



Briefing June 2009

# Meeting Accountabilities in Health and Safety

## At a Glance

- ◆ CEOs take primary responsibility for health and safety within their organization and more broadly.
- ◆ Meeting accountabilities for health and safety requires working with multiple stakeholders: employees, committees, schools, unions, and the public.
- ◆ Organizational support systems and a model of distributed responsibility aid the implementation and growth of a safe mindset across the organization.

## INTRODUCTION

CEOs, presidents, and other senior leaders bear accountability for the actions taken in their organizations. Those accountabilities will be different for each leader, and how each leader meets those accountabilities will also be unique. Delivering in a meaningful way against these accountabilities requires a nuanced understanding of what leaders are accountable for, to whom they are accountable, and the actions they need to take. This is as true for health and safety as it is for revenue, profit, growth, and quality.

One goal of the National Leaders Forum on Health and Safety is to help Canada's leaders better understand how to meet their health and safety accountabilities. The last forum was held jointly by The Conference

Board of Canada and the MySafeWork<sup>1</sup> initiative (formerly the Our Youth at Work foundation) in Calgary on February 4–5, 2009. Forty business leaders and recognized champions of health and safety participated in four community events at local schools to raise awareness of the role our youth play in health and safety.<sup>2</sup> This executive briefing focuses on the outcomes of the second day, which the group dedicated to identifying leadership accountabilities in health and safety and actions CEOs and senior leaders can take to deliver on these accountabilities.

## TAKING ACCOUNTABILITY FOR HEALTH AND SAFETY

Attitudes toward safety are changing. It wasn't that long ago that no one thought twice about riding a bicycle without a helmet or driving without wearing a seatbelt. But over time, and through the diligent actions of leaders, those behaviours have been changed and countless lives have been saved. Business leaders note, however, that much has yet to be done to transform attitudes and behaviours related to workplace safety.

Business leaders agree that “it must be our goal to make it socially unacceptable to get injured at work.” However, this shift in thinking will be reached only if people have a greater awareness of the importance and applicability of safety at work, at home, and in the community. And this is no easy task. As one CEO put it, “It’s hard enough in the company; how the messages get home is a tough issue.”

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This executive briefing shares the perspectives and insights developed by CEOs and other senior leaders who are committed to transforming the thinking and behaviours associated with health and safety. Many of these individuals have signed on to the CEO Health & Safety Leadership Charter (see box “The CEO Health & Safety Leadership Charter”) and are dedicated to eliminating injuries and deaths in the workplace.

### The CEO Health & Safety Leadership Charter

In 2005, a group of CEOs came together at the encouragement of Duncan Hawthorne of Bruce Power and Maureen Shaw of the Industrial Accident Prevention Association to establish the CEO Health & Safety Leadership Charter. The charter is a series of seven commitments that participating leaders support and agree to take action on within their organizations. The commitments are to:

- ◆ subscribe to the principle that nothing is more important than the health, safety, and well-being of employees, contractors, visitors, and the surrounding community;
- ◆ integrate health and safety into business strategies, processes, and performance measures, and recognize that good health and safety performance supports good business results;
- ◆ effectively manage health and safety risks by eliminating, minimizing, or controlling hazards;
- ◆ strive for continuous health and safety improvement and provide the leadership and internal capacity to make this happen;
- ◆ provide an environment that enables all employees to participate and work collaboratively in developing, promoting, and improving health and safety at work;
- ◆ extend health and safety efforts beyond the workplace, recognizing and supporting related initiatives within the community; and
- ◆ participate within a CEO health and safety leadership learning community by providing and receiving information and best practices, with the goal of continuously improving health and safety strategies, programming, and performance.

More than 300 senior leaders have embraced the charter. The fundamental message is that organizations that are serious about the safety of their employees demonstrate leadership from the top.

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1 MySafeWork, [www.mysafework.com](http://www.mysafework.com).

2 The Conference Board of Canada, *National Leaders Forum on Health and Safety: Health and Safety and Our Youth* (Ottawa: Author, 2009).

