

# SHEQ

## MANAGEMENT

SHEQMANAGEMENT.COM

MORE, MORE AND  
EVEN MORE FROM

# BBF SAFETY GROUP

### CYBER RISKS

in the spotlight!

You don't know it, but you're

**WEARING A WHITE COAT...**

### SIMPLE SOLUTIONS

to build green

### EVOLUTION OR REVOLUTION:

which makes a great safety culture?







**WE HAVE  
STANDARDS.  
CAN YOU SAY  
THE SAME  
ABOUT YOUR  
PPE?**



**SAI GLOBAL**

At Dromex we believe that all employees are entitled to maximum protection and that employers should never have to compromise on the quality of the protective products they supply. We believe that it is our responsibility to supply products that will deliver on this promise and it's not something we take lightly.

**Know safety. No injury. Know Dromex.**

**0861 DROMEX**

**OFFICIAL SPONSOR**



**26 - 28 JULY 2017 | STAND D4 & D6**  
DURBAN EXHIBITION CENTRE, KWAZULU NATAL

**HEAD OFFICE**  
Unit 1, 1 Blase Road,  
New Germany,  
3610

**T.** +27 (0)31 713 1960  
**F.** +27 (0)31 705 6508  
**E-Fax.** 0866 844 595  
**Email.** sales@dromex.co.za  
**Web.** www.dromex.net



**Dromex**

# CONTENTS



## COMPUTER CANCER!

Cyber attacks are becoming part of daily life. CHARLEEN CLARKE kicks off our bumper feature on cyber risks. **2**



## THE MAN WITH THE WHITE COAT

How we "wear" our authority – and the power and influence we have over others – will affect them more than we realise. **14**



## DOING IT FOR THE RIGHT REASONS

There are several ways an organisation can improve the effectiveness of its health and safety representatives. **16**



## WHO IS ACCOUNTABLE FOR YOUR RISK?

HOPE KIWEKETE discusses how risk stewardship drives risk accountability. **20**



## BUILDING A GREEN WORLD

The construction industry has joined the international call to go "green". We look at some eco-friendly building materials and the benefits they provide. **32**



## SCRUTINISING SA'S HEALTHCARE SYSTEM

The recently released Lancet Healthcare Access and Quality Index shines light on South Africa's healthcare system. **38**



## CELEBRATING THE BEST IN CONSTRUCTION HEALTH AND SAFETY

MBA North hosted an annual competition and awards ceremony for its members. **40**



## NEW AND IMPROVED STANDARDS FOR HAND PROTECTOR

The PPE industry is attempting to standardise international standards for hand protection using new testing methods and ratings. **43**

## COVER STORY

The new Lemaitre range from BBF Safety Group offers more and more ... **P24**



## REGULARS

Editor's letter **P2**  
 News **P6**  
 Sharman on safety **P10**  
 Safety culture **P14**  
 Safety from the heart **P16**  
 Legally speaking **P18**  
 Risk perspective **P20**  
 News from Saioosh **P22**  
 Subscription form **P44**

Published alternate monthly by Charmont Media Global  
 Unit 17, Northcliff Office Park,  
 203 Beyers Naude Drive, Northcliff, 2195  
 P O Box 957, Fontainebleau, 2032,  
 South Africa  
 Tel: 011 782 1070 Fax: 011 782 1073/0360

### EDITOR

Charleen Clarke  
 Cell: 083 601 0568  
 email: charleen@charmont.co.za

### ASSISTANT EDITOR

Gavin Myers  
 Cell: 072 877 1605  
 email: gavin@charmont.co.za

### SUB-EDITOR

Jeanette Lamont  
 email: jeanette@charmont.co.za

### JOURNALISTS

Mariska Morris  
 Cell: 084 788 8399  
 email: mariska@charmont.co.za

### CONTRIBUTORS

Albert Mushai  
 email: albert.mushai@wits.ac.za

Andrew Sharman  
 email: andrew@rmsswitzerland.com  
 Brett Solomon  
 email: brett@kineticleadership.com  
 Brian Darlington  
 email: brian.darlington@mondigroup.com  
 Hope Kiwekete  
 email: hope@enterprisesustainability.com

### PUBLISHER

Tina Monteiro  
 Cell: 082 568 3181  
 email: tina@charmont.co.za

### ADVERTISING SALES

Barend van Wyk  
 Cell: 076 217 1883  
 email: barend@charmont.co.za

Elsie van Wyk  
 Cell: 072 827 2913  
 email: elsie@charmont.co.za

### CIRCULATION MANAGER

Bev Rogers  
 email: bev@charmont.co.za

### DESIGN AND LAYOUT

Nelio da Silva  
 email: nelio@charmont.co.za

© Copyright. No articles or photographs may be reproduced, in whole or in part, without specific written permission from the editor. In the interests of preserving the environment, SHEQ MANAGEMENT is printed on environmentally friendly paper, using soya-based ink. [www.sheqmanagement.com](http://www.sheqmanagement.com)



Official journal of the  
 South African Institute of  
 Occupational Safety and Health



FOLLOW US  
[facebook.com/SHEQMagazine](https://facebook.com/SHEQMagazine)  
 twitter @SHEQMagazine



# COMPUTER CANCER!

Cyber attacks are becoming a part of daily life. We take a look at what companies can do about this computer cancer



CHARLEEN CLARKE

Cyber attacks aren't new. According to *New Scientist*, they can actually be traced back to 1903 (I kid you not) when physicist John Ambrose Fleming was demonstrating an emerging technological wonder: a long-range wireless communication system developed by his boss, the Italian radio pioneer Guglielmo Marconi.

The event took place in the Royal Institution's celebrated lecture theatre in London – and it went horribly wrong, because, before the demonstration began, the apparatus in the lecture theatre began to tap out a message ... all by itself! It started saying "rats" over and over again ... and then it began a personal attack on Marconi, accusing him of "diddling the public".

Fast forward to 1988 and yet another momentous cyber attack took place. This time it was the creation of a worm that shut down about ten percent of the world's internet servers.

The so-called Morris Worm attacked 6 000 computers, and repair bills amounted many millions of dollars. It also earned Robert Morris, the student who created the worm, the dubious honour of being the first person to be tried and convicted of computer

fraud and abuse.

Cyber attacks have now become commonplace. June 2017 saw a frenzy of attacks, not least of which were the WannaCry ransomware attack that affected more than 150 countries and the Petya ransomware attack that saw Ukrainian government departments, the central bank, a state-run aircraft manufacturer, the airport in Kiev and the metro network all paralysed.

In fact, cyber crime is now the fastest-growing crime in the world. Cyber attacks have become so regular that there's even a website devoted to the phenomenon. (Check out [www.hackmageddon.com](http://www.hackmageddon.com).)

All around the world, government officials are having sleepless nights thanks to cyber attacks. Recently, at the CyberWeek convention in Tel Aviv, Israeli Prime Minister Binyamin Netanyahu noted that "cyber security is a constant challenge".

"Every single thing is being digitised, and the difference between hi- and low-tech is being erased. As that happens, in country after country, in industry after industry – as we enter the Internet of Things (IoT), the need for cyber security is growing exponentially," Netanyahu said. The prime minister added that cyber attacks are a threat for all governments today, with





**To Receive Your Free A1 Size Wall Training Chart On The SANS 1186 1/5**  
**Please email all your contact details to [ms@ersigns.co.za](mailto:ms@ersigns.co.za) / +27 86 617 3114**

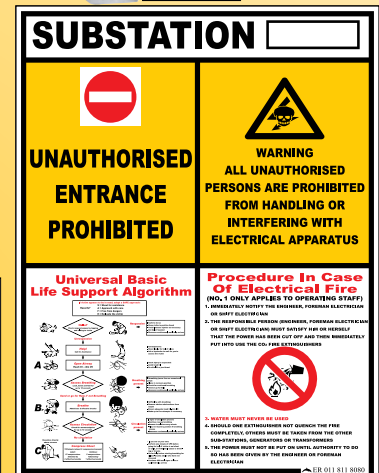
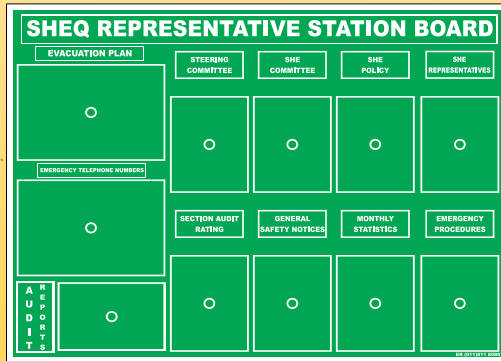


**Catalogue with over 10000 Signs, Posters & Safety Accessories**



**PO Box 13308 Geduld, 1562  
 32 First Avenue CNR Eleventh Street  
 Springs, 1559  
 Tel: +27 86 100 0553  
 Fax: +27 86 113 5139  
 E-Mail Fax: +27 86 617 3114  
 E-Mail: [ms@ersigns.co.za](mailto:ms@ersigns.co.za)**

**Contact Elsa Jacobs  
 +27 82 850 5653**



**YOUR HEALTH & SAFETY REPS ARE**

1	
2	
3	
4	

**YOUR FIRST AIDERS ARE**

1	
2	
3	
4	

**YOUR FIRE CO-ORDINATORS ARE**

1	
2	
3	
4	

**YOUR EVACUATION LEADERS ARE**

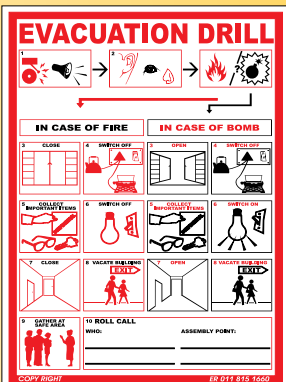
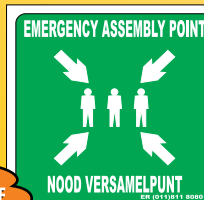
1	
2	
3	
4	

**ENVIRONMENTAL**

1	
2	



**YOUR FIRST AID KIT MUST HAVE A MOP UP SPILLAGE KIT**



**DO YOU HAVE AN EMERGENCY ALARM? IF NOT GET ONE OF THESE**



## SANS 1186-1 of 2013 - SAFETY SYMBOLIC SIGNS

FIRE-FIGHTING INFORMATION	GENERAL INFORMATION	MANDATORY (DO)	PROHIBITORY (DON'T)	WARNING
<b>FB1</b> LOCATION OF FIRE-FIGHTING EQUIPMENT <b>FB2</b> FIRE EXTINGUISHER <b>FB3</b> FIRE HOSE <b>FB4</b> FIRE HYDRANT <b>FB5</b> FIRE ALARM <b>FB6</b> SPRINKLER STOP VALVE <b>FB7</b> FIRE TELEPHONE <b>FB8</b> FIRE PUMP CONNECTION	<b>GA1</b> FIRST AID EQUIPMENT <b>GA2</b> GENERAL DIRECTION <b>GA3</b> DIRECTION TO ESCAPE ROUTE <b>GA4</b> DIRECTION TO ESCAPE ROUTE <b>GA5</b> MANNED FIRST AID STATION <b>GA6</b> DRINKING WATER <b>GA7</b> BLASTING POINT <b>GA8</b> TRAVELING WAY	<b>MV1</b> EYE PROTECTION SHALL BE WORN <b>MV2</b> RESPIRATORY PROTECTION SHALL BE WORN <b>MV3</b> HEAD PROTECTION SHALL BE WORN <b>MV4</b> HEARDED PROTECTION SHALL BE WORN <b>MV5</b> HAND PROTECTION SHALL BE WORN <b>MV6</b> FOOT AND LEG PROTECTION SHALL BE WORN <b>MV7</b> FOOT PROTECTION AGAINST CRUSHING SHALL BE WORN <b>MV8</b> DELETED BY AMENDMENT	<b>PV1</b> SMOKING PROHIBITED <b>PV2</b> FIRE AND OPEN FLAMES PROHIBITED <b>PV3</b> THROUGHGANG FOR PEDESTRIANS PROHIBITED <b>PV4</b> WATER PROHIBITED IN EXTINGUISHING AGENT <b>PV5</b> DERIVING OF THIS WATER IS PROHIBITED <b>PV6</b> PROCEEDING BEYOND THIS POINT IS PROHIBITED <b>PV7</b> CYCLING PROHIBITED <b>PV8</b> CARRYING OF LONG MATERIAL PROHIBITED	<b>WW1</b> GENERAL WARNING OF HAZARD <b>WW2</b> WARNING OF FIRE HAZARD <b>WW3</b> BEWARE OF EXPLOSION HAZARD <b>WW4</b> BEWARE OF CORROSIVE HAZARD <b>WW5</b> BEWARE OF POISONOUS SUBSTANCES <b>WW6</b> BEWARE OF POWERING MAINTENANCE <b>WW7</b> GENERAL WARNING OF ELECTRIC SHOCK HAZARD <b>WW8</b> WARNING OF SUSPENDED LOADS HAZARD

## SANS 1186-5 of 2013 - PHOTO LUMINESCENT



Israel addressing dozens of attacks every month.

