



iOwnWSH Company Report



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Introduction

Thank you for using iOwnWSH, a company-based online assessment tool developed by the Workplace Safety and Health (WSH) Institute and in consultation with the WSH Council, to measure the level of WSH Ownership in your company. The survey and methodology are adapted from the multi-year study on WSH Ownership by Centre for HEalthy and Sustainable cities (CHESS), Wee Kim Wee School of Communication and Information (WKWSCI), Nanyang Technological University (NTU) in partnership with WSH Institute.

In this report, you will find the aggregated results of your participating employees who responded to the survey. The survey results can guide you on areas where WSH Ownership can be enhanced in your company.

How to use the report findings:

The report is designed based on the WSH Ownership Model (See Figure 1) constructed by CHESS, WKWSCI, NTU and can be broken down into three parts:

Part 1: Overall Ownership Index Score gives you the overall assessment of your company's WSH Ownership.

Part 2: Overall Ownership Index Score Components found in Sections I, II and III. To raise the score, companies may focus on the components with lower scores for improvements.

Section I: **Safety Climate:** Measures employees' shared perceptions of policies, procedures, and practices relating to safety.

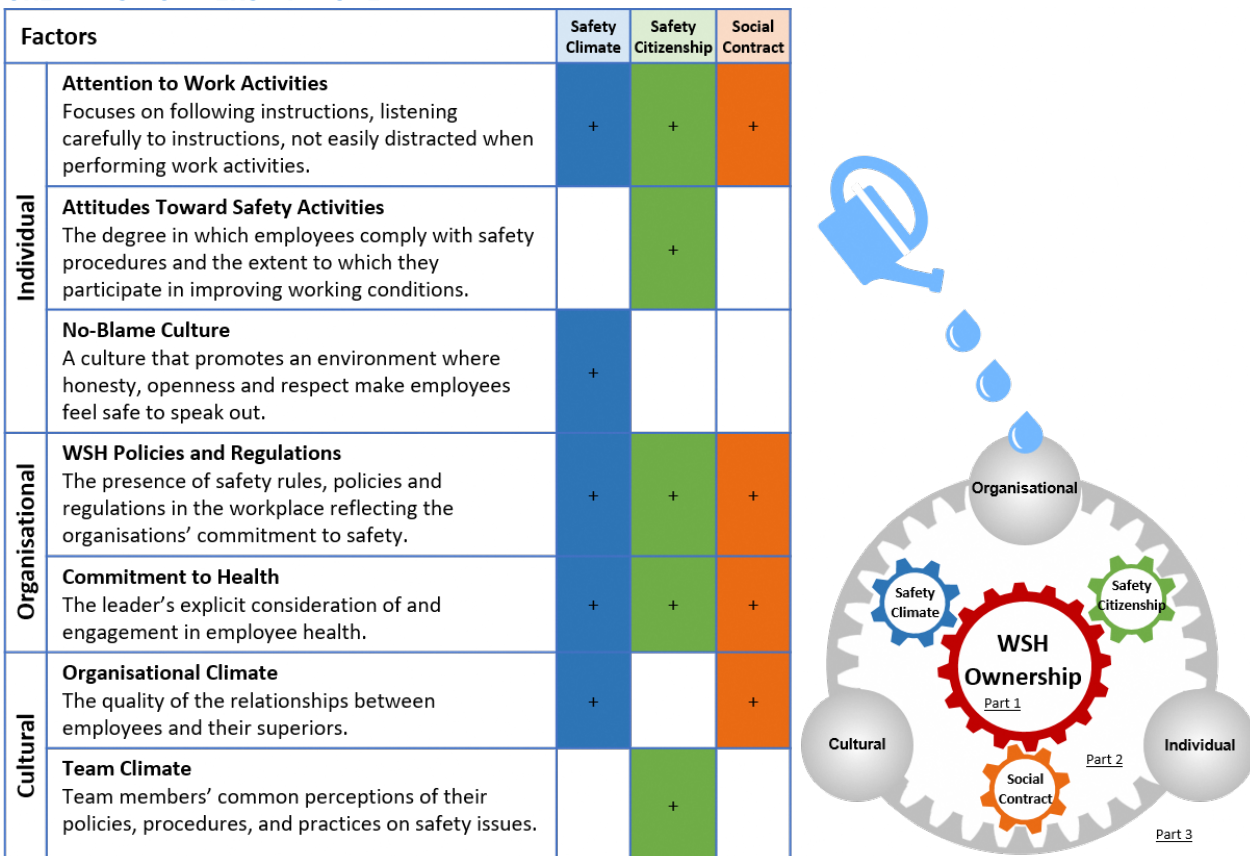
Section II: **Safety Citizenship:** Measures the behaviours of employees that support the safety of the organization.

Section III: **Social Contract:** Measures the communication and informal / unwritten commitment between workers, supervisors, and management toward safety.

Part 3: Areas of improvement found in Section V. This section contains the factors that influences the WSH Ownership components of Safety Climate, Safety Citizenship and Social Contract. By working on the interventions recommended in Section V, your company can experience positive improvements to your WSH Ownership.

Figure 1 is a picture representation of how everything works together.

FIGURE 1: WSH OWNERSHIP MODEL



Overall WSH Ownership Index

The WSH Ownership Index measures the level of WSH Ownership in the company and is made up of the scores of the 3 components – Safety Climate, Safety Citizenship and Social Contract.



4.5

Company Score

Min. Score: 1

Max. Score: 5

Congratulations! **Based on the WSH Ownership index score of 4.5**, the level of WSH Ownership in your company is **EXCELLENT**. This means that:

In terms of **Safety Climate**, your employees:

- React quickly to safety hazards.
- Quickly correct any safety hazards.
- Listen carefully to others' ideas.

In terms of **Safety Citizenship**, your employees:

- Make safety-related recommendations about work activities.
- Speak up and encourage others to get involved in safety issues.
- Assist others to make sure they perform their work and help co-workers learn about safe work practices.