## BUILDING ACCOUNTABILITY THROUGHOUT THE ORGANIZATION

CEOs know they are accountable, and they know that their actions set the tone and the standards for the organization. But they also know that transforming corporate culture works only when all employees own some of that accountability. Participants identified a number of specific initiatives to help build that sense of ownership across an organization.

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## STRENGTHEN INDIVIDUAL RESPONSIBILITY OF ALL STAKEHOLDERS

Most provinces have assigned responsibilities for health and safety in an inverted pyramid, where owners and employers have the most responsibility and supervisors, committees, and workers have increasingly fewer—and, in some cases, more defined—responsibilities. To help the individuals responsible, health and safety committees should provide training for all employees—not just committee members—to provide them with a full understanding of the applicable organizational health and safety act, the relevant regulations, and the employee’s role. All stakeholders in a company need to have a basic knowledge and common understanding of the roles, internal rules, and legislation. When all stakeholders are engaged in this way, responsibilities are more broadly distributed and significant progress can be made toward a healthier and safer workplace. As an example, one business leader pointed to Ontario’s construction industry, where each crew of five is required to have one designated health and safety representative on-site. Workers often rotate this responsibility. The requirement is legislated and enforced and has proven to be effective in allocating responsibility at the worker level. It is now the responsibility of each crew—and not just the health and safety committee—to ensure safety.

## INFLUENCE PUBLIC PERCEPTIONS OF HEALTH AND SAFETY

Senior business leaders argue that society needs to view health and safety violations as morally and financially reprehensible if health and safety is to move to the top of management agendas. There was broad agreement about the importance of this goal, and leaders exchanged a number of ideas on how to accomplish it:

- ◆ Institute a strong regulatory (provincial) framework to deal effectively with violations.
- ◆ Enlist a champion (with a high public profile) of the cause.
- ◆ Intensify collaboration among organizations that are committed to demonstrating to society that work injuries are socially unacceptable.

Organizations need to “think outside the box” and consider other successful initiatives, such as the plastic bag campaign in grocery stores, to improve their health and safety messaging and programming. One participant said that, to raise health and safety awareness in general, his company gives demonstrations of power safety in the community using a hot dog to demonstrate the danger of coming into contact with a power line. This demonstration has been very successful in raising awareness in schools, scout troops, and community groups. Another business leader suggested involving the victims of safety accidents to deliver the message in advertising campaigns, citing as an example a powerful video he had seen of a burn victim demonstrating how to put out a stove fire.

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## BRING HEALTH AND SAFETY INTO THE SCHOOLS

One of the greatest challenges facing employers today is building a culture of safety on the job when safety is not a part of the educational curriculum. New employees often have limited or no awareness of safety issues. Rob Ellis, president and founder of MySafeWork, confirmed this view, using as an example a group of

### From Bad Example to Poster Child—DFB Group’s “3-C Approach”

The D.F. Barnes Group Ltd. (DFB Group) is a group of companies that manufacture and service metal-based products, machinery, and equipment in the marine and industrial sectors, including the onshore and offshore oil and gas industry. The company started as a 12-employee operation in Newfoundland and has grown to more than 500 employees. Jerry Byrne, CEO of DFB Group, bought his company in 2003 and discovered that it had the worst safety record in the industry. The Workplace Health, Safety and Compensation Commission (WHSCC) brought the safety statistics to Byrne’s attention, and he decided to work with the WHSCC and the Newfoundland and Labrador Construction Safety Association to turn a firm with a negative safety culture into one of the safest firms in the province. Byrne instituted a zero-tolerance policy toward workplace injury, examined existing rules and regulations, budgeted for health and safety, and implemented a wide-reaching awareness campaign. “We were relentless and people started buying in,” he said.

DFB Group achieved 821 days without a lost-time incident and 18 months without safety infractions, giving it the best safety record in the province. This improvement in work safety translated into an estimated \$600,000 savings in productivity costs in 2007. Insurance premiums dropped to \$2 per \$100 in wages—the equivalent of adding \$7.5 million in sales each year.

