

# Lessons learned from good examples on how to improve occupational health and safety in micro and small enterprises



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## Background – the Sesame project



- Commissioned assignment for EU-OSHA (not funded research but with considerable elements of research)
- Budget 1 332 304 Euro, three year project
- Nine partners/countries, representing different parts of Europe
- Core group
  - Monique Ramioul, KU Leuven, project leader, Belgium
  - Peter Hasle, Aalborg University, Denmark
  - David Walters, Cardiff University, UK
  - Lothar Lissner / Carsten Brück, Koop, Germany
  - Ann-Beth Antonsson, IVL, Sweden





## Four work packages

1. OSH in Micro and Small Enterprises, MSE – the state of play (*report EU-OSHA 2016*)
2. The view from the workplace: interviews to understand OSH attitudes and behaviours in MSE (*to be published 2018*)
3. From policy to practice: to what extent has the design and implementation of OSH policies, strategies, programmes, actions and support for MSE succeeded? (*to be published 2017*)
  - **Survey and description of good examples**
  - Workshops with stakeholders and MSE
  - An analytical report
4. Final analysis and support to wrap-up seminar  
*Realistic evaluation, What works, for whom, under what circumstances (Pawson & Tilley 1997)*



## Selection criteria – good examples

- *Current good example*. Still running or terminated the last 5 years.
- *Evidence of impact*, e.g. through evaluations, statistics on use and uptake or subjective evaluations by stakeholders.
- *Coverage*, reaching out to many companies, e.g. a high number or a considerable share of the target group.
- *Sustainable*, e.g. running for some time, a lasting result, affordable cost or sustainable financing.
- The selection of examples should reflect *different typologies of MSE and different types of good examples*.
- => most research projects are pilot studies and do not fulfil these criteria

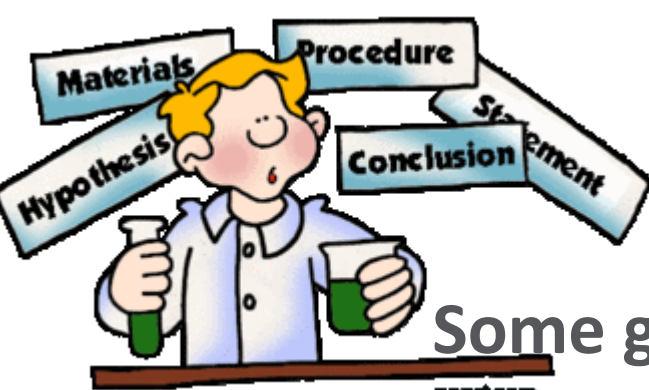


## A variety of good examples: 44 from 12 countries

- Orchestrated examples built on multi-dimensional strategies (6)
- Get MSEs aware of, interested in and working with OSH (5)
- Strengthening OSH infrastructure through structures for providing personal OSH support to MSEs (4)
- Non-OSH intermediaries engaging in OSH (2 + 2)
- Using requirements from the value chain as a lever for OSH (3)
- OSH training for MSEs and their employees (7 + 2)
- Economic support for OSH improvement (1 + 1)
- Provision of tools and methods suited for support of OSH and OSH management in MSEs (12)
- Methods for authorities' supervision adapted to MSEs (2)

