

GOVERNANCE DOCS

ISO 45001:2018

Gap Assessment Report

ISO 45001:2018 Occupational Health and Safety Management System

Ironbridge Construction (sample)

Occupational health and safety for the head office, the plant yard and all active construction sites.

ASSESSED	25 September 2026
EDITION	2018, incorporating Amendment 1:2024 (climate action)
IN SCOPE	54 requirements, 54 applicable
PROFILE	Other · 50 to 249 people
PREPARED BY	Governance Docs

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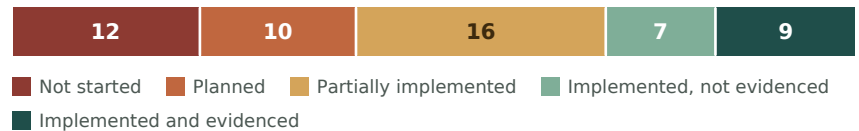
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Where Ironbridge Construction (sample) stands against ISO 45001



APPLICABLE	EVIDENCED	OPEN GAPS	HIGH PRIORITY
54	9	45	22

STATUS OF EVERY REQUIREMENT



GAPS WITH AN OWNER	WITH A TARGET DATE	NOT ANSWERED
25 of 45	10 of 45	0

WHAT THIS ASSESSMENT TELLS YOU

- Overall readiness is 45.8% against ISO 45001 across 54 applicable controls. 9 of them are implemented and evidenced.
- Most open gaps: Clause 7 - Support, with 9 at 31%. Strongest area: Clause 4 - Context at 80%.
- 4 management-system clauses score under half: Clause 5 - Leadership and worker participation (44%); Clause 6 - Planning (25%); Clause 7 - Support (31%); Clause 8 - Operation (39%). Clauses cannot be excluded, and each is a likely major nonconformity at a certification audit.
- 7 controls are operating but not evidenced. Collecting their records alone lifts the score to 49.1% (+3.3 points), the cheapest gain available.
- 22 gaps are high priority (not started or only planned); 7 of them are in Clause 6 - Planning.

DO THESE FIRST

	PRIORITY	ACTION	OWNER	START FROM
1	HIGH	Bring every management-system clause above 50%, starting with 5.4.d Mechanisms, time, training and resources; 6.1.2.1 (psychosocial) Psychosocial hazards; 7.4.1 Communication - general and 1 more	IT Manager	P-OHS-06 Procedure for Competence, Training and Awareness
2	HIGH	Put an owner and date against the 7 high-priority gaps in Clause 6 - Planning	HR Manager	P-OHS-04 Procedure for Hazard, Risk and Opportunity
3	MEDIUM	Adopt and tailor the P-OHS-04 Procedure for Hazard, Risk and Opportunity, which closes 8 open gaps	To assign	P-OHS-04 Procedure for Hazard, Risk and Opportunity

Analysis and priorities

IN ONE SENTENCE

At 45.8% readiness, you should immediately establish hazard planning and formalize worker consultation mechanisms.

AI-assisted analysis, generated from the information the organization provided and checked automatically against the scores and findings in this report. It supports planning and is not an audit opinion; see "Basis of this report and limitation of liability".

FOR SENIOR MANAGEMENT AND THE BOARD

We stand at a 45.8% readiness level with 45 open gaps across our health and safety management system. Our primary exposure lies in planning and operational controls, particularly regarding hazard identification and emergency preparedness. An external review would currently find material gaps in worker participation and legal compliance. To protect the organization and build systematic oversight, management must assign target dates and resources to the remaining 35 unbudgeted gaps and authorize immediate implementation of our core risk procedures.

WHERE YOU STAND

Your self-assessment shows an overall score of 45.8%, placing the organization at readiness level 2 of 4, or Developing. Out of 54 applicable requirements, you have 45 open gaps, including 22 high priority gaps. While Clause 4 - Context scores 80%, Clause 6 - Planning is at 25% and Clause 7 - Support is at 30.6%. Currently, 12 items are not started and 10 are planned. Additionally, 25 gaps have an owner, but only 10 have an assigned target date.