Byrne said he believes that accountability for achieving business objectives goes hand-in-hand with the accountability for achieving health and safety objectives. His is a compelling argument that links success in health and safety with success in the core business. In his company, Byrne uses what he calls the “3-C approach”:

- ◆ **Control** entails viewing safety as a fiduciary duty rather than a liability issue. It involves providing the resources required to implement policies, perform hazard analyses and inspections, and encourage all employees to take an active role in the process. Specific initiatives have included twice-daily “toolbox meetings” and establishing occupational health and safety committees at each worksite.
- ◆ **Communicate** covers the entire hierarchy of shareholders, employees and their families, customers, community, and government. DFB Group has made safety a priority in communications with each group. Managers meet routinely with employees to communicate both successes and areas for improvement.
- ◆ **Care** translates into the message that the company puts people before profits and that “we are all each other’s client.” The company establishes relationships with the employees’ families, because safety begins at home and work safety has an impact on families and the community. “You have to be safety-minded to work for us,” said Byrne. “Bringing people home safe each day is our goal.”

Making safety the paramount priority has entailed a commitment to orientation, priority identification, continual improvement, effective communication, and perseverance, said Byrne. This approach has had a positive impact on business results. Orphan Industries Ltd., a member of DFB Group, has increased its welders’ productivity by 20 per cent, its overall shop productivity by 50 per cent, and quality by 31.8 per cent. And revenue growth has increased dramatically as well.

applied science students he had spoken to at a Canadian university who did not have any safety training in their curriculum. Participants identified workable methods to introduce a safety culture into schools, including “high voltage displays,” safety classes, business-sponsored scholarships, interactive plays to learn about occupations perceived as particularly dangerous, and partnerships with provincial safety campaigns. Suggestions for future action included having co-op students take home a worksheet to help their families identify safety hazards at home and inviting teachers and their unions to take part in the Forum. As participants explained, “It is about finding a way to get through to them.”

### TAKE ADVANTAGE OF INDIVIDUAL MOTIVATORS

Several business leaders suggested providing incentives to engage in health and safety based on the varying motivators of different generational, social, cultural, and ethnic groups.

One powerful motivator for employees with children is their desire to be good role models for the children. Several Forum participants recounted personal changes they had made to set an example for their children, including recycling, wearing a helmet while biking, and quitting smoking. Programs that can appeal to these motivators have a better chance of making a difference.

Education programs need to be flexible enough in their approaches to accommodate different demographic groups and values. Four generations currently exist in the workplace—Traditionalists, Boomers, Generation X and Millennials—each motivated by different beliefs about health and safety. The older generations, for example, generally see safety awareness as deriving not from education in the work environment, but rather from instinctive actions and a family-based set of values. While new hires may be expected to embrace the same value set, many do not.

The younger generation of workers thinks more in terms of “I” and how work will affect their quality of life. They are safety-conscious and place a high importance on a demonstrated employer commitment to health and safety. Given the lack of competition in some areas, many younger employees expect accelerated careers. However, having less experience on the job heightens

the potential for an increase in health and safety issues and calls for focused and effective health and safety education, training, and orientation.

The effectiveness of health and safety programs can be greatly enhanced by adapting them to generational learning styles. For example, younger generations prefer interactive training to reading a manual. Participants also raised the possibility of hiring new employees based on specific safety-oriented attitudes and mindsets. One participant said that allowing managers to select employees using these criteria may appeal to a younger generation that places more importance on filling a position with the person with the best capabilities rather than with the person with the most seniority.

### IMPROVE ORIENTATION AND TRAINING

Raising awareness about approaches to safety, such as orientation and training (OT), will benefit people outside industry. Participants noted that “for people in safety circles, the idea of OT is always a real simple thing; for others, OT is fairly new.” One participant recalled a recent fire in which three people died because there were bars on the windows of their basement suite. An orientation on how to escape in case of fire could have saved their lives. As another participant said, “It is a trust thing—we think everyone else is taking care of it.”

