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Managing Health, Safety and Well-Being: Ethics, Responsibility and Sustainability

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*1st Conference of the Asia Pacific Academy for Psychosocial
Factors at Work, Auckland, New Zealand, 29-30 November 2018.*



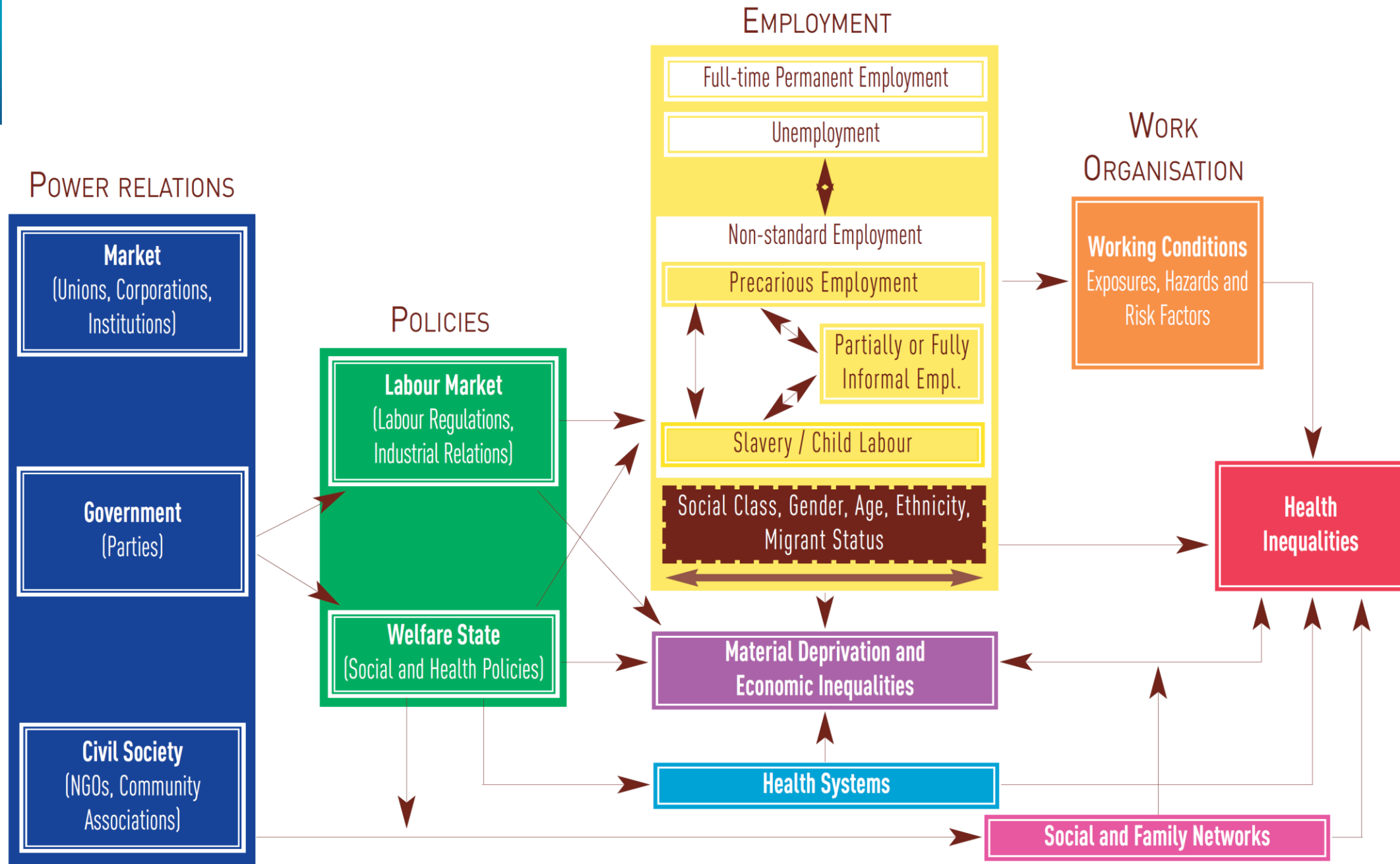
- Context – Macro to Micro
- Understanding sustainability
- The integral role of occupational health, safety and well-being in sustainable development
- The psychosocial work environment and well-being
- Future directions

This presentation is based on our recent book:

Jain, A., Leka, S., & Zwetsloot, G. (2018). *Managing Health, Safety and Well-being: Ethics, Responsibility and Sustainability*. Dordrecht, Netherlands: Springer. *Part of the Aligning Perspectives in Health, Safety and Well-being.*

Macro-structural framework of employment relations and health inequalities

The before, of the before...