Thanks to cyber attacks, company executives are also having sleepless nights. In our internet-connected society, cyber crime is a very real threat to any business or institution. A cyber attack can also be just as physically disruptive to a business as a natural disaster or terror attack – think of critical operations in a hospital, airport or power station (all of which are operated via computer networks and sophisticated software) in the wrong hands?

While the internet has become essential to our way of life, company executives worry about the opportunities it can offer to criminals. There are many other question marks, too.

Without measuring the actual financial impact of identified cyber threats, companies will not be able to adequately prioritise the capital investment in risk mitigation, nor will risk managers be able to convince a potentially less tech-savvy board of its importance.

Much more progress is needed in the area of cyber risk control and mitigation to keep pace with the pervasive and fast-evolving cyber threats that go hand in hand with the dizzying speed of technological innovation.

According to Aon, mitigating the risks that come with being a custodian of data, while embracing the opportunities that technology presents, is key to



“ While the internet has become essential to our way of life, company executives worry about the opportunities it can offer to criminals.

How should legislation and regulation apply to the seas of data that constitute the heart of the new digital economy? What are the implications of outsourcing data processing to cloud providers and the growing use of personal devices to conduct business?

This isn't just a global concern; cyber attacks are prevalent within South Africa, too. Cyber crime is now the fourth most reported economic crime in South Africa. Almost a third (32 percent) of the 232 South African organisations that took part in the PricewaterhouseCoopers (PwC) 2016 Global Economic Crime Survey reported cyber crimes in the last 24 months.

This puts local companies on par with their international counterparts when it comes to cyber crime. The country leads the global stats for economic crimes, with 69 percent of local companies having experienced economic crime during the past two years, compared with the global average of 36 percent.

While companies all over the world are grappling with the relatively new risk of cyber crime, there remains a lack of consensus on how to best prioritise and respond to this threat. Incredibly, according to the 2017 Aon Risk Solutions Global Risk Management Survey, only 23 percent of companies employ financial quantification metrics in cyber risk.

building a cyber-resilient business. Becoming more resilient to cyber risks in an age of digital disruption increasingly means understanding the full scope of cyber governance responsibilities.

As such, the company maintains that there are a number of compelling reasons why every business (regardless of size or ownership) that has a network, an internet connection and holds sensitive or personally identifiable data and sensitive company Internet Protocol (IP) address, needs cyber liability insurance.

First and foremost is the fact that all businesses that hold personally identifiable data and sensitive IP addresses are at risk. Many small and medium businesses think that they are not likely targets for a cyber attack, believing that only large corporates, banks and government institutions appeal to cyber criminals.

The reality is that any entity that conducts any aspect of its business online and holds any sensitive data – employee or client records; banking and payment details of the company, its staff, or customers; market strategies or financials; payroll information; medical or academic records; or any other sensitive data – is a potential target.

According to Aon, it is important to bear in mind that standard insurance policies do not cover the risks and liabilities emanating from cyber risk. Cyber



insurance is specifically designed to cover the unique exposure of data privacy and security and can act as a backstop to protect a business from the financial and reputational harm resulting from a breach.

While some categories of losses might be covered under standard policies, many significant gaps often exist and cyber events can impact numerous lines of insurance coverage. Standard policies are often inadequate to cover the likely cost of even a more "standard" security breach, let alone cyber attack or "hacktivism". Only specialist cyber insurance policies provide extensive cover.

Furthermore, it is important to bear in mind that a company can be held legally and financially liable if third-party data is compromised in a breach. The frequency of cyber breaches is increasing and incident response plans have become more complex, due to regulation and mandatory disclosure obligations.

The disclosure obligation is of particular interest to South African businesses with related legislation brimming on the horizon – the General Data Protection Regulation (GDPR) commenced on May 24, with its grace period ending on May 24, 2018, while the Protection of Personal Information (POPI) Act brings a further layer of complexity for any business holding personal data of clients.

Class action lawsuits and regulatory fines have become synonymous with data breaches. Furthermore, the fact that cyber risks are global makes complying with various regulatory responses across different geographies all the more challenging.

Cyber liability insurance protects a company and the sustainability of a business from expenses that could be crippling. Most cyber liability policies cover first-party costs and any resultant (third-party) liability arising from a loss of data or a breach of network security – with data being defined as personally identifiable data and corporate information.

First-party costs include legal and IT services, data restoration costs, reputation management, notification costs to all affected data subjects, credit and ID monitoring, cyber extortion and loss of profits

## Gavin Myers appointed editor of SHEQ MANAGEMENT

I'm delighted to announce that Gavin Myers has been promoted to editor of SHEQ MANAGEMENT.

As such, this will be my last column as editor of SHEQ MANAGEMENT. However, I will remain on board in my capacity as editorial director.

Gavin joined SHEQ MANAGEMENT in February 2011 as a journalist. He was subsequently promoted to assistant editor a year later. It has been so gratifying to see Gavin grow as a writer and also as a person over the past six years.

When I employed Gavin, I suspected that he had a lot of potential – but he has truly exceeded even my wildest expectations! Gavin has matured over the years; when he joined us, he was a young man. He's now wise and demonstrates levels of competence and responsibility that belie his (still tender) years.

Furthermore, Gavin has developed into a first-class writer, but he has also shown that he's much more than that; he's also a good leader. I have absolutely no doubt that he will take the country's premier SHEQ magazine to even greater heights!

I know I speak on behalf of the entire SHEQ MANAGEMENT team and the entire SHEQ industry when I congratulate Gavin on his appointment as editor. Go for it, Gavin; we're all behind you!

following from a network interruption.

Third-party costs include damages and defence costs arising from liability to others following from theft or manipulation of data held in a company's care, custody and control.

Insurance is something that is universally abhorred. However, going forward, it does seem as though cyber insurance is something without which we simply will not be able to survive. <sup>SM</sup>

086 100 77 42



**SKILLS**  
RESOURCE GROUP  
Staffing • Training • Safety • Payroll

**HEALTH, SAFETY & OPERATOR TRAINING**

[www.srg.co.za](http://www.srg.co.za)

## A NEWER, BETTER NOSHCON

This year Nosa celebrates the 56th anniversary of Noshcon, making it one of the longest-surviving conferences on the African continent, and one of the leading conferences in risk management.

Nosa continues its endeavour to innovate – both with the training it provides and its industry events. This, coupled with the feedback received, has led to a review of the structure of the annual Noshcon conference. This year Nosa will be holding

will be based on such accomplishments. She was also voted 2015 Businesswoman of the Year and tackled "Marathon Des Sables" to raise awareness for her Field of Dreams Foundation.

Alongside these three keynote speakers, this year's Noshcon will feature local industry experts, who will cover a variety of occupational risk management topics relevant to health, safety and the environment.



one-day programmes in Durban, Cape Town and Johannesburg.

Noshcon is the largest risk-management conference in South Africa, and will this year host the following keynote motivational speakers:

- Richard Mabaso – Founder of Imbumba Foundation, an organisation focused on community work. Through this foundation, Mabaso has been able to start the trek4mandela and caring4girls initiatives.
- Michael Irvey – Owner of Gold Digger Change Catalyst Agency, will present a talk on Transforming the Experience of Work since 2005.
- Lee Den Hond – The third South African woman to summit Mount Everest, Hond's inspirational talk

The dates of this year's Regional Noshcon and Recognition Awards are:

- Cape Town: August 15 at Spier Wine Farm, in Stellenbosch.
- Durban: August 23 at the Southern Sun Elangeni Hotel.
- Johannesburg: August 31 at Accolades Boutique Venue.

Each event will host quality keynote presentations and breakaway sessions, covering the latest developments in SHEQ management, along with an evening of themed entertainment. More information on the event can be obtained directly from Nosa.

## The World's First and Award Winning Stairway Evacuation Chair

**EVAC+CHAIR® is the only SIMPLE, SAFE AND EFFECTIVE stairway emergency descent for the disabled, injured and mobility impaired.**

- Fast emergency evacuation
- Travels down stairs safely
- Nobody needs to be carried
- No congestion in fire escapes
- Easy operation
- Training provided
- 10 year warranty



Model 600-H





## E N G I N E E R E D   W I T H   P U R P O S E

The **BOVA RANGE** enables you to correctly select protection for a broad spectrum of personnel, from on-site business execs to miners deep underground and virtually every work place in between. Specialised technologies ensure specific safety for various industries. In this way, workers' safety is never compromised and spend is expertly utilised.

No matter your terrain, we have the exact footwear engineered to overcome it.



L I G H T W E A R   |   H E A V Y W E A R  
E X T R E M E W E A R   |   P A R A M I L I T A R Y

[www.bova.co.za](http://www.bova.co.za)





INTERNATIONAL TRADE FAIR  
WITH CONGRESS

- SAFETY
- SECURITY
- HEALTH AT WORK

17 - 20 OCTOBER 2017  
DÜSSELDORF, GERMANY

# PEOPLE MATTER.

## CHALLENGES DO NOT DISAPPEAR, THEY JUST CHANGE.

The world of work is changing. And no one knows this better than the people in the workplace facing digitalisation, new technologies, increasing flexibilisation, and massive work intensification. Get set to meet these new challenges – with the sector's No. 1 trade fair and its 1,900 exhibitors from all over the world.

[www.AplusA-online.com](http://www.AplusA-online.com)

## A+A = EVERYTHING HEALTH AND SAFETY, UNDER ONE ROOF!

Trade visitors from all over the world will meet for the A+A International Trade Fair and Congress in Düsseldorf, Germany, between October 17 and 20. SHEQ Management visited the fair in 2015 and, if that show was anything to go by, we expect A+A 2017 to be even bigger and better.

A+A 2017 will present the world's latest trends and products in the fields of safety in the workplace, health promotion at work and security management in companies. Approximately 1 900 exhibitors are expected to take part.

The occupational health and safety field is expanding worldwide.



"Those coming to A+A in Düsseldorf in October will experience an industry in growth. The market for personal protective equipment is considered especially dynamic: it currently boasts a volume of some €18 billion (R272 billion) worldwide.

"Of this, 38 percent (€5,8 billion, R87,67 billion) is accounted for by European Union markets, and €1,8 billion (R27,21 billion) by Germany alone. Experts expect the market to continue growing," the organisers say.

A+A 2017 will place specific emphasis on personal protective equipment (PPE), with an international PPE Specialist Conference entitled New Momentum for PPE Sales in a Digital World.

Speakers from Amazon Business, Lyreco, Kübler, Uvex Safety Group and Zamro will share their knowledge, while new regulations governing PPE and the potential for cooperation between manufacturers and dealers will also feature on the agenda.

Full details are available on the A+A website.





We are a H&W SETA accredited training institution. We offer on-site and client-specific training as well as public courses. Some of our courses include:

- SHE Representative Training – NQF Level 2
- Hazard Identification & Risk Assessment – NQF Level 3
- Incident Investigation – NQF Level 3

Please contact us for a full list of our training courses.

Our Lead Auditors courses are internationally accredited with IRCA through our overseas partner BSCIC. We offer the following Lead Auditors courses:

- ISO9001:2015 BSCIC/IRCA Lead Auditors
- ISO14001:2015 IRCA Lead Auditors
- OHSAS18001:2007 BSCIC/IRCA Lead Auditors
- Integrated SHEQ Internal Auditors (Not accredited as no ISO Standard exists for integrated SHEQ)

We also offer Awareness and Implementation courses on the above.



**AGO**  
CERTIFICATION



We offer a range of Legal Compliance courses. Some of our Legal courses include:

- Top Management Legal Liability sessions
- OHS Act Legal Liability
- OHS Act Legal Compliance Auditors
- Construction Regulations
- COID Act

Please contact us for a full list of Legal Compliance courses.





# TALKING ABOUT A (R)EVOLUTION

What do Nelson Mandela, FW de Klerk, Charles Darwin, Tracy Chapman and a 15-year-old boy yelling "Eureka!" have in common? And just what can we learn from them about safety culture? Professor ANDREW SHARMAN explains all

I was privileged to be invited to address an audience recently at one of the global TED conferences. (If you're not already familiar with the TED concept, visit my website to view a clip of a previous TED talk I have given.)

The overarching theme for the event was perpetual (r)evolution. As I researched and wrote my talk, I found myself exploring the difference between revolution and evolution. The more I read, thought, and wrote, the more I began to notice stark differences between the two concepts.

My conclusions led me to the point where I felt that revolution was like a wheel rotating around a central axis. Spinning around and around, the wheel essentially retains the same shape, size and function.

On the other hand, evolution implies a sense of forward progress. Whether we think of the evolution of mankind, mobile telephones or approaches to safety, it's clear that standing still is not an option.

Evolution and revolution can have starkly different definitions, depending on one's perspective.

## A CHANGE FOR GOOD

Glorious South Africa certainly is a country of change. Between the early 1960s and the late 1980s, the study of South African history underwent a transformation, which, in historiographical terms, represents a revolution.

The long overdue "Africanisation" of South African history, coupled with a shift away from an ethnocentric approach, has led to enormous

advances in knowledge of the previously neglected history of the African societies of the country.

South African history is no longer displayed within the contexts of a white-settler society or as a historical adventure of European expansion overseas. Instead, over the years, it's moved through a process of being assimilated into the history of the African continent.