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Participants shared different approaches to keeping orientation fresh. Jerry Byrne of DFB Group said he rewards his employees for devising innovative safety solutions or making improvements to situations that have been shown to be less safe than they could be. One participant expressed the view that an orientation should be done whenever an employee takes on or changes a task. Another described an innovative approach to safety called “accident imaging” that his workplace uses at their weekly toolbox meetings. Employees are asked to imagine the work they will be doing that day and to picture the health and safety issues that could arise, the possible nature of any injury, and what they could

do to prevent an injury. This approach was found to be beneficial because employees actively participated in writing down the scenario. It had the added advantage of allowing employees to anonymously describe an accident that had gone unreported, giving employers an opportunity to address the issue.

## ESTABLISHING ORGANIZATIONAL SUPPORT SYSTEMS

One of the main challenges of a CEO-driven transformation of an organization’s health and safety culture is that it must influence the behaviour of a wide range of stakeholders in order to be successful. Participants identified a number of support systems that can aid the implementation and growth of a safe mindset across multiple stakeholders.

### INTEGRATE HEALTH AND SAFETY ACROSS THE COMPANY

Participants agreed that the task of changing the behaviour that defines an inadequate health and safety culture was complex. They pointed out that many of the industries represented at the Forum had a “macho” culture that impeded safety promotion. What is needed is a solid safety culture that includes safe tools for workers and health and safety components across all elements of the management system. “Most importantly, and what often gets missed, is that we need to integrate safety into systems that don’t have anything to do with safety,” they said. One effective incentive for employees to follow health and safety rules is to make everyone—managers, supervisors, and workers—accountable for health and safety by writing health and safety into employment contracts and including it in performance reviews.

Participants noted that the added risk of being held criminally liable (with the coming into force of Bill C-45) has placed a heightened urgency on including all stakeholders in a company’s health and safety initiatives and program. For example, companies and unions need to choose suppliers based on their safety record. If companies and unions are to be accountable to their employees and members, then suppliers and other business partners must be held accountable as well.

## MAKE YOUR JOINT HEALTH AND SAFETY COMMITTEES WORK

Joint health and safety committees (HSCs) are generally very effective and have a significant impact on a company or industry as they typically make very specific recommendations for actions and encourage continuous improvements. However, their effectiveness is dependent on the employer–employee relationship. There must be a good understanding between labour and management of the joint HSC’s role in the workplace and the respective assigned responsibilities of management, employees, and HSC. HSC members should always receive formal training about their roles and responsibilities. Given the complexity of the workplace, HSC roles can vary from one industry to another and from one location to another. Business leaders at the Forum expressed the view that HSCs need to be a federal issue and that it is important to capitalize on the best practices across Canada to form a national program that defines the elements that universally have to be in place. With the diversity across provincial jurisdictions, only the basics need to be consistent nationwide.

## ENCOURAGE REPORTING

Business leaders need to do more to encourage employees to become active participants in health and safety. Forum participants suggested developing campaigns that use peer pressure as a key motivator for people to change their behaviour. For this to be effective, however, health and safety has to become the norm, so that unsafe behaviour or endangering a colleague’s health is viewed in a negative light. Some companies have successfully used a reward system to encourage employees to report unsafe practices and as a first step toward increased involvement. However, increased risk and liability posed by legislation such as Bill C-45 is seen as having the potential to drive safety reporting underground.

## ENFORCE HEALTH AND SAFETY RESPONSIBLY

Health and safety infractions not only need to be discovered; they must also be acted upon. However, enforcement of internal and external health and safety rules and standards is often a challenge. Inside the organization, managers need to apply standards in a fair and honest way to underline their seriousness and build credibility. At the same time, safety violation penalties must be

sufficiently severe that people pay attention to safety. Proper protections need to be in place for workers in situations where managers might abuse their disciplinary action option for safety violations. Younger workers in the workforce are particularly vulnerable, as they often lack awareness of their rights and responsibilities.

