

Healthy Workplaces

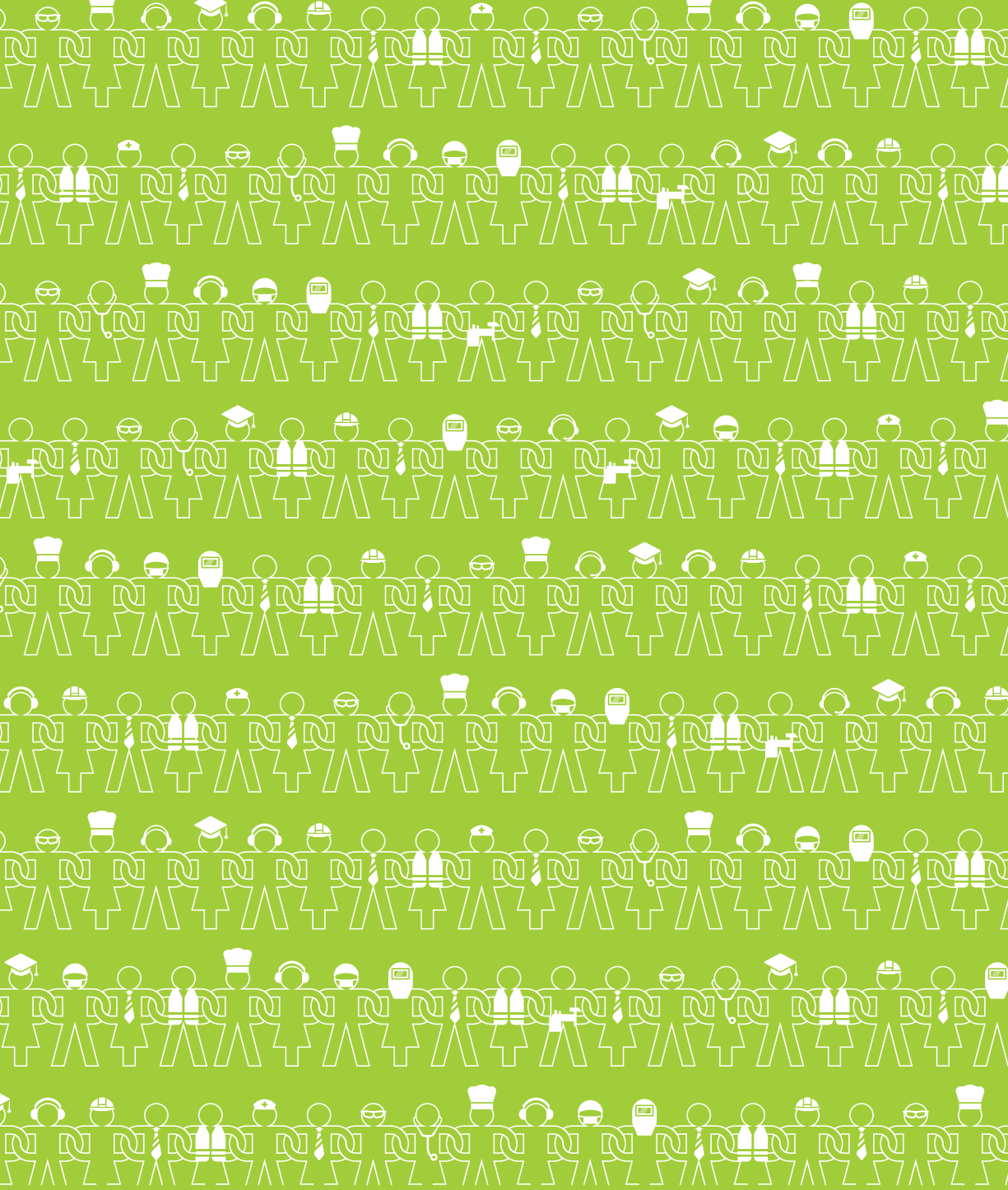
# Working together for risk prevention



[www.healthy-workplaces.eu](http://www.healthy-workplaces.eu)

## Campaign Guide

Management Leadership and Worker Participation in Occupational Safety and Health



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## Contents

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Introduction	4
<b>Scale of the problem</b>	<b>5</b>
<b>Why the EU is running this campaign</b>	<b>7</b>
Working together for risk prevention	9
<b>What does prevention mean in practice?</b>	<b>10</b>
<b>The role of management</b>	<b>12</b>
<b>What does leadership mean in practice?</b>	<b>13</b>
<b>Why worker participation is vital</b>	<b>15</b>
<b>Encouraging worker participation</b>	<b>15</b>
<b>What is worker participation in practice?</b>	<b>17</b>
About the Healthy Workplaces Campaign	19
<b>How the campaign works</b>	<b>19</b>
<b>Who can take part?</b>	<b>19</b>
<b>How you can get involved</b>	<b>20</b>
<b>Our existing network of partners</b>	<b>21</b>
<b>Our commitment to previous campaigns and their successes</b>	<b>22</b>
<b>Resources</b>	<b>24</b>
<b>Contact details</b>	<b>26</b>

