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1. What is the principal ethical reason for supplying personal protective equipment (PPE) to workers?

- A. To protect employees from avoidable injury and harm
- B. To cut operational costs associated with accident claims
- C. To demonstrate regulatory compliance during inspections
- D. To avoid criticism from trade unions

2. Which result provides the strongest evidence that safety management is meeting both legal and ethical standards?

- A. A consistent, ongoing decrease in injuries causing lost working time
- B. Increased overtime hours used to fulfil project deadlines
- C. A reduction in the number of toolbox talks held each month
- D. Increased reliance on temporary or agency workers

3. What is the appropriate way for managers to respond to the outcomes of a health and safety audit?

- A. Take prompt corrective action based on the audit's findings
- B. Disregard the results if no financial penalty has been imposed
- C. Cut back on reporting to lighten the administrative load
- D. Hold individual employees responsible for unfavourable audit results

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4. Which piece of legislation places a legal obligation on company directors to maintain a safe working environment?

- A. Health and Safety at Work Act 1974
- B. Working Time Regulations 1998
- C. Employment Rights Act 1996
- D. Equality Act 2010



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5. When delegating safety duties to others, what must managers make certain of?

- A. Those receiving duties are competent and that oversight is maintained
- B. Full and permanent transfer of accountability to the delegate
- C. Workers carry out tasks with no supervisory involvement
- D. Records of training can be disregarded

6. What makes visible safety leadership a moral obligation for managers?

- A. It establishes clear expectations that help protect people's lives
- B. It ensures that overtime requests will be approved
- C. It removes the need to produce written procedures
- D. It eliminates managers' legal accountability

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7. When establishing health and safety objectives, what must managers ensure?

- A. Objectives can be measured, are realistic, and directly address identified risks
- B. Objectives are primarily aimed at reducing expenditure
- C. Objectives substitute for mandatory legal obligations
- D. Objectives are broad and aspirational rather than specific

8. What justifies allocating budget for regular safety audits?

- A. Audits identify weaknesses in controls before accidents happen
- B. Audits remove the need for induction training
- C. Audits mean near-miss information can be disregarded
- D. Audits remove the need to conduct separate risk reviews

9. What moral duty underpins the obligation to report hazardous conditions in the workplace?

- A. Protecting colleagues from harm that could be prevented
- B. Avoiding expenditure associated with safety training
- C. Meeting financial targets set by shareholders
- D. Lowering the organisation's insurance premiums

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10. Which action best shows that a manager is accountable for preventing workplace accidents?

- A. Putting risk controls in place and checking that they work
- B. Pausing action until regulators issue enforcement notices
- C. Passing all accountability exclusively to contracted workers
- D. Cutting back on spending for staff training

11. What must managers do to maintain accountability when high-risk work is contracted out?

- A. By confirming that contractors are competent and supervising their activities
- B. By signing over all legal obligations to the contractors
- C. By staying away from the site while contractors are working
- D. By not providing contractors with induction information

12. What record are managers required to keep in order to evidence their safety accountability?

- A. A log recording accidents and near-miss events
- B. A summary of employee wages and payroll data
- C. A plan outlining promotional and marketing activities
- D. A survey capturing feedback on service quality

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13. What is the primary financial exposure created by inadequate management of contractor safety?

- A. Legal liability arising from accidents caused by contractors
- B. Loss of confidential or proprietary design information
- C. Leases being automatically cancelled or terminated
- D. Being required to relocate office premises

14. What reputational harm can result from repeated failures in workplace safety?

- A. Erosion of public confidence and loss of client contracts
- B. Decreased expenditure on legal compliance activities
- C. Improved staff morale and greater employee engagement
- D. Guaranteed exemption from enforcement notices



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15. In relation to health surveillance, what is the manager's key obligation?

- A. That monitoring is suited to the risks involved and that records are properly maintained
- B. That employees decline all forms of health monitoring
- C. That health monitoring data is gathered but never formally recorded
- D. That health checks are conducted only once an incident has occurred

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16. What is the primary reason managers are expected to carry out routine workplace inspections?