WHAT IT MEANS FOR THE ORGANIZATION

The results indicate that while the organization understands its organizational context, core operational and planning controls remain incomplete. Material gaps exist that an external auditor would identify, particularly around hazard identification and worker participation. Evidencing what already runs would raise your score from 45.8% to 49.1%, while completing partially implemented items would reach 63.9%. However, leaving 35 open gaps without target dates exposes the organization to operational health and safety vulnerabilities and delays progress.

WHERE TO FOCUS FIRST

You should focus first on Clause 6 - Planning and Clause 8 - Operation, which represent critical operational risks. Establishing the Hazard identification and Psychosocial hazards processes will close major high priority exposures. Next, activate worker participation by finalizing internal communication procedures and consultation frameworks under Clause 5 - Leadership and worker participation. Addressing these items using core operational procedures enables the organization to systematically move planned and unstarted items toward completion, eventually targeting 77.8% once planned controls are implemented.

1 · EXECUTIVE SUMMARY

PRIORITIES

PRIORITY	WHY IT MATTERS	FIRST STEP	START FROM	WITHIN
1 Establish Hazard Identification and Risk Assessment Processes 6.1.2.1 (psychosocial) Psychosocial hazards · 6.1.2.1 Hazard identification · 6.1.2.2 Assessment of OH&S risks and other risks	Unidentified hazards leave the organization exposed to unmanaged health risks and workplace safety incidents. Resolving these core planning gaps establishes the baseline needed to systematically address operational hazards.	Convene safety leads to populate the Risk and Opportunity Register for active workspaces.	P-OHS-04 Procedure for Hazard, Risk and Opportunity ISO 45001 Toolkit - Comprehensive 50+ Templates	30 DAYS
2 Implement Worker Participation and Consultation Frameworks 5.4.d Mechanisms, time, training and resources · CR.3 Worker interviews would hold up	Failing to engage workers in safety processes prevents effective feedback and weakens safety culture. Without active participation channels, management cannot verify whether frontline safety practices are understood.	Distribute the OHS Survey to gather workforce feedback on current safety mechanisms.	P-OHS-03 OHS Communication, Participation and Consultation Procedure ISO 45001 Toolkit - Comprehensive 50+ Templates	30 DAYS
3 Strengthen Operational Planning and Contractor Controls 8.1.1 Operational planning and control · 8.1.4.2 Contractors · 8.2 Emergency preparedness and response	Operational and contractor controls ensure critical daily activities and emergencies are safely handled. Gaps here create direct exposures during on-site incidents or third-party work.	Review contractor safety requirements using the Procedure for Control of Operation.	P-OHS-08 Procedure for Control of Operation ISO 45001 Toolkit - Comprehensive 50+ Templates	60 DAYS
4 Formalize Legal Compliance Evaluation and Tracking 6.1.3 Legal and other requirements · 9.1.2 Evaluation of compliance	Without a structured legal compliance process, the organization cannot track mandatory obligations. This leaves leadership unaware of regulatory deviations.	Update the Legal Register with all applicable health and safety statutory requirements.	P-OHS-05 Procedure for Legal Requirement ISO 45001 Toolkit - Comprehensive 50+ Templates	60 DAYS
5 Deploy the Internal Audit Programme 9.2.2 Internal audit programme	Internal audits are vital for evaluating the performance and effectiveness of safety controls. Without an active audit program, the system cannot detect nonconformances internally.	Draft the annual schedule using the Internal Audit Schedule template.	P-OHS-12 Procedure for Internal Audit ISO 45001 Toolkit - Comprehensive 50+ Templates	90 DAYS

30 / 60 / 90-DAY ROADMAP**FIRST 30 DAYS**

- Populate the Risk and Opportunity Register to address baseline hazard identification.
- Roll out the OHS Survey to establish formal worker consultation mechanisms.
- Assign responsible owners and target dates to all 35 unassigned open gaps.

DAYS 31 TO 60

- Implement operational controls and contractor oversight procedures across all active work sites.
- Compile and review the Legal Register to ensure regulatory compliance evaluation.
- Complete documentation reviews for partially implemented controls under Support and Planning.