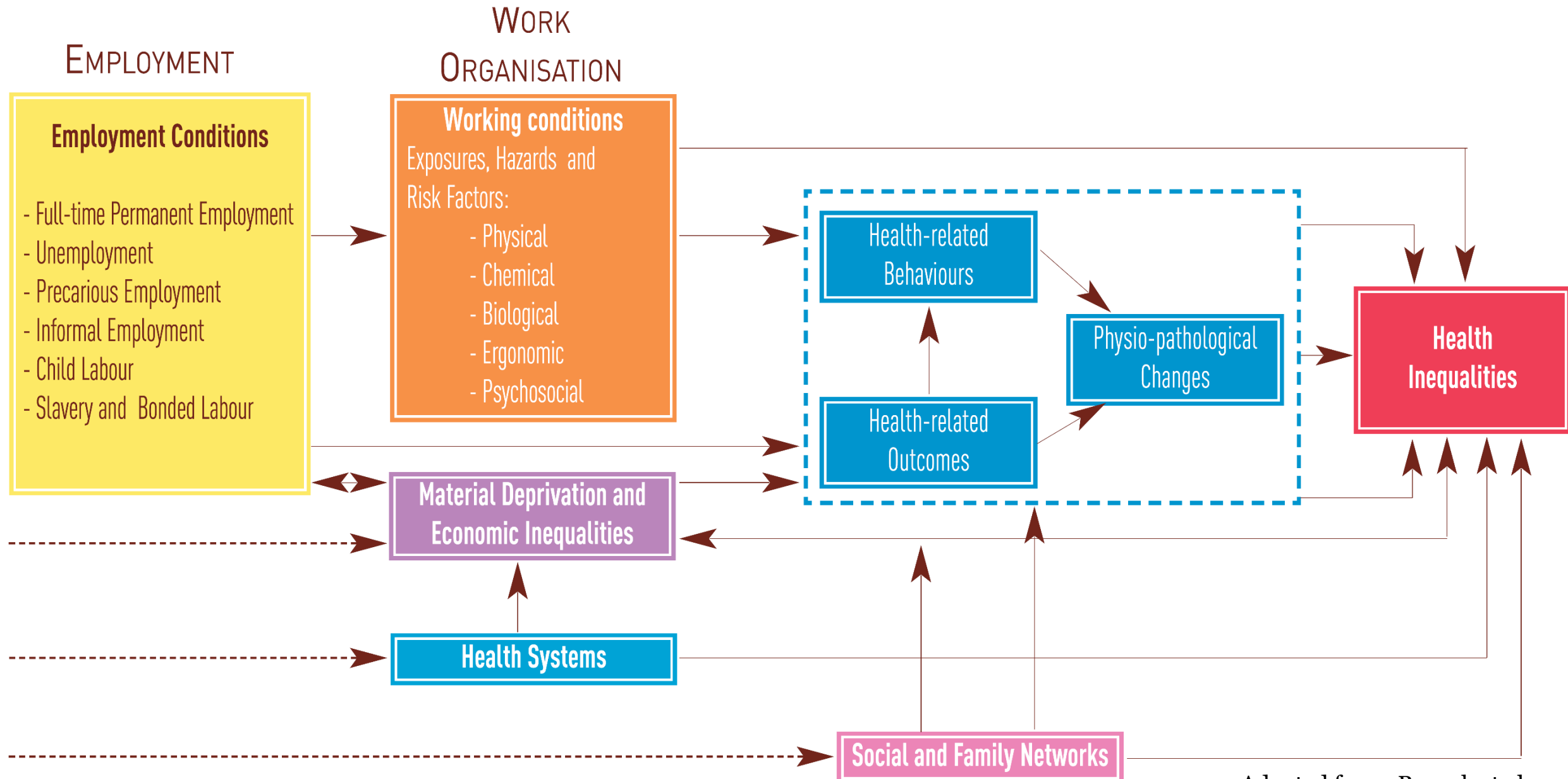


MODEL OF DEVELOPMENT Historical, Political and Ecological context

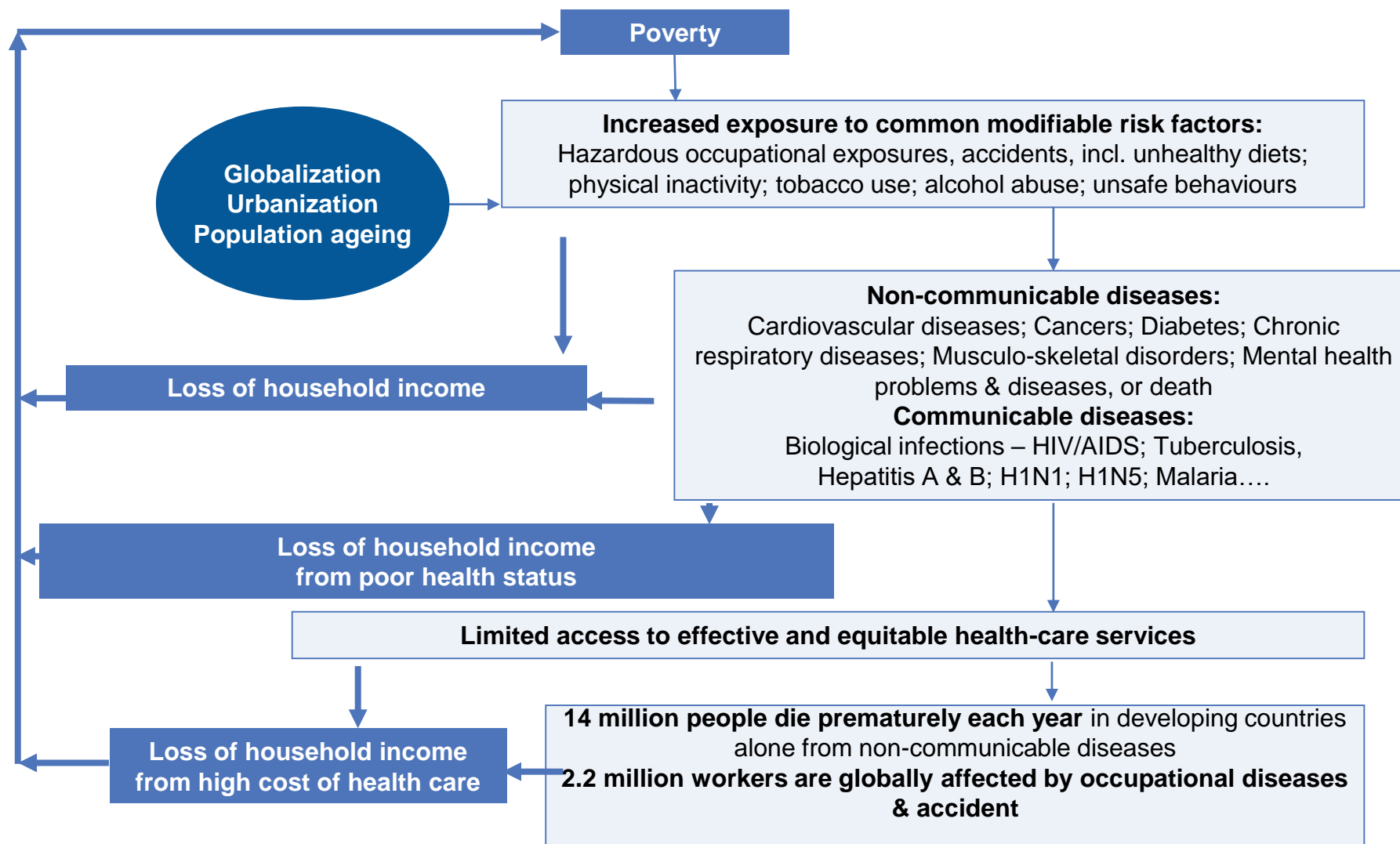
Adapted from: Benach et al., 2013 (poverty, income inequality, economic structure, environment, productivity, technology, education, culture)



Work as a social determinant of health

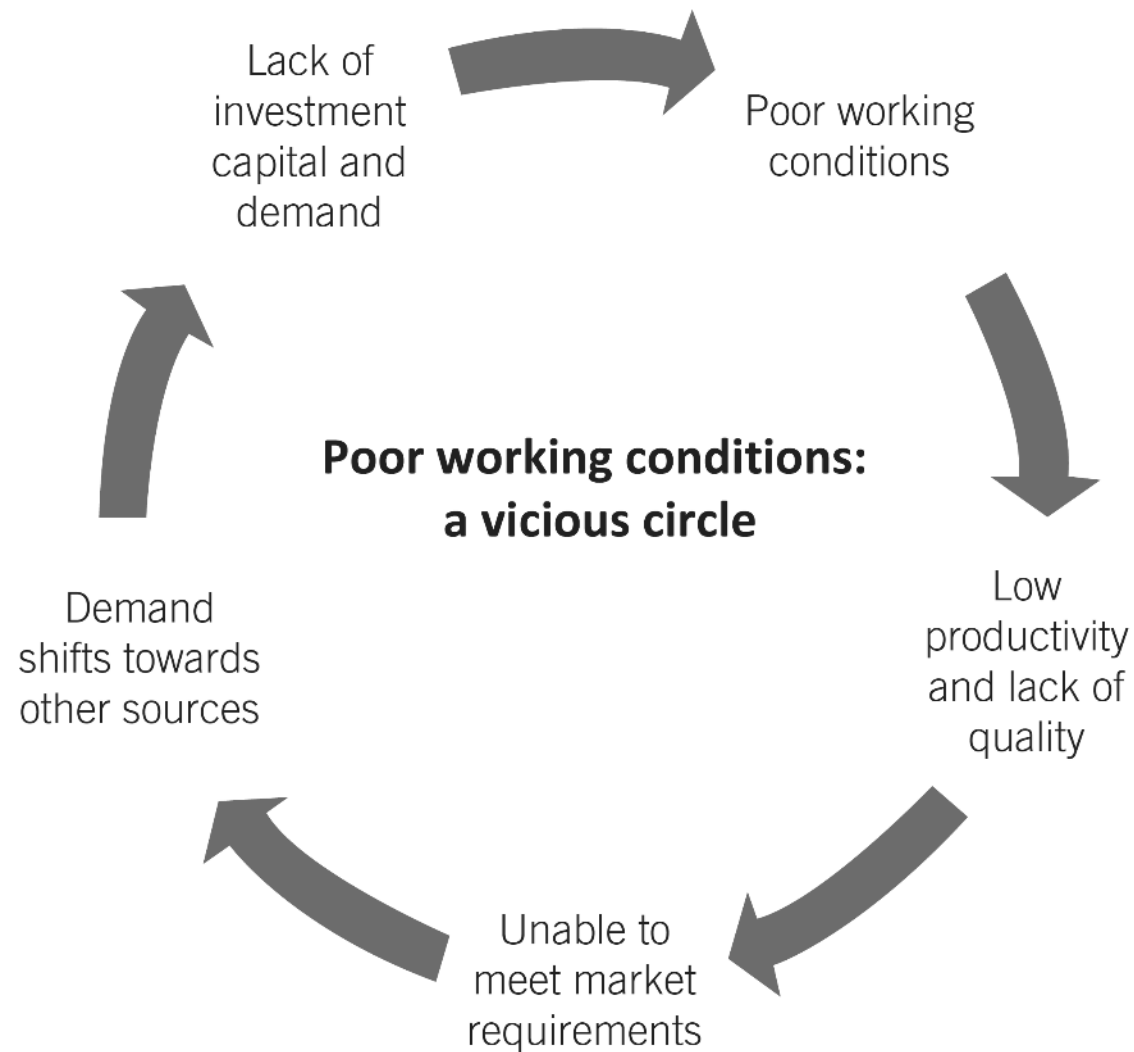


Why are countries and regions disproportionately affected by hazardous occupational exposures?