In terms of **Social Contract**, your employees:

- Feel that the company take care of the employees.
- Feel that the company trust the workers to fulfil their work responsibilities.

You are encouraged to review your company and job level scores for 'Safety Climate', 'Safety Citizenship' and 'Social Contract' to identify the areas of improvement. Refer to Section V at the end of this report for a list of suggested interventions to improve WSH Ownership.

The survey was conducted between 18 Jan 2023 and 19 Jan 2023. The following is a breakdown of your company's WSH Ownership Index by job level:

TABLE 1: BREAKDOWN BY JOB LEVEL*

Job Level	Number of Invited Participants	Number of Respondents (Response Rate)	Score
Management	5	5(100.0%)	4.5
Supervisor	5	5(100.0%)	4.5
Worker	5	5(100.0%)	4.5

Note: The maximum score in a category is 5.0.

*Job Levels surveyed:

- Worker refers to people who are directly involved in the work activities.
- Supervisor refers to people who provide direct and close supervision of tasks performed by workers under them.
- Management refers to people who hold key senior leadership positions (e.g., Business Owner, CEO, Managing Director, Director, General Manager) as well as middle management (e.g., Functional/Department Head/Regional Managers, including EHS Manager) who make key decisions for the business.

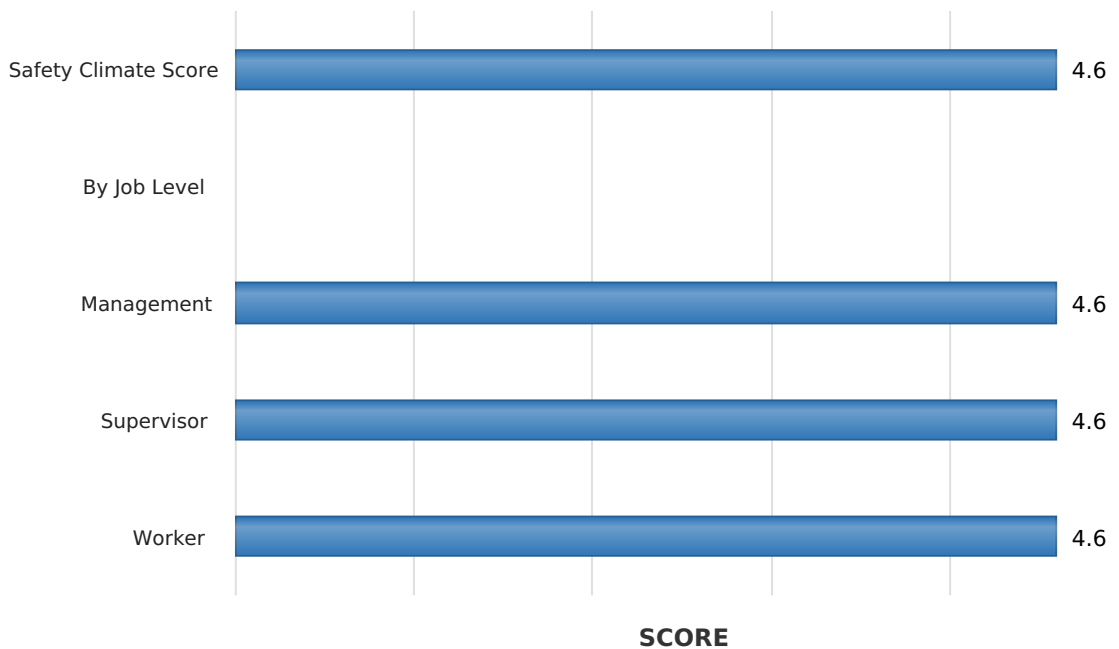
Section I

Safety Climate

Safety Climate is defined as the shared perceptions of safety policies, principles, and practices among employees in the organisation.



Your company's Safety Climate score and breakdown by job level are as follow:



Safety Climate is influenced by the following factors. Focus on those with lowest scores and refer to Section V for a more detailed breakdown and suggested interventions.

TABLE 2: BREAKDOWN OF SAFETY CLIMATE SCORE

Factor	Score			
	Safety Climate	Job Level		
		Management	Supervisor	Worker
Attention to Work Activities	3.1	2.9	3.1	3.3
No-blame Culture	3.0	3.1	3.1	2.9
WSH Policies and Regulations	2.6	3.0	1.9	3.0
Commitment to Health	3.0	2.9	3.0	3.2
Organisational Climate	3.1	3.2	2.9	3.1

Note: The maximum score in a category is 5.0.

