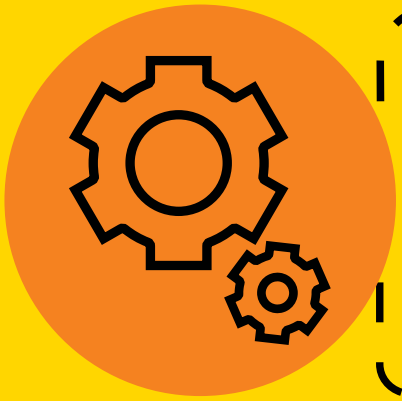
SAFETY MADE SIMPLE



A Practical Guide to Protecting Your People, Your Business, and Your Bottom Line

Ria Sooknarine CMIOSH SMP (BCSP)

International Labour Organization

AMCHAM TRINIDAD & TOBAGO

SAFETY MADE SIMPLE

Concept and Design: Praktis.design

TABLE OF CONTENTS

FOREWORD

It is with great pleasure that we present this handbook, Safety Made Simple: A Practical Guide to Protecting Your People, Your Business, and Your Bottom Line, developed jointly by the American Chamber of Commerce of Trinidad and Tobago (AMCHAM T&T) and the ILO Decent Work Team and Office for the Caribbean.

Small businesses are the lifeblood of our regional economy. We know you manage this vital role with limited resources, often without dedicated safety staff. This handbook is designed to be your practical guide, offering clear, achievable steps tailored for the Caribbean context. Inside, you will find straightforward templates and real-world examples that explain international standards in simple terms.

For AMCHAM T&T, this handbook advances sustainable and competitive business. For the ILO, it fulfils our mandate to promote decent work, where a safe and healthy working environment is a fundamental principle and right. Our partnership is built on a shared belief: that effective occupational safety and health management is an investment that yields significant returns. It protects your team, boosts productivity, and unlocks new market opportunities.

By using this handbook, you are demonstrating your commitment to building a culture of safety. In doing so, you do more than protect your team - you futureproof your enterprise and help build a more resilient Caribbean.

Dr. Joni Musabayana
Director
ILO Decent Work Team and Office for the Caribbean

Nirad Tewarie
Chief Executive Officer
American Chamber of Commerce of Trinidad and Tobago

ABOUT THE AUTHOR

Ria Sooknarine CMIOSH, SMP (BCSP) is an accomplished professional with over two decades of experience in Occupational Safety and Health (OSH), Quality and Sustainability Management. She specializes in developing and improving integrated OSH management systems aligned with international standards and best practices. Her work focuses on translating complex frameworks into practical, results-oriented solutions that improve organizational performance, resilience and sustainable growth.

Ria's contributions to the advancement of global safety and health have earned international recognition, including the IOSH President's Commendation Award (2021). She has served as an IOSH Council Member and Chair of the Future of the Profession Steering Group, where she helped shape the global direction of occupational safety and health. She also represents the region as a Board of Certified Safety Professionals (BCSP) Ambassador for the Caribbean and Latin America, advocating for competence development and knowledge sharing.

Ria has contributed to the development of international standards through ISO Technical Committees, including ISO/IWA 48:2024 (Framework for Implementing ESG Principles), ISO/PC 283 (Occupational Safety and Health) and ISO/TC 309 (Governance of Organizations).

She holds multiple professional designations, including:

- Chartered Member of the Institution of Occupational Safety & Health (CMIOSH)
- Certified Safety Management Professional (BCSP)
- Certified Environmental, Social & Governance (ESG) Specialist
- Certified Lean Six Sigma Black Belt and Trainer
- Certified Business Continuity Professional
- Certified ISO Management Systems Auditor, Implementer, and Trainer
- Certified Occupational Safety and Health Trainer (IOSH)

Ria's approach to OSH and sustainability is people-centred, and grounded in the principles of prevention, participation, and continual improvement. She is dedicated to helping businesses integrate sustainability and safety into everyday decisions, ensuring alignment with decent work, environmental responsibility, and social equity.

OVERVIEW

PURPOSE OF THIS GUIDE

This handbook provides small and medium-sized businesses with a simple and practical approach to managing safety and health at work. It is designed for business owners, managers, and supervisors who may not have formal safety training or dedicated safety staff but want to keep their workplaces safe, organized, and compliant with the law.

It explains how to meet basic legal duties, improve working conditions, and make safety a normal part of daily business. By protecting workers and creating safer workplaces, companies can also protect their reputation, reduce costs, and build stronger, more reliable teams.

The approach in this handbook supports the International Labour Organization's Decent Work Agenda and the United Nations Sustainable Development Goals — especially Goal 8 (Decent Work and Economic Growth) and Goal 3 (Good Health and Well-Being). It encourages a culture of prevention, participation, and continuous improvement in every type of business.

WHO SHOULD USE THIS HANDBOOK

This handbook is for anyone involved in running or supporting daily business operations. It is especially useful for organizations that do not have dedicated safety professionals but want to manage risk responsibly.

It will help:

- Business owners and managers who want to organize work safely and meet safety and health requirements.
- Supervisors who guide staff and maintain safe work practices.
- Workers and safety representatives who can identify hazards and share ideas for improvement.
- Contractors and service providers who must follow your company's safety rules while working on site.

HOW TO USE THIS HANDBOOK

This handbook is organized around the Plan–Do–Check–Act (PDCA) Cycle, a simple method used in many successful safety management systems.

Each chapter provides:
- Clear explanations of what is required and why it matters.
- Real examples from Caribbean workplaces to show what good practice looks like.
- Templates, forms, and checklists that you can use right away.

At the end of the handbook, you will find two annexes with practical tools and resources to help you manage safety and health more effectively.
- Annex 1 lists free safety and health tools, learning materials, and online resources.
- Annex 2 provides ready-to-use forms such as risk assessment sheets, inspection checklists, training registers, and emergency contact lists.

You can print these forms or use them electronically — whichever works best for your business.

ALIGNMENT WITH INTERNATIONAL FRAMEWORKS

The handbook is based on internationally recognized frameworks that promote safe, healthy and productive workplaces:

i. **ILO Conventions**
   Outlines employer responsibilities, worker rights, and national frameworks for OSH management, namely Convention C155 (Occupational Safety and Health, 1981) and Convention C187 (Promotional Framework for OSH, 2006).
ii. **ILO Decent Work Agenda**
   Promotes opportunities for all workers to obtain decent and productive work in conditions of freedom, equity, security, and human dignity.
iii. **ILO Global Strategy on OSH and its Plan of Action (2024-2030)**
   Outlines ILO's vision to ensure safety and healthy working environments worldwide by promoting a preventative culture, strengthening national OSH systems, and fostering international collaboration.
iv. **ISO 45001:2018**
   Occupational Health and Safety Management System that provides a framework for managing risks, preventing injury & ill health, and promoting continual improvement in workplace safety.

v. **ILO-OSH 2001**
Guidelines on Occupational Safety and Health Management Systems.

vi. **United Nations Sustainable Development Goals (UN SDGs)**
SDG 8 (Decent Work & Economic Growth) – Encourages sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. These frameworks give SMEs a strong foundation to manage risks, protect workers, and improve business resilience across the Caribbean.

KEY BENEFITS OF USING THIS HANDBOOK

Applying the principles outlined in this handbook can bring lasting benefits to both your business and your people. When safety and health are managed well, the entire workplace performs better.

BENEFIT	HOW IT HELPS YOUR BUSINESS
Improved Compliance	Helps your business understand and meet local Occupational Safety and Health (OSH) laws and other legal requirements, reducing the risk of fines or enforcement actions.
Reduced Risk and Cost	Lowers the chance of workplace incidents, injuries, property damage, and lost time. Preventing incidents also keeps insurance and operating costs under control.
Enhanced Workforce Engagement	Creates a positive work environment where employees feel safe, respected, and motivated. When people know their well-being matters, they work more efficiently and take pride in what they do.
Higher Productivity and Profitability	Safe, well-organized workplaces experience fewer delays and disruptions. This leads to smoother operations, improved customer trust, and stronger financial performance.
Greater Resilience	Strengthens your company's ability to adapt to change and recover quickly from business disruptions, such as adverse climate-related events (e.g., hurricanes, storms, flooding, etc.).

Managing safety well is good for people, good for business, and good for long-term growth.

TERMS & DEFINITIONS

To keep things clear and consistent, here are a few key terms you'll see throughout this handbook. You can refer back to this list anytime you need a quick reminder.

TERM	DEFINITION
Hazard	A source, situation, or activity that has the potential to cause injury, ill health, or damage to people, property, or the environment.
ILO	International Labour Organization – a United Nations agency that promotes decent, safe, and fair working conditions for all.
ISO	International Organization for Standardization – an independent body that develops global standards, including ISO 45001 for occupational safety and health management systems.
OSH	Occupational Safety and Health.
PDCA	Plan, Do, Check, Act Cycle – a four-step process used for continual improvement in safety and health management systems.
PPE	Personal Protective Equipment – clothing or equipment worn to reduce exposure to workplace hazards (e.g., gloves, helmets, goggles).
Risk	The combination of the likelihood that an incident will occur and the severity of its potential consequences.
SDGs	Sustainable Development Goals – global goals set by the United Nations to promote social, economic, and environmental sustainability.
SME	Small and Medium-sized Enterprise – a business with a limited number of employees and resources, often characterized by close supervision and flexible operations.

UNDERSTANDING THE PDCA CYCLE

The Plan–Do–Check–Act (PDCA) cycle is a simple and effective way to manage safety and health in your workplace. It helps you plan what needs to be done, take action, check results, and make improvements. This continuous process keeps your safety system up to date and responsive to change.

By using the PDCA approach, small and medium-sized businesses can move from reacting to problems after they occur to preventing them before they happen. This can help save time, money, and lives.

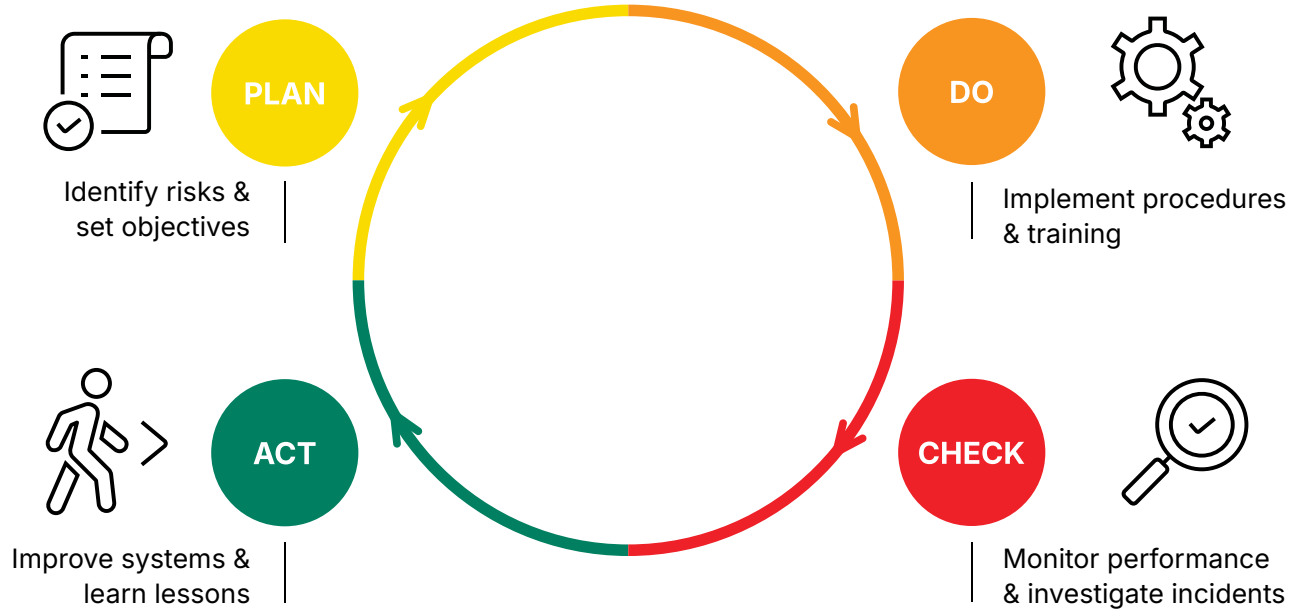


Fig 1: PDCA Cycle

PHASE	WHAT IT MEANS FOR SMALL BUSINESSES
PLAN	Identify workplace hazards, assess risks, and set clear safety objectives. Involve your team in deciding how to make work safer.
DO	Put your safety plan into action. Provide training, follow safe work procedures, and apply practical controls to reduce risks.
CHECK	Monitor how well your safety measures are working. Review incident reports, listen to worker feedback, and track progress against your objectives.
ACT	Use what you have learned to make improvements. Update your procedures, share lessons with your staff, and celebrate success when goals are met.

WHY MANAGE SAFETY AND HEALTH?

Managing safety and health is important for every business, regardless of its size, type, or location. It is a legal responsibility and a reflection of sound business ethics, good leadership and smart business management.

When safety is well managed, people work better, morale improves, and the business becomes stronger, more resilient and more respected in the community.

The three main reasons why managing safety and health makes sense for every business:

01.

ETHICAL RESPONSIBILITY – DOING WHAT IS RIGHT

Every worker deserves to return home safe and healthy at the end of the day. Protecting people from harm is a basic moral duty. It shows respect and care for employees, contractors, and visitors who depend on safe working conditions. When businesses put people first, they earn trust and loyalty. This creates a positive workplace culture where everyone feels valued and is motivated to do their best.

02.

LEGAL RESPONSIBILITY – IT IS REQUIRED BY LAW

Safety and health at work are required by law. Under local occupational safety and health legislation, employers must:

- Provide safe systems of work and maintain safe workspaces.
- Identify and control hazards that could cause injury or illness.
- Protect the health, safety, and welfare of everyone affected by their operations, including employees, contractors, customers, and the public.

Failing to meet these responsibilities can lead to fines, legal action, business disruption, or reputational damage. Managing safety properly helps your business stay compliant and avoid unnecessary risks.

03.

FINANCIAL RESPONSIBILITY – PROTECTING YOUR BOTTOM LINE

Investing in safety is one of the smartest financial decisions a business can make. Good safety management helps reduce:

- The cost of incidents, such as medical expenses or compensation claims.
- Legal fees, penalties, and insurance costs.
- Downtime and lost productivity caused by accidents or unsafe conditions.

Preventing harm saves money, protects your reputation, and helps your business operate more efficiently.

1

PLAN

PLAN

Effective planning is the foundation of effective Occupational Safety and Health (OSH) management. It helps you decide what needs to be done, who is responsible, and how to achieve your goals with the resources you have available.

The purpose of planning is prevention; i.e., identifying and controlling risks before they cause harm. When you plan carefully, your workplace runs more smoothly, employees work more confidently, and business performance improves.

LEADERSHIP & COMMITMENT

Good safety leadership means taking ownership and creating a workplace where everyone feels responsible for safety. In small and medium-sized businesses, the owner or managing director sets the tone. When leaders show that safety matters, people are more likely to follow their example.

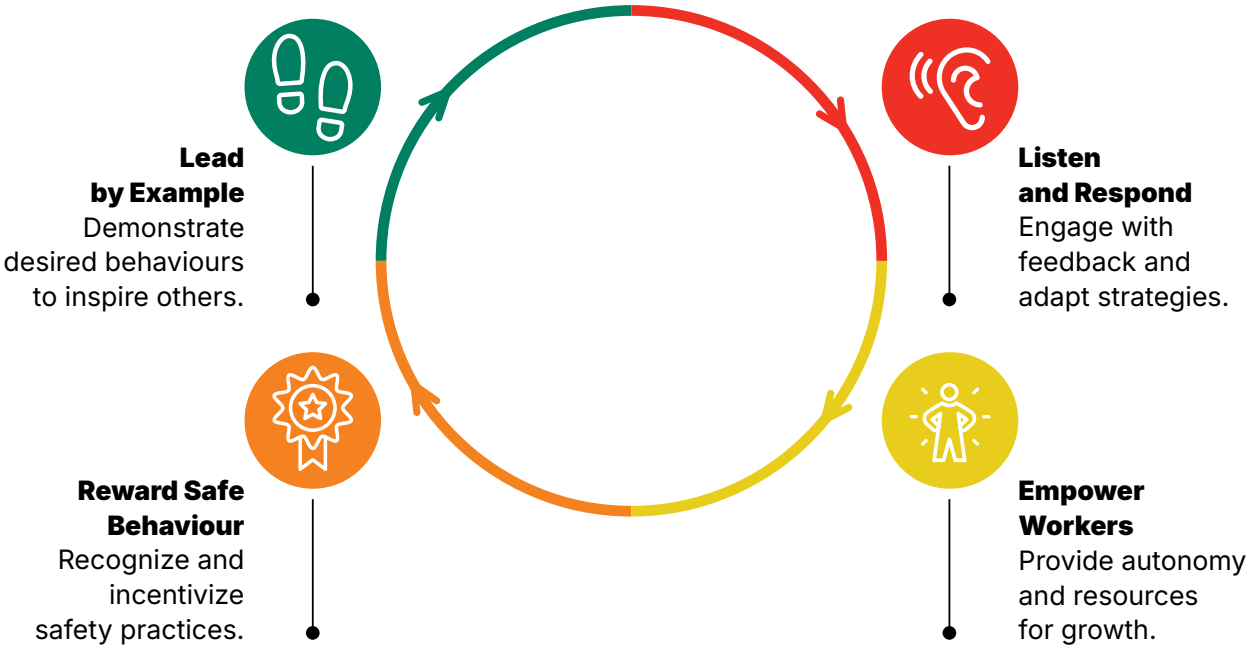


Fig 2: Visible Leadership Cycle

Leaders show commitment to safety and health when they:

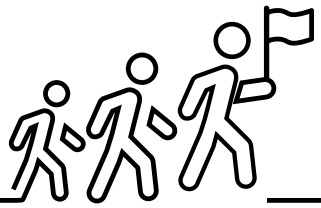
- Take personal responsibility for the safety and well-being of employees.
- Provide sufficient resources, such as time, tools, and training to manage risks effectively.
- Listen to workers and encourage open, honest communication.
- Set clear and realistic safety goals and review progress regularly.