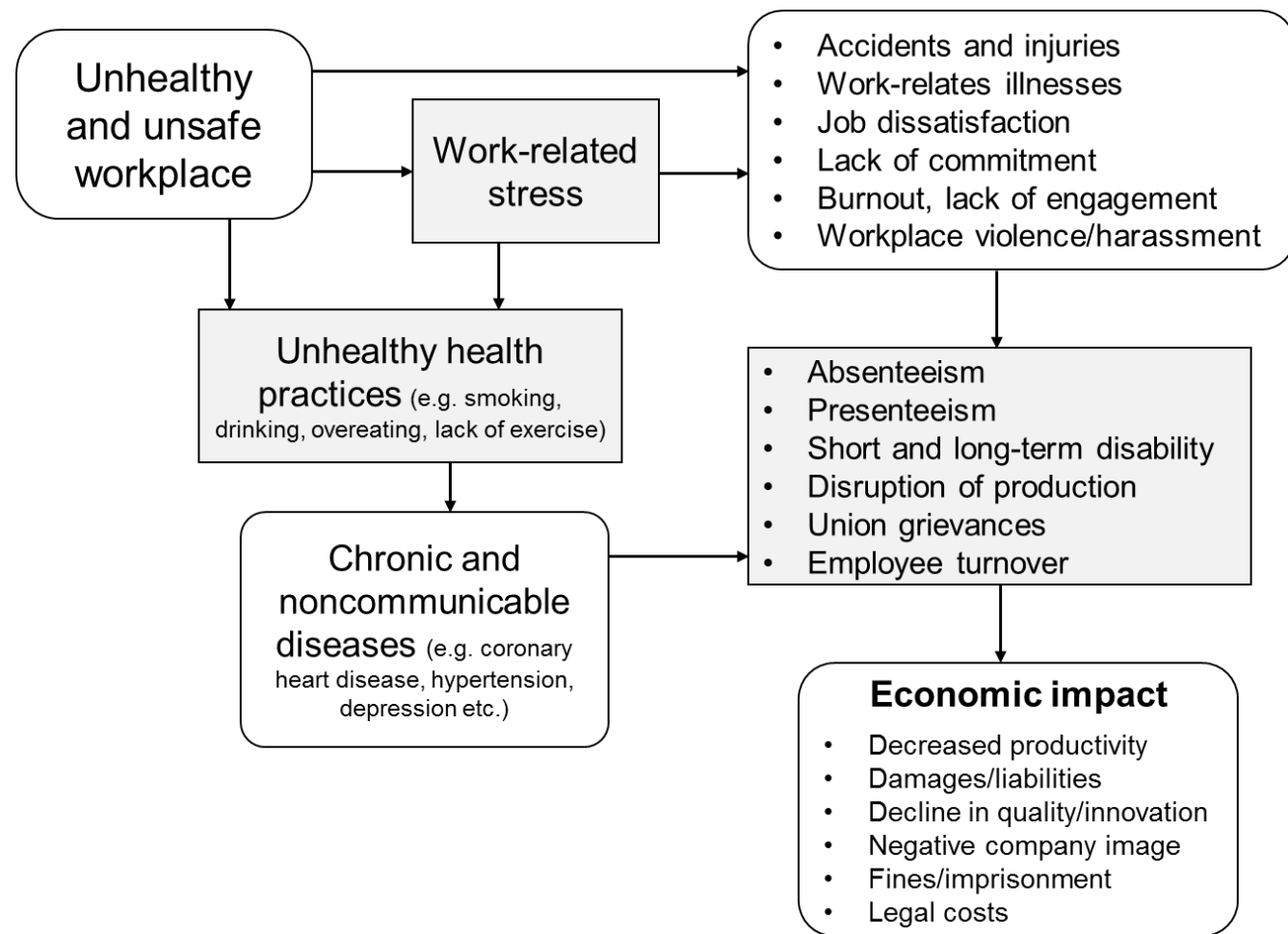




Poor working conditions – a vicious circle

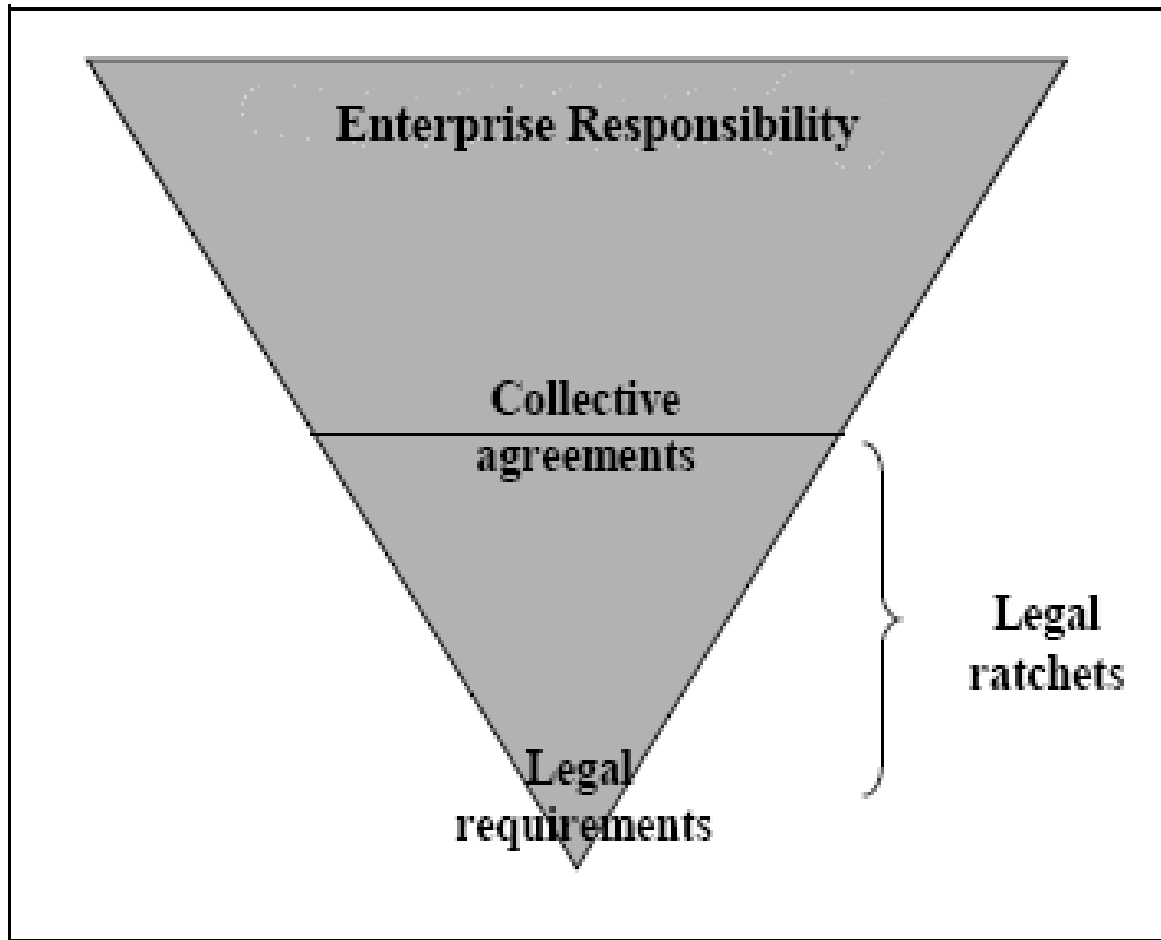


Source: ILO, 2009



Source: Adapted from Burton, 2010

What has been done: Hard and soft policy



As challenges in enforcing legislative requirements increase, due to issues of resources, creative compliance (Gold & Duncan, 1993), lobbying for changes (Bain, 1997), blatant disregard for legislation, and less success in developing countries (Joubert, 2002), responsible business practices are expected to continue to play a more important role for achieving higher standards of practice.

