EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY TOOLKIT
Forward

Today, forward thinking companies and their stakeholders (investors, financiers, partners, customers) recognize that people create value when they are safe, healthy and fulfilled at work. People are the heart of any successful enterprise, especially in these tough economic times. In addition, employment, safety and health performance lies within the Sustainable Development Goals (SDGs) within SDGs 8, 5 and 3. Most successful enterprises recognize the impact a skilled, engaged and productive workforce can have on its operations, and ultimately, its perceived value and business performance.

The COVID-19 pandemic has created unprecedented global crisis and impacted workplaces in significant ways. It is more important now than ever to focus on the fundamentals of employee wellbeing, health and safety. It has been seen that losing workers to injury or illness, even for a short time, can cause significant disruption and cost, to any business as well as the workers and their families.

Sustainable Business Consulting (SBC) aims to is to inspire, engage and empower companies to reimagine their strategies and plans, in order to achieve the nexus that leads to sustained economic prosperity, societal equity and environmental good. Through this toolkit, SBCs contributions towards shared prosperity is clear.

The toolkit is provided for all intermediaries and enterprise support organizations – regardless of size, geography or sector – who want proactively to support SGBs within their portfolio to integrate OHS and employment minimum practices. The toolkit aims at equipping intermediaries with the necessary tools, knowledge and resources to broach the safe working environment and fair employee treatment subject, and enables the intermediaries to assess, design and structure possible solutions for their SGB clients.

A special thanks to Argidius foundation for their support in development of the toolkit. We extend our gratitude to the intermediaries and SGBs involved in the co-creation of the minimum practices as valuable contributions to shared prosperity.
Championed by Sustainable Business Consulting, this Employment, Occupational Health and Safety (E&OHS) toolkit is a set of guidelines, tools & resources focused on supporting intermediaries to integrate E&OHS in their advisory with the aim of promoting safe workspaces and fair employment practices among Small and Medium-sized Businesses (SGBs) in their portfolio.

It is:
- Voluntary – set of tools, not rules.
- Aligned on existing standards and tools;
- Applicable to any organization; and
- Intended to enable intermediaries integrate OHS & Employment minimum practices in their programme delivery.

Key success factors for implementation:
To help organizations implement the toolkit, Sustainable Business Consulting developed standards with proposed minimum practices and an implementation guide to support intermediaries integrating OHS and employment into their programme.

This guide outlines the four implementation entry points pre-engagement, engagement and post engagement. The toolkit summarizes and outlines the specific tools, resources and services that support the implementation of the proposed standard.

For intermediaries to successfully implement proposed standards, they should:
- Integrate Employment and OHS minimum practices into regular advisory management practices.
- Start where you think you can achieve more results.
- Keep it bite-sized; and
- Align with organizational strategic priorities.
Relevance of this toolkit?

The toolkit provides an opportunity for intermediaries to broach the safe working environment and fair employee treatment subject, and support their pipeline SGBs to become more compliant, enabling the SGBs to seize opportunities and reduce risks associated with OHS and employment.

The toolkit is provided for all intermediaries and enterprise support organizations – regardless of size, geography or sector – who want proactively to support SGBs within their portfolio to integrate OHS and employment minimum practices.

It aims to support intermediaries to have more strategic conversations with SGBs about the risks and opportunities posed by promoting safety at work and fair employment practices. Critically, it also enables the intermediaries to assess, design and structure possible solutions for their SGB clients.

Intermediaries are influential and can be important levers for change for SGBs within their portfolio. They can help raise awareness and highlight the advantages of health, safe and fair business practices by showcasing market and competitor dynamics, highlighting the growing body of risks and opportunities associated with OHS and employment issues and further supporting SGBs to chart a path forward. This can help to build trust, strengthen relationships and create mutual benefit.

Definition of Key Terms used in the Tool

**Intermediary** - These are enterprise support initiatives and programmes.

**Small and Growing Business (SGB)** - Small and Growing Businesses (SGBs) are defined as commercially viable businesses with five to 250 employees that have significant potential, and ambition, for growth. Typically, SGBs seek growth capital from $20,000 to $2 million.

**SGB Stage** - An SGB stage describes the type of business between idea (SGB have little more than an unproven idea, so the focus is on testing the idea and identifying a product-market fit), start-up/early (SGB have initial market traction and will likely not yet be generating profits), or growth stage (SGB with demonstrated viability, growth, and potential profitability).

**SGB Scale** - The scale of an SGB is based on its capacity to generate revenue faster that it incurs costs. In this report, there are three scales starting with a formalizing SGB (an SGB in the process of formalizing its processes, accounts, sales; and mainly financed through savings/family/upper end of microfinance), dynamic SGB (usually a formalized SGB showing incremental growth trajectory and typically financed internally or debt finance through financial institutions), or venture SGB (SGBs in a high growth trajectory with a scalable business model).
Who can use the toolkit?

The toolkit is created by those on the ground and are based on real world experience. The toolkit was designed such that intermediaries can easily adopt or adapt them to align with their own internal practices.

Anyone pursuing enterprise development support can use these tools: We have designed these tools to be straightforward and streamlined, and to be a useful starting point for all intermediaries whether large, small, old, or new. For intermediaries who already have employment and OHS management systems in place, these tools can serve as a helpful checklist or reminder to ensure that they are following comprehensive minimum practices for risk management and mitigation. Whenever possible, these tools also include separate guidance for specific typology (size and scale) of SGBs and in different sectors.

The toolkit acknowledges that intermediaries are not specialists in OHS and Employment: It, therefore, provides guidance on where collaboration can help to enhance engagement and signposts lots of useful resources.

Intermediaries should right-size these tools in a manner befitting their risk profile and level of SGB engagement: When it comes to intermediary support, one size (and approach) does not fit all. The intermediaries can apply these tools in a way that aligns with their risk profile and appropriate level of engagement with SGBs. For example, intermediaries supporting dynamic and venture growth enterprises should expect the need for extensive and more sophisticated minimum practices. Yet, even intermediaries supporting idea and early-stage formalizing SGBs may need to temper their practices to the right size.

This toolkit is the first step in the development of a comprehensive practice of promoting safety at work and fair employment practices among SGBs in their portfolios: We expect the tools and practices for employment and OHS to evolve, improve, and iterate over time, as more experience and data become available. As such, this toolkit is not intended to be the final guidelines for minimum practice, but rather the beginning of a broader conversation that will include an increasing number of contributors to iterate, expand, and improve this practice over time.

Additional supplemental content is available in the document: Within this document are multiple embedded URL links to additional resources, templates, examples, case studies and reflection from practitioners. Both this toolkit and additional materials are available online for open-source use.
How to use this toolkit

This toolkit is a practical How to Guide, which aims at equipping intermediaries with the necessary tools, knowledge and resources to broach the safe working environment and fair employee treatment subject, and enables the intermediaries to assess, design and structure possible solutions for their SGB clients.

This guide is not intended as a formal standard which organizations are required to comply with or follow directly. Each business is unique due to factors such as its business model, specific lines of business, size, and geographic scope.

The guide is an optional support tool to help organizations, particularly those without or limited Employment and OHS knowledge. It is set in the context of the intermediaries and is based on existing good practices. The guide is not intended to be exhaustive but is a reflection of the consensus of the Sustainable Business Consulting team based on the stakeholder consultation process with key ecosystem players. It is intended to be iterative — seeking feedback from the intermediaries and its key stakeholders—and will be reviewed regularly and updated as necessary.

The toolkit provides:

- **Standard Minimum practices**: The standards share a common structure to support the reader in understanding the minimum practices, followed by a series of how to spot risks in the workplace, key action and guidance on how to promote a safe and fair workplace among SGBs.
- **Tools for integration**: Relevant tools for integrating Employment and OHS into your advisory are explored.
- **Basics on E&OHS**: Basic understanding of employment and OHS related risks and opportunities facing small and growing businesses.
- **Entry-point questions**: Provides you with the right questions to ask, tips on how to deal with risks associated with Employment and OHS among SGBs in your portfolio.
- **Case studies**: A variety of case studies from different sectors to inspire discussions, and facilitate advisory support to SGBs to achieve minimum practices to promote safety at work and fair employment practices.

If you have any feedback on how we can make this toolkit even more relevant and adaptable for you, please drop us an email at info@sbclimited.org.
Where to start

This navigation route will guide you to the sections most relevant to you.

Business Case for E&OHS

Do you know about Employment, and Occupational Health and safety guidelines?

NO

Do you know how E&OHS guidelines apply to business and SGBs you support?

NO

YES

Minimum E&OHS Practices

Do you know minimum E&OHS practices applicable to SGBs?

NO

YES

E&OHS Practice Implementation framework

Do you know how to implement the minimum E&OHS practices to SGBs?

NO

YES

E&OHS Resources

Do you have access to E&OHS practices resources for SGBs?

NO

YES

Our case studies may still provide some useful insights on E&OHS.
What is E&OHS?

Employment, Occupational Health and Safety (E&OHS) addresses the health, safety, and welfare of workers. The goal of E&OHS is to foster a safe work environment. It includes the promotion of physical and mental well-being of workers in all occupations and the prevention of workplace related injury and illnesses. Managing employment, health and safety issues is an integral part of managing a business.

The workplace has an important impact on health outcomes, as we spend a considerable amount of our waking time there. The working environment and the type of work SGBs do exposes them to diverse hazards, this means, anything with potential to cause harm or damage to our safety and health.

Poor health and safety practices result in an estimated 2.2 million people, worldwide, dying every year as a result of work-related ill-health, disease and injury. The human cost of these deaths and many more injuries is immense. However, these deaths, injuries and ill-health also have a tremendous social and economic cost.

Intermediaries are influential and can be important levers for change for SGBs within their portfolio. They can help raise awareness and highlight the advantages of health, safe and fair business practices by showcasing market and competitor dynamics, highlighting the growing body of risks and opportunities associated with OHS and employment issues and further supporting SGBs to chart a path forward.

The key objectives of managing E&OHS are:
1. Minimize absence from work by preventing harm to people from work related activities.
2. Minimize incidents and accidents at the workplace that interrupt processes and production.
3. Continuity in provision of services or products and minimizing risks that can hamper productivity and operations.
Why consider E&OHS?

Managing fair work practices, health and safety is not only a question of legal compliance or avoiding losses linked to accidents at work. Good E&OHS performance can improve workers motivation and productivity, reduce absenteeism, help businesses attract talent, and secure investments. Good employment and OHS performance is key to reputation management, and often seen as a crucial element of responsible business conduct.

FINANCE CASE: Business benefits of a safe and healthy workplace

At the heart of the business case is the issue of cost. Costs feature both as the financial benefits and savings that may be achieved through safe and healthy work. A failure to operate safely then results in a myriad of further costs being imposed on the organization and on the broader society.

Employer costs from the accidents included salary costs for replacement staff or overtime payments, production and productivity losses, retraining costs, personal injury claim compensation, repair bills, medical expenses and increased supervision.

Safe and healthy work offers many benefits for organizations. Most widely recognized is, of course, the ability to avoid failure costs associated with work-related injury and illness.

LEGAL CASE: The primary duty for health and safety

All organizations have a legal duty to ensure so far as is reasonably practicable, the health and safety of their workers and ensure that the health and safety of other persons is not put at risk from work carried out as part of the undertaking. The primary duty requires organizations to:

- Provide and maintain a work environment without risks to health and safety
- Provide and maintain safe systems of work
- Provide adequate facilities for the welfare of workers at work
- Provide any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety arising from work, and
- Monitor the health of workers and conditions at the workplace for the purpose of preventing illness arising in the context of work.

As such, organizations need to adopt proactive risk management strategies in minimizing the potential for hazards in the workplace.

MORAL CASE: Moral duty

The moral case for health and safety for health and safety relates to ethics and responsible behaviour. It is the moral duty of any employer to keep the workplace safe for the employees. Moral reasons are based on the concept of an employer owing a duty of reasonable care to his employees.

If the workplace is safe and workers are feeling safe they will enjoy coming to work as the workplace will be a safe and happy place to work. This will not only create an enabling environment for productivity but will result in the profit of the business.
## Opportunities for E&OHS

1. **New business and partnership opportunities**

2. **Business Continuity and Sustainability through improved management**

3. **Potential for growth**

4. **Improved safe work procedures and oversight**

5. **Business recovery and resilience**

### CASE STUDY 1
**Missed opportunity for partnerships**

Some investors regularly undertake workplace safety assessments as part of their due diligence in order to establish whether there are liabilities which have not been accounted for elsewhere. These assessments are often extended to evaluate the costs and benefits of handling the liabilities and improve the workplace safety and employee treatment.

An international supply chain organization for instance, was looking to partner with a company in Uganda that was making quality ornamental products from the horns of cattle. Unfortunately, this company did not meet the minimum standards of the supply chain company and criteria for OHS. This was therefore the dealbreaker for the international supply chain organization.

This example shows how potential lucrative partnerships can be an incentive for companies to ensure that they meet the OHS standards for their organizations.
Opportunities for E&OHS

1. New business and partnership opportunities
2. Business Continuity and Sustainability through improved management
3. Potential for growth
4. Improved safe work procedures and oversight
5. Business recovery and resilience

CASE STUDY 2
Enterprise support program facilitating SGBs growth by supporting workplace safety

SOMO, an enterprise support program that identifies, trains, funds and mentors’ early-stage entrepreneurs is looking to drive social change by building enterprises in their own low-income urban communities in Kenya.

Most of the SGBs they support lack sufficient space and facilities to run their operation, as a result they are setting up a manufacturing space that takes into consideration health and safety regulations for manufacturers and entrepreneurs to utilize and grow their business whilst protecting their staff.
**Opportunities for E&OHS**

1. New business and partnership opportunities

2. Business Continuity and Sustainability through improved management

3. Potential for growth

4. Improved safe work procedures and oversight

5. Business recovery and resilience

**CASE STUDY 3**

**COVID-19 Business Resilience**

A dynamic early-stage dental company in Uganda demonstrated the importance of having a safety culture in the workplace. The SGB culture is centered on taking care of their employee's safety and employment concerns and including them in decision making. As a result, the employees have developed a sense of ownership of the business evidenced by active employee engagement and increased productivity. Fair treatment practices included being provided with appropriate protective equipment and fair remuneration.

As the Covid-19 crisis hit organizations, the company was very transparent with its employees on the current financial situation of the business and in consultation with the employees instituted across-the-board salary reductions, especially at senior levels, so as to avoid layoffs. The business realized employees are not interchangeable as it is expensive and time-consuming to hire new staff. As a result of the transparency and creation of trust with employees, as businesses resume operations, these employees are working hard and getting the company back to where it was before the economy took a hit.

Developing a positive culture centered on safety and employee wellbeing can result in decreased recruitment costs, lower staff turnover and more productive and committed staff.
Opportunities for E&OHS

1. New business and partnership opportunities

2. Business Continuity and Sustainability through improved management

3. Potential for growth

4. Improved safe work procedures and oversight

5. Business recovery and resilience

CASE STUDY 4
Internal safeguarding procedures

Childcare is a necessity for most working families, and many working parents rely on day care centers to care for their children while they are away. In a formalizing early-stage Daycare center, an intermediary received a reported case of a missing child at the daycare. The intermediary realized that the day care did not have appropriate procedures and policies governing drop off and pick up of children at the center as the child was picked by someone else (who happened to be a relative).

This was however not communicated to the mother causing panic. The intermediary supported the day care center to put up proper records and registry as stipulated by law including updating the list of guardians and emergency contact for the children. With the support of the intermediary, the management further reviewed policy and procedures governing operations at the daycare.

Keeping proper documentation including sign offs and emergency contact information is key for such an enterprise. Establishing safety procedures and meeting these legal requirements may not only help an SGB maintain their licensing but may also help prevent accidents that could affect the business growth and reputation.
Opportunities for E&OHS

1. New business and partnership opportunities
2. Business Continuity and Sustainability through improved management
3. Potential for growth
4. Improved safe work procedures and oversight
5. Business recovery and resilience

CASE STUDY 5
Mitigation of E&OHS risks through insurance

Most micro businesses and some small and growing businesses are uninsured and compensate employees and casual workers below the minimum wage. Providing insurance reflects well on a company and makes the owner look responsible, which can help secure that necessary investment. When workers take fewer sick days and absences, they can retain focus and achieve more while having access to health care resources when needed. Examples of type of insurance for SGBs include business liability insurance which caters for parties that are harmed by SGB business activities, health and life insurance that can support the life of a family, should an employee succumb especially in high-risk enterprises. Paying employees and casual workers consummate of their skills and expertise motivates employee to perform better which has a significant impact on staff turnover and retention rates.
### Risks of E&OHS

1. **Imprisonments and fines**
2. **Loss of life and injury**
3. **Reputational damage**
4. **Higher cost of doing business and lower productivity**

#### CASE STUDY 6
An enterprise facing legal charges

The Occupational Health and Safety Act (OSHA) provide for the health, safety and welfare of persons employed, and all persons lawfully present at workplaces. A dynamic growth enterprise in the hotel industry was faced with litigation and fines when one of their employees suffered from injury to the back and displacement of the cartilage between the backbone vertebrae L2, L3, L4 and L5.

In the claim, the employee was in the course of cleaning a male changing room, when he fell and got injured. He was cleaning the floor when he slipped, lost his balance, and fell on the ground as the floor was wet. The employer was fined for negligence and held solely liable for the workplace accident due to failure to provide adequate personal protective equipment and safe systems at work exposing the employee to risk and damage.

Upon returning to work, the employer did not modify the work environment or assign alternative or lighter tasks to the employee as after the injury the cleaner could not stand for long or carry heavy items. The employee was also denied sick leave and later discharged from work on medical grounds. Upon taking the matter to court, the discharge from duties was considered unjustified, unlawful, and unfair. The Court granted the employee equivalent of 7 months’ salary in compensation for unfair and unlawful retirement at Kshs. 63,945. He was also granted general damages at Kshs. 1,800,000 for pain, suffering, loss of amenities, and to enable him to cater for his future physical and psychological healthcare.
Risks of E&OHS

1. Imprisonments and fines
2. Loss of life and injury
3. Reputational damage
4. Higher cost of doing business and lower productivity

CASE STUDY 7
Loss of life and damage to property related risks

Occupational health and safety (OHS) is just as important in schools as any other workplace. Two schools in Kenya, one where at least seven children (7) died after a classroom collapsed at a primary school. The school was constructed next to a sewer, which weakened the foundations of the building causing it to collapse. The school was accommodating more than 800 students. The other school was in Western Kenya where a stampede in a stairway resulted in loss of life of fourteen (14) children - nine girls and five boys – with nearly 40 other students injured - some critically and taken to hospital. The students were reported to have rushed down a narrow staircase at the end of the school day. The staircase is said to have collapsed killing and injuring the students. Essentially, the SGBs in question did not adhere to minimum safety standards and did not get necessary approvals from the national building regulator. Apart from the school's reputation being damaged, there was the loss of young lives, grief for the students who died, and students who were injured, as a result of not observing OHS practices.

The owners of the enterprises faced litigation and were charged with negligence, and manslaughter – which are criminal charges, and might lead to fines, and imprisonment. Schools also have a legal duty of care towards their students. In most cases, establishing a health and safety culture with effective OHS processes will assist in meeting this duty of care.
Risks of E&OHS

1. Imprisonments and fines
2. Loss of life and injury
3. Reputational damage
4. Higher cost of doing business and lower productivity

CASE STUDY 8
Poor factory safety measures

A growth stage venture processing milk was reported for negligence and poor treatment of its employees when a casual employee boiled to death in their milk factory. The casual worker had been instructed by a supervisor to clean the boiler manually which was against the factory standard operating procedure as the boiler was meant to be cleaned mechanically. The casual succumbed to severe burns after his workmate at the factory opened a boiler’s hot water inlet while he was still inside cleaning the boiler. The autopsy report indicated that the total burnt surface of the casual worker was estimated at 87 percent.

This led to reputation damage of the company resulting to reduced market share due to poor safety practices. The casual worker was earning USD 3 per day. He was the sole breadwinner of the family with dependent in the immediate family (wife and nine-month-old baby) and extended family. In the absence of a welfare safety net, loss of wages means no money for food, shelter, and clothing for his family as the employee was not insured.
**Risks of E&OHS**

1. Imprisonments and fines
2. Loss of life and injury
3. Reputational damage
4. Higher cost of doing business and lower productivity

**CASE STUDY 9**

**Lower productivity among employees**

Unfair treatment of employees leads to lack of motivation and reduced productivity, which is bad for business. An intermediary undertook a diagnostic for a school, to understand why employees were unmotivated. The diagnosis identified that the leadership was perceived as dictatorial, had poor communication skills, and offered a low pay to staff. This resulted in the employees feeling undervalued, and they became reluctant in performing their duties thereby compromising productivity considering that they lacked an incentive to build the business. This affected the overall performance of the institution as students perform better in a school whose staff has high motivation and morale.

The intervention from the intermediary included inviting the leadership to facilitated conversations to collectively chatter a way forward for the enterprise, and the employees. Poor employee motivation is likely to highlight a weakness in the management structure or leadership, and might result to missed opportunity from investors, who may...
Minimum Practices

This sub-section will help intermediaries focus their time and resources efficiently, to provide effective support and to flag complex areas where specialist external support may be required. Intermediaries can decide which strategy they may consider as minimum practices and apply/adapt in their portfolio depending on the size and formality of supported enterprises. While the strategies present an ideal situation, in many cases, intermediaries may not use the strategies to exclude, but as steps towards supporting the SGBs to appreciate and adopt the key OHS and fair work practices.

The sub-section provides information on:

- **Minimum E&OHS practices for SGBs**: These are the seven key practice areas that were co-created with intermediaries during the development of this toolkit.

- **Minimum Practices Decision Tree**: This is a decision tree that would help intermediaries decide on applicable minimum practices based on whether they work with formalizing, dynamic or venture scales, or idea, early/start-up, or growth stage SGBs.
Minimum E&OHS Practices for SGBs

Seven key areas to consider practices on, were identified though co-creation sessions.

Intermediaries seeking to consider integration of OHS and fair employment practices in their SGB support programmes can start within their own activities in-house and lead by example. Ambitions should include senior level management or business owners committing to develop a safety and fair culture internally, developing a strategy that guides integration of OHS and employment practices a key factor to consider when onboarding and advisory.

Intermediaries can train their employees on how to identify and control hazards as well as identify experts and funding opportunities that facilitate adoption and action of practices among SGBs within their portfolio.

To see which minimum practices apply to the SGBs you work with, go to the Minimum Practices Decision Tree.
I START HERE

Are you an Intermediary that works with SGBs?

YES

Do you work with Formalizing SGBs?

YES

Do you work with Idea stage SGBs?

YES

See the minimum requirements for Formalizing Idea Stage SGBs AND Dynamic Early Stage

NO

DO YOU WORK WITH GROWTH STAGE SGBS?

YES

See the minimum requirements for Formalizing Growth Stage SGBs; AND Dynamic Growth Stage SGBs AND Venture Growth Stage SGB

NO

Do you work with Early or Start-up stage SGBs?

YES

See the minimum requirements for Dynamic Early Stage SGBs

NO

Yes

NO

No

This Decision tree is not for you

See the minimum requirements for Dynamic Idea Stage SGBs

See the minimum requirements for Venture Idea Stage SGBs

AND

Do you work with Venture SGBs?

YES

See the minimum requirements for Venture Early Stage SGBs

NO

Do you work with Idea stage SGBs?

YES

No

See the minimum requirements for Venture Early Stage SGBs

NO

Do you work with Early or Start-up stage SGBs?

YES

No

Recheck Whether your SGBs fit in other categories

NO
Formalizing Idea Stage Minimum practices

Alignment with programme and exclusion criteria

Description

What is this?
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary’s support program(s).

Key topical questions
• Does the SGB meet the requirement and criteria set out by the intermediary?
• Is the SGB involved in the production, operation, trade, or sale of illicit products and services?
• Is the management committed to promoting E&OHS?

How you can support SGBs
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Each intermediary defines specific minimum criteria, that would allow the admission/inclusion of an SGB into their intermediary’s support program(s). Essentially, all programs have basic requirements that they use to exclude SGBs that do not comply.

