WORKSHEET 1.1

The Asset of Human Integrity

Subchapter 1.1 · case in the book: Trieste

GUIDING QUESTION

Your hotel could be rebuilt after a fire, refinanced after a bad year and reopened after a closure. Name the one thing it can do that it cannot undo, and then ask which of your systems exists to prevent it.

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Find your 1974 file. Every hotel older than twenty years has one, in a drawer, in a folder marked with a year. Read it, and note how many other documents from that year still exist.		
Look at what your safety work currently competes with, and where. If it does not appear in the capital plan, the due diligence file or the budget conversation, it is not competing at all; it is waiting to be given what is left.		
Stop making the argument that has already been won. Nobody in your building disputes that people should not be hurt, and repeating it is what has kept the subject out of the documents where decisions are made.		
Separate wellbeing from safety in your own mind before separating them in the budget. Both matter, they are not interchangeable, and a property that has funded only the first has funded the visible one.		
Ask what your hotel would be if the building stayed and the people did not come back. The answer is the size of the asset this volume is about, and it is not on any balance sheet you own.		

These steps are the book's method, not requirements of ISO 45001. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
"Our people are our greatest asset."	Said everywhere and acted on rarely. An asset appears in capital plans, in due diligence and in the decision about which project gets funded this winter, and human integrity appears in none of those in most hotels.	
"Health and safety is a matter of legal compliance."	The standard's opening statement is one of responsibility for workers and for others who can be affected, and it extends expressly to promoting and protecting physical and mental health.	
"This is a matter for the safety function."	Top management is required to take overall responsibility and accountability for prevention. The clause places it at the top of the house, not in a department.	

What is commonly believed	What actually holds	Our position
"A hotel is a building and a brand."	What is acquired in a transaction, and what a bad year destroys, is largely knowledge and willingness held in people. It appears in no asset register and it is what the operation runs on.	
"We can recover from anything with enough capital."	Buildings are rebuilt and reputations repaired. Harm to a person is the single thing a property does that it cannot undo.	
"The standard will tell us how safe we have to be."	It states no specific criteria for health and safety performance and is not prescriptive about the design of the system. It supplies a way of knowing and deciding, not a level.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Making the moral case in rooms where it has already been conceded. It cannot be lost and it cannot win anything.		
Treating the workforce as a cost line rather than as the capability the operation runs on. It is the thing a purchaser acquires and the thing a bad year destroys.		
Filing the subject where only the auditor looks. An asset that never appears in a capital plan is not competing for anything.		
Substituting wellbeing for safety. A helpline and a gym are worth having and they leave every physical condition in the building exactly as it was.		
Expecting the standard to say how safe is safe enough. It states no performance criteria and prescribes no design, and no certificate answers that question either.		

Operative synthesis

- **A hotel can be rebuilt, refinanced, rebranded and reopened.** Harm to a person is the one thing it does that it cannot undo, and in this industry the person is not only the means of production but a substantial part of the product itself. The capability the business actually runs on lives in human beings and appears in no asset register.
- The moral framing of this subject has already won every argument it will ever be offered and has changed almost nothing, because propositions that are conceded do not compete for money. This volume therefore treats human integrity as an asset with the four properties assets have (it can be damaged, maintained, improved and transferred) and asks that it be managed by the means an owner already uses. The standard puts the same thing in the language of responsibility, extends it beyond the payroll and beyond physical injury, and places accountability for prevention at the top of the house. What that costs, and what it honestly returns, is the last question of this chapter rather than the first.
- Of everything that hotel did in 1974 (a full year of trading, of decisions taken seriously by serious people), one document survived because somebody decided it must. The gate was replaced eleven weeks after it was needed.
- **An owner who accepts all of this still has to begin somewhere, and the beginning is not a policy or a committee.** It is the discovery that harm inside a hotel is not spread evenly: that it concentrates, in a small number of places, for reasons written into the building long before anybody now working there arrived.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 1.1. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.