

A EUROFOUND STAKEHOLDER ENQUIRY for



**Industrial relations practices
related to psychosocial constraints at work
in the steel sector**

A comparative analyses based on 3 case studies

Conducted by consultingeuropa

The European Steel Association

Fact & Figures:

- Founded 1976 as the successor of the *Club des Sidérurgistes* (1952)
- 58 direct member companies and national federations
- ~100% of EU steel production
- 25 employees

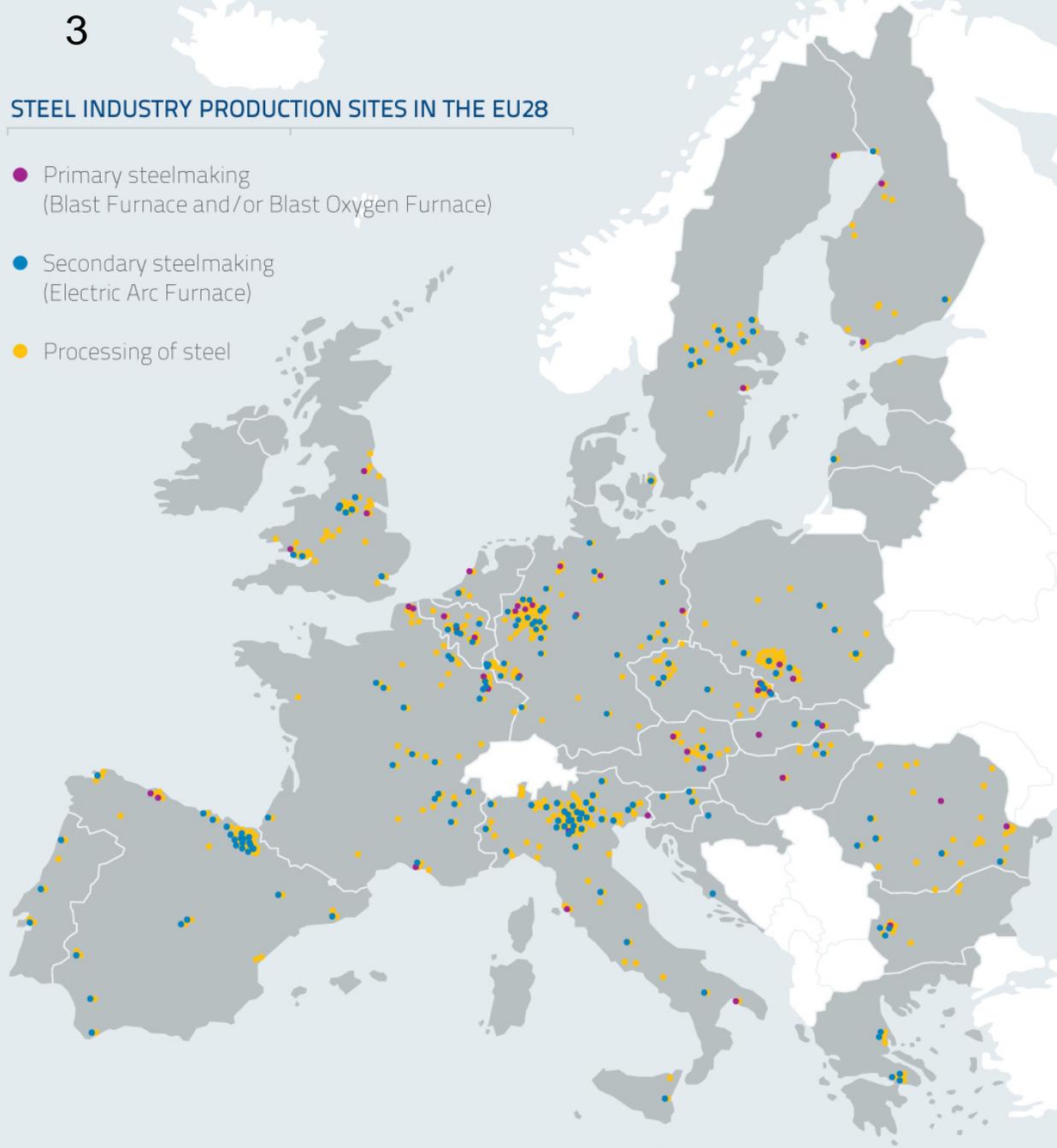
Objectives:

- The co-operation amongst the national federations and companies in all matters that contribute to the development of the European steel industry.
 - EUROFER conducts research and acts as an expert in its field
 - EUROFER informs its members, governments and the public on international developments and statistics relating to the steel and iron industry.