- A. They allow hazards to be spotted before harm results
- B. They make formal risk assessments unnecessary
- C. They remove the need for ongoing staff training
- D. They ensure regulatory inspectors will never visit

17. In the context of emergency planning, what is a manager's primary responsibility?

- A. Developing clear response procedures and ensuring staff are trained to follow them
- B. Delegating all planning responsibilities to external emergency services
- C. Concentrating solely on protecting the organisation's physical assets
- D. Restricting access to emergency plans so staff are unaware of them

18. What is the reason managers are obliged to direct resources toward health and safety?

- A. Adequate resourcing allows safety controls to be put into practice properly
- B. It secures improved financial returns for the organisation
- C. It eliminates the need for regulatory inspection and oversight
- D. It permits managers to treat safety obligations as discretionary

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19. How does a strong safety performance record support an organisation in securing new tenders and contracts?

- A. Prospective clients regard it as evidence of reliability and competence
- B. It ensures the organisation submits the most competitive price
- C. It removes the requirement for submitting method statements
- D. It substitutes for the need to hold professional indemnity insurance



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20. For what purpose do insurance companies examine an organisation's accident records?

- A. To calculate premium rates based on the level of risk presented
- B. To determine appropriate pay scales for employees
- C. To verify adherence to equality legislation
- D. To evaluate training requirements for management staff

21. Which UK regulatory framework specifically requires employers to carry out risk assessments?

- A. Management of Health and Safety at Work Regulations 1999
- B. Control of Substances Hazardous to Health Regulations 2002
- C. Working Time Regulations 1998
- D. Data Protection Act 2018

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22. Which managerial responsibility is most important for ensuring that staff are competent to carry out their duties safely?

- A. Delivering sufficient health and safety training to all staff
- B. Letting employees declare their own competence without verification
- C. Scaling back training programmes to save money
- D. Failing to provide periodic refresher training

23. What is the principal reason managers should model safe behaviours in the workplace?

- A. Demonstrable safe conduct shapes how the wider workforce behaves
- B. It removes the need for documented safety policies
- C. It takes the place of all legal safety duties
- D. It assures managers of financial bonus payments

24. Which piece of legislation makes managers legally accountable for the safety of their employees?

- A. Health and Safety at Work Act 1974
- B. Working Time Regulations 1998
- C. Data Protection Act 2018
- D. Equality Act 2010



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25. Why is it important for managers to investigate near-miss incidents?

- A. They reveal hazards before they escalate into costly accidents
- B. They reduce administrative burdens placed on employees
- C. They confirm compliance with pay-related legislation
- D. They substitute for the statutory reporting of injuries

26. Following an accident investigation, what is the most appropriate way for a manager to demonstrate accountability?

- A. By putting corrective and preventive actions into place
- B. By concealing the investigation's findings to preserve the organisation's image
- C. By attributing fault to individual members of staff
- D. By doing nothing until a regulator compels action

27. What legal outcome may result from a significant failure to meet safety obligations?

- A. Criminal prosecution leading to substantial financial penalties
- B. Inspectors being automatically removed from their posts
- C. Compulsory salary increases for the entire workforce
- D. Relief from civil claims and legal liability

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28. What makes involving workers in safety decisions financially worthwhile?

- A. It uncovers workable control measures that help avoid expensive incidents
- B. It removes the requirement for any training expenditure
- C. It allows managers to bypass formal risk documentation
- D. It secures a reduction in insurance premiums

29. Which financial consequence most commonly arises following a serious accident at work?

- A. Higher insurance premiums and escalating legal costs
- B. An enhanced standing among competitors in the sector
- C. Lower staff turnover as employees feel more loyal
- D. Better compliance scores on subsequent audits



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30. What should a manager do first upon receiving a report of a serious hazard?