EXAMPLE

LEADERSHIP IN ACTION

At a small construction company in St. Vincent, the Managing Director noticed frequent minor injuries on site. To lead by example, he began visiting job sites every Monday for short "Safety Walks." During each visit, he spoke with workers about hazards, praised safe practices, and made sure supervisors had time for safety briefings. He also added safety discussions to monthly management meetings.

Within six months, the company saw a 50% reduction in minor injuries and higher attendance at toolbox talks. Employees said they felt more valued and confident that their concerns were being heard and addressed.



MANAGEMENT & WORKER PARTICIPATION

A resilient safety culture depends on effective leadership and active worker participation. Management provides the direction and vision (i.e., the tone at the top), while workers contribute their knowledge and experience from their day-to-day tasks. When both groups work together, safety becomes part of everyday business.

MANAGEMENT'S ROLE

Managers help shape an environment where safety and health are a shared priority.

They demonstrate leadership by:

- Establishing and communicating a clear Safety and Health Policy.
- Providing time, budget, and training for safety programs and improvements.
- Leading by example by following all safety rules and addressing issues promptly.
- Communicating safety goals and progress openly with all staff.

WORKER PARTICIPATION

Workers are closest to the job and often see risks before anyone else. Encouraging them to take part in safety discussions ensures that problems are spotted early and solutions are practical.

Workers should be encouraged and supported to:

- Help identify hazards and suggest ways to control them.
- Report unsafe conditions, near misses, or incidents without fear of blame.
- Contribute to reviewing and improving policies and procedures.
- Support and recognize safe behaviour among co-workers.

Worker participation is a legal and moral right. Under ILO Convention No. 155, employers must consult workers on identifying hazards, assessing risks, and developing procedures that affect their safety and health.

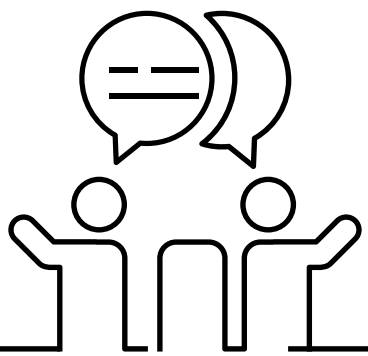
EXAMPLE

WORKER PARTICIPATION IN PRACTICE

At a small auto garage in Trinidad and Tobago, management introduced short monthly “Safety Huddles” instead of formal committee meetings. Each 15-minute session allowed workers to discuss incidents, share ideas, and raise concerns directly with the supervisor.

The informal setting made participation easy, even in a busy workshop. Over time, workers became more confident about speaking up, and several practical improvements, such as better tool storage and spill kits, were put in place.

Within three months, the company noticed better communication, stronger trust between workers and management, and a shared sense of responsibility for safety.



SAFETY & HEALTH POLICY

A written Safety and Health Policy shows that your business is serious about protecting people and meeting its legal and ethical responsibilities.

It communicates management's intentions and provides clear direction on how safety and health will be managed throughout the company.

A good policy should be:
- Concise – ideally one page.
- Signed and dated by the owner or managing director to show leadership accountability.
- Shared and displayed so that employees, contractors, and visitors can easily see and understand it.

MAIN ELEMENTS OF AN EFFECTIVE POLICY

A clear, practical policy helps guide everyday decisions. It usually contains three key parts:

ELEMENT	DESCRIPTION
STATEMENT OF INTENT	Declares the company's commitment to preventing injury and ill health, meeting all legal and regulatory requirements, and continually improving its safety and health management system.
RESPONSIBILITIES	Explains who is responsible for safety and health at each level of the business so everyone knows their role and accountability.
ARRANGEMENTS	Describes how safety and health will be managed in practice — including hazard identification and control, training and supervision, worker consultation, and emergency preparedness.

Refer to Annex 2A for a Safety and Health Policy Template.

Quick Tip

- *Keep your policy short, relevant, and easy to understand.*
- *Avoid generic statements and use examples that reflect your real operations.*
- *Review and update the policy periodically or whenever there are major changes in your business or in safety legislation.*

HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

Every workplace has hazards. Some are obvious, like wet floors, sharp tools, or moving vehicles, while others are harder to notice, such as poor lighting, noise, or stress.

The key to managing safety and health effectively is to identify these hazards early, assess the risks, and take action before anyone gets hurt. This process is called Hazard Identification and Risk Assessment (HIRA).

It helps you understand:
- What could go wrong,
- How serious the outcome could be, and
- What needs to be done to prevent or reduce harm.

Conducting regular risk assessments help you recognize, evaluate, and control hazards in a structured way. They help protect workers, prevent incidents, and keep your business compliant with local safety and health laws.

STEPS TO MANAGE RISK

(Adapted from HSE UK Guidance: "Managing Risks and Risk Assessment at Work," Safety and Health Executive, UK)

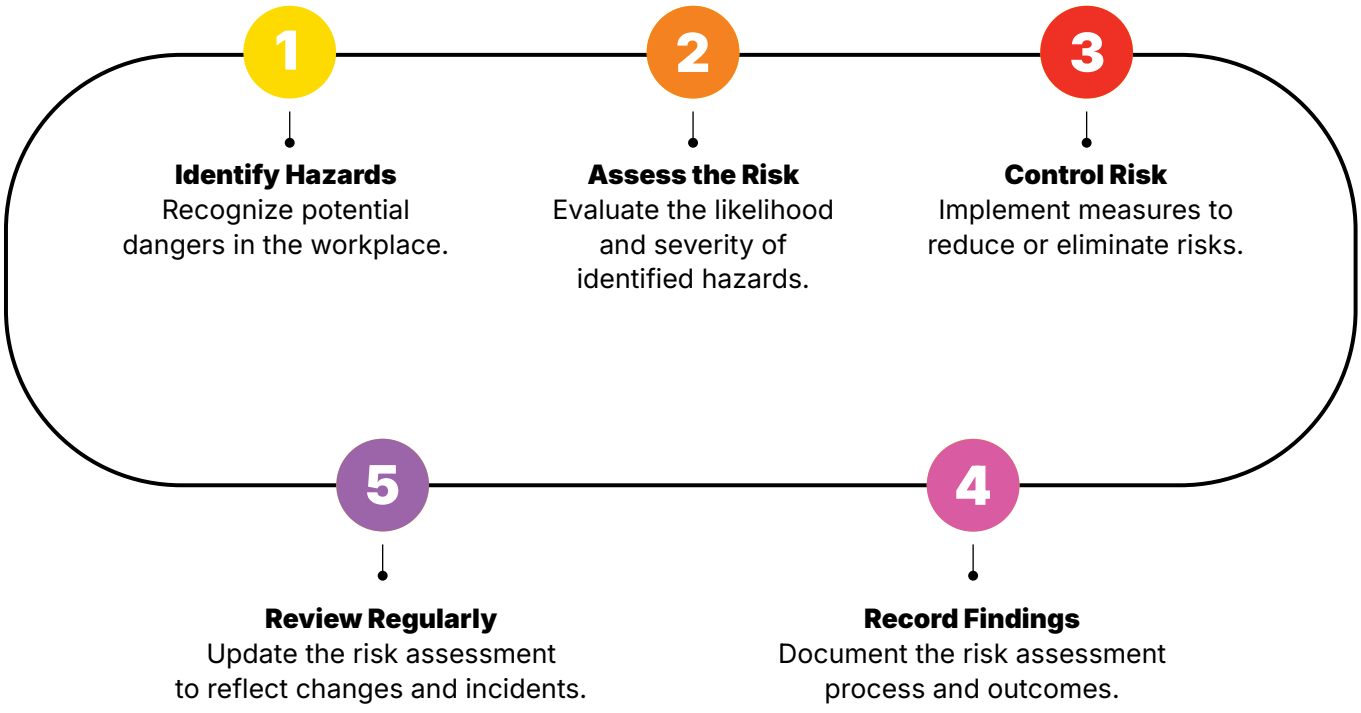


Fig 3: Five Steps to Risk Assessment

There are five (5) steps in the risk assessment process:

01. IDENTIFY HAZARDS

Look around your workplace and think about what could cause harm.
A hazard is anything with the potential to cause injury, ill health or damage to property or the environment.

Observe:

- How work is carried out and how equipment or machinery is used.
- What chemicals or hazardous substances are handled.
- The general condition of the premises, including lighting, ventilation, and housekeeping.
- Past incident reports, as these often reveal recurring or hidden hazards.
- Non-routine work such as maintenance, cleaning, or temporary jobs that may carry additional risks.

02. ASSESS THE RISKS

Once hazards are identified, decide:

- Who might be harmed (employees, contractors, visitors, or the public).
- How they might be harmed.
- What controls are already in place and whether they are sufficient.
- What further action is needed, who will do it, and by when.

Risk is a combination of two things: how likely harm is to happen and how serious the result could be.

Pay special attention to vulnerable workers such as:

- Young or inexperienced employees
- Pregnant or new mothers
- Migrant workers or those with language barriers
- Persons with disabilities

Always involve your team. Workers often know the practical risks of their jobs and can help identify realistic solutions.

03. EVALUATE RISKS AND SELECT CONTROLS

After assessing the risks, take steps to reduce them.

Ask yourself:

- Can this hazard be eliminated entirely?
- If not, how can I make the work safer?

Use the Hierarchy of Controls (see the next section) to choose the best and most effective measures.

04.

IMPLEMENT CONTROLS AND RECORD YOUR FINDINGS

If your business employs five or more people, you must keep a written record of your risk assessment.

Include:

- The hazards identified.
- Who may be harmed and how.
- The measures in place to control risks.
- Any additional actions needed, who will do them, and target completion dates.

Use the Risk Assessment Form (Annex 2B) provided in this handbook to record and share findings. Keep the paperwork simple. The focus should always be on applying controls and making work safer.

05.

REVIEW AND UPDATE CONTROLS

Risk management is an ongoing process. Review your assessments regularly to ensure your controls are still effective.

Update your assessment when:

- There are changes in processes, staff, materials, or equipment.
- New hazards are introduced.
- Incidents, near misses, or worker feedback highlight gaps.
- Record any updates made and communicate them to your team.

HIERARCHY OF CONTROLS

The Hierarchy of Controls, illustrated in Figure 4, is a step-by-step method used to manage workplace risks by ranking control methods from the most to the least effective. It guides employers and workers in choosing the safest and most sustainable way to eliminate or reduce hazards before they cause harm.

At the top of the hierarchy are preventive measures that remove the hazard entirely – this is the most effective way to protect workers. As you move down the hierarchy, the focus shifts to controlling exposure through engineering or administrative means. Personal Protective Equipment (PPE) sits at the bottom of the hierarchy and should only be relied upon when other controls cannot fully eliminate the risk.

Applying this hierarchy promotes a proactive, prevention-first mindset, ensuring that time and resources are directed toward the most reliable, long-term risk control measures.

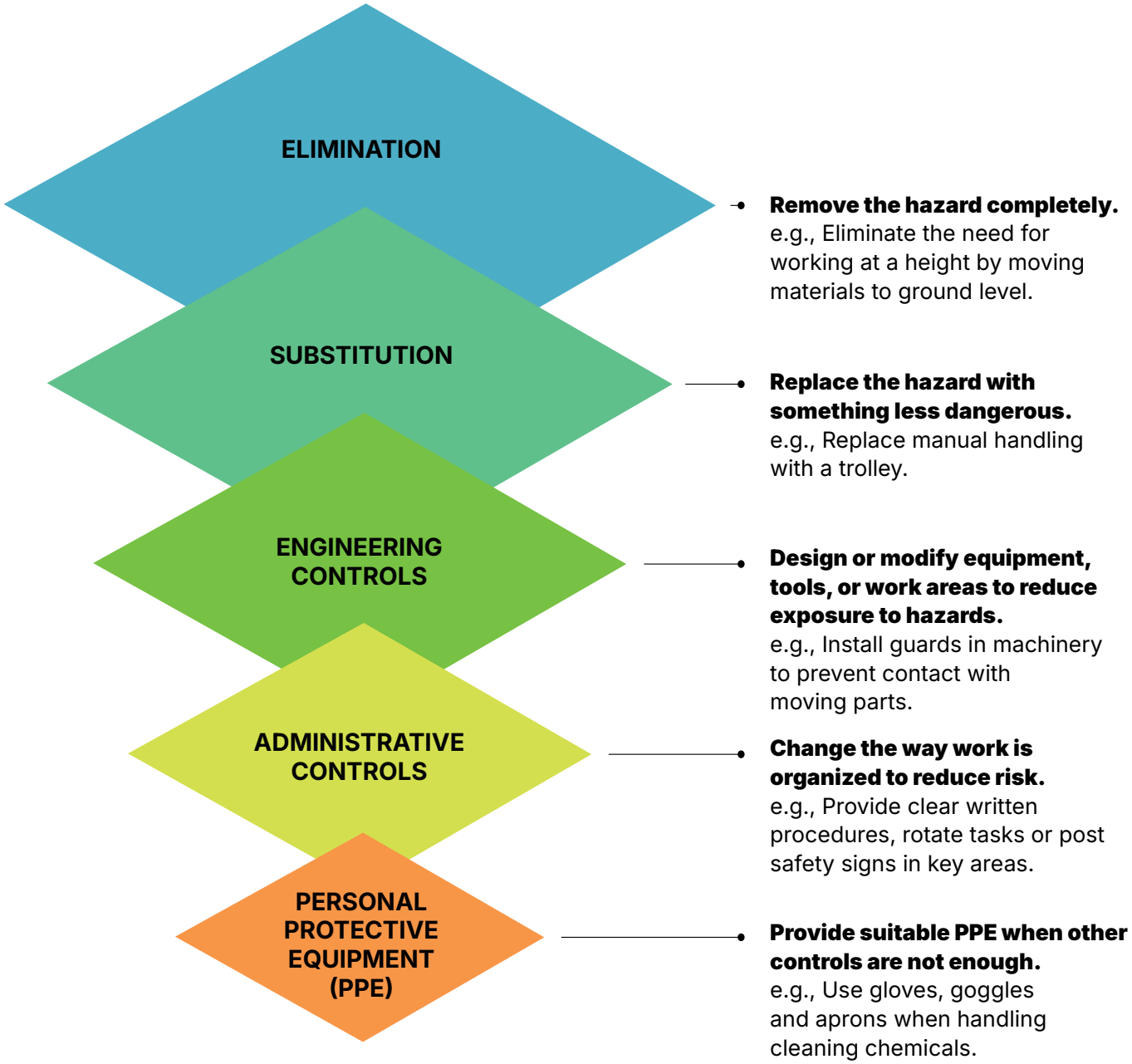


Fig 4: Hierarchy of Controls

The table below summarizes each level of control. It moves from permanent, high-impact solutions at the top to short-term, behaviour-dependent measures at the bottom.

CONTROL TYPE	TYPICAL COST LEVEL	IMMEDIATE BENEFIT / RETURN ON INVESTMENT	EXAMPLE ACTIONS
ELIMINATION	Usually low (mainly time and planning)	Completely removes the hazard, so the risk, future liability, and related costs are eliminated. Often provides financial benefits by avoiding injuries, downtime, and fines.	Stop using a toxic solvent; take a dangerous machine out of service until repaired; relocate fuel storage away from occupied areas.
SUBSTITUTION	Low to moderate	Replaces a hazard with something safer. Reduces ongoing health, insurance, and maintenance costs. Provides visible improvement with minimal disruption.	Replace solvent-based degreasers with water-based cleaners in garages or bakeries; use less-flammable cleaning agents; switch petrol-powered blowers to electric models where feasible.
ENGINEERING CONTROL	Moderate one-time investment	Introduces physical or mechanical barriers between people and hazards. Reduces exposure without depending on behaviour. Fewer injuries and less downtime yield medium-term payback.	Fit guards on mixers and saws; improve drainage and non-slip flooring at entrances; add handrails and fixed steps.
ADMINISTRATIVE CONTROLS	Low cost (mainly time, supervision, and organization)	Establishes safe systems of work, policies, and scheduling. Effective when consistently applied and supported by leadership. Enhances efficiency and reduces incidents when reinforced by training.	Conduct daily toolbox talks; schedule outdoor work for cooler hours; enforce hydration breaks; set cleaning rosters to prevent slips; use simple maintenance checklists.