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Business leaders blame a failure to report minor safety infractions and less reporting between the company and the union directly on the increased likelihood of legal liability. Minutes of joint meetings between companies and unions have been used in the legal system, which has resulted in a certain reluctance to formally acknowledge health risks and safety concerns. While it has always been difficult to convince employees to admit errors, the culture of non-reporting has now moved up

### New Legal Rules Hold CEOs to Account

Under federal and provincial health, safety, and environmental legislation, officers and directors of a corporation may be held personally liable in the event of injury, death, property damage, or damage to the environment that occurs in connection with the activities and operations of the corporation.

On March 31, 2004, federal legislation (Bill C-45) came into effect that amended the *Criminal Code* and raised the legal obligations of corporations and their officers and directors. This means that, in addition to being charged under various health, safety, and environmental laws, organizations and/or individuals in a position of authority can now be held liable under the *Criminal Code*. Bill C-45 created a positive duty on organizations and their representatives (who have authority to direct how others do work or perform a task) to take reasonable steps to prevent bodily harm arising from the work or task to persons performing the work or task and to the public.

Some companies previously regarded the civil law consequences of health and safety infractions as just another cost of doing business; these consequences now carry the threat of criminal charges.

to the corporate level. “Ought to know” laws seek to prevent this from occurring but are not always effective.

Forum business leaders stressed that champions of health and safety must take accountability for their company’s health and safety performance and create an environment where employees at every level feel encouraged in reporting and addressing health and safety problems.

## WORKING IN PARTNERSHIP

Excellence in health and safety is best pursued with a model of distributed responsibility, where the CEO takes primary responsibility but every other individual in the organization shares in this responsibility. It is the CEO, however, who is best positioned to build the necessary partnerships that help accelerate progress on health and safety issues—both inside and outside the organization.

### WORK WITH YOUR UNIONS

Bill C-45 has changed accountability for the union leadership as well as for senior corporate officers. Both union and management representatives at the Forum expressed the belief that company executives and union leaders face legal action if they do not act to reduce risk as soon as it is discovered. Although the legal responsibility of the union leadership versus the employer is not clearly defined, participants agreed that legal responsibility now falls more squarely on the union leadership’s shoulders as well.

Collaboration between unions and companies is essential to meet what in practice amounts to a joint responsibility. Don MacKinnon of the Power Workers’ Union (PWU) acknowledged that it is rare for a union leader to sit on the board of directors of a company as he does. He noted that there are significant benefits to having the CEO and the union president meet regularly to discuss employee concerns. Most union members feel accountable to the union for reporting health and safety issues and looking out for their co-workers. While Bill C-45 does not legislate clearly defined or enforceable duty for union members, it has made them realize that there are legal risks, in addition to physical risks, when working in an unsafe environment.

### The Psychologically Safe Workplace: A New Legal Frontier

In his presentation, Dr. Martin Shain, founder and principal of the Neighbour@Work Centre, asked participants to examine how they might build psychological health into their accountability structures in the same way that physical health and safety are built in. “A psychologically safe workplace disallows significant harm to employee mental health due to negligence, recklessness, or intentional acts,” he said.

It has been established that there is an implied duty in the employment contract to support both physical and mental health, and the number of lawsuits involving stress has increased. Depressed, anxious, or burnt-out individuals have successfully claimed that their condition is the result of bad working conditions or bad behaviour by co-workers that management should have addressed or prevented. Legal remedies have involved increasingly large financial awards and orders requiring employers to correct the work conditions identified as contributing to the mental injury. Interpretations and remedies vary across jurisdictions, but, generally, the potential sources of liability are multiplying, said Shain. Saskatchewan, for example, has used a broad definition of “harassment” to include other forms of detrimental workplace behaviour.