# Introduction

**Workplace health and safety is good for business, for workers and for society as a whole. It is easy to lose sight of these facts when deadlines or production targets are looming. In such moments, rather than treating safety and health as 'bureaucratic burdens' it is more important than ever to be aware of risks in the workplace.**

This brochure is the main guide to the **Healthy Workplaces Campaign 2012-13, Working Together for Risk Prevention**, organised by the European Agency for Safety and Health at Work (EU-OSHA). This campaign is designed to help you, your company, workers, workers' representatives and the whole supply chain evaluate and reduce workplace risks. Although management and the organisations they lead are primarily responsible for safety and health, the most effective results are always obtained by stakeholders working together.

Every year more than 5 500 people lose their lives in the EU as a result of accidents in the workplace according to Eurostat <sup>1</sup>. Besides that, the International Labour Organization estimates that a further 159 000 die <sup>2</sup> as a result of occupational diseases. A great many of these lives could be saved if risks were anticipated and sensible safety measures implemented and followed rigorously. It is often said that **'prevention is better than cure'** and this applies more than ever to promoting a safe and healthy workplace. For this reason, this Healthy Workplaces Campaign focuses on risk prevention above all else.

The 2012–13 Healthy Workplaces Campaign is decentralised and is designed to help national authorities, companies, organisations, managers, workers and their representatives and other stakeholders to work together to enhance health and safety in the workplace.

## **The campaign focuses on:**

- risk prevention;
- managing risks;
- encouraging top managers to actively engage in risk reduction;
- encouraging workers, their representatives and other stakeholders to work with managers to reduce risks.

*Prevention is better than cure.*



Central to the campaign are a range of materials that will further these goals. These include reports, practical guides, flyers, posters and DVDs. In addition, we will be joining forces with our partners and national focal points to promote the European Week for Safety and Health at Work, as well as helping to organise training seminars, conferences and exhibitions. EU-OSHA has also created an interactive website that offers a wealth of detailed practical help and guidance.

This campaign document contains many statistics that illuminate the problems that need to be tackled and where it is best to focus efforts. However, it should also be remembered that, all too often, behind such statistics lies a human tragedy.

## Scale of the problem

Every 3.5 minutes a person dies in the European Union as a result of a work-related accident or an occupational disease. In 2007, the last year for which comparable EU-27 statistics are available, 6.9 million people suffered one or more accidents at work <sup>3</sup>. On top of these, millions more workers throughout Europe are suffering from work-related ill-health.

Accidents carry a high cost for workers and their families, their employers and to society as a whole. According to the Labour Force Survey 2007 <sup>4</sup>, 73 % of accidents at work resulted in sick leave of at least one day and 22 % resulted in sick leave of at least one month. Such sickness rates and work-related health problems have a direct impact on economic growth and employment across Europe. In fact, at least 450 million work days are lost each year <sup>5</sup>. Estimates vary, but such accidents and ill-health cost the EU economy at least EUR 490 billion per year <sup>6</sup>.

Research tells us that the vast majority of accidents and instances of ill-health in the workplace are preventable. Thankfully, progress in this area has been rapid. Between 1999 and 2007 the EU dramatically improved workplace safety as fatal accidents dropped from 5 275 to 3 782 <sup>7</sup> in the EU-15. Workplace safety improved even faster for non-fatal accidents which were reduced by more than 900 000 <sup>8</sup>.

Despite this good news, work-related illnesses, which often have a long latency period, are clearly on the increase.

1, 3, 4 & 7 *Health and safety at work in Europe (1999–2007) - A statistical portrait*, Publications Office of the European Union, Luxembourg, 2010, 97pp.

2 International Labour Organization 2005: Figure is an estimation for EU-27

(<http://www.ilo.org/public/english/region/eurpro/moscow/areas/safety/docs/worldcongressreporteng.pdf>)

5 *Adding 83 million working days lost by accidents to 367 million days lost by ill-health, Health and safety at work in Europe (1999–2007) — A statistical portrait*, Publications Office of the European Union, Luxembourg, 2010, 97 pp.

6 Assuming a loss of 4 % of GDP due to poor working conditions

(<http://osha.europa.eu/en/press/articles/Present-new-and-emerging-risks-IOHA>).

8 Eurostat 'Accidents at Work (ESAW) - until 2007' ([http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=hs\\_w\\_aw\\_nnasx&lang=en](http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=hs_w_aw_nnasx&lang=en))

## CASE STUDY

### Olympic Games, UK – Leadership in safety and health

The Olympic Delivery Authority (ODA) is the organisation responsible for creating the Olympic Park and associated venues for the London 2012 Olympic and Paralympic Games. The Olympic Park was built over 200 hectares of highly contaminated land in east London. Some 40 000 people have worked on the Park and at peak times there were over 13 000 on site. It was a huge project that if mismanaged could have resulted in an unacceptable number of deaths and serious injuries.