DAYS 61 TO 90

- Finalize and schedule the annual internal audit programme across all departments.
- Execute emergency preparedness reviews and verify incident corrective action tracking sheets.
- Conduct management reviews using documented meeting minutes to evaluate performance metrics.

Maturity across the standard

Each bar shows how the requirements in one area break down by status, weakest on the left. The score is the average across applicable requirements; the chips count open gaps by priority.

MANAGEMENT SYSTEM CLAUSES	STATUS MIX	SCORE	GAPS H · M · L
Clause 4 - Context	2 3	80%	0 2 0
Clause 5 - Leadership and worker participation	1 1 5 1	44%	2 5 1
Clause 6 - Planning	4 3 1 1	25%	7 1 0
Clause 7 - Support	3 2 3 1	31%	5 3 1
Clause 8 - Operation	2 2 1 1 1	39%	4 1 1
Clause 9 - Performance evaluation	1 1 1 2	60%	2 0 1
Clause 10 - Improvement	3 2 2	71%	0 3 2
OTHER REQUIREMENTS	STATUS MIX	SCORE	GAPS H · M · L
Certification readiness	1 1 1 1	38%	2 1 1

■ Not started ■ Planned ■ Partially implemented ■ Implemented, not evidenced ■ Implemented and evidenced

WHERE THE NEXT POINTS COME FROM

The score after each kind of work, cheapest first. Gold is what that step adds.

Today		45.8%
Evidence what already runs 7 requirements		49.1% +3.3
Finish what is partly in place 16 requirements		63.9% +14.8
Implement what is planned 10 requirements		77.8% +13.9
Start what has not begun 12 requirements		100.0% +22.2

DOCUMENTS THAT CLOSE THE MOST GAPS

Each bar counts the open gaps that name the document as the way to close them.

P-OHS-04 Procedure for Hazard, Risk and Opportunity		8
P-OHS-03 OHS Communication, Participation and Consultation Procedure		5
Risk and Opportunity Register		5
P-OHS-13 Procedure for Management Review		4
P-OHS-08 Procedure for Control of Operation		4
OHSMS Manual V1.0		3

All of these are in the ISO 45001 Toolkit (79 documents).

Every open gap, grouped by what has to happen next

Work from the top. Requirements not yet started or only planned are the ones a certification auditor reaches first; the last group already operates and needs only its records.

HIGH Not started · 12

Start from a documented baseline: adopt and tailor the document named below, then put it into operation.

Ref	Requirement	Area	Owner · target	Closes it
5.4.d	Mechanisms, time, training and resources	Clause 5	IT Manager 12 Nov 2026	P-OHS-06 Procedure for Competence, Training and Awareness · P-OHS-23 OHS Training Program Framework
6.1.2.1 (psychosocial)	Psychosocial hazards	Clause 6	To assign	P-OHS-04 Procedure for Hazard, Risk and Opportunity · Risk and Opportunity Register
6.1.3	Legal and other requirements	Clause 6	HR Manager 4 Feb 2027	P-OHS-05 Procedure for Legal Requirement · Legal Register
6.2.1	OH&S objectives	Clause 6	To assign	P-OHS-02 OHS Objectives · OHS objectives and targets master sheet +1 more
6.2.2	Planning to achieve objectives	Clause 6	Compliance Lead 26 Nov 2026	OHS objectives and targets master sheet · Objective and target change request form.xls
7.4.1	Communication - general	Clause 7	IT Manager	P-OHS-03 OHS Communication, Participation and Consultation Procedure

7.5.1	Documented information	Clause 7	HR Manager 26 Nov 2026	P-OHS-07 Procedure for Control of Documented Information · Document Master Register
7.5.2	Creating and updating	Clause 7	To assign	P-OHS-07 Procedure for Control of Documented Information · Document Change Request Form
8.1.1	Operational planning and control	Clause 8	To assign	P-OHS-08 Procedure for Control of Operation · Procedure for Control of Operations
8.1.4.3	Outsourcing	Clause 8	Compliance Lead	P-OHS-08 Procedure for Control of Operation
9.2.2	Internal audit programme	Clause 9	HR Manager	P-OHS-12 Procedure for Internal Audit · Internal Audit Schedule +1 more
CR.3	Worker interviews would hold up	Certification readiness	Risk Manager	P-OHS-03 OHS Communication, Participation and Consultation Procedure · OHS Survey

HIGH Planned · 10

Move from plan to implementation. Assign an owner and a date, then put the control into operation.