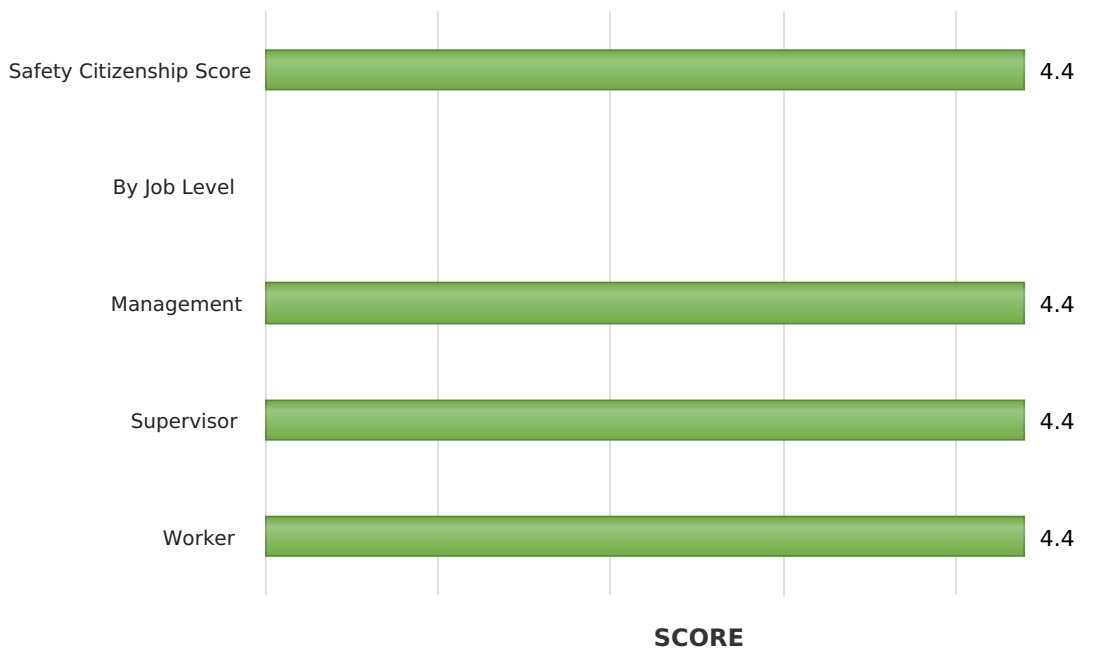
Section II

Safety Citizenship

Safety Citizenship is defined as the tendency of employees to be cooperative and helpful toward each other in the organisational setting.



Your company's Safety Citizenship score and breakdown by job level are as follow:



Safety Citizenship component is influenced by the following factors. Focus on factors with lowest scores and refer to Section V for a more detailed breakdown and suggested interventions.

TABLE 3: BREAKDOWN OF SAFETY CITIZENSHIP SCORE

Factor	Score			
	Safety Citizenship	Job Level		
		Management	Supervisor	Worker
Attention to Work Activities	3.1	2.9	3.1	3.3
Attitudes Toward Safety Activities	2.9	3.0	3.0	2.8
WSH Policies and Regulations	2.6	3.0	1.9	3.0
Commitment to Health	3.0	2.9	3.0	3.2
Team Climate	3.1	3.1	3.3	2.9

Note: The maximum score in a category is 5.0.

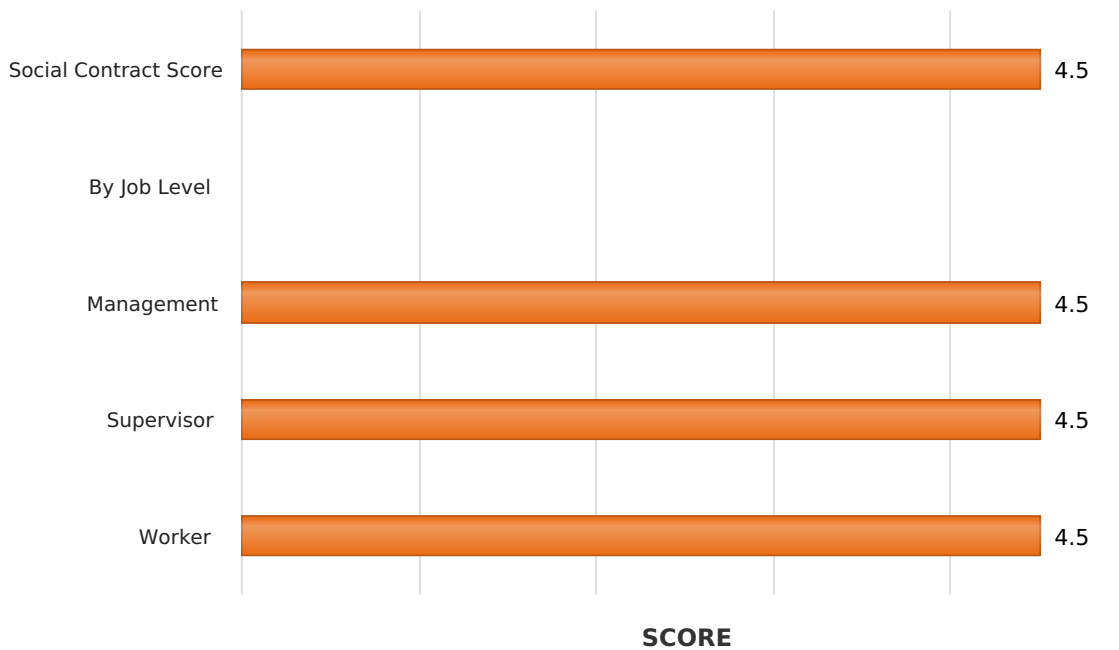
Section III

Social Contract

Social Contract is defined as the voluntary and informal communication and unwritten commitment between management, supervisors and workers toward safety.



Your company's Social Contract score and breakdown by job level are as follow:



Social Contract is influenced by the following factors. Focus on factors with lowest scores and refer to Section V for a more detailed breakdown and suggested interventions.

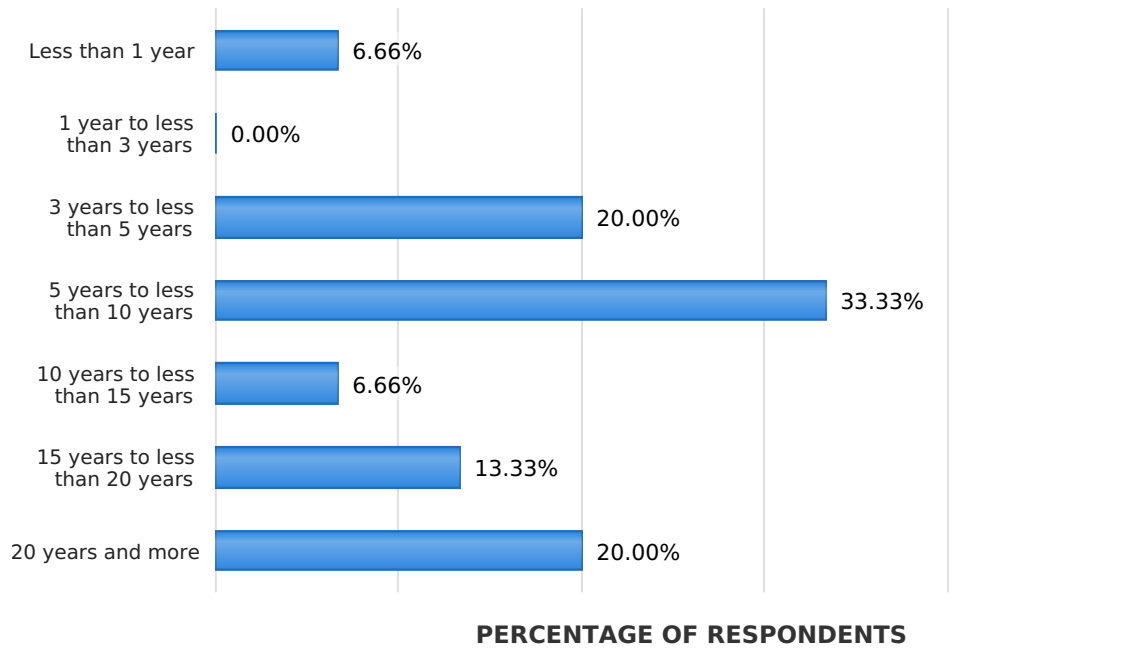
TABLE 4: BREAKDOWN OF SOCIAL CONTRACT SCORE