Employees are not required to have a diagnosis of mental illness to win a claim for mental suffering or mental injury at work. Excessive work demands can lead to successful legal action if employees can establish that the demands led to predictable mental suffering that significantly affected their ability to function at work and home. Employers may become liable if the mental injury resulted from their negligent, reckless, or intentional acts and omissions.

Psychological safety at work is both a corporate governance issue and a national policy issue. Employers can and do take action to provide a psychologically safe workplace, but some who think they have done enough may find themselves the objects of lawsuits, said Shain. Corporate policy should declare an intention to identify and address threats to psychological safety. Employers must find ways to assess or measure risks in workplace structures, management, and supervision. Employers must then address identified risks. They must develop conduct and management standards that form a baseline for individual and corporate performance measures. The employer guide *Guarding Minds @ Work* is a model process for corporate action.

Shain suggested that the first national policy steps should be a declaration that the protection of mental health at work is a population health issue and the creation of national standards for measuring and managing threats to mental health in workplaces. Mental health at work is a population health issue because good or harm in the workplace impacts the family and community in the form of social capital or social debilitation.

## UNION ACCOUNTABILITIES IN CHANGING ECONOMIC TIMES

Don MacKinnon, President and CEO of the Power Workers' Union, represents a membership of between 15,000 and 17,000 members, with 49 collective agreements across Ontario. In terms of health and safety, MacKinnon argued, "We are all accountable to ourselves and to each other to ensure that workers and the public are kept safe. We are also responsible to take appropriate actions when things go wrong." Although their roles may differ, employers, the union, individual workers, legislators, agencies, parents, and educators must collaborate to create a safety culture.

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### The annual financial cost of occupational injuries to the Canadian economy is approximately \$10 billion.

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Canada has approximately 1 million workplace injuries and 1,000 deaths annually. The number of deaths in Ontario from workplace accidents and illnesses is roughly five times the number of murders in Toronto last year. New and young workers under the age of 25 report close to 47,000 injuries each year in Ontario, enough to fill the Rogers Centre in Toronto. The annual financial cost of occupational injuries to the Canadian economy is approximately \$10 billion. Despite these numbers, only one province has introduced compulsory orientation for all workers. By comparison, when 500 ducks died trying to land on a tailing pond in northern Alberta, the government passed regulations that made companies responsible for preventing future occurrences. "I don't see that kind of reaction or action with respect to young workers' injuries," said MacKinnon.

When employers and unions act unilaterally, confrontation and degradation of the workplace safety culture are inevitable. When they act together, positive things happen. Joint HSCs provide a forum for management and union representatives to:

- ◆ set common goals;
- ◆ plan and implement safety strategies;
- ◆ monitor and address developments in regulation, legislation, and the workplace; and
- ◆ ensure that work planning and performance comply with policy and the law.

"In workplaces where joint health and safety committees do not function well, our experience is that the safety culture deteriorates and it is only a matter of time until serious problems develop," said MacKinnon.

An integral part of any successful health and safety program is an open sharing of experiences from employer to employer, plant to plant, and workforce to workforce. MacKinnon said the threat of criminal charges in Ontario has created a chilling effect on reporting because of fear that documents will be subpoenaed. Action is needed to prevent this fear from driving reporting underground.

Employers and unions should cooperate in promoting safety in the education system and society. The PWU takes pride in its participation in joint initiatives such as the Sunnybrook Hospital Electrical Injury Program and its work with the Centre for Addiction and Mental Health and MySafeWork. Thousands of newly skilled workers will be needed in the electricity industry to replace the baby boomers. New employees must understand their rights—including their right to refuse unsafe work—and that these rights are fully endorsed by both employers and unions. They must also understand their responsibilities to follow safety procedures and rules. They will benefit from a culture that instills instincts that make health and safety the first consideration in every task performed and the importance of reporting every incident, injury, and unsafe condition. Respected leaders and mentors from both the shop floor and supervisory ranks are leaving the workforce. People move into supervisory roles faster than the 15 to 20 years it once took. Much of the infrastructure is disappearing, and it is everyone's responsibility to ensure that people get the training, support, and understanding needed to succeed in those leadership roles.