- Ethics is the study of morality
 - Morals are the standards used to judge right and wrong
 - Values are the degree of conviction about the way to conduct life
- Social responsibility is one aspect of ethics.
- Sustainability is a paradigm for thinking about the future in which environmental, societal and economic considerations are balanced in the pursuit of an improved quality of life (UN, 2012).





- Sustainability is therefore a long-term goal, while sustainable development refers to the many processes and pathways to achieve it.
- At the policy level, this requires an integrated approach (e.g. Health in All Policies, recognition of Social Determinants of Health)
- **Business responsibility initiatives** (also commonly referred to as corporate responsibility, corporate social responsibility, corporate governance, corporate accountability and corporate citizenship) **are increasingly used by companies and their stakeholders as the normative framework for social aspects of sustainability**

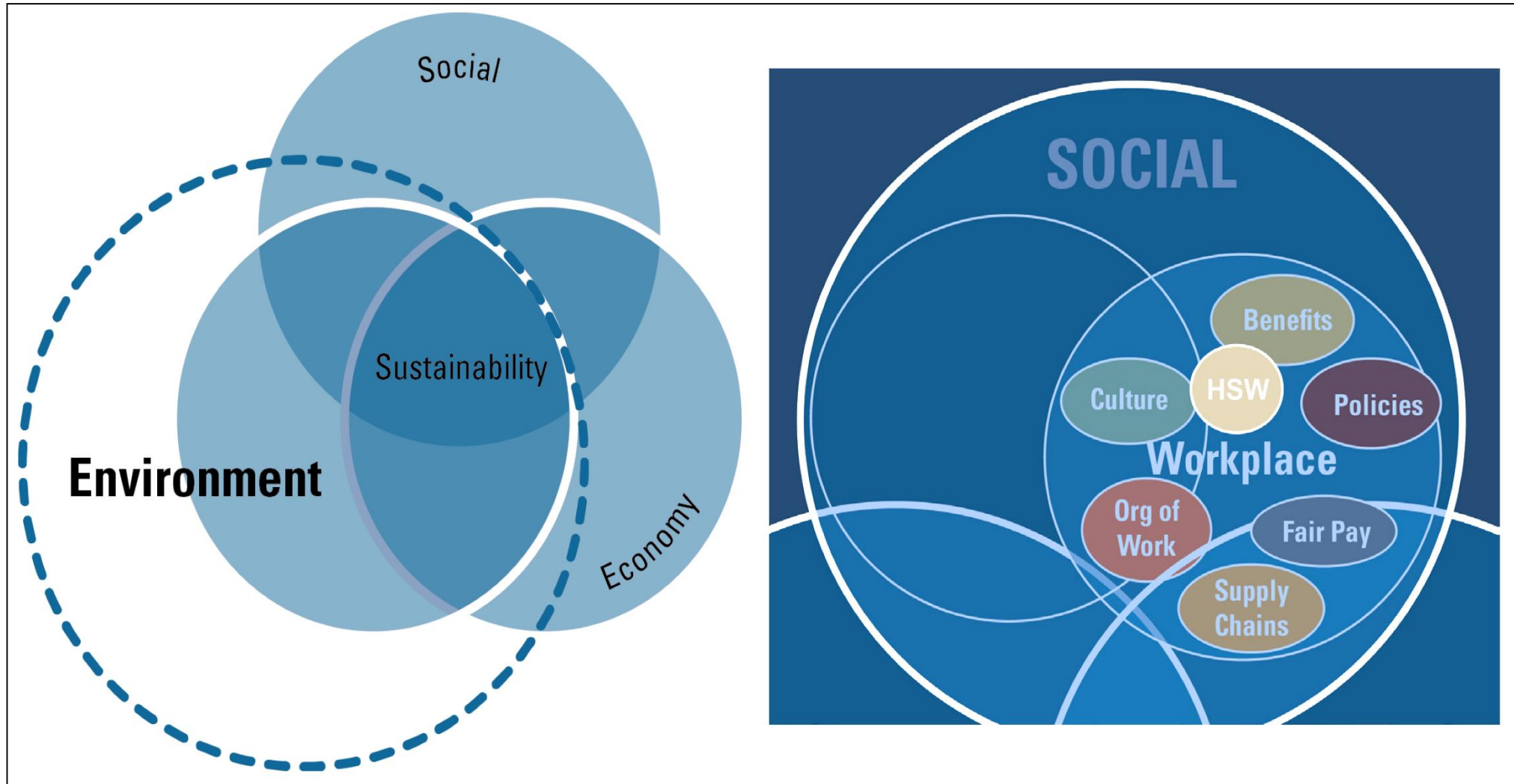
Evolution of the Sustainable Development Goals (SDGs)

- Since the 1970s the emphasis in the area of sustainability and sustainable development at the international, national and organizational levels has been on environmental issues (UN, 1972,1992).
- The Rio+20 summit, the largest global summit on sustainable development reiterated that there are **four dimensions to sustainable development** – society, environment, culture and economy – which are **intertwined not separate**.
- The SDGs recognise that inclusive and sustainable economic growth is not only linked to the number of economically active people and economic output, but also to the conditions in which they work. However, much still needs to be done to improve working conditions and promote decent work and, consequently, sustainable and inclusive growth.





Dimensions of sustainability



Source: Adapted from Occupational Safety and Health Administration (OSHA) (2016). Sustainability in the workplace: A new approach for advancing worker safety and health. Washington, D.C.: U.S. Occupational Safety and Health Administration.

Health, safety and well-being and the SDGs

Goal 3. Ensure healthy lives and promote well-being for all at all ages

3.4 by 2030 reduce by one-third pre-mature mortality from NCDs through prevention and treatment, and promote mental health and well-being

3.d strengthen the capacity of all countries, particularly developing countries, for early warning, risk reduction, and management of national/global health risks

Goal 4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

4.4 by 2030, increase the number of youth/adults who have relevant skills, including technical skills, for employment, decent jobs and entrepreneurship

4.5 by 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations

4.7 by 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship....

Goal 5. Achieve gender equality and empower all women and girls

5.1 end all forms of discrimination against all women and girls everywhere

5.5 ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

5.c adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women/girls at all levels

Goal 8. Promote sustained, inclusive, sustainable economic growth, productive employment and decent work for all

8.5 by 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.7 take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

8.8 protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment

Goal 10. Reduce inequality within and among countries

10.3 ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard

10.4 adopt policies especially fiscal, wage, and social protection policies and progressively achieve greater equality

Goal 12: Responsible consumption and production

12.4 by 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

12.6 encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle



SGD Goal 8



8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Global unemployment increased from
170 million in 2007 to nearly
202 million in 2012
of which about 75 million are young women and men



470 million jobs
are needed globally for
new entrants to the
labour market between
2016 and 2030



Small and medium-sized enterprises
that engage in industrial processing
and manufacturing are
the most critical for the early stages
of industrialization and are typically
the largest job creators
**They make up over 90% of
business worldwide and
account for between
50-60% of employment**



Nearly 2.2 billion people
live below the **US\$**
poverty line
Poverty eradication is only possible
through
stable and well-paid jobs

- Target 8.5: by 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- Target 8.7: take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- Target 8.8: protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment

