WORKSHEET 1.2

The Geography of Harm

Subchapter 1.2 · case in the book: Ljubljana

GUIDING QUESTION

Is harm spread evenly across your hotel, or does it have a geography, which you have to know before you can do anything about 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
Draw the map before you do anything else in this volume. Take three years of the register (injuries, first aid, near misses, and if you have them the maintenance callbacks that describe a hazard) and mark every one on a floor plan. An afternoon, no budget, no permission required.		
Draw it twice: once for an ordinary Tuesday and once for the hour the house is under maximum load. If the two maps differ, the difference is the more important document, because it shows where the building changes character rather than where it is simply dangerous.		
Check the map against the payroll deliberately, and mark the zones where people who are not on it work: contractors, agency staff, concessions, delivery drivers. Where those zones overlap with the concentrations, you have found the part of your building you know least about. That overlap is the subject of the next subchapter.		
Walk the concentrations at the loaded hour, weekly, and take the person who works there with you. The map tells you where; only the person tells you why the trolley is left at the top of the stair rather than at the bottom, and the answer is always a reason rather than carelessness.		
Redraw the map after any structural change: a new outlet, a renovation, a change of supplier, a route closed by scaffolding. A hotel's geography moves when the work moves, and a map from before the change describes a building that no longer exists.		
Keep the empty areas on the map visible. The zones with no events are evidence too, and they are the argument for not spreading the next tranche of spending evenly across the property.		

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 the property took to be true	What actually holds	Our position
"We are a safe hotel: it is one building and it is in good order."	The standard asks for the internal and external issues relevant to this organisation, not for a judgement about hotels. A property's context includes the history of its building and the way work moves through it. Safe hotel is a claim about an average; the requirement is about determining what is actually there.	
"The register is a legal record. Keeping it is what it is for."	Past relevant incidents and their causes are among the things hazard identification is required to take into account. The register is an input to a required process rather than a parallel formality, and filing it unread leaves the requirement undischarged.	
"We assess the hazards once and the assessment stands."	The process is required to be ongoing and proactive, and actual or proposed changes in the organisation, its operations and its processes are themselves among the things to be taken into account. An assessment that survives a renovation unchanged describes a building that no longer exists.	
"The dangerous places are the ones that look dangerous."	Infrastructure, equipment, materials and the physical conditions of the workplace are named explicitly, as are how work is organised and how it is performed, and the design of work areas. The standard points at the arrangement of the work, which is rarely what looks alarming.	
"What happens to the laundry driver is the laundry company's business."	Hazard identification must consider people with access to the workplace (workers, contractors and visitors), those in the vicinity who can be affected by the organisation's activities, and workers at a location not under its direct control. Treated in full in 1.3.	
"The building is what it is. You cannot change a house from 1904."	The standard requires controls to be applied in a hierarchy that begins with eliminating the hazard and ends with personal protective equipment. Cannot change is a conclusion about cost, and it belongs in the decision rather than in the assessment. Treated in full in 2.2.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Keeping the register and never reading it. It is the most common condition in the industry: a legally correct list, filed, that has never once been turned into a shape.		
Distributing protection evenly across the property. It satisfies the visible obligations, costs real money, and leaves the four zones exactly as they were.		
Mapping the space and forgetting the hour. The same corridor is a different place at seven in the morning, and a map without a clock will miss the load entirely.		

Mistake (from the book)	Present here?	Action / owner
Drawing the map from the payroll. What it produces is a complete picture of a smaller building, and the missing part is disproportionately where the danger is.		
Concluding that the concentration is about the people who work there. Harm that stays in one place while the people change is telling you about the place.		
Treating the map as finished. It describes the hotel as it was organised when the events happened, and it expires the day the work moves.		

Operative synthesis

- **A hotel is one building from the street and a dozen hazard landscapes from the inside.** Harm is not distributed evenly across it: it concentrates in a small share of the floor area, in places the guest never sees and the owner rarely walks, and the concentration is produced by the building's history and by the way work moves through it rather than by the people who happen to be standing there.
- The concentration can be drawn, from a register the property is already keeping and a plan it already has, in an afternoon. Drawn twice (at the ordinary hour and at the loaded hour), it shows where the building changes character. Checked against the payroll, it shows the part of the property nobody has mapped at all, because the people working there are somebody else's employees. And once it exists, safety spending stops being a request for more and becomes a question of where, which is the only form in which an owner has ever been able to answer it.
- **Forty-four of the sixty-one events had happened in nine per cent of the building.** The other half of the house (the half with the plans, the budget and the manager's footsteps in it) had produced four.
- **And sixty-one out of sixty-one had happened to somebody on the payroll.** The window cleaners on the front elevation, the drivers who cross the cobbles twice a day, and the four people who run the spa on the lower ground floor appear in no register the hotel keeps, which raises the question the standard answers far more broadly than most owners expect, and that the next subchapter is about: who, exactly, counts as a worker.

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 1.2. 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.