## SHARE AND COLLABORATE WITH YOUR PEERS AND BUSINESS PARTNERS

While some progress has been made, a significant challenge remains: safety professionals do not talk enough about the value proposition of and successful approaches to safety across organizations and industries, and this stands in the way of faster progress. Sharing approaches between organizations and industries will be successful only if environmental differ-

ences are recognized. What works in a non-unionized work environment in one industry will not necessarily work in the unionized work environment of another. Health and safety programs are not “one size fits all,” because there are many different work environments, including large, small, high stress, and dangerous environments.

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Rob Ellis of the MySafeWork initiative noted it was difficult to create awareness and promote a culture of safety on an individual basis. “I am not sure I can sell safety alone unless I add profit to it, especially for small business,” he said. “Until it hits your bottom line, there is no response.” One participant felt this issue could be addressed by changing the mindset to one that believes safety can mean profit and success: “We need business leaders to talk to other business leaders about the value proposition of safety.”

The financial picture of safety is not always complete or clear for everyone. Participants commented, “People have to get the whole message. There is a whole cost to accidents that is undocumented.” The awareness of and attitudes to safety in the mining industry have been successfully changed by sharing innovations and introducing mine safety competitions to help promote safe mining practices. Posting competitions and innovations online further extended the reach of safety campaigns in mining. Companies that have a strong health and safety culture and effective programs have the responsibility to disseminate the safety message to those who do not yet fully embrace it. Safety champions can capitalize on their existing relationships with suppliers, organized labour, and local community groups and encourage them to take an active role in their programs to promote safety at work and home.

Business leaders emphasized that employers should make use of certificates of recognition (CoRs) where they exist and include their business partners in their compliance efforts. A CoR is given to an employer who develops health and safety programs that meet established standards. In Alberta, achieving and maintaining a valid CoR is required for earning a Workers’ Compensation Board premium incentive through the Partners in Injury Reduction program. It is not unusual for Alberta corporations to expect contractors bidding on projects to hold a valid CoR. According to one business leader from the construction sector, CoRs have been particularly successful in his industry. The challenge will be to introduce CoRs in all provinces and territories and to ensure that all industries are using a similar model, while accounting for their differences.

## HOW DO I START?

Champions of health and safety take responsibility for health and safety both within their organization and more broadly. They promote a model of distributed responsibility, build and use organizational support systems, and enter into partnerships with key influencers inside and outside their organizations to make sure their employees go home safe at the end of the day.

Many leaders of organizations who want to move in this direction—or who are already well on this path but are convinced that they can always do better—have joined the CEO Health & Safety Leadership Charter,<sup>3</sup> a series of seven commitments that leaders support and agree to take action on within their organizations. Above all else, the charter is a CEO-level learning community that helps to share information and best practices with the goal of continuously improving health and safety strategies, programming, and performance.

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<sup>3</sup> See box “The CEO Health & Safety Leadership Charter.”

# CEO Health & Safety Leadership Charter



## Join Your Peers Sign the CEO Health & Safety Leadership Charter

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Do you want to be more competitive? Do you want to make lasting changes in health and safety in your organization? Join other CEOs across Canada who have signed the **CEO Health & Safety Leadership Charter**. As a charter signatory, you have access to leading practices, cutting-edge research, and networking opportunities that focus on CEOs' strategic priorities.

To find out more

about becoming a charter

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## Meeting Accountabilities in Health and Safety

by Bjorn Rutten

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255 Smyth Road, Ottawa ON K1H 8M7 Canada

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The Conference Board Europe Chaussée de La Hulpe 130, Box 11, B-1000 Brussels, Belgium Tel. +32 2 675 54 05 • Fax +32 2 675 03 95

The Conference Board Asia-Pacific 2802 Admiralty Centre, Tower 1, 18 Harcourt Road, Admiralty Hong Kong SAR Tel. +852 2511 1630 • Fax +852 2869 1403

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