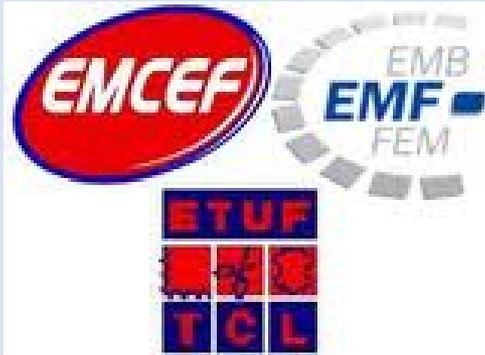
STEEL INDUSTRY PRODUCTION SITES IN THE EU28

- Primary steelmaking
(Blast Furnace and/or Blast Oxygen Furnace)
- Secondary steelmaking
(Electric Arc Furnace)
- Processing of steel

**EU steel industry**

- 500 production sites
- 165-200 mio.t crude steel per year
- 170 bln € turnover (2010)
- 1.4% of EU's GDP
- 350000 direct jobs
- Over 1. mio. indirect jobs (job multiplier: 2.0 - 6.5)

A New Federation



industriAll

EUROPEAN TRADE UNION

industriAll European Trade Union

- Founding Congress 16.05.2012 in Brussels
- Over 200 affiliates, more than 7.1 million members
- Biggest affiliate IG Metall – DE (1.8 million)
- Diverse membership – sectors and traditions

Steel sector survey on psycho-social constraints: a joint EUROFER & IndustriAll initiative

What? A survey on psycho-social constraints in the steel industry (strategies undertaken with a special focus on prevention)

Who? EUROFER & industriAll together with its respective members (SSDC)

How? Management of study: EUROFOUND and supported by EU-OSHA

Why? Common interest to focus on a specific aspect of H&S: Stress at workplaces (included in the SSDC WP):

- Contribute to the activities of the steel sector social dialogue committee
- Identify good practices to increase wellbeing at workplace;
- To identify stress at workplaces and their impact on health and safety, including tools used by the companies (prevention)
- Facilitate a shared understanding of stress at work and health & safety issues in the steel sector

When? Survey launched in January 2013, finalised in December 2013

Publication: April 2014

Case study companies



Rautaruukki (Finland)

Worldwide, Ruukki has around 9,000 employees and an extensive distribution and dealer network across some 30 countries. For this project, the Finnish plant of Hämeenlinna Works has been selected. It has over 40 years of history, and around 920 employees. Since the 1970s, the company has been considering its employees' wellbeing. Unlike the other visited companies, the selected Ruukki's site is not a pilot site.



ArcelorMittal (France)

Created in the 2006 merger of two major players in global steel, the ArcelorMittal group holds a leading position in all of its principal markets. The French Montataire site was selected for this project. Over the span of 30 years, the site went through extensive restructuring and the number of employees shrank from 4000 people to approximately 850 people today. The site is considered as pilot for researching initiatives and developing occupational health programs that can afterwards be extended to the national level.



Salzgitter AG (Germany)

Today, the Salzgitter Group ranks amongst Europe's leading steel corporations; comprising more than 200 subsidiaries and affiliated companies all over the world. The Salzgitter Service and Technik GmbH is presented as a pilot within Salzgitter AG on a preventive approach to mental stress at the workplace.

Identified approaches

- ❖ Two pilot sites:
 - Research and programs to be extended at national level (AM)
 - One service unit develops approach for entire group (SZG)
- ❖ Approach of Group, locally adapted at site level (RautaRuukki)

Lessons learned ?

Despite differences, all three companies

- Address OHS approach within their company policy that goes beyond legal obligations including psychosocial aspects at work;
- Aim to reconcile the quality of work life (human capital) and the efficient work organisation (performance and quality of delivered work);
- Involve workers' representation in OHS policy

Occupational Health & Safety (OHS) approach

- ✚ **Variety in terms** used (e.g. stress, mental health, well-being, etc.),
- ✚ **Trigger?** Different context regarding initiation of a psychosocial risk assessment and prevention plan (e.g. management initiative on well-being at work, demographic change, restructuring)
- ✚ **Tools** for identifying, evaluating and monitoring psychosocial constraints (e.g. surveys, code of conduct,...)