Out of more than 70 million hours worked, there were 25 periods of a million hours without a reportable accident, four periods of two million hours and one of three million hours.

The ODA puts this enviable record down to very strong leadership that was focused on eliminating all accidents from the project. The authority stated that their commitment to their employees was to:

- manage risks to their health and safety;
- provide safe workplaces and systems of work;
- provide information, instruction, training and supervision; and,
- engage enthusiastically with staff, partners and suppliers over these arrangements.

There were clear lines of communication throughout the management chain. In addition, the Chief Executive and the Chairman of the project jointly stated that they would 'report on health, safety and environment performance to the ODA board at regular intervals and in the event of a notifiable incident.'

Moreover, the board's Safety, Health and Environment Committee regularly reviewed the performance and governance of the building programme and agreed to review and revise working practices 'as often as is necessary'. Such changes were communicated to all staff and suppliers to maximise safety and health for everyone involved in delivering the games.

The safety record on the programme progressively improved as a result of the initiatives undertaken and the workers' engagement.



## Why the EU is running this campaign

The promotion of safety and health has always been one of the core principles behind European integration for a variety of ethical, social and economic reasons. Firstly, in ethical terms it is clearly true that the promotion of safety and health should be a major priority for any governing or administrative body. Secondly, one of the foundations of the European single market is harmonised standards, including those for product and process safety. Such harmonised standards help ensure that business can function smoothly across the EU. Thirdly, promoting safety and health not only improves worker protection but also contributes to business efficiency.

The current Community strategy also invokes the fundamental principles of prevention, which are outlined in more detail in Council Directive 89/391/EEC of 12 June 1989, the 'Framework Directive'. Article 6 of this directive states that it is the responsibility of the employer to take safety and health measures in line with these general principles of prevention. Without doubt this requires clear leadership on the part of the top management. This directive also stresses the importance of worker participation in the adoption of such measures, which more recently was also recognised as a fundamental right in Article 27 of the European Charter of Fundamental Rights.

Clearly, there is not only a practical need for Community action but also a compelling legal requirement too.

*"If you can get the leadership right, you can achieve fantastic safety performance."* LAWRENCE WATERMAN,

HEAD OF SAFETY, OLYMPIC DELIVERY AUTHORITY







## Benefits of good safety and health

Addressing health and safety provides opportunities to improve business efficiency as well as safeguarding workers. These have been analysed in the recent European Survey of Enterprises on New and Emerging Risks (ESENER) <sup>9</sup>.

Benefits can include:

- reduced costs and reduced risks — employee absence and turnover rates are lower, accidents are fewer, the threat of legal action is lessened;
- improved standing among suppliers and partners;
- a better reputation for corporate social responsibility among investors, customers and communities;
- increased productivity — employees are healthier, happier and better motivated.

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<sup>9</sup> EU-OSHA – European Agency for Safety and Health at Work, *Worker representation and consultation on health and safety - Analysis of the findings of the European Survey of Enterprises on New and Emerging Risks*, 2012



# Working together for risk prevention

Prevention is the cornerstone of Europe's approach to managing risks. In practice, this means analysing work processes to identify short- and long-term risks and then taking action to either eliminate or mitigate them. In simple terms, prevention is about managing work-related risks with the ultimate aim of reducing the number of and eliminating work-related accidents and occupational illnesses.

Ultimate responsibility for managing risk lies with employers and top management, but their efforts are bound to fail without active worker participation. For these reasons, this campaign places special emphasis on the importance of leadership by top management and owners working in tandem with active worker participation.

## To help promote these core themes the Healthy Workplaces Campaign 2012–13 has the following strategic objectives:

- promote the core message that workers and managers must work together to prevent risks for practical, legal, economic and ethical reasons;
- give clear and simple guidance for employers to manage specific work-related risks in partnership with workers and their representatives;
- provide practical guidance, information and tools to promote a risk prevention culture, particularly within small and medium-sized enterprises;
- foster the inclusion of occupational safety and health management in organisations' corporate social responsibility policies;
- lay the foundations for a more sustainable risk prevention culture in Europe.

*“Whatever an organisation's size, leadership from the top and the active participation of workers are crucial to successful health and safety management. That is why I am inviting large and small enterprises, public or private, from all sectors to embrace this campaign.”* CHRISTA

SEDLATSCHEK, EU-OSHA DIRECTOR





## What does prevention mean in practice?

The general principles of prevention are set out in Article 6 of the Framework Directive (see below). It is vital that employers, workers and their representatives understand these principles if they are to effectively control — or preferably eliminate — risks.

