



“BECAUSE WE ARE NOT AS STRONG AS OUR PRODUCTS...OSH IS A PRIORITY”¹ – AN INTEGRATED APPROACH TO OSH MANAGEMENT AT ARCELORMITTAL STEEL

1. Organisations involved

ArcelorMittal S.A.

2. Description of the case

2.1. Introduction

ArcelorMittal S.A. is the world's number one steel company, with 320,000 employees in more than 60 countries. ArcelorMittal Steel Poland S.A. runs large steel plants in Krakow, Dabrowa Gornicza and Swietochlowice that produce about 70% of Polish steel. These plants have been a part of the company since 2005.

2.2. Aims

The goal of ArcelorMittal Steel is to become the safest company in the steel industry. To maintain progress towards this aim, general as well as more specific goals have been established, as follows:

- to reduce the accident rate
- to carry out a scheduled programme of renovation and investment that will enhance OSH
- to improve working conditions
- to carry out a pilot project aimed at increasing OSH awareness and developing safety organisation at the hot-rolling mill in Dąbrowa Gornicza.

2.3. What was done, and how?

- The company's OSH services are extensive, but also centralised. The main OSH Board consists of trade union representatives and social labour inspectors from all branches. They supervise OSH conditions in the entire company. Additionally, each steel plant has its own OSH service, managed by the Main OSH Specialist, subordinate to the company president. There are also branch and local OSH Boards. The trade unions and their critical approach play an important role in the system.
- According to the Code of Business Conduct, implementation of the safety and health rules in practice is a priority for all employees. Additionally, each steel plant may also have its own OSH policy. One example is a document entitled 'Politics of integrated system of quality, environmental and OSH management in ArcelorMittal Steel Poland S.A, Steel Plant in Cracow', which provides a list of commitments related to OSH for this particular plant.
- The company is also attempting to improve working conditions by progressively implementing the Kaizen methods. These methods contribute to a gradual improvement of the company's operation but, more importantly, they greatly improve safety. Many problems, including safety issues, have already been solved due to ideas contributed by employees.

¹ The title of the case study is taken from a speech by Gregor Muenstermann, President of ArcelorMittal Steel Poland S.A., published in the company weekly 'Polska Stal' vol. 10/1986, 06.03.2007.

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- Under the project implemented in the hot-rolling mill in Dąbrowa Gornicza the following initiatives were carried out:
 - development of tight system of supervision of subcontractors (preparation of detailed guidelines, training and control)
 - interactive training for middle-level management
 - popularisation of OSH issues – talks with workers
 - development of a list of ‘Golden OSH rules’ which will be followed by all workers
 - development of materials and information for workplaces
 - visualisation of OSH results in all plants
 - preparing a book of instruction common for all branches
 - implementation of rules and training, as well as development of safety culture in other plants.

2.4. What was achieved?

The number of work accidents at ArcelorMittal Steel Poland S.A. decreased in 2007 compared with 2006, despite the fact that the number of workers had risen by 850. Additionally, all reported accidents were minor. Communication between employees and management and consequently safety culture have improved significantly.

2.5. Further information

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3. References, resources:

- http://osha.europa.eu/en/publications/reports/mainstreaming_osh_business