

Healthy Workplaces
**Working together
for risk prevention**

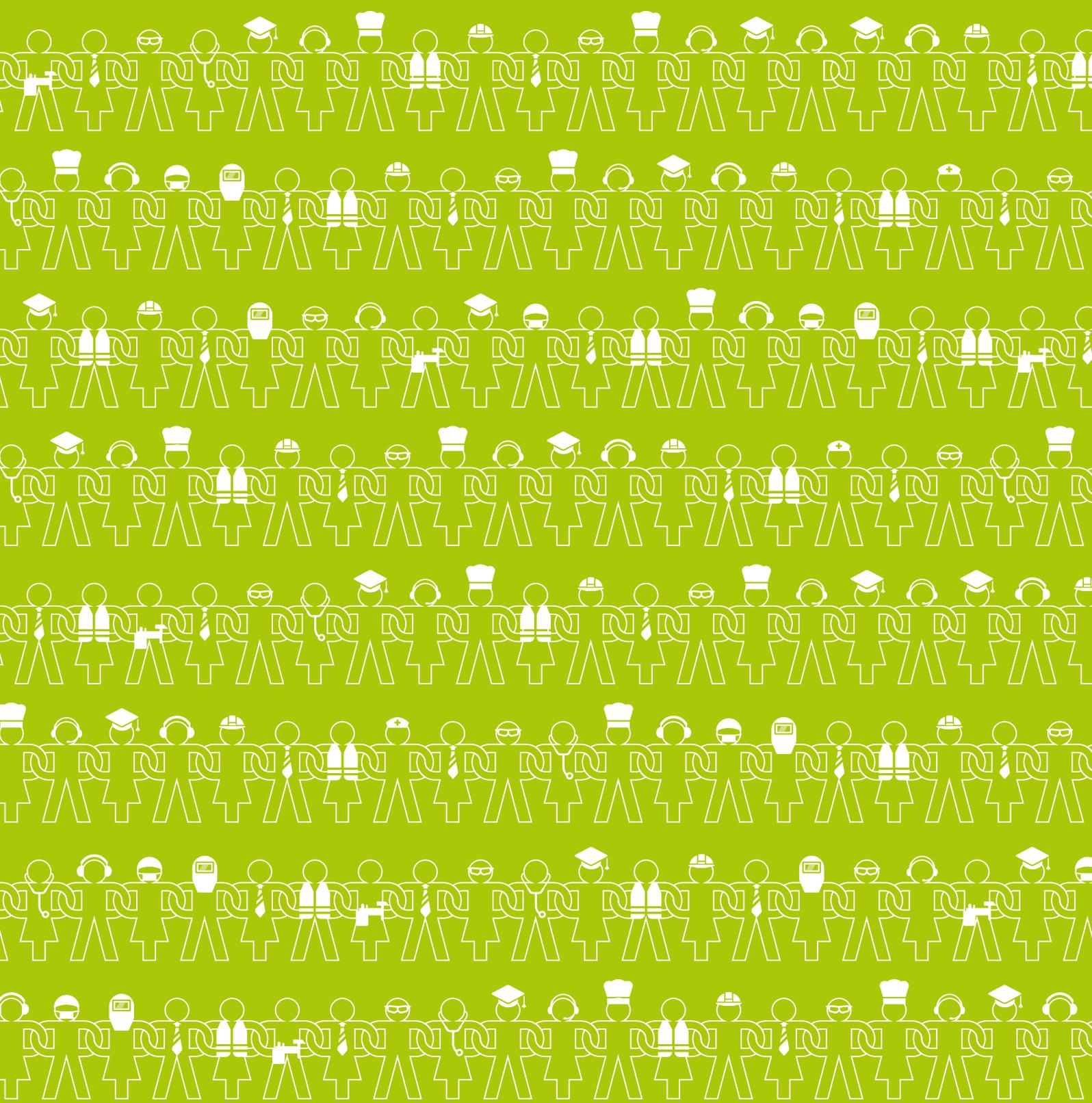


www.healthy-workplaces.eu

European Good Practice Awards 2012–2013

Awarded and commended examples





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Prevention is about managing risks. Risks are managed by people working together.



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Introduction

As part of the 2012–13 Healthy Workplaces Campaign on Working together for risk prevention, the European Agency for Safety and Health at Work (EU-OSHA) organised the European Good Practice Awards Competition. The 11th such competition, the 2013 awards aimed to identify examples of good practice in achieving risk prevention through cooperation between workers and managers.

The awards recognise organisations that have made outstanding and innovative contributions to risk prevention. Through the competition EU-OSHA promotes good practice solutions at the workplace and shares information about good practice across Europe.

Fifty-two entries from 29 countries were received – 25 from EU Member States and four from the European Economic Area and candidate countries. Organisations of all sizes and from a wide variety of economic sectors were represented.

An evaluation panel – the Good Practice Awards jury, including representatives of the four interest groups of the EU-OSHA Governing Board and an expert in the subject, validated and assessed the national examples submitted, and selected the award winners and commended examples.

Why prevention is needed

It is often said that prevention is better than cure and this applies especially to promoting a safe and healthy workplace. Every year, according to Eurostat, more than 5,500 people in the EU lose their lives as a result of an accident in the workplace. A further 159,000 die, the International Labour Organization estimates, because of work-related illness. Put another way, every 3.5 minutes a person in the European Union dies as a result of a work-related accident or disease. All in all, occupational accidents and ill-health have been estimated to cost an annual sum of EUR 490 billion.

Research indicates that the vast majority of accidents and ill-health in the workplace are preventable. Prevention is also the cornerstone of the European Union's approach to

managing workplace risks. In practice this means analysing work processes to identify short- and long-term risks and then taking action to mitigate or eliminate them. The ultimate aim is to significantly reduce, or eradicate altogether, work-related accidents and occupational illnesses.

Final responsibility for managing risk lies with employers and top management. But their efforts to tackle risks are bound to fail without active worker participation. Statistics show that enterprises with high worker participation, in combination with strong management commitment, are ten times more likely to have a documented occupational safety and health policy. In addition, worker safety representatives can prevent thousands of workplace accidents from happening.

The benefits of risk prevention include reduced costs due to lower rates of employee absence, fewer accidents, and a reduced threat of legal action. Companies gain a better reputation, productivity is increased and employees become more motivated.

Healthy Workplaces – Working together for risk prevention

For these reasons EU-OSHA is running a two-year campaign on Working together for risk prevention. Since 2000, EU-OSHA has run campaigns targeting the most common risks and the activities associated with high accident rates and occupational hazards. In 2012 and 2013, EU-OSHA is supporting a range of activities across the EU Member States and beyond, to promote cooperation in risk prevention.

The campaign promotes the basic message that workers and managers must work together to prevent risks. It aims to give clear and simple guidance so that employers can manage work-related risks in partnership with workers and their representatives. The campaign is producing practical tools promoting a risk prevention culture, particularly for small and medium-sized enterprises (SMEs). It fosters the inclusion of occupational safety and health (OSH) management in organisations' corporate social responsibility policies and lays the foundations for a more sustainable risk prevention culture in Europe.

Prevention is better than cure



Recognising good practice What the jury was looking for

In selecting the examples, the evaluation panel was looking for solutions that showed:

- genuine and effective leadership and worker participation that illustrated the campaign theme of Working together for risk prevention;
- effective participation of the workforce and their representatives;
- full support of senior management;
- successful implementation of interventions in the workplace;
- real and demonstrable improvements in safety and health;
- transferability to other workplaces, including those in other Member States and to small and medium-sized enterprises.

The winning and commended entries

The examples in this booklet present the awarded and commended entries in the competition, describing the measures taken and the results achieved.

The entries came from a wide variety of organisations. In the Netherlands, a campaign aimed to improve safety awareness among forklift truck drivers, while at a Portuguese retail group, a new reporting system ensured managers were instantly informed by SMS of serious incidents. At a Turkish car plant interactive theatre helped to substantially reduce accidents. A Finnish technology company cut absenteeism by weekly meetings to improve well-being. Many entries focused on small and medium-sized enterprises. A discussion group among dairy farmers in Ireland tackled safety hazards. In Hamburg, car repair workshops were guided in how to deal with hazardous substances.