Ref	Requirement	Area	Owner · target	Closes it
5.1	Leadership and commitment	Clause 5	Compliance Lead 7 Jan 2027	P-OHS-13 Procedure for Management Review · MRM Minutes of Meeting
6.1.1	Actions to address risks and opportunities	Clause 6	Risk Manager 21 Jan 2027	P-OHS-04 Procedure for Hazard, Risk and Opportunity · Risk and Opportunity Register
6.1.2.1	Hazard identification	Clause 6	To assign	P-OHS-04 Procedure for Hazard, Risk and Opportunity · Risk and Opportunity Register

6.1.2.2	Assessment of OH&S risks and other risks	Clause 6	To assign	P-OHS-04 Procedure for Hazard, Risk and Opportunity
7.1	Resources	Clause 7	Operations Manager	P-OHS-13 Procedure for Management Review · MRM Minutes of Meeting
7.4.2	Internal communication	Clause 7	To assign	OHS Communication, Participation and Consultation Procedure
8.1.4.2	Contractors	Clause 8	IT Manager	P-OHS-08 Procedure for Control of Operation · P-OHS-25 Project OHS Plan Content
8.2	Emergency preparedness and response	Clause 8	Risk Manager 12 Nov 2026	P-OHS-10 Procedure for Emergency preparedness and response · Emergency management Team
9.1.2	Evaluation of compliance	Clause 9	IT Manager	P-OHS-11 Procedure for Performance Monitoring and Evaluation of Compliance · Legal Register
CR.4	Revision watch	Certification readiness	HR Manager	P-OHS-20 ISO 45001-2018 vs. OHSAS 18001 Matrix

MEDIUM Partially implemented · 16

Extend the existing approach to the whole scope and apply it consistently, then evidence it.

Ref	Requirement	Area	Owner · target	Closes it
4.1	Organisation and its context	Clause 4	To assign	P-OHS-01 Procedure for Determining the Context and Interested parties · OHSMS Context Log and list of Interested Parti +1 more
4.3	Scope of the OH&S management system	Clause 4	Compliance Lead	OHSMS Manual V1.0 · P-OHS-00 OHSMS Manual
5.2	OH&S policy	Clause 5	To assign	OHS Policy V1.0 · P-OHS-00 OHS Policy
5.3	Roles, responsibilities and authorities	Clause 5	HR Manager	P-OHS-00 OHSMS Manual · OHSMS Manual V1.0
5.4.a	Consultation with non-managerial workers	Clause 5	To assign	P-OHS-03 OHS Communication, Participation and Consultation Procedure · OHS Communication, Participation and Consultation Procedure
5.4.b	Participation of non-managerial workers	Clause 5	Risk Manager 10 Dec 2026	P-OHS-03 OHS Communication, Participation and Consultation Procedure · P-OHS-04 Procedure for Hazard, Risk and Opportunity
5.4.c	Removing obstacles to participation	Clause 5	Operations Manager	P-OHS-03 OHS Communication, Participation and Consultation Procedure · OHS Survey +1 more