CONTROL TYPE	TYPICAL COST LEVEL	IMMEDIATE BENEFIT / RETURN ON INVESTMENT	EXAMPLE ACTIONS
PERSONAL PROTECTIVE EQUIPMENT (PPE)	Ongoing recurring cost	Protects workers when hazards cannot be eliminated or adequately controlled by other means. Should be viewed as the last line of defence. Effectiveness depends on correct selection, fit, use, and maintenance.	Provide safety glasses, gloves, and safety shoes for machinery or maintenance work; supply fitted respirators for dusty or fume-producing tasks; keep extra PPE items readily available in case equipment becomes damaged, dirty or worn-out during use. Always train staff in correct use and care.

INTERPRETING THE HIERARCHY

- Top-level controls (1–3) focus on the hazard itself, making work inherently safer by removing or isolating the source of danger. These controls are the most reliable and sustainable because they do not depend on individual behaviour; e.g., a fixed machine guard continues to provide protection even when a worker is tired or distracted.
- Lower-level controls (4–5) focus on the worker and depend on consistent human behaviour, training, and supervision to remain effective. Administrative controls can fail when work is rushed or rules are not followed, while PPE offers limited protection when it is uncomfortable, used incorrectly, or poorly maintained.

Quick Tip

You must do everything reasonably practicable to protect people from harm. This means balancing the level of risk against the time, cost, and effort needed to control it.

PPE should always be considered the last line of defense. It protects the worker, not remove the hazard, and so never rely on it alone.

COMMON WORKPLACE HAZARDS

Every workplace has its own set of hazards. Understanding these common risks helps businesses plan effective safety measures, protect workers and customers, and comply with OSH laws.

The table below lists examples of typical workplace hazards, the possible harm they may cause, and simple, practical ways to control or reduce the risks.

INDUSTRY	EXAMPLE HAZARD	POSSIBLE HARM	SIMPLE CONTROL
Agriculture / Farming	Use of pesticides, machinery, or long hours in the sun	Poisoning, cuts, heat stress, dehydration	Use safe pesticide-handling methods; keep tools well maintained; wear PPE (gloves, respirators, boots); plan outdoor work for cooler times of day.
Automotive / Garage	Exposure to exhaust fumes, oil, or cleaning chemicals	Breathing problems, headaches, long-term illness	Provide good ventilation or exhaust extraction; store chemicals safely; wear gloves and respirators when handling hazardous substances.
Construction / Maintenance	Working at heights or handling heavy materials	Falls, broken bones, head injuries	Use secure scaffolds and ladders; wear helmets and safety harnesses; train workers on safe lifting and working-at-height procedures.
Food Services / Bakery	Hot ovens, hot oil, or kitchen equipment	Burns, scalds	Use heat-resistant gloves; keep equipment in good repair; provide training on safe food preparation and equipment handling.

INDUSTRY	EXAMPLE HAZARD	POSSIBLE HARM	SIMPLE CONTROL
Hospitality / Tourism	Wet floors, heavy lifting, and cleaning chemicals	Slips, strains, skin irritation	Use non-slip mats; display cleaning signs; use trolleys for moving heavy items; provide gloves and proper manual-handling training.
Office / Administration	Poor workstation setup or long sitting time	Back pain, eye strain, fatigue	Adjust chairs and screens to proper height; take short stretch breaks; ensure good lighting and posture awareness.
Outdoor Work	Exposure to sun, UV radiation, or severe weather	Heat stress, sunburn, weather-related injury	Schedule work early or late in the day; provide shaded areas and drinking water; check weather alerts and use sun protection.
Retail Store	Slippery floors or cluttered aisles	Slips, trips, and falls	Clean spills immediately; keep walkways clear; use “Wet Floor” signs and ensure adequate lighting.
General / All Industries	High workload, work pressure, or poor communication	Stress, fatigue, low morale	Encourage rest breaks; hold regular team check-ins; provide clear instructions and adequate supervision.

Refer to Annex 2B — Risk Assessment Form Template.

LEGAL AND OTHER REQUIREMENTS

Across the Caribbean, each country has its own laws and regulations that govern occupational safety and health (OSH). These laws define the responsibilities of employers and workers, establish enforcement authorities, and outline minimum standards for safe and healthy workplaces.

While the specific requirements vary by country, most OSH frameworks in the region share common principles aligned with ILO Convention 155, and emphasize prevention, worker participation, and continual improvement.

EMPLOYER AND WORKER DUTIES

Most Caribbean OSH laws define clear responsibilities for both employers and workers. Although details vary, common legal duties include:

(i) Duties of the Employer

01.

PROVIDE AND MAINTAIN A SAFE WORKPLACE

Keep buildings, equipment, and tools in good condition, and make sure work is done safely.

02.

SUPPLY PERSONAL PROTECTIVE EQUIPMENT (PPE)

Provide suitable PPE at no cost to workers and ensure it is properly used, cleaned, and replaced when needed.

03.

ESTABLISH AND MAINTAIN A WORKPLACE SAFETY AND HEALTH POLICY

Set up a clear OSH policy, identify and assess risks, and put in place effective control measures to prevent injury or illness.

04.

REPORT ACCIDENTS AND OCCUPATIONAL DISEASES

Notify the local OSH Agency of all serious injuries, work-related illnesses, and dangerous occurrences within the required timeframe.

05.

PROVIDE TRAINING, INFORMATION, AND SUPERVISION

Make sure all workers understand the hazards in their jobs, know how to work safely, and are supervised by competent persons.

06.

ENSURE FIRE SAFETY AND EMERGENCY PREPAREDNESS

Provide fire extinguishers, first-aid kits, alarms, clear exits, and emergency procedures suitable for the size and nature of the business.

07.

PROVIDE OR CONTRACT EMPLOYMENT INJURY INSURANCE

Register workers under a national employment injury or insurance scheme (where available) to cover occupational accidents and diseases.

08.

COLLABORATE ON SAFETY MANAGEMENT IN SHARED WORKPLACES

When multiple employers or contractors share the same site, coordinate safety activities and communicate hazards to protect everyone.

09.

CONSULT AND INVOLVE WORKERS IN OSH MATTERS

Allow workers and their representatives to participate in safety discussions, hazard identification, and decision-making that affects their health and safety.

10. **TAKE REMEDIAL ACTION IN CASES OF IMMINENT DANGER**
If workers report an immediate and serious risk to life or health, stop work and correct the hazard before asking anyone to return to the area.

11. **ENSURE WORKERS' HEALTH SURVEILLANCE**
Arrange periodic medical checks or monitoring (where required by law or nature of work) to ensure workers' health is not being harmed by workplace conditions.

(ii) Duties of the Employee

01. Take reasonable care for their own safety and that of others.

02. Follow safe work procedures and report unsafe conditions immediately.

03. Use tools, equipment, and PPE correctly and responsibly.

LEGAL REFERENCES FOR THE CARIBBEAN

The table below provides examples of key OSH laws in several Caribbean countries and territories.

Businesses should always check the most recent version of their national legislation to ensure full compliance.

COUNTRY	KEY OSH LAW/ REGULATION	SCOPE / KEY REQUIREMENTS
ANTIGUA & BARBUDA	Labour Code; Labour Commissioner Act; Draft Occupational Safety and Health Act (2013)	General OSH duties under labour law; Labour Commissioner oversight; a dedicated OSH Act is in draft.
BAHAMAS	Health and Safety at Work Act (2002); Employment Act (2001)	Broad workplace safety duties; employment protections; enforcement via national authorities.
BARBADOS	Safety and Health at Work Act (2005); Workplace Regulations (General Duties, PPE, Noise, Sanitary, Washing, Drinking Water); Accidents & Occupational Diseases (Notification) Act; Radiation Protection Act	Comprehensive OSH framework: risk assessment, PPE, welfare facilities, noise and radiation controls, and incident/disease reporting.

COUNTRY	KEY OSH LAW/ REGULATION	SCOPE / KEY REQUIREMENTS
BELIZE	Factories Act (Cap. 296); Labour Act (Cap. 297); Draft Occupational Safety and Health Act (2014)	Industrial/factory safety and general labour provisions; OSH bill under discussion to modernize coverage.
DOMINICA	Employment Safety Act; Factory & Machinery Rules; Accidents & Occupational Diseases (Notification) Act; Noxious & Dangerous Substances (Control) Act	Employer duties for safe work, machinery safety, hazardous substances control, and reporting of accidents/diseases.
GRENADA	Factories Act (1973) with Regulations (Sanitary, Welfare, Electricity, Lifting Tackle); Employment Act (1999); Accidents & Occupational Diseases (Notification) Act	Factory-focused OSH rules with detailed technical regs; reporting and labour provisions.
GUYANA	Occupational Safety and Health Act (No. 32 of 1997)	General OSH framework: employer/worker duties, reporting, and enforcement mechanisms.
JAMAICA	Factories Act & Regulations; Docks (Safety, Health and Welfare) Regulations; Building Operations & Works of Engineering Construction Regulations; Labour Officers (Powers) Act; Women (Employment of) Act	Industrial, construction, and docks safety; labour inspection powers; specific worker protections.
SAINT LUCIA	Labour Act (2006); Employees (Occupational Health and Safety) Act (1985)	OSH duties embedded in labour law; requirements for safe systems and worker protection.
SAINT VINCENT & THE GRENADINES	Factories Act (Chap. 335, 1955, as amended 1987); Draft Occupational Safety and Health Bill; National Insurance (Employment Injury Benefits) Regulations (1997)	Factories-based OSH framework; move toward a modern OSH bill; employment injury benefits scheme.

COUNTRY	KEY OSH LAW/ REGULATION	SCOPE / KEY REQUIREMENTS
SURINAME	Labour Act (1963); Safety Law (1947) with multiple Safety Regulations; Industrial Accidents Act; Pesticides Act; Labour Inspection Decree	Broad safety framework with sector/issue-specific decrees (hazardous substances, youth work, working environment) and inspection powers.
TRINIDAD & TOBAGO	Occupational Safety and Health Act (2004) with Amendment (2006); legacy regulations under former Factories Ordinance; Tobacco Control Act (2009)	Comprehensive OSH management duties, prescribed forms and reporting, equipment/ electricity/ welfare regs; older instruments continue under OSH Act.

Disclaimer: This table is provided for reference only and may not be complete or up-to-date, as laws, regulations and standards evolve. Always verify with your country's local OSH Agency or the International Labour Organization (ILO) LEGOSH database for the latest legal requirements.

UNDERSTANDING "OTHER REQUIREMENTS"

In addition to legal obligations, businesses may also need to comply with "other requirements" that they adopt voluntarily or that stakeholders expect them to meet.

These can include:

- **Industry Codes of Practice or Sector Standards**
  e.g., those for construction, fuel distribution, or food safety, which provide detailed guidance on safe work practices.

- **Customer or Contractor Requirements**
  e.g., health, safety, environmental, or quality criteria that must be met to do business with certain partners.

- **Internal Company Policies and Procedures**
  e.g., your Safety and Health Policy, risk management procedures, or sustainability commitments.

- **International Commitments**
  e.g., supporting the UN Sustainable Development Goals (SDGs 8 and 3) or aligning with the UN Global Compact and its principles of responsible business conduct.

Keeping track of these requirements helps your business remain accountable, competitive, and aligned with global best practices.

LEGAL REGISTER

Every business, no matter how small, should keep a simple Legal Register. This register helps you stay aware of the main laws, regulations, and standards that apply to your business activities, such as safety, health, fire prevention, or environmental protection.

Because OSH laws in the Caribbean are still developing, the scope of legal requirements may differ from country to country. Some countries have a general OSH Act, while others may also include separate regulations on **specific topics such as:**

- Fire and building safety
- Hazardous chemicals and waste management
- Machinery safety
- Employment injury or insurance schemes
- Environmental management

Your register does not need to be complicated. The goal is to have a clear reference list to guide compliance and make updates easier when laws change.

Refer to Annex 2C for a Legal & Other Requirements Register Template.

HOW TO MAINTAIN YOUR LEGAL REGISTER

- Review and update it at least once per year or when new laws are introduced.
- Keep copies of relevant permits, licenses, inspection reports, and correspondence with regulators.
- Assign a responsible person (such as the owner, supervisor, or safety representative) to monitor changes in legal requirements.
- Communicate updates to all relevant staff so that everyone is aware of any new or changed legal obligations.

SETTING OBJECTIVES AND PLANNING

Once workplace hazards and legal duties are identified, the next step is to plan how to make things safer. Clear objectives help you stay focused, track progress, and keep improving.

Use the **SMART** approach *(Specific, Measurable, Achievable, Relevant, Time-bound)* when planning your safety and health goals:

SPECIFIC	Clearly state what you want to achieve or improve.
MEASURABLE	Define how success will be measured. Use numbers or records to track progress.
ACHIEVABLE	Set goals that you can realistically achieve.
RELEVANT	Make sure the goal improves safety and health.
TIME-BOUND	Set a clear deadline for completion for review.

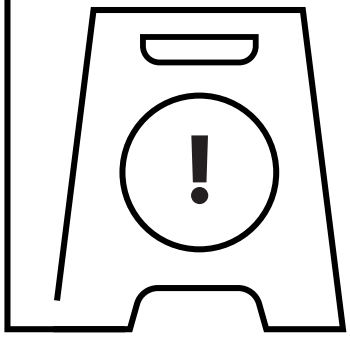
EXAMPLE

TRAINING RECORD

At a small retail shop in Trinidad & Tobago, management noticed that several employees reported slipping near the stockroom and customer entrance during the rainy season.

The Store Manager decided to set measurable objectives to reduce these incidents by improving floor safety and housekeeping standards. Simple actions were introduced, including placing anti-slip mats at entrances, placement of “Caution – Wet Floor” signage, and scheduling weekly inspections to check for spills or wet floors.

Within three months, reported slip incidents fell by 40%, and staff began taking greater responsibility for keeping work areas safe.



EXAMPLE

SMART OBJECTIVES TABLE

OBJECTIVE	MEASURE	TARGET DATE	RESPONSIBLE PERSON
Reduce slip and trip incidents by 20%	Number of reported slip/trip cases	December 2025	Manager
Provide safety and fire-safety training for all employees	Training Attendance records	June 2025	HR Officer
Improve housekeeping in workshop areas	Weekly inspection results	Ongoing (review quarterly)	Maintenance Supervisor
Conduct quarterly safety meetings to review incidents and improvements	Meeting minutes on file	March, June, September, December	Safety Coordinator

Quick Tip

- *Keep objectives clear, realistic, and easy to understand.*
- *All objectives should be linked to measurable performance indicators (e.g., training completion rates, number of incidents, inspection results).*
- *Review progress during management review meetings to check if actions are working and goals are being met.*
- *Share progress and results with all employees to encourage ownership and participation.*
- *Well-planned objectives demonstrate leadership commitment, support continual improvement, and align with the Plan–Do–Check–Act (PDCA) cycle.*

WORKER PARTICIPATION AND CONSULTATION

Ensuring a safe and healthful work environment requires the proactive engagement of all employees.

Employees are often the first to notice potential hazards and can offer simple, effective solutions. Involving them in decision-making builds ownership, improves morale, and strengthens your safety culture.

Ways to engage workers:
- Hold regular safety meetings and brief toolbox talks.
- Create a WhatsApp group or notice board for sharing safety updates.
- Use a suggestion box or digital feedback form for reporting ideas and concerns.
- Form joint inspection teams including both workers and supervisors.
- Recognition for helpful safety suggestions.

Quick Tip

- *Ensure participation is inclusive, non-discriminatory, and free from retaliation, in line with the ILO Decent Work Agenda, ensuring all workers can raise concerns without fear.*
- *Encourage open communication and assure workers that reporting hazards or near misses will not result in blame or punishment.*
- *Positive feedback and recognition go a long way toward building a resilient safety culture.*

SUMMARY

End of Chapter 1 – Plan
This chapter helped you put the foundations of a safe and healthy workplace in place. By following these steps, you can now build a system that protects people, meets legal duties, and supports your business goals.

WHAT YOU ACHIEVED	WHY IT MATTERS
Safety and health policy developed and shared	Shows that management is committed to protecting workers and setting a clear direction for safety.
Hazards identified, and risks assessed	Helps prevent injuries, equipment damage, and financial losses by addressing problems before they happen.
Legal requirements reviewed	Ensures your business meets national laws and avoids fines or enforcement action.
Clear and realistic objectives set	Makes it easier to measure progress, track improvements, and stay focused on results.
Recordkeeping system established	Builds accountability and transparency, showing that safety and health are part of everyday management.

Planning sets the stage for everything that follows. When you take time to plan well, you create a solid base for safer operations and smarter decisions.

2 DO

DO

The objective of this section is to put your safety and health plan into action. It focuses on establishing safe systems of work, empowering employees, and managing workplace risks effectively.

The Do phase transforms plans into visible, daily practice. It ensures procedures, training, communication, and controls work together so everyone performs tasks safely and efficiently.

This phase helps businesses move from planning to doing, ensuring that what is written in your safety plan becomes visible in the way people work, communicate, and respond to risks. It also includes preparing for emergencies and ensuring workers have the right skills, tools, and support to stay safe.

Each action in this phase supports implementation (ISO 45001 Section 7–8) and participation (ILO C155 Art. 19).

ROLE, RESPONSIBILITY AND ACCOUNTABILITY

Every person in the workplace has a responsibility for safety and health. Top management retains overall accountability for occupational safety and health performance, even where responsibilities are delegated.