+See Case studies
Alignment with programme and exclusion criteria

Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

+See Case studies

Exclusion consideration checklist

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<th>Check Questions</th>
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Many intermediaries, however, have not considered the inclusion of health, safety, and employee treatment issues in their exclusion criteria. Intermediaries can influence safety at work and fair employment practices among the SGBs they support, as part of their advisory developing action oriented low-cost approaches, combining health and safety with other management goals, that are based on trust and dialogue.

+See Case studies
Formalizing Early Stage SGB Minimum Practices

**Description**

*What is this?*
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary’s support program(s).

*Key topical questions*
- Does the SGB meet the requirement and criteria set out by the intermediary?
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*How you can support SGBs*
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Formalizing Early Stage SGB Minimum Practices

### Intermediary criteria checklist

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**Description**

- **Intermediary criteria**
- **Exclusion considerations**
- **Management commitment**

**Practice indicators**

- **Alignment with programme and exclusion criteria**
- **Safety at work**

[See Case studies]
Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

**Exclusion consideration checklist**

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+See Case studies
Formalizing Early Stage SGB Minimum Practices

**Description**

**What is this?**
Primarily physical, chemical and biological considerations within the workplace including fire safety, free of bio-chemical, and auditory hazards.

**Key topical questions**
- Does the enterprise have strategies to avoid loss of income/revenue, including business development strategies?
- Are exits clearly marked and known in case of fire? Are fire extinguishers available?
- Is the enterprise's work environment devoid of exposed electric circuity?
- Are noise levels appropriate and the availability of signs indicating when PPEs are needed?
- Are there procedures at the SGB workplace that protect the employees from being exposed to biological and chemical hazards?
- Does the enterprise has approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?
- Are the employees of the SGB provided with adequate protective equipment relevant to their work environment?

**How you can support SGBs**
Assess and develop mitigation initiatives to ensure a safe working environment.

**Practice indicators**

Alignment with programme and exclusion criteria

Safety at work

Back to the decision tree
The workplace environments of most SGBs are riskier, on average, than those of larger enterprises.

Small companies tend to be vulnerable to income loss prevention during an economic crisis such as Covid 19 pandemic (biological hazard), in part because they have fewer resources with which to adapt to a changing context. Development of a business continuity plans and acquiring business insurance helps to replace lost business income if SGBs are unable to open their business on a temporary basis due to a loss covered by the policy, such as a fire or theft.

*See Case studies*
Fire hazards include anything which impedes the function of fire protection material or equipment, as well as anything that inhibits fire safe behavior. Resultant fire from these hazards can be a catastrophic event, leading to destruction of property or loss of life. To ensure that your staff and employees are protected in the event that a fire breaks out, it is essential that every business have a fire safety plan in place.

See Case studies
Electrical hazards can result in burns, shock, fires, explosions and death. Common electrical hazards include:

**Damaged equipment percentage**: Tools or equipment with damaged cords and wires or other defects can pose dangers to those using them.

**Poor wiring**: Using the wrong wiring, and circuit breakers can cause outlets overloading, overheating and fires.

**Exposed electrical parts**: Temporary lighting, power distribution units and power cords with exposed electrical parts all pose electrical dangers.

**Wet conditions**: Using electricity in wet environments, particularly when equipment has damaged insulation, poses significant safety risks.

+See Case studies

**Electrical circuitry checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
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</thead>
<tbody>
<tr>
<td>Electrical leads, plugs, sockets, and switches in good working condition?</td>
<td></td>
</tr>
<tr>
<td>Power outlets are not overloaded with double adapters and power extensions.</td>
<td></td>
</tr>
<tr>
<td>Procedures for obtaining permissions when working on high voltage areas, including regular permissions exist.</td>
<td></td>
</tr>
</tbody>
</table>
Formalizing Early Stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Safety at work

Overview

Minimum practices for SGBs

Minimum Practices Decision Tree

Business case

Minimum practices

Implementation framework

Resources

+Practical steps to ensure electrical circuitry safety

*Description*

- Loss prevention
- Fire hazards
- Electrical circuitry
- Ventilation & lighting

*Practice indicators*

- Loud noises
- Manual handling
- Bio-chemical & PPEs

**Electrical circuitry**

Avoid working on energized equipment altogether unless absolutely necessary. In this way, there is no risk of electrocution to personnel.

Design equipment with features that allow tasks to be performed while maintaining a closed and guarded condition or that reduce the risk to personnel in the event of a failure.

Apply safeguards and isolates the hazards from personnel with barriers and mechanical.

Policies, procedures, work practices and training to help reduce the risk to personnel and ensure only qualified personnel undertake tasks.

Utilize Personal Protective Equipment to help minimize risks to personnel.

Back to the decision tree
It is crucial that any work environment has proper ventilation and lighting. This can be done by:

**Keeping your workplace clean:** A clean workplace has lower levels of mold, dust, allergens, and contaminants that could spread through the air.

**Changing HVAC filters regularly:** Be sure to change the filters from time to time to prevent dust and other air pollutants from circulating back to your indoor air.

**Keeping air vents unblocked:** Placing furniture, storage boxes, chairs, or cabinets in front air vents will disrupt air circulation, causing your workplace to feel stuffy.

SEE Case studies
Exposure to loud noises can cause permanent and irreversible hearing damage, which is largely preventable. Work-related hearing loss can be caused by a single event such as an explosion, or long-term exposure to excessive noise, like machine noise, that is present throughout a work shift.

Noise can be managed through eliminating the noise causing sources, substituting the source with less noisy one, having engineering controls using barriers, enclosures and use of absorbent material, instituting administrative controls that reduce the number and duration of exposure for employees, and providing PPEs to reduce exposure in areas with loud noises.

+ See Case studies
+ Steps to prevent loud noise in the workplace
Formalizing Early Stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Safety at work

Description
- Loss prevention
- Fire hazards
- Electrical circuitry
- Ventilation & lighting

Practice indicators
- Loud noises
- Manual handling
- Bio-chemical & PPEs

+Steps to prevent loud noise in the workplace

Elimination is a process that eradicates the noise source; it is the most effective way to prevent risks to workers and should always be considered when introducing a new work process, selecting new work equipment and designing the layout of the workstations.

Substitution is a process of replacing noisy machinery or equipment with quieter alternatives which would make the job less noisy.

Engineering controls are all about making changes to processes, machinery or equipment; for example, using barriers, enclosures and absorbent materials help to reduce workers’ noise exposure.

Administrative controls are the way work is organised to reduce either the number of workers who are exposed or the length of time they are exposed to noise.

PPE

Personal protective equipment protects the users from any adverse effects on hearing caused by exposure to high levels of noise.
Manual handling constitutes actions where the ergonomics of the employees are compromised, especially when pushing or pulling, and on sitting positions. Workers are at risk of manual handling related injuries when a load is too heavy, it’s difficult to grasp, or it’s too large; the physical effort is too strenuous; they are required to bend and twist when handling heavy loads.

Manual handling may result to injuries such as muscle sprains and strains, soft tissues injuries such as nerves, ligaments and tendons in the wrists, arms, shoulders, neck or legs. These injuries constitute repetitive strain injury (RSI) or work-related musculoskeletal disorder (WRMSD).

+See Case studies
+Preventing lifting & carrying related risks
Formalizing Early Stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Safety at work

Description

- Loss prevention
- Fire hazards
- Electrical circuitry
- Ventilation & lighting
- Loud noises
- Manual handling
- Bio-chemical & PPEs

Practice indicators

+ Preventing lifting & carrying related risks  |  + Manual handling

Overview

Minimum practices for SGBs

Minimum Practices Decision Tree

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Resources
Personal protective equipment (PPE) provides protection for workers when all other control measures can't adequately eliminate or minimize risks to a worker's health and safety. You must make sure PPE (regardless of who provides it) is maintained, repaired and replaced so it continues to protect your worker. You must engage with your workers when making decisions about PPE and when proposing changes that may affect their health or safety.

PPEs are a fundamental part of bio-chemical hazards. Bio-chemical hazards include biological (people, animals and plants), and chemical (toxic substances) hazards that threaten human health. They can cause disease, burns, irritation, vomiting, with some chronic issues (such as asthma, liver damage, and cancer).

**Check Questions**

1. Are employees provided with appropriate PPEs relevant to their work, and trained on their proper use?
2. Hazardous waste materials are stored in proper containers and labelled.
3. Do SGBs have a register of all chemical stored on premise?
4. Are employees aware of potential hazards involving chemicals stored or used, and proper use of PPEs?
5. Are there documented chemical handling procedures?
6. Does the SGB have monitoring plan to check status and conditions of PPEs?

**Check**
Dynamic idea stage SGB Minimum Practices

Description

What is this?
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary’s support program(s).

Key topical questions
- Does the SGB meet the requirement and criteria set out by the intermediary?
- Is the SGB involved in the production, operation, trade, or sale of illicit products and services?
- Is the management committed to promoting E&OHS?

How you can support SGBs
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Each intermediary defines specific minimum criteria, that would allow the admission/inclusion of an SGB into their intermediary’s support program(s). Essentially, all programs have basic requirements that they use to exclude SGBs that do not comply.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Intermediary criteria</td>
</tr>
<tr>
<td>Exclusion considerations</td>
</tr>
<tr>
<td>Management commitment</td>
</tr>
</tbody>
</table>

**Intermediary criteria checklist**

<table>
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<tr>
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<th>Check</th>
</tr>
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<tbody>
<tr>
<td>Does the SGB meet the requirement and criteria set out by the intermediary?</td>
<td>□</td>
</tr>
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</table>
Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

**Description**

Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

**Practice indicators**

- Intermediary criteria
- Exclusion consideration
- Management commitment

**Exclusion consideration checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the SGB involved in the production, operation, trade, or sale of any the following:</td>
<td></td>
</tr>
<tr>
<td>- Alcohol</td>
<td>❌</td>
</tr>
<tr>
<td>- Tobacco</td>
<td>☑️</td>
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<tr>
<td>- Gambling</td>
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<tr>
<td>- Firearms, weapons or munitions industries reliant upon materials at high risk of human rights infringements (e.g., conflict minerals)</td>
<td></td>
</tr>
<tr>
<td>- Pornography</td>
<td></td>
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<tr>
<td>- Nuclear power, radioactive materials or hazardous waste</td>
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</tr>
</tbody>
</table>

+See Case studies
Dynamic idea stage SGB Minimum Practices

Many intermediaries, however, have not considered the inclusion of health, safety, and employee treatment issues in their exclusion criteria. Intermediaries can influence safety at work and fair employment practices among the SGBs they support, as part of their advisory developing action oriented low-cost approaches, combining health and safety with other management goals, that are based on trust and dialogue.

+See Case studies

### Description

**Intermediary criteria**

**Exclusion considerations**

**Management commitment**

### Practice indicators

#### Management Commitment checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
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</thead>
<tbody>
<tr>
<td>Is there demonstrated organizational concern for employee emotional and physical safety and health in the workplace?</td>
<td>□</td>
</tr>
<tr>
<td>Is there time and resources allocated to meet E&amp;OHS responsibilities?</td>
<td>□</td>
</tr>
<tr>
<td>Do managers lead by example?</td>
<td>□</td>
</tr>
<tr>
<td>Are workers assisted to return to work after an injury</td>
<td>□</td>
</tr>
<tr>
<td>Are employees free to speak up about E&amp;OHS issues at their work?</td>
<td>□</td>
</tr>
</tbody>
</table>
What is this?
Every sector has specific requirements that need to be adhered to, to either protect the consumers, or provide an enabling environment for the enterprises to compete fairly. Enterprises in formalizing growth stage, dynamic and venture enterprises are anticipated to have the capacity to subscribe to sector specific standards and certifications. The main factors influencing the adoption of ‘good’ OHS and employment practices are influence from large customers (which act as an economic incentive, as it could influence whether or not they get a contract or financing), industry certification schemes (sector specific standards e.g., fair trade certification for those in exporting agricultural produce), their peers and their own prior experience.

Key SGB sectors
- Education and training
- Construction
- Retail
- Manufacturing
- Agriculture
- Finance and insurance
- Information, Communication and Technology (ICT)

How you can support SGBs
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
This industry includes bricks-and-mortar shops for all kinds of products; and online shopping outlets. Occupations in this industry include store persons and salespeople. There is usually a high number of young people in this industry. For many it is their first job. So SGBs should think about the training and supervision they will need to do their job safely.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Being hit by objects
- Mental stress.

Common hazards that workers in this industry are exposed to include:
- Long hours standing
- Lifting heavy objects
- Moving heavy objects
- Shiftwork.

Control measures
- **Anti-fatigue & anti-slip environment**: Good quality anti-fatigue and anti-slip flooring in your food preparation areas and behind bars will reduce the risk of falls, and make work more comfortable for your workers who stand for long periods.
- **Use PPE**: It’s hard to avoid the use of knives in food preparation. In some circumstances, cut-resistant gloves can be used to add some protection.
- **Proper electric circuitry**: Cleaners frequently suffer electric shocks from damaged on vacuum cleaners. Make sure you have a testing and tagging program, and encourage workers to promptly report any damage so it can be repaired.
- **Lifting solutions**: Workers servicing accommodation areas frequently suffer muscular injuries from moving heavy furniture. Use buddy system and set realistic servicing targets; a little extra time taken can pay off in reduced injuries.

Click [Here to See Retail Sector Specific Checklist](#)
This industry includes the construction or demolition of buildings and other structures; additions, alterations or reconstruction of buildings and other structures; installation work; and maintenance and repairs of buildings and other structures.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Being hit by objects

Common hazards that workers in this industry are exposed to include:
- Working at heights
- Vehicles and Electricity
- Working near overhead power lines
- Lifting heavy objects
- Alcohol and drugs
- Hot & cold weather conditions

Control measures
- **Site safety rules**: Documenting the site-specific rules to provide direction on how people handle and carry themselves.
- **Emergency procedures and contacts**: Every site should have an evacuation plan and emergency response procedures
- **Registered worker license details**: As part of the construction sector permits, it is a requirement for site workers to have licenses and permits that allows them to work in the sector.
- **Hazard and incident report process**: Incidents reporting, and therefore a system to keep up with the incidences is important.
### Description
This industry includes preschools and schools; universities and technical colleges; adult and community education; educational support services. Occupations in this industry include teachers, trainers, educators; and office-based workers.

### Practice indicators
<table>
<thead>
<tr>
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<tr>
<td>Retail</td>
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<tr>
<td>Construction sector</td>
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<tr>
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<tr>
<td>Finance &amp; insurance</td>
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<tr>
<td>Manufacturing</td>
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<tr>
<td>ICT</td>
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**Workers in this industry are likely to be injured at work due to:**
- Body stressing caused by hazardous manual tasks
- Slips, trips and falls
- Mental stress
- Electric shock
- Economic repercussion

**Common hazards that workers in this industry are exposed to include:**
- Knives
- Lifting heavy objects
- Workplace bullying
- Fatigue and Shiftwork
- Transporting cash
- Noise (for example, in concert venues).

### Control measures
- **Training:** Provide training and instruction in safe manual handling procedures.
- **Avoid slip/trip hazards:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Avoid falls:** Good quality anti-fatigue and anti-slip flooring will reduce the risk of falls and make work more comfortable for workers who stand for long periods.
- **Written procedures:** Have written work procedures and protocols that clarify behaviour expectations.
- **Work schedules:** Set realistic work schedules and deadlines.

Click Here to See Education & Training Sector Specific Checklist
Perhaps more than any other occupational group, agricultural workers are exposed to a tremendous variety of environmental hazards that are potentially harmful to their health and well-being.

Workers in this industry are likely to be injured at work due to:

- Agricultural work can also be physically demanding, and the repetitive nature of the work causes a range of health problems, including severe back pain.
- Farmers and farm workers suffer from increased rates of respiratory diseases, noise-induced hearing loss, skin disorders, certain cancers, chemical toxicity, and heat-related illnesses. There are precautions that can be taken to minimize or eliminate these potential hazards.
- Heat stress occurs when the body builds up more heat than it can handle. High temperatures, high humidity, sunlight, and heavy workloads increase the likelihood of heat stress.

Control measures:

- **Information, training and supervision:** Ensure that every person on the farm has all the information and skills necessary to secure safety and health.
- **Provide PPE:** Provide and use personal protective equipment (PPE) or clothing. PPE should be used as a last resort, after all other ways of eliminating or controlling the hazard have been considered. PPE should meet a high standard and be maintained and stored correctly. Examples include earmuffs, eye goggles, pesticide gloves and face shield.

### Description

<table>
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<tr>
<th>Sector</th>
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<tbody>
<tr>
<td>Retail</td>
<td></td>
</tr>
<tr>
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<td>Education</td>
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### Practice Indicators

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### Control Measures

- Information, training and supervision: Ensure that every person on the farm has all the information and skills necessary to secure safety and health.
- Provide PPE: Provide and use personal protective equipment (PPE) or clothing. PPE should be used as a last resort, after all other ways of eliminating or controlling the hazard have been considered. PPE should meet a high standard and be maintained and stored correctly. Examples include earmuffs, eye goggles, pesticide gloves and face shield.
This industry includes banking, insurance, investment services. Occupations in this industry include office-based workers, and field sales officers.

**Workers in this industry are likely to be injured at work due to:**
- Body stressing
- Falls, slips and trips
- Ventilation
- Manual handling
- Workstations and breaks away from the screen
- Bullying and Harassment
- Mental stress.

**Common hazards that workers in this industry are exposed to include:**
- Sedentary work.
- Alcohol/other drugs and fatigue

**Control measures**
- **Instructions & training:** Provide training and instruction in safe manual handling procedures.
- **House keeping:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Work schedules:** Set realistic work schedules and deadlines.
- **Encourage a standing friendly work culture:** Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.
This industry includes food products such as bakery goods, meat, dairy, confectionery and beverages; engineering and metal fabrication; clothing and textile production; and furniture business. Occupations in this industry include factory process workers, food process workers, and fabrication engineering.

Workers in this industry are likely to be injured at work due to:
- Falls, slips and trips
- Being hit by moving objects
- Hitting objects with a part of the body

Common hazards that workers in this industry are exposed to include:
- Machinery and equipment related physical injury
- Noise from machinery
- Body strain from repetitive movements, or from lifting, pushing or pulling heavy loads.

Control measures:
- **Isolate the noise**: Isolate the noisy equipment in a separate work area or install barriers to enclose the noise. Hearing protectors should be your last resort as a control measure.
- **Machinery Guarding**: Make sure guarding is in place on machinery so workers cannot come in contact with moving parts. If the guards need to be removed for maintenance, make sure you have a system in place for locking out the machinery, including the power, so that it can't be accidentally turned on. Train your workers in this procedure, and make sure they follow it.
- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
Health and Safety in ICT (Information and Communications Technology) is mostly about understanding how to work safely with computers and environments with lots of technology equipment. This can be relevant to industry and also schools. Common hazards are poor postures, incorrect chairs, glare or poor lighting, trip hazards and installation hazards.

### Workers in this industry are likely to be injured at work due to:
- Body strain
- Stress from harassment, bullying
- Sedentary work
- Noise

### Common hazards that workers in this industry are exposed to include:
- Radiofrequency radiation exposure
- Working with electricity
- Working at height
- Manual handling
- Noise and vibration
- Bullying and harassment

### Control measures
- **Instructions and training:** Provide training and instruction in safe manual handling procedures.
- **Housekeeping:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
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Click Here to See ICT Sector Specific Checklist
Formalizing Growth & Dynamic early stage SGB Minimum Practices

Description

What is this?
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary’s support program(s).

Key topical questions
• Does the SGB meet the requirement and criteria set out by the intermediary?
• Is the SGB involved in the production, operation, trade, or sale of illicit products and services?
• Is the management committed to promoting E&OHS?

How you can support SGBs
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Each intermediary defines specific minimum criteria, that would allow the admission/inclusion of an SGB into their intermediary’s support program(s). Essentially, all programs have basic requirements that they use to exclude SGBs that do not comply.

**Description**

**Practice indicators**

- **Intermediary criteria**
- **Exclusion considerations**
- **Management commitment**

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**Intermediary criteria checklist**

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**Alignment with programme and exclusion criteria**

**Sector specific standards**

**Safety at work**

**+See Case studies**
Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

+See Case studies
Many intermediaries, however, have not considered the inclusion of health, safety, and employee treatment issues in their exclusion criteria. Intermediaries can influence safety at work and fair employment practices among the SGBs they support, as part of their advisory developing action oriented low-cost approaches, combining health and safety with other management goals, that are based on trust and dialogue.

+See Case studies
Formalizing Growth & Dynamic early stage SGB Minimum Practices

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Every sector has specific requirements that need to be adhered to, to either protect the consumers, or provide an enabling environment for the enterprises to compete fairly. Enterprises in formalizing growth stage, dynamic and venture enterprises are anticipated to have the capacity to subscribe to sector specific standards and certifications. The main factors influencing the adoption of ‘good’ OHS and employment practices are influence from large customers (which act as an economic incentive, as it could influence whether or not they get a contract or financing), industry certification schemes (sector specific standards e.g., fair trade certification for those in exporting agricultural produce), their peers and their own prior experience.

Key SGB sectors
- Education and training
- Construction
- Retail
- Manufacturing
- Agriculture
- Finance and insurance
- Information, Communication and Technology (ICT)

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This industry includes bricks-and-mortar shops for all kinds of products; and online shopping outlets. Occupations in this industry include store persons and salespeople. There is usually a high number of young people in this industry. For many it is their first job. So SGBs should think about the training and supervision they will need to do their job safely.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Being hit by objects
- Mental stress.

Common hazards that workers in this industry are exposed to include:
- Long hours standing
- Lifting heavy objects
- Moving heavy objects
- Shiftwork.

Control measures
- **Anti-fatigue & anti-slip environment**: Good quality anti-fatigue and anti-slip flooring in your food preparation areas and behind bars will reduce the risk of falls, and make work more comfortable for your workers who stand for long periods.
- **Use PPE**: It’s hard to avoid the use of knives in food preparation. In some circumstances, cut-resistant gloves can be used to add some protection.
- **Proper electric circuitry**: Cleaners frequently suffer electric shocks from damaged on vacuum cleaners. Make sure you have a testing and tagging program, and encourage workers to promptly report any damage so it can be repaired.
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Workers in this industry are likely to be injured at work due to:
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- Working at heights
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- Lifting heavy objects
- Alcohol and drugs
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- **Site safety rules**: Documenting the site-specific rules to provide direction on how people handle and carry themselves.
- **Emergency procedures and contacts**: Every site should have an evacuation plan and emergency response procedures.
- **Registered worker license details**: As part of the construction sector permits, it is a requirement for site workers to have licenses and permits that allows them to work in the sector.
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This industry includes preschools and schools; universities and technical colleges; adult and community education; educational support services. Occupations in this industry include teachers, trainers, educators; and office-based workers.

Workers in this industry are likely to be injured at work due to:
- Body stressing caused by hazardous manual tasks
- Slips, trips and falls
- Mental stress
- Electric shock.
- Economic repercussion

Common hazards that workers in this industry are exposed to include:
- Knives
- Lifting heaving objects
- Workplace bullying
- Fatigue and Shiftwork
- Transmitting cash
- Noise (for example, in concert venues).

Control measures:
- **Training**: Provide training and instruction in safe manual handling procedures.
- **Avoid slip/trip hazards**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Avoid falls**: Good quality anti-fatigue and anti-slip flooring will reduce the risk of falls and make work more comfortable for workers who stand for long periods.
- **Written procedures**: Have written work procedures and protocols that clarify behaviour expectations.
- **Work schedules**: Set realistic work schedules and deadlines.

Click Here to See **Education & Training Sector Specific Checklist**
Perhaps more than any other occupational group, agricultural workers are exposed to a tremendous variety of environmental hazards that are potentially harmful to their health and well-being.