### The basic principles of risk prevention are:

- avoid risks;
- evaluate risks that cannot be avoided;
- combat them at source;
- adapt work to the individual, especially when it comes to the design of workplaces and the choice of equipment and production methods (along with reducing monotonous work practices as far as possible);
- adapt to technical progress;
- replace the dangerous by the non- or the less dangerous;
- develop a coherent overall prevention policy that covers technology, organisation of work, working conditions, social relationships and the influence of factors relating to the working environment;
- prioritise collective protective measures over individual protective measures;
- give appropriate instructions to workers.

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



## CASE STUDY

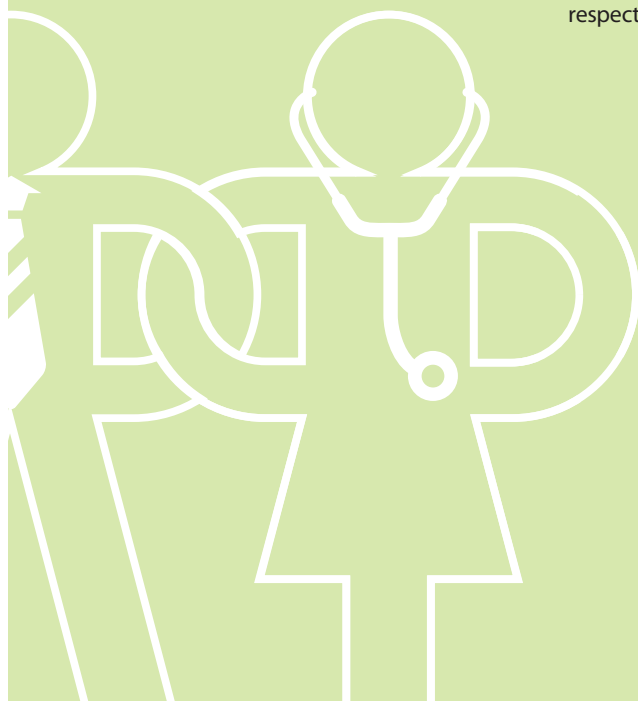
**BASF – putting safety first**

Completely avoiding risk is simply not possible in many sectors, with the chemicals industry being a prime example. Employees at BASF, one of the world's largest chemicals companies, face a vast array of risks on a daily basis. Instead of tackling each risk individually, the company decided to take a holistic approach by shifting the entire company culture to one that puts safety first.

The centrepiece of this programme was a campaign to reduce the time lost due to injuries and to occupational diseases by 80 % from 2002 to 2020. By 2008 this had started to bear fruit, with time lost to injuries down by 46 % and time lost to occupational diseases down by 23 %.

The company puts these results down to implementation of the strategies indicated below.

- Management demonstrates credible and visible commitment to safety by setting a good example, making safety a priority and ensuring clarity in all matters relating to safety.
- Employees are involved in all aspects of safety and actively contribute their knowledge and experience.
- The company emphasises individual responsibility. Each employee and manager is expected to comply with all applicable rules and regulations, act in a risk-conscious manner, respond to hazards and learn from their own mistakes and those made by others.
- Management and employees are encouraged to speak openly about safety within a climate of trust across the organisation. At the same time it tries to promote learning while respecting knowledge and experience.





## The role of management

Health and safety should be part of the everyday process of running a business. If health and safety is not being managed, the business is not being managed. Right from the top of the organisation and down through the management chain, managing health and safety should be an integral part of the workplace culture, not something to be left to specialists.

Consultation with workers and their representatives over safety and health issues should be seen as a guiding principle of effective management. But managers should not simply consult their employees, they should actively engage with them and encourage them to genuinely participate in decision making. Consultation isn't just a legal requirement, it can also have an economic value too. Workers are likely to know the main risks that they face on a day-to-day basis and can often devise simple, cost-effective solutions.

Safety and health should be part of the everyday process of running a business. It should be seen as a dynamic system that adapts and evolves over time rather than being a rigid bureaucratic exercise that resists change.

It is important for managers to display leadership by, for example, following all safety and health rules rather than simply ordering employees to follow them.

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10 P. Stadler and E. Spieß, Mitarbeiterorientierte Führung und soziale Unterstützung am Arbeitsplatz, INQA/Bundesanstalt für Arbeitsschutz und Arbeitsmedizin, 2005 (available at <http://www.inqa.de/Inqa/Navigation/publikationen/did=56808.html>).

There is also evidence that good managers in OSH have lower absence rates, because leadership behaviour is associated with sick leave and employees' wellbeing <sup>10</sup>. It has been shown that the number of staff getting ill depends on the manager. When managers are transferred to another unit, the average sick leave of the staff the manager is responsible for does not change even if the members of staff have changed.

