

## COMMON HEALTH POLICY AT ALSTOM

### 1. Organisations involved

ALSTOM Power Sp. z. o.o.

### 2. Description of the case

#### 2.1. Introduction

ALSTOM is present in more than 70 countries. The whole company employs 96,500 employees. ALSTOM Power has over 60 years of experience in the production of steam and gas turbines for power engineering, turbines and generators for hydro-electric power plants, wind power installations and low-speed diesel generating sets powered by high-pressure internal combustion engines.

Currently, the Division of ALSTOM Power in Elblag consists mainly of the Turbine Plant and the Foundry.

The foundry in Elblag boasts 65.927 m<sup>2</sup> of total space and 290-strong employment force. The main products manufactured in the foundry are steel castings (max weight of 70 tonnes) and nodular iron castings (weight of 15-48 tonnes).

The basic form of the activity of the Foundry at ALSTOM Power Sp. Ltd. is the production of ferroalloy castings (cast steel, spheroidising iron) for the power equipment industry. Manufacture of castings is a complicated process and consists of many phases of production. The following systems are implemented at the plant: quality management system (ISO 9001), safety and health system (OHSAS 18001) and environmental management system (ISO 14001).

Casting processes are characterized by the presence of a number of threats of physical and mechanical factors (work at heights, lifting operations, manual handling, splinters, dust or noise and others). Accidents and occupational diseases are causing both, losses suffered by the workers as well as contribute to the costs of sickness and accidents absence, and resulting in reduced work efficiency.

#### 2.2. Aims

In order to reduce and prevent losses, ALSTOM Power has implemented long-term investment and repairing solutions as well as system solutions, which have resulted in the implementation and certification in 2002 of the safety and health management system based on the OHSAS 18001 standard. The following a programme was developed especially for ALSTOM, aimed at improving safety and health quality on the basis of the ALSTOM Environmental Health and Safety Road Map.

By pursuing in a more systematic way the risk assessment at the workplace and also in production processes, the company was looking for measures to reduce the risk of accidents and the threat of harmful agents. In the course of the system implementation close attention was paid to the non-accident-related absenteeism and a health policy was established and promoted.



### **2.3. What was done, and how?**

In order to implement a successful safety and health prevention policy, ALSTOM power's management developed several actions inspired by the Environmental Health and Safety (EHS) Road Map developed by ALSTOM group.

#### **ALSTOM environmental health and safety (EHS) road map**

ALSTOM is committed to providing a safe working environment for each and every individual. ALSTOM's commitment is demonstrated in its Environment, Health and Safety (EHS) policy deployed through its EHS management system, alongside more specific programmes designed to ensure health and safety for all employees across the globe.

Each ALSTOM entity is responsible for implementing programmes and training to achieve best practice for EHS protections.

EHS management involves:

- Regular assessment of operations, management systems and procedures;
- Establishment of a measurement system to ensure compliance with this policy and applicable laws and regulations;
- Communication with employees, communities, customers and government agencies regarding EHS;
- Consideration of EHS impacts in any change to existing practice.

ALSTOM also designed a programme called "Zero Serious Accident Programme".

Designed to maintain a tight rein on risk management and ensure the reduction of injury throughout our operations, ALSTOM launched this campaign to allow the Group to:

- Better manage risks related to contractors' employees;
- Updated self-assessment criteria;
- Deploy a process to better analyse incidents in order to anticipate accidents; promote health and safety culture in the workplaces.

#### **Application of the EHS road map in ALSTOM Power in Poland**

All actions resulting from the EHS Policy are initiated by the highest management of the company. Each action plan prepared by EHS department and the workshop managers then has to be approved by the highest management team of the company.

Management has responsibility to ensure that EHS systems are in place, that persons receive information, instructions, training and supervision and that adequate resources are allocated to comply with local EHS regulations and requirements of ALSTOM. Management also has the responsibility to make EHS communication relevant, consistent, clear and multi-directional.

In 2010, EHS department launched meetings within the company, where managers report on the current situation, the status of ongoing activities within the EHS policy, the ensuing problems, etc.

The EHS team, composed by the EHS manager and EHS department inspector, also presents problems reported by workers or social work inspectors.

