

CASE STUDY

Robson et al. (2007) found that embedded health and safety management systems contribute to improved injury rates when supported by strong leadership. Karanikas et al. (2022) further note that ISO 45001 adopts a systems-based approach, recognising the interconnection between people, processes and organisational structures. Standardisation across regions improves consistency and reduces variability in risk management practices.

Area	ISO45001 / OHSMS Requirements	Impact / Outcome	Evidence
Impact on Workers	Documented procedures, defined responsibilities, and structured consultation processes	Reduces role ambiguity and uncertainty in daily operations, leading to improved compliance and safer task execution	WorkSafe New Zealand (2023) - meaningful worker participation strengthens safety culture and hazard reporting
	Mandatory worker consultation and participation mechanisms	Earlier identification of hazards and more consistent control implementation, reducing exposure to risk	ISO 45001 (2018, Clause 5.4) requires organisations to establish, implement and maintain processes for worker consultation and participation.
Organisational & Governance Benefits	Structured risk identification, assessment, and control processes	Decreases likelihood and severity of incidents, reducing operational disruption and downtime	Robson et al. (2007) - management systems linked to measurable safety improvements
	Documented monitoring, internal audits, and management review	Strengthens governance oversight and supports officer due diligence obligations under HSWA 2015	Institute of Directors (2024) - governance expectations for due diligence
Operational, Financial & Legal Implications	Formalised hazard identification and preventative risk management	Shifts organisation from reactive incident response to proactive risk prevention, lowering investigation and productivity costs	ISO 45001 (2018); Safe Work Australia (2018)
	Documented corrective actions and review processes	Provides demonstrable evidence that risks are eliminated or minimised so far as reasonably practicable, strengthening	Health and Safety at Work Act 2015 requirements