WORKSHEET 1.4

Interested Parties Without a Jurisdiction

Subchapter 1.4 · case in the book: Antwerp

GUIDING QUESTION

Who has actually changed the way your hotel works in the last three years, and how many of them appear anywhere in your management system?

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
Ask the question backwards first. Who has actually changed how this hotel works in the last three years? The answer is usually a client, an insurer, a brand and one incident; and comparing that answer with the list you have on file tells you immediately whether the list describes your property or a template.		
Build the table with four columns: party, expectation, what they bring, does it bind. Sort by the fourth column rather than by importance, because the fourth column is the one with consequences attached.		
Collect the documents that create obligations and keep them in one place: signed client annexes, insurer conditions, brand standards, tender answers you have given. Most hotels have never assembled these, and most are surprised by how many there are.		
Put a rule in front of the signature. Any document that commits the property to how it works goes past whoever maintains the system before it is signed. This is one line in a delegation of authority, not a procedure, and it prevents the single most common way a system falls out of date.		
Read the annexe against your own operation before adopting it. Requirements written for somebody else's hazards do not transfer, and adopting them wholesale is a decision to be non-compliant in a more elaborate way.		
Give the party with the knowledge a channel, and check that it carries. A worker representative who has raised the same thing three times without a response is evidence about the channel, not about the ramp.		

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
"Interested parties means the authorities. They are the ones who can do something to us."	The clause asks for the parties relevant to the management system, without ranking them. The ones that change a hotel's behaviour continuously are usually commercial rather than official, and they are the ones most often missing from the list.	

What the property took to be true	What actually holds	Our position
"A client's safety questionnaire is a commercial document, not a system document."	Once accepted, what it requires is a requirement the organisation has to meet and, later, evaluate its compliance against. Signature is one of the routes by which an expectation becomes an obligation.	
"We list the workers as an interested party, so they are covered."	Workers are named separately from other interested parties throughout the standard, and being listed is not a channel. The requirement that gives them one is treated in 1.7.	
"We determine our interested parties once, when the system is set up."	The determination has to be kept current, and it expressly reaches expectations that could become requirements as well as those that already are, which is a forward-looking obligation.	
"Guests and neighbours have nothing to do with a health and safety system."	They are not workers, but people in the vicinity who can be affected by the organisation's activities are inside hazard identification, and their expectations are relevant to the system.	
"The parties list is a document for the quality manager."	The obligations it collects are created by signatures given in sales, in finance and at group level. If those signatures do not reach the person maintaining the system, the system is out of date the day it is written.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Listing only the parties that can inspect. They are real and intermittent; the ones that change behaviour weekly are commercial and absent from most lists.		
Stopping at the second step. Determining parties and expectations without determining which of them bind is half a mechanism, and the missing half is the one the rest of the system runs on.		
Letting obligations enter by signature without anyone noticing. Sales signs, finance renews, group accepts; and the system is out of date before it is printed.		
Adopting a client's requirements wholesale. Requirements written for another industry's hazards produce elaborate non-compliance and teach the staff that none of it is serious.		
Treating workers as one stakeholder among several. The standard names them separately throughout, and the reason is that they hold the information the rest of the system is trying to obtain.		
Producing a matrix. The clause asks for a determination kept current, and a quadrant chart is not more of one.		

Operative synthesis

- **The determination of interested parties is an intake valve rather than a courtesy.** Its operative step is the third one: deciding which expectations are, or could become, requirements the property must meet, which is where compliance obligations come from and, later, what compliance is evaluated against.
- **In an international system the parties cannot be named as institutions, because institutions differ everywhere.** They are identified by what they bring: knowledge, power, risk, leverage, or

exposure without a voice, and each of those calls for something different, respectively a channel, compliance, coordination, careful reading before signature, and protection that will never be requested. Obligations enter a hotel through commerce more often than through law, by signature, condition or undertaking, and they enter through people who do not know that a management system exists. One table, one page, four columns, and one rule in front of the signature.

- **A company four hundred kilometres away changed how the hotel thought about safety in nine days.** The woman who had been raising the loading dock ramp for two years had not managed it at all.
- Which leaves the question of what the property owes the party that knows most and is heard least, and the answer, in this standard and in no other in this series, is a requirement rather than a courtesy.

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 1.4. 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.