Factor	Score			
	Social Contract	Job Level		
		Management	Supervisor	Worker
Attention to Work Activities	3.1	2.9	3.1	3.3
WSH Policies and Regulations	2.6	3.0	1.9	3.0
Commitment to Health	3.0	2.9	3.0	3.2
Organisational Climate	3.1	3.2	2.9	3.1

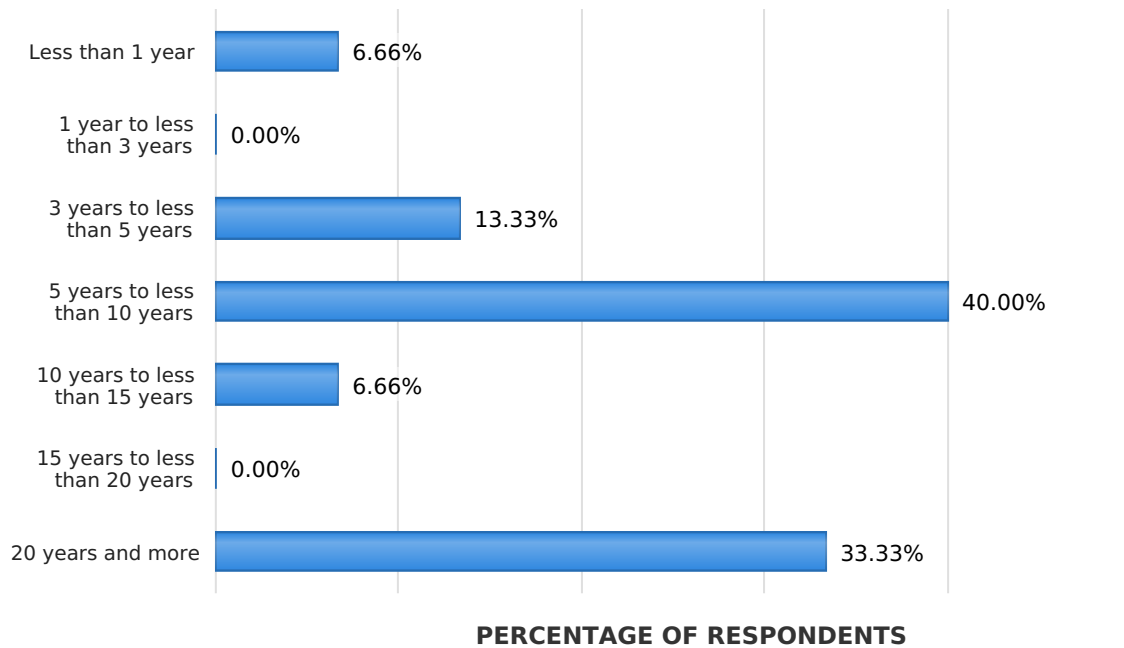
Note: The maximum score in a category is 5.0.