In several businesses, employees often perform multiple roles. This is why it is important to define safety and health responsibilities clearly, so everyone understands what is expected of them and how their actions contribute to a safer workplace. It also helps avoid confusion and ensures that tasks are completed safely.

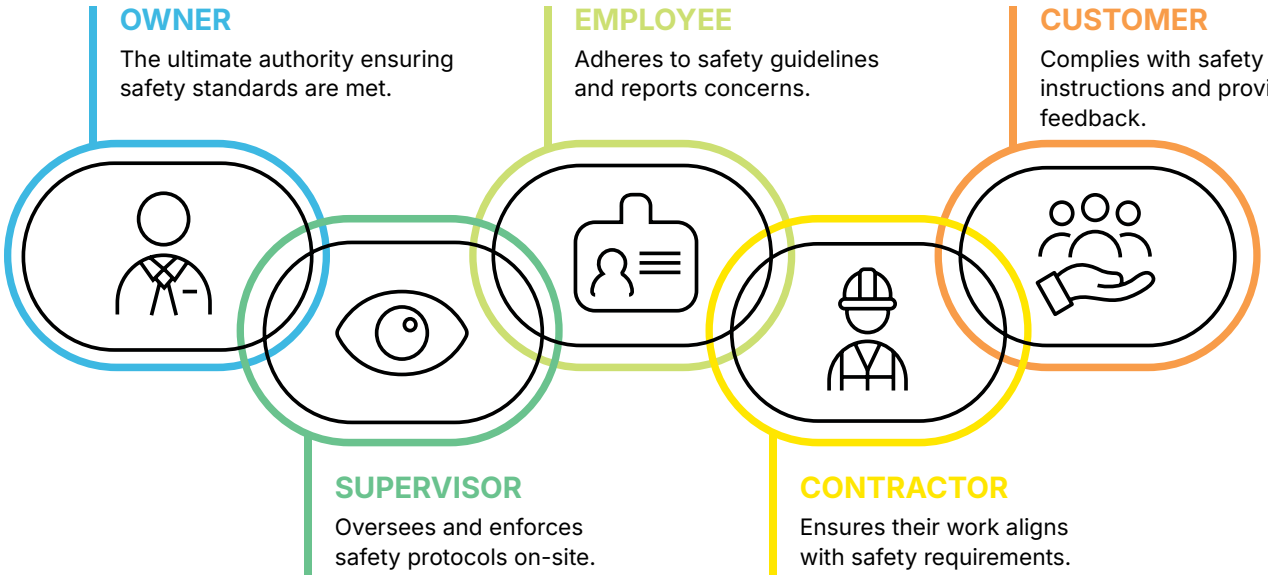


Fig 5: Safety Chain of Responsibility

DEFINING RESPONSIBILITIES

A clear structure helps ensure that OSH tasks are not overlooked. Typical roles and responsibilities may include:

ROLE	KEY RESPONSIBILITIES
OWNER / MANAGING DIRECTOR	• Lead by example and promote a strong safety culture. • Ensure compliance with OSH laws and company policies. • Provide adequate resources (people, time, and budget) for safety initiatives. • Review performance regularly and hold supervisors accountable.
SUPERVISORS	• Ensure workers follow safe procedures. • Conduct regular inspections and address hazards promptly. • Communicate safety expectations and provide on-the-job training. • Report incidents and take corrective actions quickly.
EMPLOYEES / WORKERS	• Follow all safety procedures and use equipment safely. • Report hazards, incidents, and near misses immediately. • Participate in safety meetings, drills, and training. • Look out for the safety of co-workers.
CONTRACTORS / VISITORS	• Comply with site safety rules and instructions. • Use required PPE and report unsafe conditions. • Follow supervision and emergency procedures.

COMPETENCE, TRAINING, AND AWARENESS

A safety and health system can only be effective when everyone understands what to do, how to do it safely, and why it matters. According to the UK Health and Safety Executive (HSE), **competence** is defined as a combination of knowledge, skill, experience, and attitude.

Employers must ensure that all workers who perform tasks affecting safety and health are competent, based on suitable education, training, and experience. Employers must ensure that workers are competent and adequately supervised. This duty cannot be delegated.

Competence should be verified through observation, practical demonstrations, or assessments to confirm that workers understand what they have learned and can apply it safely in practice.

Training and awareness should be ongoing and tailored to the type of work, level of risk, and employee needs. This can be achieved through a mix of formal, classroom training sessions, on-the-job instruction, mentoring, and simple toolbox talks. For businesses involved in higher-risk work activities, it may be necessary to engage qualified OSH professionals or specialised service providers. These experts can conduct sampling or technical measurements such as noise monitoring, air-quality assessments, or mould testing to evaluate workplace conditions.

Employers may also need to engage occupational health or medical services to perform health surveillance, including medical examinations for workers exposed to hazards such as chemicals, dust, or excessive noise. Engaging these experts help ensure that both workers and the business are better protected.

Quick Tip

Methods for Developing Competence

- *Identify training needs through job analysis and risk assessment.*
- *Provide suitable instruction, demonstrations, and mentoring.*
- *Verify competence via observation or assessment.*
- *Refresh training when roles, equipment, or procedures change.*

TRAINING AND AWARENESS METHODS

Training and awareness activities ensure that everyone in the workplace understands the safety requirements of their job and the specific hazards they may face.

For small and medium-sized enterprises, training does not need to be complex or costly. It needs to be relevant, practical, and regularly reinforced. These can include:

TOOL BOX TALKS	5–10-minute daily discussions on the day's activities, hazards and controls. It can also be used to discuss topics such as lessons learned from past incidents, slips and trips, or manual handling.
PEER COACHING	Experienced workers mentor new or less experienced employees to reinforce safe practices.
ONLINE RESOURCES	Use free materials in English from reliable sources such as the ILO, HSE (UK), EU-OSHA, and US OSHA websites.
ON-THE-JOB DEMONSTRATIONS	Show correct techniques for safe lifting, spill response, or equipment lock-out/tag-out.

TRAINING RECORDS

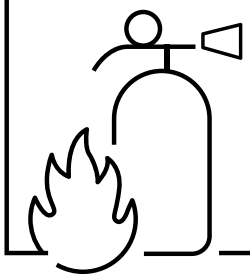
Maintaining accurate records of all safety and health training will provide evidence, and in some instances, is a legal requirement.

Each training session should include details of the participants, topic covered, date, and name of the trainer. These records also help identify when refresher training is needed or when job roles or equipment have changed.

EXAMPLE

TRAINING RECORD

EMPLOYEE	TRAINING TOPIC	DATE	TRAINER	REMARKS
John Doe	Fire Extinguisher Use	12 JUN 25	HSE Officer	Demonstrated competence
Leanne James	PPE Awareness	13 JUN 25	Supervisor	Refresher due in 6 months

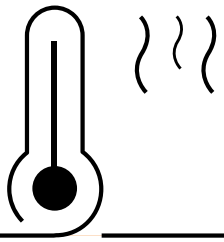


Quick Tip

- *Evaluate the effectiveness of training by reviewing incident trends, employee feedback, and supervisory observations.*
- *Training should be revised whenever deficiencies or new risks are identified or when new equipment or changes in procedures are introduced.*
- *Keep clear records of all training sessions, including attendance, topics covered, and the trainer's name and signature (see Annex 2D - Training Register Template).*
- *Display a Training Matrix or Wall Chart to show who has been trained in specific areas.*

EXAMPLE

CASE STUDY



A bakery in Barbados introduced 15-minute weekly talks on heat stress to address the high temperatures generated by ovens in the production area.

Through simple reminders about hydration, rest breaks, and rotating tasks between staff, the bakery successfully eliminated heat-related incidents and improved employee comfort and productivity.

COMMUNICATION AND WORKER PARTICIPATION

Open and effective communication is essential for building a positive safety culture where everyone feels responsible for maintaining a safe and healthy workplace.

Worker participation allows employees to contribute ideas, raise concerns, and take an active role in identifying and solving safety problems.

Two-way communication ensures hazards are reported and improvements shared. According to ISO 45001 Section 7.4, organizations must establish processes for internal and external communication. This ensures that safety information flows both from management to workers and from workers back to management.

This approach helps identify hazards early, promotes transparency, and strengthens trust within the workplace.

In small and medium-sized enterprises, formal committees may not always be practical. However, safety discussions can still take place in simple, effective ways that suit the size and structure of the business.

Practical communication channels can include:

REGULAR SAFETY BRIEFINGS	Short updates during weekly meetings or shift changes to discuss recent incidents, lessons learned, or reminders.
SAFETY NOTICEBOARDS	Display inspection findings, emergency contacts, policy updates, and recognition of good safety performance.
DIGITAL MESSAGING PLATFORMS	Use WhatsApp or similar tools to share safety reminders, weather alerts, or emergency updates - particularly during hurricane season.
SUGGESTION BOXES OR DIGITAL FORMS	Allow workers to submit ideas, concerns, or safety suggestions anonymously.

Active worker participation ensures that safety discussions reflect real workplace conditions.

Involving employees in identifying hazards, reviewing procedures, and suggesting improvements leads to practical and lasting solutions.

Record all communication and participation activities—including safety meetings, toolbox talks, and suggestions—to demonstrate active engagement and ensure that feedback is addressed.

Worker participation can be encouraged through:
- Including employees in workplace inspections.
- Asking for feedback during toolbox talks or safety huddles.
- Recognising and rewarding proactive safety behaviour.
- Open discussion without fear of blame.

Quick Tip

Sample Safety Meeting Agenda
- *Review of incidents and near misses*
- *Safety inspections finding*
- *Planned training activities*
- *Employee concerns*
- *Recognition of good safety performance*

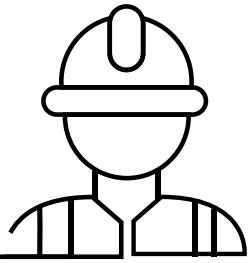
EXAMPLE

CASE STUDY

A construction company in Grenada introduced a weekly “Safe Idea Friday” initiative. Each worker was encouraged to share one practical safety improvement or hazard control idea during the Friday toolbox talk.

The goal was to strengthen participation, give employees a voice in safety decisions, and identify simple, low-cost improvements from those doing the work.

Within six months, participation tripled, and several employee ideas, such as improved tool storage and designated cleanup areas, were implemented across all worksites.



The initiative showed that encouraging worker involvement leads to stronger safety ownership, better communication, and practical, lasting improvements in the workplace, reinforcing a positive safety culture.

OPERATIONAL CONTROL

Operational control involves establishing and maintaining safe systems of work so that activities are carried out under controlled conditions (ISO 45001 Section 8.1). It means putting the company’s safety and health plan into action by implementing planned controls and measures, applying the hierarchy of controls, and ensuring adequate supervision to make sure these measures are effectively followed.

Robust operational control ensures that all work is carried out safely, consistently, and in full compliance with legal obligations and company requirements.

For small and medium-sized enterprises, operational control should be simple, practical and clearly understood by everyone. The goal is to prevent incidents and protect workers, customers, and the environment through well-defined, easy to follow procedures.

Procedures should be proportionate to the risk. Documented procedures do not need to be lengthy or complicated.

A concise, one-page, clear instruction sheet:
- Describes the steps to complete a task safely
- Identifies hazards and required control measures
- Identifies who is responsible for carrying out or supervising the task

CORE ELEMENTS OF OPERATIONAL CONTROL

Effective operational control relies on a few essential elements that help businesses plan, carry out safely, and monitor work done. **These include:**

01.

SAFE WORK PROCEDURES (SWPS)
Step-by-step instructions for performing high-risk tasks safely, such as heavy lifting, welding, electrical work, or chemical handling.

02.

PERMIT-TO-WORK SYSTEMS
Formal permits for high-risk activities, including hot work, confined spaces, or work at height.

03.

EQUIPMENT MAINTENANCE LOGS
Simple records of inspection and servicing dates for critical equipment such as compressors, pumps, and fire extinguishers.

04.

PERSONAL PROTECTIVE EQUIPMENT (PPE) MANAGEMENT
Clearly identify the type of PPE required for each task (e.g., gloves, goggles, respirators) and assign responsibility for supply, use and maintenance.

05.

CONTRACTOR MANAGEMENT
Require contractors to submit risk assessments and method statements before starting work, and ensure they are briefed on site rules, hazards, and emergency procedures.

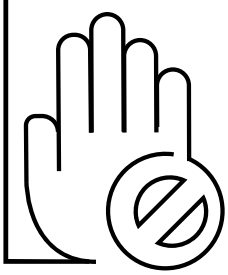
06.

ENVIRONMENTAL AND PSYCHOSOCIAL CONTROLS
Incorporate procedures for managing waste, chemical handling, noise, and stress factors to safeguard both workers and the environment.

EXAMPLE

CASE STUDY

At a small manufacturing plant in Barbados, an inspection revealed a near miss involving an unguarded conveyor belt. Management responded by introducing a “Stop-Work Authority” policy that empowered employees to halt work when unsafe conditions were identified. Supervisors investigated each report and resolved issues before operations resumed. Within six months, the company recorded a 40% reduction in machinery-related incidents and greater worker participation in hazard reporting.



This illustrates how clear operational controls, effective communication, and visible management commitment prevent incidents and strengthen safety culture, while demonstrating that empowering workers through stop-work authority and environmental responsibility supports safer, more sustainable workplaces.

Quick Tip

When to Use Safe Work Procedures (SWPs)

- *Safe Work Procedures (SWPs) form a critical part of your organization's safe system of work. They ensure that tasks are carried out safely, consistently, and under defined conditions.*
- *While SWPs are necessary for high-risk tasks, they are also strongly recommended for medium-risk activities where the potential for injury or ill health still exists. The level of detail and documentation should always be proportionate to the level of risk.*

Start with your Risk Register - any task identified as medium or high risk should have an accompanying SWP or work instruction. Keep formats simple and ensure workers are trained, supervised, and able to demonstrate safe performance.

RISK LEVEL	TYPE OF PROCEDURE REQUIRED	EXAMPLE TASKS	LEVEL OF DETAIL / DOCUMENTATION
High Risk	Detailed SWP and, where applicable, Permit to Work (PTW)	Hot work, confined space entry, electrical maintenance, working at height	Comprehensive, step-by-step procedure with supervision and sign-off required.
Medium Risk	Simplified SWP or Standard Operating Instruction (SOI)	Manual handling, ladder use, use of hand tools, basic maintenance	Brief written procedure, integrated into toolbox talks or training.
Low Risk	General instruction, signage, or induction	Office work, light cleaning, administrative tasks	Verbal or general safety guidance (no formal SWP required).

EMERGENCY PREPAREDNESS AND RESPONSE

Emergencies can happen without warning - from fires, adverse weather, earthquakes, and medical incidents. Being prepared can save lives, protect property, and reduce downtime. Every business, regardless of size, should have an Emergency Response Plan (ERP) tailored to its operations and location.

The plan should outline what to do in each type of emergency, in particular, how to safely evacuate, who is responsible, and how to communicate with employees, customers, and emergency services. Regular training and drills ensure that everyone understands their role and can respond effectively when a real emergency occurs. It ensures readiness and coordination.

BUILDING YOUR EMERGENCY RESPONSE PLAN

Developing an effective Emergency Response Plan ensures your business can respond quickly and safely to unexpected events, protecting people, assets, and operations.

Key steps include:

01. **IDENTIFY POSSIBLE SCENARIOS**
Consider emergencies most likely to affect your business, such as fire, flooding, hurricanes, earthquakes, chemical spills, or medical emergencies.

02. **ASSIGN AN EMERGENCY COORDINATOR**
Designate a responsible person to lead emergency response efforts and coordinate with external agencies, such as the fire service or disaster management office.

03. **DEFINE ROLES AND RESPONSIBILITIES**
Identify trained personnel, such as fire wardens, first aiders, or spill responders, and ensure they understand their duties.

04. **PLAN AND IDENTIFY EVACUATION ROUTES AND ASSEMBLY POINTS**
Post clear evacuation maps at visible locations showing exits, assembly points, and safe routes out of the building.

05. **MAINTAIN EMERGENCY CONTACTS**
Keep an updated list of key contacts, including local emergency services, company representatives, and utility providers (see Annex 2E — Emergency Contact List Template).

06. **PROVIDE EQUIPMENT AND SUPPLIES**
Ensure that fire extinguishers, first aid kits, and spill response materials are available, inspected, and accessible at all times.

07. **TRAIN AND INFORM EMPLOYEES**
Conduct regular training and briefings on emergency procedures, including what to do and where to assemble.

08. **CONDUCT DRILLS AND EVALUATE PERFORMANCE**
Hold at least one emergency drill per year to test readiness for different scenarios, such as fires, medical emergencies, or earthquakes. Review and document lessons learned after each drill.