Every workplace is different. Solutions, therefore, have to be developed to match the specific problems and needs of that particular workplace. However, ideas and concepts presented in this booklet can be adapted across industry sectors and

Member States and in organisations of different types and sizes.

More information

The EU-OSHA website <http://osha.europa.eu> contains a wealth of information on workplace safety and health in over 20 European languages.

Details on the Healthy Workplaces Campaign on Working together for risk prevention can be seen at www.healthy-workplaces.eu.

All EU-OSHA publications can be downloaded free of charge from the website <https://osha.europa.eu/en/publications>.

Acknowledgements

EU-OSHA would like to thank its network of focal points in Member States, the European Economic Area and candidate countries (competent authorities, or bodies nominated by them, responsible for occupational health and safety) for assessing and nominating examples for the Good Practice Awards. The competition would not have been possible without their assistance.

EU-OSHA would also like to thank the Good Practice Awards jury for their input: the chair, Henning Krüger of the German accident insurance company, BG Nahrungsmittel Gastgewerbe (food and hospitality industry) and the jury members, Francisco Jesús Álvarez from the European Commission – DG Employment, Social Affairs and Equal Opportunities, Hannu Stalhammar from the Ministry of Social Affairs and Health in Finland, Jan Kahr Frederiksen of the Danish FTF trade union, and Eckhard Metze of the Commission for Occupational Health and Safety and Standardization in Germany.

Last but not least, many thanks to all organisations that participated in the Good Practice Awards Competition 2012–13, with special thanks to those that feature in this publication.

Dietmar Elsler
Project Management
European Agency for Safety and Health at Work (EU-OSHA)



Awarded examples

| Country | Company | Issue |
|--------------------|------------------------------------|--|
| Austria | voestalpine Rotec Group | Establishing a health and safety standard across different countries |
| Cyprus | Atlantica Leisure Group Ltd | Minimising accidents in the hotel industry |
| Denmark | Rigshospitalet | Improving the working environment in a large hospital |
| Finland | Oy SKF Ab, Muurame factory | Increasing staff well-being at a technology company |
| Germany | ArbeitsschutzPartnerschaft Hamburg | Finding health and safety solutions for companies in Hamburg |
| Ireland | West Offaly Dairy Discussion Group | Reducing hazards on dairy farms |
| Netherlands | wehkamp.nl Gezond Transport EVO | Raising safety awareness among forklift truck drivers |
| Portugal | SONAE | Involving workers and managers in risk prevention at a retail group |
| Spain | PROTÓN ELECTRÓNICA SLU | Developing a risk prevention model for small companies |
| Turkey | Tofaş Türk Otomobil Fabrikası A.Ş | Reducing accidents in automobile production |

Healthy Workplaces is Europe's biggest occupational safety and health campaign.



Commended examples

| Country | Company | Issue |
|-----------------------|----------------------------------|---|
| Austria | MAHLE Filtersysteme Austria GmbH | Encouraging workers to report safety problems |
| Finland | Lujatalo Oy | Reducing physical stress in the construction industry |
| France | Armor SA | Incorporating health and safety into corporate strategy |
| Greece | Hellenic Petroleum S.A. | Creating a culture of safety in oil refining |
| Ireland | Construction Safety Partnership | Improving safety standards at construction sites |
| Norway | GE Healthcare Norway AS | Making health and safety a priority for workers and managers |
| Poland | CEMEX Polska | Management leadership to achieve accident prevention |
| Slovakia | U. S. Steel Kosice, s.r.o. | Effective reporting of safety issues at a large steel producer |
| Slovenia | Ascom d.o.o | Reducing musculoskeletal problems in manufacturing |
| United Kingdom | Step Change in Safety | Improving workforce engagement in the offshore oil and gas industry |



An integrated multi-national health and safety system powered by employees and management

voestalpine Rotec Group, Austria

<http://www.voestalpine.com>



The issue

The voestalpine Rotec Group manufactures components for the automotive industry and faces hazards typical of heavy industry such as trapped limbs, heat injuries and stress. It has operations of differing size in six EU countries including Austria, Poland and the United Kingdom. The group wanted to create a general health and safety standard that would respect the peculiarities of individual sites but also communicate a company-wide philosophy.

Action taken

Employees and management jointly created standards by which tasks and workplaces were to be organised. Expert meetings took place every two or three months at each of the Rotec Group's eight locations. The meetings, which espoused the 'Rotec Production System' (RPS), were attended by the group managing director, Klaus Pammer and one RPS expert per site as well as a variety of local employees depending on the subject matter.

Workplace organisation was standardised according to the 5S approach, which emphasises cleanliness and tidiness. Health and safety guidelines, regulations for the purchasing of machines and a new welcome folder for new employees were also introduced. The particularities of individual sites were considered, resulting in a complete revision of safety rules at the group's Austrian headquarters where 320 people are employed.

The Rotec Production System has avoided conflict between management-imposed ideas and employee adherence.



In Poland a video was made by the plant manager, recreating accidents and near-misses and showing measures to avoid them in future. The group is working on harmonising continual improvement processes across different sites to ensure it is easy to check if ideas for improvement have been implemented. Good ideas for enhancing safety are explained, with images, on one or two pages. All sites are asked to explore the potential of new ideas, implementing them when possible. The cost of the project for 2011/12 was EUR 250,000.

Results achieved

Though it is too early for improved accident rates to show up, there are already signs of improvement:

- a visibly improved workplace organisation at the different sites, with photographs displayed showing how tasks should be carried out; and
- a reduction in injury hazards and adverse health effects.

Health and safety has become an integral element of group processes and planning. The Rotec Production System has avoided conflicts between management-imposed ideas and employee adherence and between efficiency and safety.

Continuous improvement of health and safety systems

Atlantica Leisure Group Ltd, Cyprus

www.atlantichotels.com



The issue

The group, which owns four hotels in Cyprus, wanted to increase staff awareness of workplace health and safety risks, and encourage employees to feel uninhibited in reporting problems. Atlantica aimed to minimise serious accidents to employees and customers in their hotels. They were aware that such incidents resulted in spiralling costs, through sick pay and insurance pay-outs, and were also detrimental to the company's image and overall profit.



In 2011/12 the group did not have to pay any claims arising from employee or customer health and safety issues.



Action taken

A one-year health and safety project was undertaken. Top management sees health and safety as a priority and prevention targets are set annually. The objectives are evaluated every three months in order to ensure that deadlines will be met. A risk assessment was carried out in all hotel areas and departments.

Front-line staff were fully involved in the process to ensure any hidden risks in their daily work were revealed. Every employee received training in accident reporting, a crucial element in Atlantica's efforts to minimise accidents at work. A procedure to log accidents and near-misses was introduced: all staff accidents were recorded on bespoke forms, detailing hours or days lost from work and to whom the accident was reported.

Every three months, occupational safety and health team meetings were held, involving staff representatives, so that any health and safety problems could be raised. In addition, quarterly internal health and safety audits were carried out in all hotel departments. Where problems were identified, preventive actions were suggested and recorded. Staff training was undertaken on the main risks in the hotel industry, such as the handling of chemicals, the use of different kinds of machinery, giving first aid and what to do in the aftermath of a flood, fire or earthquake. Outside auditors, such as tour operators and the state labour inspection office, have checked all four hotels on several occasions and found no problems.

Results achieved

- During 2011 and 2012 the Atlantica Leisure Group did not have any serious accidents. Health and safety has become, and will remain, a top priority.
- The total project cost was approximately EUR 50,000, but in 2011/12 the group did not have to pay any claims arising from employee or customer health and safety issues.
- As a result the company's image among employees and guests has improved significantly.
- The involvement of front-line staff in the implementation of OSH resulted in a visible improvement of the health and safety culture in the hotels and a knock-on effect in reminding other staff members of the importance of health and safety in their everyday work.

Working environment and the core task go hand in hand

Rigshospitalet, Denmark

<http://www.rigshospitalet.dk/>



The issue

With 8,500 employees, Rigshospitalet, a public hospital in Copenhagen, is one of Denmark's largest workplaces. The results of the 2011 job satisfaction survey revealed that the main working environment problems were stress, bullying and the physical working environment. Since there are more than 50 professional groups working within the hospital, the problems and methods needed to resolve these problems were highly dependent on the circumstances of each individual department. Interventions had to be carried out at all levels in order to achieve the most effective results.