As a result, none of the several short histories of South Africa that became popular towards the end of the last century begin with the Portuguese voyages of discovery, or the Dutch settlement at Cape Town in 1652, but rather with the history of the African people of the area.

The subject matter of South African historical research has also continued to change and diversify. As just one example, the discovery of diamonds at Kimberley and gold on the Witwatersrand in the 1860s and 70s became one of the fastest and most amazing industrial revolutions in world history. Looking back, the social, economic and political repercussions of this revolution have dominated South Africa's history ever since.

In the late 1980s, when growing resistance to apartheid was met with brutal repression, leaders including Nelson Mandela and FW de Klerk stepped up to the plate and opted for a negotiated settlement rather than the path of destruction and civil war.

Fast forward to the present day and we see how the impact of the evolution (not revolution), involving leaders such as Mandela and De Klerk, has fundamentally changed the game.





After more than 20 visits to South Africa in the last 15 years, my own personal experiences of this magnificent country conclude that it is one of the most open societies in the world; a place where I truly feel welcome and "at home".

However, the potential for revolution is again potentially high, due to a falling economy and political unrest. Which way will the country now go? And what lessons can we learn of such (r)evolutions that may benefit us in workplace safety?

### IT SOUNDS LIKE A WHISPER

In 1988, African-American singer-songwriter Tracy Chapman had a hit with the track *Talkin' 'bout a Revolution*. In the same year, she performed the track in Nelson Mandela's 70th birthday tribute; an event which raised significant sums of money for South Africa's anti-apartheid movement and several children's charities.

While the song lamented the troubled times of those at the



poorer end of the social scale, Chapman's message reflected De Klerk and Mandela's more subtle – yet high-impact – approach to change: "Don't you know, they're talkin' 'bout a revolution. It sounds like a whisper."

Chapman's words of a "quiet revolution" certainly encouraged social evolution, just as those of Mandela, De Klerk and others before her had done. Her gentle persuasion inspired confidence, encouraged thought and empowered people to take action.

### CHANGE IS THE NEW NORMAL

Whether we like it or not, as human beings we are constantly changing, day after day after day. Change is a constant. As Charles Darwin pointed out back in 1859: "It is not the strongest of the species that survives, nor the most intelligent ... it is the one that is the most adaptable to change."

Darwin's *Theory of Evolution* was a revelation rather than a revolution. He had cracked the nut and his advice resonates to this very day. And it's so true when it comes to safety – it's not about being pushy and using a hierarchy to tell workers to "be safe", it's rather about adapting to the climate and enabling growth.

### EVOLUTION OR REVOLUTION?

So how can we help more of our species to survive? What does all this mean for workplace safety? How can we prevent our safety efforts from spinning

around the same point? Are we talkin' 'bout a revolution, or a more subtle, balanced and whispered evolution?

I suggest it's the latter. Workplace safety has evolved over the last 40-or-so years. Since the publication of the Health and Safety at Work Act of 1974 in Great Britain, legislators in many countries around the world have emulated that legislation and enshrined a similar approach. We, too, must evolve our approach to managing safety at work.

Taking a leaf out of Darwin's great book, I propose that there are four key elements on which

we must focus our attention:

**Encourage** – Think about your own choices in life. Why do you do the things you do? I'll hazard a guess that there is almost always something that motivates you to take certain action. Now think about some of the new or unusual activities you've undertaken recently – perhaps you learned a new language, took up a new sport or hobby, stopped smoking, or visited a country or city you'd never dreamed of going to before.

What caused you to do this? Perhaps there was some specific encouragement from someone or something that provided the initial motivation to act. In the workplace it goes the same way: without encouragement, people simply won't do some of the necessary things. Gentle encouragement is an effective way to focus attention on what's required and get folks ready to move in the right direction.





**Engage** – My Canadian friend Alan Quilley specialises in driving a step change in safety across the shop floor. One of my favourite lines from Al's repertoire is: "You just can't deliver safety like a pizza in a box!" Never a truer word said!

We just cannot "do safety" to people. The only route to success is to engage people and work with them to identify challenges, solutions and approaches. It continues to amaze me just how many organisations invest huge amounts of time, money and resources developing very sophisticated safety improvement programmes, campaigns and tools – almost in secret within the health and safety department – only to be met with a lack of take-up by their workers.

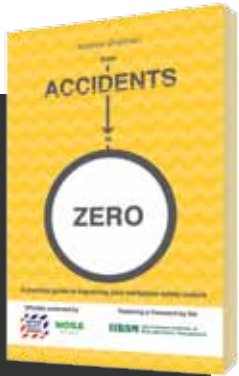
**Enable** – Once we have gained the attention of our audience, encouraged them to get involved and then obtained their commitment to engage with us, we need to equip them with the skills, knowledge and tools to enable them to work in safety. Enabling people isn't about telling them what to do, it's about building the competence and confidence to allow them to understand how do it for themselves.

**Empower** – We learn something from everything we do, and we use this knowledge as we face the next challenge or action that crosses our path. When things go well, or bring us positive results, we tend to repeat these successful actions. Generating the space to allow people to practise what we've asked of them is crucial.

## EUREKA!

Just a few years after Darwin presented his theory, in 1867, while working on his father's farm on the banks of the Orange River, 15-year-old Erasmus Jacobs

SHEQ MANAGEMENT readers can get 30 percent off the usual price of the e-Book *From Accidents to Zero*, and any other of Sharman's books. Just go to [www.FromAccidentsToZero.com](http://www.FromAccidentsToZero.com) and enter the code EVOLVE30 and your e-book will arrive by the email link immediately!



spotted a "transparent rock". Young Erasmus had located South Africa's very first diamond – and he quickly made history.

When the local free press enquired about the discovery, the boy shared his secret: he had been encouraged by his father to believe that such precious rocks existed. Wise old Mr Jacobs supplied the boy with a simple pick and shovel, showed him how to use them, and sent him off.

Day after day Erasmus would return with little to show for his efforts, until one day a tiny glinting speck of rock was presented at the family's table. The praise heaped on Erasmus catalysed his commitment and off he went again, day after day, until the 21-carat, 4.25-gram Eureka Diamond was found.

Two decades after her quiet revolution, looking back on her influence on human rights and socialism, Tracy Chapman reflected: "I'm fortunate that I've been able to do my work and be involved in certain organisations, certain endeavours, and offered some assistance in some way.

"Whether that is about helping to raise awareness or just being another body to show some force and conviction for a particular idea; finding out where the need is – and if someone thinks you're going to be helpful, then helping."


Chapman got involved, and research confirms that there is a far stronger correlation between worker involvement in safety and incidence rates than there is between compliance and incidence rates.

Compliance and control – even revolutionary – is not sufficient to reach zero accidents. We need to evolve our thinking and find ways to encourage people to get involved, engage them fully, enable them to work in safety, and empower them to take action. Creating a great safety culture requires evolution, not a revolution. **SM**



Sharman on Safety is based on ideas and concepts from Andrew Sharman's new book: *From Accidents to Zero: a practical guide to improving your workplace safety culture*. Andrew is an international member of the South African Institute of Occupational Safety and Health (SAIOSH) and the Chief Executive of RMS – consultants on leadership and cultural excellence to a wide range of blue-chip corporates and non-government organisations globally. More at [www.RMSswitzerland.com](http://www.RMSswitzerland.com).





## Leading the way in occupational injuries and diseases through our family-centric approach.

For over 120 years, RMA has been the leading administrator of choice for injury-on-duty claims in some of South Africa's most important industries for the economy. These include the mining, iron, steel, metal, and related industries in terms of the Compensation for Occupation Injuries and Diseases Act (COIDA) 130 of 1993. Through our efforts, efficiency and compassion, we have made sure that many families, that depend on their working members, are taken care of and covered for basic needs even post-injury. These range from medical and disability costs, family allowances and child extension pensions in the case of worker fatalities.

In recent times, we have also introduced many value-adding innovations that can benefit workers and their families. These include our mobile prosthetic clinics that traverse the rural areas of the country, which have brought much needed relief and convenience to hundreds of our members.

Further, our various Insurance Products such as Augmentation, Commuter Journey, Group Personal Accident, Funeral Cover, COID International Cover amongst others have made sure that any gaps from the traditional COID cover are adequately covered and customizable for any organisation's unique needs.

We are proud of our track record, and even more proud of some special people whose commitment continues to make us a trusted leader in our field; our employees. They are on standby, and look forward to also making a difference in your organisation (and welcoming you into our family)!



*Caring | Compassionate | Compensation*



CARING



COMPASSIONATE



COMPENSATION

[www.randmutual.co.za](http://www.randmutual.co.za) | 0860 222 132

# THE MAN WITH THE WHITE COAT



How we “wear” our authority – and the power and influence we have – will affect other people more than we realise

**A**t the Nuremberg War Crimes Tribunal, Nazi General Adolf Eichmann pleaded not guilty for his role in genocide during the Second World War. He defended his actions as merely “following the orders of his superiors”.

Professor Stanley Milgram was curious to see if Germans were more inclined to follow orders than other population groups, or if there was a larger human dynamic at play. The implications of his research continue to astound me.

In 1961, Milgram placed an advert in a newspaper offering people four United States dollars to take part in an experiment. Participants were told that the experiment investigated the impact of punishment on learning.

In every case study there were two volunteers, one for the role of the teacher and the other the learner. The teacher would read a set of words and the learner had to select the appropriate corresponding word.

The teacher would first read all the matching word pairs so the learner could learn them. Afterwards, the

teacher would read the first word followed by four possible options. For example; blue followed by: sky, ink, box, lamp.

This was when it became interesting; the learner had electrodes fastened to his arm, which appeared to be connected to an electric generator. This machine had 30 switches starting at 15 volts with 15-volt increments up to 450 volts.

The descriptions ranged from “slight shock” at 15 volts to “extreme intensity shock” at 315 volts and only “XXX” after 420 volts. Each time the learner answered incorrectly, the teacher was required to administer an electric shock. With each incorrect answer, the teacher would increase the voltage by 15 volts.

Before the experiment commenced, the teacher received a mild shock in order to have a sense of the intensity of pain. In many of the cases, the learner mentioned that he had a heart condition. Then they went to the adjoining room so the teacher was separated from the learner.

What the teacher did not know was that the learner was not a volunteer, but actually part of the



research team; the learner was never strapped to the generator; and, for the sake of the experiment, the learner would deliberately answer incorrectly.

The learner's responses were also pre-recorded, so at 75 volts there were grunts of discomfort and at 120 volts shouts of pain. When they reached 150 volts, the learner would cry out that he no longer wanted to participate.

The learner began to scream in agony at 165 volts, and by the time they got to 195 volts, he started referring to his heart condition. Again, all of this was rehearsed, but the teacher was not aware of this.

With each increase in voltage, the learner would yell that he could no longer endure the pain and begged to be let go. After 330 volts, the learner ceased to react – just silence. The implication was that he had either passed out, or was dead! Irrespective, the teacher was directed to treat the silence as an incorrect answer and to proceed to administer the electric shocks.

Naturally, with each outburst of pain from the learner, the teacher would become uncomfortable and express concern and apprehension. At that time, using predesigned increasingly severe prompts, Milgram would urge the teacher to carry on.

The first prompt was: "Please continue." The second was: "The experiment requires you to continue." This was followed by: "It is absolutely essential to

continue." Finally, the teacher was told: "You have no choice, you must go on."

Obviously, the experiment had nothing to do with punishment or learning, but was designed to see how people react to a cue from an authority figure.

A startling 100 percent of participants went to 300 volts. What is worse is, on average, 65 percent continued shocking the learner all the way to the 450 volts, despite the ongoing silence.

Even more alarming is that when this experiment was recently replicated in 2015, 90 percent of participants kept on administering shocks to the full 450 volts – because they were requested to do it.

Did the participants have a personal relationship to Milgram? No – they had only met him at the outset of the experiment. How could they follow someone's orders so blindly? Simply put, it was because he was wearing a white coat; he was in charge.


The experiment concluded that, in spite of their better judgment, people are prone to follow instructions either out of a sense of fear, or out of their desire to be cooperative. This study revealed just how unwilling workers are to confront and challenge their superiors.