- A. Carry out an immediate investigation and put appropriate controls in place
- B. Pass all responsibility to employees with no further personal involvement
- C. Defer action until the next planned audit takes place
- D. Log the hazard but take no additional steps



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Answer Key & Explanations

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1. A — To protect employees from avoidable injury and harm

Supplying PPE fulfils the ethical duty to shield workers from foreseeable risks and preventable injury. Why the other options are incorrect: • To cut operational costs associated with accident claims: Lowering claims costs is a financial motive, whereas morality demands that individuals are protected from harm. • To demonstrate regulatory compliance during inspections: Meeting inspection requirements is a legal consideration, not the ethical responsibility that underlies PPE provision. • To avoid criticism from trade unions: Gaining union approval may be beneficial but is secondary to the moral obligation to prevent harm. • To retain eligibility for organisational insurance policies: Maintaining insurance eligibility is a financial concern, while the ethical imperative centres on keeping workers safe.

2. A — A consistent, ongoing decrease in injuries causing lost working time

A sustained fall in lost-time injuries demonstrates that legal duties are being met and that workers are genuinely being protected. Why the other options are incorrect: • Increased overtime hours used to fulfil project deadlines: Increased overtime raises fatigue-related risks and does not reflect legal or moral achievement in safety. • A reduction in the number of toolbox talks held each month: Reducing toolbox talks may undermine safety awareness rather than indicate compliance or ethical conduct. • Increased reliance on temporary or agency workers: The proportion of temporary workers does not, on its own, demonstrate safety effectiveness. • Briefings at the start of work being condensed or shortened: Shorter briefings risk omitting hazard information and are not an indicator of safety success.

3. A — Take prompt corrective action based on the audit's findings

Managers are expected to review audit findings and take appropriate corrective action, demonstrating accountability and a commitment to continual improvement. Why the other options are incorrect: • Disregard the results if no financial penalty has been imposed: The absence of a fine does not mean findings can be disregarded; managers are still obliged to address identified issues. • Cut back on reporting to lighten the administrative load: Reducing reporting frequency conceals problems rather than resolving them; corrective action is the accountable response. • Hold individual employees responsible for unfavourable audit results: Audit outcomes reflect systemic issues that managers must address; placing blame on staff avoids managerial responsibility. • Regard audits as a voluntary process with no binding outcomes: Health and safety audits carry both legal and moral weight; treating them as optional is not acceptable.

4. A — Health and Safety at Work Act 1974

The Health and Safety at Work Act 1974 imposes a statutory duty on employers to safeguard employees from workplace hazards. Why the other options are incorrect: • Working Time Regulations 1998: The Working Time Regulations govern rest periods and working hours, not the overarching safety responsibilities covered by the 1974 Act. • Employment Rights Act 1996: The Employment Rights Act deals with employment contracts and worker rights, not comprehensive health and safety obligations. • Equality Act 2010: The Equality Act addresses discrimination and protected characteristics, not the prevention of workplace injuries. • National Minimum Wage Act 1998: The National Minimum Wage Act concerns pay levels, not the legal safety duties placed on employers.



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5. A — Those receiving duties are competent and that oversight is maintained

Managers retain overall accountability even when they delegate; they must confirm that those given responsibilities are competent and are being appropriately supervised. Why the other options are incorrect: • Full and permanent transfer of accountability to the delegate: Legal accountability cannot be permanently delegated away; managers continue to bear overall responsibility. • Workers carry out tasks with no supervisory involvement: Unsupervised work is not acceptable; managers must maintain a level of oversight over delegated tasks. • Records of training can be disregarded: Training records are a key means of demonstrating competence and must be maintained. • Regular audits are no longer needed: Audits continue to be required; delegation does not reduce the need for ongoing monitoring.

6. A — It establishes clear expectations that help protect people's lives

Clear leadership from managers establishes safe behavioural norms, which helps prevent serious injuries and fatalities. Why the other options are incorrect: • It ensures that overtime requests will be approved: Safety leadership does not affect overtime approval; its purpose is to influence safe working behaviours. • It removes the need to produce written procedures: Written procedures remain a requirement; visible leadership supports rather than replaces documentation. • It eliminates managers' legal accountability: Legal accountability persists regardless; strong leadership means accepting rather than avoiding responsibility. • It makes engineering and technical controls unnecessary: Technical controls are still necessary; leadership reinforces rather than substitutes for them.