Action taken

There were already working environment groups in each department, but their work was reorganised to emphasise knowledge sharing and feedback between them. Worker representatives drew up policies and guides on preventing bullying and sexual harassment and reducing stress.

The electronic newsletter on the hospital's intranet featured interviews showcasing good examples from individual departments on enhancing the working environment. There were 20 initiatives in separate departments to improve health and safety.

One project aimed at improving coordination between hospital departments and the Department of Radiology over the utilisation of MRI scanners. A 'lean' project was started in the Department of Obstetrics following a letter from a working environment representative concerning excessive workload. In the outpatient clinic of the Rheumatology Department, an attempt was made to improve efficiency and reduce stress among secretaries. Another project in the Department of Haematology created a work prioritisation tool so nurses did not have to make choices themselves.

Cooperation between management and both the working environment and trade union representatives was a major factor in achieving concrete results. The hospital's senior management also made improving the work environment a priority. The nursing director is setting up an initiative to prevent bullying. A PhD in bullying is being co-financed by Rigshospitalet and a management network has been established to prevent abusive behaviour.



Results achieved

The different projects had measurable effects:

- there has been a big increase in hospital departments experiencing good cooperation in arranging acute MRI scans and use of MRI scanners has increased by 15%;
- the number of unwritten case notes in the Department of Rheumatology's outpatient section fell from 850 to zero;
- a management-controlled work prioritisation scheme in the Department of Haematology has significantly reduced stress among nurses;
- job satisfaction in the Department of Obstetrics has been improved by ensuring ward rounds start 20 minutes earlier.

Worker representatives drew up policies and guides on preventing bullying and sexual harassment and reducing stress.



Increasing well-being at work with the 'Good work – longer career' project

Oy SKF Ab, Muurame factory, Finland

http://www.skf.com/portal/skf_fi



(In collaboration with: Federation of Finnish Technology Industries, Finnish Metalworkers' Union, Trade Union Pro, Federation of Professional and Managerial Staff YTN, Union of Professional Engineers in Finland)

The issue

Absenteeism is a problem for the technology industry. Musculoskeletal disorders, accidents and mental health disorders are frequent causes of both long- and short-term sick leave and even of permanent disability, resulting in early exit from the labour market. A project was launched in more than 50 Finnish technology companies, supported by trade unions, with the aim of increasing well-being at work and prolonging careers.



Action taken

The 'Good work – longer career' project, (2010–2013) established project teams in different companies, comprising management representatives, health and safety staff, occupational health care personnel and trade union members. The aim was to improve well-being through continuous development in different dimensions of work ability: health and functional capacities, professional competence, values, attitudes and motivation, and work environment management and leadership.

In all companies, an anonymous staff survey was carried out to measure well-being. This was followed by a series of common discussions to set targets to improve employee well-being. After 12 months, the staff survey was repeated to measure progress.

One company participant was Oy SKF Ab, part of the SKF group, located in Muurame, Central Finland. At the company, feedback discussions involved the entire production personnel. Training was arranged with the aim of improving the relationship between supervisors and employees. Weekly meetings were introduced to solve recurring problems within the work team and deal with emerging issues. This model of early intervention has improved the take-up of issues from the workforce by management. The number of supervisors in the production process was increased from two to four.

Investment was made to improve safety. Safety shoes were purchased for office staff and visitors for moving around the production facilities. Guidance labels, safety markings and a wide-angle mirror were purchased to improve the safety of truck traffic. To reduce noise levels, insulation walls were installed between production cells. Headset ear protection devices were made available to reduce background noise levels for workers. Investment was also made in machine and lifting safety and employees were trained in safety at work. A multi-media pamphlet, 'Working together for risk prevention', was published.

Results achieved

Both the overall project and its application at Oy SKF Ab achieved positive results:

- follow-up measurement for the project revealed that well-being at work increased for employees below the age of 35; those over 54 also registered an improvement in motivation and attitude;
- at Oy SKF Ab payments into statutory accident insurance fell by 17%;
- there were no accidents between February 2011 and September 2012;
- absenteeism has fallen.

Improving health and safety in Hamburg-based companies through integration in corporate strategy

ArbeitsschutzPartnerschaft Hamburg
(Occupational Safety Partnership), Germany

<http://www.hamburg.de/arbeitsschutzpartnerschaft>



The issue

Occupational safety and health (OSH) are of major importance for society but practical OSH solutions for businesses often do not reach small and medium-sized companies, which tend to be left to fend for themselves. This partnership, created by the city of Hamburg and comprising the city's labour inspection team, chamber of commerce, trade unions and the statutory accident insurance association, sought to find specific industry solutions, increase awareness and facilitate information exchange for SMEs.

Action taken

The partners discussed and planned solutions for specific problems affecting small and medium-sized businesses in particular. Measures were implemented in pilot companies involving both management and employees. As a result a preventive OSH strategy was developed and implemented through a number of successful projects in the city.

One collaborative scheme developed risk assessments in outpatient care, providing practical assistance for 350 health care businesses in Hamburg. With the help of a moderator, management and employees were involved in identifying problems, implementing solutions and checking their effectiveness.

Around 1,300 garages and car repair workshops in Hamburg, which since 2005 have had to comply with the Dangerous Substances Directive, were assisted through a toolkit guide on how to deal with hazardous substances. The toolkit described the correct behaviour for any activity involving hazardous substances.

The partnership also developed a project entitled 'Career start and working life – play it safe!', to increase awareness of health and safety among young people. Twenty-six events were held by a team of educators and safety experts reaching 350 young people in Hamburg schools and vocational institutes. Subjects ranged from the safe conduct of internships to noise protection, skin protection and ergonomics. Other projects included a safety manual for small craft businesses, noise prevention in kindergartens and skin protection in wet work.

Results achieved

- A report on the occupational safety project in the health care sector found that an 'effective and modern health and safety system was established in the companies'. The project approach was adopted by the national German strategy for the sector and has been distributed nationwide.
- The garage project established a network of firms that exchange experiences.
- A broad-based public relations campaign conducted by the partnership helps spread good practice.

In 2010, it was agreed the partnership would continue for another five years.



A report on the health care project found that an effective and modern health and safety system was established in the companies.



Operation Lifesaver

West Offaly Dairy Discussion Group, Ireland

www.teagasc.ie



The issue

With 22 people losing their lives through farm-related accidents in 2011, agriculture in Ireland has the highest fatality rate of any major sector in the Irish economy. Farms in Ireland continue to account for the majority of workplace deaths even though only 6% of the Irish workforce works in this sector. Statistics show that farmers are up to ten times more likely than other workers to be killed at work, and on average someone dies on a farm every two weeks. Injuries to workers in this sector that result in time off work also place a huge financial burden on farmers, who are frequently self-employed.

Action taken

Since the group was reformed in 2007, the 15 dairy farmer members of the West Offaly Dairy Discussion Group, based in Central Ireland, have met monthly on members' farms to



The group believes the project has the potential to save the life of one of its members.



discuss and improve technical farm efficiencies. At the start of 2012 the group held discussions aimed at incorporating farm health and safety into every meeting they had.

In preparation for the group meetings, each member completed an electronic risk assessment tool for their own farm. Hazards were separated into nine different categories and then during each meeting for a period of 30 minutes they would discuss one hazard category and how it applied to both the host farmer and other group members. These meetings also gave the opportunity for group members to bring a fresh pair of eyes to the host farms and identify hazards unnoticed by the host farmer due to over-familiarity. Ways to eliminate or reduce the hazards identified were then discussed and agreed by the group.

The group also assigned three members as mentors to help other group members with any difficulties and also to monitor the completion of the risk assessment tool. The effectiveness of this project can be seen in the number of safety actions that each member has carried out at their farm as a result of completing the risk assessment and from the feedback received during meetings.

Some of the actions completed include reducing risks for children and older farmers, assessing the safety of chemicals, reducing risks from using machinery and improving farm buildings. A 'Group Farm Safety Case Study' was produced using 'before and after' photographs. The case study shows examples of hazards identified on the group's farms and actions taken to remedy them. The experience gained from the project enabled the group to produce a step-by-step guide on farm health and safety, which other like-minded discussion groups across Ireland could implement.

Results achieved

One of the success factors of this project is that farmers are committed to using their own initiative to tackle health and safety issues in their farms – it is not being forced on them. Over 190 actions have been taken to reduce or eliminate the hazards identified.