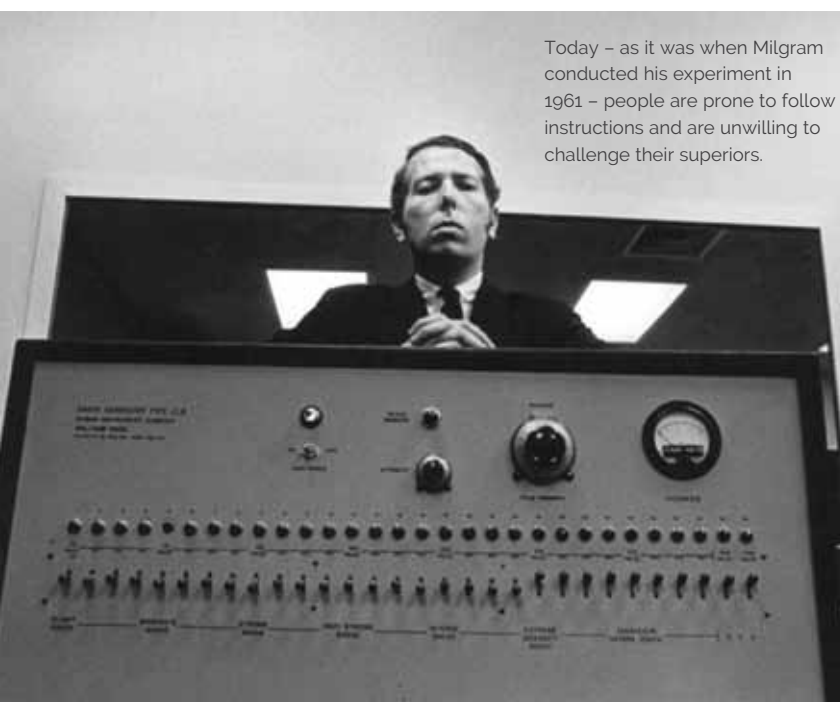
The reality is that if you are in a position of authority, you are wearing a "white coat", perhaps not physically, but the title "manager" or "supervisor" has the same effect. It may be an allocated parking bay, a designation on the door, a plaque on a desk, or a unique-coloured hard hat or reflector vest. These are the workplace symbols of a white coat.

We often underestimate the amount of power and influence we have over our employees. This is an immense privilege and a responsibility.

We often facilitate safety meetings and engage workers during walkabouts and the way we interact in those moments has a direct impact on people's attitude, commitment and performance.

The pertinent question is: in what manner are we wearing our coats? Is it inspiring our team members to higher levels of excellence, to be more mindful and conscious, and to be more dedicated to working safely?

Conversely, is it possible that we are causing them to resent us, to disengage, refuse to take responsibility and not care about safety? 



Brett Solomon is the CEO of The Kinetic Leadership Institute and is a recognised leader in combining neuroscience, change management and leadership theory to drive cultural transformation processes. Brett specialises in neuro-leadership, especially when it comes to understanding what drives human behaviour and how to influence it. He has been involved in numerous safety culture change initiatives in throughout South Africa, Australia, Canada and Saudi Arabia.



# DOING IT FOR THE RIGHT REASONS

There are several ways an organisation can improve the effectiveness of its health and safety representatives

**A**ccording to Section 17 of the Occupational Health and Safety (OHS) Act, companies are required to appoint a number of safety, health and environment (SHE) representatives according to the number of employees in the workplace. Some companies still approach this with a "tick box" attitude; that is, in terms of a legal requirement only.

Without support from management, the appointed SHE representatives are not motivated to do more than the bare minimum. As a result, companies risk a focus on the quantity (meeting legislative requirements) and not on the quality of the efforts.

This management style insults the broader SHE programmes and suggests to employees that management is worried more about receiving a certificate than the genuine health and safety of employees and contractors.

## **OBTAINING MAXIMUM BENEFIT**

A company with one thousand employees, for example, would need to appoint approximately 20 employees as SHE representatives. It could either pay them to tick boxes, or motivate them to be proactively involved in the overall SHE programme.

In this example, the company has an additional 20 pairs of eyes on the shop floor that can assist in the drive for a safe and healthy working environment, thereby preventing incidents and injuries.

However, to do so management must invest time and effort into developing these employees.

## **TRAINING AND DEVELOPMENT**

Many companies provide training courses for SHE representatives, to ensure they understand their functions and roles under the requirements of the OHS Act.

The content of this training should go beyond simply the legal requirements. A focused training programme (of theoretical and practical training followed by regular coaching) will help to improve their understanding of the company and the site-specific requirements.

## **IT'S MORE THAN JUST INSPECTIONS**

Typically, the primary function of SHE representatives is to conduct inspections of the working areas at pre-defined frequencies, complete and submit reports, and report findings at health and safety committee meetings.

SHE representatives should, however, also be trained in the various elements of risk management and the art of engaging with employees and contractors on all SHE-related matters.

## **RISK MANAGEMENT**

The training programme should include how to identify safety, health and environmental hazards in the workplace, and provide a better understanding of the site-specific methodology for conducting risk assessments. This should include active participation in risk-assessment sessions on the shop floor. By doing so, the quality of overall inspections should improve.

Although a reactive control, the company's



methodology for investigating incidents, combined with the various techniques available, should be included in training programmes.

Understanding the fundamentals of an effective "permit to work" is always a good place to start when embarking on an audit. It facilitates an understanding of the task, the associated hazards and what controls may be necessary.

A permit to work is the last control implemented prior to the work commencing, and therefore it makes sense that SHE representatives need to be

“ The company has an additional 20 pairs of eyes on the shop floor that assist in the drive for a safe and healthy working environment.



well versed in the fundamentals of a good-quality permit to work and audit checks.

#### EMPLOYEE AND CONTRACTOR ENGAGEMENT

Talking to people throughout the company is key in the drive to developing an interdependent safety culture. Everyone has a responsibility to look after their own safety as well as the safety of others.

In support of this, leaders should train employees and contractors to conduct behavioural observations, and on the fundamentals of engaging with employees and contractors.

This should include the following six-step process to behavioural auditing:

- Observing before approaching;
- Introduction and purpose of the observation session;
- Commenting on positive issues;
- Discussing concerns and barriers;
- Agreeing on safe methods of doing the task;
- Thanking the person for his/her time.

#### CONTINUOUS DEVELOPMENT AND ENCOURAGEMENT

SHE representatives are nominated to the position. Leaders therefore have a responsibility to support and encourage their professional development and ability to deliver. Through training, development and recognition, SHE representatives are more likely to enjoy and excel in their elected role, and progress to SHE professional status.

#### DEVELOPING RELEVANT MATERIALS


Finally, to make the role of a SHE representative more relevant and value adding, it is suggested that companies develop their own site-specific SHE checklist and audit documents. Customised checklists ensure that people focus only on the issues that are specific to the site and area of responsibility, ultimately ensuring a more relevant audit.

#### IN SUMMARY

Legal compliance is a minimum requirement. As leaders, we have a responsibility to move beyond this and to implement programmes that actively contribute to ensuring that we send everybody home safely, each and every day.

It's fair to say that most companies share the objective of providing a safe and healthy working environment. What many fail to do, though, is use SHE representatives as a critical cog in the wheel of safety culture.

In South Africa, we are fortunate that the appointment of SHE representatives is a legal requirement. By moving beyond just compliance and instead maximising the benefits to companies, leaders should actively support SHE representatives in delivering against their mandate.

This can be achieved through three key areas of intervention: training and coaching; identifying those with potential and interest; and ensuring their ongoing professional development. 



Brian Darlington is the group head of safety and health for the Mondi Group, based in Vienna, Austria. He has filled the role since 2012 and is responsible for safety and health in more than 30 countries. Brian started working at Iscor before joining Mondi in 1987, working in Gauteng. In 2000 he transferred to the Kraft Division in Richards Bay. During 2005, Brian transferred to Europe, taking up the position of business unit SHE manager, responsible for SHE in paper mills in Austria, Hungary, Israel, Slovakia, Poland, South Africa and Russia, as well as forests operations in South Africa and Russia.

# FACTS AND MYTHS ABOUT CYBER RISKS AND THE ROLE OF INSURANCE

With cyber risk being a relatively new phenomenon in the business world, there is much to know and much to be wary of



**C**ompared to other risks – such as damage or loss of property due to fire, theft and piracy, which have existed for hundreds of years – cyber risks originated more recently. Cyber risks are transmitted into a company through the use of information technology (IT) – mainly computers.

Cyber risks are, therefore, synonymous with IT risks, and their development coincided with the evolution of computers and information processing systems in business.

Like anything new, cyber risks and their insurability are fraught with myths and inaccuracies. It is, therefore, important for firms to get the underlying facts right, before deciding on the most appropriate response strategy to these risks.

This cautionary note derives from a basic insight – when business decisions are taken on the basis of inaccurate underlying facts, they can be misleading and destructive.

What then are the myths that typify the discourse on cyber risks and cyber insurance today?

The first myth holds that cyber risks are relevant only to big businesses. As a matter of fact, we now live in the information age where data is the stock-in-trade for most businesses – big and small. It is difficult to conceptualise a situation where a modern business (of whatever size) is not information-driven in some way or another.

Myth number two holds that hackers are very experienced and mature people who have been working with computers for a very long time. On the contrary, many hackers are mere teenagers who have not worked with computers for as long as is often assumed. This is scary, because it means that cyber risk is perhaps the most unpredictable of all risks faced by a modern business.

Myth number three holds that cyber risks arise from external sources. This, too, is a fallacy because studies show that a significant proportion of cyber risks emanate from within – from employees (past and present) with third-party vendors being among the main culprits.

A disgruntled employee, who is currently in the employ of the company, or who has left, can be as viable and even more dangerous a source of cyber risk than an unknown hacker or terrorist.

Current and former employees carry the added danger that they have an intimate knowledge of the firm and know which areas, if targeted, can hurt the business the most. Companies often focus on threats from further afield and ignore those closest to home.

Perhaps the biggest myth of all is that insurance provides comprehensive protection against most cyber risks. Nothing could be further from the truth. While it is understandable that insurers would leave no stone unturned when informing firms of the



importance of cyber insurance, the reality is that this is still a very new product and is not always available in all markets.

Even in developed markets, such as the United States (US), Canada and the United Kingdom (UK), policies offered are not comprehensive in terms of coverage. Most provide limited cover and contain wide-ranging conditions and exclusions which, when reduced to their logical conclusions, leave the insured with limited protection.

There are many aspects about cyber risks that still need to be conclusively resolved by insurance markets. For example, where insurance contracts are designed to cover loss or damage to tangible or physical property, a question arises whether loss or corruption of data actually constitutes loss or damage to tangible or material property.

Courts in the US have grappled with this question for several years and in many states appear to have found ways to justify the finding that data or information is material property capable of being stolen, damaged or sold.

Another problem currently faced by insurers in most markets is capacity, which is still very limited. This is a problem even in developed markets.

While insurers would argue that cyber insurance is critical to the survival of any modern business, insurance markets are still a long way from establishing a common taxonomy of cyber risk and the losses for which they are prepared to pay.

There are many types of loss that can be caused by data security breaches. Some of these include theft of intellectual property, business interruption, data and software loss, extortion, fraud and identity theft, transfer of funds, invasion of privacy, damage to reputation, liability to third parties, regulatory penalties, costs of a forensic audit, crisis management costs and investigation as well as death or bodily injury.

These losses can be incurred by any organisation – whether public or private, small or large.

The question then becomes – which of these are insurable and how?

There are two types of insurance that can be used to cover cyber risks. First-party insurance covers the insured for losses suffered. Thus, if a homeowner insures a house against any form of damage, it is done through first-party insurance, which involves two parties only: the insurer and the insured.

Then there is third-party insurance, which protects the insured – not from his or her own personal or business losses, but those that he or she (or the company) may cause to someone else (the third party) for which the insured is legally liable.

Under third-party or liability insurance, the insured is not the person or company suffering the loss, the

insurance covers the loss suffered by a third party as a result of the business activities of the insured. A major complication with third-party insurance is that the third party cannot even be identified *ex ante*, or before the loss.

Whether one buys first-party or third-party insurance, the reality is that it is rare to find an insurer who is willing to sell a single product that provides protection for most of the types of potential losses.

What is more likely is that insurers would sell different cyber policies for specific types of risk. This differs from how other risks are handled. For example, insurance of a motor vehicle.

Finally, the motor vehicle policy may also provide limited medical expenses for passengers and all these risks can be comprehensively covered in the same policy. Currently, this approach is very limited in the cyber-insurance market.


That said, first-party insurance can be used to insure loss such as theft or fraud made possible by data breaches, the costs of forensic auditing or investigation, business interruption, data loss and restoration and other direct losses.

However, nothing is guaranteed; it all depends on the market in question. Third-party insurance can provide coverage for litigation and regulatory costs, notification costs, crisis management costs and liability for intellectual property violations.

These covers are by no means integrated and insurers are still in the process of learning about cyber risks in general. Policies currently on the market have extensive restrictions on the type of coverage they provide. Companies must, therefore, avoid falling into a false sense of security.

The question then is: while insurance markets are still developing, what can companies exposed to cyber risks do? It must be noted that, even at their most advanced stage, insurance markets will never be a panacea for all cyber risks. In fact, only a small proportion of these risks will be transferable through insurance, even under the best of circumstances.

It is for this reason that perhaps the best response to cyber risks must come from business themselves. There is a need for businesses to develop their own risk-management systems for cyber risks that take into account their own unique circumstances. Some of the issues that must be well understood are the location of a firm's critical data, how that data can be accessed, by whom it can be accessed, and its uses.

Once this is done, targeted risk-control measures can then be put in place to prevent that data from being accessed or used for sinister purposes. Perhaps the most important thing for firms to avoid, however, is buying into the myths around cyber risk. 



Legally Speaking is a regular column by Albert Mushai from the school of Economics and Business Sciences, University of the Witwatersrand. Mushai holds a master's degree from the City University, London, and was the head of the insurance department at the National University of Science and Technology in Zimbabwe before joining the University of the Witwatersrand as a lecturer in insurance.