EXAMPLE

EMERGENCY RESPONSE PLAN RECORD

EMERGENCY TYPE	RESPONSE STEPS	RESPONSIBLE PERSON	CONTACT NUMBER
FIRE	• Raise the alarm • Call Fire Services • Use a fire extinguisher only if safe to do so. • Evacuate calmly to the assembly point and wait for instructions.	Supervisor	Fire Service [insert number]
CHEMICAL SPILL	• Stop the leak if it is safe. • Use spill kit or absorbent pads to contain the spill. • Keep people away and inform the Safety	Employee / Operator	Emergency Lead [insert number]
HURRICANE WARNING	• Secure loose items. • Unplug electrical equipment. • Close doors and windows, and check that all staff are safe. • Follow your company's communication plan.	Manager / Business Owner	Regional Disaster Office [insert number]
EARTHQUAKE	• Take cover under sturdy furniture. • Stay away from windows. • Do not use elevators. • Evacuate only when shaking stops and evacuate carefully to the assembly point.	Supervisor	Emergency Coordinator [insert number]
MEDICAL EMERGENCY	• Call for help. • Provide first aid only if trained. • Contact ambulance. • Inform the Site Manager or Emergency Coordinator.	Trained First Aider	Ambulance [insert contact number]

Quick Tip

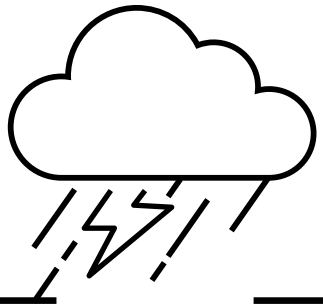
- *Keep a printed copy of this plan in a visible location (e.g., near the exit, lunchroom or noticeboard).*
- *Review and update contact numbers every three to six months or after any staff changes.*

EXAMPLE

CASE STUDY

A restaurant in Dominica implemented a hurricane preparedness plan after severe storm damage in the previous year. The plan included relocating perishable goods, securing kitchen equipment, and establishing a WhatsApp group to confirm staff safety before and after storms.

In a later hurricane, the business secured stock, used the staff WhatsApp group chat for check-ins and resumed operations within 48 hours post-storm.



PROCUREMENT AND CONTRACTOR MANAGEMENT

When hiring suppliers, service providers, or contractors, their safety performance directly affects your business.

A single unsafe act by a contractor can cause injury, property damage, or reputational harm. Therefore, all contractors working on behalf of your business must meet the same or superior safety standards as your employees and complies with legal requirements.

Contractor management should be simple, structured, and focused on prevention. It ensures that anyone entering your workplace understands the risks, follows your procedures, and works safely and responsibly.

STEPS FOR SAFE CONTRACTOR MANAGEMENT

Effective contractor management follows four main steps. These steps help ensure that work is carried out safely and in compliance with legal and company requirements.

01.

PRE-QUALIFICATION

Before hiring, confirm that contractors have the necessary qualifications, valid licenses, and insurance. Review their safety performance history and ask for copies of relevant documents such as risk assessments or safety certificates.

02.

ON-SITE INDUCTION

- Provide all contractors with a safety induction before work begins. The briefing should include workplace hazards, site requirements, personal protective equipment (PPE) requirements, and emergency procedures.
- Make sure that all companies and workers who share the same worksite are properly coordinated so that everyone understands their roles, responsibilities, and how their activities may affect one another. Clear coordination helps prevent overlapping risks and promotes a safe and orderly workplace.

03.

MONITORING AND SUPERVISION

Regularly check that contractors are following safety rules and controls throughout the job. Conduct spot checks, review Job Hazard Analyses (JHAs) or Safe Work Procedures, and address any unsafe behaviours immediately.

04.

POST-JOB REVIEW

- Once the job is complete, review contractor performance with your team. Discuss what went well, any safety issues that occurred, and lessons learned for future projects.
- Document contractor evaluations, including safety performance, compliance with site rules, and responsiveness to corrective actions. Maintain records to inform future procurement decisions.

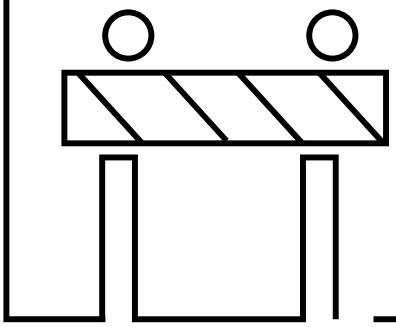
Quick Tip

Include a clause in all contracts and purchase agreements that requires compliance with national Occupational Safety and Health (OSH) legislation, environmental regulations, and your company's safety procedures.

This ensures shared accountability and demonstrates due diligence.

EXAMPLE

CASE STUDY



A small construction contractor in Saint Lucia introduced a simple “Contractor Safety Agreement” form for all subcontractors. The form outlined safety expectations, PPE requirements, and emergency contacts.

Within six months, site compliance improved, and minor incidents dropped by 30%.

DOCUMENTATION AND RECORD CONTROL

Maintaining accurate and well-organized safety and health records is a vital component of effective business management.

Proper documentation demonstrates compliance with national OSH legislation, supports sound decision-making, tracks safety performance, and provides verifiable evidence of due diligence during inspections, audits, or legal proceedings.

Document control ensures that information remains current, accurate, and easily accessible, fostering transparency, accountability, and continual improvement across the organization.

Effective documentation and record control ensure that:

- Legal, regulatory, and company requirements are consistently met and can be demonstrated;
- Recurring hazards, deficiencies, or trends are identified and addressed; and
- Reliable information is available to support informed decisions and timely corrective action.

For small and medium-sized enterprises, recordkeeping does not need to be complex or costly. Simple, well-structured systems — whether paper-based or digital — can effectively demonstrate compliance and progress.

Digital tools such as Microsoft Excel, SharePoint, and Microsoft Forms can be used to simplify data entry, improve storage and retrieval, and ensure secure backup of critical records.

KEY SAFETY & HEALTH RECORDS

Every business should maintain clear, accurate, and up-to-date records for all safety and health activities. These records may be stored in paper or digital form, depending on the organization's size, resources, and technical capacity.

Figure 6 below illustrates the key types of safety and health records that all businesses should maintain to meet legal and management system requirements.

What matters most is that information is accurate, current, secure, and accessible to those who need it. Consistent recordkeeping supports compliance, facilitates performance review, and enables continual improvement within the safety and health management system.

Fig 6: Safety and Health Records Wheel

To make recordkeeping easy to understand, the key safety and health records are tabled below:

CATEGORY	EXAMPLE RECORDS	PURPOSE / NOTES
Legal & Compliance	Legal and Other Requirements Register; permits, licenses, inspection certificates.	Show compliance with national safety and health, environmental, and labour laws.
Risk Management	Risk assessments, Job Hazard Analyses (JHAs), Safe Work Procedures (SWPs).	Identify hazards, control measures, and responsible persons.
Training & Competence	Training attendance sheets, induction records, certificates, training plans.	Track employee training and ensure competency.
Contractor Management	Contractor pre-qualification forms, safety agreements, evaluations, insurance certificates.	Demonstrate that contractors meet legal and safety requirements.
Operations & Maintenance	Equipment and vehicle maintenance logs, calibration certificates.	Ensure safe operation and regular servicing of tools and machinery.
Incidents & Emergencies	Incident reports, root cause analyses, corrective/ preventive action logs, emergency drill reports.	Record all incidents, lessons learned, and improvements made.
Inspections & Audits	Workplace inspection checklists, audit reports, follow-up actions	Monitor compliance and track safety performance.
Worker Participation	Meeting minutes, consultation records, hazard reports, safety committee notes	Show worker involvement in safety planning and improvements
Health Surveillance	Medical fitness reports, health monitoring records (where required by law)	Ensure worker health and safe return-to-work conditions
Environmental & Waste	Waste disposal receipts, spill logs, environmental monitoring reports	Demonstrate responsible environmental management

CATEGORY	EXAMPLE RECORDS	PURPOSE / NOTES
Management Review	Review meeting minutes, performance reports, improvement plans	Evaluate effectiveness of the safety and health system
Emergency Preparedness	Emergency response plans, contact lists, evacuation maps	Support readiness for fire, spills, and natural disasters

Note: Safety and health laws and recordkeeping requirements may vary across Caribbean countries.

Always refer to the most recent national safety and health, environmental, and labour legislation to confirm specific retention periods, reporting formats, and document types required by law.

Quick Tip

- *Keep all records accurate, current, and easy to locate.*
- *Assign a designated person to manage updates, filing and version control.*
- *Retain records for at least five years or longer if required by local law.*
- *Store confidential records (e.g., medical or personal data) securely with restricted access, following data protection and privacy requirements.*
- *Review and update records whenever there are changes in operations, legislation, or personnel.*

SUMMARY

End of Chapter 2 – Do
This chapter focused on putting your safety and health plan into daily practice. The goal is to make safety part of how work is done, not something separate or complicated.

Good safety performance starts with strong leadership and open communication. Regular discussions between managers and workers build trust, clarify responsibilities, and create a shared commitment to maintaining a safe workplace.

Simple, consistent actions, like short team meetings, toolbox talks, and regular walk-through inspections, help identify issues early, keep the workplace organized, and reinforce safe habits.

Setting clear procedures, training workers, and preparing for emergencies such as fires, adverse weather, or medical incidents help ensure that everyone knows what to do, how to respond and when to act.

WHAT YOU PUT IN PLACE	WHY IT MATTERS
Leadership and communication practices	Build trust, strengthen engagement, and make safety part of everyday work.
Worker participation in safety activities	Promote teamwork, accountability, and shared responsibility for safety.
Operational controls and safe work procedures	Ensure consistency, reduce errors, and prevent injuries.
Emergency preparedness plans	Protect lives, property, and business continuity during unexpected events.
Contractor and visitor management	Maintain consistent safety standards for everyone on site.

The Do phase transforms plans into action. Consistent communication, practical training, and simple daily routines help businesses build safer, more confident teams and strengthen the overall safety culture of the organization.

3 CHECK

CHECK

The Check phase focuses on measuring how well the safety and health system is performing. This stage verifies whether controls are effective, objectives are being achieved, and legal and organizational requirements are being met.

This phase verifies that the measures established in the Plan and Do stages are being applied effectively and delivering the desired results. It turns data and worker feedback into meaningful insight, helping identify what is working well, what needs adjustment, and where opportunities for improvement exist.

For SMEs, simple monitoring methods are adequate if they are consistent, documented, and acted upon.

MONITORING AND MEASUREMENT

You can only improve what you measure. Monitoring allows you to assess whether safety controls function as intended and whether your business is meeting its safety goals. It helps identify what is going well and where more attention is needed.

Monitoring does not have to be complicated or costly process. A simple checklist or logbook can help track what has been inspected, what incidents occurred, and how quickly corrective actions were taken.

To ensure consistency, it's a good idea to develop a Monitoring and Measurement Procedure that defines:

- What will be measured (e.g., training hours, incident frequency).
- How it will be measured (e.g., using checklists, observation, or reports).
- Who is responsible.
- When to review the results.

Keep methods practical. Simple logs or spreadsheets can show useful patterns when maintained regularly.

SAFETY & HEALTH PERFORMANCE INDICATORS

Monitoring your performance helps demonstrate to regulators, customers, and employees that your business takes safety seriously and is committed to continual improvement.

Safety and health performance can be measured using two types of indicators:

i. **Leading indicators**
   These measure activities that prevent harm. It serves as early warning signs and shows how effectively risks are being managed before incidents occur.
ii. **Lagging indicators**
   These show what has already happened. They help you learn from past incidents and improve your controls. By analysing the causes of incidents, you are able to adjust your proactive initiatives to address the root causes of incidents.

Examples of performance indicators are tabled below:

TYPE	EXAMPLES	PURPOSE
Leading Indicators (Proactive)	• Number of inspections • Number of Safety meetings • Training sessions conducted • Near-miss reports	Help prevent incidents before they occur by tracking proactive activities
Lagging Indicators (Reactive)	• Number of injuries • Lost time incidents • Equipment damage	Show the results of past performance and help identify underlying causes.

Tracking both leading and lagging indicators provides a complete picture of your company's overall safety performance and verifies whether your proactive efforts are effectively preventing incidents.

SAFETY & HEALTH PERFORMANCE INDICATORS

Monitoring helps you understand how well your safety and health system is working. It is useful in checking progress, spotting trends early, and using this information to take action and make improvements.

Five steps to keep monitoring simple and useful:

STEP	WHAT TO DO	WHY IT MATTERS
Set a Baseline	Identify your starting point e.g., how many inspections or near misses are currently reported each month.	A baseline helps measure progress and improvement over time.
Record Consistently	Use a simple logbook, checklist, or spreadsheet to record safety data such as inspections, incidents, and training.	Consistent data makes trends easier to spot and decisions easier to make.
Review Monthly	Look for patterns — for example, an increase in near misses, complaints, or absenteeism.	Regular reviews help catch problems early and maintain awareness.
Take Action	If an issue keeps happening, review your procedures, retrain staff, update risk assessments, check equipment condition, or adjust workloads.	Prompt action prevents recurring problems and strengthens your system.
Share Findings	Discuss results with employees to close the feedback loop and highlight what is improving and what needs attention.	Open communication builds trust and encourages worker participation.

EXAMPLE

CASE STUDY

A small construction company in St. Vincent began tracking near-miss reports each month as a leading indicator. Initially, few reports were submitted. The owner introduced a short safety talk explaining why near misses matter and recognised employees who reported them.

Within six months, near-miss reports increased by 60%, and the company recorded zero lost-time injuries for the year. This example shows that when workers understand the value of monitoring and see that their input is appreciated, safety performance improves.

Quick Tip

- *Focus on leading indicators – they help teams think ahead and help build a proactive safety culture.*
- *Simple measures, such as tracking how often toolbox talks are held or how quickly hazards are corrected, can make a significant difference in preventing incidents.*

WORKPLACE INSPECTIONS

Workplace inspections are one of the most practical and effective tools to maintain a safe and healthful work environment. Inspections can help identify hazards early, check whether existing control measures are effective, and demonstrate compliance with local safety and health laws and industry standards.

Workplace inspections do not need to be complicated or time-consuming. A short walk-through with a checklist can highlight unsafe conditions or at-risk practices before they lead to incidents. Regular inspections demonstrate commitment to continual improvement and impact positively on employees.

Workplace inspections help to:
- Identify unsafe conditions or practices before they cause harm.
- Ensure that equipment, PPE, and work areas are in good condition.
- Verify that previous corrective actions have been completed.
- Involve employees in identifying and solving safety issues.
- Provide records that show compliance with legal, insurance, and internal requirements.

Quick Tip

Inspections are not fault-finding exercises - they are a way to learn, improve, and prevent harm.

INSPECTION FREQUENCY

How often inspections are carried out depends on:
- The type of work and the level of risk involved.
- Legal or customer requirements.
- Changes in operations, such as new equipment or processes.

Inspection findings should always be assigned to a responsible person, with clear deadlines for corrective actions. These actions should be tracked until closure and their effectiveness confirmed during the next inspection.

The table below provides general guidance for businesses:

FREQUENCY	WHO SHOULD CONDUCT IT	PURPOSE / EXAMPLES
Daily	Workers in the area	Quick walk-around to check general safety, spills, tools, or missing PPE.
Weekly	Supervisors	Review housekeeping, storage, fire safety, and first aid facilities.
Monthly	Department Heads, Managers	Conduct a detailed review of all areas, including equipment, signage and records.
Quarterly	Owner/Managing Director	Conduct a thorough inspection to evaluate performance, identify trends, and ensure system wide compliance.
After an Incident or Change	Owner, safety representative, or Committee (if applicable)	Verify that new or revised controls are in place and working effectively after an incident, process change, or new equipment installation.

Refer to Annex 2F—Workplace Inspection Checklist Template—for a practical, easy to use tool that you can adapt to your business.

HOW TO CONDUCT AN INSPECTION

Workplace inspections should follow a clear six-step process that ensures consistency, accountability, and effective follow-up across all areas of business:

STEP	WHAT TO DO	PURPOSE
Prepare	Review previous inspection reports and corrective action logs to identify recurring issues or high-risk areas.	Helps you focus on what needs the most attention and track progress over time.
Inspect	Walk through all areas, observing work practices, housekeeping, equipment condition, fire safety measures, signage, and PPE use.	Allows you to spot hazards and check whether controls are working as intended.

STEP	WHAT TO DO	PURPOSE
Engage Workers	Talk with employees during the inspection. Ask what problems they have noticed and invite their suggestions for improvement.	Builds trust, increases awareness, and promotes worker participation.
Record Findings	Use a simple checklist to note hazards, positive observations, and areas needing improvement. (See template in Annex 2F)	Creates a clear and traceable record of what was observed.
Take Action	Correct hazards immediately where possible. For other issues, assign responsibility, set target dates, and follow up on completion.	Ensures that findings lead to real improvements and accountability.
Review and File	Verify that all corrective actions have been completed. Keep inspection records for at least one year or longer, as required by law.	Demonstrates compliance and helps evaluate long-term performance.

Involve your employees in inspections, as they often know hazards managers may miss. Keep inspection forms concise, focus on what matters, and follow up on every item until resolved.

INCIDENT REPORTING AND INVESTIGATION

Reporting and investigating incidents, no matter how small, is one of the most effective ways to prevent incidents and improve workplace safety.

Each report provides important information about what went wrong, why it happened, and how to stop it from happening again.

This section explains how to classify incidents, report them properly, and identify root causes using a simple, step-by-step approach.