Workers in this industry are likely to be injured at work due to:
- Agricultural work can also be physically demanding, and the repetitive nature of the work causes a range of health problems, including severe back pain.
- Farmers and farm workers suffer from increased rates of respiratory diseases, noise-induced hearing loss, skin disorders, certain cancers, chemical toxicity, and heat-related illnesses. There are precautions that can be taken to minimize or eliminate these potential hazards.
- Heat stress occurs when the body builds up more heat than it can handle. High temperatures, high humidity, sunlight, and heavy workloads increase the likelihood of heat stress.

Control measures
- **Information, training and supervision**: Ensure that every person on the farm has all the information and skills necessary to secure safety and health.
- **Provide PPE**: Provide and use personal protective equipment (PPE) or clothing. PPE should be used as a last resort, after all other ways of eliminating or controlling the hazard have been considered. PPE should meet a high standard and be maintained and stored correctly. Examples include earmuffs, eye goggles, pesticide gloves, and face shield.
This industry includes banking, insurance, investment services. Occupations in this industry include office-based workers, and field sales officers.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Ventilation
- Manual handling
- Workstations and breaks away from the screen
- Bullying and Harassment
- Mental stress.

Common hazards that workers in this industry are exposed to include:
- Sedentary work.
- Alcohol/other drugs and fatigue

Control measures
- **Instructions & training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Work schedules**: Set realistic work schedules and deadlines.
- **Encourage a standing friendly work culture**: Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.

Click Here to See [Finance & insurance](#) Sector Specific Checklist
# Description

This industry includes food products such as bakery goods, meat, dairy, confectionery and beverages; engineering and metal fabrication; clothing and textile production; and furniture business. Occupations in this industry include factory process workers, food process workers, and fabrication engineering.

# Practice indicators

<table>
<thead>
<tr>
<th>Sector</th>
<th>Description</th>
<th>Finance &amp; insurance</th>
<th>Manufacturing</th>
<th>ICT</th>
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<tr>
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</table>

# Control measures

- **Isolate the noise**: Isolate the noisy equipment in a separate work area or install barriers to enclose the noise. Hearing protectors should be your last resort as a control measure.
- **Machinery Guarding**: Make sure guarding is in place on machinery so workers cannot come in contact with moving parts. If the guards need to be removed for maintenance, make sure you have a system in place for locking out the machinery, including the power, so that it can’t be accidentally turned on. Train your workers in this procedure, and make sure they follow it.
- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.

# Workers in this industry are likely to be injured at work due to:

- Falls, slips and trips
- Being hit by moving objects
- Hitting objects with a part of the body

# Common hazards that workers in this industry are exposed to include:

- Machinery and equipment related physical injury
- Noise from machinery
- Body strain from repetitive movements, or from lifting, pushing or pulling heavy loads.

Click Here to See Manufacturing Sector Specific Checklist
Health and Safety in ICT (Information and Communications Technology) is mostly about understanding how to work safely with computers and environments with lots of technology equipment. This can be relevant to industry and also schools. Common hazards are poor postures, incorrect chairs, glare or poor lighting, trip hazards and installation hazards.

**Control measures**

- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Encourage a standing friendly work culture**: encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.

**Workers in this industry are likely to be injured at work due to:**
- Body strain
- Stress from harassment, bullying
- Sedentary work
- Noise

**Common hazards that workers in this industry are exposed to include:**
- Radiofrequency radiation exposure
- Working with electricity
- Working at height
- Manual handling
- Noise and vibration
- Bullying and harassment

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Click Here to See ICT Sector Specific Checklist

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Formalizing Growth & Dynamic early stage SGB Minimum Practices

**Description**

**What is this?**
Primarily physical, chemical and biological considerations within the workplace including fire safety, free of bio-chemical, and auditory hazards.

**Key topical questions**
- Does the enterprise have strategies to avoid loss of income/revenue, including business development strategies?
- Are exits clearly marked and known in case of fire? Are fire extinguishers available?
- Is the enterprise’s work environment devoid of exposed electric circuity?
- Are noise levels appropriate and the availability of signs indicating when PPEs are needed?
- Are there procedures at the SGB workplace that protect the employees from being exposed to biological and chemical hazards?
- Does the enterprise has approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?
- Are the employees of the SGB provided with adequate protective equipment relevant to their work environment?

**How you can support SGBs**
Assess and develop mitigation initiatives to ensure a safe working environment.
The workplace environments of most SGBs are riskier, on average, than those of larger enterprises.

Small companies tend to be vulnerable to income loss prevention during an economic crisis such as Covid 19 pandemic (biological hazard), in part because they have fewer resources with which to adapt to a changing context. Development of a business continuity plans and acquiring business insurance helps to replace lost business income if SGBs are unable to open their business on a temporary basis due to a loss covered by the policy, such as a fire or theft.

+See Case studies
Fire hazards include anything which impedes the function of fire protection material or equipment, as well as anything that inhibits fire safe behavior. Resultant fire from these hazards can be a catastrophic event, leading to destruction of property or loss of life. To ensure that your staff and employees are protected in the event that a fire breaks out, it is essential that every business have a fire safety plan in place.

**+See Case studies**

<table>
<thead>
<tr>
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<tr>
<td>Electrical circuitry</td>
<td>Bio-chemical &amp; PPEs</td>
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<tr>
<td>Ventilation &amp; lighting</td>
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**Fire hazards checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
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<tbody>
<tr>
<td>Are fire exits clearly marked?</td>
<td>☐</td>
</tr>
<tr>
<td>Are fire extinguishers available?</td>
<td>☐</td>
</tr>
<tr>
<td>Are employees trained on how to use fire extinguishers or follow evacuation procedures in case of fire?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Electrical hazards can result in burns, shock, fires, explosions and death. Common electrical hazards include:

- **Damaged equipment percentage**: Tools or equipment with damaged cords and wires or other defects can pose dangers to those using them.

- **Poor wiring**: Using the wrong wiring, and circuit breakers can cause outlets overloading, overheating and fires.

- **Exposed electrical parts**: Temporary lighting, power distribution units and power cords with exposed electrical parts all pose electrical dangers.

- **Wet conditions**: Using electricity in wet environments, particularly when equipment has damaged insulation, poses significant safety risks.

**Electrical circuitry checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
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<tbody>
<tr>
<td>Electrical leads, plugs, sockets, and switches in good working condition?</td>
<td></td>
</tr>
<tr>
<td>Power outlets are not overloaded with double adapters and power extensions.</td>
<td></td>
</tr>
<tr>
<td>Procedures for obtaining permissions when working on high voltage areas, including regular permissions exist.</td>
<td></td>
</tr>
</tbody>
</table>

*See Case studies*

*Practical steps to ensure electrical circuitry safety*
Formalizing Growth & Dynamic early stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Sector specific standards

Safety at work

Practical steps to ensure electrical circuitry safety

Electrical circuitry

- Avoid working on energized equipment altogether unless absolutely necessary, in which case there is no risk of electrocution to personnel.
- Design equipment with features that allow tasks to be performed while maintaining a closed and guarded condition or that reduce the risk to personnel in the event of a failure.
- Apply safeguards and isolate the hazards from the personnel with barriers and mechanical means.
- Policies, procedures, work practices and training to help reduce the risk to personnel and ensure only qualified personnel undertake tasks.
- Utilize Personal Protective Equipment to help minimize risks to personnel.

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</table>
It is crucial that any work environment has proper ventilation and lighting. This can be done by:

- **Keeping your workplace clean**: A clean workplace has lower levels of mold, dust, allergens, and contaminants that could spread through the air.

- **Changing HVAC filters regularly**: Be sure to change the filters from time to time to prevent dust and other air pollutants from circulating back to your indoor air.

- **Keeping air vents unblocked**: Placing furniture, storage boxes, chairs, or cabinets in front air vents will disrupt air circulation, causing your workplace to feel stuffy.

**Check Questions**

- Is the work area free from odors?
- Are recycling bins provided and emptied regularly?
- Is there optimal location of air intakes and vents, to allow fresh air in?
- Are the room and humidity adequate conditions adequate?
- Is the type of lighting ensures large area lighting, and free from glare?

[+See Case studies]
Exposure to loud noises can cause permanent and irreversible hearing damage, which is largely preventable. Work-related hearing loss can be caused by a single event such as an explosion, or long-term exposure to excessive noise, like machine noise, that is present throughout a work shift.

Noise can be managed through eliminating the noise causing sources, substituting the source with less noisy one, having engineering controls using barriers, enclosures and use of absorbent material, instituting administrative controls that reduce the number and duration of exposure for employees, and providing PPEs to reduce exposure in areas with loud noises.

+See Case studies
+Steps to prevent loud noise in the workplace
Formalizing Growth & Dynamic early stage SGB Minimum Practices

- Alignment with programme and exclusion criteria
- Sector specific standards
- Safety at work

Description

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<td>Loud noises</td>
<td>Elimination is a process that eradicates the noise source it is the most effective way to prevent risks to workers and should always be considered when introducing a new work process, selecting new work equipment and designing the layout of the workstations.</td>
</tr>
<tr>
<td>Manual handling</td>
<td>Substitution is a process of replacing noisy machinery or equipment with quieter alternatives which would make the job less noisy.</td>
</tr>
<tr>
<td>Bio-chemical &amp; PPEs</td>
<td>Engineering controls are all about making changes to processes, machinery or equipment, for example, using barriers, enclosures and absorbent materials help to reduce workers' noise exposure.</td>
</tr>
<tr>
<td>Ventilation &amp; lighting</td>
<td>Administrative controls are the way work is organised to reduce either the number of workers who are exposed or the length of time they are exposed to noise.</td>
</tr>
<tr>
<td>Electrical circuitry</td>
<td>Personal protective equipment protects the users from any adverse effects on hearing caused by exposure to high levels of noise.</td>
</tr>
<tr>
<td>Fire hazards</td>
<td>Hierarchy of Controls (Most to least effective)</td>
</tr>
<tr>
<td>Loss prevention</td>
<td></td>
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</tbody>
</table>

+Steps to prevent loud noise in the workplace
Manual handling constitutes actions where the ergonomics of the employees are compromised, especially when pushing or pulling, and on sitting positions. Workers are at risk of manual handling related injuries when a load is too heavy, it’s difficult to grasp, or it’s too large; the physical effort is too strenuous; they are required to bend and twist when handling heavy loads.

Manual handling may result to injuries such as muscle sprains and strains, soft tissues injuries such as nerves, ligaments and tendons in the wrists, arms, shoulders, neck or legs. These injuries constitute repetitive strain injury (RSI) or work-related musculoskeletal disorder (WRMSD).

**Check Questions**

- Does the enterprise have approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?
- Do workstations consider an employee’s height, and encourage proper posture?
- Can mechanical lifting aids such as hoists, carts, or conveyors be used instead of manual material handling?
- Can stooped or twisted positions be avoided by providing unrestricted workspace, or arranging the workspace differently?
- Can the sizes of the loads be made smaller, and carrying distances be shortened?
Formalizing Growth & Dynamic early stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Sector specific standards

Safety at work

Preventing lifting & carrying related risks

Manual handling

Overview

Minimum practices for SGBs

Minimum Practices Decision Tree

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Business case

Implementation framework

Resources

Description

Practice indicators

Loss prevention

Fire hazards

Electrical circuitry

Ventilation & lighting

Loud noises

Manual handling

Bio-chemical & PPEs

Consider whether manual lifting operations can be avoided.

If manual lifting cannot be avoided, consider if lifting loads can be reduced.

Making physical modifications to facilities, equipment and processes can reduce exposure, e.g. use carts, or make loads smaller.

Changing work practices and work policies, and training workers in proper lifting and handling techniques, can limit risk of MSIs. Consider reducing work demands, or employees given time to rest.
Personal protective equipment (PPE) provides protection for workers when all other control measures can't adequately eliminate or minimize risks to a worker's health and safety. You must make sure PPE (regardless of who provides it) is maintained, repaired and replaced so it continues to protect your worker. You must engage with your workers when making decisions about PPE and when proposing changes that may affect their health or safety.

PPEs are a fundamental part of bio-chemical hazards. Bio-chemical hazards include biological (people, animals and plants), and chemical (toxic substances) hazards that threaten human health. They can cause disease, burns, irritation, vomiting, with some chronic issues (such as asthma, liver damage, and cancer).

**Provision of PPEs checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
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</thead>
<tbody>
<tr>
<td>Are employees provided with appropriate PPEs relevant to their work, and trained on their proper use?</td>
<td></td>
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<tr>
<td>Hazardous waste materials are stored in proper containers and labelled.</td>
<td></td>
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<tr>
<td>Do SGBs have a register of all chemical stored on premise?</td>
<td></td>
</tr>
<tr>
<td>Are employees aware of potential hazards involving chemicals stored or used, and proper use of PPEs?</td>
<td></td>
</tr>
<tr>
<td>Are there documented chemical handling procedures?</td>
<td></td>
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<tr>
<td>Does the SGB have monitoring plan to check status and conditions of PPEs?</td>
<td></td>
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</tbody>
</table>
**Venture idea stage SGB Minimum Practices**

**Description**

**What is this?**
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary’s support program(s).

**Key topical questions**
- Does the SGB meet the requirement and criteria set out by the intermediary?
- Is the SGB involved in the production, operation, trade, or sale of illicit products and services?
- Is the management committed to promoting E&OHS?

**How you can support SGBs**
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.

**Practice indicators**

- **Alignment with programme and exclusion criteria**
- **Sector specific standards**
- **Compliance to legal regulations**

Back to the decision tree
Each intermediary defines specific minimum criteria, that would allow the admission/inclusion of an SGB into their intermediary’s support program(s). Essentially, all programs have basic requirements that they use to exclude SGBs that do not comply.

+See Case studies
Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

+See Case studies
Many intermediaries, however, have not considered the inclusion of health, safety, and employee treatment issues in their exclusion criteria. Intermediaries can influence safety at work and fair employment practices among the SGBs they support, as part of their advisory developing action oriented low-cost approaches, combining health and safety with other management goals, that are based on trust and dialogue.

+See Case studies
Every sector has specific requirements that need to be adhered to, to either protect the consumers, or provide an enabling environment for the enterprises to compete fairly. Enterprises in formalizing growth stage, dynamic and venture enterprises are anticipated to have the capacity to subscribe to sector specific standards and certifications. The main factors influencing the adoption of ‘good’ OHS and employment practices are influence from large customers (which act as an economic incentive, as it could influence whether or not they get a contract or financing), industry certification schemes (sector specific standards e.g., fair trade certification for those in exporting agricultural produce), their peers and their own prior experience.

Key SGB sectors
- Education and training
- Construction
- Retail
- Manufacturing
- Agriculture
- Finance and insurance
- Information, Communication and Technology (ICT)

How you can support SGBs
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Venture idea stage SGB Minimum Practices

This industry includes bricks-and-mortar shops for all kinds of products; and online shopping outlets. Occupations in this industry include store persons and salespeople. There is usually a high number of young people in this industry. For many it is their first job. So SGBs should think about the training and supervision they will need to do their job safely.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Being hit by objects
- Mental stress.

Common hazards that workers in this industry are exposed to include:
- Long hours standing
- Lifting heavy objects
- Moving heavy objects
- Shiftwork.

Control measures
- **Anti-fatigue & anti-slip environment**: Good quality anti-fatigue and anti-slip flooring in your food preparation areas and behind bars will reduce the risk of falls, and make work more comfortable for your workers who stand for long periods.
- **Use PPE**: It’s hard to avoid the use of knives in food preparation. In some circumstances, cut-resistant gloves can be used to add some protection
- **Proper electric circuitry**: Cleaners frequently suffer electric shocks from damaged on vacuum cleaners. Make sure you have a testing and tagging program, and encourage workers to promptly report any damage so it can be repaired
- **Lifting solutions**: Workers servicing accommodation areas frequently suffer muscular injuries from moving heavy furniture. Use buddy system and set realistic servicing targets; a little extra time taken can pay off in reduced injuries.

Click [Here to See Retail Sector Specific Checklist](#)
### Description

This industry includes the construction or demolition of buildings and other structures; additions, alterations or reconstruction of buildings and other structures; installation work; and maintenance and repairs of buildings and other structures.

**Workers in this industry are likely to be injured at work due to:**
- Body stressing
- Falls, slips and trips
- Being hit by objects

**Common hazards that workers in this industry are exposed to include:**
- Working at heights
- Vehicles and Electricity
- Working near overhead power lines
- Lifting heavy objects
- Alcohol and drugs
- Hot & cold weather conditions

### Practice indicators

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### Control measures

- **Site safety rules:** Documenting the site-specific rules to provide direction on how people handle and carry themselves.
- **Emergency procedures and contacts:** Every site should have an evacuation plan and emergency response procedures
- **Registered worker license details:** As part of the construction sector permits, it is a requirement for site workers to have licenses and permits that allows them to work in the sector.
- **Hazard and incident report process:** Incidents reporting, and therefore a system to keep up with the incidences is important.

### Click Here to See [Construction Sector Specific Checklist](#)
This industry includes preschools and schools; universities and technical colleges; adult and community education; educational support services. Occupations in this industry include teachers, trainers, educators; and office-based workers.

**Workers in this industry are likely to be injured at work due to:**
- Body stressing caused by hazardous manual tasks
- Slips, trips and falls
- Mental stress
- Electric shock.
- Economic repercussion

**Common hazards that workers in this industry are exposed to include:**
- Knives
- Lifting heavy objects
- Workplace bullying
- Fatigue and Shiftwork
- Transporting cash
- Noise (for example, in concert venues).

**Control measures**
- **Training:** Provide training and instruction in safe manual handling procedures.
- **Avoid slip/trip hazards:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Avoid falls:** Good quality anti-fatigue and anti-slip flooring will reduce the risk of falls and make work more comfortable for workers who stand for long periods.
- **Written procedures:** Have written work procedures and protocols that clarify behaviour expectations.
- **Work schedules:** Set realistic work schedules and deadlines.

Click Here to See Education & Training Sector Specific Checklist
Perhaps more than any other occupational group, agricultural workers are exposed to a tremendous variety of environmental hazards that are potentially harmful to their health and well-being.

Workers in this industry are likely to be injured at work due to:
- Agricultural work can also be physically demanding, and the repetitive nature of the work causes a range of health problems, including severe back pain.
- Farmers and farm workers suffer from increased rates of respiratory diseases, noise-induced hearing loss, skin disorders, certain cancers, chemical toxicity, and heat-related illnesses. There are precautions that can be taken to minimize or eliminate these potential hazards.
- Heat stress occurs when the body builds up more heat than it can handle. High temperatures, high humidity, sunlight, and heavy workloads increase the likelihood of heat stress.

Control measures
- **Information, training and supervision**: Ensure that every person on the farm has all the information and skills necessary to secure safety and health.
- **Provide PPE**: Provide and use personal protective equipment (PPE) or clothing. PPE should meet a high standard and be maintained and stored correctly. Examples include earmuffs, eye goggles, pesticide gloves and face shield.
This industry includes banking, insurance, investment services. Occupations in this industry include office-based workers, and field sales officers.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Ventilation
- Manual handling
- Workstations and breaks away from the screen
- Bullying and Harassment
- Mental stress.

Common hazards that workers in this industry are exposed to include:
- Sedentary work.
- Alcohol/other drugs and fatigue.

Control measures:
- **Instructions & training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Work schedules**: Set realistic work schedules and deadlines.
- **Encourage a standing friendly work culture**: Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.

Click Here to See Finance & Insurance Sector Specific Checklist
## Venture idea stage SGB Minimum Practices

### Description

This industry includes food products such as bakery goods, meat, dairy, confectionery and beverages; engineering and metal fabrication; clothing and textile production; and furniture business. Occupations in this industry include factory process workers, food process workers, and fabrication engineering.

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### Control measures

- **Isolate the noise**: Isolate the noisy equipment in a separate work area or install barriers to enclose the noise. Hearing protectors should be your last resort as a control measure.

- **Machinery Guarding**: Make sure guarding is in place on machinery so workers cannot come in contact with moving parts. If the guards need to be removed for maintenance, make sure you have a system in place for locking out the machinery, including the power, so that it can’t be accidentally turned on. Train your workers in this procedure, and make sure they follow it.

- **Instructions and training**: Provide training and instruction in safe manual handling procedures.

- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.

### Workers in this industry are likely to be injured at work due to:

- Falls, slips and trips
- Being hit by moving objects
- Hitting objects with a part of the body

### Common hazards that workers in this industry are exposed to include:

- Machinery and equipment related physical injury
- Noise from machinery
- Body strain from repetitive movements, or from lifting, pushing or pulling heavy loads.

---

Click Here to See Manufacturing Sector Specific Checklist
Health and Safety in ICT (Information and Communications Technology) is mostly about understanding how to work safely with computers and environments with lots of technology equipment. This can be relevant to industry and also schools. Common hazards are poor postures, incorrect chairs, glare or poor lighting, trip hazards and installation hazards.

### Control measures

- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Encourage a standing friendly work culture**: encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.

### Workers in this industry are likely to be injured at work due to:

- Body strain
- Stress from harassment, bullying
- Sedentary work
- Noise

### Common hazards that workers in this industry are exposed to include:

- Radiofrequency radiation exposure
- Working with electricity
- Working at height
- Manual handling
- Noise and vibration
- Bullying and harassment

---

Click Here to See **ICT Sector Specific Checklist**
**Venture idea stage SGB Minimum Practices**

### Description

**What is this?**
This includes subscriptions to pre-requisite permits, licenses, and certifications as required by governing law in a specific country/administrative region.

**Key topical questions**
- Does the SGB have pre-requisite permits, licenses and certifications as required by governing law in a specific country?
- Is the enterprise formally registered as a business/company for the purpose of carrying out business in selected sectors or geographies?
- Does the company have OSHA certification?
- Has the company paid charges, fines, or penalties for non-compliance with health and safety regulations and standards in the last two years?

### Practice indicators

**How you can support SGBs**
Provide support, where needed or necessary, depending on scale and size, for SGBs to be legally compliant with country regulations.
Meeting regulatory and standards among venture enterprises maintains company’s license to do business locally and beyond.

This has resulted in some intermediaries focusing their work with SGBs that are either housed by government agencies (which are assumed to satisfy legal requirements), or have a clear track record (including formal financial systems), which are often associated with a level of legal compliance.

+See Case studies
Registration means sending in an application with information about the business, to the national or local registration agencies. SGBs can register business names with national agencies, which is basically a process of reserving it so no one else can use it in your state.

In addition, there may be need to have SGBs registered with the city or county where the business operates.

**+See Case studies**

### Formal registration checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the enterprise formally registered as a business/company for the purpose of carrying out business in selected sectors or geographies?</td>
<td>☐</td>
</tr>
</tbody>
</table>
OSHA certification is an official certificate of competency issued in accordance with national Occupational Safety and Health Acts of regulations and represents the achievement of outcomes stipulated by the Occupational Safety and Health Authorities at national level.

In most cases, employers who prefer or require this certification are looking for applicants with an official OSHA certification card from the relevant departments.

**OSHA certification checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the SGB require or have OSHA certification?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Systematic inspection and auditing of workplaces to promote best practices and ensure compliance with safety and health standards, is important. Failure to do this, may attract fines and penalties, imposed by various responsible agencies. These agencies ensures compensation to employees for work related injuries and diseases contracted in the course of their employment in accordance with the provisions of OSHA and WIBA regulations. SGBs will need to pay all required fines & penalties, to keep operating.

+See Case studies

Penalties & fines checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the company paid charges, fines, or penalties for non-compliance with health and safety regulations and standards in the last two years?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Venture Early Stage SGB Minimum Practices

**Description**

**What is this?**
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary's support program(s).

**Key topical questions**
- Does the SGB meet the requirement and criteria set out by the intermediary?
- Is the SGB involved in the production, operation, trade, or sale of illicit products and services?
- Is the management committed to promoting E&OHS?

**How you can support SGBs**
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Each intermediary defines specific minimum criteria, that would allow the admission/inclusion of an SGB into their intermediary’s support program(s). Essentially, all programs have basic requirements that they use to exclude SGBs that do not comply.