# WHO IS ACCOUNTABLE FOR YOUR RISK?

HOPE KIWEKETE discusses how risk stewardship drives risk accountability

In the spirit of good stewardship, business leaders and their government counterparts are continually providing assurance to their stakeholders on how diligently they are managing their valuable resources.

The *Cambridge Advanced Learner's Dictionary and Thesaurus* defines stewardship as: "Someone's stewardship of something is the way in which that person controls or organises it." There are numerous illustrations of how stewardship could be realised, hence this is not comprehensive discussion.

## MANAGEMENT MUST TELL THE RISK STORY

Why tell a risk story? A lot is at stake, such as achievement of business objectives. Risk stewardship demands more than the appointment of risk champions in the relevant functions or departments.

Management should take responsibility to inform stakeholders of the risks faced by the organisation. This should be followed by putting risk-control measures in place to mitigate the risks.

## ASSIGN AND ACCEPT ACCOUNTABILITY

Some organisations might outsource the management of their risks. However, those within the organisation who have been given the mandate to provide risk oversight still have to accept accountability. The day-to-day operational activities ultimately require management to incorporate risk management into their operations. Risk stewardship therefore requires managers to own up to their responsibilities.

## RELIABILITY AND AVAILABILITY OF RISK INFORMATION

The ISO 9001:2015 Quality Management Systems standard outlines seven principles related to quality

management, one of which is evidence-based decision-making. This requires reliable information – whether it emanates from inside or outside the organisation.

Similarly, putting risks "under the carpet", or fine-tuning risk improvement to indicate an improved risk maturity, should be avoided if risk stewardship is to be realised. The availability of risk information also needs to reach management and leaders timeously.


## BREAK DOWN RISK-MANAGEMENT SILOS

Risk stewardship might be influenced by the risk culture of an organisation. It requires that everyone in the organisation is familiar with, and aware of, situations or events that might impact their respective functions from achieving their objectives.

A silo approach to how risks are managed will not improve morale, let alone risk ownership. Breaking down silos compels personnel to have confidence in speaking out when they hear about, or observe, risk-mitigation control measures being ignored or failing.

## INSTIL STEWARDSHIP

Ensuring that risk stewardship becomes a fabric of an organisation's risk-management approach holds everyone accountable to steer risk improvement into an organisation's context, yet being aware of risks impacting, or likely to impact, an organisation may be overwhelming to some of us.

However, additional approaches – such as management telling the risk story, assigning and accepting accountability, the availability and reliability of risk information, as well as breaking down silos – will go a long way in ensuring risk accountability is enabled through risk stewardship. 



Hope Mugagga Kiwekete is a managing consultant at the Centre for Enterprise Sustainability. He has practiced as a management systems consultant, trainer and auditor in different multicultural environments, which entailed environmental, occupational health and safety and quality management in various industry sectors in east and southern Africa and Asia. He is a Certified ISO 9001 Lead Auditor with the Southern African Auditors Training Certification Authority (SAATCA) and a member of the SABS Technical Committees for Quality Assurance, Environmental Management and Occupational Health and Safety Management Systems.





## PROGRAMME IN SAFETY MANAGEMENT (72435)

This programme introduces line managers and safety practitioners to the very basics in safety management. Such basics comprise the sciences of safety management and the roles of line and staff functionaries pertaining to safety risk assessment, safety management in industry and the analysis of safety incidents.

### MODULES:

- Introduction to Safety Management (PSMP015)
- Assess Safety Risk (PSMP026)
- Manage Safety in the Workplace (PSMP038)
- Analyse Safety Incidents (PSMP049)

### REGISTRATION DATES:

December - March

### FEE:

R7 200

(Prescribe/Recommended textbooks not included)

### COURSE DURATION:

12 Months

NQF level 6, Total 48 Credits

### ADMISSION REQUIREMENTS:

A senior Certificate, equivalent qualification or appropriate experience.

### CONTACT PERSON:

Mr NJF van Loggerenberg

Email: [psmp@unisa.ac.za](mailto:psmp@unisa.ac.za)

Tel: 012 352 4357

## PROGRAMME IN ADVANCED SAFETY MANAGEMENT (76914)

This programme investigates the advanced elements of safety management. These elements include the management of safety culture, the role and importance of safety supervisors, system safety engineering and the system safety programme plan; the importance of managers in safety and a more advanced understanding of hazards.

### MODULES:

- Managing Safety Culture (APSM01N)
- Safety Supervisor (APSM02M)
- Safety Systems (APSM03O)
- Design for Safety (APSM04P)

### REGISTRATION DATES:

December - March

### FEE:

R8 000

(Prescribe/Recommended textbooks not included)

### COURSE DURATION:

12 Months

NQF level 7, Total 48 Credits

### ADMISSION REQUIREMENTS:

A senior Certificate, equivalent qualification or appropriate experience and completed Programme in Safety Management (PSMP) with the Centre for Business Management.

### CBM CONTACT DETAILS:

Email: [cbm@unisa.ac.za](mailto:cbm@unisa.ac.za)

Tel: 012 352 4288

Website: [www.unisa.ac.za/cbm](http://www.unisa.ac.za/cbm)

# A TIME FOR REFLECTION

It is with mixed feelings that I write my first article for SHEQ MANAGEMENT. There was joy at recently being inaugurated as president of Saioish before being saddened by the sudden loss of Robin Jones, immediate past president of Saioish



SANJAY MUNNOO

I met Robin Jones, Neels Nortjé, and Siven Naidoo (among the founders of Saioish in 2010) after joining Federated Employers Mutual Assurance (FEM) that year.

Jones had more than 40 years' experience in the occupational health and safety (OHS) field. While he did not have a degree in OHS, he excelled through his enthusiasm and passion for this profession. He was charismatic and always willing to share information from his vast experience. We honour and pay tribute to a stalwart of health and safety.

The "technical" economic recession cannot justify cutting corners in workplace safety.



Saioish CEO Neels Nortjé (left) honours Robin Jones at the 2017 Saioish conference.

According to FEM statistics there were 73 fatalities from about 4 500 construction companies in 2016. The mining industry also recorded 73 fatalities.

Workers are dying younger; in the construction sector, 21 of the deceased were under the age of 30 and the youngest was a 22-year-old female.

According to the International Labour Organisation (ILO), working in hazardous conditions is a daily routine for many workers. Over 313-million workers suffer non-fatal occupational injuries each year, or 860 000 people per day. Every day, 6 400 people die

from an occupational accident or disease, amounting to 2,3-million deaths each year.

OHS is an individual responsibility and the provision of safe care is an obligation of OHS professionals. A study on lagging versus leading indicators has been initiated and the findings will be presented in an article within the next few months.

I recently attended the Joint Corporate Investment Banking (CIB) W099 and TG59 International Safety, Health, and People in Construction conference, held in Cape Town.


The findings by international professors and lecturers suggest that there is a strong correlation between a well-designed workplace and improved worker health.

Saioish recently launched its webinar platform (as detailed in the previous issue). It is anticipated that presentations will be conducted on special subjects that will earn continuing professional development (CPD) points. Webinar sessions are free and will supplement the ten free-to-attend OHS workshops that are held in five provinces twice a year.

Saioish makes use of a state-of-the-art online membership programme. Using the online system members submit "contact forms" and Saioish provides the necessary advice and assistance. During a 12-month period under review, Saioish processed more than 13 000 online queries related to health and safety (including e-mail queries).

Saioish submitted official comments to the Department of Labour (DoL) on the Draft Ergonomics Regulations. A webinar was also held for members on the comments that were submitted to the DoL. Saioish is now part of the round-table discussion on Ergonomics Competencies.

There can be no doubt of the importance of the work that OHS professionals do in preventing accidents and saving lives. I'm proud to be associated with Saioish and will work hard to achieve set milestones and continue with the Institute's trajectory.

Saioish membership continues to grow rapidly and averages at over 200 new members per month. I thank all of you for the vital work you do and for your professionalism in OHS. 





# Saioosh

South African Institute of  
Occupational Safety and Health



[www.saioosh.co.za](http://www.saioosh.co.za)



Saioosh is recognised by the South African Qualifications Authority (SAQA) as the Professional Body to register Occupational Health and Safety Professionals in South Africa in terms of the NQF Act, Act 67 of 2008.

# MORE THAN YOU EXPECT



A safety shoe is a safety shoe – no more, no less... Not quite, it can be so much more

**A** discount without requesting it. Your online shopping order delivered two days early. Parking right in front of the shops. An upgrade to business class.

What do these things have in common? They are all more than you expected.

This, according to BBF Safety Group, is what defines the new Lemaître range of shoes. The company says that, with the introduction of the Maximus boot and the Spartacus shoe, Lemaître has "set a new standard in general-purpose safety footwear by bringing customers more of the things that matter to them. More comfort. More innovation. More durability. More quality".

## MAXECO – AND MORE

With product design guided and inspired by Lemaître's top-selling Maxeco safety boot and Robust shoe, Maximus and Spartacus sport the features that made Maxeco a household name in general-purpose safety footwear – as well as various product enhancements and innovations.


According to BBF Safety Group, Lemaître has taken the best of Maxeco – a product that has sold more than 8,7-million pairs since its inception in 1991 – and added more of the features that address the needs of today's customers. These include updated styling, an added leather collar, reflective strips, a wider sole unit and a host of other enhancements for improved wearer comfort and safety.

## MORE KEY FEATURES

- **Comfort:** Maximus and Spartacus have several features to enhance wearer comfort. These include a lighter sole unit, a padded leather collar that provides ankle support and a heel-grip counter lining to prevent the shoe from slipping off.
- **Durability:** Full-leather uppers allow the wearer's feet to breathe and increase the durability and longevity of the product. This enables the employer to extract maximum value from the investment in workplace safety footwear.
- **Quality:** Maximus and Spartacus are locally manufactured in an ISO 9001 factory and bear the SANS 20345 quality mark.
- **Safety:** A sole design that is wider by three millimetres provides increased wearer comfort, improved slip resistance, better stability and reduced shock impact. In addition, a bellows tongue prevents dirt, liquid and foreign objects from entering the shoe, and D-rings allow for quick and easy lacing and unlacing.

The inclusion of a reflective insert further enhances the wearer's visibility in evening conditions.

BBF Safety Group says that the Maximus safety boot and Spartacus safety shoe provide an ideal solution for clients who require protection for an array of environments and applications.

Maximus and Spartacus are available in sizes three to 13 and can be purchased from authorised BBF Safety Group distributors nationwide. 



# INTRODUCING MAXIMUS — AND — SPARTACUS

FROM THE BRAND THAT BROUGHT YOU MAXECO, COMES  
A WHOLE NEW ERA IN ALL-ROUND SAFETY FOOTWEAR.

## MORE DURABLE

WITH FULL  
LEATHER UPPER  
AND BELLOWS  
TONGUE

## MORE COMFORTABLE

WITH HEEL GRIP COUNTER  
LINING AND PADDED  
COLLAR

## MORE STURDY

WITH A  
3MM WIDER  
SOLE UNIT

## MORE SLIP-RESISTANT

BY 17%\* DUE TO THE SQUARE  
CLEAT DESIGN ON THE  
NEW SOLE

## MORE VISIBLE

WITH A  
REFLECTIVE  
INSERT



To find out more about the latest offering in ALL-ROUND SAFETY FOOTWEAR please contact us: 0800 204 864

\* Compared to Maxeco based on SRA slip-resistance criteria

Made in South Africa



[www.lemaitre.co.za](http://www.lemaitre.co.za)



**LEMAITRE**



# BIOMETRIC AUTHENTICATION: THE NEW SOFTWARE SECURITY APPROACH

More industries are adopting cloud-based software to improve data management and productivity, but ensuring data is secure remains a challenge. MARISKA MORRIS reports

In what is being called the fourth industrial revolution, more industries are turning to cloud-based software to manage data. This software allows easier access to information, back-ups and, with the latest technology, it also offers real-time updates. This ensures that the most up-to-date information is available at any given time.

One example of cloud-based software is African Management Software (AMS) from Deep Red Technology, which is used to manage medical surveillance in the occupational-health sector. The front-office application in AMS is designed to increase productivity through simple and efficient operation.

"Its aim is to manage the occupational-health clinic systems effectively and efficiently, incorporating all the surveillance processes in one user-friendly system," says Richard Pfab, general manager at Deep Red Technologies.

He adds: "AMS has successfully integrated with many hardware devices, which makes it a simple process for patients to move from their audio testing to vision and lung-function testing, and then to the medical exam. AMS generates all the required certificates and stores them safely in the database."

He notes that the system maximises the number of patients that can be serviced, while minimising user error. AMS also has a "back-office" function,

which includes a web portal hosting patient records.

"Clinic staff and patients are able to access interactive charts, reports and any authorised patient records from any device, at any location with an internet connection. In order to avoid downtime during internet connection problems, AMS data is stored on a network database. It is thus impossible to lose data, even if there is a system failure at the clinic or hosted data centre," Pfab notes.

Like all new cloud-based software, AMS simplifies data access and management, which improves productivity. However, these systems come with their own challenges as data is more vulnerable to hacking, which could put sensitive information at risk.

In its research into IT security risks, Kaspersky Lab, a global cyber security company, found that data protection is the most important security concern for businesses. It also found, however, that nearly one in five companies worldwide struggles to manage security across various platforms.

