



2.3 Evaluate Integration of Occupational Health and Safety with Other Management Systems



Learning Outcome

By the end of this session, learners should be able to evaluate how Occupational Health and Safety Management Systems (OH&SMS) can be integrated with other management systems to improve organisational performance, governance, efficiency, and continual improvement.



Learning Objectives

After completing this topic, learners will be able to:

- Explain the concept of an Integrated Management System (IMS).
- Evaluate the integration of OH&S with quality and environmental management systems.
- Assess shared governance and reporting structures within integrated systems.
- Critically evaluate the benefits and challenges of integration.
- Explain the importance of cross-functional coordination.



Introduction

Modern organisations rarely manage health and safety in isolation. Instead, they integrate Occupational Health and Safety (ISO 45001), Quality (ISO 9001), Environmental Management (ISO 14001), and other management systems into a single Integrated Management System (IMS). An IMS reduces duplication, improves organisational efficiency, strengthens governance, and enables organisations to manage risks, compliance, and performance through one coordinated framework.

What is an Integrated Management System (IMS)?

An Integrated Management System (IMS) combines two or more management systems into a single framework with shared processes, policies, documentation, and objectives. Rather than operating separate systems, organisations manage common requirements together.

Typical integration includes:

ISO 45001

Occupational Health & Safety

ISO 9001

Quality Management

ISO 14001

Environmental Management

ISO 50001

Energy Management

ISO 27001

Information Security

Why Integrate Management Systems?

Integration enables organisations to:

-  **Improve efficiency.**
-  **Strengthen governance.**
-  **Simplify audits.**
-  **Improve strategic decision-making.**
-  **Reduce duplication.**
-  **Improve communication.**
-  **Reduce costs.**
-  **Support continual improvement.**

1. Alignment with Environmental and Quality Management Systems

The Annex SL High-Level Structure (HLS) provides a common framework that makes integration easier.

Common Requirements

All three standards require:

01

Understanding organisational context.

03

Planning.

05

Competence and awareness.

07

Performance evaluation.

09

Management review.

02

Leadership commitment.

04

Risk-based thinking.

06

Operational control.

08

Internal audits.

10

Continual improvement.



Example of Integration

ISO 9001	ISO 14001	ISO 45001
Product Quality	Environmental Protection	Worker Health & Safety
Customer Satisfaction	Pollution Prevention	Injury Prevention
Process Improvement	Resource Efficiency	Risk Reduction

Together, these standards support sustainable organisational performance.

1. Shared Governance and Reporting Structures

Integrated systems use common governance arrangements rather than separate reporting processes. Examples include:

Integrated policies.

Shared objectives.

Combined KPIs.

Unified internal audits.

Common management reviews.

Integrated risk registers.

Consolidated compliance reporting.

This enables senior leadership to monitor organisational performance through one governance framework.



Example

A Board meeting may review:

Customer complaints

Quality

Injury rates

OH&S

Carbon emissions

Environment

Rather than reviewing three separate reports, management receives one integrated performance dashboard.

1. Benefits and Challenges of Integrated Systems

Benefits

- Reduced duplication of documentation.
- Improved resource utilisation.
- Better communication between departments.
- Stronger governance and accountability.
- More efficient audits.
- Improved organisational performance.
- Easier legal compliance.
- Better strategic alignment.

Challenges

Initial implementation can be complex.

Employees require additional training.

Organisational resistance to change.

Integration may require significant resources.

Coordination between departments may be challenging.

❏ Successful integration depends on leadership commitment and effective planning.

1. Cross-Functional Coordination

Integrated management systems require collaboration across multiple functions. Departments involved may include:

Operations.

Health and Safety.

Quality Assurance.

Environmental Management.

Human Resources.

Engineering.

Procurement.

Maintenance.

Finance.

Cross-functional coordination ensures organisational objectives are aligned and prevents departments from working in isolation.

International Standards Supporting Integration

Integrated management systems are supported by:

ISO 45001:2018

Occupational Health & Safety Management Systems.

ISO 9001:2015

Quality Management Systems.

ISO 14001:2015

Environmental Management Systems.