This project has the potential to save the life of a group member or one of their families.

Each member farm is now a far safer working environment, reducing risk of injury and in turn reducing the chances of financial, medical and mental stress on family farms in the event of an accident.

It doesn't cost any more to be a tidier and safer farm and, from the group's experience of visiting farms, it can be observed that safer farms are usually more efficient farms.

The group believes that its step-by-step guide could easily be adopted by other farmer discussion groups across Ireland.

Forklift Heroes

wehkamp.nl, Gezond Transport, EVO, Netherlands

<http://www.wehkamp.nl>

<http://www.gezondtransport.nl>

<http://www.evo.nl/site/evo-in-a-nutshell>



The issue

Every year there are, on average, 200 serious accidents and five fatalities involving forklift trucks in the Netherlands. Hundreds of thousands of employees work in the proximity of forklift trucks and are exposed to danger daily. Existing preventative measures have proved insufficient. Gezond Transport, an organisation that promotes safe working in the transport and logistics sector, and the EVO trade association launched a three-year campaign to substantially reduce the number of accidents. The campaign was taken up by numerous companies, such as the Dutch online warehouse wehkamp.nl.

Action taken

The campaign, launched in 2010, was entitled 'Forklift Heroes' (HeftruckHelden). It was based on the belief that behaviour was a major factor in forklift accidents, and that forklift truck drivers should be made aware of the importance of working safely. But the campaign was also aimed at middle management and company board members, and support staff such as HR directors.

A website was created (www.heftruckhelden.nl) to create interest. From September 2010 and during 2011, a major component was the selection of a monthly Forklift Truck Hero, from a list of candidates nominated by companies. The Forklift Truck Hero was an example to colleagues and other forklift truck drivers. Cards were also sent to forklift truck drivers featuring the top ten risks.

A workshop was developed aimed at giving middle management the tools to organise safety aspects within their remit. A 'HeftruckHelden Roadshow' was created, featuring a test team experienced in occupational safety and driving forklift trucks. The team gave interactive workshops on forklift truck driving and on behavioural change.

The campaign planned to reach between 12 and 28 companies and 2,500 people with the roadshow. The first Dutch company to hold the roadshow was an online order company (wehkamp.nl), which has two large and busy distribution warehouses. Up to 60, out of a total of 200, of the company's workforce use forklift trucks and they respond flexibly to fluctuating customer demand. The company



wanted to improve safety awareness among drivers and non-drivers and to reduce accidents and near-misses.

Results achieved

- The campaign reached more than 3,000 employees and 400 companies participated in workshops and seminars on changing behaviour.
- The companies involved now all have a different attitude to safety and their employees are more aware of the risks.
- At wehkamp.nl there has been a reduction in the number of near-misses and in absenteeism because of accidents.
- There has been a measurable increase in employee satisfaction at wehkamp.nl.

The campaign was based on the belief that behavior was a major factor in forklift accidents.



Developing new practices to ensure all organisational levels are involved in improving safety and health

SONAE, Portugal

<http://www.sonae.pt/e>



The issue

With 35,000 workers, retail group SONAE is Portugal's largest private sector employer. Whilst trying to develop an effective safety culture, the company recognised three key requirements:

- a need to increase the involvement of managers and supervisors at all levels with regard to health and safety at work;
- a need to improve the risk assessment tool as a way of ensuring the commitment of employees and managers; and
- a need to keep employees trained, since it was identified that poor awareness of safety risks and a lack of training contribute to accidents at work.



Action taken

With the support of SONAE's safety and health at work departments, several initiatives were introduced. There was a programme of awareness presentations for managers aimed at promoting the message that safety requires teamwork and a visible commitment by all. At SONAE, safety is not a project with a beginning, middle and end; it is seen as a daily 'philosophy' requiring continuous improvement and involvement by everyone.

These awareness presentations, which included the showing of films, helped to emphasise the role of managers and supervisors with regard to safety and health at work and

stressed why they are key to motivating their workers to adopt safe behaviours that will help achieve a safety culture. The presentations also looked at the main causes of accidents and managers and supervisors were encouraged to investigate their main characteristics in order to be able to reduce them.

One of the innovations introduced by this project was the concept of 'safety walks', which involves workers from different managerial grades visiting workplaces and observing work practices first hand. The goals of these visits were to identify safe and unsafe behaviours, motivate workers and gain their commitment to complying with safety rules and safe work practices and, finally, to provide positive or corrective feedback that would help change any unsafe actions. The ultimate aim of 'safety walks' is to make safe conduct an instinctive reflex.

SONAE also developed a log to record accidents on the company's intranet which allows access by many users at once. A computer application also made the reporting of accidents more efficient and this allows for quicker intervention in the analysis and investigation of their causes. This new process also notifies senior management immediately of a serious incident by sending a SMS.

SONAE made a concerted effort to inform its workforce of risks at work, through company-wide campaigns in April and October 2012. Each week in April had a specific health and safety theme. Chemical and load handling, healthy lifestyles and falls and trips were all given week-long attention. Campaign themes were publicised through films featuring stories of real accidents, hazard hunts, t-shirts and mannequins displaying messages in work areas.

The company's training programme was also revised and includes several compulsory units. In financial terms SONAE spends EUR 2 million on health and safety at work and EUR 1 million on health and safety training.

Results achieved

SONAE believes that the roots of a company's success lie in the health and safety conditions of the workplace and that actions taken in 2012 have substantially increased awareness of safety risks. The resulting increase in motivation and productivity will, in time, be reflected in the company's financial results. The initiatives carried out have helped to emphasise that safety is everyone's responsibility.

From ugly duckling to swan: The way forward for micro and small enterprises in occupational health and safety

PROTÓN ELECTRÓNICA SLU, Spain

<http://www.protonelectronica.com>



The issue

Micro and small enterprises have a higher accident rate than larger businesses. These enterprises that have less than 50 employees are exposed to higher risks due to scarce resources and the varied and casual nature of the sub-contracting work they undertake. PROTÓN ELECTRÓNICA, an electronics firm in Northern Spain, is a micro establishment with just seven employees.

As a way of achieving a high level of efficiency in health and safety with the minimum use of resources, they implemented a risk prevention model which has helped them integrate risk prevention into their daily working routine. PROTÓN ELECTRÓNICA believes its experience proves that with the right aptitude and attitude, managers of micro enterprises and SMEs can adopt an exemplary and proportional approach and achieve outstanding levels of occupational health and safety (OSH) despite limited financial resources.

Action taken

Angel Vidal, the founder and director of PROTÓN ELECTRÓNICA, says that in order to create a viable health and safety system he first needed to challenge bad habits, including his own. He initially encountered resistance but, in less than three years, new habits were formed.

PROTÓN ELECTRÓNICA created its own health and safety documents, giving its document templates a distinctive, bespoke appearance. Effective documentation was vital, contributing to internal cohesion and communication. External training for both managers and staff was essential. All employees at PROTÓN ELECTRÓNICA received training to qualify them to perform basic OSH functions. Training enabled both management and the workers to assess the main risks within the company and to plan measures to prevent accidents happening. Thanks to this approach PROTÓN ELECTRÓNICA achieved OHSAS 18001 certification in three years and won an EU-OSHA award in 2010/11.

Driving OSH within the company requires managers to be motivated, and Angel explains that, for him, the motivation is not hard to acquire: 'I have worked with some of the people in my company for more than 25 years and I never want to have to grieve with their families and with my other

workers over some tragedy at work which I could in any way have foreseen and avoided.'

PROTÓN ELECTRÓNICA believes that, by following this risk prevention model, micro and small enterprises can create new habits and set an example of good practice for other companies – helping them transform from an ugly duckling to a health and safety swan.



Results achieved

- PROTÓN ELECTRÓNICA has a zero accident rate.
- The firm's absenteeism rate is close to zero. Occasional flu is the main reason for lost staff days.
- There is a good working atmosphere and legal security for management.
- A risk prevention model has been created that can be adopted by other small companies.

Spreading a safety culture through proactive management practices, individual and team participation

Tofaş Türk Otomobil Fabrikası A.Ş, Turkey

<http://english.tofas.com.tr>



The issue

Tofaş is a Turkish manufacturer of automobiles and light commercial vehicles. Due to a low level of automation in some production units and manual work using sharp-edged metal parts and non-routine activities, there is a high level of risk. Minor injuries and accidents occur which the company wanted to minimise.