Deep Red Technologies has implemented numerous security settings to assist in protecting sensitive information on the AMS system.

"Only authorised personnel have access to the system by means of a username and password, and/or biometric (fingerprint) authentication," Pfab says. Similar biometric technology is used by Fujitsu South Africa with the Palm Secure system.



This technology uses infra-red scanning to track the structure of veins in the palm. Palm-vein technology has more than 500 reference points, which makes it more secure than fingerprint authentication. While Fujitsu aims the technology at manufacturers through the Industrial Kiosk, it is widely used by the healthcare sector in Turkey.

Similar to AMS technology, Palm Secure is used to manage patient records. However, Turkey implemented the system to prevent patients from receiving the same medicine from various clinics in order to resell it. With the Palm Secure system, clinics were able to identify whether a person had already received their medicine from another clinic.

Werner Simpson, an engineer at Fujitsu South Africa, notes that the hand-detection or palm-scan technology is more secure than a username and password. Employees are prone to forgetting their username and password. In some cases, this confidential information is shared freely among co-workers, which puts sensitive information at risk.

The biometric authentication technology is considered very secure. However, not everyone agrees that biometric authentication is the safest security approach to protecting software.

Technology magazine *Wired* quotes law Professor Alvaro Bedoya in its article titled: Biometrics are coming, along with serious security concerns. Bedoya explains that biometrics is inherently public information, while a password is private.

"The whole point of a password is that you don't tell anyone about it. I know what your ear looks like, and I can take a high-resolution photo of it from afar. I know what your fingerprint looks like if we have a drink and you leave your fingerprints on the pint glass," Bedoya says.

Biometric authentication is widely used by police to identify suspects, because of its public nature. In the same article, *Wired* notes: "Just as you can buy software to brute force your way through pins and passwords, hackers are already engineering ways to spoof biometric authentication."

According to the article, more than five million fingerprints were compromised when the United States Office of Personnel Management was hacked. Biometric authentication might be a current solution to protecting software, but it is by no means a permanent solution. The best preventative measure to keep information safe is to appoint a reputable cyber-security company to manage software security. SM

## Professional Occupational Health Management from entry to exit



# 50% OFF

**Subscribe before the end of October 2017  
and receive your first 12 months at 50% off!**



Paperless



Central Database

The Occupational Health Management **software of choice** for more than 1,100 companies



# SAFETY COMPLIANCE

## FOR FLEETS HAS NEVER BEEN SIMPLER

All road users in South Africa dream of safer roads. The Road Transport Management System (RTMS) strives to make this possible. The challenge with this self-regulation scheme is that administration can be cumbersome. Well, it USED to be cumbersome. That's no longer the case, as MARISKA MORRIS discovers

**T**hanks to Altech Netstar's new Vigil Safety and Compliance (VSAC) system, RTMS compliance is as easy as tying the shoelaces on your safety boots! This system was borne out of actual challenges with RTMS administration...

Morne Klingbiel, product manager of VSAC, and developer, Willie Holtzhauzen, worked together at a transport and logistics company where they managed the safety department. It was during long, frustrating hours spent with paperwork and filing systems that they thought of an automated system to assist with RTMS audits.

"Requesting evidence required by the auditor from numerous departments, as well as scanning through files to find documents, proved to be time consuming. Returning empty-handed due to careless filing practices is unacceptable. So, development started on a system whereby the entire process could be simplified to capture and store the documentation relevant for an RTMS audit," Klingbiel says.

The VSAC system aims to reduce the amount of paperwork as well as man-hours spent preparing documents for a RTMS audit. "It started as a way to help

companies manage this process with an electronic, automated system to reduce the paperwork. In the office environment, we are reducing the paperwork from around 200 000 copies to about 50 000 copies a year," Holtzhauzen notes.

Since development started in 2011, VSAC has grown into a very agile system. As clients become familiar with the system, they request additions to meet their specific business needs. Holtzhauzen notes: "It has grown beyond RTMS; it is actually a total fleet-management solution, which provides financial control of the entire logistics value chain."

VSAC uses an automated document-control system to scan documents and allocate or store them in a designated location with the use of a unique barcode on the cover page, or pages, of the document. When used correctly, it offers a wide range of services from listing the duration of various contacts and creating diesel orders, to invoicing directly from the system and providing accurate calculations relating to the driver and fuel consumption.

The financial and diesel management modules are critical tools for driving cost management and profitability.



It was not easy to create VSAC. A big challenge for the developers was to find a simple way to link the scanned documents to a specific driver, vehicle or load. Holtzhauzen says: "The biggest challenge was to make it easy to scan a document and have the system do the thinking."

While VSAC makes it easy to access these documents, it is important to keep updating the information on the system. Training is also essential, and is provided by Netstar. Klingbiel explains: "A full installation process is completed by an experienced team. Training of the users then takes place at the client's premises using the employee, vehicle, load and diesel documentation."

The system is unique to the market. While various features are offered by other companies, the Netstar system provides a range of features through one system.

"We are yet to come across a system that offers the numerous module functionalities offered by VSAC," notes Klingbiel. This multi-module functionality has become important in RTMS auditing.

"The auditors no longer consider only a company's compliance with safety. They also look at how the company manages vehicle maintenance, for example," says Holtzhauzen. An added bonus of the VSAC system is that it is also available to non-Netstar clients.


"The system can be easily used and integrated with any telematics solution, provided the client's service provider is willing to give us the required information,"

"The system caters to any size or type of fleet including heavy vehicles, short-haul delivery vehicles, buses, courier vehicles, earth moving, plant and mining vehicles," Klingbiel points out. VSAC is already available on the market, and can also easily be adapted to foreign legislation so that it can be used outside South Africa.

"The system can be accessed through a desktop version, which is installed on site. Alternatively, a web-based version is available enabling users to access the software from an internet-enabled device. By making the necessary changes, for example to speed limits, and or permissible loading masses, the system can be tailored to suit any country's legislation," Klingbiel says.

The team is excited about the VSAC system, which it believes will make RTMS compliance so much easier. Klingbiel notes that the initial RTMS accreditation is easy as only three months of data is needed. The challenge is renewing and maintaining the accreditation.

"That is where the difficult part comes in, as the data has to be maintained for a 12-month period," he comments. The duo is also sure that the system will assist in saving lives.

"The object is to promote best practice in self-regulation, thereby ultimately preventing overloads, ensuring adequate vehicle maintenance, driver wellness and compliance with regulations. It is essentially promoting and improving road safety for all users," Klingbiel concludes. 



Willie Holtzhauzen (left) and Morne Klingbiel explain that the Altech Netstar Vigil Safety and Compliance system is an important tool in RTMS auditing.

Klingbiel comments. However, this might cause a delay. A telematics solution from another company might not allow information to be sent on a per-second interval.

There can be a delay from half an hour to half a day. So, while it is not required for a company to use a Netstar fleet-management or tracking device, Holtzhauzen notes that it will make the process more seamless. The VSAC system can be used by small, medium or large transport companies.

### WHAT IS ROAD TRANSPORT MANAGEMENT SYSTEM (RTMS)?

It is an industry-led, self-regulation scheme that encourages transport operators to implement a vehicle-management system that raises the standards and productivity of businesses, preserves road infrastructure and improves road safety.

### WHY IS IT IMPORTANT?

The road infrastructure is deteriorating rapidly due to overloading and poor maintenance and a large number of accidents that involve heavy trucks. The aim of RTMS is to empower the industry to turn this situation around.

### WHAT DOES IT DO?

RTMS creates standard rules for the industry that should really be a "business norm". Poor compliance creates unfair competition, which the RTMS aims to remove from the industry with high operating standards and self-regulation. .



## PEST CONTROL GETS A REVAMP WITH MYRENTOKIL

Rentokil has made changes to its PestNetOnline service. The improved system, dubbed myRentokil, has more features, a user-friendly interface and real-time data collection

**P**est infestations have the potential to cause devastation to a company's profit margin, as well as long-term damage to the brand and reputation. A proactive approach is therefore needed. Rentokil's online pest-management system offers clients exactly that with real-time data collection.

"With myRentokil, customers are choosing a proactive way of managing pest control across one or many locations, with live reporting and real-time actions. Multiple sites can be monitored from a single platform and digital records allow better traceability for risk management," says Mario Pluke, national technical and training manager at Rentokil South Africa.

"Anything that a client wishes to know about the pest control delivered to their business is available online, and in real time, meaning that risk to the business can be dealt with as it arises, rather than once it has developed into a full-blown catastrophe," he adds.

The system, which is based on the previous online pest-management system PestNetOnline, has a user-friendly interface, improved charting systems and multi-site views. In addition, a myRentokil mobile app is available free of charge to support pest management.

The system also has improved key features, such as allowing the comparison of data from each unit or detector. All of these systems assist in ensuring that pest control is well managed and that the documentation is comprehensive, which simplifies compliance to the Hazard Analysis and Critical Control Point (HACCP) approach.

"All the necessary pest-control documentation for audits is in one place and is always accessible. Real-time data ensures that all pest-control records are complete and up-to-date for visits by the auditor," notes Pluke.

Customers can also follow recommendations made on the system. The pest-prevention recommendations are given a priority status, which allows for better risk management.

“ Pest controllers today need to do more than just eliminate pests. A proactive approach to pest control can significantly reduce business disruption.

Although based online, the system is secure. There are access-control lists, hashed passwords, a secure protocol, secure server backups and a maximum of five login attempts are allowed before an account locks down as a safety precaution. Currently, myRentokil is available only to Rentokil clients.

"Investing in pest control is critical. Rentokil research confirms that pest controllers today need to do more than just eliminate pests. A proactive approach to pest control can significantly reduce business disruption, which is what we aim to do with myRentokil," Pluke concludes. <sup>SM</sup>



WE **ASSESS, ADVISE** and **ASSIST**.

# Leading Operational Risk Management solutions provider.

Originally Established in 1993, IRCA Global is a leading South African based Risk Management solutions provider in the areas of Safety, Health, Environment and Quality. Our experience in the SHERQ industry and footprint in various countries around the world, we have assisted hundreds of organisations to reduce operational risk exposures through high quality systems, products and services.

In a world of corporate governance, risk and compliance, IRCA Global is a mature global market leader. Our international involvement has equipped us with in-depth experience and knowledge to assist our clients.

## Vision

IRCA Global will be the preferred provider of specialist SHEQ Risk Management Solutions, enhancing sustainable business performance worldwide.

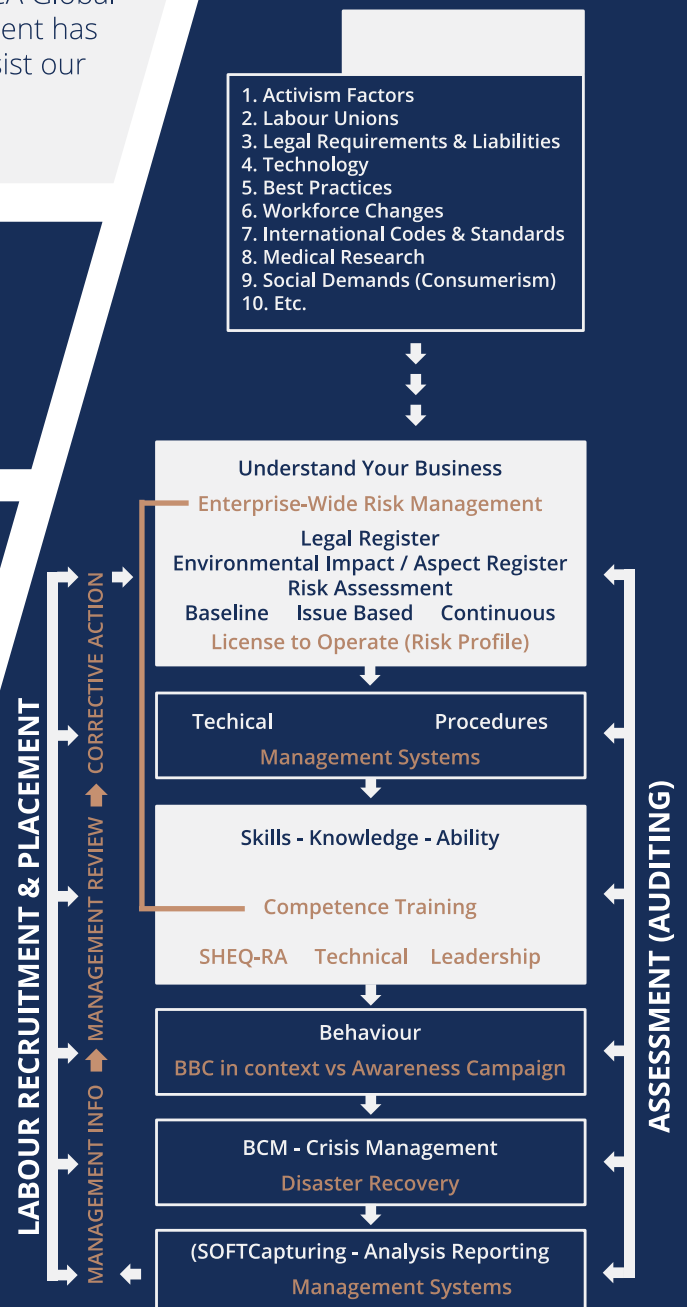
## Mission

To achieve significant profitable growth by developing our capabilities and delivering professional value added SHEQ Risk Management Solutions to clients through sustainable relationships.