## What does leadership mean in practice?

It means:

- visible, active commitment from the board and directors/owner;
- establishing effective 'downward' communication systems and management structures — or crossways communication in small businesses;
- engaging the workforce and their representatives in the promotion and achievement of safe and healthy working conditions by, for example, empowering them and encouraging effective 'upward' communication and providing high-quality training;
- managing safety and health based on risk assessments;

- integration of good safety and health management throughout all parts of the business;
- ensuring safety and health is central to an organisation's corporate social responsibility strategies (as well as its core values);
- promoting these ideas throughout the entire supply chain;
- monitoring, reporting and reviewing health and safety performance.

### Practical examples of occupational safety and health leadership include:

- leading by example (and always following the spirit as well as the letter of the safety and health rules);
- taking personal responsibility and showing that you care;
- visiting work stations to engage with staff about safety and health concerns (workers may not only identify problems but may provide solutions too);
- making available money and time — allocating budgets for training, equipment or safety and health specialists and committing management time to them.

*"We emphasize individual responsibility for safety by all employees and at all levels of management."* SHLOMO COHEN,

SITE MANAGER, INTEL AMSTERDAM



## CASE STUDY

### Risk reduction in a small Austrian company

Marchl is a small family-owned business in Austria that specialises in manufacturing steel-based products such as carports, staircases, fences and conservatories.

Safety at work is an important issue for the company's management. A safety and health management system was implemented but smaller accidents such as cuts, burns and crushing injuries continued to occur and were not taken seriously. Management decided to work with employees to further reduce risks.

Workers in each 'risk area' of the company were asked to assess the risks and to offer suggestions for improvements. Once implemented, they were then asked to assess the improvements. After two months, the groups of workers were rotated into another 'risk area' and asked to carry out the same audit. This meant that improvements were re-checked by the 'fresh eyes' of another group and that every worker became familiar with the risks posed by different work areas and gained an insight into how best to improve safety.

This project succeeded in reducing the number of small accidents and 'near misses', reduced sick leave, improved worker motivation and productivity and raised awareness of safety and health issues.



## Why worker participation is vital

The responsibility for managing work-related risks clearly lies in the hands of employers, but such efforts are bound to fail without active worker participation. There is now ample evidence that active participation leads to dramatically improved safety and health in the workplace.

For example, the European Survey of Enterprises on New and Emerging Risks (ESENER) shows that worker participation combined with management commitment leads to far better occupational safety and health performance. Enterprises with high worker participation combined with high management commitment, for example, are 10 times more likely to have a documented occupational safety and health (OSH) policy in place.<sup>11</sup> This has the additional benefit of these measures being perceived as more effective.

A paper from the UK Department of Trade and Industry in 2007<sup>12</sup> estimated that worker safety representatives prevent between 8 000 and 13 000 workplace accidents every year across the country. A recent European Trade Union Confederation (ETUC)<sup>13</sup> study found that union representation leads to better observance of the rules, lower accident rates and fewer work-related health problems. For these reasons and more, worker participation in health and safety decision making is part of European law.



## Encouraging worker participation

It is the duty of employers to consult workers and their representatives on health and safety, but it is more effective to empower them to take an active part in day-to-day occupational safety and health matters. Managers need to create a climate of trust in which people feel sufficiently confident to raise concerns and to contribute to the development of safer processes and workplaces. This should not be seen as another bureaucratic process, or an unwanted burden, but as a great opportunity to improve not only safety, but productivity as well. Research shows that tapping into workers' knowledge gives managers a formidable resource to help them develop safe, effective and sustainable workplaces<sup>14</sup>.

11 EU-OSHA – European Agency for Safety and Health at Work, *Worker representation and consultation on health and safety - Analysis of the findings of the European Survey of Enterprises on New and Emerging Risks*, 2012.

12 *The health and safety of Great Britain: be part of the solution*, Health and Safety Executive, June 2009.

13 Menéndez, M., Benach, J., Vogel, L. (2009) The impact of safety representatives on occupational health: A European perspective. Brussels: ETUI.

14 Pot, F.D. & Koningsveld, E.A.P., 'Quality of working life and organizational performance – two sides of the same coin?' *Scandinavian Journal of Work, Environment and Health*, 2009, Vol. 35, No 6, pp.421-428.





## Benefits of worker participation include:

- lower accident rates;
- cost-effective solutions;
- a happier and more productive workforce;
- lower absence rates;
- greater awareness of workplace risks;
- better control of workplace risks.

## What is worker participation in practice?

In essence, it is employees and managers taking an active role in identifying problems and devising solutions. This means in practice:

- effective and open dialogue that involves genuinely listening to each other's concerns;
- joint problem solving and decision making;
- participation in the development of safety and health policies and practices;
- participation of employees in the promotion and achievement of safe and healthy working conditions;
- workers fully cooperating with employers to improve workplace safety, health and wellbeing;
- putting in place arrangements so this can happen in practice.