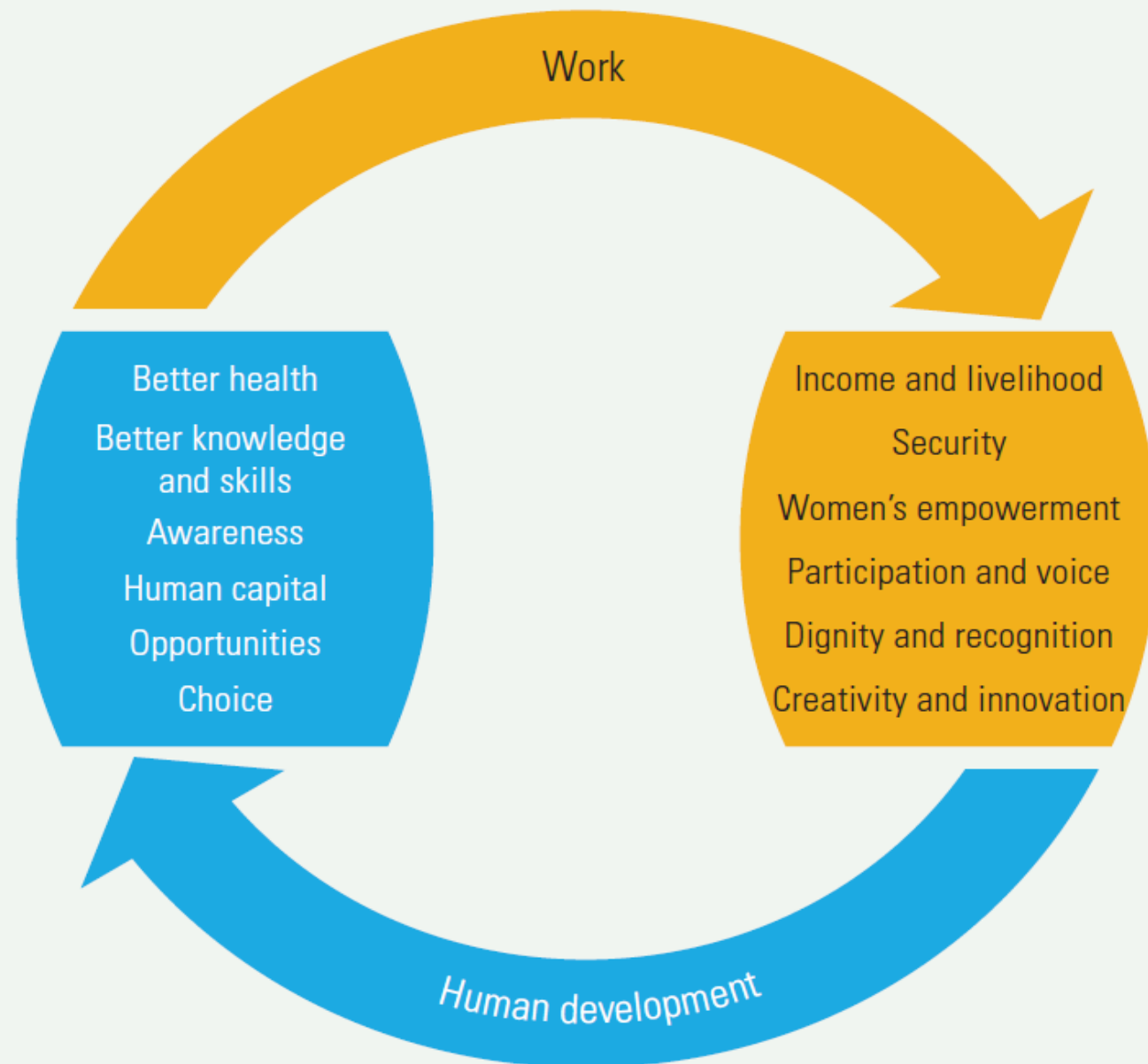


The integral role of occupational health, safety and well-being in sustainable development

- For enterprises, sustainability refers to the potential for maintenance of business success over the long term
- For workers, sustainability is the potential for long-term maintenance of well-being
- Sustainable work and health are therefore integral to organizational and economic sustainability.
- An active healthy workforce is therefore a key determinant to sustainable economic and human development (Bryne, 2003).
- Evidence clearly indicates, on the one hand, the economic threat posed by hazardous working conditions and on the other hand, of the mounting evidence of superior market performance of enterprises which nurture a culture of health and incorporate social concerns in their sustainability efforts



Synergistic link of work and human development





- “Corporate Social Responsibility: A business contribution to sustainable development”, (EC, 2002) developed the idea that there are both internal and external dimensions of responsible business practices; ‘internal’ in that they are targeted at management and employees of the firm itself, or ‘external’ in that they are targeted at outside groups such the society or the environment (Bondy et al, 2004).
- The internal dimension of business responsibility includes socially responsible practices concerning employees. They include elements like providing an environment for lifelong learning for employees, better information flow, worker participation and involvement, improving the balance between work, family, and leisure, profit sharing and share ownership schemes, as well as job security among others – ***managing the psychosocial work environment***



- Improving working conditions and promoting the health, safety and well-being of workers are clearly relevant to the CSR activities and sustainability of the firm (Montero et al., 2009, Ripa et al., 2014)
- Also seen in the increased reporting of these issues in annual company CSR/sustainability reports (Vuontisjärvi, 2006).
- While recent 'integrative' initiatives to promote good practice in OSH, such as the NIOSH Total Worker Health™ Approach and the WHO Global Framework for Healthy Workplaces, highlight the importance of business responsibility and sustainability.

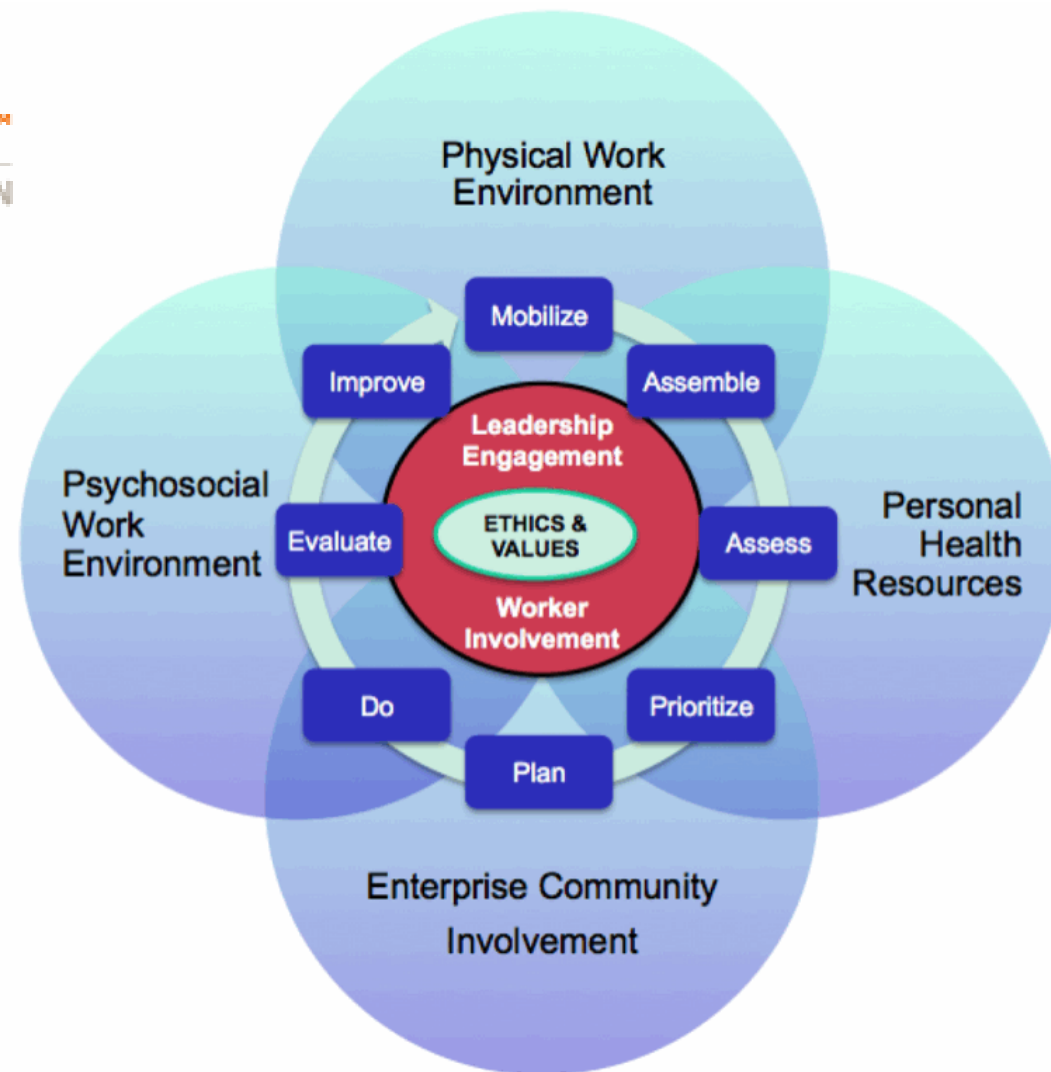


TWH™ | TOTAL WORKER HEALTH™

INTEGRATING HEALTH PROTECTION AND HEALTH PROMOTION

VISION ZERO

Safety.Health.Wellbeing.