7. A — Objectives can be measured, are realistic, and directly address identified risks

Health and safety objectives must be specific, measurable, realistic, and directly connected to the risks identified in assessments. Why the other options are incorrect: • Objectives are primarily aimed at reducing expenditure: Focusing exclusively on cost reduction neglects the duty to manage and reduce risk. • Objectives substitute for mandatory legal obligations: Setting objectives does not remove the obligation to comply with health and safety legislation. • Objectives are broad and aspirational rather than specific: Vague or purely aspirational goals lack the clarity and measurability needed for genuine accountability. • Objectives are handed to others without ongoing monitoring: Delegating objectives without oversight means managers cannot verify whether targets are being met.

8. A — Audits identify weaknesses in controls before accidents happen

Regular audits spot control weaknesses early, preventing harm and the costly consequences that would otherwise follow. Why the other options are incorrect: • Audits remove the need for induction training: Induction training is still required; audits complement rather than substitute for it. • Audits mean near-miss information can be disregarded: Near-miss data remain important; audits should draw on and incorporate such information. • Audits remove the need to conduct separate risk reviews: Risk reviews are still required separately; audits do not replace this duty. • Audits provide a guarantee against regulatory enforcement: No process can guarantee freedom from enforcement action; audits help reduce the likelihood.

9. A — Protecting colleagues from harm that could be prevented

Reporting unsafe conditions is a moral act grounded in the duty of care owed to colleagues, shielding them from preventable injury. Why the other options are incorrect: • Avoiding expenditure associated with safety training: Training costs bear no relation to the ethical responsibility to report hazardous conditions. • Meeting financial targets set by shareholders: Achieving financial targets is a commercial consideration, not a moral justification for reporting hazards. • Lowering the organisation's insurance premiums: Insurance premiums are a financial concern and do not capture the ethical duty to protect people. • Preventing complaints being raised



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by customers: While customer satisfaction matters, preventing harm to fellow workers is the primary moral purpose of hazard reporting.

10. A — Putting risk controls in place and checking that they work

A manager demonstrates accountability by introducing risk controls and regularly checking that they remain effective in preventing harm. Why the other options are incorrect: • Pausing action until regulators issue enforcement notices: Reactive inaction until enforcement notices arrive reflects negligence rather than accountability. • Passing all accountability exclusively to contracted workers: Responsibility cannot be fully transferred to contractors; the manager retains legal accountability throughout. • Cutting back on spending for staff training: Cutting training resources weakens the organisation's ability to prevent incidents, contradicting accountability. • Choosing not to document workplace incidents: Failing to record incidents hides safety problems; genuine accountability demands transparent documentation.

11. A — By confirming that contractors are competent and supervising their activities

Because legal accountability cannot be delegated, managers must verify that contractors are suitably competent and oversee the work being carried out. Why the other options are incorrect: • By signing over all legal obligations to the contractors: No contract can transfer legal duties away from the manager, who stays responsible at all times. • By staying away from the site while contractors are working: Absenting oneself from the site during contractor operations constitutes a failure of the oversight duty. • By not providing contractors with induction information: Contractors must receive site inductions; denying them this information endangers safety and breaches duty of care. • By disregarding the safety history of the contracting company: Failing to check a contractor's safety record exposes the organisation to unnecessary risk and potential liability.

12. A — A log recording accidents and near-miss events

Maintaining an accident and incident log gives evidence that safety performance is being tracked and accountability upheld. Why the other options are incorrect: • A summary of employee wages and payroll data: Payroll summaries relate to compensation, not health and safety obligations. • A plan outlining promotional and marketing activities: Marketing plans have no bearing on a manager's safety accountability requirements. • A survey capturing feedback on service quality: Customer satisfaction feedback concerns service delivery, not legal safety duties. • A document tracking dividends paid to shareholders: Financial records for shareholders are unrelated to workplace safety monitoring.