This EHS policy, among other things includes the following programmes:

- Rules for tracking and analysis of sickness absence, including the absence after an accident;

# CASE STUDIES

- *40-year-old's programme for workers above 40* has been established, which introduces a number of additional medical examinations for employees, stemming from a more effective monitoring of employees' health condition. Now, staff aged 40 and over have the option of undergoing more thorough health check-ups;
- *Stop smoking programme* – cooperation with a company that organises meetings with a therapist has been established – with the application of the Allen Carr therapeutic method, the result of held meetings are 21 smokers (Foundry) who have quit the habit. In the case of an individual therapy being unsuccessful, part of the costs incurred shall be reimbursed;
- Every six months, a report on the health status of staff is being prepared by the main physician for foundry workers, following medical check-ups;
- The managers have also provided the employees with a possibility of benefitting from the company social fund and using the pass to Gym & Fitness clubs.

## **Communication campaign**

Since 2009 a communication campaign has been conducted. Every month posters on important EHS issues are displayed in order to raise awareness of workers. Each topic is accompanied by leaflets that are handed out to employees.

Every month the managers get a brochure with different themes (e. g. Leadership & Management Commitment, Accident & Incident Reporting and Analysis, General Planned Inspections, Observations & Positive Feedback).

In this booklet, the problems are described and tips are given to the managers on how to present the topic to workers and raise the issue with the staff.

After having read the booklet, each manager organises a meeting with his staff and discuss the topic with workers according to the instructions described in the brochures. In addition, the manager distributes leaflets on the monthly topic to the staff.

This campaign was conceived by the group ALSTOM and implemented in every plant and by every head of department.

## **Raising workers awareness on health and safety**

Every year an EHS Day is held during which employees can participate to training sessions and demonstrations.

In 2007 the EHS Day was organized in association with CIOP-PIB (Centralny Instytut Ochrony Pracy – Państwowy Instytut Badawczy) and was devoted to the Lighten the Load campaign. In 2008 (also with CIOP-PIB) the topic dealt with was stress in the workplace and ways of coping with it, while in 2009 EHS Day was organized in the form of a picnic dedicated to health promotion and healthy lifestyle – workshops with the topic of healthy nutrition, physical exercise like Nordic Walking, horse riding and others were conducted. Workers presenting exceptional EHS attitude receive rewards. Gifts are also distributed among the participants of the EHS Day.

Among this, meetings for all staff are organized every year, in which the director sums up the year and presents his vision for the future.

From time to time meetings are held with the Director for a small group of workers. These are informal meetings where workers can express their opinion on various problems faced during the work processes. These meetings concern the entire activity of ALSTOM among others health and safety issues.

# CASE STUDIES

In each department special boxes for ideas and comments on OSH are arranged, in which every employee can add an opinion anonymously. This is a good way to encourage workers that do not feel comfortable with officially expressing their opinion. The ideas raised, are discussed with the heads of production and managers. Feedback for employees is placed on notice boards.

Monitors are also installed in all departments, which among other things display information about events with accident potential and about actions being carried out to improve safety. This information is updated every month.

Special computer databases are introduced to provide employees with access to knowledge related to health and safety (law, measurement, risk assessment, potential events, etc.)

## **Examples of measures implemented to prevent risks**

### Measures to reduce the risk of fall – working at a height:

- Introduction of protective barriers during work on the form;
- Installation of special gangways with handrails – access to the form (abandonment of the usual ladders);
- A variety of platforms while grinding higher casting lots (better workplace ergonomics).

### Development of Personal Protective Equipment:

- New, special air-cooled suits for welders;
- Filter helmets for workers handling gas burners.