Section IV: Demographic Profile of Respondents

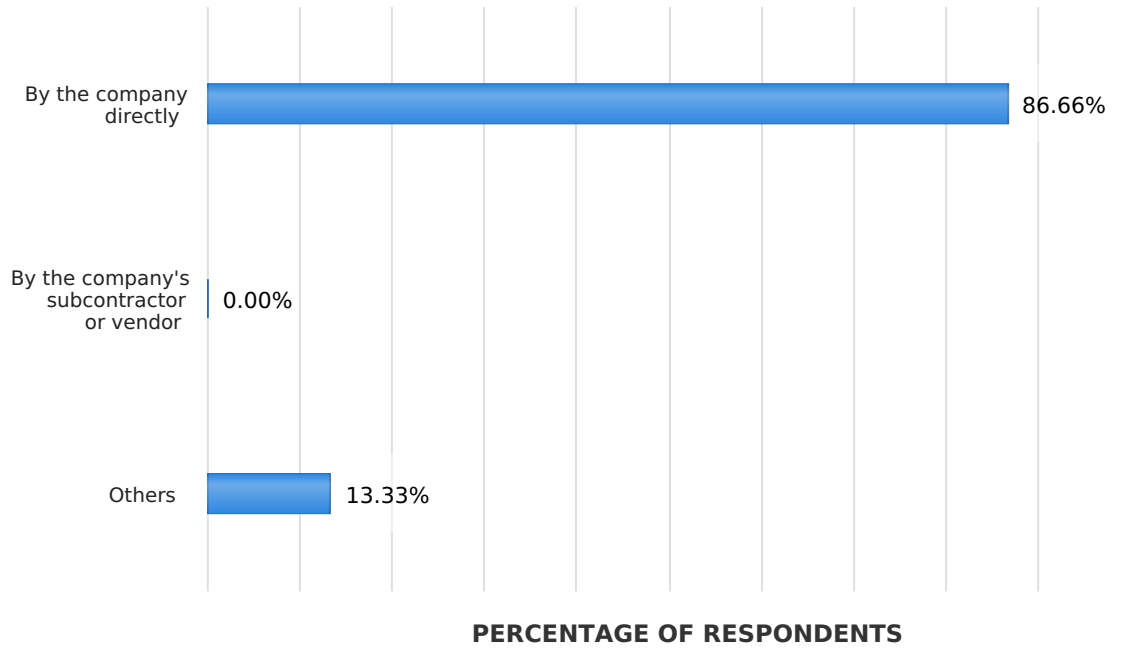
• Years of Service in Company



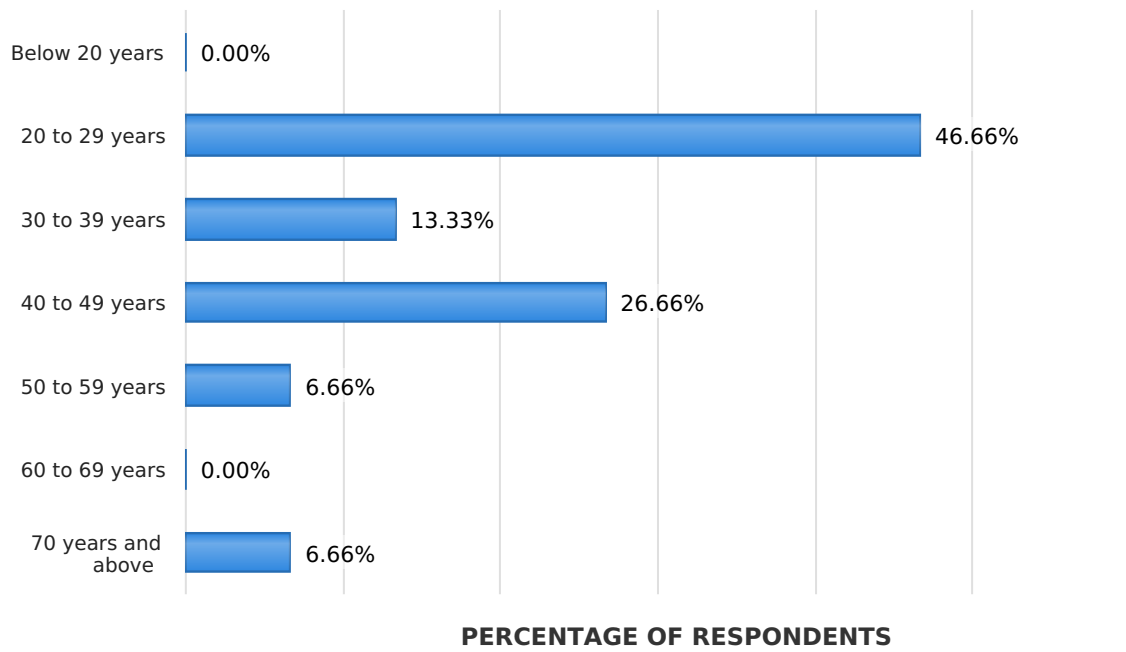
• Years of Service in Industry



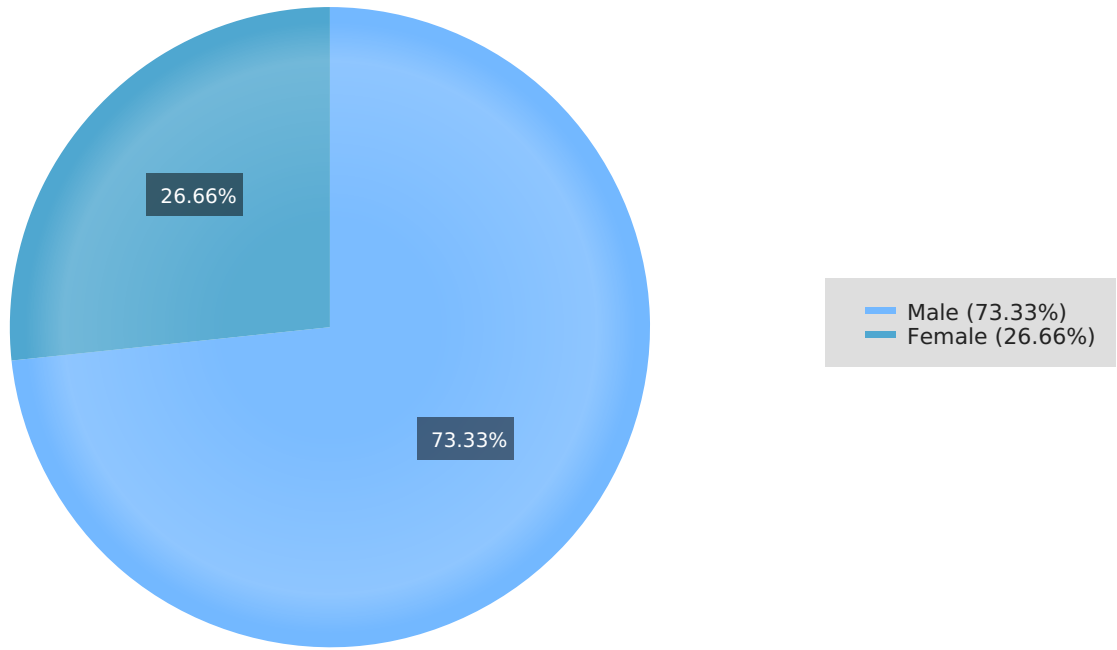
• **Employment Type**



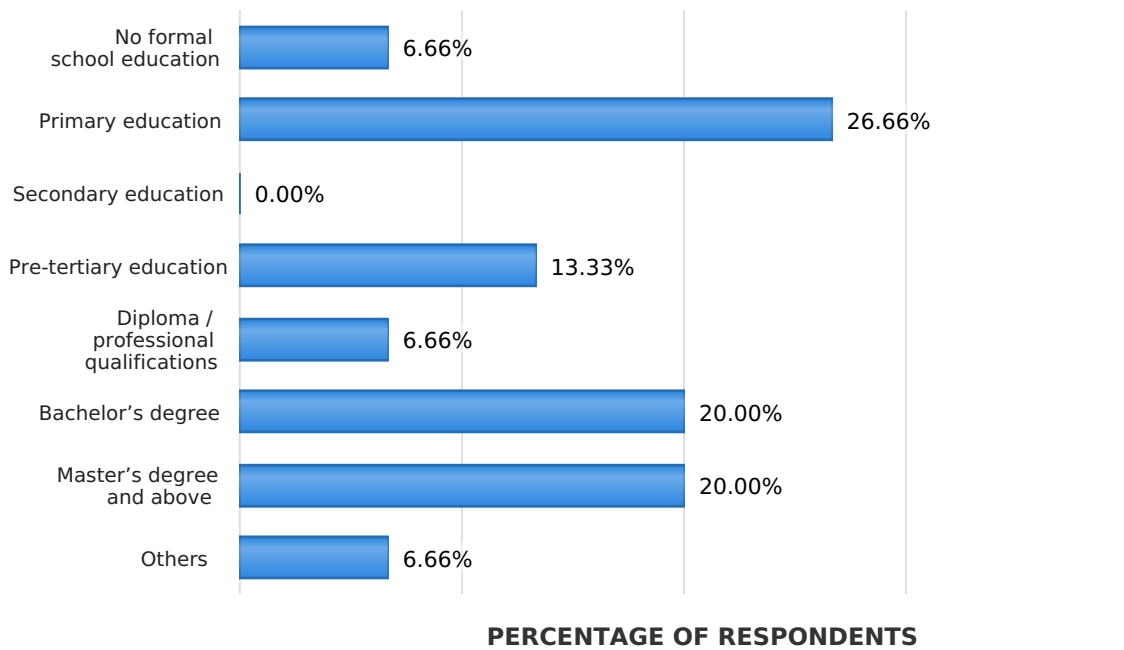
• **Age**



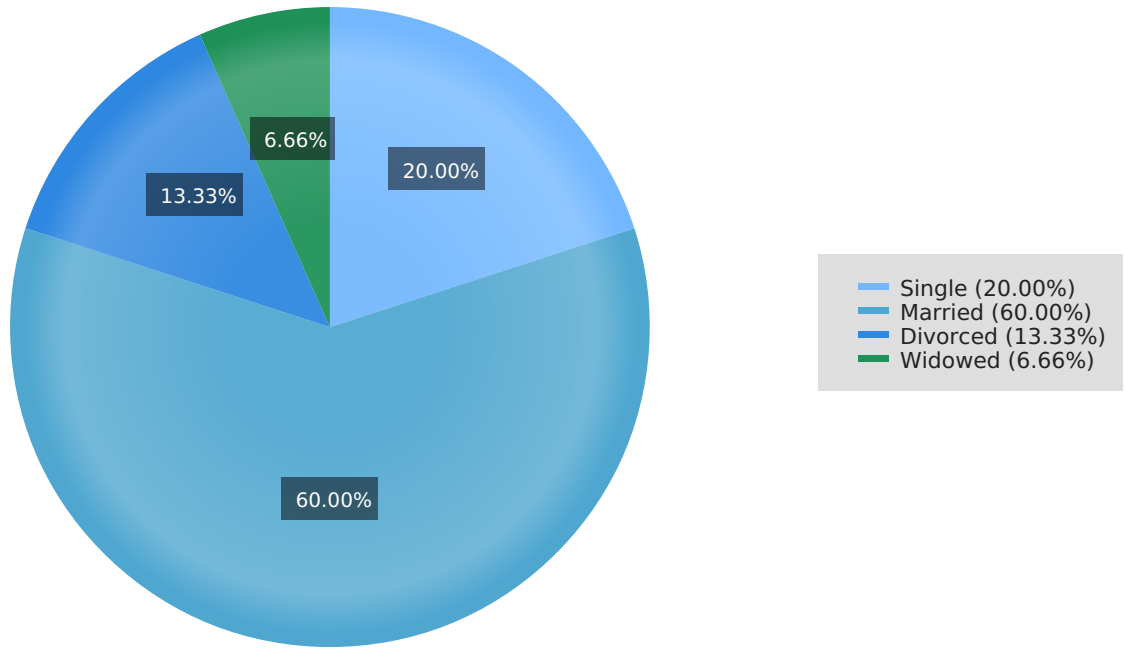
• Gender



• Educational Qualification



• Marital Status



Section V: Suggested Interventions to Improve WSH Ownership

Below are some suggested interventions that may improve WSH Ownership in your company. You may refer to Section VI below on steps to develop an action plan to implement them.

For example: When comparing the scores, your finding indicates that Safety Climate has the lowest score. Refer to Section I, Table 2 for the list of factors impacting Safety Climate, then focus on Section V interventions related to factors **Attention to Work Activities, No Blame Culture, WSH Policies and Regulations, Commitment to Health** and **Organisational Climate**.