Action taken

Starting in 2006, Tofaş introduced a 'Step-by-Step' approach to occupational safety. Firstly, basic training, coordination with the works trade union, accident analysis and risk analysis were introduced. Then the company worked to establish a culture of safety. Safety management audits and management safety patrols were started. To make this culture sustainable, these innovations were followed by individual initiatives, reliant on the workers themselves.

For example, a 'safety captain' initiative was introduced, in which responsibility for noticing breaches of safety is rotated among members of a production team. Other schemes included safety controls by checklist at the start of shifts, snapshot patrolling and hazard prediction, actively involving employees from all departments in risk detection and prevention.

Marking a first for the industrial sector in Turkey, Tofaş introduced interactive theatre as a means of increasing awareness of safety and reducing unsafe behaviour. With the help of a professional theatre group, specific shop-floor

A 'Forum Theatre' was started in Tofaş' Body Shop, where a 65% reduction in accidents subsequently occurred.



cases were dramatised. The 'Forum Theatre' was started in Tofaş' Body Shop, where a 65% reduction in accidents subsequently occurred. From there, it was extended across the plant in 2010 and 2011, reaching 7,850 employees. The Forum Theatre initiative has since been replicated by other companies in Turkey such as Renault and Bosch. Tofaş' employees have internalised safety culture and their high level of involvement in safety activities has been increased by collaboration between management and the plant trade union.

Results achieved

The working environment at Tofaş is safer today than it was before. And there have been quantifiable improvements:

- a decrease of more than 95% in unsafe acts;
- the lost time accident frequency, calculated as the number of accidents/ total working hours $\times 100$, was 1.2 in 2006. In July 2012, it was 0.03 – a 97% decrease;
- a rapidly declining accident frequency has saved money, improved morale and enhanced the image of the company.



Don't Look Away

COMMENDED

MAHLE Filtersysteme Austria GmbH, Austria

http://www.mahle.com/MAHLE/en/Home_EN

The issue

MAHLE Filtersysteme Austria GmbH, St Michael, part of the MAHLE group, is an engine, auto part and filter technology company in Southern Austria. It has 2,700 employees. Despite high technical and regulatory standards at the plant, no noticeable decrease in accidents had been achieved. An accident analysis for 2011 found that 99% of all occupational accidents were due to human, not machine, error. MAHLE wanted to raise awareness of accident prevention among employees and middle management, while also improving the effectiveness of workplace safety representatives.

Action taken

After consultation with the Austrian labour inspectorate and AUVA, the Austrian Workers' Compensation Board, the MAHLE St Michael management instituted the 'Make Time for Safety' project in June 2012. The project aimed to involve management and employees in issues of accident prevention and workplace improvement.

A central element of the project was the 'Don't Look Away' scheme. This was intended to motivate employees to identify technical and organisational safety improvements in their own work areas. Employees were encouraged to report safety risks or make suggestions through the incentive of a EUR 10 petrol voucher for every suggestion made. Managers are obliged to act on these suggestions and the relevant production manager makes periodic reports to central management on the number of suggestions received and their implementation.

To avoid accidents being repeated, individual accidents are analysed in detail and avoidance measures introduced. The number of worker safety representatives was also increased – from 11 to 32. This was to ensure every employee had access to a contact person known to them, should they spot a safety problem. The status of the safety representatives was also raised.

'Safety days', mandatory for all staff members, were introduced. The first safety day, during which the 'Don't Look Away' project was presented to staff, concerned personal protective equipment and cuts. A wide variety of safety knives were demonstrated. The second safety day was about footways and vehicle routes and tidiness and cleanliness. The final safety day dealt with remedying failures.



Results achieved

- Following the first two safety days, 140 suggestions for improvement were submitted by employees.
- By the beginning of September 2012, approximately 80% of the suggestions had been implemented.
- There is now general use of safety knives.
- There is greater use of personal protective equipment.
- The vehicle routes and footways have been improved by segregating internal company traffic and colour-marking the footways.

*Following the first two safety days,
140 suggestions for improvement
were submitted by employees.*



Taking the strain out of building work

COMMENDED

Lujatalo Oy, Finland

<http://www.lujatalo.fi>



The issue

Lujatalo Oy is one of Finland's largest construction companies, employing more than 800 people, in residential and commercial construction. Building work can cause strain to the musculoskeletal system, leading to painful disorders in the back and upper and lower limbs. This not only impairs physical work ability but affects mental well-being and often results in permanent disability. The company wanted to improve the management of musculoskeletal risks as a way of increasing the well-being of the whole work community.

Action taken

A series of ergonomic development activities were undertaken, implemented by Lujatalo's occupational health officer, a physiotherapist, and the work safety officer. Over a period of 18 months, group training sessions were held at work sites. The training consisted of six two-hour sessions. Risk factors at the sites were evaluated, using observation, photography and opinion polls. Work methods intended

to make work easier and lighter were discussed during the training sessions and changes implemented. Feedback provided by the group training sessions was used to develop ergonomically sound practices.

Seven ergonomic projects were implemented between 2006 and 2012, with two projects yet to be completed. One ongoing project is aimed at improving well-being in Lujatalo's administration and payroll department and is concerned with mental, not physical, work. All actions and good practice stemming from the ergonomic ideas were communicated to all Lujatalo's employees, at work sites throughout Finland.

Information was spread monthly through the company's internal magazine and intranet, as well as by Lujatalo's occupational health officer and work safety officer during their work site visits. A 'Builder's Well-Being' guide was produced in 2009. It included the ergonomic ideas and was distributed to all work sites. The activities encourage both foremen and workers to consider their own health as well as others in the same work group and to feel positive about longer careers in building.

Results achieved

- Between 2010 and 2012 sickness absence dropped by 2.4 days per person. This has saved Lujatalo EUR 760,000.
- Absence due to musculoskeletal disorders fell from 50% to 40% in the same period.
- According to independent research other benefits have included the reduction of musculoskeletal symptoms, support for foremen and increased awareness of workload-reducing measures.
- The activities were presented in the safety seminars of the Confederation of Finnish Construction Industries in 2012.

Stress factors at building sites were evaluated, using observation, photography and opinion polls.



Incorporating health and safety at work into the company's eco-citizenship policy

Armor SA, France

<http://www.armor-group.com>

COMMENDED

The issue

Printing technology group Armor has 1,900 employees worldwide. Headquartered in France, where it employs 634 people, the group is present in countries such as China, Italy, Germany, the Czech Republic and the United Kingdom. The group was aware of the consequences of the performance of repetitive tasks by the shift-working teams in its workshops. Armor wanted to reduce the physical and psychosocial risks that cause high absenteeism, and to incorporate health and safety improvements into the group's overall sustainable development strategy.

Action taken

As part of a three-year sustainable development plan entitled 'Eco-Citizen Development', which began in 2008, Armor extended its health and safety policy. The new policy was aimed at improving well-being by reducing psychosocial and ergonomic risks. A support programme was created for shift workers.

Physical risks were addressed through workstation ergonomics. Redesigned workstations were developed in collaboration with a retirement and workplace health insurance fund. The new workstations were designed so that employees with, or recovering from, acute lower back pain could work comfortably.

Armor also launched a three-day well-being and communication training programme called 'BeCom' that took place during working hours. The participants engaged in role-play as a means of boosting cohesion, demonstrating the benefits of group working and reinforcing self-confidence.

The sustainable development plan also committed Armor to make its different operations places of personal and social development through social, educational, sport and cultural programmes. Employees were involved in designing the health and safety projects themselves. A variety of different employees – from managers to operators and social partners – met monthly and produced a report and action plan each time. The elected representatives of employees, the works council and health, safety and working conditions committee and managers all monitored the progress and results of projects.

Results achieved

- Absenteeism in Armor's expertise centre fell from 5.9% in 2009 to 3.2% at the end of August 2012.
- Among production staff absenteeism fell from 8% to 4%.
- Work-related risk prevention and drives to increase well-being at work have been integrated into Armor's overall strategy.



The elected representatives of employees, the works council and health, safety and working conditions committee and managers all monitored the progress and results of projects.