Quick Tip

- *Under the Occupational Safety and Health Act (Trinidad & Tobago) and similar regional laws, serious injuries (injuries resulting in medical attention or lost time), dangerous occurrences, and occupational diseases must be reported to the national OSH Agency within 24 hours or as required by local law.*
- *Maintain a record of all notifications and responses received from the Regulator.*

INCIDENT CLASSIFICATION

The table below shows the incident classification levels:

LEVEL	TYPE	EXAMPLE
Level 0 Near miss / unsafe act	An event that could have caused harm but did not.	Worker trips over hose but is not injured.
Level 1 Minor injury or property damage	Small injury or minor damage that can be handled on-site.	Small cut treated with first aid.
Level 2 Major injury or serious near miss	Requires medical attention or hospitalisation.	Worker burns his hands on a hot surface and is treated at hospital.
Level 3 Fatality or catastrophic event	Results in death or large-scale damage.	Fire or explosion causing multiple injuries or fatalities.

INCIDENT REPORTING STEPS

When an incident occurs, respond quickly and follow your company's reporting procedure. These steps apply to all workplace incidents, regardless of size or type.

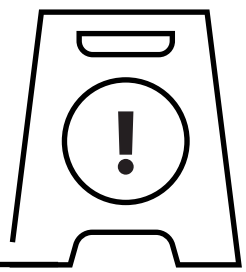
STEP	WHAT TO DO	PURPOSE
Report Immediately	Inform your supervisor, manager, or safety representative as soon as possible.	Ensures quick response and proper coordination.
Secure the Scene	Make the area safe to prevent further injury or damage. Provide first aid if needed.	Protects people and preserves evidence for investigation
Record the Details	Complete the Incident Report Form (see Annex 2G for template). Include date, time, location, persons involved, and immediate actions taken.	Creates a reliable record for review and follow-up.

STEP	WHAT TO DO	PURPOSE
Investigate the Causes	Use simple tools like the "5 Whys" method to find the root causes of the incident; i.e., 'why' the incident happened.	Helps identify underlying system issues rather than surface problems.
Implement Corrective Actions	Address the root cause - not just the surface issues or immediate causes - and assign responsibility with clear deadlines for completion.	Ensures long-term prevention and accountability.
Share Lessons Learned	Discuss findings with staff during toolbox talks or meetings to help prevent recurrences. Review incident trends quarterly and include results in management reviews.	Encourages learning, participation, and continual improvement.

EXAMPLE

INTERNAL REPORT FORM

FIELD	EXAMPLE ENTRY
Date/Time	14 MAY 2025, 10.45AM
Location	Front Store
Description	Attendant slipped on wet floor after rainfall. No injury was reported
Immediate Cause	Wet floor, no signage posted
Root Cause	No arrangements or procedure in place for wet weather conditions
Corrective Action	Install anti-slip mats and post caution signage
Responsible person	Site Manager
Completion Date	20 May 2025

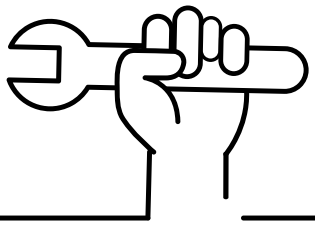


EXAMPLE

CASE STUDY

A mechanic in a small garage in Antigua burned his hand while working on a hot engine. The investigation found no requirement regarding cooling engines before repair.

The owner created a “Cool-Down Checklist”, preventing similar injuries in future.



See Annex 2G for an Incident Report Form template.

ROOT CAUSE ANALYSIS

When an incident or near miss occurs, it is important to correct the immediate causes and to understand why it happened.

This process, known as ‘root cause analysis’, identifies the underlying factors that, if properly addressed, will prevent the same event from happening again.

A root cause is the underlying reason an incident occurred. It explains why the event happened, while an ‘immediate’ cause describes what happened.

Root cause analysis helps businesses to:
- Identify weaknesses in systems, procedures, or supervision.
- Prevent recurrence by implementing long-term solutions.
- Promote learning across the business and improve overall performance.
- Strengthen compliance with legal requirements for continual improvement.

For example, a worker slipped because the floor was wet:
- Immediate cause = What happened (e.g., the floor was wet).
- Root Cause = Why it happened (e.g., there was no procedure in place for managing wet weather conditions, and preventive controls such as floor mats, and warning signage were not implemented).

Addressing only the immediate cause, such as drying the floor, treats the symptom temporarily.

Addressing the root cause by improving drainage, adding mats, posting warning signs eliminates the problem and prevents the incident from recurring.

THE 5 WHYS TECHNIQUE

One of the simplest and most effective tools for identifying root causes is the **"5 WHYS"** Technique, which involves repeatedly asking "Why?" until the underlying issue is found.

1. **Why did the worker fall?** → The floor was wet.
2. **Why was the floor wet?** → A spill was not cleaned.
3. **Why wasn't it cleaned?** → No one was assigned to do it.
4. **Why was no one assigned?** → There was no cleaning schedule.
5. **Why was there no schedule?** → A cleaning procedure had not been developed.

Therefore, the Root Cause of the incident was that there were no formal cleaning procedure and responsibilities for cleaning were unclear. This system-level weakness allowed the spill to remain unaddressed.

If management establishes a written cleaning procedure, assigns roles, and trains staff, then future spills will be cleaned promptly, preventing the same incident from recurring.

In summary:

Immediate Cause
• What happened (the floor was wet).
Root Cause
• Why it happened (no procedure or accountability in place).

This distinction is important because fixing only the immediate cause (i.e., mopping the floor) removes the symptom, while addressing the root cause (i.e., developing and enforcing a cleaning procedure) removes the problem permanently.

Quick Tip

- *Focus on system failures, not people.*
- *Most incidents occur because of gaps in procedures, unclear instructions, or insufficient training - not from deliberate carelessness.*

INTERNAL AUDITS

Internal audits are an important part of maintaining an effective Occupational Safety and Health (OSH) system. Just as a health check-up helps detect early signs of illness, an audit helps identify strengths, weaknesses, and opportunities for improvement within your safety management practices.

Audits verify whether:
- Safety procedures are being followed,
- Legal and company requirements are met, and
- Controls are effective in preventing incidents.

Audits are structured reviews that verify conformance and effectiveness. For SMEs, a simple checklist and follow-up process is sufficient to ensure that your system is working effectively and improving over time.

STEPS FOR CONDUCTING AN INTERNAL AUDIT

The following steps outline a simple approach any business can use to plan and carry out an internal audit effectively.

01. PLAN THE AUDIT
- Prepare an annual audit schedule based on risk, legal requirements, and previous performance.
- Define what will be reviewed, such as training, PPE use, or emergency preparedness.

02. PREPARE CHECKLIST
- Develop a checklist based on your company's safety policies, procedures and legal requirements.
- Keep it short, clear and focused on areas that affect worker safely.

03. CONDUCT THE AUDIT
- Observe how work is being done, review documents such as inspection records and training logs, and speak with employees to verify that they understand and apply safe work procedures.

04. REPORT FINDINGS
- Record what is working well and what needs improvement.
- Classify findings as:
  i. Compliant (Meets the requirement)
  ii. Minor Non-Conformance (Needs correction but poses low risk) or
  iii. Major Non-Conformance (Serious issue that requires urgent action)

05. FOLLOW UP AND CLOSE OUT
- Ensure that corrective actions are assigned, completed, and reviewed for effectiveness.

EXAMPLE

INTERNAL AUDIT CHECKLIST

Audit Area	Audit Question	Example Information / Evidence to Include	YES/ NO	Notes / Comments
OSH Policy	Is the OSH Policy signed, dated, approved by management, and clearly displayed at the workplace?	Signed and dated policy, version number, evidence of communication to employees.		
Risk Assessment	Are risk assessments current and reviewed at least annually? Are planned control measures being properly applied and maintained in the workplace?	Completed and signed assessments, review dates, updates following operational changes. Observation of implemented controls (e.g., barriers, ventilation, PPE usage), maintenance logs.		
Inspections	Are workplace inspections completed as scheduled and findings recorded?	Number of inspections, key findings, recurring issues, and corrective actions tracked.		
Training	Are training and induction records available, current, and include refresher sessions where needed?	Attendance sheets, training matrix, certificates, refresher dates.		
Emergency Preparedness	Are emergency drills conducted at least twice a year and lessons learned documented?	Drill reports, attendance lists, evacuation maps, improvement actions.		

EXAMPLE

INTERNAL AUDIT CHECKLIST *(cont.)*

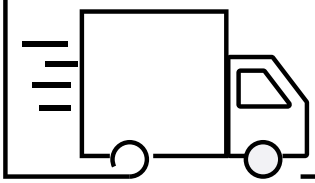
Audit Area	Audit Question	Example Information / Evidence to Include	YES/ NO	Notes / Comments
Incident Management	Are all incidents and near misses reported, investigated, and corrective actions tracked to closure?	Incident log, investigation reports, root causes, status of open and closed actions.		
Corrective Actions	Are corrective and preventive actions effectively implemented and verified?	CAPA register, evidence of follow-up, explanations for delays or outstanding actions.		
Trends and Emerging Risks	Are new or changing risks identified and addressed (e.g., seasonal, technological, or environmental changes)?	Trend analysis reports, observation logs, notes on new hazards such as flooding or hurricanes.		

Audit findings should be reviewed for systemic issues and used to update your risk register and training and development plans. They should also be incorporated into the management review process to support informed decision-making and continual improvement of the OSH management system.

Refer to Annex 2H for an Internal Audit Checklist template.

EXAMPLE

CASE STUDY



A small transport company in Barbados used an Excel-based audit checklist quarterly.

The company assigned “traffic light” colours to items (green/yellow/red), to visualize compliance and prioritize improvements.

SUMMARY

End of Chapter 3 – Check
This chapter focused on checking how well your safety and health system is working. The purpose is to see what is going right, where improvements are needed, and how to prevent problems before they happen.

Regular inspections, incident reviews, and internal audits show whether safety measures are being followed and whether they are effective. This information helps you make better decisions, improve performance, and keep your business in line with legal and company requirements.

Checking performance is not about finding fault and assigning blame.

It is about finding facts and learning from them.

WHAT YOU CHECKED	WHY IT MATTERS
Safety performance indicators	Show how well your controls are working and help identify trends early.
Workplace inspections	Catch unsafe conditions before they lead to harm.
Incident and near-miss reports	Reveal root causes and prevent the same problems from happening again.
Internal audits	Confirm that your safety system meets requirements and continues to improve.
Performance summaries and reports	Maintain consistent safety standards for everyone on site.

The Check phase helps you understand how your safety system performs in real life. By reviewing results and acting on what you find, your business can stay proactive, prevent incidents, and keep improving over time.

4 ACT

ACT

This final stage of the Plan–Do–Check–Act (PDCA) cycle focuses on taking action to correct problems and prevent them from recurring. It helps businesses strengthen their workplace safety and health systems through practical improvements and a culture of learning.

Continual improvement involves small, consistent actions such as reviewing what went wrong, involving your team in solutions, and following up to confirm that the corrective actions taken are working.

CORRECTIVE AND PREVENTIVE ACTIONS (CAPA)

Every inspection, incident, or audit can highlight issues that need attention. These issues are known as “nonconformances”, which are situations where workplace practices do not meet legal, company, or safety requirements.

Corrective action is the process of identifying and eliminating the root cause of a detected nonconformity, incident, or other undesirable situation to prevent it from recurring.

Preventive Action, on the other hand, focuses on identifying potential non-conformities before they happen, for example, analysing near miss reports, worker feedback, or inspection trends.

Together, these make up the Corrective and Preventive Action (CAPA) process, **which aims to:**

- Fix the immediate problem,
- Find out why it happened, and
- Ensure it doesn’t happen again.

For small businesses, corrective and preventive actions can include simple measures such as clearer safety signage, reinforcing safe work practices, or updating a written procedure can be highly effective. Most importantly, following the process through (i.e., identifying the issue, fixing it, and checking that the change is effective).

All actions should be recorded in a Corrective Action Log or spreadsheet that lists:

- The problem or nonconformity,
- The root cause,
- The action to be taken,
- The person responsible,
- The completion date, and
- Notes to confirm that the problem is solved.

Each action should be checked within a reasonable time (for example, 30 days) to make sure the corrective action taken is effective and that similar issues do not happen again.

STEPS FOR MANAGING CAPA

The following steps offer a straightforward method for businesses to track and manage corrective actions effectively:

01. **IDENTIFY THE NONCONFORMITY**
Use reports from inspections, incidents, or worker feedback to spot issues that need attention.

02. **FIND THE ROOT CAUSE**
Ask “Why?” several times (using the 5 Whys technique) to discover the real reason the issue happened.

03. **DECIDE ON THE CORRECTIVE ACTION**
Choose a practical and measurable action to fix the issue — for example, repair damaged equipment, add warning signs, or update work instructions.

04. **ASSIGN RESPONSIBILITY AND TIMELINE**
Clearly state who will complete the action and set a realistic deadline.

05. **VERIFY EFFECTIVENESS**
Check that risk was eliminated or reduced.

06. **RECORD AND REVIEW**
- Keep records of all actions taken.
- Review them periodically to identify recurring issues or areas that need more attention.

EXAMPLE

PORTION OF CORRECTIVE ACTION REGISTER

Finding	Root Cause	Corrective Action	Responsible	Due Date	Status
Fire extinguisher expired	No tracking system	Implement monthly log & reminder. Keep updated SDS at point of storage and dispensing.	Admin Officer	15 Mar 2025	Completed
Chemical container unlabelled	Safety Data Sheets (SDS) not readily available. Lack of pre-printed labels.	Prepare labels for chemical inventory.	HSE Rep	10 Apr 2025	Pending

All lessons learned should be communicated from completed CAPAs to all relevant workers and supervisors to prevent recurrence and strengthen organizational learning.

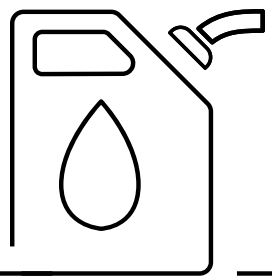
EXAMPLE

CASE STUDY

During a routine inspection at a small auto-repair shop, leaking waste-oil containers were identified as both a safety and environmental hazard, creating slip risks and the potential for soil and groundwater contamination. A root-cause analysis showed that the shop lacked a designated containment area for used oil and that staff were unaware of proper waste-handling procedures.

Several low-cost corrective actions were implemented:

- Secondary containment trays were installed beneath oil containers.
- A clearly marked, covered hazardous-waste storage area was established away from operational zones and ignition sources.
- Spill kits and basic training on safe waste handling and emergency response were introduced.
- Weekly inspections of containers, drip trays, and the storage area were added; and licensed collection and disposal of used oil and related materials were arranged.



These measures eliminated leaks, reduced slip hazards, and prevented environmental contamination, while strengthening workers' environmental awareness and demonstrating the business's due diligence under OSH and environmental legislation.

REVIEWING PROGRESS (SIMPLE MANAGEMENT REVIEW FOR SMALL BUSINESSES)

Even small businesses can benefit from occasionally checking in to determine how well their safety and health efforts are working. This does not mean holding formal board meetings or preparing long reports. Instead, perhaps once every few months, you can talk with your team, look at what's going well, and decide what needs improvement.

Think of it as a safety health check for your business. Regular reviews help you stay organized, prevent problems from returning, and keep everyone focused on working safely.

WHAT TO DISCUSS DURING A SAFETY REVIEW

A short, focused review (about one hour every three or four months) is usually enough for most small and medium-sized enterprises (SMEs). You can hold it during a staff meeting or after an inspection or incident.

01. **SAFETY PERFORMANCE**
Examine any incidents, near misses, inspection results, or training completed since your last review.

02. **PROGRESS TOWARD GOALS**
Look at whether your safety objectives, such as reducing slips and trips or improving PPE use, are being achieved

03. **EMPLOYEE FEEDBACK**
Ask workers what is working well and what challenges they are facing. Their input helps identify issues early.

04. **RESOURCES AND SUPPORT**
Check if additional equipment, training, or supervision is needed to improve safety.

05. **NEXT STEPS**
Agree on practical improvements, assign responsibilities, and set target dates for completion. Celebrate successes and acknowledge employees who contribute positively to safety

HOW TO RECORD YOUR REVIEW

Keep a simple record of each meeting. This could be a one-page note or a digital log.
Include the following details:

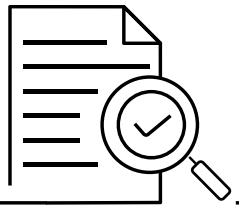
- Date and time of review
- Main points discussed
- Actions agreed upon
- Person responsible and due date

These notes will help you track progress and show your commitment to safety if asked by regulators, clients, or insurance representatives.

EXAMPLE

SAFETY REVIEW

Agenda Item	Details / Discussion	Actions / Decisions
Review of Previous Actions	All corrective actions from the last review were completed.	Confirmed and closed.
Safety Performance Summary	Two minor incidents reported, no lost time.	Continue current training schedule and toolbox talks.
Legal and Compliance Updates	OSH inspection completed — no improvement notices received.	File inspection report and keep records updated.
Resource Needs	Request for new spill kit at forecourt.	Approved and to be purchased within two weeks.
Improvement Ideas	Suggest testing a digital checklist for inspections.	Pilot test planned for Q3.
Changes or External Factors	Reviewed updates in local OSH regulations and industry standards.	Update Legal Register and any affected procedures.