+See Case studies
Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

+See Case studies

Exclusion consideration checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the SGB involved in the production, operation, trade, or sale of any the following:</td>
<td></td>
</tr>
<tr>
<td>- Alcohol</td>
<td></td>
</tr>
<tr>
<td>- Tobacco</td>
<td></td>
</tr>
<tr>
<td>- Gambling</td>
<td></td>
</tr>
<tr>
<td>- Firearms, weapons or munitions industries reliant upon materials at high risk of human rights infringements (e.g., conflict minerals)</td>
<td></td>
</tr>
<tr>
<td>- Pornography</td>
<td></td>
</tr>
<tr>
<td>- Nuclear power, radioactive materials or hazardous waste</td>
<td></td>
</tr>
</tbody>
</table>
Many intermediaries, however, have not considered the inclusion of health, safety, and employee treatment issues in their exclusion criteria. Intermediaries can influence safety at work and fair employment practices among the SGBs they support, as part of their advisory developing action oriented low-cost approaches, combining health and safety with other management goals, that are based on trust and dialogue.

+See Case studies

### Management Commitment checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there demonstrated organizational concern for employee emotional and physical safety and health in the workplace?</td>
<td>☐</td>
</tr>
<tr>
<td>Is there time and resources allocated to meet E&amp;OHS responsibilities?</td>
<td>☐</td>
</tr>
<tr>
<td>Do managers lead by example?</td>
<td>☐</td>
</tr>
<tr>
<td>Are workers assisted to return to work after an injury</td>
<td>☐</td>
</tr>
<tr>
<td>Are employees free to speak up about E&amp;OHS issues at their work?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Venture Early Stage SGB Minimum Practices

Description

What is this?
This includes subscriptions to pre-requisite permits, licenses, and certifications as required by governing law in a specific country/administrative region.

Key topical questions
- Does the SGB have pre-requisite permits, licenses and certifications as required by governing law in a specific country?
- Is the enterprise formally registered as a business/company for the purpose of carrying out business in selected sectors or geographies?
- Does the company have OSHA certification?
- Has the company paid charges, fines, or penalties for non-compliance with health and safety regulations and standards in the last two years?

How you can support SGBs
Provide support, where needed or necessary, depending on scale and size, for SGBs to be legally compliant with country regulations.

Practice indicators
Meeting regulatory and standards among venture enterprises maintains company’s license to do business locally and beyond.

This has resulted in some intermediaries focusing their work with SGBs that are either housed by government agencies (which are assumed to satisfy legal requirements), or have a clear track record (including formal financial systems), which are often associated with a level of legal compliance.

### Permits & Licenses checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the SGB have pre-requisite permits, licenses and certifications as required by governing law in a specific country?</td>
<td>✅</td>
</tr>
</tbody>
</table>
Registration means sending in an application with information about the business, to the national or local registration agencies. SGBs can register business names with national agencies, which is basically a process of reserving it so no one else can use it in your state. In addition, there may be need to have SGBs registered with the city or county where the business operates.

**Permits & Licenses**

<table>
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<tr>
<td>Is the enterprise formally registered as a business/company for the purpose of carrying out business in selected sectors or geographies?</td>
</tr>
</tbody>
</table>

**OSHA Certification**

+ See Case studies
+ Register SGB in [Kenya](#) or [Uganda](#)
+ See formalization process in Uganda or [Kenya](#)
OSHA certification is an official certificate of competency issued in accordance with national Occupational Safety and Health Acts of regulations and represents the achievement of outcomes stipulated by the Occupational Safety and Health Authorities at national level.

In most cases, employers who prefer or require this certification are looking for applicants with an official OSHA certification card from the relevant departments.

+ See Case studies
+ Certification agencies:
  + Directorate of Occupational Safety and Health Services in Kenya and in Uganda.
Systematic inspection and auditing of workplaces to promote best practices and ensure compliance with safety and health standards, is important.

Failure to do this, may attract fines and penalties, imposed by various responsible agencies. These agencies ensures compensation to employees for work related injuries and diseases contracted in the course of their employment in accordance with the provisions of OSHA and WIBA regulations. SGBs will need to pay all required fines & penalties, to keep operating.

*See Case studies*

+ Enforcement agencies:
  + Directorate of Occupational Safety and Health Services in [Kenya](#) and in [Uganda](#).
### Description

**What is this?**
Primarily physical, chemical and biological considerations within the workplace including fire safety, free of bio-chemical, and auditory hazards.

**Key topical questions**
- Does the enterprise have strategies to avoid loss of income/revenue, including business development strategies?
- Are exits clearly marked and known in case of fire? Are fire extinguishers available?
- Is the enterprise's work environment devoid of exposed electric circuity?
- Are noise levels appropriate and the availability of signs indicating when PPEs are needed?
- Are there procedures at the SGB workplace that protect the employees from being exposed to biological and chemical hazards?
- Does the enterprise have approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?
- Are the employees of the SGB provided with adequate protective equipment relevant to their work environment?

### Practice indicators

**How you can support SGBs**
Assess and develop mitigation initiatives to ensure a safe working environment.
The workplace environments of most SGBs are riskier, on average, than those of larger enterprises. Small companies tend to be vulnerable to income loss prevention during an economic crisis such as Covid 19 pandemic (biological hazard), in part because they have fewer resources with which to adapt to a changing context. Development of a business continuity plans and acquiring business insurance helps to replace lost business income if SGBs are unable to open their business on a temporary basis due to a loss covered by the policy, such as a fire or theft.

+See Case studies
Fire hazards include anything which impedes the function of fire protection material or equipment, as well as anything that inhibits fire safe behavior. Resultant fire from these hazards can be a catastrophic event, leading to destruction of property or loss of life. To ensure that your staff and employees are protected in the event that a fire breaks out, it is essential that every business have a fire safety plan in place.

**Fire hazards checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are fire exits clearly marked?</td>
<td>☐</td>
</tr>
<tr>
<td>Are fire extinguishers available?</td>
<td>☐</td>
</tr>
<tr>
<td>Are employees trained on how to use fire extinguishers or follow evacuation procedures in case of fire?</td>
<td>☐</td>
</tr>
</tbody>
</table>

See Case studies
Electrical hazards can result in burns, shock, fires, explosions and death. Common electrical hazards include:

- **Damaged equipment percentage**: Tools or equipment with damaged cords and wires or other defects can pose dangers to those using them.

- **Poor wiring**: Using the wrong wiring, and circuit breakers can cause outlets overloading, overheating and fires.

- **Exposed electrical parts**: Temporary lighting, power distribution units and power cords with exposed electrical parts all pose electrical dangers.

- **Wet conditions**: Using electricity in wet environments, particularly when equipment has damaged insulation, poses significant safety risks.

### Electrical circuitry checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical leads, plugs, sockets, and switches in good working condition?</td>
<td>☐</td>
</tr>
<tr>
<td>Power outlets are not overloaded with double adapters and power extensions.</td>
<td>☐</td>
</tr>
<tr>
<td>Procedures for obtaining permissions when working on high voltage areas, including regular permissions exist.</td>
<td>☐</td>
</tr>
</tbody>
</table>

+See Case studies
+Practical steps to ensure electrical circuitry safety
<table>
<thead>
<tr>
<th>Description</th>
<th>Practice indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss prevention</td>
<td>Electrical circuitry</td>
</tr>
<tr>
<td>Fire hazards</td>
<td>Ventilation &amp; lighting</td>
</tr>
<tr>
<td>Electrical circuitry</td>
<td>Manual handling</td>
</tr>
<tr>
<td>Elimination</td>
<td>Bio-chemical &amp; PPEs</td>
</tr>
</tbody>
</table>

**Venture Early Stage SGB Minimum Practices**

- **Alignment with programme and exclusion criteria**
- **Compliance to legal regulations**
- **Safety at work**
- **Mental well being**
- **Fair work practices**
- **Sector specific standards**

**Practical steps to ensure electrical circuitry safety**

- **Elimination**: Avoid working on energized equipment altogether unless absolutely necessary. In this way, there is no risk of electrocution to personnel.
- **Substitution**: Design equipment with features that allow tasks to be performed while maintaining a closed and guarded condition or that reduce the risk to personnel in the event of a failure.
- **Engineering Controls**: Apply safeguards and isolate the hazards from the personnel with barriers and mechanical.
- **Administrative Controls**: Policies, procedures, work practices and training to help reduce the risk to personnel and ensure only qualified personnel undertake tasks.
- **PPE**: Utilize Personal Protective Equipment to help minimize risks to personnel.
It is crucial that any work environment has proper ventilation and lighting. This can be done by:

- **Keeping your workplace** clean: A clean workplace has lower levels of mold, dust, allergens, and contaminants that could spread through the air.

- **Changing HVAC filters regularly**: Be sure to change the filters from time to time to prevent dust and other air pollutants from circulating back to your indoor air.

- **Keeping air vents unblocked**: Placing furniture, storage boxes, chairs, or cabinets in front air vents will disrupt air circulation, causing your workplace to feel stuffy.

### Ventilation & lighting checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the work area free from odors?</td>
<td></td>
</tr>
<tr>
<td>Are recycling bins provided and emptied regularly?</td>
<td></td>
</tr>
<tr>
<td>Is there optimal location of air intakes and vents, to allow fresh air in?</td>
<td></td>
</tr>
<tr>
<td>Are the room and humidity adequate conditions adequate?</td>
<td></td>
</tr>
<tr>
<td>Is the type of lighting ensures large area lighting, and free from glare?</td>
<td></td>
</tr>
</tbody>
</table>

+See Case studies
Exposure to loud noises can cause permanent and irreversible hearing damage, which is largely preventable. Work-related hearing loss can be caused by a single event such as an explosion, or long-term exposure to excessive noise, like machine noise, that is present throughout a work shift.

Noise can be managed through eliminating the noise causing sources, substituting the source with less noisy one, having engineering controls using barriers, enclosures and use of absorbent material, instituting administrative controls that reduce the number and duration of exposure for employees, and providing PPEs to reduce exposure in areas with loud noises.

**Loud noises checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are the noise levels acceptable (people don’t have to shout to communicate)?</td>
<td></td>
</tr>
<tr>
<td>Are there signs indicating hearing protection required where noise levels are high?</td>
<td></td>
</tr>
</tbody>
</table>

**Practice indicators**

<table>
<thead>
<tr>
<th>Loud noises</th>
<th>Manual handling</th>
<th>Bio-chemical &amp; PPEs</th>
</tr>
</thead>
</table>

**Description**

<table>
<thead>
<tr>
<th>Loss prevention</th>
<th>Fire hazards</th>
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</tr>
</thead>
</table>

**Alignment with programme and exclusion criteria**

**Compliance to legal regulations**

**Safety at work**

**Mental well being**

**Fair work practices**

**Sector specific standards**
Venture Early Stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Compliance to legal regulations

Safety at work

Mental well being

Fair work practices

Sector specific standards

Overview

Minimum practices for SGBs

Minimum Practices Decision Tree

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Venture Early Stage SGB Minimum Practices

Alignment with programme and exclusion criteria

Compliance to legal regulations

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Manual handling constitutes actions where the ergonomics of the employees are compromised, especially when pushing or pulling, and on sitting positions. Workers are at risk of manual handling related injuries when a load is too heavy, it’s difficult to grasp, or it’s too large; the physical effort is too strenuous; they are required to bend and twist when handling heavy loads.

Manual handling may result to injuries such as muscle sprains and strains, soft tissues injuries such as nerves, ligaments and tendons in the wrists, arms, shoulders, neck or legs. These injuries constitute repetitive strain injury (RSI) or work-related musculoskeletal disorder (WRMSD).

+See Case studies
+Preventing lifting & carrying related risks
Venture Early Stage SGB Minimum Practices

Alignment with programme and exclusion criteria
Compliance to legal regulations
Safety at work
Mental well being
Fair work practices
Sector specific standards

Description

- Loss prevention
- Fire hazards
- Electrical circuitry
- Ventilation & lighting
- Loud noises
- Manual handling
- Bio-chemical & PPEs

Practice indicators

- +Preventing lifting & carrying related risks
- +Manual handling

Consider whether manual lifting operations can be avoided.

If manual lifting cannot be avoided, consider if lifting loads can be reduced.

Making physical modifications to facilities, equipment and processes can reduce exposure, e.g. use carts, or make loads smaller.

Changing work practices and work policies, and training workers in proper lifting and handling techniques, can limit risk of MSIs. Consider reducing work demands, or employees given time to rest.
Personal protective equipment (PPE) provides protection for workers when all other control measures can’t adequately eliminate or minimize risks to a worker’s health and safety. You must make sure PPE (regardless of who provides it) is maintained, repaired and replaced so it continues to protect your worker. You must engage with your workers when making decisions about PPE and when proposing changes that may affect their health or safety.

PPEs are a fundamental part of bio-chemical hazards. Bio-chemical hazards include biological (people, animals and plants), and chemical (toxic substances) hazards that threaten human health. They can cause disease, burns, irritation, vomiting, with some chronic issues (such as asthma, liver damage, and cancer).

### Provision of PPEs checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are employees provided with appropriate PPEs relevant to their work, and trained on their proper use?</td>
<td></td>
</tr>
<tr>
<td>Hazardous waste materials are stored in proper containers and labelled.</td>
<td></td>
</tr>
<tr>
<td>Do SGBs have a register of all chemical stored on premise?</td>
<td></td>
</tr>
<tr>
<td>Are employees aware of potential hazards involving chemicals stored or used, and proper use of PPEs?</td>
<td></td>
</tr>
<tr>
<td>Are there documented chemical handling procedures?</td>
<td></td>
</tr>
<tr>
<td>Does the SGB have monitoring plan to check status and conditions of PPEs?</td>
<td></td>
</tr>
</tbody>
</table>

+See Case studies

### Description

<table>
<thead>
<tr>
<th>Loss prevention</th>
<th>Fire hazards</th>
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</tr>
</thead>
</table>

### Practice indicators

<table>
<thead>
<tr>
<th>Loud noises</th>
<th>Manual handling</th>
<th>Bio-chemical &amp; PPEs</th>
</tr>
</thead>
</table>
**What is this?**
Includes actions that support employee's mental health and psychological wellbeing. Mentally healthy work is work where risks to people's mental health are eliminated or minimized, and their mental well-being is prioritized. Many people find that working is good for their mental health.

**Key topical questions**
- Have the SGB put in place procedures to assess and control fatigue?
- Have the SGB put in place procedures to assess and control physical demands of jobs?
- Have the SGB put in place procedures to assess and control social and organizational issues?
- Have the SGB put in place procedures to assess and control bullying?
- Have the SGB put in place procedures to assess and control occupational violence?

**How you can support SGBs**
Building the capacity of the SGBs to increase their resilience and capacity towards mental healthcare.
**Fatigue**

Fatigue is expressed through a feeling of overtired, with low energy and a strong desire to sleep that interferes with normal daily activities. In a work context, fatigue is a state of mental and/or physical exhaustion which reduces a person’s ability to perform work safely and effectively. The causes of fatigue include:

- **Environmental conditions**: Working in harsh and uncomfortable conditions can contribute to fatigue.
- **Sleep deprivation**: Most of us need an average of 7 to 9 hours of sleep each night to fully recuperate from a regular day’s work, both physically and mentally.
- **Changing work schedules**: Work schedules which limit the time workers can physically and mentally recover from work may cause fatigue.
- **Health factors**: A worker’s lifestyle, family responsibilities, health (e.g. insomnia, sleep apnea, some medication).

**Fatigue checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do workers seem to be on the edge and show signs of excessive exhaustion for instance excessive yawning or falling asleep at work?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Demand becomes problematic when the level of demand exceeds the individual's ability to meet those demands, or when they become intolerable. Job demands are likely to provoke fear of failing to achieve organizational goals, therefore leading to anxiety. Causes of this include:

- **Time demands**: Unrealistic or excessive time demands can cause stress, fatigue and exhaustion.
- **Cognitive demands**: Although workers like to have challenging and stimulating work, sustained mental demands can be exhausting.
- **Emotional demands**: Some types of work can be inherently emotionally demanding.
- **Physical demands**: Physically demanding work can result in fatigue, and a range of health conditions including musculoskeletal problems.

**Physical job demands checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are there signs of workers performing tasks hurriedly with extended hours of working such as overtime or extended shifts?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Organizing tasks, systems and structures involves clarifying responsibilities and roles, improving supervision and workplace relationships and ensuring variety. Employees who face high emotional demand and conflicting roles are more likely to report psychological distress - placing them at higher risk of mental health disorders and reduced productivity. Causes of these issues include:

- **Assign to many**: Assigning a task or responsibility to more than one person.
- **Transferring expectations**: Making promises or setting expectations with vendors, customers, or people from other areas of the company and then expecting the staff to deliver.
- **Setting expectations** that are beyond what an employee can accomplish.
- **Lack of proper clear instruction**: Employees should have clear instruction on tasks to avoid misinterpretation or assumptions.

### Social & Organizational issues checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do the employees know their role in the organization and have some level of control and autonomy at work?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Bullying can occur for several reasons but is often the result of a combination of personality factors and work-related stressors, including job insecurity, workload, role conflict/ambiguity, cognitive demands of the job, negative emotional states, and aggressive or hostile behaviors.

Bullying and harassment can create serious problems for an organization including poor morale and poor employee relations; loss of respect for managers and supervisors; poor performance; lost productivity; absence; or resignations & damage to company reputation.

**Bullying checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are staff showing signs of stress (e.g., verbal abuse, unreasonable threats and harassment)?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Practice indicators

**Description**

**Fatigue**

**Physical job demands**

**Social & Organizational issues**

**Bullying**

**Occupational violence**

Occupation violence is any incident where a person is abused, threatened or assaulted at work. It might come from anywhere - clients, customers, the public or even co-workers.

To control occupational violence, SGBs need to:

- **Train** employees to recognize warning signs and violence prevention measures
- Develop and implement **health and safety policies** and initiatives focused on **OVA** denouncing intimidation and aggression, while promoting employee-client barriers.
- Employers should **lead by example** to demonstrate the desired culture of their workplace to their staff by creating an environment where employees know what appropriate behaviors and treating others with respect looks like.

+ **See Case studies**

+ **Check Questions**

  Are there signs of physically or verbally attacks in the workplace?
Description

What is this?
SGBs need to be committed to fair employment and treatment, as a success factor of business. You have both a moral and legal responsibility to make sure people are hired based solely on their skills, qualifications and personal merit.

Key topical questions
- Is there a clear, documented, and standardized process for contracting for the enterprise?
- Are SGB employees remunerated as per their experience and qualifications, and competitively compared to similar employees in the sector/business?
- Does the enterprise have provisions for the employees to take paid leave from work?
- Does the management treat the employees fairly through humane treatment?
- Is there communication between the various levels of management?
- The SGB has eliminated of all forms of forced and compulsory labor and promotes options for safeguarding?
- Has the SGB eliminated discrimination in respect of employment and occupation?

How you can support SGBs
Support the development of internal capacities and leadership to institutionalize fair remuneration, contracting, and fair staff treatment.
A formal contract is a contract where the parties have signed under seal. A formal contract is binding, where both parties agree to each comply with each other’s wishes to a certain limit. Formal contracts require:

- **Standardization of process**: SGBs can achieve significant improvements by standardizing and pre-approving as much contract language as possible.
- **Contractual transparency**: Articulating contract management KPIs offers a more transparent set of goals for the entire organization.
- **Monitoring and review**: SGBs to continue monitoring that all contracts are reviewed, and when applicable renewed in a timely manner.
- **Contractual endorsements**: SGBs to implement a system to ensure all employees sign contracts before commencement of employment and ensure timely renewals. Copies of signed contracts to be maintained by the SGB.

+See Case studies
How valuable an employee feels and how much an employee is paid, are the two main reasons for an employee's decision to stay with an organization and builds loyalty. Being fair means that the remuneration amount was determined in an objective manner based on merit without any favor or prejudice.

Renumeration will typically be perceived as fair if it is designed with a system of components including job descriptions, job analyses and evaluations, and pay structures. The four elements of the Fair Remuneration Framework include minimum wage, living wage, equal pay and gender pay gap.

+See Case studies
## Leave from work checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the enterprise have provisions for the employees to take paid leave from work (e.g., maternity leave)?</td>
<td></td>
</tr>
</tbody>
</table>

Taking time off from work gives the employee space to re-energize and enjoy time away from their working environment. Encouraging employees to take some time off will help to keep a healthy work/life balance and avoid work-related stress and burnouts. Taking time off from work will enable employees to not only be more productive and focused at work, but also spend more time with loved ones and increase happiness.

SGBs need to ensure that their employees are aware of how much annual leave they are entitled to by law. Having a leave policy is also key. A leave policy helps you define the number of leaves your employees have, the types of leaves that they are eligible for, and how to apply for leaves.
### Description

- **Formal contracts**
- **Fair remuneration**
- **Leave from work**

**Humane treatment**

Being humane in business means creating an environment in which employees feel trusted and are given a high level of autonomy. It covers everything from paying them fairly to providing work conditions that do not harm them physically or mentally.

Employee happiness and engagement following from being treated human, have a direct impact of business outcomes.

+ See Case studies

### Practice indicators

#### Humane treatment checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the management treat the employees fairly through humane treatment, such as not shouting or abusing the employees?</td>
<td></td>
</tr>
</tbody>
</table>
Description

A company’s culture and communication style is important for attracting and retaining diverse workers and a diverse customer base.

Creating cultures of respect and community where every individual is valued and where employees are encouraged to talk about their feelings, concerns or conflicts in a judgment-free zone is key among SGBs teams.

Having clear, effective communication between co-workers and managers creates an equal opportunity workplace, in which a diverse set of individuals are empowered to excel.

Check Questions

Is there communication between the various levels of management, and the employees are kept well informed on the goings in the business?

Communication checklist

<table>
<thead>
<tr>
<th>Practice indicators</th>
<th>Check Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Safeguarding</td>
<td></td>
</tr>
<tr>
<td>Discrimination</td>
<td></td>
</tr>
</tbody>
</table>

+See Case studies
Safeguarding adults, children and young people is everyone's business. Organizations who work with children, young people and/or adults at risk must have safeguarding policies and procedures in place. This policy will help your organization protect people, particularly children, at risk adults and beneficiaries of assistance, from any harm that may be caused due to their coming into contact with your organization.

Safeguarding checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the SGB eliminated all forms of forced and compulsory labor and promotes options for safeguarding?</td>
<td>❌</td>
</tr>
</tbody>
</table>

+See Case studies
Discrimination in refers to practices that have the effect of placing certain individuals in a position of disadvantage in the workplace because of their race, colour, religion, sex, political opinion, national extraction, social origin or any other attribute which bears no relation to the job to be performed.

Discrimination can display obvious signs of improper behavior while other signs of discrimination are more subtle. Although employees have many anti-discrimination rights, they are also responsible for their own safety. Employees are further obligated to protect themselves from additional harm if at all possible.

+ See Case studies

Check Questions

Has the eliminated discrimination in respect of employment and occupation?

Check
Venture Early Stage SGB Minimum Practices

**Description**

**What is this?**
Every sector has specific requirements that need to be adhered to, to either protect the consumers, or provide an enabling environment for the enterprises to compete fairly. Enterprises in formalizing growth stage, dynamic and venture enterprises are anticipated to have the capacity to subscribe to sector specific standards and certifications. The main factors influencing the adoption of ‘good’ OHS and employment practices are influence from large customers (which act as an economic incentive, as it could influence whether or not they get a contract or financing), industry certification schemes (sector specific standards e.g., fair trade certification for those in exporting agricultural produce), their peers and their own prior experience.

**Key SGB sectors**
- Education and training
- Construction
- Retail
- Manufacturing
- Agriculture
- Finance and insurance
- Information, Communication and Technology (ICT)

**How you can support SGBs**
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Venture Early Stage SGB Minimum Practices

This industry includes bricks-and-mortar shops for all kinds of products; and online shopping outlets. Occupations in this industry include store persons and salespeople. There is usually a high number of young people in this industry. For many it is their first job. So SGBs should think about the training and supervision they will need to do their job safely.