Rautaruukki, Finland	Salzgitter AG, Germany	ArcelorMittal, France
<ul style="list-style-type: none"> ✓ Survey at Group level, mainly oriented towards the work environment and its organisation. ✓ Survey at site level. Certain questions on the questionnaire conducted were developed with the delegates ✓ Anonymous questionnaire on the state of health of employees, intended for review by the occupational physician(s) ✓ Group Code of Conduct ✓ Indicators include internal (absenteeism, survey results) and external data (musculoskeletal disorders (MSDs). There is no particular indicator for well-being. 	<ul style="list-style-type: none"> ✓ Indicators have been chosen in accordance with the works council. They include sickness-related absenteeism, the survey results and the impulses resulting of medical consulting ✓ Periodical employee surveys in all group companies. The results are evaluated by an external institute. ✓ “Instrument for Analysis of Psychological Stress” (IAPB). To assess exposure to mental stress at the workplace (Heidelberg model) 	<ul style="list-style-type: none"> ✓ Customised questionnaire (“Psychosocial Snapshot”) ✓ Presentation of the analysis of the questionnaire results to the H&S Committee ✓ Code of conduct on “Community vigilance” ✓ Single Document on occupational risks ✓ Indicators include survey and interview results, incidence rates, etc.

OHS approach

- ✦ **Preventive** measures (e.g. action plan including awareness raising on all levels, improvement of communication – especially on management level to ensure workers understand their role + the importance of their job in the company) including training programs for all employees

Rautaruukki, Finland	Salzgitter AG, Germany	ArcelorMittal, France
<ul style="list-style-type: none"> ✓ Plan of action based on survey results. The major themes that stood out in the 2010 survey were: <ul style="list-style-type: none"> ○ Information flow ○ Recognition and rewards ○ Management and leadership ○ Efficiency and flexibility ○ Job motivation ○ Image of employer ✓ Assistance to remain in good physical condition ✓ Assistance for rehabilitation (primarily on the physical aspects of work) or even treatment for musculoskeletal disorders (MSDs). ✓ Number of assistance packages at preferential rates 	<ul style="list-style-type: none"> ✓ The programme “Promote Health – improve Attendance”, constructed around three pillars: <ul style="list-style-type: none"> ○ working conditions, ○ leadership and communication, ○ and visualization ✓ Awareness raising (amongst managers) ✓ Occupational-medical assistance ✓ Training programs ✓ Partially standardized forms of communication ✓ Re-entry management including intensive case management ✓ Counselling programs ✓ Special offers of the health department for early detection of overtaxing, psychic symptoms or mental disorder ✓ Physiotherapy-unit 	<ul style="list-style-type: none"> ✓ Establishment of action plans ✓ Awareness raising, ✓ Training and assistance of managers ✓ Psychological and medical assistance. ArcelorMittal toll-free hotline ✓ Toolbox for training upper-level management, shift managers, members of the CHSCTs and employees on the topic of stress. ✓ “Community Vigilance” information and training for managers, employees and the CHSCT ✓ Establishment of relaxation therapy sessions ✓ Conducting workstation ergonomics studies ✓ Anticipating changes in duties ✓ Better communication (e.g. on sales prospects to reassure people about the future) ✓ Review of the efficiency of meetings ✓ Assistance with regard to post-traumatic stress and the procedure for returning to work after a prolonged period of absence

Workers' representation and participation

- Shared attention to involve workers and/or workers' representatives in the process
- **Formal** representative bodies on OHS (e.g. Organisation of H&S committee in 3 selected companies, works council, joint agreement in some cases)
- Dedicated groups, permanent or specific to a project or time period, are also of interest to assure a consistent approach and monitoring of the actions.

