WORKSHEET 4.13

Transfer, Multi-Site and the Group Certificate

Subchapter 4.13 · case in the book: Montréal

GUIDING QUESTION

If your group holds more than one property, take five minutes and ask one question of whoever sits at the centre: name the open findings at each of your hotels today. Not the ones from the last report you were sent: the ones open this morning. If the centre cannot answer within five minutes, you already know whether a single certificate covering all of them is available to you, and you have saved yourself an application.

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
Run the pre-transfer review on yourself: certificates, last two reports, findings open today, next visits.		
Test the centre: name one occasion when it required a property to act, and it acted.		
Install the rule that any finding at any site reaches the centre within a stated period.		
Write down how your properties differ by hazard, and put it in front of the body first.		
Expect and welcome annual audits at the highest-risk site rather than arguing for sampling.		
Close open findings where they stand before applying to transfer anything.		
Recalculate the expected saving with the central function and annual sites included.		
Keep one methodology and five site-specific registers, never one common register.		

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
«We have five hotels, so we can have a multi-site certificate.»	You can if you are one organisation. Five properties with a shared owner are five organisations that share an owner.	
«The central function is whoever collects the reports.»	The condition is authority to require change at any site. Collecting reports is a reporting layer.	
«Sampling means the body visits fewer sites, so we pay less.»	Sampling is valid only where sites are comparable. Where they are not, the higher-risk ones are visited every year.	

What is commonly believed	What actually holds	Our position
«Changing certification body is an administrative matter.»	It is a controlled process with a pre-transfer review, and some certificates cannot be transferred at all.	
«If we transfer, we start a fresh three-year cycle.»	The accepting body continues the existing cycle. Transfer is not a reset.	
«An open finding at one hotel is that hotel's business.»	For a group seeking one certificate, a finding the centre does not know about is evidence that the centre is not in control.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Applying for a multi-site certificate before the centre has authority over the sites.		
Letting a finding be handled entirely within the property where it arose.		
Expecting a transfer to leave an unresolved major nonconformity behind.		
Expecting a transfer to restart the three-year cycle.		
Presenting materially different properties as interchangeable for sampling.		
Writing one set of operating documents and calling it one management system.		

Operative synthesis

- **A group certificate covers one organisation occupying several buildings.** It does not cover several hotels that share a shareholder, and no application, structure chart or brand standard converts the second into the first. The conversion is operational and it shows up in a single observable: how fast a finding raised in one building reaches the people accountable for all of them.
- Transfer is a controlled process rather than a change of supplier, and its conditions exist to close a loophole that would otherwise devalue every certificate in the market. A property cannot leave a finding behind by changing certifier, and a group cannot consolidate around one. Both of those rules are best discovered in your own review rather than in somebody else's.
- **Sampling deserves to be understood rather than pursued.** It is a technique valid under conditions, not a volume discount, and in hospitality the conditions frequently fail because the buildings genuinely differ. A group that argues its way into a sample it should not have has purchased a certificate that covers its riskiest property and reports nothing about it, which is the worst outcome available and the one that looks best on the invoice.
- **In Montréal the brief was right, the reasoning was right, and the application was returned in a week.** A major nonconformity open eleven weeks in Ottawa that nobody at the centre knew about; four certificates from three bodies on three calendars; five properties ranging from a boutique with no food operation to a building housing a production kitchen and an industrial laundry serving the other four. Twenty-two months later four sites are sampled, one is visited every year, the centre has twice required a property to act, and any finding anywhere appears centrally within a day.

› **The chapter has now examined how a certificate is bought, granted, maintained, lost and extended across buildings.** What remains is the question underneath all of it, which a reader who has followed this far is entitled to ask directly and which the final subchapter of this volume exists to answer: given everything in these fourteen subchapters, what does the document actually prove, and what does it not?

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3b «The Lens», subchapter 4.13. 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.