### CASE STUDY

#### Joint initiative between workers and managers

A large confectionery company (Nestlé, York, UK) employing 2 000 workers had a significant problem with slip and trip injuries. To try and reduce the injury rate, the company launched a joint initiative with the full participation of workers' representatives. This included a specific reporting procedure for slip and trip injuries and an analysis of the causes of these injuries. Once the root causes were discovered, joint briefings for managers, supervisors and workers' representatives were convened to share the findings. These findings were then shared with the workforce through an effective information campaign that included such things as posters, leaflets, etc.

After three years, this campaign led to a 60 % reduction in slip and trip accidents. After a further 18 months, a similar campaign was launched to try and reduce manual handling injuries. This resulted in a 40 % reduction in such injuries within two years.





## Key dates

- Campaign launch: 18 April 2012
- European Weeks for Safety and Health at Work in October 2012 and 2013
- Good Practice Awards Ceremony: April 2013
- Healthy Workplaces Summit: November 2013

# About the Healthy Workplaces Campaign

## How the campaign works

We help create safer and healthier workplaces for everyone's benefit, but we cannot do this by ourselves. For this reason, our Healthy Workplaces Campaign 2012–13 'Working together for risk prevention' relies on a diverse range of partners and stakeholders, including governments and their agencies, employers, workers and businesses large and small. If we are to meaningfully improve safety and health, we need all of these stakeholders to participate in the campaign and to promote its key messages.

We can provide much of the advice, information and educational materials that you will need to play your part in this pan-European campaign (see below 'How you can get involved'). You can then tailor these materials to suit your own circumstances and join forces with the most appropriate organisations to maximise the impact of the campaign.



## Who can take part?

The campaign is open to all organisations and individuals at local, national and European level, including:

- employers in the public and private sector, including small and medium-sized enterprises (SMEs);
- managers, supervisors and workers;
- trade unions and safety representatives;
- employers' organisations;
- professional associations;
- safety and health institutions;
- occupational safety and health professionals and practitioners;
- training providers and the education community;
- regional and local occupational safety and health risk prevention and insurance services.





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## How you can get involved

### You can get involved in the Healthy Workplaces Campaign 2012–13 in the following ways:

- Disseminating and publicising campaign information and materials (leaflets, reports, guides, factsheets, checklists, PowerPoint presentations and cartoons featuring the character Napo, etc.). This will help raise awareness of occupational safety and health, both within your own organisation and those you work with. You can find out more at the campaign resources section of our website ([www.healthy-workplaces.eu](http://www.healthy-workplaces.eu)).
- Organising your own activities, including safety and health awareness training, conferences and workshops, poster, film or photo competitions or quizzes, suggestion schemes, advertising campaigns and press conferences.
- Taking advantage of the online tools available on the campaign website. These provide space for sharing knowledge and best practices between EU-OSHA and our partners.
- Taking part in the Healthy Workplaces Good Practice Awards competition, which recognises organisations of different sizes that have found innovative ways of promoting safety and health.
- Participating in the European Week for Safety and Health at Work, which takes place in October every year (calendar week 43). This acts as a hub for events across Europe and includes conferences and exhibitions, training sessions and activities where both large and small organisations and companies work together. The contribution of many local and regional initiatives carried out by trade unions, enterprises, NGOs and government administrations also play an important role.

## You can also receive official recognition for your support of the Healthy Workplaces Campaign by:

### Campaign by:

- becoming an official EU campaign partner, if you are a pan-European or international organisation or company;
- becoming a national campaign partner, if you are an individual or organisation active at national level. Consult your national focal point to find out whether this or any other alternative recognition is being offered in your country.

Becoming an official partner entails certain responsibilities, but also brings a number of benefits. You can find out more about our partnership offer in a dedicated section of the campaign website.

## Our existing network of partners

Effective partnerships with key stakeholders are crucial for the success of the campaign. We at EU-OSHA can count on the support of several different networks of partners, including those listed below.

- **National focal points:** the Healthy Workplaces Campaign is coordinated at the national level by the Agency's network of focal points. If you want to know more about our focal points or to get directly in touch with them, you can find their contact details at the end of this guide.
- **Official EU campaign partners:** these are pan-European or international organisations actively



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supporting the Healthy Workplaces Campaign. If you want to know more about our past or current campaign partners, or to become one, please go to our campaign website.

- **Enterprise Europe Network:** this Commission-led network assists and advises small and medium-sized enterprises across Europe on a variety of issues. The Healthy Workplaces Campaign constitutes an important area of cooperation between EU-OSHA and the Enterprise Europe Network.

*“Risk assessment must be done in cooperation with the workers of the corresponding machine in order to get reasonable improvement measures.”* **ROLAND JUNG**, PRODUCTION

MANAGER, PIRELLI BREUBERG



## Our commitment to previous campaigns and their successes

Our biennial Healthy Workplaces Campaigns are now the largest of their kind in Europe and are becoming ever more popular. For example, the 2010–11 Campaign on Safe Maintenance drew record levels of involvement across all EU Member States and beyond, with hundreds of events organised around the theme of maintenance and its importance.