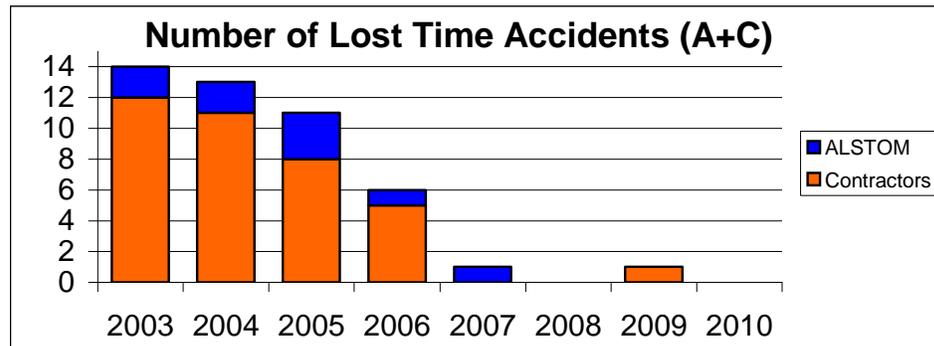
### Transport operations:

- Implementation of helmets with radio system. Communication system is being developed gradually. The first helmets were implemented in the transport of molten metal, as operations at greatest risk. Currently, the system is being developed for further divisions. Such an action helps to avoid possible errors when issuing commands by hands.
- Development of a Transport Operations Guide – grouping of transport operations at the plant along with a description of instrumentation and photographic documentation. Training of workers engaged in transport operations. This guide is prepared by the heads of departments. Every unit has its own guide. All types of transport operations are grouped together in the department. Each type of operation is described separately, along with photographic documentation (what is the weight of detail, how you can use slings and other accessories). It is used for staff training.
- Installation of cameras to monitor the transport operations.
- Providing first aid – selection and marking of trainees regularly qualified in specialized courses and also marking of places in the workshop where specialized equipment (stretchers, respirators, etc.) is placed.
- Risk assessment devoted to the manual transport work carried out based on the KIM method - Key Item Methodology - method of the key indicators used to assess risk in the performance of hand-work transportation.
- Surveys among employees and assessment of exposure to stress on selected workstations (assessment together with National Labour Inspectorate).

# CASE STUDIES

## 2.4. What was achieved?

- Steadily decreasing number of accidents after the action was implemented, “0 work accidents in 2009. The figure below presents the number of accidents that have occurred during last years.



- Very high EHS rating in the Foundry by auditors of ALSTOM (4.7 out of 5-point scale ratings). A Road Map has been prepared by ALSTOM to establish specific standards of safety and health, becoming increasingly more detailed and thorough, for instance with the inclusion of risk assessments. 4.7 is the rating for the steel company under the ALSTOM Power Sp. z o.o. Also compared to other audits carried by ALSTOM in its factories around the world, this score represents a high value.
- Improved ergonomic conditions (the assessment of manual work performed last year with the KIM method has resulted in the introduction of several simple solutions aimed at reducing the overall risk).
- Training schemes and everyday involvement of managerial staff have contributed to an increased awareness of workers about healthy work conditions and other job-related aspects.
- An overall success is the previously demonstrated decreasing space used, improved working conditions, for example by electric arc furnace installations housing (decreased level of noise at the a foundry by 5-10 dB).

## 2.5. Success factors

The success of ALSTOM's prevention policy relies on the effective implication of the company's top management. The EHS policy is developed at the group level and implemented in every country, every plant. This allows creating a safety and health culture in the company.

Workers are very much involved in this policy by the way of different programmes, trainings, and their opinion is valued and taken into account for continuous improvement of the EHS policy.

## 2.6. Further information

ALSTOM Power Sp. z o.o.

Oddział w Elblągu

ul. Stoczniowa 2

82-300 Elbląg

[www.alstom.pl](http://www.alstom.pl)

### **2.7. *Transferability***

The main objective is to improve the sharing of information with employees in the field of occupational safety and environmental protection and to motivate the staff to work safely. In addition, the action conducted promotes health- and environment-related ideas. Managers and employees recognise the hazards present at work, the benefits arising from their greater involvement in the area of OSH, the need to prevent emergency situations and taking appropriate steps in the case of breakdown, as well as the effects of departure from the established procedures. The concepts of implemented actions may be transferable to other companies, also those operating in different branches.

### **3. References, resources:**

- <http://www.alstom.pl/strona.php5?id=183>
- <http://www.alstom.pl/news.php5?id=9>
- [http://www.power.alstom.com/eLibrary/presentation/upload\\_5089.pdf](http://www.power.alstom.com/eLibrary/presentation/upload_5089.pdf)