WHO Healthy Workplace Framework

Standards and instruments to promote business responsibility and sustainability





- Six key areas:

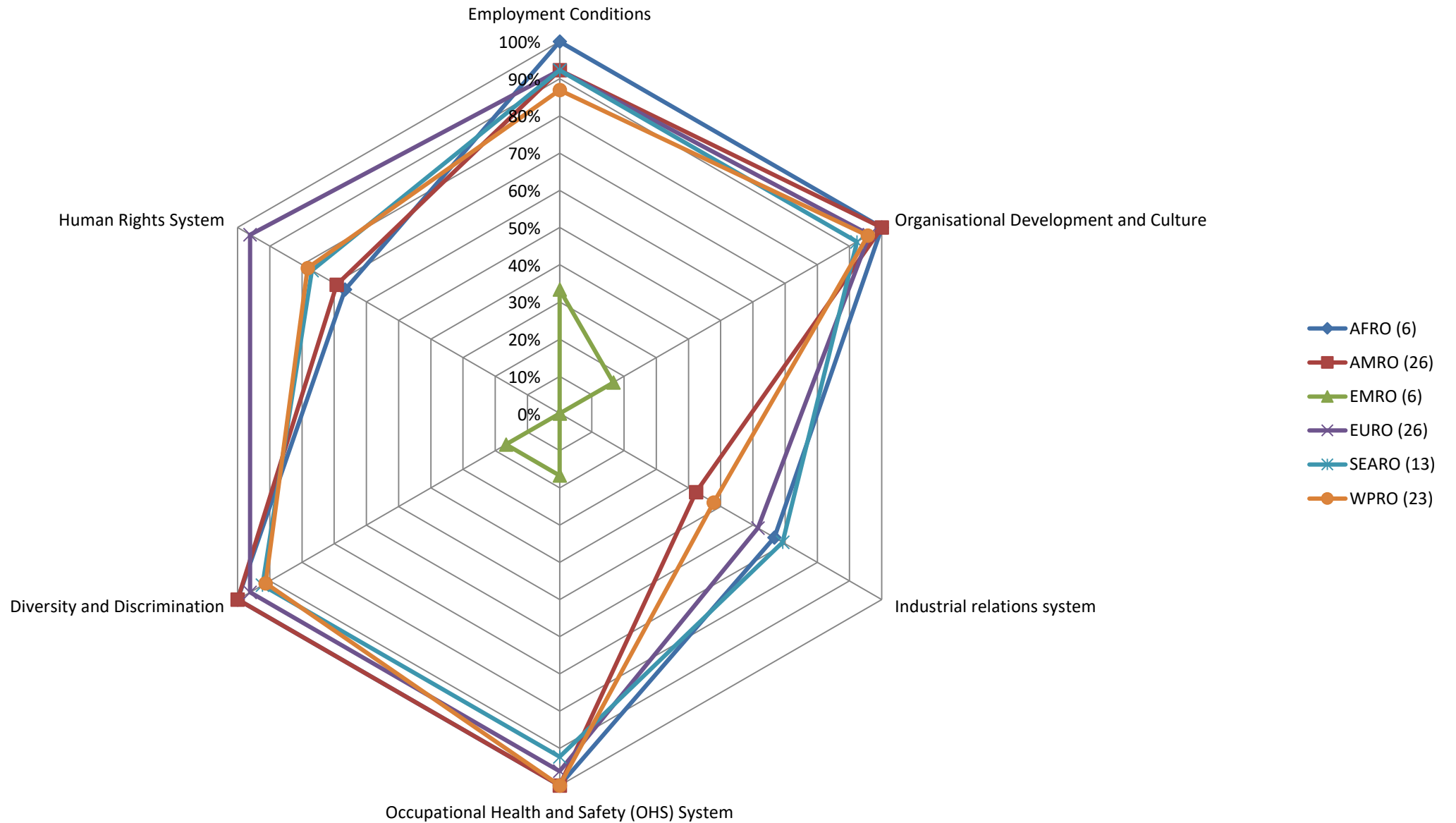
Employment conditions	Terms of contracting
	Actions of company in relation to dismissals and retirements
	Wages and benefits
Organisational development and culture	Professional training and development
	Job performance assessment
	Ethics culture, internal communication, employee satisfaction and conflict management
Employees' organisation and industrial relations system	Employee involvement in management and labour collective
	Dialogue with workers and corporate restructuring
Occupational Health and Safety (OSH) System	Workers' involvement in OSH system and culture
	Absenteeism, work fatalities and occupational disease
	OHS Training, Prevention, Protection
	Wellbeing, Violence, bullying and harassment at work



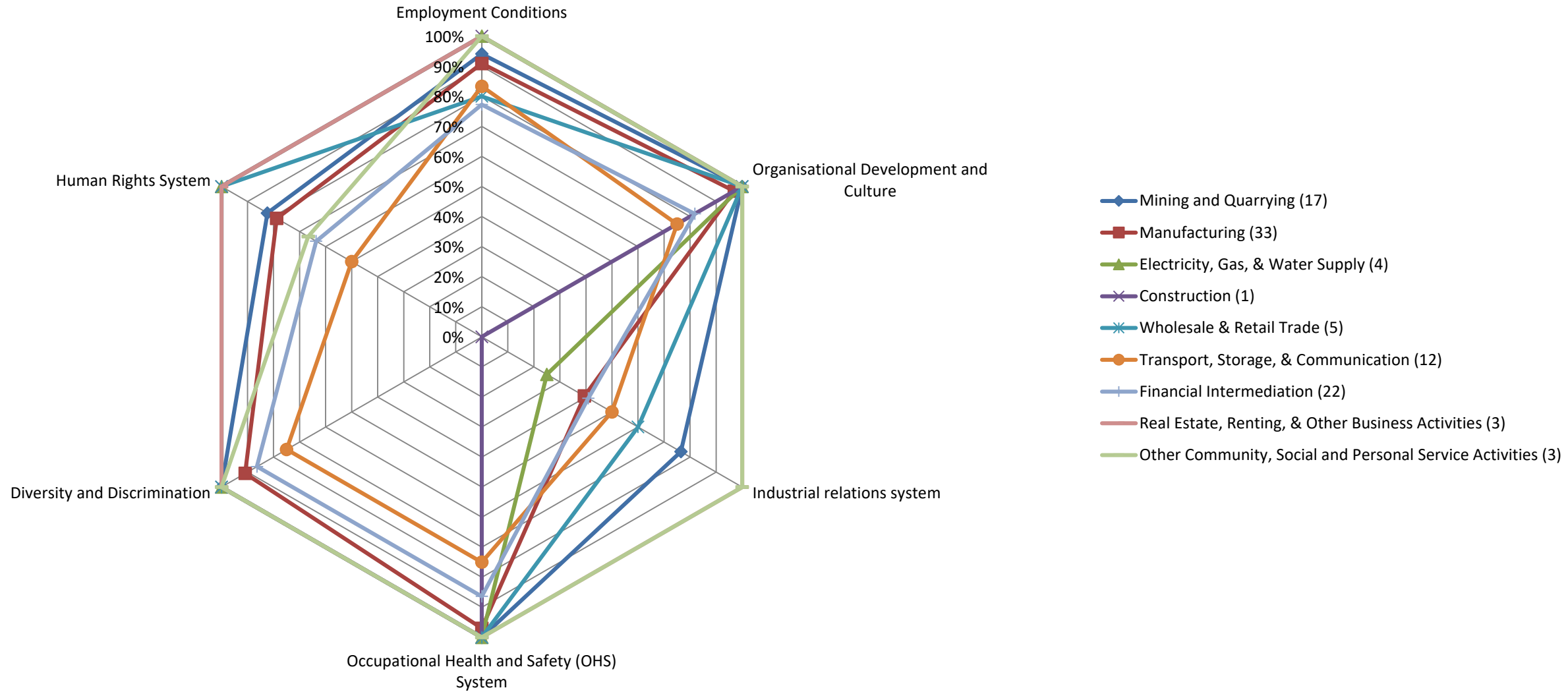
Diversity and Discrimination	Equal Opportunities and staff diversity
	Non-discrimination and gender equality
	Diversity and support to disabled people
	Diversity and support to racial minorities
	Non-discrimination and age
	Right to free sexual orientation
	Relation with agency workers
	Labour insertion for economic disadvantaged people
Human Rights	Human rights compliance of suppliers
	Training in Human Rights
	Respect for workers human rights
	Freedom of workers organisation and collective bargaining
	Rejection of child labour and forced labour


- Despite the broad coverage of HSW issues in business responsibility and sustainability instruments, their inclusion in individual instruments varies considerably amongst different instruments.
- Furthermore, since several HSW factors are not considered within basic labour themes, their coverage in business and responsibility standards and instruments has been found to be lacking or generic.

