WORKSHEET 1.15

The Competitive Advantage

Subchapter 1.15 · case in the book: Trieste

GUIDING QUESTION

An owner asks what this is going to get her. Answer without a percentage, without a multiplier and without promising that nobody will be hurt, and notice how much is left.

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
Extract the three numbers before the next budget conversation: revenue arriving through doors where this is asked, return rate of last season's staff, and weeks of short-staffed operation caused by injury. All three exist already, in three different systems, and nobody has ever put them on one page.		
Refuse the multiplier, out loud, when somebody offers it. Saying that the return cannot be calculated and that here is what can be is a stronger position in front of a finance director than any borrowed ratio.		
Make the smaller promise, and make it explicitly. Not that nobody will be hurt, but that harm will be found, answered and not repeated, and that reporting it costs nothing. It is the only promise the property can keep and it is the one the workforce is actually listening for.		
Put the capability list in the data room and in the tender library, not the certificate. What you know about your building, your people, your obligations and your incidents is the asset; the certificate is the receipt for it.		
Read the chapter's work back against the success factors in the standard's own introduction. Where a property has done twelve of them and not the other two, the two are usually resources and consultation, and they are usually the two that everything else was depending on.		

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
"Every unit spent on prevention returns a known multiple."	No such figure can be supported from a single property. The counterfactual is unobservable and the events are too rare to measure. What can be counted is the share of revenue exposed to the question, not the return on the spend.	
"Certification makes a hotel safer."	The standard states expressly that adopting it will not guarantee the prevention of injury and ill health, safe workplaces, or improved performance. What it produces is capability and conformity.	

What is commonly believed	What actually holds	Our position
“The certificate is the asset.”	The intended outcomes are improvement, fulfilment of requirements and achievement of objectives. What the property owns afterwards is what it now knows and can do, which does not expire on a date.	
“Safety is a value, and putting a number on it is improper.”	Resources are to be determined, objectives are to be measurable or evaluable, and the adequacy of resources is a required input to management review. The standard expects arithmetic.	
“If we do all this, nobody will be hurt.”	A promise the standard refuses to make. The promise a property can keep is that harm will be found, answered, and not repeated; and that the person who reports it will not pay for it.	
“This is a cost centre with no commercial return.”	Access to tendered business, the return rate of seasonal staff and the number of weeks the operation spends dealing with events are all countable, and all three are already in the hotel’s own systems.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Arguing from duty in a room where duty is not in dispute. What is contested is sequence and resource.		
Borrowing a prevention multiplier. It wins the meeting and loses the next three.		
Promising that the system prevents harm. The standard refuses to promise it, and the first serious injury will collect the debt.		
Presenting the certificate as the asset. It is the receipt; the capability is the thing, and only one of the two survives a lapse.		
Leaving the three countable numbers in three different systems. Nobody has ever seen them together, which is why the argument has never been made.		

Operative synthesis

- The return on a safety system cannot be calculated and the standard itself declines to promise prevention, safe workplaces or improved performance. What can be stated honestly has four parts: access to the business that asks and checks; the labour argument, which in hospitality is the return rate of the people who have worked a season; continuity, measured in weeks the operation spends dealing with events rather than operating; and capability, which is what an owner still owns when a certificate lapses.
- The three numbers behind the first three parts are already inside the property, in three separate systems, and have never been put on one page. The fourth part answers the file from 1974: what a hotel carries across decades is not its trading but its harm. And the promise worth making is the smaller one: not that nobody will be hurt, but that harm will be found, answered and not repeated, and that the person who reported it will not pay for having done so.
- **The invoices from 1974 were gone.** The rate sheets were gone. What the building had carried across five decades, in a folder, in a language nobody there now spoke, was the account of the day it hurt somebody.

› **That is the end of what an owner decides.** Everything in this chapter (the map, the people, the boundaries, the duty, the voices, the hazards, the risks, the obligations, the objectives, the resources, the competence, the words) exists in order that something else can happen: the work, done by particular people, on a particular morning, in a building that does not care what the policy says. What that looks like at seven o'clock is where the second chapter begins.

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 1.15. 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.