Cooperation for safety

COMMENDED

Hellenic Petroleum S.A., Greece

<http://www.hellenic-petroleum.gr/online/index.aspx>

The issue

The largest oil refining company in Greece, Hellenic Petroleum employs 3,145 people in its home country. Abroad, in countries such as Cyprus, Albania and Bulgaria, 1,097 are employed. The company wanted to reduce unsafe situations arising from unsafe behaviours with a risk of accidents and injury. Hellenic Petroleum realised it needed to create a safety culture and improve its health and safety performance.



The workshops taught how to handle safety violations in a positive way – using persuasion to change workers' behaviour.



Action taken

The company undertook a three-year safety programme entitled 'Cooperation for Safety', with the aim of improving management skills and the behaviour of managers, supervisors and employees. 'Supervising for Safety' workshops were held in 2009 and 2010 for managers, supervisors and shift leaders. The workshops taught them how to motivate workers by supporting and rewarding safe behaviours, as well as how to handle safety violations in a positive way by changing behaviour as a result of persuasion.

At the end of 2010, safety visits were started. The visits were undertaken by directors, heads of department or engineers. Every production or storage area was visited once a week. Those undertaking the safety visit observed the workplace and then discussed with the workers any unsafe practices and ways to correct them. Good safety practices were praised.

In September 2011, regular discussions of unsafe situations commenced, involving unit operators, maintenance technicians, personnel working in new projects and office employees. The participants were asked to identify risks and their potential consequences, and to propose measures to offset them.

Pictures of the participants' workplaces were used to increase relevance. Any successful safety intervention by an employee was showcased and rewarded with prizes. All employees were thus incentivised to intervene if they observed unsafe situations. A booklet containing general safety rules was also distributed to all employees and contractors. Illustrating ten life-saving rules through pictograms, the booklet aimed to remind employees that they should intervene immediately if they noticed any of the rules being violated.

Results achieved

- The frequency of accidents has fallen at Hellenic Petroleum.
- The level of lost workdays because of injury is now well below the average for European refineries. From 2005 to 2009, the number of lost workdays at Hellenic Petroleum was significantly above the European average.

The Construction Safety Partnership

COMMENDED

Construction Safety Partnership, Ireland

<http://www.csponline.ie>

The issue

The Construction Safety Partnership (CSP), an alliance of employer groups, professional bodies, trade unions and government departments, was formed in Ireland in 1999 following widespread concern about poor standards of safety and health on construction sites. Since its formation the partnership has published five Construction Safety Partnership Plans which have helped the industry move from a poor performer to a safety and health example for others to follow.

Since 2007 the construction sector has experienced a dramatic change, and the CSP is now dealing with a very different industry, dominated by small contractors and small projects. Whilst rates of fatalities and accidents in this high-risk industry continue to decrease, there are signs that safety standards are slipping on sites. Following a debate and consultation at the Construction Safety Forum in November 2011, the CSP agreed to focus on five key objectives as a way of improving safety standards.

Action taken

The 2012 Construction Safety Partnership plan concentrated on reaching small enterprises, where many accidents occur. A new safety management pack was developed for employers of 20 people or less, together with an online training tool. In 2012, a safety and health plan was developed that could be easily downloaded. CSP also continued with the Safety Innovation Award for small contractors and sub-contractors.

Over the past decade the Partnership has been very successful in establishing voluntary site safety representatives at construction sites. Over 1,900 people have trained and qualified as safety representatives. In 2012, the site safety facilitation project continued and targeted sites where no appointment had been made. Around 320 construction site visits took place.

In particular, smaller companies were assisted in appointing safety representatives. The partnership recognised that accidents involving mobile plant at construction sites, such as excavators or cranes, continued to feature heavily in accident statistics. An online tool for tracking the maintenance of lifting equipment was developed. The partnership decided that, in order to further improve safety culture, the behavioural issues of both workers and management needed to be addressed. Previous safety initiatives had relied on rules and legislation, but the partnership recognised that behavioural programmes needed to be developed.



Results achieved

- The construction industry in Ireland has been through massive growth and severe contraction, but the Construction Safety Partnership has remained focused and effective.
- There is widespread acceptance of the partnership's success and impact.
- The occurrence of both fatal and non-fatal accidents has fallen since 2000.
- The partnership's government grant for 2012 was EUR 140,000. It provides real return on investment in terms of fewer fatalities and serious accidents.

CSP is a clear example of how industry stakeholders can take ownership and work together with the common goal of improving health and safety performance at all levels.

The 2012 Construction Safety Partnership plan concentrated on reaching small enterprises, where many accidents occur.



Taking ownership

COMMENDED

GE Healthcare Norway AS, Norway

<http://www.gehealthcare.com/eueu/msabout/msabout.html>

The issue

GE Healthcare, a manufacturer of diagnostic agents, operates from two sites in Norway: Oslo and Lindesnes, and employs 885 people. Operations are divided between office work and manufacturing and research and development. In 2006, it was noted that injuries needing treatment, and illnesses, were at an all-time high and getting out of control. Analysis revealed that occupational safety and health (OSH) was not integrated into the working practices of either management or employees, resulting in an 'it won't happen to me' attitude. GE Healthcare resolved to make health and safety a priority throughout the company.

Action taken

The first step was to concentrate on the role of leadership. Senior managers implemented comprehensive OSH systems so that all employees felt they had a responsibility for good practices. The message was promoted that safe working practices took priority over all tasks, including the production and sale of products.

The next step was to ensure there was employee ownership of safety and health procedures. This was achieved, in part, through high employee participation. More than 50 health and safety teams were set up. Over 50% of the employees are involved in these teams. The managers are members as well but there is a minimum membership of 60% employees.

For example, there are local inspection teams which undertake monthly inspections of sites so that preventative measures can be applied, minimising risks. A medical team focuses on reducing absence through illness. An accident investigation team follows up incidents to find their root cause and prevent recurrence. These teams are backed up

The message was promoted that safe working practices took priority over all tasks, including the production and sale of products.



by an extensive training programme. During induction, new employees are informed about health and safety procedures and how they can contribute to health and safety. Existing employees can take a variety of internal courses or apply for funding for postgraduate research.

The programme has resulted in a substantial reduction in the number of accidents. However, in 2010 there was an increase in first aid injuries and injuries leading to absence. The company responded by trying to predict future accidents, not merely reacting to past incidents.

Results achieved

- With over half of employees actively involved in safety and health, and improved cooperation between employees and senior managers, a good safety record has been established. There have been no serious injuries since 2007.
- Employees regularly report safety and health concerns. The rate is one concern per two employees.
- There is 80% participation in an annual health and safety survey. More than 20% of employees and managers provide proposals for improvement.
- A 2010 increase in injuries has been reversed and the downward trend resumed.



Leadership for safety at work

CEMEX Polska, Poland

<http://www.cemex.pl>

COMMENDED

The issue

CEMEX is multi-national company in the cement, concrete and building materials industry. It faces numerous risks to its employees and contractors such as falls, burns, being caught in moving machinery and road traffic collisions. The company concluded that a major cause of accidents is that employees ignore health and safety rules and take shortcuts. Additionally, supervisors were failing to perform their duties. A programme was created to increase awareness of risks and promote the active involvement of employees, supervisors and top-level management in accident prevention.

Action taken

CEMEX Poland undertook the accident prevention programme under the title 'Leadership on Occupational Safety'. Top-tier management – the CEMEX Poland President, board members and directors – all visited individual sites. The visits were devoted exclusively to health and safety matters. Informal discussions took place with employees and suggestions on the reporting of hazards were passed on to site managers.

A training programme was introduced for managers. The training provided a blueprint for changing the way employees were managed and the way managers approached occupational safety and health (OSH). A major element of the programme was the introduction of hazard report forms for employees. The forms, which were also used by contractors working at CEMEX sites, were designed to identify potential accidents before they occurred so corrective measures could be undertaken.

The OSH programme also included the drivers of vehicles transporting concrete and cement, as traffic accidents were the most common type of accident occurring at CEMEX. Meetings were held between managers and drivers to enable managers to understand driver working conditions and for the importance of health and safety to be emphasised to drivers. Training on safe driving was undertaken and driver audits, checking driving safety and the technical state of vehicles, were carried out.