Control measures
- **Anti-fatigue & anti-slip environment**: Good quality anti-fatigue and anti-slip flooring in your food preparation areas and behind bars will reduce the risk of falls, and make work more comfortable for your workers who stand for long periods.
- **Use PPE**: It’s hard to avoid the use of knives in food preparation. In some circumstances, cut-resistant gloves can be used to add some protection.
- **Proper electric circuitry**: Cleaners frequently suffer electric shocks from damaged vacuum cleaners. Make sure you have a testing and tagging program, and encourage workers to promptly report any damage so it can be repaired.
- **Lifting solutions**: Workers servicing accommodation areas frequently suffer muscular injuries from moving heavy furniture. Use buddy system and set realistic servicing targets; a little extra time taken can pay off in reduced injuries.

Click [Here to See Retail Sector Specific Checklist](#)
Venture Early Stage SGB Minimum Practices

### Description

### Practice indicators

<table>
<thead>
<tr>
<th>Retail</th>
<th>Construction sector</th>
<th>Education &amp; Training</th>
<th>Agriculture</th>
</tr>
</thead>
</table>
### Control measures

- **Site safety rules**: Documenting the site-specific rules to provide direction on how people handle and carry themselves.
- **Emergency procedures and contacts**: Every site should have an evacuation plan and emergency response procedures.
- **Registered worker license details**: As part of the construction sector permits, it is a requirement for site workers to have licenses and permits that allows them to work in the sector.
- **Hazard and incident report process**: Incidents reporting, and therefore a system to keep up with the incidences is important.

- **Body stressing**
- **Falls, slips and trips**
- **Being hit by objects**
- **Working at heights**
- **Vehicles and Electricity**
- **Working near overhead power lines**
- **Lifting heavy objects**
- **Alcohol and drugs**
- **Hot & cold weather conditions**

#### Click Here to See Construction Sector Specific Checklist
# Venture Early Stage SGB Minimum Practices

## Description

This industry includes preschools and schools; universities and technical colleges; adult and community education; educational support services. Occupations in this industry include teachers, trainers, educators; and office-based workers.

### Workers in this industry are likely to be injured at work due to:
- Body stressing caused by hazardous manual tasks
- Slips, trips and falls
- Mental stress
- Electric shock.
- Economic repercussion

### Common hazards that workers in this industry are exposed to include:
- Knives
- Lifting heaving objects
- Workplace bullying
- Fatigue and Shiftwork
- Transporting cash
- Noise (for example, in concert venues).

## Practice indicators

<table>
<thead>
<tr>
<th>Description</th>
<th>Practice indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>Finance &amp; insurance</td>
</tr>
<tr>
<td>Construction sector</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>ICT</td>
</tr>
<tr>
<td>Agriculture</td>
<td></td>
</tr>
</tbody>
</table>

## Control measures

- **Training**: Provide training and instruction in safe manual handling procedures.
- **Avoid slip/trip hazards**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Avoid falls**: Good quality anti-fatigue and anti-slip flooring will reduce the risk of falls and make work more comfortable for workers who stand for long periods.
- **Written procedures**: Have written work procedures and protocols that clarify behaviour expectations.
- **Work schedules**: Set realistic work schedules and deadlines.

---

Click Here to See Education & Training Sector Specific Checklist
Perhaps more than any other occupational group, agricultural workers are exposed to a tremendous variety of environmental hazards that are potentially harmful to their health and well-being.

Workers in this industry are likely to be injured at work due to:
- Agricultural work can also be physically demanding, and the repetitive nature of the work causes a range of health problems, including severe back pain.
- Farmers and farm workers suffer from increased rates of respiratory diseases, noise-induced hearing loss, skin disorders, certain cancers, chemical toxicity, and heat-related illnesses. There are precautions that can be taken to minimize or eliminate these potential hazards.
- Heat stress occurs when the body builds up more heat than it can handle. High temperatures, high humidity, sunlight, and heavy workloads increase the likelihood of heat stress.

Control measures:
- **Information, training and supervision:** Ensure that every person on the farm has all the information and skills necessary to secure safety and health.
- **Provide PPE:** Provide and use personal protective equipment (PPE) or clothing. PPE should be used as a last resort, after all other ways of eliminating or controlling the hazard have been considered. PPE should meet a high standard and be maintained and stored correctly. Examples include earmuffs, eye goggles, pesticide gloves and face shield.
Venture Early Stage SGB Minimum Practices

Description

This industry includes banking, insurance, investment services. Occupations in this industry include office-based workers, and field sales officers.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Ventilation
- Manual handling
- Workstations and breaks away from the screen
- Bullying and Harassment
- Mental stress.

Common hazards that workers in this industry are exposed to include:
- Sedentary work.
- Alcohol/other drugs and fatigue

Practice indicators

Control measures

- **Instructions & training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Work schedules**: Set realistic work schedules and deadlines.
- **Encourage a standing friendly work culture**: Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.

Click Here to See [Finance & Insurance Sector Specific Checklist](#)
Venture Early Stage SGB Minimum Practices

This industry includes food products such as bakery goods, meat, dairy, confectionery and beverages; engineering and metal fabrication; clothing and textile production; and furniture business. Occupations in this industry include factory process workers, food process workers, and fabrication engineering.

Workers in this industry are likely to be injured at work due to:
- Falls, slips and trips
- Being hit by moving objects
- Hitting objects with a part of the body

Common hazards that workers in this industry are exposed to include:
- Machinery and equipment related physical injury
- Noise from machinery
- Body strain from repetitive movements, or from lifting, pushing or pulling heavy loads.

Control measures
- **Isolate the noise**: Isolate the noisy equipment in a separate work area or install barriers to enclose the noise. Hearing protectors should be your last resort as a control measure.
- **Machinery Guarding**: Make sure guarding is in place on machinery so workers cannot come in contact with moving parts. If the guards need to be removed for maintenance, make sure you have a system in place for locking out the machinery, including the power, so that it can't be accidentally turned on. Train your workers in this procedure, and make sure they follow it.
- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
Health and Safety in ICT (Information and Communications Technology) is mostly about understanding how to work safely with computers and environments with lots of technology equipment. This can be relevant to industry and also schools. Common hazards are poor postures, incorrect chairs, glare or poor lighting, trip hazards and installation hazards.

Control measures

- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Encourage a standing friendly work culture**: Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.
Dynamic & Venture Growth Stage SGB Minimum Practices

**Description**

**What is this?**
This includes the basic requirements that would allow admission or inclusion of an SGB into and intermediary’s support program(s).

**Key topical questions**
- Does the SGB meet the requirement and criteria set out by the intermediary?
- Is the SGB involved in the production, operation, trade, or sale of illicit products and services?
- Is the management committed to promoting E&OHS?

**How you can support SGBs**
Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
Alignment with programme and exclusion criteria

Each intermediary defines specific minimum criteria, that would allow the admission/inclusion of an SGB into their intermediary’s support program(s). Essentially, all programs have basic requirements that they use to exclude SGBs that do not comply.

+See Case studies

Intermediary criteria checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the SGB meet the requirement and criteria set out by the intermediary?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Some intermediaries have incorporated aspects of exclusion within their criteria as these businesses contribute to serious health problems and negatively impact others.

+See Case studies

Exclusion consideration checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the SGB involved in the production, operation, trade, or sale of any the following:</td>
<td></td>
</tr>
<tr>
<td>- Alcohol</td>
<td></td>
</tr>
<tr>
<td>- Tobacco</td>
<td></td>
</tr>
<tr>
<td>- Gambling</td>
<td></td>
</tr>
<tr>
<td>- Firearms, weapons or munitions industries reliant upon materials at high risk of human rights infringements (e.g., conflict minerals)</td>
<td></td>
</tr>
<tr>
<td>- Pornography</td>
<td></td>
</tr>
<tr>
<td>- Nuclear power, radioactive materials or hazardous waste</td>
<td></td>
</tr>
</tbody>
</table>
Many intermediaries, however, have not considered the inclusion of health, safety, and employee treatment issues in their exclusion criteria. Intermediaries can influence safety at work and fair employment practices among the SGBs they support, as part of their advisory developing action oriented low-cost approaches, combining health and safety with other management goals, that are based on trust and dialogue.

+See Case studies

<table>
<thead>
<tr>
<th>Description</th>
<th>Practice indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediary criteria</td>
<td>Exclusion considerations</td>
</tr>
</tbody>
</table>

**Management Commitment checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there demonstrated organizational concern for employee emotional and physical safety and health in the workplace?</td>
<td>☐</td>
</tr>
<tr>
<td>Is there time and resources allocated to meet E&amp;OHS responsibilities?</td>
<td>☐</td>
</tr>
<tr>
<td>Do managers lead by example?</td>
<td>☐</td>
</tr>
<tr>
<td>Are workers assisted to return to work after an injury</td>
<td>☐</td>
</tr>
<tr>
<td>Are employees free to speak up about E&amp;OHS issues at their work?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Alignment with programme and exclusion criteria

Compliance to legal regulations

Safety at work

Mental well being

Policies and procedures

Fair work practices

Sector specific standards

Dynamic & Venture Growth Stage SGB Minimum Practices

Description

What is this?
This includes subscriptions to pre-requisite permits, licenses, and certifications as required by governing law in a specific country/administrative region.

Key topical questions
• Does the SGB have pre-requisite permits, licenses and certifications as required by governing law in a specific country?
• Is the enterprise formally registered as a business/company for the purpose of carrying out business in selected sectors or geographies?
• Does the company have OSHA certification?
• Has the company paid charges, fines, or penalties for non-compliance with health and safety regulations and standards in the last two years?

How you can support SGBs
Provide support, where needed or necessary, depending on scale and size, for SGBs to be legally compliant with country regulations.
Meeting regulatory and standards among venture enterprises maintains company’s license to do business locally and beyond.

This has resulted in some intermediaries focusing their work with SGBs that are either housed by government agencies (which are assumed to satisfy legal requirements), or have a clear track record (including formal financial systems), which are often associated with a level of legal compliance.

**Permits & Licenses checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the SGB have pre-requisite permits, licenses and certifications as required by governing law in a specific country?</td>
<td>☐</td>
</tr>
</tbody>
</table>
**Description**

Registration means sending in an application with information about the business, to the national or local registration agencies.

SGBs can register business names with national agencies, which is basically a process of reserving it so no one else can use it in your state.

In addition, there may be need to have SGBs registered with the city or county where the business operates.

*See Case studies*

- Register SGB in [Kenya](#) or [Uganda](#)
- See formalization process in Uganda or [Kenya](#)
OSHA certification is an official certificate of competency issued in accordance with national Occupational Safety and Health Acts of regulations and represents the achievement of outcomes stipulated by the Occupational Safety and Health Authorities at national level.

In most cases, employers who prefer or require this certification are looking for applicants with an official OSHA certification card from the relevant departments.

+See Case studies
+ Certification agencies: + Directorate of Occupational Safety and Health Services in Kenya and in Uganda.
Systematic inspection and auditing of workplaces to promote best practices and ensure compliance with safety and health standards, is important. Failure to do this, may attract fines and penalties, imposed by various responsible agencies. These agencies ensures compensation to employees for work related injuries and diseases contracted in the course of their employment in accordance with the provisions of OSHA and WIBA regulations. SGBs will need to pay all required fines & penalties, to keep operating.

+See Case studies
+ Enforcement agencies:
  + Directorate of Occupational Safety and Health Services in Kenya and in Uganda.
Dynamic & Venture Growth Stage SGB Minimum Practices

Description

What is this?
Primarily physical, chemical and biological considerations within the workplace including fire safety, free of bio-chemical, and auditory hazards.

Key topical questions
- Does the enterprise have strategies to avoid loss of income/revenue, including business development strategies?
- Are exits clearly marked and known in case of fire? Are fire extinguishers available?
- Is the enterprise's work environment devoid of exposed electric circuity?
- Are noise levels appropriate and the availability of signs indicating when PPEs are needed?
- Are there procedures at the SGB workplace that protect the employees from being exposed to biological and chemical hazards?
- Does the enterprise have approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?
- Are the employees of the SGB provided with adequate protective equipment relevant to their work environment?

How you can support SGBs
Assess and develop mitigation initiatives to ensure a safe working environment.
### Dynamic & Venture Growth Stage SGB Minimum Practices

**Description**

The workplace environments of most SGBs are riskier, on average, than those of larger enterprises.

Small companies tend to be vulnerable to income loss prevention during an economic crisis such as Covid 19 pandemic (biological hazard), in part because they have fewer resources with which to adapt to a changing context. Development of a business continuity plans and acquiring business insurance helps to replace lost business income if SGBs are unable to open their business on a temporary basis due to a loss covered by the policy, such as a fire or theft.

**Practice indicators**

<table>
<thead>
<tr>
<th>Description</th>
<th>Practice indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss prevention</td>
<td>Fire hazards, Electrical circuitry, Ventilation &amp; lighting</td>
</tr>
<tr>
<td></td>
<td>Loud noises, Manual handling, Bio-chemical &amp; PPEs</td>
</tr>
</tbody>
</table>

**Check Questions**

- Does the enterprise have strategies to avoid loss of income/revenue, including business development strategies?

*See Case studies*
Fire hazards include anything which impedes the function of fire protection material or equipment, as well as anything that inhibits fire safe behavior. Resultant fire from these hazards can be a catastrophic event, leading to destruction of property or loss of life. To ensure that your staff and employees are protected in the event that a fire breaks out, it is essential that every business have a fire safety plan in place.

+See Case studies

#### Fire hazards checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are fire exits clearly marked?</td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers available?</td>
<td></td>
</tr>
<tr>
<td>Are employees trained on how to use fire extinguishers or follow evacuation procedures in case of fire?</td>
<td></td>
</tr>
</tbody>
</table>
Electrical hazards can result in burns, shock, fires, explosions and death. Common electrical hazards include:

**Damaged equipment percentage**: Tools or equipment with damaged cords and wires or other defects can pose dangers to those using them.

**Poor wiring**: Using the wrong wiring, and circuit breakers can cause outlets overloading, overheating and fires.

**Exposed electrical parts**: Temporary lighting, power distribution units and power cords with exposed electrical parts all pose electrical dangers.

**Wet conditions**: Using electricity in wet environments, particularly when equipment has damaged insulation, poses significant safety risks.

+See Case studies
+Practical steps to ensure electrical circuitry safety
Dynamic & Venture Growth Stage SGB Minimum Practices

Alignment with programme and exclusion criteria
Compliance to legal regulations
Safety at work
Mental well being
Policies and procedures
Fair work practices
Sector specific standards

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Practical steps to ensure electrical circuitry safety

**Description**
- Loss prevention
- Fire hazards
- Electrical circuitry
- Ventilation & lighting
- Loud noises
- Manual handling
- Bio-chemical & PPEs

**Practice indicators**

**Electrical circuitry**
- Avoid working on energized equipment altogether unless absolutely necessary. In this way, there is no risk of electrocution to personnel.
- Design equipment with features that allow tasks to be performed while maintaining a closed and guarded condition or that reduce the risk to personnel in the event of a failure.
- Apply safeguards and isolate the hazards from the personnel with barriers and mechanical.
- Policies, procedure, work practices and training to help reduce the risk to personnel and ensure only qualified personnel undertake tasks.
- Utilize Personal Protective Equipment to help minimize risks to personnel.

Back to the decision tree

Dynamic & Venture Growth Stage SGB Minimum Practices

Minimum Practices Decision Tree

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Dynamic & Venture Growth Stage SGB Minimum Practices

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- Policies, procedure, work practices and training to help reduce the risk to personnel and ensure only qualified personnel undertake tasks.
- Utilize Personal Protective Equipment to help minimize risks to personnel.

Back to the decision tree
It is crucial that any work environment has proper ventilation and lighting. This can be done by:

**Keeping your workplace clean:** A clean workplace has lower levels of mold, dust, allergens, and contaminants that could spread through the air.

**Changing HVAC filters regularly:** Be sure to change the filters from time to time to prevent dust and other air pollutants from circulating back to your indoor air.

**Keeping air vents unblocked:** Placing furniture, storage boxes, chairs, or cabinets in front air vents will disrupt air circulation, causing your workplace to feel stuffy.

+ See Case studies

**Ventilation & lighting checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the work area free from odors?</td>
<td>☐</td>
</tr>
<tr>
<td>Are recycling bins provided and emptied regularly?</td>
<td>☐</td>
</tr>
<tr>
<td>Is there optimal location of air intakes and vents, to allow fresh air in?</td>
<td>☐</td>
</tr>
<tr>
<td>Are the room and humidity adequate conditions adequate?</td>
<td>☐</td>
</tr>
<tr>
<td>Is the type of lighting ensures large area lighting, and free from glare?</td>
<td>☐</td>
</tr>
</tbody>
</table>
Exposure to loud noises can cause permanent and irreversible hearing damage, which is largely preventable. Work-related hearing loss can be caused by a single event such as an explosion, or long-term exposure to excessive noise, like machine noise, that is present throughout a work shift.

Noise can be managed through eliminating the noise causing sources, substituting the source with less noisy one, having engineering controls using barriers, enclosures and use of absorbent material, instituting administrative controls that reduce the number and duration of exposure for employees, and providing PPEs to reduce exposure in areas with loud noises.

+See Case studies
+Steps to prevent loud noise in the workplace

Loud noises checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are the noise levels acceptable (people don’t have to shout to communicate)?</td>
<td>[ ]</td>
</tr>
<tr>
<td>Are there signs indicating hearing protection required where noise levels are high?</td>
<td>[ ]</td>
</tr>
</tbody>
</table>
Dynamic & Venture Growth Stage SGB Minimum Practices

- **Alignment with programme and exclusion criteria**
- **Compliance to legal regulations**
- **Safety at work**
- **Mental well being**
- **Policies and procedures**
- **Fair work practices**
- **Sector specific standards**

### Minimum Practices Decision Tree

**Description**
- Loss prevention
- Fire hazards
- Electrical circuitry
- Ventilation & lighting

**Practice indicators**
- Loud noises
- Manual handling
- Bio-chemical & PPEs

**Steps to prevent loud noise in the workplace**

**Elimination**
- A process that eradicates the noise source. It is the most effective way to prevent risks to workers and should always be considered when introducing a new process, selecting new work equipment and designing the layout of the workstations.

**Substitution**
- A process of replacing noisy machinery or equipment with quieter alternatives which would make the job less noisy.

**Engineering controls**
- Controls are all about making changes to processes, machinery or equipment for example, using barriers, enclosures and absorbent materials to help reduce workers' noise exposure.

**Administrative controls**
- Controls are the way work is organised to reduce either the number of workers who are exposed or the length of time they are exposed to noise.

**Hierarchy of Controls**
- From most to least effective:
  1. **PPE**
  2. **Administrative controls**
  3. **Engineering controls**
  4. **Substitution**
  5. **Elimination**

**Personal protective equipment**
- Protects the users from any adverse effects on hearing caused by exposure to high levels of noise.
Manual handling constitutes actions where the ergonomics of the employees are compromised, especially when pushing or pulling, and on sitting positions. Workers are at risk of manual handling related injuries when a load is too heavy, it’s difficult to grasp, or it’s too large; the physical effort is too strenuous; they are required to bend and twist when handling heavy loads.

Manual handling may result to injuries such as muscle sprains and strains, soft tissues injuries such as nerves, ligaments and tendons in the wrists, arms, shoulders, neck or legs. These injuries constitute repetitive strain injury (RSI) or work-related musculoskeletal disorder (WRMSD).

### Manual handling checklist

<table>
<thead>
<tr>
<th>Check Questions</th>
<th>Check</th>
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</thead>
<tbody>
<tr>
<td>Does the enterprise have approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?</td>
<td></td>
</tr>
<tr>
<td>Do workstations consider an employee's height, and encourage proper posture?</td>
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<tr>
<td>Can mechanical lifting aids such as hoists, carts, or conveyors be used instead of manual material handling?</td>
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<tr>
<td>Can stooped or twisted positions be avoided by providing unrestricted work space, or arranging the workspace differently?</td>
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</tr>
<tr>
<td>Can the sizes of the loads be made smaller, and carrying distances be shortened?</td>
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</tbody>
</table>

### Practice indicators

<table>
<thead>
<tr>
<th>Description</th>
<th>Practice indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss prevention</td>
<td>Fire hazards</td>
</tr>
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</table>
**Dynamic & Venture Growth Stage SGB Minimum Practices**

### Practice indicators

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Loss prevention</td>
<td>Loud noises</td>
</tr>
<tr>
<td>Fire hazards</td>
<td>Manual handling</td>
</tr>
<tr>
<td>Electrical circuitry</td>
<td>Bio-chemical &amp; PPEs</td>
</tr>
<tr>
<td>Ventilation &amp; lighting</td>
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</tr>
</tbody>
</table>

### +Preventing lifting & carrying related risks

- **Description**
  - Consider whether manual lifting operations can be avoided.

- **Practice indicators**
  - If manual lifting cannot be avoided, consider if lifting loads can be reduced.
  - Making physical modifications to facilities, equipment and processes can reduce exposure, e.g. use carts, or make loads smaller.
  - Changing work practices and work policies, and training workers in proper lifting and handling techniques, can limit risk of MSIs. Consider reducing work demands, or employees given time to rest.

---

### Alignment with programme and exclusion criteria

### Compliance to legal regulations

### Safety at work

### Mental well being

### Policies and procedures

### Fair work practices

### Sector specific standards
Personal protective equipment (PPE) provides protection for workers when all other control measures can’t adequately eliminate or minimize risks to a worker’s health and safety. You must make sure PPE (regardless of who provides it) is maintained, repaired and replaced so it continues to protect your worker. You must engage with your workers when making decisions about PPE and when proposing changes that may affect their health or safety.

PPEs are a fundamental part of bio-chemical hazards. Bio-chemical hazards include biological (people, animals and plants), and chemical (toxic substances) hazards that threaten human health. They can cause disease, burns, irritation, vomiting, with some chronic issues (such as asthma, liver damage, and cancer).

See Case studies
Mental well being

Description

What is this?
Includes actions that support employee's mental health and psychological wellbeing. Mentally healthy work is work where risks to people's mental health are eliminated or minimized, and their mental well-being is prioritized. Many people find that working is good for their mental health.

Key topical questions
- Have the SGB put in place procedures to assess and control fatigue?
- Have the SGB put in place procedures to assess and control physical demands of jobs?
- Have the SGB put in place procedures to assess and control social and organizational issues?
- Have the SGB put in place procedures to assess and control bullying?
- Have the SGB put in place procedures to assess and control occupational violence?

How you can support SGBs
Building the capacity of the SGBs to increase their resilience and capacity towards mental healthcare.

Practice indicators
Fatigue is expressed through a feeling of overtired, with low energy and a strong desire to sleep that interferes with normal daily activities. In a work context, fatigue is a state of mental and/or physical exhaustion which reduces a person’s ability to perform work safely and effectively. The causes of fatigue include:

- **Environmental conditions**: Working in harsh and uncomfortable conditions can contribute to fatigue.
- **Sleep deprivation**: Most of us need an average of 7 to 9 hours of sleep each night to fully recuperate from a regular day’s work, both physically and mentally.
- **Changing work schedules**: Work schedules which limit the time workers can physically and mentally recover from work may cause fatigue.
- **Health factors**: A worker’s lifestyle, family responsibilities, health (e.g., insomnia, sleep apnea, some medication).

**Fatigue checklist**

<table>
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<th>Check Questions</th>
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<tbody>
<tr>
<td>Do workers seem to be on the edge and show signs of excessive exhaustion for instance excessive yawning or falling asleep at work?</td>
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</table>

+See Case studies
## Practice indicators

<table>
<thead>
<tr>
<th>Description</th>
<th>Physical job demands</th>
<th>Social &amp; Organizational issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatigue</td>
<td></td>
<td>Bullying</td>
</tr>
<tr>
<td>Occupational violence</td>
<td></td>
<td>Safety at work</td>
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</table>

Demands become problematic when the level of demand exceeds the individual's ability to meet those demands, or when they become intolerable. Job demands are likely to provoke fear of failing to achieve organizational goals, therefore leading to anxiety. Causes of this include:

- **Time demands**: Unrealistic or excessive time demands can cause stress, fatigue and exhaustion.
- **Cognitive demands**: Although workers like to have challenging and stimulating work, sustained mental demands can be exhausting.
- **Emotional demands**: Some types of work can be inherently emotionally demanding.
- **Physical demands**: Physically demanding work can result in fatigue, and a range of health conditions including musculoskeletal problems.