EU-OSHA supported campaign activities at national level by making a wide variety of campaign materials and services freely available to its national focal points and official campaign partners to help them publicise the campaign. In the first year alone, three million fact sheets and one million campaign guides and promotional leaflets were distributed in 24 languages.

We also promoted safe maintenance through conferences, seminars and training sessions for workers, employees and other stakeholders. The annual European Week for Safety and Health at Work acted as a particularly important focus that saw hundreds of awareness-raising events organised across the EU and beyond.

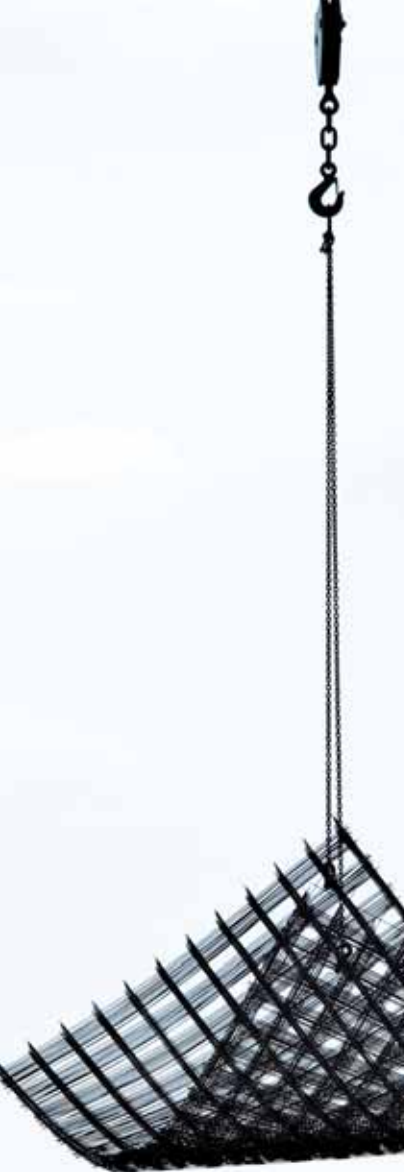
More than 50 campaign partners joined forces as part of the Safe Maintenance campaign. These organised a wide range of activities, including those listed below.

- The European Federation of National Maintenance Societies (EFNMS) distributed campaign publications and promotional products and edited a report on safe maintenance. It also developed a French language e-network and produced specialised websites dedicated to different aspects of safe maintenance.
- Toyota Materials Handling organised conferences with senior managers responsible for maintenance and training, presented the campaign in press conferences and distributed campaign materials to its network of partners and contractors. The company also dedicated a section of its website and intranet to the campaign.
- The European Trades Union Congress (ETUC) gave great visibility to the Healthy Workplaces Campaign on Safe Maintenance during its 12th Congress.
- The European Construction Industry Federation (FIEC) hosted meetings with contractors, employees and other stakeholders in the construction industry to promote safety and health.

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







## OiRA — Sharing ‘best practice’ throughout the EU

The **Online interactive Risk Assessment (OiRA)** project is a multinational, collaborative endeavour to develop easy-to-use and cost-free web applications. The free-to-use OiRA tool is designed to help small organisations carry out an effective risk assessment. It will lead users step by step through the assessment process from beginning to end and help them implement and monitor their progress. Its principal aims are:

- to ensure the health and safety of workers by streamlining risk assessments and sharing best practice;
- to help companies benefit from a sector-specific risk assessment tool that is always kept up to date, easy to apply and validated by social partners and national authorities;
- to apply the sector-specific tool at company and shop-floor level by encouraging the employer to assess the risks, carry out an action plan, adjust it regularly and then take action;
- to improve working conditions by using the tool to assess their occupational risks, thus improving the performance of the companies;
- to clarify and explain the process of assessing risks.

[www.oiraproject.eu](http://www.oiraproject.eu)



## Resources

A wide variety of campaign material is available to download from the Healthy Workplaces Campaign website ([www.healthy-workplaces.eu](http://www.healthy-workplaces.eu)). This material includes:

- facts and figures related to management leadership and worker participation in occupational safety and health;
- reports and fact sheets, including the latest results of the European Survey of Enterprises on New and Emerging Risks (ESENER);
- practical guides and tools for workers and managers;
- good practice case studies;
- PowerPoint presentations on the campaign topic;
- campaigning ideas;
- news on what others are doing;
- cartoon videos featuring the popular animated character Napo;
- posters and leaflets;
- links to useful sites;
- ..... and much more.