CEMEX OSH rules were applied to contractors. Contractual fines were introduced for contractors that breached safety rules and the best contractors were recognised. Contractors that adhered to the rules were placed on a qualified suppliers list and their services were most likely to be used.



Results achieved

- There was a 23% increase in the number of potential accident report forms submitted by employees in the first eight months of 2012, compared to the same period in 2011.
- The number of accidents affecting CEMEX Poland employees fell by two-thirds from 2009 to 2012.
- There was a fall in the number of accidents involving CEMEX contractors.
- There was an increase in the number of OSH-focused top management visits to production sites.
- CEMEX Poland won first prize in an OSH competition that included CEMEX operations in 50 countries.

The hazard report forms were used by both workers and supervisors to identify potential accidents before they occurred so corrective measures could be undertaken.



Involving employee safety representatives in risk prevention

COMMENDED

U. S. Steel Kosice, s.r.o., Slovakia

<http://www.usske.sk/index-e.htm>



The issue

U. S. Steel Kosice, a subsidiary of the US Steel Corporation, is a steel producer with 13,000 employees located in Eastern Slovakia. The plant faces many safety risks, including poisonous gas, the overhead transfer of heavy products and heat stress. There are 572 employee safety representatives but their reports of health and safety deficiencies were not reaching higher-level managers. The result was that many concerns were not acted upon. The plant needed a new system for reporting health and safety problems.

To encourage the reporting of safety problems, quarterly bonuses are paid to employee safety representatives who record a specified number of safety issues.

Action taken

A new, computer-based information system was developed, and introduced in the plant from the start of July 2011. Under the system, an employee safety representative enters their initiative or observation into the computer application. If they don't have access to a computer, a trade union representative does it on their behalf.

The observations or findings are about hazardous working conditions, unsafe procedures or ideas to improve occupational safety and health (OSH). Following an entry, email notifications are automatically generated and sent to the safety engineer, the union leader and a higher-level manager. The manager decides what action to take, assigns responsible people and specifies a date for completion. The employee safety representative can verify the efficacy of corrective action and contact the appropriate manager. All initiatives and observations are saved and stored on the computer application.

To encourage the reporting of safety problems, quarterly bonuses are paid to employee safety representatives who record a specified number of safety issues using the computer application. Half-yearly bonuses are given to 30 employee safety representatives judged to have had the greatest impact.

Results achieved

The new safety system is popular and increasingly used by employees. From July to December 2011 477 safety-related records were entered, a figure that rose to 849 from January to September 2012.

The system has resulted in preventative action and contributed to the elimination of hazardous conditions and dangerous procedures.



Healthy Spine – Healthy Society

Ascom d.o.o, Slovenia

<http://www.kolektorascom.com>

COMMENDED

The issue

Ascom, part of the Kolektor group, manufactures electrical parts for the automotive industry and employs 150 people. The company was aware that workers risked musculoskeletal injuries, for a variety of reasons. Unhealthy lifestyles, lack of exercise, lack of knowledge about spine functioning, incorrect body postures at work, inadequate or absent ergonomic organisation of the working environment, all played a part. The company wanted to decrease the risk of injuries and improve working conditions.

Action taken

A multi-disciplinary team was established comprising the company director, a medical doctor specialising in occupational health, the works safety engineer, a project manager and a workers' representative. A questionnaire was conducted about the workplace, lifestyle and health status. Activities were planned taking into account the results of the questionnaire.

A workplace exercise programme was implemented, tailored to the specific needs and capabilities of individual workers. Ascom wanted to encourage workers to take more exercise in their free time and so the company organised hikes and a Nordic walking course, as well as providing financial support for participation in a cycling and a running marathon.

The 'Healthy Spine' training was developed and implemented for different groups of workers, including general information about the spine in addition to specific information about individual workplaces. An ergonomic inspection of different workshops and workplaces was carried out. Based on the results of the inspection, work and workplaces were reorganised in order to reduce load lifting, predominantly sitting work was changed to alternate between sitting and standing work, and ergonomic chairs and higher desks were introduced.

Results achieved

The 'Healthy Spine' project achieved better working conditions and a friendlier working atmosphere. And there were concrete results:

- a reduction in absenteeism and sick leave costs: between 2010 and 2012, absenteeism fell by 0.8%, representing a saving of EUR 52,000;
- reduced presenteeism;
- a rise in productivity as well as the quality of work;
- the same project started in other departments of the Kolektor group in September 2012.



A workplace exercise programme was implemented, tailored to the specific needs and capabilities of individual workers.



Workforce engagement toolkit

COMMENDED

Step Change in Safety, United Kingdom

<http://www.stepchangeinsafety.net>

The issue

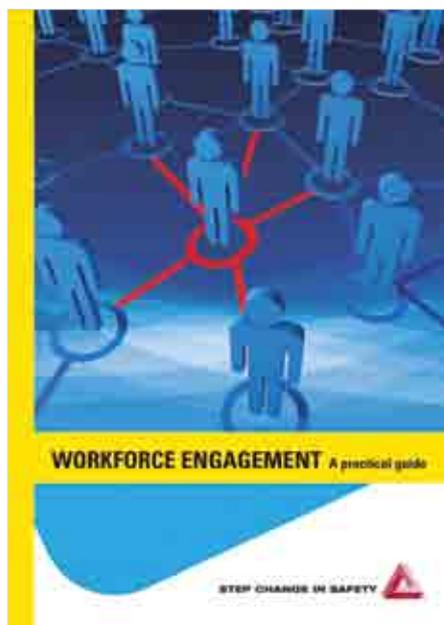
The United Kingdom offshore oil and gas sector is a major hazard industry which employs 50,000 people. Offshore installations are geographically isolated and involve the continuous use of ageing, heavy machinery to produce and export a potentially hazardous product. In addition to these physical problems, ineffective communication and inappropriate behaviours at all levels also have a detrimental effect on the safety culture in the workplace. A poor safety culture can lead to higher rates of near-misses, serious personal injuries, hydrocarbon releases and fatalities. Industry stakeholders identified a need to produce a culture of engagement where the workforce are naturally willing to participate by challenging behaviours, procedures and processes. They recognised that this could only be achieved by improving workforce engagement.

Action taken

The 'Step Change in Safety' partnership was formed in 1997 to share learning on safety across the industry. In 2008, Step Change created a workforce engagement steering group comprising offshore installation managers, health and safety executive representatives, trade union representatives and other industry experts.

Over the following three years the group worked to produce a toolkit that would enable worksites to measure the quality of their workforce engagement and identify areas for improvement. It was also intended to benchmark performance against the rest of the United Kingdom oil and gas industry. The toolkit contained a guide to help companies identify the good behaviours that should be exhibited by different workers. Included within the toolkit is a unique survey tool which can be completed online or on paper by every employee at a worksite, regardless of the employer. The survey consisted of 40 questions, verified by academic experts. It asked for opinions on how visible leaders were, how well they communicated, how they acted to address safety issues and to what extent workers were encouraged to participate in safety.

All personnel, including management, were encouraged to take part in the survey, with all the inputs being confidential. Data from the survey was submitted to Step Change and a summary report sent back to the worksite. The results helped worksite leaders understand their site's strengths and weaknesses, to benchmark their performance against other companies in the industry and also develop improvement plans. The toolkit was trialled at 15 worksites in 2011 and 2012, with an improved version released in September 2012.



Results achieved

The toolkit has enabled worksites to make safety improvements. For example:

- a floating vessel implemented a series of changes after the survey was conducted, resulting in a significant decrease in hydrocarbon releases; and
- at an onshore worksite, workers planned a redesigned workshop which reduced manual handling of equipment and the associated risks.

Step Change in Safety is now spreading learning and good practice from top performers to assist in safety improvement across the United Kingdom oil and gas industry.

Included within the toolkit is a unique survey tool which can be completed online or on paper by every employee at a worksite, regardless of the employer.