## Our Quality Policy

To ensure we improve value for our stakeholders, we will regularly review our performance against defined objectives and communicate results in order to enable a relationship based on honesty, openness and mutual trust. In engaging them, we will share with our stakeholders the responsibility for meeting the requirements of this policy.

## Business Model








# BUILDING A **GREEN WORLD**

The construction industry has joined the international call to go "green". ANLERIE DE WET looks at the rise of different eco-friendly building materials and the benefits they provide



# Snake Encounters & What you should do!

**We offer 3 courses to build Awareness on SNAKES**

- 1 THE SNAKE ID & SNAKEBITE TREATMENT COURSE**
- 2 VENOMOUS SNAKE HANDLING COURSE**
- 3 BLACK MAMBA HANDLING COURSE**

Courses are **PEASA** (Field Guide Association of Southern Africa) approved as specialist courses. The Snake ID & Snakebite Treatment course is registered with **HPSCA** to provide 5 CPD points for health professionals.

**Clients:** Sasol | Anglo American | Anglo Coal | Anglo Gold Ashanti  
 BHP Billiton | Murray & Roberts | Johannesburg Water | Johannesburg Zoo  
 Johannesburg Fresh Produce Market | Eskom etc...

**Find out about upcoming course dates**

**AFRICAN REPTILES AND VENOM**  
 Mike Perry  
 085 44 888 54 (cell)  
[mike@africanreptiles-venom.co.za](mailto:mike@africanreptiles-venom.co.za)  
[www.facebook.com/AfricanReptilesandVenom](http://www.facebook.com/AfricanReptilesandVenom)

**THE VENOM**  
 0 25 56 811 (monday) 0 20 01 5965 (monday) or 0 25 56 515 ( 0 20 01 216

**www.africanreptiles-venom.co.za**



# CELEBRATING THE BEST IN CONSTRUCTION HEALTH AND SAFETY

Numerous construction companies received awards for excellent safety performance at the Master Builders Association (MBA) North Annual Regional Construction Health and Safety Awards ceremony

**M**BA North, in partnership with Federated Employers Mutual Assurance Company (FEM), hosted an annual competition and awards ceremony for its members. The Master Builders Occupational Health and Safety Audit System and Star Grading Programme is used to perform audits for the regional competition. Companies that excel are presented with awards.

The essential requirements for audits are:

- Proof of compensation registration and proof of good standing.
- A site-specific health and safety plan.
- A site-specific risk assessment, which must include: safe work procedures, a monitoring plan and a review plan.
- Disabling injury frequency rate. "These awards were developed with the main objective of encouraging organisations to establish effective systems for managing occupational health and safety, as well as to instil the aspects of safety culture in the daily duties of workers and employers," executive director at MBA North, Mohau Mphomela, said in his opening address.



The winners of each of the ten categories are entered into a national competition. A total of 60 entries were received for the 2017 competition. One entry was disqualified and there were three withdrawals. Among the remaining 56 entries, the winners of each category were announced at the ceremony held on July 17.

Construction health and safety manager at MBA North, Gerhard Roets, noted: "These audits provide a platform from which companies can benchmark their health and safety management systems against other companies in the region (which includes the provinces of Gauteng, Mpumalanga, Limpopo and North-West)."

Roets was one of only two auditors, who were appointed to ensure that the audits were consistent.

Along with awards for the projects entered into the competition, MBA North also awarded prizes to the best performing OHS officer, representative and manager; contracts manager; client health and safety agent; and best sub-contractor.

Winner of the Best OHS Manager award, James Flint from WBHO Construction, noted: "It is always nice to be recognised. There needs to be more positive reinforcement in the industry. This year was very competitive. Only two or three of WBHO Construction's projects received places and all of them have a five-star grading. Safety in the industry is definitely improving."

Winner of Best Client Agent award, Shone Dirker from Cairnmead Industrial Consultants, was surprised



by the win. "I didn't even know I had been nominated. The industry is challenging – including the work done on site and while working with clients," Dirker said.

Arcstone Property maintenance CEO, Dave Raichlin, said he hoped that the awards ceremony and auditing process will give the company the opportunity to grow and become a sub-contractor for the larger companies participating in the competition.

"Our main reason for entering is to learn," said Raichlin. "We only hear about the bad things that happen in the safety industry. Events like this promote the positive aspects of health and safety."



Elsa Jacobs, director at ER Signs and Safety, noted that more manufacturers should participate: "It is great that MBA North has given manufacturers the opportunity to be audited for the awards and that it supports both small and big businesses," she said. ER Signs and Safety won the first prize in the Manufacturers category.

FEM partnered with MBA North to make this event possible. Since 1936, FEM has been licensed to offer workmen's compensation to the construction industry.

"In 2013, FEM reached 4 000 policy holders and is steadily growing as more companies are made aware of the alternate choice. It is estimated that FEM represents around 60 to 70 percent of the employees in the industry.

Between 2010 and 2016, FEM paid R1 billion back to policy holders in the form of merit rebates. In 2016, the company paid back R1,035 billion as additional rebates," said FEM marketing and communications manager Herman Enoch.

FEM rewards clients that have good health and safety records. Enoch noted that a company that had a claims experience of less than 10 percent of its annual premium could receive up to 50 percent of its premium back as a merit rebate. He added: "Higher claims result in lower

rebates. Should the claims exceed 65 percent of the annual premium, FEM will impose a loading up to a maximum of 365 percent.

FEM further assists MBA North to improve safety in the industry by sponsoring a "training" vehicle for its "Training on the Move" initiative, where in MBA North travels to clients to provide training.

"MBA North can do site or task-specific sessions, information training and risk assessments, "The audit process helps identify any potential threats to health and safety and can lead to the prevention of future accidents," Enoch said.

"The event was well represented and almost everyone won a prize," commented Wayne Albertyn, vice president of MBA North. He noted that the parameters set for the categories give smaller businesses the opportunity to win as certain projects that were too advanced could not enter specific categories.



Both Enoch and Albertyn agreed that the awards ceremony showed that it is not only the safety officers who are taking safety seriously, as companies are now getting involved in safety at a management level.

"The number of participants is steadily increasing and the high attendance is evidence that the industry is taking health and safety seriously. If there is one thing I could change, it would be to invite companies with poor health and safety records to be a part of this initiative, and to eventually elevate them to the level where they become participants," Enoch concluded. **SM**

CATEGORY	WINNER
Best-Performing OHS Manager	James Flint, WBHO Construction
Best OHS Officer	Megan Johnson, Liviero Building
Best OHS Representative	Melusi Vilakazi – WBHO Construction
Best Contracts Manager	Clayton Oxley, Tiber/WBHO Joint Venture
Best Client Agent	Shone Dirker, Cairnmead Industrial Consultants
Best Sub-Contractor (without site establishment)	Gauteng Piling
Category A: Plant and Storage	Tiber Construction
Category B1: Allied Trades	Peri Formwork Scaffolding Engineering, JHB
Category B2: Manufacturers	ER Signs and Safety, Springs
Category C: <R10 m	GVK-Siya Zama Construction, Wits Phase 2D
Category D: R10 m to <R25 m	GVK-Siya Zama Construction, Aloe Ridge Hotel
Category E: R25 m to <R75 m	NMC – Samrand Industrial Park
Category F: R75 m to <R150 m	Aveng Grinaker – Rosebank Fire Station
Category G: R150 m to <R300 m	Liviero Building Javett: UP Art Centre
Category H: R300 m to <R500 m	Group Five, Werkmans H/O
Category I: >R500 m	SSBR JV, Kusile Building



# PREVENTING SLIPS AND FALLS

Falls caused by slipping on a wet floor could easily result in an employee getting hurt and missing numerous workdays. Thankfully, there are some nifty innovations to prevent such a mishap. MARISKA MORRIS reports

**T**he National Floor Safety Institute (NFSI) – a non-profit organisation based in the United States (US) – estimates that more than a million visits to hospital emergency rooms are a result of slip and fall accidents.

A serious fall could leave an employee unable to work for weeks and could result in expensive medical costs. According to the NFSI, slip and fall accidents are the primary cause of lost workdays.

The US health and safety publication *EHS Today* estimates that 95-million workdays are lost per year due to slip and fall-related injuries. Even more concerning is that the NFSI estimates that five percent of job-related fatalities among women, and 11 percent among men, are caused by slip and fall accidents.

This is a concern in all industries including factories and warehouses, shopping centres, restaurants and office parks. Interestingly, the Institute notes that in more than two-million annual injuries caused by a fall, floors and flooring material contribute to the incident. *EHS Today* estimates that 55 percent of falls are caused by wet surfaces.

Thus, flooring material used should be the top priority in preventing slips and falls. Cobra Africa, for example, offers a variety of non-slip or anti-slip mats, which are suited to use in shopping centres, stores, warehouses and factories.

The Solid Fatigue-Step mat, for example, consists of interlocking surface tiles made from rubber and nitrile. It provides an anti-fatigue, anti-slip surface that can withstand spillages with temperatures up to 160°C and is ideal for factories and warehouses.

Cobra Africa's K-Mat, on the other hand, is suitable for use in the catering industry as well as in factories. It is a 100-percent nitrile mat with excellent resistance to grease, oils, fats and detergents. The K-Mat can also be cleaned in a commercial washing machine.

For companies with tiled floors, or where anti-slip mats might be less practical, for example in shopping centres, the Hurricane cordless floor dryer from Deftoscan could be the solution. It is a safety cone that also acts as a dryer.

The Hurricane uses a fan to draw in air through the intake grills and then forces the air out through the 360° air director at the bottom of the unit. It dries

an area of up to 16 m², in a circle around the unit. According to Deftoscan, the Hurricane can reduce the time it takes to dry a wet floor by up to 90 percent.

The unit runs for up to ten hours and uses a rechargeable and replaceable battery pack. The battery can be charged while in the unit, or be replaced to keep the unit active. "The Hurricane has a one-to-one charging ratio," says Anton de Beer, general manager at Deftoscan. "If used for eight hours, it will take eight hours to be fully charged."

The Hurricane uses smart technology in the form of a battery-saver circuit, which prevents

overcharging by limiting battery charge. "It could be left on charge for a month without damaging the battery," De Beer notes. There is also an LED light and an audible warning to indicate when the battery power is low.

The units can be stacked to make storage and transport easier. The Hurricane comes with a one-year warranty, although the life-expectancy is much longer. De Beer says that the mechanics and housing should last for around 11 years if stored and maintained correctly.

"The only part that will most likely need to be replaced is the battery. If it runs all day, every day, it should last for about a year to a year and a half," De Beer points out.

Companies have the option of buying a Hurricane, or renting the device for 24 months (which includes a two-year warranty).

When using precautions such as the Hurricane dryer and anti-slip mats, such as the K-Mat, there should be no reason for employees to slip and fall on wet floors. <sup>SM</sup>

“ In more than two-million annual injuries caused by a fall, floors and flooring material contribute to the incident.














# SHEQsys

## Get SHEQ Done

**www.SHEQsys.com**  
**info@SHEQsys.com**  
**+27 11 849 7053**

### MODULES

-  **Incident**
-  **Audit**
-  **Calibration**
-  **Risk Assessment**
-  **Document Register**
-  **Concession**
-  **Trend Pareto Analysis**
-  **Innovation**
-  **Training**
-  **Feedback**
-  **Call Report**

**Book a free online Demonstration and Evaluation System**



**SHEQsys is an all in one Safety, Health, Environment & Quality Management Online Software Solution.**

**With Dashboard & extensive reporting capabilities, SHEQsys is easy to use, comprehensive & cost effective.**

**Connect to SHEQsys & create entries on the go from your mobile device, or at your desk and upload associated documents and pictures. SHEQsys sends automatic email notifications to the relevant people as soon as events are recorded.**

**Improve processes and systems  
Get SHEQ Done.**



**UMBANI  
SOFTWARE**

**CELEBRATING 25 YEARS**



# SCRUTINISING THE SOUTH AFRICAN HEALTHCARE SYSTEM

The recently released Lancet Healthcare Access and Quality (HAQ) Index shines light on South Africa's healthcare system. ANLERIE DE WET takes a look at what the index has to say and investigates government plans to improve it

**A**s one of Africa's three biggest economies, South Africa received a lower index score compared to some of the continent's smaller economies.

"In the present analysis, we use the highly standardised cause of death and risk factor estimates, generated through the Global Burden of Diseases, Injuries, and Risk Factors Study (GBD), to improve and expand the quantification of personal healthcare access and quality for 195 countries and territories from 1990 to 2015," says the index report.

According to the report, the average index values increased significantly worldwide.

"While most regions recorded narrowing gaps between average HAQ Index values and maximum levels achieved, a subset (southern sub-Saharan Africa, southern Asia, and the Middle East) saw negligible progress, or widening differences," says the report.