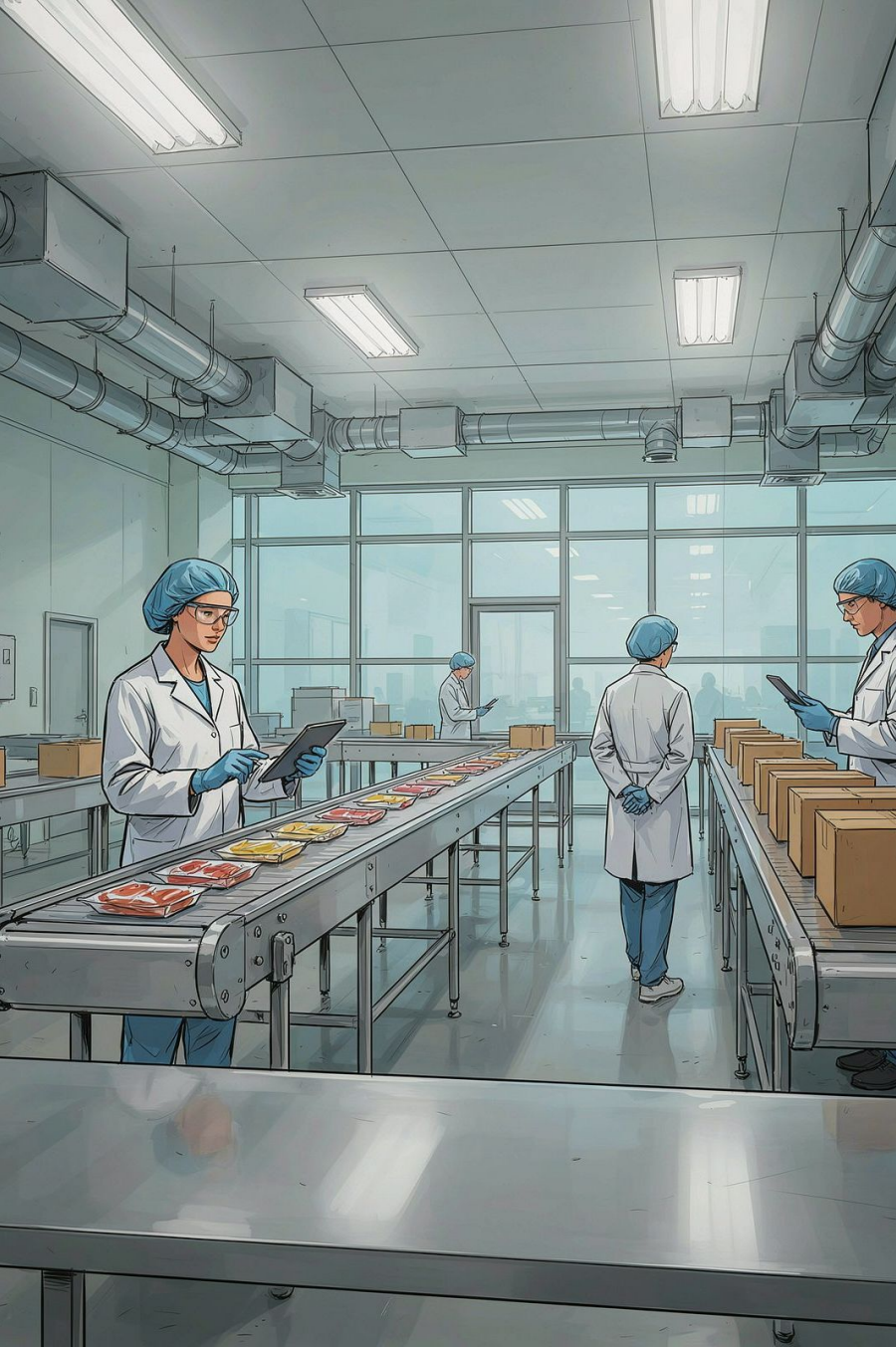
ISO 19011:2018

Guidelines for Auditing Management Systems.

ISO 31000:2018

Risk Management.

The common Annex SL High-Level Structure enables these standards to be integrated effectively.



Practical Case Study

Scenario

A food manufacturing company maintains separate management systems for quality, environmental management, and occupational health and safety. To improve efficiency, the company develops an Integrated Management System by:

- Creating one integrated policy.
- Combining internal audit programmes.
- Using a single risk register.
- Conducting one annual management review.
- Developing an integrated KPI dashboard.
- Coordinating improvement projects across departments.

Outcome: The organisation reduces duplication, improves communication, strengthens governance, and successfully achieves certification for ISO 9001, ISO 14001, and ISO 45001 through a coordinated management system.



Critical Evaluation

Integrating occupational health and safety with quality and environmental management systems enables organisations to manage risks, compliance, and performance more effectively. The Annex SL High-Level Structure provides a consistent framework that simplifies integration and strengthens governance. While integration improves efficiency and reduces duplication, organisations must ensure that the specific objectives of each management system are not overlooked. Effective leadership, cross-functional collaboration, and continual review are essential to maximise the benefits of an Integrated Management System.



Summary Table

Integration Element	Contribution
Integrated Management System (IMS)	Combines multiple management systems into one framework
Annex SL	Provides a common structure for ISO standards
Shared Governance	Improves accountability and organisational oversight
Integrated Reporting	Supports evidence-based strategic decision-making
Cross-Functional Coordination	Enhances collaboration across departments
Continual Improvement	Strengthens organisational performance and resilience

Reflective Questions

1

What are the main advantages of integrating ISO 45001 with ISO 9001 and ISO 14001?

2

How does the Annex SL High-Level Structure support integrated management systems?

3

What challenges may organisations face when implementing an Integrated Management System?

4

Why is cross-functional coordination essential for successful integration?

Key Takeaways

- An Integrated Management System (IMS) combines multiple management systems into a single, coordinated framework.
- ISO 45001, ISO 9001, and ISO 14001 can be effectively integrated because they share the Annex SL High-Level Structure.
- Shared governance, integrated audits, common KPIs, and unified management reviews improve organisational efficiency and accountability.
- Integration reduces duplication, supports better decision-making, and strengthens legal compliance and continual improvement.
- Successful integration depends on leadership commitment, effective planning, employee competence, and strong cross-functional collaboration.