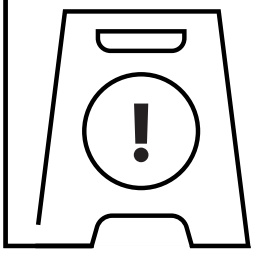
Quick Tip

Keep written minutes or digital records of all management review meetings. This demonstrates ongoing leadership commitment and supports compliance during OSH audits or regulatory inspections.

Refer to Annex 2I for Safety Review Form Template

EXAMPLE

CASE STUDY



A tourism company in St. Kitts held quarterly safety review meetings that included all staff members.

During one session, employees suggested installing clearer emergency exit signs.

The idea was implemented at minimal cost and led to improved visibility, enhanced staff engagement, and improved emergency preparedness.

CONTINUAL IMPROVEMENT ROADMAP

Continual improvement simply means consistently finding better, safer, and more efficient ways to work. It is about learning from experience, solving problems early, and making small, consistent changes that lead to improvements in your business.

Continual improvement helps ensure that lessons from incidents, inspections, and worker feedback are turned into practical actions that make the workplace safer, healthier, and more productive for everyone (see Figure 7).

You don't need a formal system or special software to keep improving. Simply take time to review what's working well and what isn't, involve your workers in discussions, and make small adjustments that reduce risks and support employee wellbeing.

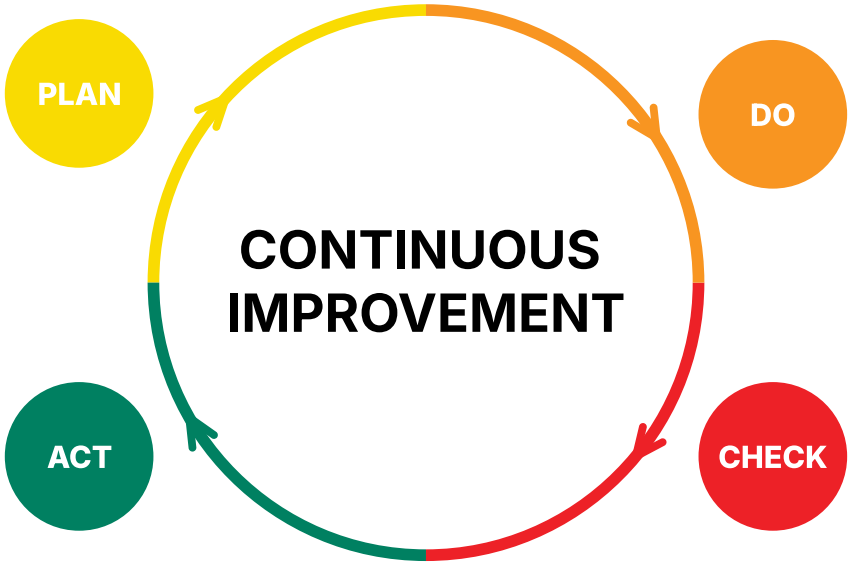
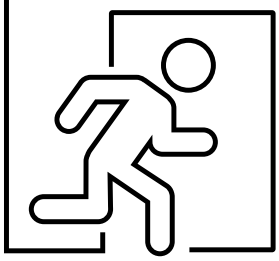


Fig 7: Plan-Do-Check-Act (PDCA) Cycle

EXAMPLE

CASE STUDY



A restaurant in Grenada switched to non-slip flooring after repeated slip incidents.

After success at one branch, they rolled out the improvement across all locations, reducing fall-related injuries to zero.

RECOGNITION AND SAFETY CULTURE BUILDING

Recognition plays a major role in improving a company's safety culture by reinforcing safe behaviours, encouraging participation, and showing that management values the contributions of employees to a safer workplace.

Recognition includes simple gestures, consistent communication, and visible appreciation. These can improve morale and accountability.

When people feel acknowledged for doing the right thing, they are more likely to sustain safe practices and encourage others to do the same.

RECOGNITION IDEAS FOR SMALL BUSINESSES

01.

MONTHLY "SAFETY CHAMPION" AWARD
Highlight employees who demonstrate attention to safety or identify potential hazards before they cause harm.

02.

SAFETY PERFORMANCE BOARDS
Display "Days Without Incident" or positive safety statistics to promote a sense of achievement.

03.

PUBLIC APPRECIATION
Use WhatsApp groups, newsletters, or bulletin boards to publicly thank workers for good safety practices.

04.

INCORPORATE SAFETY INTO PERFORMANCE REVIEWS
Include safety behaviours, participation in safety meetings, and reporting of near misses as part of employee evaluations.

05.

TEAM RECOGNITION
Celebrate department or site-wide milestones such as completing safety training or achieving inspection goals.

Quick Tip

Recognition should always be timely, fair, and meaningful. A simple "thank you" given soon after observing safe behaviour is often more effective than a large reward given months later.

Recognition programs should be inclusive and transparent, ensuring equal opportunity for all workers, regardless of job role, gender, or contract type, consistent with the ILO Decent Work Agenda.

SUMMARY

End of Chapter 4 – Act
This chapter focused on taking what you have learned and using it to make things better.

The Act phase keeps your safety and health system alive and improving. It ensures that lessons from incidents, inspections, and audits are used to strengthen future plans.

This stage is about follow-through and turning results into action. When you record findings, fix root causes, and verify that changes are working, you build confidence in your safety system.

Regular management reviews and recognition of safe behaviour help keep everyone engaged and motivated.

WHAT YOU DID NEXT	WHY IT MATTERS
Recorded and reviewed findings	Helps identify trends and areas needing attention.
Found and corrected root causes	Prevents the same problems from happening again.
Implemented and checked corrective actions	Confirms that improvements are working as planned.
Held management reviews	Keeps leaders informed, accountable, and committed to improvement.
Recognized safe behaviour and progress	Builds morale and strengthens a positive safety culture.
Updated safety plans annually	Ensures your system reflects new lessons and continues to evolve.

The Act phase turns learning into lasting progress. By reviewing, improving, and recognizing achievements, your business can keep safety moving forward year after year.

CONCLUSION

You now have the knowledge and tools to build a simple, effective safety and health system that protects your people and strengthens your business.

This chapter is about what comes next - turning that system into your biggest advantage for growth, efficiency, and leadership.

YOUR SAFETY SYSTEM AS A BUSINESS ADVANTAGE

Think of everything you have set up - your policy, risk assessments, training, and checks - not just as a safety net, but as a springboard.

A well-managed business is a safe business, and a safe business is a profitable one.

Here is how your safety and health system supports business growth:

- **It Improves Efficiency**
  Clear procedures and organized workspaces reduce wasted time, prevent damage,and keep operations running smoothly.
- **It Builds Your Reputation**
  When clients and large companies see your professional approach to safety, they gain trust in your business and are more likely to offer long-term contracts.
- **It Unlocks New Opportunities**
  Many government and international companies require proof of effective safety management. Your documented system helps you qualify for new tenders and partnerships.
- **It Builds Team Morale**
  When people feel safe and valued, they work better and stay longer. A strong safety culture improves teamwork, motivation, and productivity.

BECOMING A SAFETY LEADER

Leadership in safety is about setting the example and inspiring others.

- **Share Your Success**
  Tell your customers and workers about your achievements. Celebrate milestones such as “100 Days Without an Incident” to show that safety is a shared success.
- **Support Other Businesses**
  Talk with other business owners and contractors. Share what has worked for you and encourage others to adopt safer practices. By promoting safety, you help raise industry standards.
- **Recognize Your Team**
  A simple “thank you” goes a long way. Acknowledge safe behaviour and teamwork in ways that feel meaningful to your employees. Consider a “Safety Champion” award to highlight outstanding contributions or a board showing safety statistics or quotes from workers who helped improve safety. Recognition helps make safety a part of everyday work and reminds everyone that their actions matter.

BUILDING A BETTER BUSINESS

By investing in the safety and health of your team, you are doing more than just following the law. You are:

- **Supporting Decent Work**
  Providing safe, respectful, and stable jobs where people are treated with respect.
- **Building a Resilient Caribbean**
  Making our region stronger, more stable, and better prepared for the future.
- **Leading by Example**
  Showing that Caribbean SMEs can be at the forefront of quality, sustainability, and ethical business.

This work aligns with the ILO Decent Work Agenda and directly supports UN Sustainable Development Goal 8 (Decent Work and Economic Growth).

KEY TAKEAWAYS FOR YOUR JOURNEY AHEAD

YOUR GOAL	HOW TO ACHIEVE IT
A Business That Thrives	Use your safety system to improve processes, reduce waste, and win new contracts.
A Team That Grows	Keep involving your workers. Their ideas will drive your biggest improvements. Celebrate your successes together.
A System That Lasts	Confirms that improvements are working as planned.
A System That Lasts	Stick to the PDCA cycle. Review, learn, and adapt every quarter. Make continuous improvement a habit.
A Reputation That Opens Doors	Be proud of your safety standards. Market them. Let them be the reason clients choose you over the competition.

YOUR FORWARD-LOOKING CHECKLIST

Use this list to keep your system active and effective.
Every quarter, consider the following:

- ☐ Hold weekly toolbox talks and log attendance.
- ☐ Conduct one workplace inspection and file the report.
- ☐ Close at least two items from your Corrective Action Register.
- ☐ Hold a short meeting to review your safety performance and record your decisions.
- ☐ Thank at least one employee for contributing to safety improvements.

You now have a clear, practical system that protects your people, supports your business, and helps your bottom line.

The tools are in your hands – the templates are in the annexes, and the benefits are waiting for you.

This is not the end of the handbook. It is the beginning of your success story.

Go forward and build a safer, stronger, and more successful business.

GLOSSARY

You now have the knowledge and tools to build a simple, effective safety and health system that protects your people and strengthens your business.

TERM	APPROVAL DEFINITION	REFERENCE / SOURCE
Accident (deprecated)	See “Incident.” The term accident is no longer preferred under ISO 45001; all unplanned events, whether they cause harm or not, are now classified as incidents.	HSE / ISO 45001:2018 Note 1
Audit	A systematic, independent, and documented process for obtaining objective evidence and evaluating it to determine the extent to which audit criteria are fulfilled.	ISO 45001:2018 §3.34
Competence	The ability to apply knowledge and skills to achieve intended results, including appropriate education, training, or experience.	ISO 45001:2018 §3.12
Continual Improvement	A recurring activity to enhance performance. In OSH, it means ongoing efforts to improve the suitability, adequacy, and effectiveness of the OH&S management system.	ISO 45001:2018 §3.35
Contractor	An external person or organization providing services to the organization according to agreed specifications, under a contractual arrangement.	ISO 45001:2018 §3.20
Corrective Action	Action to eliminate the cause of a detected nonconformity or other undesirable situation.	ISO 45001:2018 §3.37
Danger / Hazardous Condition	A situation or condition that has the potential to cause harm.	HSE UK Guidance
Decent Work	Work that is productive, delivers a fair income, security, and equal opportunity, while ensuring a safe and healthy working environment and respect for human dignity.	ILO Decent Work Agenda

TERM	APPROVAL DEFINITION	REFERENCE / SOURCE
Emergency Preparedness	The process of planning and implementing procedures to prevent or mitigate injury, ill health, and damage in potential emergency situations.	ISO 45001:2018 §8.2
Employee / Worker	A person performing work or work-related activities under the control of the organization. This includes direct employees, agency workers, contractors, and volunteers.	ISO 45001:2018 §3.3
Employer	A person or organization that has a contractual or employment relationship with workers and has legal and moral responsibility for providing safe work conditions.	ILO C155, HSE UK
Hazard	A source or situation with a potential to cause injury, ill health, or a combination thereof.	ISO 45001:2018 §3.22
Hazard Identification (HAZID)	The process of recognizing that a hazard exists and defining its characteristics.	ISO 45001:2018 §6.1.2.1
Health Surveillance	Systematic collection, analysis, and interpretation of health data to detect early signs of work-related ill health among workers.	HSE UK / ISO 45001 Annex A.6.1.2.1
Hierarchy of Controls	A structured approach to risk control that prioritizes methods from most to least effective: 1. Elimination 2. Substitution 3. Engineering Controls 4. Administrative Controls 5. Personal Protective Equipment (PPE).	ISO 45001:2018 Annex A.8.1.2 / HSE
Incident	An occurrence arising out of or in the course of work that could or does result in injury or ill health. Incidents include near-misses and events causing harm.	ISO 45001:2018 §3.36
Injury and Ill Health	Adverse effect on the physical, mental, or cognitive condition of a person.	ISO 45001:2018 §3.18
Interested Party (Stakeholder)	A person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity of the organization.	ISO 45001:2018 §3.2

TERM	APPROVAL DEFINITION	REFERENCE / SOURCE
Legal and Other Requirements	Statutory and voluntary obligations that an organization must or chooses to comply with in relation to occupational safety and health.	ISO 45001:2018 §6.1.3
Likelihood	The chance of something happening, whether defined, measured, or estimated qualitatively or quantitatively.	ISO 45001:2018 §3.23
Management Review	A formal evaluation by top management of the performance of the OH&S management system, its adequacy, and need for improvement	ISO 45001:2018 §9.3
Mitigation	Actions taken to reduce the severity or consequences of a risk or hazard.	ISO 31000 / HSE Guidance
Monitoring	Determining the status of a system, process, or activity at a given time using checklists, observations, or measurements.	ISO 45001:2018 §3.27
Near Miss	An event that did not result in injury, ill health, or damage, but had the potential to do so.	ISO 45001:2018 Note 1 to §3.36
Nonconformity	Non-fulfilment of a requirement.	ISO 45001:2018 §3.33
Occupational Health and Safety (OH&S)	Conditions and factors that affect, or could affect, the health and safety of employees, contractors, or visitors in the workplace.	ISO 45001:2018 §3.18
OH&S Management System (OHSMS)	Part of an organization's management system used to achieve its OH&S policy objectives through systematic control of risks and continual improvement.	ISO 45001:2018 §3.11
Performance Evaluation	The process of measuring, analysing, and assessing OSH data to determine the effectiveness of the management system.	ISO 45001:2018 §9.1
Personal Protective Equipment (PPE)	Any clothing or device worn by a worker to protect against one or more health and safety risks.	HSE UK / ISO 45001 Annex A.8.1.2

TERM	APPROVAL DEFINITION	REFERENCE / SOURCE
Policy	The organization's intentions and direction as formally expressed by top management.	ISO 45001:2018 §3.14
Prevention	The act of stopping something undesirable, such as injury or illness, from occurring by controlling hazards and managing risk	ISO 45001 / ILO C155
Probability	Measure of the likelihood that a specific event will occur, often used interchangeably with likelihood in qualitative risk assessments.	HSE UK
Record	Document stating results achieved or providing evidence of activities performed.	ISO 45001:2018 §3.24
Risk	The combination of the likelihood of occurrence of a hazardous event or exposure and the severity of injury or ill health that can be caused.	ISO 45001:2018 §3.21
Risk Assessment	The overall process of hazard identification, risk analysis, and risk evaluation.	ISO 45001:2018 §3.22–3.24
Risk Control	The process of implementing measures to eliminate or minimize the risk to acceptable levels.	HSE UK / ISO 45001 Annex A.8.1.2
Safety Culture	The shared values, beliefs, and practices that influence how people perceive, think, and act in relation to risk and safety in an organization.	HSE UK / ILO Guidelines
Severity	The degree of harm or damage resulting from exposure to a hazard.	ISO 45001:2018 Annex A.6.1.2.1
Worker Participation	Involvement of non-managerial workers in decision-making processes related to occupational safety and health.	ISO 45001:2018 §5.4
Workplace	Any location under the control of the organization where work is performed or related activities take place.	ISO 45001:2018 §3.1
Work-Related Injury or Ill Health	An injury or illness arising out of, or in the course of, work.	ISO 45001:2018 §3.18 / HSE UK RIDDOR

ANNEXES

ANNEX 1 – FREE SAFETY & HEALTH TOOLS AND LEARNING RESOURCES

These freely available tools and training materials can support your business in maintaining safe and healthy workplaces. They are practical, evidence-based, and suitable for all businesses across different sectors:

A. Risk Assessment and Self-Check Tools

1. EU-OSHA OiRA (Online Interactive Risk Assessment)
Free interactive tools developed by the European Agency for Safety and Health at Work (EU-OSHA) to help businesses perform simple risk assessments. Tools are available for multiple sectors and can be customized.
https://oiraproject.eu

2. US OSHA eTools, Apps, and Expert Advisors
Interactive, sector-based guidance on topics such as ergonomics, heat exposure, ladder safety, and chemical hazards. Designed to help small businesses evaluate risks and apply practical controls.
https://www.osha.gov/etools

3. NIOSH Mobile Applications (CDC)
Free mobile apps for workplace risk prevention, including tools to assess noise exposure, evaluate manual lifting limits, monitor heat stress, and more.
https://www.cdc.gov/niosh

4. ILO SunSmart Global UV App
Developed by the International Labour Organization and WHO, this mobile app provides real-time UV radiation data and daily protection advice for outdoor workers.
https://www.ilo.org

B. Free Online OSH Learning and Awareness Resources

1. NAPO Films
Short, animated videos illustrating common workplace hazards in a simple and engaging way. Ideal for safety meetings, inductions, or toolbox talks.
https://www.napofilm.net

2. ILO eCampus (ITC-ILO)
Free and low-cost e-learning modules on occupational safety and health, labour standards, risk management, and leadership in OSH. Courses are available in multiple languages.
https://ecampus.itcilo.org

3. US OSHA Training and Education Resources
A library of free training materials, videos, and publications to support employers and workers in understanding workplace hazards and prevention methods.
https://www.osha.gov/training

ANNEX 2 - READY-TO-USE TEMPLATES & FORMS

The following templates are designed for easy adaptation by SMEs.