The quality of South Africa's healthcare system is currently ranked in the bottom 40 percent in the world. The index has ranked the country at 119 out of 195 countries, with a score of 52. This is only a 6.4 point increase since 1990.

African states with smaller economies, such as Algeria (61), Namibia (54) and Mauritius (66), scored higher than South Africa in the index. Mauritania (52) received the same score as South Africa. Egypt, the second-biggest African economy, received an index score of 61, however, Nigeria, the biggest African economy, scored only 51.

South Africa's strongest healthcare features were in the areas of diphtheria, tetanus, uterine cancer and upper-respiratory infections – which all scored above 90 on the index.

However, the country is performing below par, with an index score of 25, in areas such as tuberculosis (TB), lower-respiratory infections and non-melanoma skin cancer.

According to Stats SA, 460 236 people died from TB in 2015. TB has been the leading underlying natural cause of death in South Africa for a number of years

and accounted for 7.2 percent of deaths in 2015, followed by diabetes mellitus at 5.4 percent.


The index gave South Africa's quality of TB treatment a score of 24, while Stats SA indicated that the proportion of cases has been declining. Proportions for diabetes mellitus, hypertensive diseases, other viral diseases and chronic lower-respiratory diseases have, however, been increasing.

South Africa scored 33 for treatment of cervical cancer. The prospects for this score to increase look very good as the government implemented human papillomavirus (HPV) vaccination in schools. Since March 2014, Grade 4 schoolgirls, aged nine and ten, have been receiving vaccinations against HPV. The introduction of the HPV vaccine is part of the Integrated School Health Programme, which is expected to reduce cervical cancer and associated mortality within the next two to three decades.

Surprisingly, South Africa – which is known for its specialist training in the field of epilepsy – scored a very low 27 for epilepsy treatment.

The country received a score of 65 for measles treatment, which should be improved in due course by the ongoing measles campaign. The campaign was implemented recently, after the Western Cape and Gauteng provinces experienced measles outbreaks, which were contained through rapid intervention by the Department of Health.

The report stated that health "quality" can be approximated by measuring mortality rates from causes that should not be fatal in the presence of effective medical care. Most of the countries that had lower scores than South Africa are war-stricken states, such as Somalia, Afghanistan and the Central African Republic.

Europe dominated the positions for the top-three countries in healthcare quality. These are: Andorra, Iceland and Switzerland. The report suggests that struggling regions should observe these top countries and learn from them to improve healthcare quality. 



# NOSHCON 2017

## 56th Annual Occupational Risk Management Conference

NOSHCON is a well-established annual occupational risk management conference. The conference affords local and international risk management professionals and practitioners the opportunity to share their knowledge and expertise on the latest HSE developments.

### Winter Wonderland

Cape Town

Spier Wine Farm | 15 August 2017

### Casino Royale

Durban

Southern Sun Elangeni Hotel | 23 August 2017

### Mexican

Johannesburg

Accolades Boutique Venue | 31 August 2017

R2 900 (Excl. VAT)



087 287 2049



noshcon@nosa.co.za



www.noshcon.co.za

**NOSA**

★★★★★



**Saioosh**

South African Institute of  
Occupational Safety and Health  
Accredited - 2 CPD Points





# THE LATEST CONTENT FROM THE WORLD OF SHEQ NOW IN THE PALM OF YOUR HANDS

- Get the latest content or download the entire magazine
- Interact with SHEQ on Twitter and Facebook
- Check out the latest multimedia content
- View image galleries from industry events

DOWNLOAD it FREE for a limited time only from the  
Apple App Store and Google Play Store NOW!



**SHEQ**  
MANAGEMENT



Available on the  
**App Store**



Get it on  
**Google play**



# CHANGING BEHAVIOUR IS NOT ENOUGH

It is not enough to change the behaviour of employees; companies should also change the belief systems around safety. MARISKA MORRIS learns more from Brett Solomon, managing director of Kinetic Leadership Institute

**S**afety systems and regulations are extremely important to a company's safety culture, yet it is the behaviour of the workforce that has the biggest impact on safety.

"Companies literally spend millions making sure that the working environment is as safe as possible. They can have the best barricades and risk management in place, but if the staff do not comply with the regulations, then the rest is almost redundant," says Solomon.

It is important to have a workforce that complies with safety regulations, but attempting to change behaviour alone will not achieve this goal. Instead, Solomon suggests a neuro-safety approach in which a company attempts to change the belief systems surrounding safety among its employees.

"It is a person's thinking and feeling that will drive their behaviour. This is the problem with most safety strategies. We want to change people's behaviour without changing their belief systems," Solomon notes. In order to influence belief systems, there needs to be an understanding of how the brain functions.

Fundamental brain functions that have an impact on safety include the filtering and processing of information based on its importance to achieving

a goal. As the brain is inherently lazy, it will filter information and focus on the most important aspects, while ignoring the rest.

Overloading employees with information and new processes could put them at risk and could create a blind spot. Solomon notes: "Employees focused on work might miss fundamental changes in their environment."

This could lead to a safety hazard. For this reason, it is important to build safety-conscious habits among employees. They should, for example, automatically put on safety equipment before entering a factory, construction site or mine. It is important to continuously bring safety to the forefront and to make it part of a worker's daily activity.

Managers can also change their own belief systems. Solomon says that 87 percent of workers are disengaged because they feel managed. He proposes that employers lead their workforce. When a competent person is hired and trained, they need to be trusted to do their work.

Employees should take responsibility for their own safety and be given the opportunity to be innovative in providing safety solutions. "A company has a good safety culture when it is the employees who enforce the rules and policies," Solomon concludes. **SM**



## Alcohol and Drug testing specialists

Industry leaders for over 40 years, find out why over 5000 businesses trust our products and expert level support in policy development, legal advice and after sales service

High speed testers capable of testing high volumes of people at site entrance/exit points and portable instruments with digital readouts for use at remote sites providing immediate printed evidence.



### BREATH TEST KEY CABINET

Breathalyser key management system. Integrated key cabinet to ensure drivers take keys and return them sober. Reports are drawn automatically to show records of key movements. Solutions for 10 to over 540 keys

### AlcoBlow® Rapid Test

Strongest and fastest breath alcohol tester on the market. AlcoBlow Rapid Test requires the smallest breath sample and ensures accurate results first time, every time. Results are obtained within seconds.



Help is one call away +27 12 343 8114 / email [info@alcosafe.co.za](mailto:info@alcosafe.co.za) or visit [www.alcosafe.co.za](http://www.alcosafe.co.za) for more information

# NEW AND IMPROVED STANDARDS FOR HAND PROTECTION

The personal protective equipment industry is attempting to standardise international standards for hand protection using new testing methods and ratings. MARISKA MORRIS reports

**L**ast year, changes were made to the internationally recognised European Norm (EN) 388 and the American National Standards Institute (ANSI) 105 hand-protection standards. These changes, along with the introduction of the International Standards Organisation (ISO) 13997, aim to standardise global hand-protection norms.

"If you have an ANSI-certified glove and one that is EN compliant, you cannot compare the two. There are three different testing methods and three different ratings – all trying to say the same thing," says Christo Nel, general manager at Uvex Safety Dubai.

Previously, the EN standard used the COUP test and the ANSI standard used the CPPT test to determine cut-resistance of gloves.

The EN 388 will, however, comply with the newly introduced ISO cut-resistance TDM 100 test. EN-certified gloves will still have the COUP test rating of one to five, as well as an A to F rating based on the TDM 100 test. This new rating, where A is the lowest cut resistance, allows some comparison between the EN-certified and ANSI-certified gloves.


The ANSI cut level, however, ranges from A1 to A9 (6 000 g), whereas the EN and ISO standards only have five levels. The latter indicates cut-resistance in

newtons, whereas the ANSI test uses grams. Another addition to the EN-certified gloves is an indication of the impact-resistance level. This will be indicated with either a pass (P), fail (F) or not tested (X).

The standards for chemical-resistant gloves have also been changed with the introduction of the EN ISO 374-1:2016 standard. Gloves are tested against more chemicals than before, and for a longer period of time. This standard has a Type A (six chemicals tested for 30 minutes), a Type B (three chemicals tested for 30 minutes), and a Type C rating (one chemical tested for ten minutes).

"Some gloves will fail against specific chemicals. Injuries are not always instant, but can appear after a couple of years," Nel comments. He adds that the customer has a right to ask for the chemical test results. These new standards for chemical-resistant gloves are expected to come into effect by the end of the year.

Nel notes that reputable companies will start implementing this new standard by January 2018, along with the other changes.

"The European Union has given companies five years to comply with the new standards. Some manufacturers will choose not to test their gloves, but reputable companies will comply as soon as possible," Nel concludes. 

EN cut level	A	B	C	D	E	F
Newtons (N)	2N (204 g)	5N (509 g)	10N (1 020 g)	15N (1 530 g)	22N (2 243 g)	30 N (3 059 g)
ANSI cut level	A1	A2	A3	A4	A5	A6
Newtons (N)	200 g	500 g	1 000 g	1 500 g	2 200 g	3 000 g



# JOIN THE SOCIAL MEDIA REVOLUTION!



**Want to tap into the benefits  
that social media can offer your  
company? Lacking the expertise?**

Charmont Media Global has a team of social media gurus, who can manage your company's social media accounts.

Join the social media revolution today and enjoy these benefits:

- Interact with customers
- Grow your business
- Increased brand awareness
- Increased website traffic and search rankings

## WE DELIVER RESULTS!

Don't be a social media dinosaur! Contact us TODAY! Email [charleen@charmont.co.za](mailto:charleen@charmont.co.za) or call 011 782 1070.



# SHEQ

## MANAGEMENT

### SOUTH AFRICA'S PREMIER OCCUPATIONAL RISK MANAGEMENT MAGAZINE

Serving all industrial sectors, SHEQ MANAGEMENT is published by Charmont Media. It aims to provide up-to-date, relevant information to ensure the safety and well-being of employees in the workplace, while assisting them in preparing for emergencies and preventing disasters. SHEQ MANAGEMENT is the definitive source for reliable, accurate and pertinent information to guarantee environmental health and safety in the workplace. It is our objective to raise the profile of these important subjects: these issues belong in the boardroom!

Readers include decision makers in the safety, health and environment arena, company directors, risk managers, health and safety managers, environmental managers, quality managers, SHEQ practitioners, SHEQ officers, training managers, various labour organisations, government agencies and non-governmental organisations.



Please add my name to the SHEQ MANAGEMENT mailing list:

☐ R530.00 for one year ☐ R990.00 for two years

Rates include VAT and postage (valid within RSA borders).

#### METHOD OF PAYMENT:

☐ Cheque enclosed (payable to Charmont Media Global cc)

☐ Direct deposit: Charmont Media Global cc

Bank: First National Bank Hyde Park branch

Branch code: 255805

Account no: 62059168825

Please use your company name or invoice number as a reference

☐ Cash

Mr / Mrs / Ms: \_\_\_\_\_ Name: \_\_\_\_\_ Surname: \_\_\_\_\_

Job title: \_\_\_\_\_

Company: \_\_\_\_\_ VAT No: \_\_\_\_\_

Postal address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Postal Code: \_\_\_\_\_

Nature of business: \_\_\_\_\_

Number of employees: \_\_\_\_\_

Tel No: \_\_\_\_\_ Mobile No: \_\_\_\_\_ Fax No: \_\_\_\_\_

Email address: \_\_\_\_\_

Signature: \_\_\_\_\_

Published by Charmont Media Global, 17 Northcliff Office Park, 203 Beyers Naude Drive, Northcliff, 2195

PO Box 957, Fontainebleau, 2032, South Africa

Tel: +27 11 782 1070 Fax: +27 11 782 0360

email: bev@charmont.co.za www.sheqmanagement.com



WE ARE HONEYWELL SAFETY PRODUCTS AND WE UNDERSTAND THAT EVERY SINGLE ONE OF US HAS BEEN ENTRUSTED WITH SOMETHING MUCH MORE IMPORTANT THAN PROTECTING A WORKER. **WE ARE PROTECTING A LIFE.**

Block C, Tunney Ridge Business Park, Sam Green Street, Elandsfontein, Germiston, 1429, South Africa.  
Tel: +27 (0) 11 971 8040 | Email: [SMM@hsesolutions.co.za](mailto:SMM@hsesolutions.co.za)



A man with a beard and sunglasses is holding a shiny, reflective helmet. The background is dark, and the man is wearing a dark t-shirt. The UVEX logo is in the top left corner.

# uvex

## Winners at Work

# uvex pheos cx2

### uvex pheos cx2 sets standards

Innovative features ensure that the new uvex pheos cx2 spectacles perform particularly well – various tests have verified their first class performance. For example, the advanced X-Twist technology and the new X-tended eye shield are proven to ensure an optimal fit as well as complete coverage of the eye area, providing reliable protection in every situation.



#### DURBAN

Tel: 031 569 6780  
Fax: 031 569 6781  
e-mail: [info@uvex.co.za](mailto:info@uvex.co.za)

#### CENTURION

Tel: 012 345 6656  
Fax: 012 345 6663  
e-mail: [safety@uvex.co.za](mailto:safety@uvex.co.za)

protecting people

[uvex-safety.com](http://uvex-safety.com)