger	Bibbings	Partnership Consultant	RoSPA
Kathy	Seabrook	Co-Chair Human Capital in OSH and Wellbeing Project	Capitals Coalition
Michael	Cooke	Vice President, Social and Environmental Responsibility	Jabil Group
Neil	McFarlane	Senior Vice President - Global Quality Health Safety Security & Environment	Firmenich
Jennifer	McNelly	CEO	American Society of Safety Professionals
Natalie	Nicolles	Senior Director	Capitals Coalition
Louise	Hosking	Director	Hosking Associates
Anne	Isaacs	Estate Manager	Rivermead Court Ltd.
Bobbie	Grant	Senior EHS Manager Global	Thermo Fisher Scientific
Nishma	Mistry	Safety Strategy Manager	Transport for London
Rosie	Russell	Head of Environment, Health and Safety	MeiraGTx
Christine	Sullivan	SVP Risk Control Director / President	Sompo International / American Society of Safety Professionals
Tamara	Parris	Vice President of Community Development	Safeopedia
Tim	Walsh	Director	Branagh PR
Louis	Wustemann	Freelance writer, editor and speaker	
Fiona	O'Donnell	Global HSE Strategy Lead	Jacobs
Paul	Hendry	Vice President HSE	Jacobs
Sukhy	Hogwood	Head of HSE Europe - People & Places Solutions	Jacobs
Kate	Jermey	Events Manager	RoSPA
Julia	Small	Achievements Director	RoSPA
Rebecca	Hickman	Relationships Director	RoSPA
Andrea	Sims	Partnerships Manager	RoSPA
Errol	Taylor	CEO	RoSPA
Karen	McDonnell	Occupational Health and Safety Policy Adviser	RoSPA
Sinead	Reid	Achievements Administrator	RoSPA
Dave	Mounsey	Key Account Manager	RoSPA
Pamela	Theofanous	Key Account Manager	RoSPA
Lawrence	Webb	President	IOSH

L'ORÉAL



accidents don't have to happen



CAPITALS
COALITION