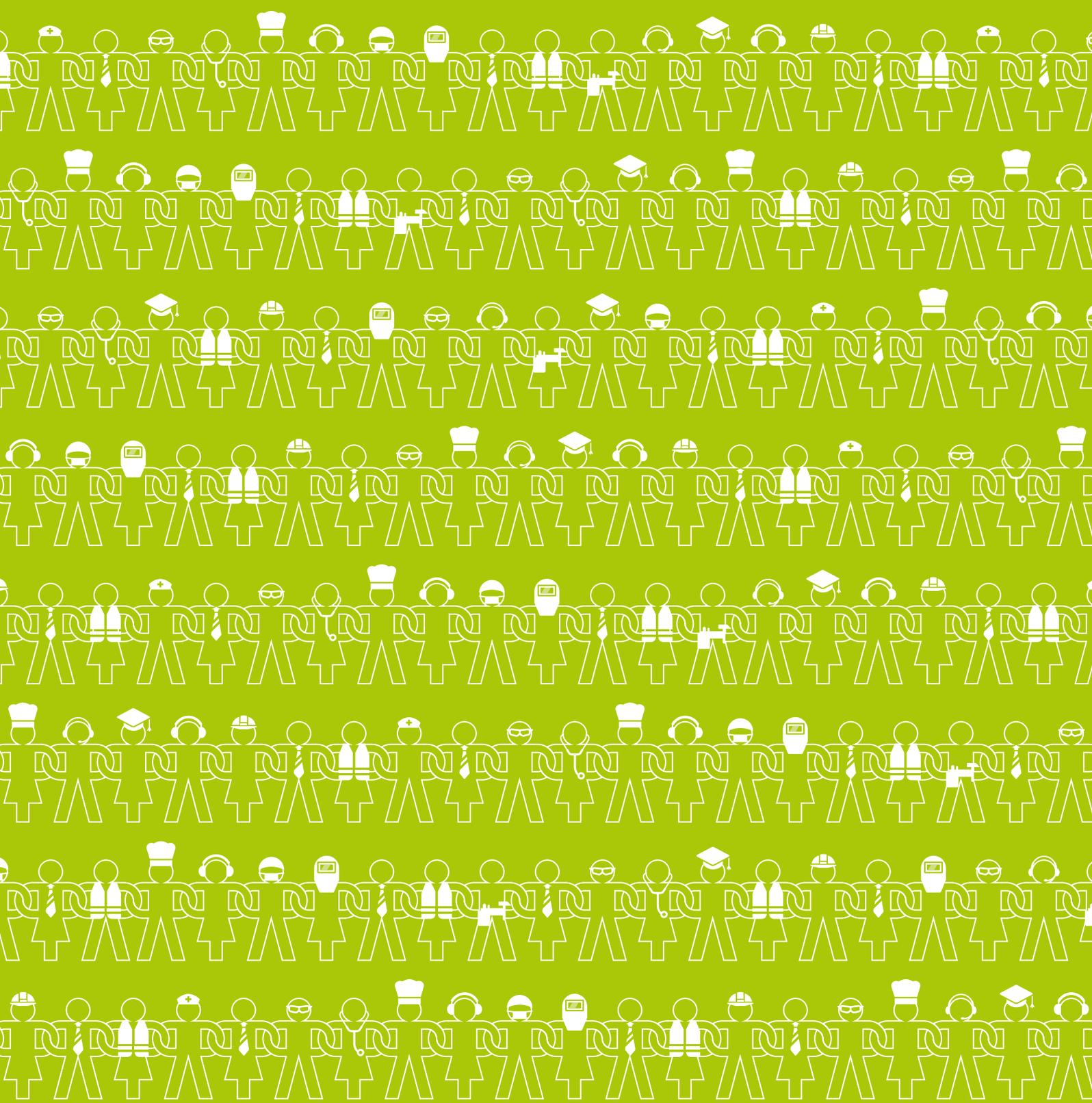
Nominated national entries

| Country | Company | Issue |
|-----------------|---|--|
| Austria | voestalpine Rotec Group | Establishing a health and safety standard across different countries |
| Austria | MAHLE Filtersysteme Austria GmbH | Encouraging workers to report safety problems |
| Belgium | Wit-Gele Kruis Limburg VZW | Transformational leadership as a lever to achieve safe and healthy conduct |
| Belgium | UNILIN | Unilin Safety Week 2012 |
| Bulgaria | Ideal Standard – Vidima | Risk prevention and risk reduction |
| Cyprus | Atlantica Leisure Group Ltd | Minimising accidents in the hotel industry |
| Denmark | Birkum Ost | Cooperation and behaviour-based safety |
| Denmark | Rigshospitalet | Improving the working environment in a large hospital |
| Estonia | JELD-WEN Eesti AS | Golden Brain Award |
| Finland | Oy SKF Ab, Muurame factory | Increasing staff well-being at a technology company |
| Finland | Lujatalo Oy | Reducing physical stress in the construction industry |
| France | Forge de Laguiole | Preventing the risk of musculoskeletal disorders through a participatory approach |
| France | Armor SA | Incorporating health and safety into corporate strategy |
| Germany | KIRCHHOFF Automotive Deutschland GmbH | Visual warning device on the forklift truck |
| Greece | Maran Tankers Management Inc | Finding health and safety solutions for companies in Hamburg |
| Greece | Hellenic Petroleum S.A. | Creating a culture of safety in oil refining |
| Hungary | Magyar Posta Zrt | Selecting appropriate protective equipment in cooperation with workers and their safety representatives |
| Hungary | Veresegyház site of the Chinoi Private Co. Ltd. | Programme to improve conforming behaviour and commitment to occupational safety among employees |
| Iceland | Reykfiskur | Implementation of safety and health in manufacturing |
| Ireland | West Offaly Dairy Discussion Group | Reducing hazards on dairy farms |
| Ireland | Construction Safety Partnership | Improving safety standards at construction sites |
| Italy | Gruppo Bauli | Involvement of workers in safety management, achieving participation with emotionally stimulating events |
| Italy | TARKETT S.p.A. | Participative risk assessment |
| Latvia | SIA 'Statoil Fuel & Retail Latvia' | Involvement of employees, management, and cooperation partners in safety training |
| Latvia | SJSC "Riga International Airport" | Set of measures to promote occupational safety and healthy living |



Nominated national entries

| Country | Company | Issue |
|-----------------------|--|---|
| Lithuania | Coca-Cola HBC Lietuva, UAB | Mini lessons on OSH and the information sharing system |
| Lithuania | Saint-Gobain statybos gaminiai | Safety visit and 60 seconds for reflection |
| Malta | STMicroelectronics (Malta) Ltd. | Six case studies for the Good Practice Award in OSH 2012–13 |
| Malta | Nectar Group | Communication strategy between managers and employees |
| Netherlands | Dakdekkersbedrijf Sluyter BV | The safety unit |
| Netherlands | wehkamp.nl Gezond Transport EVO | Raising safety awareness among forklift truck drivers |
| Norway | GE Healthcare Norway AS | Making health and safety a priority for workers and managers |
| Poland | CEMEX Polska | Management leadership to achieve accident prevention |
| Portugal | Jerónimo Martins, SGPS, S.A. | Participation in the selection of personal protective equipment, creation of 'between ourselves – in-house staff service', distance learning project |
| Portugal | SONAE | Involving workers and managers in risk prevention at a retail group |
| Romania | OMV Petrom S.A. | Walking, load lifting & handling and working at heights |
| Romania | ITM Galati | Developing a tool – smart software for the management of risk related to work equipment |
| Serbia | Museum of Contemporary Art in Belgrade | Special measures for health and safety at work for everyone involved in the working process |
| Serbia | Galeb Metal Pack DOO | Method 5S to achieve maximum safety and quality |
| Slovakia | Vaillant Industrial Slovakia s.r.o. | Safety at work – our priority |
| Slovakia | U. S. Steel Kosice, s.r.o. | Effective reporting of safety issues at a large steel producer |
| Slovenia | Ascom d.o.o | Reducing musculoskeletal problems in manufacturing |
| Spain | Croda Ibérica SA | Setting up a group for participation in decision-making in health and safety involving workers, management, risk prevention representatives, and the labour authority of the Regional Government of Catalonia |
| Spain | PROTÓN ELECTRÓNICA SLU | Developing a risk prevention model for small companies |
| Sweden | SCA Obbola AB | Together in collaboration |
| Sweden | Byggmästar'n i Skåne AB | Dialogue and participation |
| Turkey | ICDAS Company | Project No Accident – zero accident |
| Turkey | Tofaş Türk Otomobil Fabrikası A.Ş | Reducing accidents in automobile production |
| United Kingdom | Step Change in Safety | Workforce engagement toolkit |
| United Kingdom | Xmo Strata Ltd | Video training series |



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