13. A — Legal liability arising from accidents caused by contractors

When contractors are not properly managed, the client organisation may be held liable for incidents and must bear the resulting costs. Why the other options are incorrect: • Loss of confidential or proprietary design information: Loss of design information is unrelated; liability for contractor incidents is the central financial risk. • Leases being automatically cancelled or terminated: Leases are not automatically cancelled as a consequence of safety management failures. • Being required to relocate office premises: Office relocation is an unlikely outcome; liability and claims represent the real financial exposure. • Difficulty attracting or hiring apprentices: Apprentice recruitment is unrelated to the financial risks arising from contractor incident liability.

14. A — Erosion of public confidence and loss of client contracts

Recurring safety failures undermine stakeholder trust, lead to the loss of contracts, and damage the organisation's long-term commercial prospects. Why the other options are incorrect: • Decreased expenditure on legal compliance activities: Compliance-related expenditure typically rises following safety failures rather than decreasing. • Improved staff morale and greater employee engagement: Employee morale tends to deteriorate in unsafe workplaces rather than improve. • Guaranteed exemption from enforcement notices:



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Regulatory enforcement action becomes more likely after repeated failures, making exemptions highly unlikely. • Reduced frequency of scrutiny by industry regulators: Regulators intensify their scrutiny when safety failures recur, resulting in more oversight rather than less.

15. A — That monitoring is suited to the risks involved and that records are properly maintained

Managers have a duty to arrange suitable health surveillance for workers exposed to relevant risks and to ensure that accurate records are maintained. Why the other options are incorrect: • That employees decline all forms of health monitoring: Refusing health monitoring disregards the manager's duty of care; arranging appropriate checks is a legal obligation. • That health monitoring data is gathered but never formally recorded: Records that are not maintained cannot demonstrate compliance; documentation is a core accountability requirement. • That health checks are conducted only once an incident has occurred: Health surveillance must be carried out proactively and continuously, not only as a response to an accident. • That employees alone are accountable for their own health monitoring: While employees have some personal responsibilities, the overall duty for health surveillance rests with the manager.

16. A — They allow hazards to be spotted before harm results

Routine inspections enable managers to detect and address hazards before they cause harm, fulfilling both a preventive and an accountability function. Why the other options are incorrect: • They make formal risk assessments unnecessary: Formal risk assessments remain a legal requirement; inspections support rather than replace them. • They remove the need for ongoing staff training: Staff training is still essential regardless of how frequently inspections take place. • They ensure regulatory inspectors will never visit: Inspections reduce risk but cannot prevent regulatory bodies from conducting their own visits. • Their main benefit is cutting down on documentation: While inspections generate records, their core purpose is hazard identification and control, not reducing paperwork.

17. A — Developing clear response procedures and ensuring staff are trained to follow them

Managers must develop clear emergency procedures and ensure that all staff are trained and prepared to respond effectively when an incident occurs. Why the other options are incorrect: • Delegating all planning responsibilities to external emergency services: While emergency services provide external support, the duty to plan and prepare within the workplace rests with the manager. • Concentrating solely on protecting the organisation's physical assets: The primary obligation in any emergency is to protect people; property is a secondary consideration. • Restricting access to emergency plans so staff are unaware of them: Emergency plans must be communicated to staff; keeping them confidential makes effective response impossible. • Depending on ad hoc responses when an emergency arises: Improvising during an emergency increases the risk of confusion and harm; structured planning is essential.

18. A — Adequate resourcing allows safety controls to be put into practice properly

Allocating sufficient resources ensures that risk controls, staff training, and ongoing monitoring can all function as intended. Why the other options are incorrect: • It secures improved financial returns for the organisation: While financial benefits may follow, the primary purpose of resourcing is to make safety controls work, not to boost profits. • It eliminates the need for regulatory inspection and oversight: Regulatory inspection continues irrespective of how much is invested in safety; resourcing does not exempt an organisation. • It permits managers to treat safety obligations as discretionary: Health and safety obligations are legally required at all times; resource allocation enables compliance rather than making duties optional. • It means that existing training programmes never require revision: Training must be reviewed and refreshed regularly; resources fund these updates rather than removing the need for them.