Sustainability reporting by WHO region



Sustainability reporting by sector





Sustainability and the psychosocial work environment



Psychosocial work environment

- The psychosocial work environment concerns psychological and social dimensions of the work environment relevant to aspects of work organization, design and management, and interpersonal relationships
- It underpins every organization's operations and is as old as work itself
- Increased focus is the result of accumulating evidence on negative outcomes of poor management of the psychosocial work environment in terms of potential harm to employee health, safety and well-being, and poor organizational performance with associated negative societal impacts
- For many years focus has been on *work-related stress* as key outcome – or, wrongly, even synonymous to the psychosocial risk concept
- Confusion among policy makers, social partners, even researchers!



- **Psychosocial factors:** aspects of work organization, design and management (e.g. work demands, organizational support, rewards, interpersonal relationships) > notice lack of negative connotation to the concept
- **Psychosocial hazards:** aspects of work organization, design and management that have the potential to cause harm (e.g. unrealistic job demands, lack of role clarity, lack of organizational support, harassment and bullying in the workplace) on individual health and safety, on organizations (e.g. sickness absence, reduced productivity, human error) and on society (e.g. increased disability pensions, healthcare costs, etc.)
- **Psychosocial risks:** potential of psychosocial hazards to cause harm



Dimensions of the psychosocial work environment

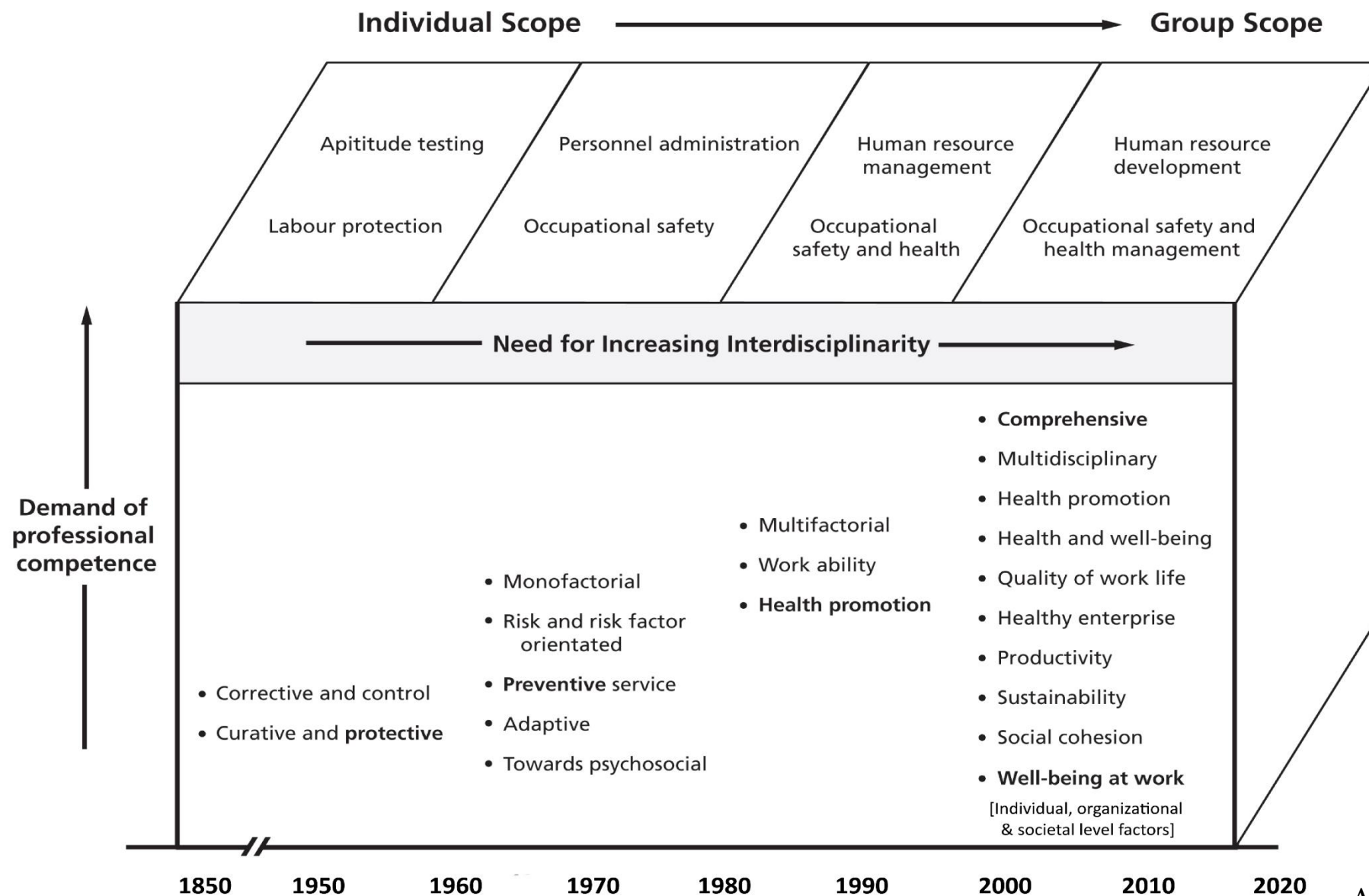
Job content	Lack of variety or short work cycles, fragmented or meaningless work, under use of skills, high uncertainty, continuous exposure to people through work	Meaningful work, appropriate use of skills, work retaining employee interest and engagement, appropriate support
Workload & work pace	Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines	Appropriate level of workload, appropriate work pace, sensible and achievable deadlines
Work schedule	Shift working (especially irregular), night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours	Sensible shifts and reasonable working hours to maintain work-life balance, flexible working practices
Control	Low participation in decision making, lack of control over workload, pacing, shift working	Participation in decision making, control at work
Environment & equipment	Inadequate equipment availability, suitability or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise	Good physical working conditions according to good practice guidance



Organisational culture & function	Poor communication, low levels of support for problem solving and personal development, lack of definition of, or agreement on, organisational objectives	Clear organisational objectives, appropriate support for problem solving and personal development, good communication processes
Interpersonal relationships at work	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support, harassment, violence	Good relationships at work, teamwork, social support, appropriate policies and procedures to deal with conflicts
Role in organisation	Role ambiguity, role conflict, responsibility for people	Clear roles and responsibilities, appropriate support to meet objectives
Career development	Career stagnation and uncertainty, under promotion or over promotion, poor pay, job insecurity, low social value to work	Appropriate career prospects & development matching skills & performance, effort reward balance, valuable/meaningful work, job security
Home-work interface	Conflicting demands of work and home, low support at home, dual career problems	Work-life balance, supportive organisational policies and practices to achieve 'life balance'