### Physical job demands checklist

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<tbody>
<tr>
<td>Are there signs of workers performing tasks hurriedly with extended hours of working such as overtime or extended shifts?</td>
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+See Case studies
Organizing tasks, systems and structures involves clarifying responsibilities and roles, improving supervision and workplace relationships and ensuring variety. Employees who face high emotional demand and conflicting roles are more likely to report psychological distress – placing them at higher risk of mental health disorders and reduced productivity. Causes of these issues include:

- **Assign to many:** Assigning a task or responsibility to more than one person.
- **Transferring expectations:** Making promises or setting expectations with vendors, customers, or people from other areas of the company and then expecting the staff to deliver.
- **Setting expectations** that are beyond what an employee can accomplish.
- **Lack of proper clear instruction:** Employees should have clear instruction on tasks to avoid misinterpretation or assumptions.

### Social & Organizational issues checklist

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<tbody>
<tr>
<td>Do the employees know their role in the organization and have some level of control and autonomy at work?</td>
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</table>
Bullying can occur for several reasons but is often the result of a combination of personality factors and work-related stressors, including job insecurity, workload, role conflict/ambiguity, cognitive demands of the job, negative emotional states, and aggressive or hostile behaviors.

Bullying and harassment can create serious problems for an organization including poor morale and poor employee relations; loss of respect for managers and supervisors; poor performance; lost productivity; absence; or resignations & damage to company reputation.

+See Case studies
Occupational violence is any incident where a person is abused, threatened or assaulted at work. It might come from anywhere - clients, customers, the public or even co-workers.

To control occupational violence, SGBs need to:
- Train employees to recognize warning signs and violence prevention measures.
- Develop and implement health and safety policies and initiatives focused on OVA denouncing intimidation and aggression, while promoting employee-client barriers.
- Employers should lead by example to demonstrate the desired culture of their workplace to their staff by creating an environment where employees know what appropriate behaviors and treating others with respect looks like.

+See Case studies

Job content checklist

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<tbody>
<tr>
<td>Are there signs of physically or verbally attacks in the workplace?</td>
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</table>
Policies and procedures in an SGB has a lot to do with the enterprise being able to safeguard the business and its employees against externalities, and how the business interacts with the environment, other businesses, and associated risks.

**Key topical questions**
- Does the SGB have an E&OHS policy, including commitment of the organization, general issues and, where necessary, specific issues?
- Are there documented E&OHS procedures?
- Is there a systematic approach to managing E&OHS risks (hazard identification, risk assessment, risk control and evaluation)?
- Is there a consultative process in place (committee, employee representation, communication) to manage E&OHS?
- Are injuries and incidents reported and the risks assessed?

**How you can support SGBs**
Support the development of internal operational policies that facilitate efficient management systems.
A policy is a set of general guidelines that outline the organization's plan for tackling an issue. Policies communicate the connection between the organization's vision and values and its day-to-day operations. Policies communicate the connection between the organization’s vision and values and its day-to-day operations.

A robust policy establishes an SGB approach to employment, health, and safety matters, affirming commitment to preventing harm, and helps to promote safe working practices.

+See Case studies
A procedure explains a specific action plan for carrying out a policy. Procedures tells employees how to deal with a situation and when.

Most SGBs adopt a casual approach to day-to-day operations as they have few employees and find it unnecessary to develop safety manuals and written policies.

Due to the nature of operations and number of employees in dynamic growth and venture enterprises, these procedures provide useful direction for managers and staff working towards the same goal of a healthy and accident-free workplace.

**E&OHS Procedures checklist**

<table>
<thead>
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<tbody>
<tr>
<td>Are there documented E&amp;OHS procedures?</td>
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</table>
E&OHS management systems constitute written document specifying how OHS will be managed by an SGB. It outlines the risk assessments and control measures needed to minimize risk in the workplace.

Some SGBs, especially those in high-risk sectors, may benefit from having access to more resources that traditional safety statements provide. They may find value in buying a cloud-based OHS management system.

Having an effective management system improves your ability to continuously identify hazards and control risks in your workplace.

*See Case studies*
Experience has shown that where workers get involved in making sure their safety and health is protected, it is more successful in that workplace. Employers have a legal responsibility to consult all of their employees on health and safety matters.

Not only can this be very important in creating and maintaining a safe and healthy working environment and reducing the number of accidents and work-related illnesses, it can also result in more motivated employees.

According to the occupation health and safety action, all employees are entitled to select a safety representative to represent them on safety and health matters.

**Consultation’s checklist**

<table>
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<tr>
<td>Is there a consultative process in place (committee, employee representation, communication) to manage E&amp;OHS?</td>
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</table>
Risk reporting is a method of identifying risks tied to or potentially impacting an organization’s business processes. The identified risks are usually compiled into a formal risk report, which is then delivered to an organization’s management.

To ensure SGBs benefit from opportunities in risk reporting effective communication on potential risks, near-miss reporting, and the digitization of reporting is key.

Risk reports checklist

<table>
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</thead>
<tbody>
<tr>
<td>Are injuries and incidents reported and the risks assessed?</td>
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</table>
SGBs need to be committed to fair employment and treatment, as a success factor of business. You have both a moral and legal responsibility to make sure people are hired based solely on their skills, qualifications and personal merit.

Key topical questions
- Is there a clear, documented, and standardized process for contracting for the enterprise?
- Are SGB employees remunerated as per their experience and qualifications, and comparatively compared to similar employees in the sector/business?
- Does the enterprise have provisions for the employees to take paid leave from work?
- Does the management treat the employees fairly through humane treatment?
- Is there communication between the various levels of management?
- The SGB has eliminated all forms of forced and compulsory labor and promotes options for safeguarding?
- Has the SGB eliminated discrimination in respect of employment and occupation?

How you can support SGBs
Support the development of internal capacities and leadership to institutionalize fair remuneration, contracting, and fair staff treatment.
A formal contract is a contract where the parties have signed under seal. A formal contract is binding, where both parties agree to each comply with each other’s wishes to a certain limit. Formal contracts require:

- **Standardization of process**: SGBs can achieve significant improvements by standardizing and pre-approving as much contract language as possible.
- **Contractual transparency**: Articulating contract management KPIs offers a more transparent set of goals for the entire organization.
- **Monitoring and review**: SGBs to continue monitoring that all contracts are reviewed, and when applicable renewed in a timely manner.
- **Contractual endorsements**: SGBs to implement a system to ensure all employees sign contracts before commencement of employment and ensure timely renewals. Copies of signed contracts to be maintained by the SGB.

**Check Questions**

Is there a clear, documented, and standardized process for contracting for the enterprise (both internally and externally)?

**See Case studies**
How valuable an employee feels and how much an employee is paid, are the two main reasons for an employee’s decision to stay with an organization and builds loyalty. Being fair means that the remuneration amount was determined in an objective manner based on merit without any favor or prejudice.

Renumeration will typically be perceived as fair if it is designed with a system of components including job descriptions, job analyses and evaluations, and pay structures. The four elements of the Fair Remuneration Framework include minimum wage, living wage, equal pay and gender pay gap.

**Practice indicators**

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Formal contracts</td>
<td>Fair remuneration</td>
</tr>
<tr>
<td>Leave from work</td>
<td>Humane treatment</td>
</tr>
<tr>
<td>Communication</td>
<td>Safeguarding</td>
</tr>
<tr>
<td>Discrimination</td>
<td></td>
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</tbody>
</table>

**Check Questions**

Are SGB employees remunerated as per their experience and qualifications, and competitively compared to similar employees in the sector/business?
Taking time off from work gives the employee space to re-energize and enjoy time away from their working environment. Encouraging employees to take some time off will help to keep a healthy work/life balance and avoid work related stress and burnouts. Taking time off from work will enable employees to not only be more productive and focused at work, but also spend more time with loved ones and increase happiness.

SGBs needs to ensure that their employees are aware of how much annual leave they are entitled to by law. Having a leave policy is also key. A leave policy helps you define the number of leaves your employees have, the types of leaves that they are eligible for, and how to apply for leaves.

+See Case studies
Being humane in business means creating an environment in which employees feel trusted and are given a high level of autonomy. It covers everything from paying them fairly to providing work conditions that do not harm them physically or mentally.

Employee happiness and engagement following from being treated human, have a direct impact of business outcomes.

+See Case studies
A company's culture and communication style is important for attracting and retaining diverse workers and a diverse customer base.

Creating cultures of respect and community where every individual is valued and where employees are encouraged to talk about their feelings, concerns or conflicts in a judgment-free zone is key among SGB teams.

Having clear, effective communication between co-workers and managers creates an equal opportunity workplace, in which a diverse set of individuals are empowered to excel.

+See Case studies
Safeguarding adults, children and young people is everyone's business. Organizations who work with children, young people and/or adults at risk must have safeguarding policies and procedures in place. This policy will help your organization protect people, particularly children, at risk adults and beneficiaries of assistance, from any harm that may be caused due to their coming into contact with your organization.

**Safeguarding checklist**

<table>
<thead>
<tr>
<th>Check Questions</th>
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<tbody>
<tr>
<td>Has the SGB eliminated all forms of forced and compulsory labor and promotes options for safeguarding?</td>
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</tbody>
</table>

**Description**

- Formal contracts
- Fair remuneration
- Leave from work
- Humane treatment
- Communication
- Safeguarding
- Discrimination

**Practice indicators**

- Alignment with programme and exclusion criteria
- Compliance to legal regulations
- Safety at work
- Mental well being
- Policies and procedures
- Fair work practices
- Sector specific standards

**About**

- Business case
- Minimum practices
- Implementation framework
- Resources

**Minimum practices for SGBs**

**Minimum Practices Decision Tree**

- Back to the decision tree

---

**Dynamic & Venture Growth Stage SGB Minimum Practices**

+See Case studies
Discrimination in refers to practices that have the effect of placing certain individuals in a position of disadvantage in the workplace because of their race, colour, religion, sex, political opinion, national extraction, social origin or any other attribute which bears no relation to the job to be performed.

Discrimination can display obvious signs of improper behavior while other signs of discrimination are more subtle. Although employees have many anti-discrimination rights, they are also responsible for their own safety. Employees are further obligated to protect themselves from additional harm if at all possible.

**Check Questions**

<table>
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<th>Check Questions</th>
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<tbody>
<tr>
<td>Has the eliminated discrimination in respect of employment and occupation?</td>
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**Practice indicators**

- Formal contracts
- Fair remuneration
- Leave from work
- Humane treatment
- Communication
- Safeguarding
- Discrimination

**Discrimination checklist**

- Has the eliminated discrimination in respect of employment and occupation?
Dynamic & Venture Growth Stage SGB Minimum Practices

**Description**

**What is this?**

Every sector has specific requirements that need to be adhered to, to either protect the consumers, or provide an enabling environment for the enterprises to compete fairly. Enterprises in formalizing growth stage, dynamic and venture enterprises are anticipated to have the capacity to subscribe to sector specific standards and certifications. The main factors influencing the adoption of ‘good’ OHS and employment practices are influence from large customers (which act as an economic incentive, as it could influence whether or not they get a contract or financing), industry certification schemes (sector specific standards e.g., fair trade certification for those in exporting agricultural produce), their peers and their own prior experience.

**Key SGB sectors**

- Education and training
- Construction
- Retail
- Manufacturing
- Agriculture
- Finance and insurance
- Information, Communication and Technology (ICT)

**How you can support SGBs**

Building a common understanding of the main E&OHS factors. In some instances, a preliminary review of the SGBs commitment and ability to manage E&OHS systems is important.
### Dynamic & Venture Growth Stage SGB Minimum Practices

**Description**

This industry includes bricks-and-mortar shops for all kinds of products; and online shopping outlets. Occupations in this industry include store persons and salespeople. There is usually a high number of young people in this industry. For many it is their first job. So SGBs should think about the training and supervision they will need to do their job safely.

**Practice sectors**

<table>
<thead>
<tr>
<th>Retail</th>
<th>Construction sector</th>
<th>Education &amp; Training</th>
<th>Agriculture</th>
<th>Finance &amp; insurance</th>
<th>Manufacturing</th>
<th>ICT</th>
</tr>
</thead>
</table>

**Workers in this industry are likely to be injured at work due to:**
- Body stressing
- Falls, slips and trips
- Being hit by objects
- Mental stress.

**Common hazards that workers in this industry are exposed to include:**
- Long hours standing
- Lifting heavy objects
- Moving heavy objects
- Shiftwork.

**Control measures**

- **Anti-fatigue & anti-slip environment:** Good quality anti-fatigue and anti-slip flooring in your food preparation areas and behind bars will reduce the risk of falls, and make work more comfortable for your workers who stand for long periods.
- **Use PPE:** It’s hard to avoid the use of knives in food preparation. In some circumstances, cut-resistant gloves can be used to add some protection.
- **Proper electric circuitry:** Cleaners frequently suffer electric shocks from damaged on vacuum cleaners. Make sure you have a testing and tagging program, and encourage workers to promptly report any damage so it can be repaired.
- **Lifting solutions:** Workers servicing accommodation areas frequently suffer muscular injuries from moving heavy furniture. Use buddy system and set realistic servicing targets; a little extra time taken can pay off in reduced injuries.

---

Click [Here to See Retail Sector Specific Checklist](#)
This industry includes the construction or demolition of buildings and other structures; additions, alterations or reconstruction of buildings and other structures; installation work; and maintenance and repairs of buildings and other structures.

Workers in this industry are likely to be injured at work due to:
- Body stressing
- Falls, slips and trips
- Being hit by objects

Common hazards that workers in this industry are exposed to include:
- Working at heights
- Vehicles and Electricity
- Working near overhead power lines
- Lifting heavy objects
- Alcohol and drugs
- Hot & cold weather conditions

Control measures:
- **Site safety rules**: Documenting the site-specific rules to provide direction on how people handle and carry themselves.
- **Emergency procedures and contacts**: Every site should have an evacuation plan and emergency response procedures.
- **Registered worker license details**: As part of the construction sector permits, it is a requirement for site workers to have licenses and permits that allows them to work in the sector.
- **Hazard and incident report process**: Incidents reporting, and therefore a system to keep up with the incidences is important.
## Dynamic & Venture Growth Stage SGB Minimum Practices

### Description

This industry includes preschools and schools; universities and technical colleges; adult and community education; educational support services. Occupations in this industry include teachers, trainers, educators; and office-based workers.

**Workers in this industry are likely to be injured at work due to:**
- Body stressing caused by hazardous manual tasks
- Slips, trips and falls
- Mental stress
- Electric shock.
- Economic repercussion

**Common hazards that workers in this industry are exposed to include:**
- Knives
- Lifting heaving objects
- Workplace bullying
- Fatigue and Shiftwork
- Transporting cash
- Noise (for example, in concert venues).

### Practice indicators

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### Control measures

- **Training:** Provide training and instruction in safe manual handling procedures.
- **Avoid slip/trip hazards:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Avoid falls:** Good quality anti-fatigue and anti-slip flooring will reduce the risk of falls and make work more comfortable for workers who stand for long periods.
- **Written procedures:** Have written work procedures and protocols that clarify behaviour expectations.
- **Work schedules:** Set realistic work schedules and deadlines.

### Click Here to See Education & Training Sector Specific Checklist
Perhaps more than any other occupational group, agricultural workers are exposed to a tremendous variety of environmental hazards that are potentially harmful to their health and well-being.

Workers in this industry are likely to be injured at work due to:
- Agricultural work can also be physically demanding, and the repetitive nature of the work causes a range of health problems, including severe back pain.
- Farmers and farm workers suffer from increased rates of respiratory diseases, noise-induced hearing loss, skin disorders, certain cancers, chemical toxicity, and heat-related illnesses. There are precautions that can be taken to minimize or eliminate these potential hazards.
- Heat stress occurs when the body builds up more heat than it can handle. High temperatures, high humidity, sunlight, and heavy workloads increase the likelihood of heat stress.

**Control measures**
- **Information, training and supervision:** Ensure that every person on the farm has all the information and skills necessary to secure safety and health.
- **Provide PPE:** Provide and use personal protective equipment (PPE) or clothing. PPE should be used as a last resort, after all other ways of eliminating or controlling the hazard have been considered. PPE should meet a high standard and be maintained and stored correctly. Examples include earmuffs, eye goggles, pesticide gloves and face shield.
## Dynamic & Venture Growth Stage SGB Minimum Practices

### Description

This industry includes banking, insurance, investment services. Occupations in this industry include office-based workers, and field sales officers.

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### Practice indicators

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<th>Practice indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>• Instructions &amp; training: Provide training and instruction in safe manual handling procedures.</td>
</tr>
<tr>
<td>Construction sector</td>
<td>• House keeping: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>• Work schedules: Set realistic work schedules and deadlines.</td>
</tr>
<tr>
<td>Agriculture</td>
<td>• Encourage a standing friendly work culture: Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.</td>
</tr>
<tr>
<td>Finance &amp; insurance</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td></td>
</tr>
<tr>
<td>ICT</td>
<td></td>
</tr>
</tbody>
</table>

### Workers in this industry are likely to be injured at work due to:

- Body stressing
- Falls, slips and trips
- Ventilation
- Manual handling
- Workstations and breaks away from the screen
- Bullying and Harassment
- Mental stress.

### Common hazards that workers in this industry are exposed to include:

- Sedentary work.
- Alcohol/other drugs and fatigue

### Control measures

- **Instructions & training:** Provide training and instruction in safe manual handling procedures.
- **House keeping:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Work schedules:** Set realistic work schedules and deadlines.
- **Encourage a standing friendly work culture:** Encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.

### Sector specific standards

Click Here to See Finance & Insurance Sector Specific Checklist
Dynamic & Venture Growth Stage SGB Minimum Practices

**Description**

This industry includes food products such as bakery goods, meat, dairy, confectionery and beverages; engineering and metal fabrication; clothing and textile production; and furniture business. Occupations in this industry include factory process workers, food process workers, and fabrication engineering.

**Workers in this industry are likely to be injured at work due to:**
- Falls, slips and trips
- Being hit by moving objects
- Hitting objects with a part of the body

**Common hazards that workers in this industry are exposed to include:**
- Machinery and equipment related physical injury
- Noise from machinery
- Body strain from repetitive movements, or from lifting, pushing or pulling heavy loads.

**Control measures**

- **Isolate the noise:** Isolate the noisy equipment in a separate work area or install barriers to enclose the noise. Hearing protectors should be your last resort as a control measure.
- **Machinery Guarding:** Make sure guarding is in place on machinery so workers cannot come in contact with moving parts. If the guards need to be removed for maintenance, make sure you have a system in place for locking out the machinery, including the power, so that it can’t be accidentally turned on. Train your workers in this procedure, and make sure they follow it.
- **Instructions and training:** Provide training and instruction in safe manual handling procedures.
- **House keeping:** Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.

**Practice indicators**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Description</th>
<th>Practice indicators</th>
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</thead>
<tbody>
<tr>
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<td>Agriculture</td>
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**Practice indicators**

- **Isolate the noise:**
- **Machinery Guarding:**
- **Instructions and training:**
- **House keeping:**

Click Here to See **Manufacturing** Sector Specific Checklist
Health and Safety in ICT (Information and Communications Technology) is mostly about understanding how to work safely with computers and environments with lots of technology equipment. This can be relevant to industry and also schools. Common hazards are poor postures, incorrect chairs, glare or poor lighting, trip hazards and installation hazards.

**Control measures**

- **Instructions and training**: Provide training and instruction in safe manual handling procedures.
- **House keeping**: Maintain good housekeeping to ensure there are no obstructions or trip hazards on floors or in store areas.
- **Encourage a standing friendly work culture**: encourage standing in meetings, when reading documents or taking phone calls; invest in height-adjustable desks, use stairs instead of lifts.
E&OHS Implementation & integration model

1. Pre-engagement
   - Assessment of E&OHS minimum practices
     (which practice(s) pose risks, or provide opportunities)
   - Evaluating a plan of action
     (which of the practices needs what type of intervention, which is a priority)

2. Engagement
   - Advisory
     (guidance that support implementation of action plans and decision making)
   - Capacity building
     (carrying out trainings to build awareness)
   - Facilitated peer-to-peer learning
     (sharing to enhance uptake of actions, among SGBs)
   - Risk assessment and hazards identification
     (tools that enhance actions on the hazards)
   - Cocreation of documentation
     (guided development of the requisite documentation)

3. Post-engagement
   - Recommendations
     (where to get further assistance, and guidance)
   - Monitoring and review
     (what has been achieved, what needs revisiting, what are the learnings)

INTERMEDIARY E&OHS INTEGRATION MODEL

PRE-ENGAGEMENT

CONTEXTUAL FACTORS
(SGB size, scale, and sector)
Overview

Pre-engagement

How to spot and decide on an action plan

Step 1: Identify risks

Identify key issues that have to be addressed: rate E&OHS risks (Checklists 1 - 7) through screening or due diligence.

Step 2: Rank risks

Rank the identified E&OHS issues in order of priority based on the severity and likelihood of occurrence of any potential negative impact. Prioritise mitigation measures based on a) severe negative impact and b) its probability to occur.

Step 3: Prioritize actions

For the high priority E&OHS issues, identify all possible corrective actions and map them against their ease of implementation (costs etc.) and likely effectiveness.

Step 4: Formulate an action plan

Formulate an action plan detailing areas of E&OHS concern with the risk levels, actions required, risk owner, time-frame, and costs involved.

The employment and OHS Minimum practices provide a basis for needs assessment to gather employment and OHS related data and information from SGBs in order to determine whether there are business performance opportunities or risks that may affect a company’s operations, financials, and reputation.

The minimum practices provide direction on practices to concentrate Employment and OHS prevention efforts depending on the stage and typology of SGBs, to achieve safe working and fair treatment of employees among portfolio SGB. The primary role during pre-engagement is to encourage an open discussion with the SGB on employment and OHS.

See an offline and an online template for the pre-engagement
The establishment of actual plans will require that they are implemented, or in the least their implementation is supported through linkages with experts, advisory which involves supporting the SGBs leadership and team in achieving OHS and employment outcomes as agreed upon.

Support for the SGBs can be provided through many solution areas, however, four areas were identified that intermediaries would take up to broach solutions for E&OHS.

These include advisory services, training, facilitated peer-to-peer learning, and co-creation of documentation.

Advisory can provide information to SGBs to help them make decisions through recommendations, without taking action to enforce them. Considering the diversity of SGB typologies (by scale and size), these recommendations would differ in their applicability for the various SGB types, and with practices (see the decision tree).

The intermediaries can, for instance, provide information on OSH regulation, tools, and initiatives, as well as tangible advice to the MSMEs – and they can further convey general knowledge from the authorities and other OSH actors. The services maybe outsourced or offered internally, considering that this is a key service that is offered by intermediaries.
The establishment of actual plans will require that they are implemented, or in the least their implementation is supported through linkages with experts, advisory which involves supporting the SGBs leadership and team in achieving OHS and employment outcomes as agreed upon.

Support for the SGBs can be provided through many solution areas, however, four areas were identified that intermediaries would take up to broach solutions for E&OHS.

These include advisory services, training, facilitated peer-to-peer learning, and co-creation of documentation.

Intermediaries offer training to enhance the capacity of SGBs to carry out their business effectively. Integrating E&OHS into current training engagements is a highly effective way of increasing knowledge and skills among SGBs building general awareness about the subject. Using similar approaches, intermediaries should be able to enhance the capacity of SGBs to implement E&OHS practices. Depending on the business model and sector of the SGB, the training support could be offered through contracting a consultant to offer training on a specific minimum practice. These activities mean that costs are likely to be incurred therefore a cost-share arrangement between the intermediary and SGB can support driving ownership and designed to ensure the SGB has “skin in the game” and is proactively engaged. Due to the financial constraints of most SGBs, in kind support or low-cost approaches can be considered by intermediaries in order to have a broader reach and uptake among these enterprises.