Factor & Description	Recommended Interventions
<p>Attention to Work Activities Focuses on following instructions, listening carefully to instructions, not easily distracted when performing work activities.</p>	<ul style="list-style-type: none"> • Emphasise risk assessment as integral part of the work routine for everyone, beginning with appointing a WSH team empowered with the responsibilities of implementing risk management, such as through bizSAFE certification. • Conduct a WSH management review meeting on a quarterly basis to evaluate WSH performance vs WSH objectives. • Managers should directly intervene to correct at-risk behaviour on the spot whenever any supervisors / workers were observed to carry out their works in an unsafe manner. Managers should also recognise supervisors / workers who are exemplary in their safety performance. • Analyse incidents, near misses and accidents to uncover root causes and contributing factors so that enhancements could be made to safety and health management system, including work procedures and risk control measures. • Benchmark WSH performance to industry standards and develop action plans to enhance existing WSH practices and processes. • Appoint WSH advocates, leaders, or mentors to act as bridging spokespersons for WSH discussions between management, supervisors, and workers. • Conduct regular surveys with staff to review the effectiveness of communication efforts, dissemination of WSH information and understand employee sentiments so that efforts can be tweaked accordingly. • Implement an “Open Door Policy” for employees to raise and discuss WSH issues and concerns at any time. • Make sure workers always follow WSH instructions.
<p>Attitudes Toward Safety Activities The degree in which employees comply with safety procedures and the extent to which they participate in improving working conditions.</p>	<ul style="list-style-type: none"> • Encourage workers to participate actively in WSH activities. • Encourage dialogue (internal communication) about WSH across and within all job levels. • Encourage workers to teach and help each other: <ul style="list-style-type: none"> ○ Implement a buddy system for all high-risk activities. ○ Implement a peer-to-peer support and encouragement programme, especially for new hires, to achieve collective WSH targets and aims. ○ Organise team building activities to foster deeper understanding, appreciation and camaraderie among teams and co-workers, and strengthen team spirits and cohesiveness. • Encourage dialogue and enhance the quality of internal communication about WSH policy and procedures.

<p>No-Blame Culture A culture that promotes an environment where honesty, openness and respect make employees feel safe to speak out.</p>	<ul style="list-style-type: none"> ● Encourage your supervisors and workers to communicate on WSH matters to bring out good WSH behaviours. ● Implement no-blame practices to reduce fear of reporting incidents and encourage responsibility taking, such as: <ul style="list-style-type: none"> ○ Adopt a Near-Miss Reporting regime with a “No Name, No Blame” approach, where the intent of incident observations and its associated findings are not to find fault or apportion blame. ○ Set up a whistleblowing system that focuses on identifying root causes of the incident instead of determining blame. ○ Reinforce the no-blame policy for reporting incidents and near misses. Share the actions taken and lessons learnt from these reports with all employees.
<p>WSH Policies and Regulations The presence of safety rules, policies and regulations in the workplace reflecting the organisations’ commitment to safety.</p>	<p>Management can demonstrate that they take WSH seriously through steps such as:</p> <ul style="list-style-type: none"> ● Conduct regular WSH inspections. ● Review WSH procedures regularly to evaluate effectiveness and prevent incidents. ● Build a comprehensive WSH Management System that is recognised and based on approved standards (SS ISO 45001 / WSHMS standards). ● Discuss operational changes with supervisors and employees for feedback on WSH initiatives and any proposed changes to work plans, equipment, processes and systems prior to their procurement and implementation. ● Consider implementing WSH management approaches such as: <ul style="list-style-type: none"> ○ Behaviour Based Safety (BBS) or Behavioural Observation and Intervention programmes, which complements the organisational risk management and / or WSH management system (WSHMS) to minimise the occurrence of hazardous situations by focusing on at-risk behaviours. ○ Last Minute Risk Analysis, a quick, extra double-check on safety, health and the work environment just before starting work, as the situation may have changed before work commences. ● Perform regular housekeeping to keep the workplace clean and safe, such as through the use of 5S. ● Develop a review and evaluation process to periodically monitor the need for WSH enhancements or procedure implementations. ● Conduct regular WSH trainings and emergency drills. ● Develop a training matrix for all staff. The “competency matrix” as part of SS ISO 45001 may be used for effective planning and monitoring. ● Establish a mentoring system to facilitate on-the-job training. ● Organise regular sharing sessions for supervisors and workers. Information such as lessons learned from incidents occurred in the past (e.g., first aid cases, lost-time injuries, or near-misses), and non-conformances observed from different types of inspections may be shared at these sessions by managers. ● Conduct WSH quizzes regularly to create safety awareness and gain WSH knowledge.







<p>Commitment to Health The leader's explicit consideration of and engagement in employee health.</p>	<ul style="list-style-type: none"> • Promote health at the workplace in addition to WSH. • Participate in Total Workplace Safety and Health Programme to identify health and safety risks in the workplace and implement interventions to address the risks. • Enhance health-related preventive measures for work activities, especially for hazardous work involving chemicals, ionising radiation, etc. • Incorporate health-related topics at toolbox meetings. Health-related topics could include ergonomic, hygiene, nutrition, mental resilience etc. • Encourage workers to contribute to health promotion projects based on their experience.
<p>Organisational Climate The quality of the relationships between employees and their superiors.</p>	<ul style="list-style-type: none"> • Build good working relationships within and across job roles. • Encourage supervisors to focus on the well-being of their subordinates and be attentive to all problems, not only job-related problems, faced by workers. • Allow workers to share their WSH challenges and solutions and support each other through work.
<p>Team Climate Team members' common perceptions of their policies, procedures, and practices on safety issues.</p>	<ul style="list-style-type: none"> • Encourage open communication within teams to openly share their thoughts about WSH issues without judgement or fear of rejection. • Encourage team members to find and recommend new ways of improving WSH: <ul style="list-style-type: none"> ○ Get employees to actively participate in WSH improvement initiatives by providing incentives and supervisory support for their participation. ○ Create opportunities for employees to share ideas, such as through a suggestion box, rewarding good suggestions, and share how the suggestions have improved the workplace. ○ Form work improvement teams and encourage the teams to meet regularly to solve the WSH problems relating to their job scope or workplace.

Section VI: Action Planning, Implementation & Review

To improve the level of WSH Ownership in your company, develop an action plan to address areas for improvement.

Developing the Action Plan

An action plan is a checklist or a list of tasks your company needs to complete to improve your company's WSH Ownership. Developing an action plan is essential to track the progress of your tasks and ensure that you do not miss out on any actions or overcommit to one particular action. This plan can be done in-house, or with the help of an experienced consultant.