All information is available in 24 languages at [www.healthy-workplaces.eu](http://www.healthy-workplaces.eu)





## Europe's decentralised health and safety network

Europe's main safety and health information network is made up of 'focal points' in Member States working alongside candidate and EFTA countries. Focal points are nominated by each government as their official representative and are normally their national safety and health organisation. They support our initiatives with information and feedback and work with national networks including government and workers' and employers' representatives. The focal points coordinate the Healthy Workplaces Campaign at the national level, organise events and nominate representatives to our expert groups. The network includes:

- 37 focal points in EU, EFTA, candidate and potential countries;
- 800 individual focal point network members.

[www.healthy-workplaces.eu/fops](http://www.healthy-workplaces.eu/fops)

## Contact details

### Focal Points of the EU Member States

#### Austria

Bundesministerium für Arbeit, Soziales  
und Konsumentenschutz  
Sektion Arbeitsrecht und Zentral-  
Arbeitsinspektorat  
Favoritenstraße 7  
1040 Wien  
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#### Belgium

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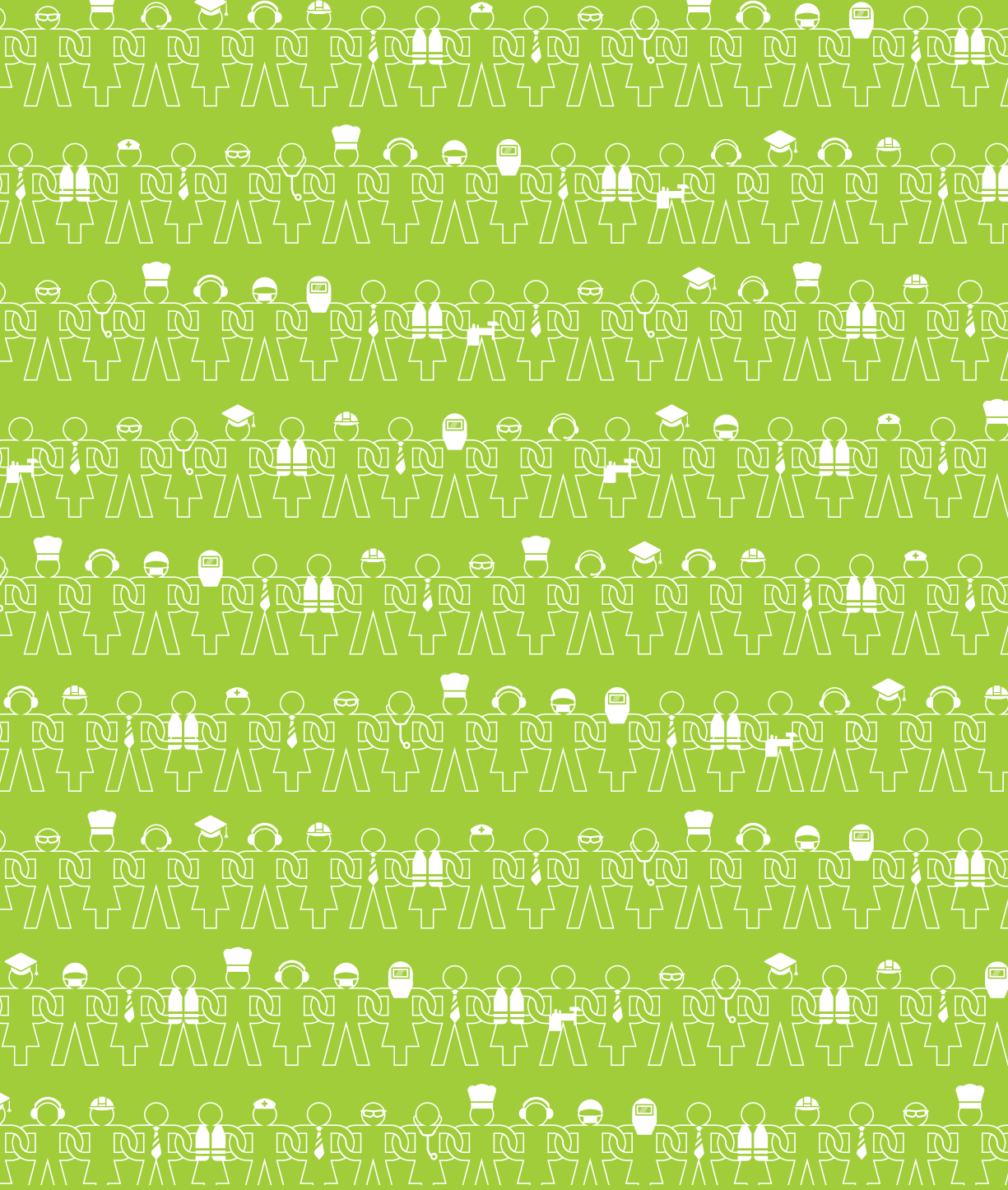
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