The success of a training course is contingent upon several factors, including the general support provided—such as the follow-up action. To be effective, the training should provide a balance between theory and practice; adopt participatory learning methods; use a language easily understood by the SGB; provide examples drawn from similar companies (in terms of size and sector); be carried out at times that are easily accessible; and benefit from the presence of experienced employee as mentors. Training activities need to be adapted to consider the sector-specific risks, work organization (utilizing virtual sessions) and other factors, such as the social context.
The establishment of actual plans will require that they are implemented, or in the least their implementation is supported through linkages with experts, advisory which involves supporting the SGBs leadership and team in achieving OHS and employment outcomes as agreed upon.

Support for the SGBs can be provided through many solution areas, however, four areas were identified that intermediaries would take up to broach solutions for E&OHS.

These include advisory services, training, facilitated peer-to-peer learning, and co-creation of documentation.

Peer-to-peer learning has been used as a crucial tool to enhance uptake of proposed solutions among SGBs. SGBs are particularly interested in advice and guidance from colleagues and peers, who face the same challenges and can provide concrete and feasible solutions.

Various intermediaries have used peer learning to promote change in how SGBs grow their business, either by connecting similar type of SGBs, or connecting SGBs with scaling business who have gone through the same growth journey.

Peer-to-peer learning could also be formalized in local or regional networks among SGBs as well as at sectoral level. The sessions usually include the sharing of good practice, information, training and education, and research and advisory services.
The establishment of actual plans will require that they are implemented, or in the least their implementation is supported through linkages with experts, advisory which involves supporting the SGBs leadership and team in achieving OHS and employment outcomes as agreed upon.

Support for the SGBs can be provided through many solution areas, however, four areas were identified that intermediaries would take up to broach solutions for E&OHS.

These include advisory services, training, facilitated peer-to-peer learning, and co-creation of documentation.

Co-creation help enterprises develop solutions that are practical, and that could continually be improved. Based on a similar concept, intermediaries would be able to support the SGBs develop requisite documentation, including internal policies and procedures, job descriptions and employment contracts, as well as documents needed to support legal and sector specific compliance.

Co-creation would need input material, strategic process, and expected output material. At the initial stage, the SGB starts with inputs from available templates, which then through ideation and facilitated process, give outputs such as compliance documentation.
**Post-engagement**

At the end of direct engagements, SGBs may need further support, to keep them on track in maintaining the practices.

**Recommendations**

To ensure that the effect of the support is not lost, the intermediary may recommend external sources of support, and contribute to monitoring and reporting the progress of the SGBs to keep to the minimum practices.

Recommendations may include institutions, documentation caches, ready to use, adopt or improve templates, and database of advisors that the SGBs may use as a resource.

See **Tools and Resources**
At the end of direct engagements, SGBs may need further support, to keep them on track in maintaining the practices.

The recommendations will be supported by monitoring, using internally developed monitoring, evaluation, and reporting framework. The establishment of a review framework will require that the (pre, during and post-engagement) activities are implemented, or in the least their implementation is supported through linkages with experts and advisory.

The review would involve supporting the SGBs leadership in achieving E&OHS outcomes as initiated during engagement, and monitoring SGB performance based on practice indicators. In the end, progress towards action plans, milestones, and targets for improvements as well as any serious incidents will need to be reported through the review framework.

For existing portfolio, intermediaries can put in place a separate agreement with the aim of supporting them achieve particular OHS and employment practices. Once an agreement is in place, the advisory team can support SGBs to develop and advance the plans. There are several approaches that intermediaries can monitor progress: 1) require annual self-reporting by the SGB; 2) company visits; and 3) deep dive evaluation.
Application of the implementation framework within the minimum SGB practices

At the end of direct engagements, SGBs may need further support, to keep them on track in maintaining the practices.

How to spot risks during pre-engagement

For advisory and investment in sectors with significant OHS and employment risks, the intermediaries should use an internal or external specialist to conduct the assessment. When completed, both the intermediary and SGB should have a clear sense of employment and OHS gaps that can be addressed over the advisory and/or investment period.

How to support during engagement

The establishment of actual plans will require that they are implemented, or in the least their implementation is supported through linkages with experts, advisory which involves supporting the SGBs leadership and team in achieving OHS and employment outcomes as agreed upon.

Continuous improvement post-engagement

At the end of direct engagements, SGBs may need further support, to keep them on track in maintaining the practices. This includes recommendations (intermediary may recommend external sources of support, and contribute to monitoring and reporting the progress of the SGBs to keep to the minimum practices) or monitoring checks (using internally developed monitoring, evaluation, and reporting framework).
### Spotting risks to alignment to criteria

Spotting risks associated with alignment to criteria, requires reference to [workplace data](#), and by [talking to workers](#). In this way, it becomes necessary to assess the commitment of the management to E&OHS, check whether the SGB is within the exclusion considerations, and whether they meet criteria for admission within the intermediary programs.

Look at the [Checklist](#) (on the right) to explore the key questions to review with your intermediary.

Also look at the [decision tree](#), to see if this is aligned with the typology of SGBs that you work with.

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Risk evaluation question</th>
<th>Check</th>
<th>Information source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediary criteria</td>
<td>Does the SGB meet the requirement and criteria set out by the intermediary?</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Exclusion considerations</td>
<td>Is the SGB involved in the production, operation, trade, or sale of any the following: (Please also select “yes” if the SGB serves clients in this industry)</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Alcohol</td>
<td>![Yes/No]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tobacco</td>
<td>![Yes/No]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gambling</td>
<td>![Yes/No]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Firearms, weapons or munitions industries reliant upon materials at high risk of human rights infringements (e.g. conflict minerals)</td>
<td>![Yes/No]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pornography</td>
<td>![Yes/No]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nuclear power, radioactive materials or hazardous waste</td>
<td>![Yes/No]</td>
<td></td>
</tr>
<tr>
<td>Management commitment</td>
<td>Is there demonstrated organizational concerns for employee emotional and physical safety and health in the workplace?</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Is there time and resources allocated to meet E&amp;OHS responsibilities?</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Do managers lead by example?</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Are workers assisted to return to work after an injury?</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Are employees free to speak up about E&amp;OHS issues at their work?</td>
<td>![Yes/No]</td>
<td>Workplace data</td>
</tr>
</tbody>
</table>
### International initiatives of E&OHS

#### Intermediary outreach

Recognizing that each intermediary may have varying requirements to admit/onboard SGBs, to support future SGBs, it is crucial that the intermediaries:

1. **Outreach:** The intermediary will need to put out information through their various outreach and communication channels indicating the criteria they would use to recruit the SGBs.
2. **Clear communication of expectations:** The outreach material should have clearly stated objectives of the
3. **Impact stories:** Share with the SGBs case studies of types of SGBs that you work with.
4. **Embed E&OHS requirements in due diligence process:** Clearly state that you are keen to follow-up on E&OHS issues.

### Sustainable Development Goals

As we strive to achieve the Sustainable Development Goals, especially Goal 8 on Decent Work and economic growth, and Goal 3 on Good health and wellbeing, it is our hope that the toolkit will assist intermediaries in making occupational health and safety central to their programme advisory.

- **Goal 3:** Good health and well-being
- **Goal 8:** Decent work and economic growth

### ILO Conventions & Recommendation

**ILO Conventions and Recommendations**, which set international labour standards on a broad range of subjects related to the world of work, including human rights at work, occupational safety and health, employment policy and human resources development.

Increasing concerns about the social impact of globalization led the members of the ILO - representatives of government, employers and workers at the international level - to recognize in 1995 that there were four categories of labour principles and rights, expressed in eight conventions (the so-called “core conventions”), that should be considered as fundamental because they protect basic workers’ rights.

These categories are:

a) Freedom of association and the effective recognition of the right to collective bargaining
b) The elimination of all forms of forced or compulsory labour
c) The effective abolition of child labour; and
d) The elimination of discrimination in respect of employment and occupation

---

**UN Sustainable Development Goals**

<table>
<thead>
<tr>
<th>Goal 3</th>
<th>Goal 8</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
</tr>
</thead>
</table>
### How to spot risks (Pre-engagement)

Spotting risks associated with alignment to criteria, requires reference to workplace data, and by talking to workers. In this way, it becomes necessary to assess whether the SGB has permits and licenses, are formally registered, have requisite certifications, and are up-to-date with any fines and penalties.

Look at the Checklist (on the right) to explore the key questions to review with your intermediary.

Also look at the decision tree, to see if this is aligned with the typology of SGBs that you work with.

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<th>Information source</th>
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</thead>
<tbody>
<tr>
<td>Permits and Licenses</td>
<td>Does the SGB have pre-requisite permits, licenses and certifications as required by governing law in a specific country?</td>
<td></td>
<td>Workplace data</td>
</tr>
<tr>
<td>Formal registration</td>
<td>Is the enterprise formally registered as a business/company for the purpose of carrying out business in selected sectors or geographies?</td>
<td></td>
<td>Workplace data</td>
</tr>
<tr>
<td>OSHA &amp; WIBA certification</td>
<td>Does the SGB require or have OSHA/WIBA certification?</td>
<td></td>
<td>Workplace data</td>
</tr>
<tr>
<td>Penalties and fines</td>
<td>Has the company paid charges, fines, or penalties for non-compliance with health and safety regulations and standards in the last two years?</td>
<td></td>
<td>Workplace data</td>
</tr>
</tbody>
</table>
### Supporting E&OHS adherence to regulations

The main support that the intermediaries can offer for SGBs in this, is to link them with responsible public and private sector agencies for licensing, registration or certification.

#### Registration agencies

- + Register SGB in [Kenya](#)
- + Register SGB in [Uganda](#)
- + See formalization process in [Kenya](#)

#### Certification agencies

- + Directorate of Occupational Safety and Health Services in [Kenya](#)
- + Directorate of Occupational Safety and Health Services in [Uganda](#)
Spotting risks to Safety at work

Spotting risks associated with alignment to criteria, requires reference to workplace data, and by talking to workers. In this way, it becomes necessary to assess whether the SGB has permits and licenses, are formally registered, have requisite certifications, and are up-to-date with any fines and penalties.

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</thead>
<tbody>
<tr>
<td>Income loss</td>
<td>Does the enterprise have strategies to avoid loss of income/revenue, including business development strategies?</td>
<td>✅YES</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Fire hazards</td>
<td>Are fire exits clearly marked?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Are fire extinguishers available?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Are employees trained on how to use fire extinguishers or follow evacuation procedures in case of fire?</td>
<td>✅YES</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Electrical circuitry</td>
<td>Electrical leads, plugs, sockets, and switches in good working condition?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Power outlets are not overloaded with double adapters and power extensions.</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Procedures for obtaining permissions when working on high voltage areas, including regular permissions exist.</td>
<td>✅YES</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Ventilation &amp; lighting</td>
<td>Is the work area free from odors?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Are recycling bins provided and emptied regularly?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Is there optimal location of air intakes and vents, to allow fresh air in?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Are the room and humidity adequate conditions adequate?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Is the type of lighting ensures large area lighting, and free from glare?</td>
<td>✅YES</td>
<td>Direct observation</td>
</tr>
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Spotting risks to Safety at work

Spotting risks associated with alignment to criteria, requires reference to workplace data, and by talking to workers. In this way, it becomes necessary to assess whether the SGB has permits and licenses, are formally registered, have requisite certifications, and are up-to-date with any fines and penalties.

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<th>Information source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manual handling</td>
<td>Does the enterprise has approaches that would ensure reduced, or no physical accidents such as slips and trips, falling etc.?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Do workstations consider an employee’s height, and encourage proper posture?</td>
<td>✔️ NO</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Can mechanical lifting aids such as hoists, carts, or conveyors be used instead of manual material handling?</td>
<td>✔️ NO</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Can stooped or twisted positions be avoided by providing unrestricted workspace, or arranging the workspace differently?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Can the sizes of the loads be made smaller, and carrying distances be shortened?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Loud Noise</td>
<td>Are the noise levels acceptable (people don’t have to shout to communicate)?</td>
<td>✔️ NO</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Are there signs indicating hearing protection required where noise levels are high?</td>
<td>✔️ NO</td>
<td>Direct observation</td>
</tr>
<tr>
<td>Biochemical and PPEs</td>
<td>Are employees provided with appropriate PPEs relevant to their work, and trained on their proper use?</td>
<td>✔️ NO</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Hazardous waste materials are stored in proper containers and labelled.</td>
<td>✔️ NO</td>
<td>Direct observation</td>
</tr>
<tr>
<td></td>
<td>Do SGBs have a register of all chemical stored on premise?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Are employees aware of potential hazards involving chemicals stored or used, and proper use of PPEs?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Are there documented chemical handling procedures?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
<tr>
<td></td>
<td>Does the SGB have monitoring plan to check status and conditions of PPEs?</td>
<td>✔️ NO</td>
<td>Workplace data</td>
</tr>
</tbody>
</table>

See more Safety at work risk areas
### Supporting Safety at work

The establishment of actual plans will require that they are implemented, or in the least their implementation is supported through linkages with experts, advisory which involves supporting the SGBs leadership and team in achieving OHS and employment outcomes as agreed upon. Suggestions of support areas include supporting SGB Safety Culture Continuum, Leadership coaching to increase commitment to E&OHS, and Adequate training roles of employees and employers in the workplace.

#### 1. SGB Safety Culture Continuum

Culture refers to “the way we do things around here.” It includes shared practices, attitudes, and perceptions that influence behaviour. In an organization with a positive health and safety mindset, the managers, supervisors, and workers share common values that make worker health and safety a priority.

*See a safety and Culture Continuum*

#### 2. Leadership coaching to increase commitment to E&OHS

Health and safety start at the top. Intermediaries can provide coaching opportunities for business owners SGB leaders. Promoting safety at workplace requires specific leadership principles and strategies can empower a workforce to become self-accountable for injury prevention and actively care for the safety and health of others.

#### 3. Adequate training roles of employees and employers in the workplace

When it comes to health and safety, everyone in the workplace has distinct responsibilities. Whether you’re an owner, employer, supervisor, prime contractor, or worker, you have a role to play in keeping the workplace safe. Intermediaries can play a role in providing capacity to SGBs on their roles and responsibility promoting a safe work environment for all.
SGB Safety and Culture Continuum

Different SGBs depending on their maturity view culture differently and follow a continuum from a compliance culture to safety to committed culture safety, intermediaries can assess safety culture of SGBs through.

Intermediaries can holding SGB focus group discussions, management interviews, and observation of normal operating procedures as appropriate methods for assessing safety culture. A best practice approach would use a combination of these methods.

According to OSHA, developing a strong safety culture has the single greatest impact on accident reduction of any process. Having a strong safety culture within an organization promotes more than safety; it benefits worker confidence and retention, organizational behavior, and even productivity.

+ See other approaches to support safety at work
### Supporting Safety at work

In order to monitor progress, intermediaries are encouraged to periodically visit the SGBs workplaces or have virtual follow up sessions.

<table>
<thead>
<tr>
<th>Integration within business operations</th>
<th>Check in questions to support continuous improvements</th>
<th>Control measures monitoring and review</th>
</tr>
</thead>
</table>
| At exit and post engagement with SGBs, intermediaries should ensure that safety and health systems are integrated within business operations for the business to success. | A successful safety system needs continuous checks guided with the following sample questions:  
- Are the changes making a difference to your work?  
- What do your co-workers think?  
- Do the solutions reduce risks and prevent injury or illness in your workplace?  
- Do they create new hazards or increase the risk of existing ones? | Control measures should remain effective, be fit-for-purpose, be suitable for the nature and duration of the work, and be used correctly. SGBs should regularly monitor control measures to confirm that the measures are effective. A successful system will be part of your overall business operation and is as important as the other things you do to succeed in business. |
### Spotting risks to Mental wellbeing

Spotting risks associated with alignment to criteria, requires reference to *workplace data, direct observation, and by talking to workers*. This includes watching the fatigue, physical job demands, social and organizational issues, bullying, and occupational violence.

Look at the *Checklist* (on the right) to explore the key questions to review with your intermediary.

Also look at the *decision tree*, to see if this is aligned with the typology of SGBs that you work with.

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Risk evaluation question</th>
<th>Check</th>
<th>Information source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatigue</td>
<td>Do workers seem to be on the edge and show signs of excessive exhaustion for instance excessive yawning or falling asleep at work?</td>
<td>[ ]</td>
<td>Direct observation</td>
</tr>
<tr>
<td>Physical job demands</td>
<td>Are there signs of workers performing tasks hurriedly with extended hours of working such as overtime or extended shifts?</td>
<td>[ ]</td>
<td>Direct observation</td>
</tr>
<tr>
<td>Social &amp; Organizational issues</td>
<td>Do the employees know their role in the organization and have some level of control and autonomy at work?</td>
<td>[ ]</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Bullying</td>
<td>Are staff showing signs of stress (e.g., verbal abuse, unreasonable threats and harassment)?</td>
<td>[ ]</td>
<td>Direct observation</td>
</tr>
<tr>
<td>Occupational violence</td>
<td>Are there signs of physically or verbally attacks in the workplace?</td>
<td>[ ]</td>
<td>Workplace data</td>
</tr>
</tbody>
</table>

See *Control & Preventative measures*
Supporting mental wellbeing

**1. Raise awareness on mental health**
In many workplaces mental health is the elephant in the room. Too often, employees are scared to talk to their manager and problems can spiral. Intermediaries can support by raising awareness of mental health by embedding mental health in SGB onboarding, training and advisory and training as well as appointing mental health champions to spearhead positive mental health in existing programmes.

**2. Creating a culture of openness and dialogue**
Intermediaries should check-in regularly with SGBs during their program implementation to see how they’re doing. They can do this by adding a regular item to team meetings where people talk about stress and wellbeing as a group. Developing a management style that is open, approachable and self-aware goes a long way. This also including recognition and celebrating key SGB milestones.

**3. Create opportunities for coaching, & learning for line team leaders**
The way team leaders and line managers manage and support people experiencing a mental health problem can be key in shaping how they cope and recover. Intermediaries can implement training programs for supervisors and managers that support early recognition and early intervention for mental ill-health, build capacity to effectively support people in the workplace who are, experiencing mental ill-health, and promote constructive and supportive workplace interactions, including prevention of bullying and harassment in the workplace.

**1. Review health and safety policies/systems**
Review health and safety policies/systems to ensure support for people experiencing mental ill-health stay at or return to work. You can find more insight into mental health policies here.

**2. Building people’s mental health literacy so they can support each other**
Building mental health literacy means boosting employees’ knowledge and skills so they better manage their own mental health and improve their ability to support that of others. Intermediaries can provide literacy sessions on mental health to ensure staff and managers have a good understanding of mental health, and the factors that affect workplace wellbeing, is essential for building a healthy, happy and productive workforce.

**3. Promote work/life balance and policies that promote mental wellbeing among SGBs**
Long hours might seem manageable in the short term. But over time, constant pressure and a poor work/life balance can quickly lead to stress and burnout, reducing people’s productivity, performance, creativity and morale. Intermediaries can encourage SGBs within the portfolio to develop policies and work life balance practices.
Evaluation

An evaluation helps you see if the interventions that were implemented were successful and if your goals and objectives were achieved. This can include:

a) Observing companies with a mental health strategy
b) Examining and evaluating the type and nature of activities undertaken as part of mental health strategies
c) Identifying and responding to key gaps in knowledge for addressing mental health, mental illness, and associated risk and protective factors.

Synthesis of evaluation data

Evaluation can be based on data collected from a variety of sources. Data can be collected at any stage of the process. The final phase will be about collating data and analyzing the results for future improvements and investments.

Intermediaries can include an agenda item at SGB review meetings to discuss everyone’s wellbeing together, and what factors are affecting this. A planning session can look at the issues in detail and develop a team action plan to address these. If the SGB runs a staff survey, this could form the basis of the discussion.
### Spotting risks in Policies & Procedures

Spotsing risks associated with alignment to criteria, requires reference to **workplace data, direct observation, and by talking to workers**. The focus here will be on E&OHS policies, procedures, management systems and risk reporting.

Look at the **Checklist** (on the right) to explore the key questions to review with your intermediary.

Also look at the **decision tree**, to see if this is aligned with the typology of SGBs that you work with.

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Risk evaluation question</th>
<th>Check</th>
<th>Information source</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;OHS policy</td>
<td>Does the SGB have an E&amp;OHS policy, including commitment of the organization, general issues and, where necessary, specific issues?</td>
<td><img src="image.png" alt="Click to zoom in" /></td>
<td>Workplace data</td>
</tr>
<tr>
<td>E&amp;OHS Procedures</td>
<td>Are there documented E&amp;OHS procedures?</td>
<td><img src="image.png" alt="Click to zoom in" /></td>
<td>Workplace data</td>
</tr>
<tr>
<td>E&amp;OHS Management</td>
<td>Is there a systematic approach to managing E&amp;OHS risks (hazard identification, risk assessment, risk control and evaluation)?</td>
<td><img src="image.png" alt="Click to zoom in" /></td>
<td>Workplace data</td>
</tr>
<tr>
<td>Consultations</td>
<td>Is there a consultative process in place (committee, employee representation, communication) to manage E&amp;OHS?</td>
<td><img src="image.png" alt="Click to zoom in" /></td>
<td>Direct observation &amp; Workplace data</td>
</tr>
<tr>
<td>Risk reports</td>
<td>Are injuries and incidents reported and the risks assessed?</td>
<td><img src="image.png" alt="Click to zoom in" /></td>
<td>Direct observation</td>
</tr>
</tbody>
</table>
Supporting Policies & Procedures

Intermediaries can support SGBs through co-creating policies and procedures and offering capacity building activities through coaching and training in enforcement of documented policies and procedures.

1. **Co-Create The Development of Policies**
   - Intermediaries can work with SGBs to co-create effective employment, health and safety policies referring to the templates provided. The process involves active involvement of all staff and the management.

2. **Training and coaching SGBs especially management to enforce document policies and procedures**
   - Policies and procedures are helpful for making a workplace run more efficiently, but they are only effective if they are enforced. Enforcement of the policies and procedures guarantees that SGB operational procedures and decision-making processes are uniform and consistent across cases. When SGBs don't enforce these procedures, they put their organization at risk. If an employee or external person comes forward with an allegation against their company, having formal policies and procedures in place strengthens their case.
### Improving Policies & Procedures

Over time, as SGBs transition from one stage of business to another and grow, new hazards in their workplace might develop with extra legal requirements for the business. Intermediaries can support business even as they transition from one stage of business to another their policies are up-to-date and can accommodate business growth.

<table>
<thead>
<tr>
<th>1</th>
<th>System documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>System documentation provides, not only the proof that the system is in place, but the review and understanding of the documentation provides for the continual improvement of the system and the achievement of the management system goals.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Linkage with relevant authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing linkage to agencies and private sector actors that would continuously improve the type and quality of the procedures and policies as the SGB transitions, is crucial for continuous improvement post-engagement</td>
<td></td>
</tr>
</tbody>
</table>

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### Spotting risks to Fair Work Practices

Spotting risks associated with alignment to criteria, requires reference to **workplace data**, direct observation, and by talking to **workers**. The focus for fair work practices is in formalized contracts, fair remuneration, leave from work, humane treatment, communication, safeguarding rights, and discrimination.

Look at the **Checklist** (on the right) to explore the key questions to review with your intermediary.

Also look at the **decision tree**, to see if this is aligned with the typology of SGBs that you work with.