6.1.4	Planning action	Clause 6	Operations Manager 21 Jan 2027	P-OHS-04 Procedure for Hazard, Risk and Opportunity · Risk and Opportunity Register
7.3	Awareness	Clause 7	Compliance Lead	P-OHS-06 Procedure for Competence, Training and Awareness · P-OHS-23 OHS Training Program Framework
7.4.3	External communication	Clause 7	IT Manager	OHS Communication, Participation and Consultation Procedure
7.5.3	Control of documented information	Clause 7	HR Manager	P-OHS-07 Procedure for Control of Documented Information · External Document Register +1 more
8.1.3	Management of change	Clause 8	Operations Manager 10 Dec 2026	P-OHS-16 Procedure for Management of Change · Change Request Form +1 more
10.1	Improvement - general	Clause 10	To assign	P-OHS-15 Procedure for Continual Improvement
10.2.d	Updating risks after an incident	Clause 10	To assign	P-OHS-04 Procedure for Hazard, Risk and Opportunity · Risk and Opportunity Register
10.2.e	Effectiveness of corrective action	Clause 10	To assign	Corrective Action Report (CAR) · P-OHS-21 NC and CAR Master Register +1 more
CR.1	Certification scope agreed	Certification readiness	Compliance Lead	OHSMS Manual V1.0

LOW Implemented, not evidenced · 7

Collect and file evidence an auditor can sample. The control is operating; what is missing is the record of it.

Ref	Requirement	Area	Owner · target	Closes it
5.1 (reprisal)	Protection from reprisal	Clause 5	To assign	OHS Policy V1.0 · P-OHS-00 OHS Policy
7.2	Competence	Clause 7	To assign	P-OHS-06 Procedure for Competence, Training and Awareness · Training Matrix +2 more
8.1.2	Eliminating hazards and reducing risks	Clause 8	To assign	P-OHS-04 Procedure for Hazard, Risk and Opportunity · P-OHS-08 Procedure for Control of Operation
9.3	Management review	Clause 9	To assign	P-OHS-13 Procedure for Management Review · MRM Minutes of Meeting +1 more

10.2.a	Incident and nonconformity response	Clause 10	To assign	P-OHS-14 Incident Accident Reporting, Investigation and Corrective action · Incident, Accident and Hazard Report Form
10.2.c	Root cause and recurrence elsewhere	Clause 10	To assign	P-OHS-14 Incident Accident Reporting, Investigation and Corrective action · Incident Accident Investigation Report +1 more
CR.2	Full audit cycle completed	Certification readiness	To assign	P-OHS-12 Procedure for Internal Audit · P-OHS-13 Procedure for Management Review

How it was scored

STATUS WEIGHTS

Status	Weight	Meaning
■ Not started	0.00	No policy, process or activity exists for this requirement.
■ Planned	0.25	Approach agreed and scheduled, but nothing is in place yet.
■ Partially implemented	0.50	In place for part of the scope, or inconsistently applied.
■ Implemented, not evidenced	0.75	Operating as intended, but you could not prove it to an auditor today.
■ Implemented and evidenced	1.00	Operating as intended, with records an auditor can sample.
■ Not applicable	—	A justified exclusion. Removed from the score - record why in your notes.

READINESS LEVELS

1 • Initial (0%+)

Most requirements are not yet in place. Build the foundations before thinking about an audit.

2 • Developing (40%+)

The programme is under way, with material gaps an auditor would find.

3 • Established (65%+)

Most controls operate. Remaining work is closing specific gaps and evidencing what runs.

4 • Audit-ready (85%+)

Controls operate and are evidenced. Ready for an internal audit and a certification body.

A management-system clause scoring under 50% holds the level at Developing, because clauses cannot be excluded from certification scope.

WHAT THIS REPORT IS

BASIS OF THIS REPORT AND LIMITATION OF LIABILITY

This report is the output of a self-assessment. The scores, readiness levels, gaps, analysis and recommendations in this report are derived solely from the information entered by the organization, and have not been independently reviewed, verified, tested or audited by Governance Docs. Governance Docs did not conduct an independent assessment of the organization, its controls or its operations.

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A control that is running but cannot be evidenced scores 0.75, not 1.00. Auditors sample records, not intentions. Closing that distance is usually the fastest route to a higher score.

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YOUR WORKBOOK

The Excel workbook that comes with this report follows the same sections and colours. Dashboard: sections 1 and 2, recalculated live. Assessment: every requirement; change a status and every score, chart and level updates. Remediation Plan: section 3, with owners, dates and progress since this report. How it was scored: this page.

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