Each template supports specific ISO 45001 clauses and ILO requirements. Users should insert company details, review dates, and responsible persons to maintain document control.

A. Safety & Health Policy Template

1. OCCUPATIONAL SAFETY AND HEALTH POLICY STATEMENT OF INTENT

[Insert Company Name] is committed to providing and maintaining a safe and healthy workplace for all employees, contractors, customers, and visitors.

We will comply with all applicable Occupational Safety and Health (OSH) laws and continually improve our safety performance in line with industry standards.

To achieve this, we shall:
Identify, assess, and control safety and health risks arising from our operations.
Consult and involve workers on all matters affecting their safety and health.
Provide and maintain safe plant, equipment, and work systems.
Ensure safe handling, storage, and use of substances.
Provide information, instruction, training, and supervision for all employees.
Prevent work-related injury and ill health through proactive management.
Maintain safe and healthy working conditions.
Review and update this policy regularly to ensure its ongoing suitability.

This policy reflects the organization's commitment to continual improvement, consultation, and worker participation

Signed: _____ Position: _____

Date: _____ Next Review Date: _____

2. RESPONSIBILITIES

Role	Responsibility
Owner/Managing Director	Holds overall accountability for safety and health. Ensures this policy is implemented and resourced.
Designated Safety Coordinator/ Supervisor	Manages day-to-day implementation of the policy, conducts inspections, and reports performance.
Supervisors/Line Managers	Ensure safe practices, monitor compliance, and communicate safety information to workers.
Employees and Contractors	Follow safety procedures, use protective equipment, report hazards and incidents, and co-operate with management.

Scan to Download and Adapt to Your Company

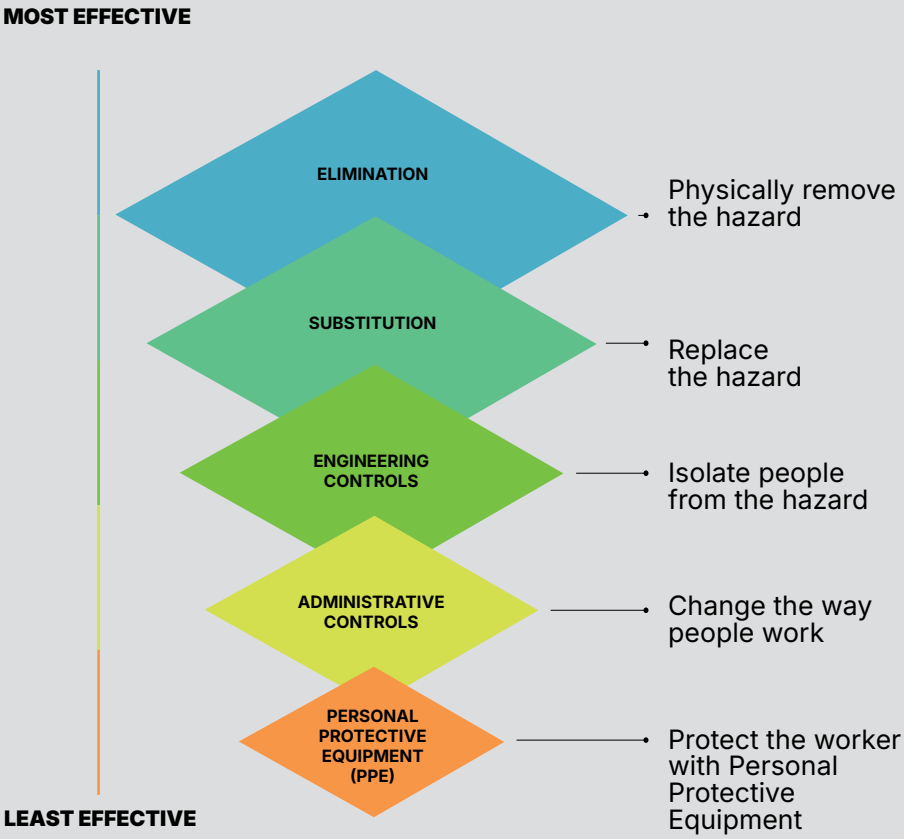
ARRANGEMENTS

AREA	KEY ARRANGEMENTS AND REQUIREMENTS
Managing Safety and Health Risks	• Conduct and review risk assessments for all activities and workplaces • Implement appropriate control measures following the hierarchy of control (eliminate → substitute → engineer → administer → PPE). • Review risks annually or whenever operations, equipment or processes change.
Consultation and Participation	• Engage employees in identifying hazards and reviewing procedures. • Encourage open, blame-free reporting of incidents and near misses • For businesses with fewer than 25 employees, a formal Safety Committee is not legally required, but regular safety meetings or huddles should be held to promote communication and feedback
Safe Plant and Equipment	• Maintain an up-to-date register of equipment requiring inspection or servicing. • Ensure all new tools and machinery meet safety and health standards before purchase or use. • Report defects immediately and remove unsafe equipment from use until repaired or replaced.
Safe Handling and Use of Substances	• Identify all hazardous substances and maintain Safety Data Sheets (SDS). • Conduct and document risk assessments for each substance and implement control measures. • Provide training on safe handling, storage, labelling, and emergency response procedures.
Training, Competence, and Supervision	• Provide induction training for all new employees • Deliver job-specific and refresher training where required • Keep training records accurate, current and available for inspection
Information and Communication	• Display this Safety and health Policy where all employees can read it. • Share safety updates, inspection results, and lessons learned from incidents through meetings, emails or notice boards.
Incidents, and First Aid	• Maintain an incident register. • Ensure adequate first-aid facilities and trained personnel in First Aid are available. • Report all notifiable incidents to the national OSH authority as required by law. • Investigate all incidents and implement corrective actions to prevent recurrence.

AREA	KEY ARRANGEMENTS AND REQUIREMENTS
Monitoring and Review	• Conduct regular inspections and audits to check compliance • Review performance data, incident trends, and corrective actions. • Review and update this policy annually or following major operational or legal changes.
Emergency Preparedness	• Maintain an emergency response plan covering fire, spills, and natural disasters (e.g., hurricanes, earthquakes). • Assign clear responsibilities and conduct emergency drills at least once per year. • Ensure evacuation routes, alarms, and fire-fighting equipment are inspected and in good working order.

Quick Tip

The Hierarchy of Controls helps businesses prioritise the most effective methods of hazard control — starting with elimination of the hazard and ending with the use of personal protective equipment (PPE).



B. Risk Assessment Form Template

This form is used to identify hazards, assess associated risks, and record control measures in the workplace. It helps small businesses manage risks effectively and comply with legal and ISO 45001 requirements.

RISK ASSESSMENT FORM

[Insert Company Name and Address of Area Being Assessed]

Assessment Team	Job Title	Signature
[Insert Name]		
[Insert Name]		

Approved by: [Insert Name] Date: [Insert Date]

No.	What are the hazards?	Who might be harmed and how?	Existing Control Measures *(What are you already doing to reduce the likelihood of harm?)*	What further action is required?
1.				
2.				
3.				
4.				

Scan to Download and Adapt to Your Company

C. Legal & Other Requirements Register Template

A Legal and Other Requirements Register helps track and manage compliance with all applicable occupational safety, health, and environmental laws, as well as other voluntary standards (such as ISO, ILO, or company policies).
This register should be reviewed at least annually or when there are regulatory or operational changes.

Scan to Download and Adapt to Your Company

LEGAL & OTHER REQUIREMENTS REGISTER

	Law/ Regulation/ Standard	Country/ Jurisdiction	Requirements
1.	**Occupational Safety and Health Act, 2004 (as amended 2006)**	Trinidad and Tobago	Employer to provide a safe workplace, report accidents, supply PPE, and ensure employee training.
2.	**Safety and Health at Work Act, 2005**	Barbados	Maintain safe systems of work and conduct risk assessments.
3.	**Factories Act and Regulations**	Jamaica	Maintain machinery in safe condition and prevent exposure to hazardous substances.
4.	**ISO 45001:2018 — Occupational Safety and health Management Systems**	Voluntary (International Standard)	Framework for managing OH&S risks, legal compliance, and continual improvement.
5	**Environmental Management Act or equivalent**	Varies by country	Proper waste disposal, pollution prevention, and spill response.

Reviewed by: [insert name]

Guidance for Use

- List all applicable national SAFETY AND HEALTH, environmental, and labour laws, as well as industry-specific regulations.
- Include voluntary standards or codes (e.g. ISO 45001, ILO Conventions, UN SDGs).
- Note the evidence that demonstrates compliance (permits, certificates, training records, policies).
- Assign responsibility for monitoring each requirement and update the register after inspections, audits, or legislative changes.
- Keep a printed and digital copy accessible for review during audits or management meetings.

- Assign responsibility for monitoring each requirement and update the register after inspections, audits, or legislative changes.
- Keep a printed and digital copy accessible for review during audits or management meetings.

	Responsible Person/ Department	Compliance Status (Yes/ No / Partial)	Evidence of Compliance	Review Date/ Frequency	Remarks/ Action Required
	Safety representative/ competent person / Manager	Yes	Policy, training records, incident reports	Annual	Review risk assessments.
	Owner / Supervisor	Partial	Policy statement, inspection checklist	Annual	Update inspection schedule.
	Maintenance Supervisor	Yes	Maintenance log, inspection report	Annual	Replace outdated PPE.
	Management Representative	Partial	Internal audit reports	Annual	Conduct refresher training.
	Environmental Coordinator	No	Waste collection receipts	Annual	Implement waste segregation bins.
	Date Reviewed: [insert date]				

D. Training Register Template

This form is used to record all safety and health training completed by employees.

Keeping accurate training records helps demonstrate compliance with legal and regulatory requirements and ensures all workers are trained and competent to perform their duties safely.

TRAINING REGISTER

Employee Name	Training Topic	Date	Trainer/ Facilitator	Remarks

Scan to Download and Adapt to Your Company

E. Emergency Contact List Template

This template is used to record emergency contacts for the workplace.

It should be kept up to date, displayed in visible locations across the workplace (e.g. notice boards, lunchrooms, reception areas), and reviewed annually or whenever personnel or emergency numbers change.

EMERGENCY CONTACT LIST TEMPLATE

Name/ Service	Phone Number	Backup Contact / Alternative Number
Ambulance		
Fire Service		
Police		
Security Provider		
Utility Company (Electricity/ Water)		
Company Representatives:		
Company Safety representative		
Jane Doe – First Aider		
John Doe – Site Supervisor		

Scan to Download and Adapt to Your Company

F. Workplace Inspection Checklist Template

This checklist is designed to help identify hazards, maintain safe conditions, and demonstrate compliance with local SAFETY AND HEALTH laws.

It can be used daily or weekly depending on the nature of work activities. Completed checklists should be kept for review and follow-up actions.

WORKPLACE INSPECTION CHECKLIST

	Item Checked	Yes/ No	Action Required	By Whom	Remarks
General/ Housekeeping					
1	Walkways and floors are clean, dry, and free of obstructions or spills				
2	Lighting and ventilation adequate in all areas				
3	Waste bins emptied and waste properly disposed of				
4	No evidence of pest activity				
Office/ Administration					
5	Electrical cords and plugs in good condition (no damage or overloading)				
6	Chairs, desks, and workstations ergonomically arranged				
7	First aid kit stocked and easily accessible				
8	Fire extinguishers visible, in place, and within service date				
Store/ Retail Area					
9	Fire exits and escape routes clear of obstruction				
10	Shelving secure and not overloaded				
11	Wet floor signs available and used when needed				
12	No trip hazards (loose mats, cables, uneven surfaces)				

Workshop/ Maintenance Area					
13	Tools and equipment in good condition and safely stored				
14	Machine guards fitted and operational				
15	Compressed gas cylinders secured and labelled				
16	Spill kits available and stocked				
Personal Protective Equipment (PPE)					
17	Workers wearing required PPE (e.g. helmets, gloves, shoes, vests)				
18	PPE in good condition and replaced when damaged or expired				
19	PPE storage area clean and organised				
Emergency Preparedness					
20	Emergency contact list displayed and current				
21	Fire alarm and emergency lighting operational				
22	Assembly point signage visible and clear				
23	Drills conducted and lessons learned recorded				
Health and Welfare					
24	Drinking water available and clean				
25	Toilets and wash areas clean and supplied				
26	Rest area tidy and hygienic				

Scan to Download and Adapt to Your Company

G. Incident Report Form Template

This form serves to document every workplace incident, whether it involves an injury, a close call, damage to property, or an environmental issue.

Scan to Download and Adapt to Your Company

INCIDENT REPORT FORM

Date/Time of Incident:		Location of Incident:	
Person(s) Involved:		Department/ Work Area:	
Incident Type:			
Immediate Actions Taken: *(Describe steps taken to make the area safe and assist affected persons.)*			
Root Cause (5 Whys Analysis): *(Use the "5 Whys" method to identify the underlying cause of the incident.)*			
Corrective / Preventive Actions: *(List actions to prevent recurrence, who is responsible, and the completion date.)*			
Reported By:		Date	
Reviewed By (Manager/ Supervisor):		Date	

Quick Tip

- *Report all incidents and near misses immediately to your supervisor or safety representative.*
- *Ensure this form is completed within 24 hours of the event.*
- *Investigate significant incidents using the root cause method and document findings.*
- *File completed forms for review during audits and management meetings.*

H. Internal Audit Checklist Template

Use this checklist to periodically assess your organization's compliance with key safety and health requirements. Complete it at least annually or after significant changes. Mark each item Yes, No, or N/A, and record notes or corrective actions in the 'comments' column. Retain the completed form as part of your SAFETY AND HEALTH records for management review and continual improvement, in line with ISO 45001 requirements.

INTERNAL AUDIT CHECKLIST

No	Area	Question	Yes/No NA	Comments/ Actions Needed
1	OSH Policy	Is the Safety and Health Policy signed by management and clearly displayed for all staff to see?		
2	Risk Assessments	Are risk assessments current, reviewed at least annually, and updated after changes or incidents?		
3	Legal Compliance	Are legal and regulatory requirements identified, monitored, and met (e.g., permits, inspections, certifications)?		
4	Training and Competence	Have all employees received basic safety and fire safety training relevant to their roles?		
5	Emergency Response	Have emergency drills (e.g. fire) been carried out during the past year, and were the results reviewed?		
6	Incident Reporting	Are all work-related incidents, near-misses, and injuries recorded, investigated, and corrective actions tracked to completion?		
7	Workplace Inspections	Are routine safety inspections carried out, and findings documented with follow-up actions?		
8	Recordkeeping	Are inspection reports, incident logs, and training records properly filed and easy to access for review?		
9	First Aid and Welfare	Are first-aid supplies, facilities, and trained personnel available and regularly checked?		
10	Plant, Equipment, and PPE	Are machinery, tools, and PPE maintained, inspected, and replaced when defective or expired?		
11	Worker Participation	Are employees encouraged to report hazards, share ideas, and participate in safety discussions or "safety huddles"?		

Scan to Download and Adapt to Your Company

I. Safety Review Form Template

This form is used to document the results of safety reviews, ensuring that key aspects of safety and health performance are regularly evaluated and improved.

SAFETY REVIEW FORM

Meeting Date:

Attendees/Job Titles:

Topics Reviewed:

1	Review of Previous Actions	[Summary of actions from last review]
2	Safety performance	[Summarise incidents, findings from inspections, training, toolbox talks, trends, and lessons learned.]
3	Legal compliance status	[Record compliance status, updates to legislation, and any actions required.]
4	Corrective action progress	[Outline progress on outstanding actions, completion status, and new actions identified.]
5	Improvement initiatives	[Document opportunities for improvement, resource needs, and proposed timelines.]
6	External and Internal Issues Reviewed	

Decisions and Action Items:

Action/Decision	Responsible Person	Target Date	Status/Comments
[Insert action or decision]	[Name/Position]	[Insert date]	[Insert notes]

Scan to Download and Adapt to Your Company

REFERENCES

International Labour Organization (1981). Convention No. 155 – Occupational Safety and Health. Geneva: ILO.

International Labour Organization (2006). Convention No. 187 – Promotional Framework for Occupational Safety and Health. Geneva: ILO.

International Organization for Standardization (2018). ISO 45001:2018 Occupational Health and Safety Management Systems – Requirements with Guidance for Use. Geneva: ISO.

UK Health and Safety Executive (HSE). (2023). Managing Risks and Risk Assessment at Work. Available at ***www.hse.gov.uk***

United Nations (2015). Sustainable Development Goal 8: Decent Work and Economic Growth. New York: UN.

CARICOM Secretariat (2021). Model OSH Legislative Framework for the Caribbean.

For Additional Information:

ILO Decent Work Team and Office for the Caribbean
1 (868) 625-0524 | 1 (868) 623-7704
ilocarib@ilo.org

AMCHAM T&T
1 (868) 622-4466
trade@amchamtt.com

Ria Sooknarine CMIOSH SMP (BCSP)
ria.sooknarine@hotmail.com

Ria Sooknarine CMIOSH SMP (BCSP)