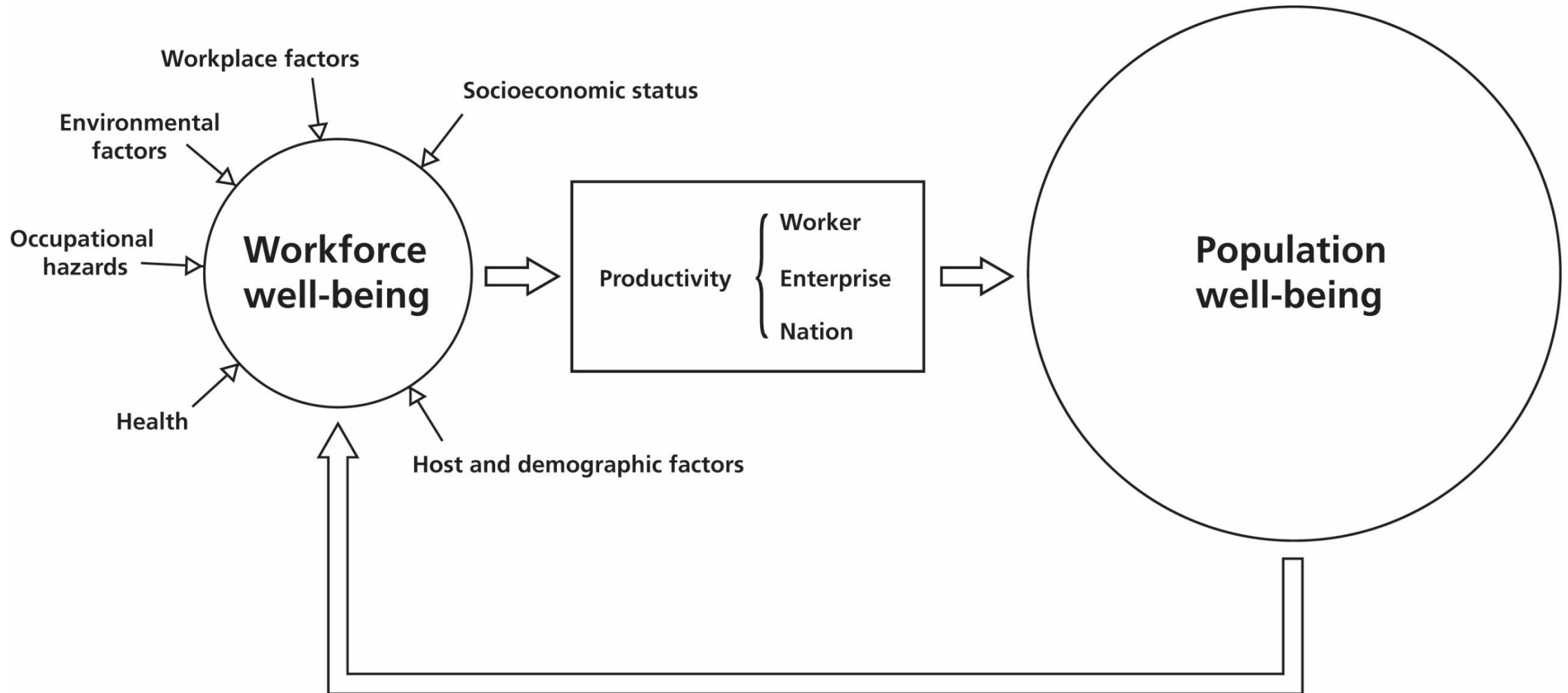


Evolution in focus on the health, safety and well-being of the workforce



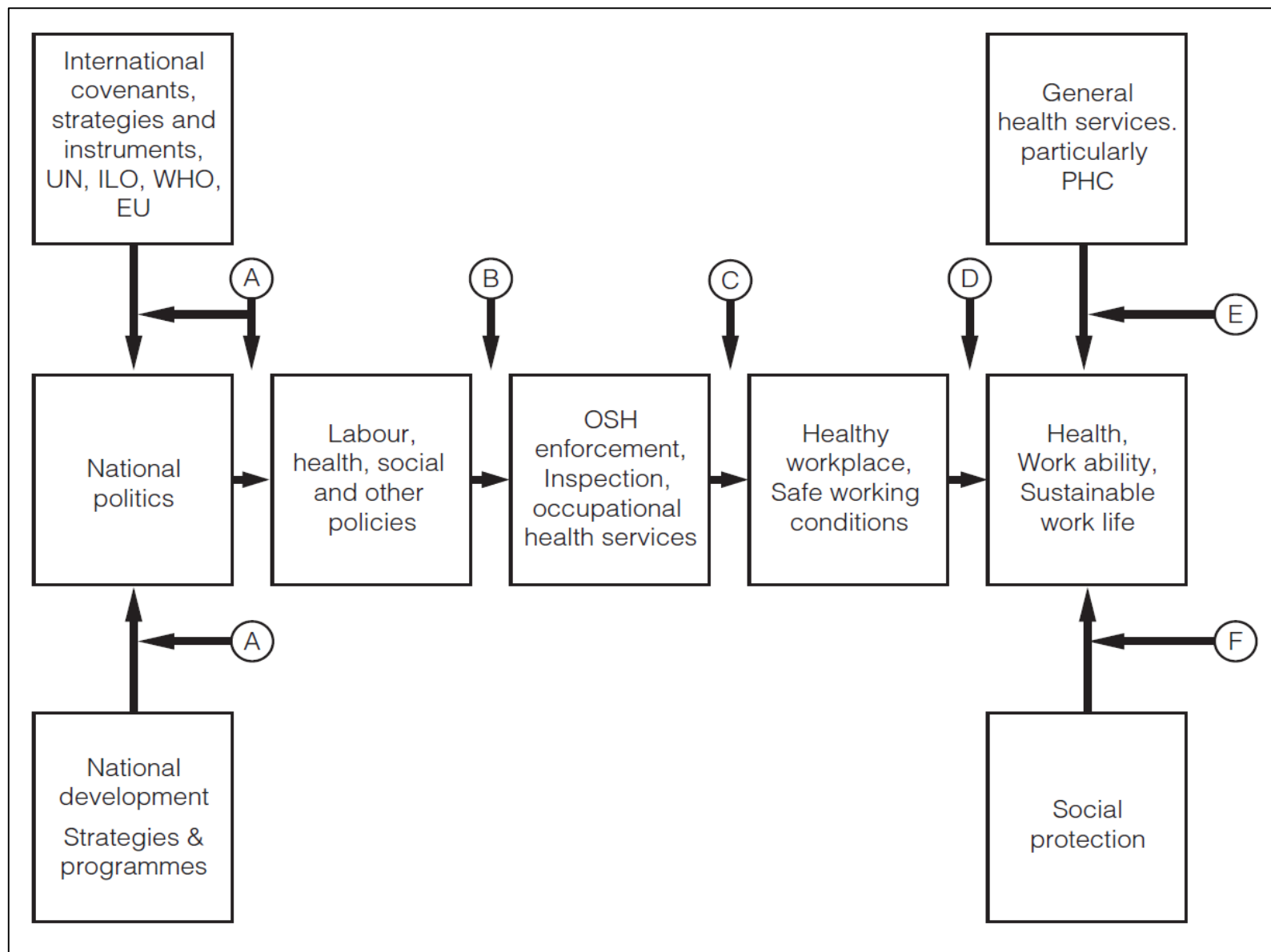


Heuristic well-being model





Health in All Policies - Entry points for multi-sectoral policy interventions for health, safety and well-being





Sustainable development using an integrated health, safety and well-being approach



Source: Jain, Leka & Zwetsloot, 2018

Future needs: furthering the research agenda

- Clarification and understanding of concepts and terminology relating to sustainability
- Need for multi-disciplinary research, directed at not only the individual level but also at the organizational and governmental levels.
- More research is needed relating to the ‘materiality’ of sustainable work, health, and organizations.
- Need to support SMEs in implementing sustainability initiatives.
- Need to develop and use better metrics that include leading indicators including subjective and objective indicators, which can be used to describe outcome trends and distributions.
- Issues relating to precarious work: With increases in contracting, multiple-employer relationships, and global relationships, it is more crucial than ever to have accountability for contractors --and subcontractors— for sustainability of the contingent and precarious workforce. There is a need to create a more level playing field between companies and between companies and workers.
- Technological impact – measurement, mitigation and management



What is needed



Researchers and practitioners must play a key role in addressing these gaps so as to allow research and practice to further develop and promote employee health, safety and well-being through a sustainability approach.



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Thank you!

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