<table>
<thead>
<tr>
<th>Risk category</th>
<th>Risk evaluation question</th>
<th>Check</th>
<th>Information source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formalized contracts</td>
<td>Is there a clear, documented, and standardized process for contracting for the enterprise (both internally and externally)?</td>
<td>![Yes] ![No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Fair remuneration</td>
<td>Are SGB employees remunerated as per their experience and qualifications, and comparison to similar employees in the sector/business?</td>
<td>![Yes] ![No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Leave from work</td>
<td>Does the enterprise have provisions for the employees to take paid leave from work (e.g., maternity leave)?</td>
<td>![Yes] ![No]</td>
<td>Workplace data</td>
</tr>
<tr>
<td>Humane treatment</td>
<td>Does the management treat the employees fairly through humane treatment, such as not shouting or abusing the employees?</td>
<td>![Yes] ![No]</td>
<td>Direct observation &amp; Workplace data</td>
</tr>
<tr>
<td>Communication</td>
<td>Is there communication between the various levels of management, and the employees are kept well informed on the goings in the business?</td>
<td>![Yes] ![No]</td>
<td>Direct observation</td>
</tr>
<tr>
<td>Safeguarding</td>
<td>Has the SGB eliminated all forms of forced and compulsory labor and promotes options for safeguarding?</td>
<td>![Yes] ![No]</td>
<td>Direct observation</td>
</tr>
<tr>
<td>Discrimination</td>
<td>Has the eliminated discrimination in respect of employment and occupation?</td>
<td>![Yes] ![No]</td>
<td>Direct observation &amp; Workplace data</td>
</tr>
</tbody>
</table>

See **Control & Preventative measures**
### Supporting Fair Work practices

The role of intermediaries in this is on advisory. However, proactively, intermediaries can encourage safe dialogue spaces, and offer training on how to maintain a fair work environment, as well as promote the development and enforcement of relevant policies and procedures that support better outcomes in work practices for the employees.

<table>
<thead>
<tr>
<th>1</th>
<th>Dialogue space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediaries may encourage the SGBs to offer an opportunity that allows the employees and workers to be able to talk and share their discomforts and appreciations of how they are treated.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Training SGBs on fair work practice procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>The underlying approaches on how employees and workers are treated, is anchored on the culture of an SGB. Intermediaries may be able to promote a positive culture among SGBs through training, and by leading by example.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Relevant policies &amp; procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamental actions that promote fair work practices need to be anchored within policies and procedures. <a href="#">See the section on Policies and Procedures</a> for more information.</td>
<td></td>
</tr>
</tbody>
</table>
Improving Fair Work practices

The practices embedded during the support period, should be encouraged to continue after the engagement period comes to an end. This will mainly be anchored on SGBs continuing to have open spaces for dialogues among workers and employees, and developing, documenting and enforcing relevant policies and procedures.

<table>
<thead>
<tr>
<th>Dialogue space</th>
<th>Enforcing policies &amp; procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediaries may encourage the SGBs to offer an opportunity that allows the employees and workers to be able to talk and share their discomforts and appreciations of how they are treated.</td>
<td>For continuous improvement, the policies and procedures need to be maintained. The actions promoting fair work practices anchored within policies and procedures will however now and then need to be reviewed and improved. See the section on Policies and Procedures for more information.</td>
</tr>
</tbody>
</table>
Tools & Resources

These resources are meant to provide further information to support the implementation of the tool. The resources include case studies, tools, and sources of further advisory.

Case studies

These are a collection of illustrative examples that could be useful for SGBs to be able to relate with the various actions provided in the toolkit.

Tools

The tools provided here include templates for different actions, as well as legal instruments and procedures that would be resourceful for SGBs.

Where to get help

This includes a list of public, private and third-party organizations that would be able to provide further help for different types of SGBs.
SGBs need to meet the minimum exclusion criteria

From one intermediary to another, there are considerations that are taken to ensure a select group of enterprises are excluded.

For instance, companies involved in liquor, promoting gambling or trading in tobacco business are often excluded. SGBs associated with manufacturing of products that violate human dignity with denigrating and degrading portrayals of persons; or products that are produced in support or toleration of inhumane labour conditions and child labour (in terms of violating one of the fundamental ILO core labour standards)—including the supply chain.

In some instances, these exclusionary criteria cover aspects associated to fair treatment of employees (e.g., child labour regulations), but these are often in extreme condition.
Considerations for companies we might not work with

- SGBs with products/services that do harm such as Gambling, Tobacco, Unhealthy food and drink, Weapons manufacturers, Dangerous pesticides, Harmful ingredients.
- SGB that does harm to the environment/community such as Single-use plastic manufacturing, Unsafe waste disposal, and not replacing natural materials - trees.
- SGBs with unethical working practices such as Unfair pay for employees, Unsafe working environment, and Testing on animals
- SGBs promoting illegal activities such as Child labour, and Tax evasion (no willingness to ever pay tax)
The commitment of SGBs management to OHS and employee management practices is crucial

A formalizing growth stage SGB in the education sector during due diligence was not able to demonstrate the desire to have a safe working environment.

This resulted to discontinued engagement with the intermediary since the management lacked commitment to put in place considerations that would ensure safety of key stakeholders including employees within the enterprise.

During the due diligence, it emerged that the sole focus of the SGB was in receiving financial support from the intermediary and nothing else. Failure to demonstrate leadership and management commitment to adhere to the minimum safety criteria led to the exclusion of the enterprise.
E&OHS Reference Case Studies

1. SGBs need to meet the minimum exclusion criteria.
2. Considerations for companies we might not work with
3. Commitment of management to E&OHS has positive results
4. Incentivizing workers for better performance
5. Massive losses due to poor workplace safety practices
6. Dangers of exposure to chemical poisoning as a workplace safety issue
7. Reducing injuries and maintaining workplace safety
8. Food industry sector specific practices.
9. Due diligence to ensure SGBs meet sector specific standards.
10. Ventures are required to be legally compliant.
11. Relevance of fair working practices to SGBs
12. Tackling mental well-being among Ventures
13. Developing progressive internal policies and procedures

Promoting safety at work and incentivizing workers for better performance

A dynamic early-stage LPG (liquid petroleum gas) company that value employee wellbeing put in place measures to ensure safety at work, as a result, experienced positive business growth. LPG cylinder accidents are catastrophic and hazardous if mishandled as it is highly flammable and could cause a fire if ignited, therefore promotion of good safety practices in its retail is key.

To promote safety at work, the SGB management has ensured that employees are provided with the right protective gear equipment to undertake their work including necessary training on the job. The plant is also designed to appropriate standards. Other precautionary measures undertaken by the SGB include installing appropriate protection of storage vessels for the LPG to prevent fire and explosion, correct labelling of cylinders and appropriate signage of non-smoking and clearly marked emergency exits in case of fire.

As an incentive to employees, the SGB has also provided the employees with health insurance including WIBA to motivate employees continued performance. These practices have seen the business record growth, increased revenue, and employee retention.
Massive losses due to poor workplace safety practices

In a formalizing early-stage clothing company with 10-12 permanent and casual workers, the working environment was unsafe as the workers were working in inadequately ventilated and poorly lit environment therefore affecting productivity with reported risks of fire in the premise. The work environment also posed danger to the workers as poor lighting at work can lead to eyestrain, headaches, stress, and accidents with poor ventilation resulting to fatigue or loss of life should a fire arise. Since most workers are casual and paid according to the number of units they produce, SGBs overlook the need for providing safe working environment.

To prevent safety related risks affecting business productivity, the SGB should ensure that all windows, are kept open, clean and in the best position to allow the maximum amount of natural light and fresh air into the workplace. Other considerations include proper maintenance of machinery to reduce the level of noise or provision of earplugs, provision of protective equipment such as gloves (if interacting with chemicals and solvents such as textile dyes) and masks (in case of dust), ensure proper workstation to avoid musculoskeletal disorders as the staff deal with highly repetitive and high-speed tasks as well as procure safety equipment’s such as fire extinguishers at the place of work in case of fire.
Dangers of exposure to chemical poisoning, as a workplace safety issue

In a venture growth stage enterprise in the agriculture sector, there is a high likelihood that employees are exposed to chemical poisoning, especially sprayed in green houses and other closed spaces. Continuous exposure to these chemicals has chronic and acute implications to their health. Provision of personal protective equipment (PPEs) and proper training for employees is key so as to prevent the level of exposure from dangerous chemicals and pesticides.

A formalizing early-stage business involved in production of soap, there were evidence of scars on employees’ hands as the SGB did not provide protective gear to employees to use whilst making the soap. Soap making involves interaction of dangerous chemical that burn one’s skin upon contact with some essential oils among other ingredients posing a health risk to employees once inhaled. SGBs making soap should wear protective clothing in order to avoid any contact with harmful substance, wear rubber gloves, goggles, and extremely thick outer wear, the SGB should also receive proper training on mixing chemicals and accurate measurement and avoid working on wood surface because of its tendency to absorb the dangerous chemicals.
E&OHS Reference Case Studies

1. SGBs need to meet the minimum exclusion criteria.
2. Considerations for companies we might not work with
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10. Ventures are required to be legally compliant.
11. Relevance of fair working practices to SGBs
12. Tackling mental well-being among Ventures
13. Developing progressive internal policies and procedures

Reducing injuries and maintaining workplace safety,

In a dynamic growth stage enterprise involved in the construction industry, there were risks associated with employees not having the right protective gear on site with a large proportion of construction work being undertaken by unskilled workforce.

Majority of the workforce (casuals) had not received proper training on working at height, manual handling, slips and falls among other risks increasing exposure to hazards at the construction site. Because of the nature of work, working on construction sites can be dangerous.

Particularly in the construction industry, workers need requisite PPEs, on-the-job training for unskilled workforce with inclusion of safety features in contracts between contractors and subcontractors, management teams need to perform physical examinations to determine workers’ fitness for duty and job assignment and clearly communicated signage on site. Without this, the risk of injury (and sometimes death) become imminent.
A dynamic early-stage enterprise in the food industry producing peanut butter was flagged due to emerging concerns of poor hygiene and food handling procedures. There were also concerns with the ingredient composition requiring the intermediary to bring on board a technical expert and food safety specialist to reduce the risk of food poisoning.

The expert facilitated a session on product development, improving the SGB’s products to competitive quality range. Failure in that, the SGB risked food poisoning of the target clientele which could result to closure of business or recall of product negatively affecting the reputation of the SGB. Safe food handling practices and procedures are thus implemented at every stage of the food production life cycle to curb these risks and prevent harm to consumers. The fulfilment of such specific standards allows an SGB to have a competitive edge when bidding or seeking investors in its sector.
Intermediary undertaking due diligence to ensure SGBs meet sector specific standards

Partners in Food Solutions, an independent non-profit organization, is working to strengthen food security, improve nutrition and increase economic development across Africa by expanding and increasing the competitiveness of the food processing sector.

They target and identify food companies and plan technical/business projects. A key step in their due diligence process is assessing if these businesses meet sector specific requirement specifically food safety requirement. All food business owners must follow food hygiene practices and systems established by food safety requirement.

Due diligence in food safety ensures that businesses within their portfolio have done everything reasonably possible to prevent food safety breaches.
SGBs need to meet the minimum exclusion criteria.

Considerations for companies we might not work with

Commitment of management to E&OHS has positive results

Incentivizing workers for better performance

Massive losses due to poor workplace safety practices

Dangers of exposure to chemical poisoning as a workplace safety issue

Reducing injuries and maintaining workplace safety

Food industry sector specific practices.

Due diligence to ensure SGBs meet sector specific standards.

Ventures are required to be legally compliant.

Relevance of fair working practices to SGBs

Tackling mental well-being among Ventures

Developing progressive internal policies and procedures

Ventures are required to be legally compliant

According to Shona, SGBs within their portfolio are required to comply with the Uganda Occupational Safety and Health Act 2006 that set out the employer’s legal obligation to ensure the health and safety of their employees and to provide a safe workplace for their employees. The act further sets out the need to set up a safety committee when an employer has more than 20 employees. The act sets out that employees reporting any health and safety issues should not be penalized for reporting health and safety issues.

Investisseurs & Partenaires (I&P) has also developed different approaches, combining financing and support to serve their mission and meet the needs of African SGBs based on their maturity, size, and financing requirements. The intermediary has implemented a rigorous methodology to measure and monitor the impacts of its partner companies using ESG metrics and IFC performance standards to ensure compliance of local regulatory and international standards to de-risk investment.
E&OHS Reference Case Studies

Relevance of fair working practices to SGBs

A dynamic growth hospital enterprise in Nairobi during the first wave of Covid-19 hit in 2020 and the country went on lockdown. The Hospital immediately took some quick measures to keep their employees safe at work and to manage the business and keep it running:

i. The team leader took time to discuss with the intermediary on options available to him to keep the business afloat and moving. The intermediary organized various coaching conversations to establish and co-create the options available to SGB.

ii. The team leader held meetings with all the heads of department in his business to discuss the options available to them in light of Covid 19 pandemic.

iii. The management further held a meeting with all the staff and presented the staff with the options they were looking at and the staff agreed that it was important to make some adjustments:
   - First and foremost, the management assured the staff that none of them was going to be let go or sent on leave.
   - They were going to work in shifts to keep the numbers down, limit exposure and ensure the business is running.
   - The employer agreed to pick the employees from their homes and drop them back at the end of their shifts to limit exposure in public means.
   - The SGB got the employees PPEs and ensure maximum adherence to the guidelines issued by WHO and the government.
   - All staff including management would take a pay cut with those at senior levels taking higher pay cuts.
   - Anyone who felt they did not desire to be part of this was given a chance to leave. No one did.

The entire organization was open to making the adjustments and productivity went up. Revenue continued to flow and were among the few private entities that stayed open.
In a dynamic growth and venture enterprises in the Tech-industry, there has been a growing concern on the pressure associated with the job to innovate and with quick turn-around times. In various instances, employees become demotivated, and their productivity becomes lower. Work-related pressure is a major cause of occupational ill-health, poor productivity and human error. This means increased sickness absence, high staff turnover and poor performance in the organization and a possible increase in accidents due to human error.

A venture early-stage construction company had been facing downward growth trend. When an intermediary sought to understand why, it emerged that the employees were progressively not achieving their targets, as the management was piling up the pressure to perform. As a result, the employees grew demotivated, and unproductive. However, upon advisory and coaching, the staff were able to open channels of communication, resulting in renewed positivist culture, with teamwork, thus able to regulate the psychological discord.
Developing progressive internal policies and procedures

A venture growth enterprise was facing low productivity among its employees, especially in the afternoon hours. The SGB’s management noted that the low productivity was associated with absenteeism or lateness in the periods after lunch, and in some case slow work.

The SGB instituted an internal policy, that ensured that the employees were provided with lunch at work. The implication of the slight policy shift was a healthier and more productive work force, with reduced absenteeism and lateness.

As such, having internal policies that promote employee wellbeing, is strategic for building better systems.
Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

1. **Planning for fire safety**
2. **Risk registry**
3. **Training register**
4. **Hazard Incident Report Form**
5. **Hierarchy of determining control measures**
6. **Health and safety meeting templates**
7. **Safety at work measures**
1. Mental wellbeing measures
2. Example of mental wellbeing action plan
3. Sample bullying and harassment policy
4. Sample employee wellbeing survey (includes personal questions, needs to be treated with utmost discretion)
5. Remote work policy template
6. Workplace wellbeing policy

Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.
E&OHS Tools

Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

1. E&OHS Policy and Procedures guidelines
2. Sample Employment, Health & Safety Policy
3. Sample Policy on Drug-use and alcohol in the workplace
4. Sample bullying and harassment policy
5. Remote work policy template
6. Workplace wellbeing policy
7. Policies and procedures measures
E&OHS Tools

Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

1. New employee safety induction template
2. Employee E&OHS training register
3. Equal employment policy
4. Disciplinary procedures
5. Grievance handling mechanism
6. Fair employee treatment measures
7. Sample safeguarding guidelines
E&OHS Tools

Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

1. Agriculture sector
2. Retail
3. Manufacturing
4. Construction
5. Education and training
6. ICT
E&OHS Tools

Resources

Legal Instruments

Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

Agriculture sector E&OHS resources

Uganda
- Improving health and safety of workers and actors in Uganda’s agriculture sector in Uganda
- Agriculture sector measures

Kenya
- Guidelines for Agro-processors
- Global Gap Certification
- Fairtrade Certification
- KEBS Food Safety certification
- Agroprocessing and light manufacturing
- General business requirements and licensing
- Agriculture sector measures

1. Agriculture sector
2. Retail
3. Manufacturing
4. Construction
5. Education and training
6. ICT
E&OHS Tools

1. **Agriculture sector**
2. **Retail**
3. **Manufacturing**
4. **Construction**
5. **Education and training**
6. **ICT**

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**Retail sector E&OHS resources**

**Uganda**
- Uganda standards catalogue
- Acquiring a catering license
- Uganda National Bureau of Standards
- Uganda Licensing information portal
- Retail sector measures

**Kenya**
- Inspection checklist for operating accommodation facilities (hotels) during the covid-19 pandemic
- Permits and licenses for restaurants and other food and beverage services
- KEBS Food Safety certification
- General business requirements and licensing
- Retail sector measures

Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.
Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

Manufacturing sector E&OHS resources

1. **Agriculture sector**
   - Enforcement of Occupational Safety and Health (OSH) at workplaces by DOSH

2. **Retail**

3. **Manufacturing**
   - The Occupational Safety and Health Act, 2006 (Act No. 9) (#w2)
   - Assessment of Safety of Workers at Building Sites in Uganda

4. **Construction**

5. **Education and training**

6. **ICT**

Kenya

- Legal Framework as a Determinant of Implementation of Occupational Health and Safety Programmes in the Manufacturing Sector in Kenya

- Guidelines for business operations during COVID-19
Construction sector E&OHS resources

Uganda
- Regulation of the Construction Sector by Ministry of Works
- Ministry of works and transport building control regulations
- Construction sector measures

Kenya
- National Construction Authority Project Registration Guidelines
- National physical planning standards and guidelines
- Investment in construction and Infrastructure in Kenya
- E-Regulation construction guidelines
- Environmental licensing in construction industry
- Small-scale contractor development in the construction sector
- How Kenya’s construction industry boosts green jobs and housing
- Construction sector measures
E&OHS Tools

Resources comprised external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

Resources

Legal Instruments

E&OHS Tools

1. Agriculture sector
2. Retail
3. Manufacturing
4. Construction
5. Education and training
6. ICT

Education and Training sector E&OHS resources

Uganda & Kenya

- Developing school health and Safety Management system
- Sample education sector risk register
- Sample fire safety toolkit for the education sector
- School hazards check-list for staff
- School equipment and playground guidelines
- Education sector measures
- Sample safeguarding guidelines
Resources comprise external documents that SGBs can customize for their own use, and places they can get further help on E&OHS.

**Information, Communication and Technology**

1. **Agriculture sector**
2. **Retail**
3. **Manufacturing**
4. **Construction**
5. **Education and training**
6. **ICT**
Legal instruments comprise of national and international provisions of law on SGBs in general, and also for sector specific provisions. They include:

- Kenyan and Ugandan provisions of the law on E&OHS

The Occupational Safety and Health Act and the Employment Act are the two main acts containing provisions in relation to occupation safety and health, and more specific provisions can be found in the Factories (First-Aid) Order, the Factories (Woodworking Machinery) Rules, the Factories (Examination of Plant) Order, the Mining (Safety) Regulations, and the Employment (Sanitation) Rules.

- The Employment (Sanitation) Rules, 1977 [L.N. No. 159]
- The Mining (Safety) (Amendment) Regulations, 1963.
- Factories (Examination of Plant) Order (G.N. 958 of 1951).
- Factories (First-Aid) Order (G.N. 974 of 1951).

Summary key reference regulations in Kenya
The current occupational health and safety legislative framework of Uganda is based on the Constitution of 1995 and other laws. The main piece of legislation is the Occupational Safety and Health Act, No. 9, 2006 supported by a number of other laws which include the Workers Compensation Act, Cap 225, Laws of Uganda 2000, the Employment Act No 6, 2006, The National Environment Act Cap 153, and a number of subsidiary regulations.

- The Occupational Safety and Health Act, 2006 (Act No. 9)
- Constitution of Uganda. (40)
- The Employment Act, 2006 (Act No. 6)
- Workers’ Compensation Act, 2000 (No. 8 of 2000) (Cap. 225)
- National Policy on HIV/AIDS and the World of Work
- Public Health Act 1935 (Cap. 281)
- National Environment Statute, 1995 (No. 4 of 1995)
- The Land Act 1998, (Cap 227) as last as mended in 2000
- The Investment Code Act Chapter 92 Laws of Uganda 2000

**Summary key reference regulations in Uganda**
Where to get E&OHS help

Get Help in Uganda

Get Help in Kenya

Write to us:
info@sbclimited.org

See our Website
www.sbclimited.org
Getting Help in **Uganda**

**Ministry Of Gender, Labour and Social Development**: The Ministry is responsible for development of policies, standards and regulations that assist in the enforcement of the Occupational Safety and Health Act, 2006. [Laws & Regulations](#).

**Department of Occupational Safety and Health (DOSH)**: The department is responsible for: Registration of workplaces, conducting research on causes of occupational accidents, investigation of accidents and creating awareness on OSH; Inspection of workplaces to ascertain good working conditions and safeguard against occupational injuries, accidents, and diseases. • Carrying out specific inspections with regard to working methods, production methods and processes and planning of industrial buildings with an aim of improving productivity. • Carrying out medical inspections of workplaces and statutory inspection / examination of pressure vessels, lifts and lifting equipment. • Ensuring all public, industrial and commercial structural plans and drawings of workplaces are in line with OSH requirements before approval by the commissioner OSH. • Carrying out OSH education, training and awareness creation among workers, employers and the general public.

**National Environment Management Authority (NEMA)**: Is required to consult DOSH to ensure Occupational Safety and Health issues are identified and addressed before approving any Environmental Impact Assessment.

**Workers’ and Employers Organizations such as NOTU, COFTU and FUE**: These aim at protecting workers from hazards, such as, chemical, biological, physical, ergonomic and psychosocial hazards. They also advocate for adherence to OSH policy, report incidents and risks to management among others.

**Uganda National Bureau of Standards (UNBS)**: The Mandate of UNBS is Formulation and promotion of the use of standards; Enforcing standards in protection of public health and safety and the environment against dangerous and sub-standard products; Ensuring fairness in trade and precision in industry through reliable measurement systems; and Strengthening the economy of Uganda by assuring the quality of locally manufactured products to enhance the competitiveness of exports in regional and international markets.

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Get Help in **Kenya**

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Write to us: [info@sbclimited.org](mailto:info@sbclimited.org)

See our Website [www.sbclimited.org](http://www.sbclimited.org)
Where to get E&OHS help

Ministry of Labour: The State Department for Labour promotes harmonious industrial relations; safety and health at workplace; employment promotion; productivity management; planning for human resource development and utilization; registration and regulation of trade unions.

Directorate of Occupational Health and Safety: The mandate of the Directorate is to ensure compliance with the provisions of the Occupational safety and health Act 2007 and promote safety and health of workers.

KENIVEST: Kenya Investment Authority (KenInvest) is a statutory body established in 2004. It is mandated to assist investors in obtaining licenses, permits, incentives and exemptions and liaison with other government agencies for the issuance of additional licenses and approvals not directly handled by the Authority.

KAM: Kenya Association of Manufacturers (KAM) is a representative of manufacturing and value-add industries in Kenya. The Association has grown into a dynamic, vibrant, credible Association that unites industrialists and offers a common voice for businesses.

Pharmacy & Poisons boards: The Board aims to implement the appropriate regulatory measures to achieve the highest standards of safety, efficacy and quality for all drugs, chemical substances and medical devices, locally manufactured, imported, exported, distributed, sold, or used, to ensure the protection of the consumer as envisaged by the laws regulating drugs in force in Kenya.

KEPHIS: Kenya Plant Health Inspectorate Service (KEPHIS) is the government parastatal whose responsibility is to assure the quality of agricultural inputs and produce to prevent adverse impacts on the economy, the environment, and human health.

KEBS: The Kenya Bureau of Standards (KEBS) provides comprehensive Standards development, Metrology, Conformity Assessment, Training and Certification services.

NEMA: The National Environment Management Authority (NEMA) initiate and evolve procedures and safeguards for the prevention of accidents which may cause environmental degradation and evolve remedial measures where accidents occur.

Central organization for trade Unions: The Central Organization of Trade Unions, COTU (K) is the National Trade Union Center in Kenya. COTU’s mission is to promote, safeguard and improve the welfare of all Workers through Social Dialogue and Effective Representation.

Federation of Kenya Employers: The Federation of Kenya Employers (FKE) serves as a platform for the articulation of key concerns of the employers in Kenya in the areas of socio-economic development.
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