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19. A — Prospective clients regard it as evidence of reliability and competence

A solid safety record demonstrates organisational competence and reduces the perceived risk of project failure in the eyes of prospective clients. Why the other options are incorrect: • It ensures the organisation submits the most competitive price: Safety performance does not guarantee the lowest bid; its value lies in reducing perceived delivery risk rather than in lowering price. • It removes the requirement for submitting method statements: Method statements remain a required element of tendering; a good safety record supports rather than replaces them. • It substitutes for the need to hold professional indemnity insurance: Professional indemnity insurance is still necessary; safety performance cannot substitute for appropriate cover. • It allows the organisation to bypass prequalification processes: Prequalification requirements continue to apply, though a strong safety record improves the likelihood of meeting them successfully.

20. A — To calculate premium rates based on the level of risk presented

Insurers review accident histories to assess the organisation's financial risk exposure and set appropriate premium levels. Why the other options are incorrect: • To determine appropriate pay scales for employees: Employee pay structures are an internal HR matter unconnected to insurance risk assessment. • To verify adherence to equality legislation: Equality compliance is assessed separately and is not relevant to an insurer's risk calculations. • To evaluate training requirements for management staff: While training reviews may follow accident analysis, an insurer's primary concern is quantifying financial risk. • To gauge how much productivity has improved over time: Productivity data does not feature in how insurers evaluate accident-related risk when setting premiums.

21. A — Management of Health and Safety at Work Regulations 1999

The Management of Health and Safety at Work Regulations 1999 place a legal requirement on employers to conduct formal risk assessments in order to protect their workforce. Why the other options are incorrect: • Control of Substances Hazardous to Health Regulations 2002: COSHH focuses specifically on hazardous substances and does not cover all categories of workplace risk. • Working Time Regulations 1998: The Working Time Regulations address working hours and rest entitlements, not the broader duty to assess risk. • Data Protection Act 2018: Data Protection legislation governs the handling of personal information and has no relevance to workplace safety assessments. • Freedom of Information Act 2000: The Freedom of Information Act concerns public access to information and is unrelated to workplace risk control.

22. A — Delivering sufficient health and safety training to all staff

It is the manager's responsibility to provide appropriate training that develops and verifies the competence needed for staff to work safely. Why the other options are incorrect: • Letting employees declare their own competence without verification: Self-certification is not a reliable indicator of competence; structured training and assessment are required. • Scaling back training programmes to save money: Cost-cutting on training compromises staff competence and leaves managers in breach of their accountability obligations. • Failing to provide periodic refresher training: Refresher training is essential for maintaining competence over time; neglecting it creates unnecessary risk. • Substituting formal training with informational posters alone: Posters can support learning but cannot replace the understanding gained through formal training.

23. A — Demonstrable safe conduct shapes how the wider workforce behaves

When managers visibly follow safe practices, employees are more inclined to do the same, strengthening overall safety culture. Why the other options are incorrect: • It removes the need for documented safety policies: Written policies remain a requirement; leading by example supports rather than replaces formal documentation. • It takes the place of all legal safety duties: Legal duties exist independently; no level of good



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example can substitute for compliance with statutory obligations. • It assures managers of financial bonus payments: Financial bonuses may occasionally follow, but the primary purpose is shaping cultural and behavioural norms. • It enables the organisation to avoid regulatory inspections: Regulatory inspections can still occur; visible safe behaviour shapes workforce conduct, not inspection schedules.

24. A — Health and Safety at Work Act 1974

The Health and Safety at Work Act 1974 is the primary statute placing a duty on managers to safeguard the health and safety of their workers. Why the other options are incorrect: • Working Time Regulations 1998: The Working Time Regulations govern working hours; they do not address broader safety management responsibilities. • Data Protection Act 2018: The Data Protection Act protects personal information and has no bearing on physical safety duties. • Equality Act 2010: The Equality Act addresses discrimination and equal treatment, not health and safety management. • Bribery Act 2010: The Bribery Act concerns corrupt practices and does not impose health and safety obligations.