Rautaruukki, Finland	Salzgitter AG, Germany	ArcelorMittal, France
<ul style="list-style-type: none"> ✓ Representation of workers through blue-collar and white-collar safety delegate. ✓ The H&S Safety Committee - composed of employer's representatives, elected workers and safety delegates- focusses on the monitoring of indicators and the evaluation of actions ✓ Department Work Safety Committee - includes the department manager and the elected employees. It reviews indicators and statistics, but is more practical and fieldwork oriented, responsible for identifying and determining the actions to be implemented. 	<ul style="list-style-type: none"> ✓ The Works Council is the main body of representation on H&S ✓ H&S Committee composed of representatives of the occupational medicine, safety officers, works councils and HR-officers from diverse companies within Salzgitter AG. ✓ Works Council members also take part in a cross-sector working group of the trade union IG Metall 	<ul style="list-style-type: none"> ✓ The H&S Committee (the "CHSCT") is the body of representation on H&S. This joint H&S Committee is involved in the identification, assessment, prevention and monitoring of H&S and working conditions ✓ A joint agreement on work-related stress has been signed with the five trade unions represented in the company. This agreement pertains to all of the group's companies in France for a validity period of three years. It states the mechanisms put in place to take action to prevent psychosocial risks at the group level.

Main observation

- PSR is not only **detrimental to the health of workers**, but also having an **economic impact** on employers and civil society
- Specific actions to **prevent on three levels of prevention (primary, secondary and tertiary) exists**
 - *Programs to raise awareness, train managers and prevent consequences.*
 - *Finding a coherent interaction between the three different levels of prevention (primary, secondary and tertiary) influences the effectiveness of prevention schemes*
- For the professionals working on the training / prevention programs, triggering a **collective behavioural** change and involving all stakeholders within the organisation are continuous challenges
- Specific (in-house and/or external) tools **assessing and evaluating** the multiplicity of psychosocial risks at work
 - *use of risk assessment tools like questionnaires and interviews*
 - *indicators such as the absenteeism rate and the occurrence of MSDs*
- **Preventive measures** principally dealing with the remedial side and coping mechanisms

Conclusions

- Beyond the requirements of national law
- Idea of interaction between the worker and his work environment is key
- Direct involvement of all workers within an organisation with a view to achieve a culture of “**free speech**” on psychosocial constraints at the workplace
- Real investments in awareness, training and prevention measures
- Continuous challenge. No one fit all solution in preventing these issues. Many different causes of psychosocial constraints at work. They do not only relate to symptoms, disorders or diseases.
- Quality of **social dialogue**
- Real will to further develop tools to detect at an early stage symptoms

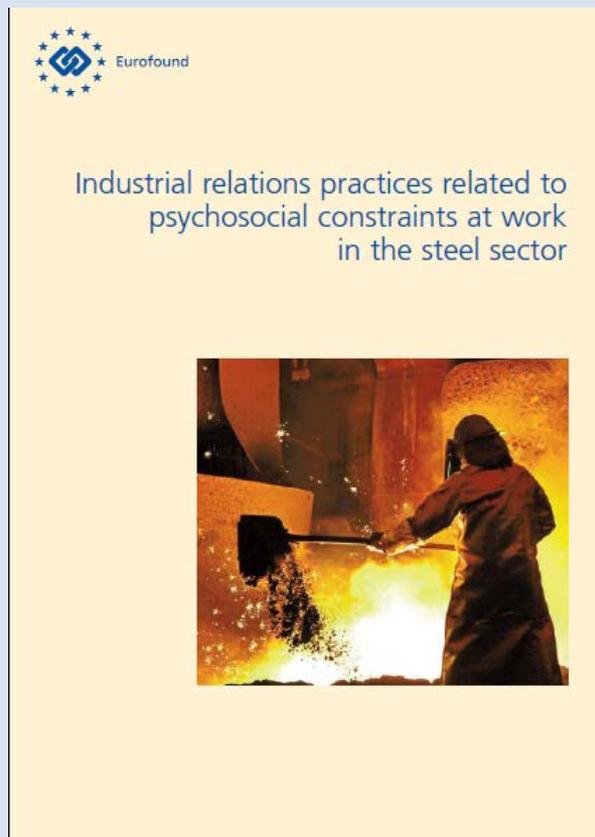
Positive effect of formal and direct participation of workers on the management of health and safety and psychosocial risks (ESENER, EU -OSHA)

Recommandations

How to assist companies and enhance further social dialogue at all levels ?

- **Shared understanding** of psychosocial constraints
- **Sector specific characteristics** that might influence the exposure to psychosocial constraints at the work place
 - *heavy nature of the steel production work may include physical constraints (shifts, etc..).*
 - *restructuring*
 - *environmental concerns and the proliferation of technological innovations*
- Regarding prevention policies: approach combining **three levels of prevention** (further attention should be given to primary level – thus try to eliminate the risks at source)

Publication report: NOW available



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