1) Form a Team	
Having a dedicated team is key to delivering the action plan. Led by management and including the company's WSH personnel, this dedicated team should ideally also include representatives from the union, human resources, and key operations.	
2) Understand the Results	
Taking time to understand the results enables you and your dedicated team to have a detailed understanding of your company's current WSH Ownership before designing changes to address the needs of your company.	
	a) Review your company's iOwnWSH report in detail.
	b) Focus first on the WSH Ownership components with low scores. c) Rank the importance of each factor identified in Section I, II, III in terms of their impact on WSH performance in your company. Then, identify the top three factors to address.
	d) Conduct an in-depth analysis to uncover underlying reasons behind the findings. You can reference various models such as the loss causation model ¹ , the five whys methodology ² or a root cause analysis ³ to do a deep dive. i. You can organise interviews, workshops and / or focus groups with stakeholders to do the in-depth analysis.
	e) While it is easy to run into action plans at this stage, it is important to park the ideas for later. To do so, create a "parking lot" to "park" the ideas. The "parking lot" may be in the form of a list on a white board, on a piece of paper, or in a Word document.

¹ Developed by The International Loss Control Institute, the Loss Causation Model studies the sequence of events that leads up to an eventual loss, much like Heinrich's Domino Theory.

² The five whys methodology is a question-asking technique that is used to explore the cause-and-effect relationships underlying a particular problem. The primary goal of the technique is to determine the root cause of a defect or problem by repeating the question ""Why?"". Each answer forms the basis of the next question.

³ Root cause analysis is the process of determining the root causes of problems to identify appropriate solutions. It commonly uses the cause-and-effect fishbone diagram.

3) Gather Ideas

In gathering ideas for the reasons behind the low scores or interventions, the more, the merrier. Ideas tend to reinforce and supplement existing views. Differing ideas should be looked at, as there can be important feedback within them.



- a) Before embarking on any brainstorming to generate ideas, it is important for all participants to understand the findings from the results. Communicating the findings must be the first step.
- i. You may wish to convene a meeting with the management and stakeholders at this juncture to discuss the findings of this iOwnWSH company report and explain your proposal to obtain buy-in.



- b) Decide on the focus for idea generation. For each factor identified in Section I, II, III, you can pose questions relating to it. For example, “How might we inculcate a no-blame culture for employees to feel safe and speak out about WSH?” instead of “How might we improve our WSH Ownership in the company?”



- c) You can also call for ideas through notice boards or emails, etc. Where possible, ensure a “safe” environment where ideas may flow freely.
- i. Set ground rules such as “there are no wrong answers”, “all ideas can be shared” or “share the issue, with no shaming or blaming”.
 - ii. It is important to understand that supervisors and / or workers might only want to share their ideas among themselves.
 - iii. Limitations like budget, manpower or other resources should not be considered at this juncture of idea generation as they can restrict creativity.
- d) You can also get some ideas by referring to Section V – Suggested Interventions to Improve WSH Ownership.



- e) After the initial gathering of ideas, include the ideas in the “parking lot”. It is also good practice for participants, especially the parties in charge of executing the action plans, to appreciate each idea and be given the opportunity to add on or enhance the ideas. This is where ideas can be made better by reinforcing each other.

4) Formulate the Action Plan

Your action plan is developed based on the ideas that were generated in the previous step. The ideas will need to go through a prioritisation process to ensure that your company focuses its resources on what matters most.



a) From the ideas generated, sort each idea into a matrix, similar to the following:



Ideas should be grouped / classified based on their effectiveness (higher effectiveness = higher impact) and ease of execution, considering the company's limits such as budget, manpower, and constraints on resources such as time and space availability.

- The implementation team should also be involved in this sorting exercise.



b) Once the ideas are sorted into the matrix, prioritise ideas from the "High impact; Easy to execute" quadrant to be done first, followed by ideas in the "High impact; Difficult to execute" that can be done within the company's limits, and finally ideas that are in the "Low impact; Easy to execute" if they are of value to the company. This prioritised list of ideas is your action plan.



c) For every item in the action plan, set goals, key performance indicators (KPIs) and a timeline, and appoint a person-in-charge. While the WSH department can lead the project, the person-in-charge of each work item need not be part of the WSH department. Having a cross-departmental team would encourage cross-department sharing and teamwork.



d) Management should endorse this action plan and empower the team to carry out the action plans. A management representative should also be involved in leading the team.

5) Communicate the Action Plan

Effective and regular communication fosters good working relationships between management, supervisors, and workers. Morale and productivity tend to improve when management, supervisors and workers understand each other clearly.



- a) Once the action plan is developed and endorsed by management, the final step would be to communicate the plan and introduce the persons-in-charge to the whole company so that all stakeholders, down to the last worker, are aware and know what to expect in the coming months.
 - i. It is recommended for management to lead the communication to staff.

Implementation

The implementation stage is where companies carry out their action plans. For best results, establish:

- Visible and strong management leadership;
- Clear specification of roles and responsibilities;
- Specified objectives and targets;
- Realistic timelines; and
- Track progress updates and status reviews periodically.

As your company executes its action plan, remember to provide regular progress and status updates to the management. A convenient way to do this is to provide the updates at regular, scheduled management meetings as part of KPI updates. Regular progress updates should also be provided to all employees.

Review and Evaluation

You should review the effectiveness and results of your implementation. This will provide feedback on whether your company needs to:

- Refine the action plans to ensure its robustness and sustainability; or
- Work on other areas of WSH improvements.

You may wish to consider the following points:

- Were activities conducted according to the defined timeframe?
- Any shortcomings in each of the activities which were conducted?
- Were the proposed activities effective in improving WSH (based on observation, feedback from workers etc)?
- Are each of the proposed activities one-off or ongoing?
- Is there an improvement in WSH performance? E.g., Are there more near misses reported? Is there a reduction in MC rates / injury rates?
- Are employees happier or more satisfied working in the company?

Your company may also conduct another round of iOwnWSH survey to measure any WSH Ownership improvements. However, initiatives often take time to yield results. Hence, undertaking another survey too soon after implementation may not accurately reflect your implementation efforts.

We hope that the findings provide insights and the steps and interventions can guide your company to improve WSH Ownership. Thank you.