25. A — They reveal hazards before they escalate into costly accidents

Investigating near misses identifies hazards early, preventing future injuries and the financial costs that accompany them. Why the other options are incorrect: • They reduce administrative burdens placed on employees: Cutting paperwork is a minor consideration compared with the hazard identification that averts serious losses. • They confirm compliance with pay-related legislation: Pay legislation compliance has no connection to the safety lessons gained from reviewing near misses. • They substitute for the statutory reporting of injuries: Near-miss investigations complement statutory reporting obligations rather than replacing them. • They remove the requirement for external audits: External audits may still be conducted regardless of how effectively near-miss incidents are managed.

26. A — By putting corrective and preventive actions into place

Demonstrating accountability after an accident means acting on investigation findings by implementing corrective measures to prevent a recurrence. Why the other options are incorrect: • By concealing the investigation's findings to preserve the organisation's image: Concealing findings undermines transparency and accountability; managers are expected to act on evidence, not suppress it. • By attributing fault to individual members of staff: Attributing blame to staff without taking systemic action does not constitute genuine accountability. • By doing nothing until a regulator compels action: Waiting for external enforcement signals neglect; managers are expected to take proactive corrective steps. • By decreasing how often incidents are formally reported: Lowering the frequency of incident reporting obscures risk rather than managing it; openness is fundamental to accountability.

27. A — Criminal prosecution leading to substantial financial penalties

Significant safety violations can lead to prosecution and large fines, imposing real financial consequences on the organisation. Why the other options are incorrect: • Inspectors being automatically removed from their posts: Inspectors are not dismissed as a result of employer breaches; they typically increase scrutiny instead. • Compulsory salary increases for the entire workforce: Staff pay rises are entirely unconnected to legal penalties arising from safety breaches. • Relief from civil claims and legal liability: Civil liability can still be pursued after a breach; no exemption is granted. • Assurance of no negative media attention: Media attention following a serious breach cannot be prevented or guaranteed away.

28. A — It uncovers workable control measures that help avoid expensive incidents

Involving workers surfaces practical hazard controls, reducing incidents and the costs associated with them. Why the other options are incorrect: • It removes the requirement for any training expenditure: Training



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remains necessary; worker consultation supports but does not replace capability development. • It allows managers to bypass formal risk documentation: Documentation duties are unchanged; consultation does not remove the obligation to record risks. • It substitutes for mandatory risk assessment requirements: Formal risk assessments are still legally required; consultation enhances rather than replaces them. • It secures a reduction in insurance premiums: Insurance discounts are not guaranteed; the real value lies in directly reducing losses through better controls.

29. A — Higher insurance premiums and escalating legal costs

Serious workplace accidents typically result in increased insurance premiums and legal expenses, placing direct financial pressure on the employer. Why the other options are incorrect: • An enhanced standing among competitors in the sector: An organisation's reputation usually deteriorates after accidents, in contrast to the financial penalties that inevitably rise. • Lower staff turnover as employees feel more loyal: Staff loyalty and retention tend to fall following unsafe incidents rather than improving, unlike the clear-cut financial consequences that follow. • Better compliance scores on subsequent audits: Audit ratings commonly worsen after accidents, unlike the predictable increase in associated costs. • Reduced spending on future safety training programmes: Organisations do not reduce training budgets following accidents; instead, financial liabilities increase.

30. A — Carry out an immediate investigation and put appropriate controls in place

On receiving a hazard report, managers must act without delay — investigating fully and applying controls to prevent harm. Why the other options are incorrect: • Pass all responsibility to employees with no further personal involvement: Simply handing over responsibility without maintaining oversight fails the accountability duty; managers remain answerable for hazard control. • Defer action until the next planned audit takes place: Waiting for a scheduled audit is wholly inadequate; hazards must be addressed without delay. • Log the hazard but take no additional steps: Logging the hazard alone does not fulfil the duty to take effective corrective action. • Disregard the report unless someone has already been hurt: Waiting for an injury before acting breaches the prevention duty; managers must respond to hazard reports immediately.



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