# The examples reflect the complexity of improving OSH in MSE

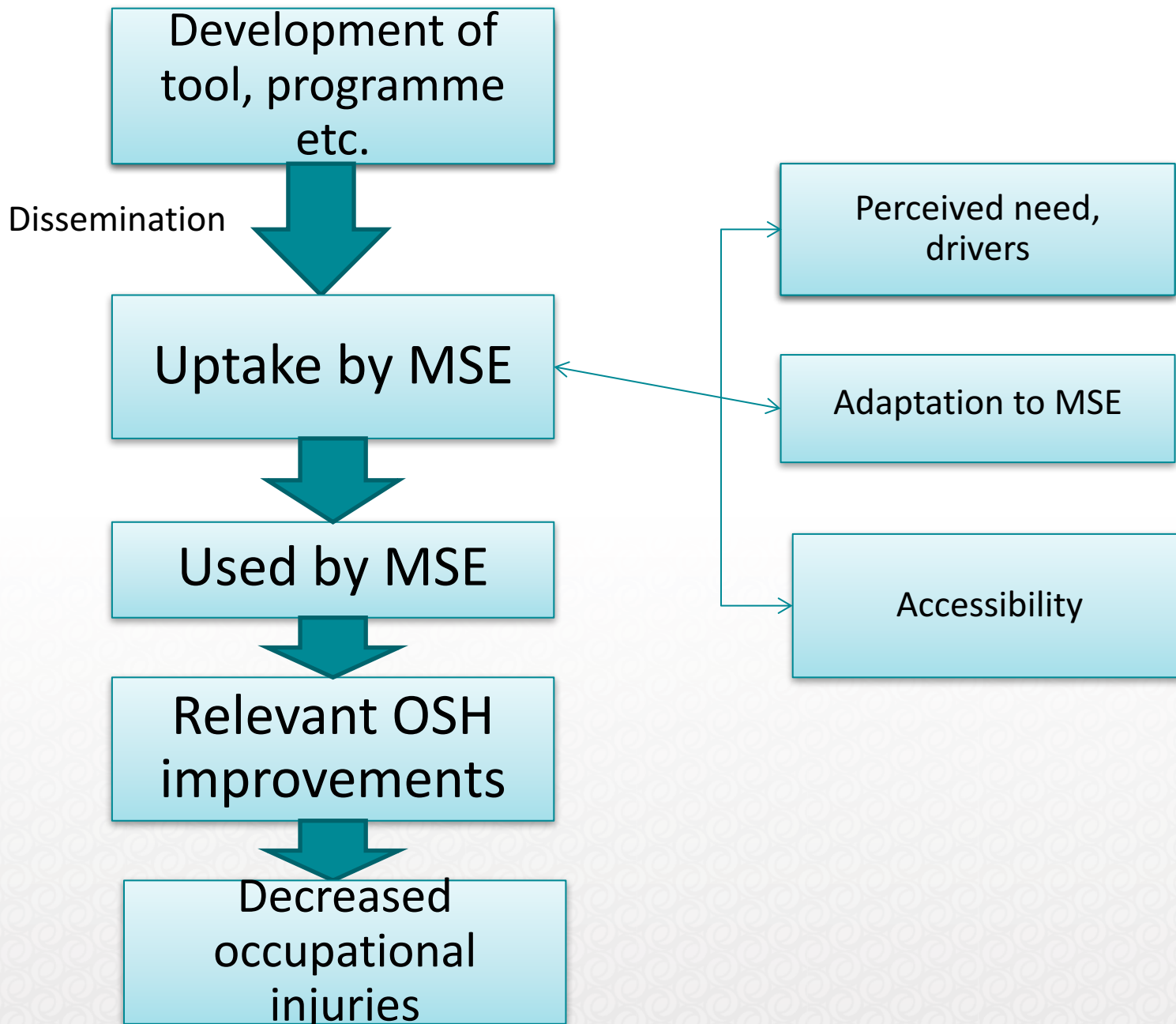
- ➔ **One size do not fit all MSE**
- ➔ **Drivers**
  - Increase awareness
  - Award OSH improvements and management
  - Internal, knowledge about risks
  - External, business interest
  - External, regulatory requirements
  - Economic support to OSH improvements
- ➔ **Support**
  - Tools
  - OSH training
  - Personal support
  - Supporting infrastructure
- ➔ **Dissemination, reaching out to MSE**
  - Inspections
  - Non-OSH intermediaries
  - Stakeholders



## Some general conclusions

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- ➔ A variety of approaches , which was strived for in the selection of examples
- ➔ Most examples build on MSE´ s voluntary participation
  - What about the majority of MSE that do not volunteer?
- ➔ Most examples are directed towards and adapted to sectors
  - What about small sectors (few MSE) ?
- ➔ High risk sectors commonly selected as target group, e.g. construction industry and agriculture
  - What support is available for other sectors?
- ➔ Impact is often evaluated through counting downloads etc.
- ➔ There is a lack of evaluation of impact of the good examples
- ➔ Scarce knowledge about impact in terms of reduced risks and reduced injury rates
  - What do we really know about the impact?
- ➔ There is usually a lack of explicitly described programme theory, describing in what way the programmes, tools etc. will give effect
  - No systematic approach taking into account the complexity of improving OSH In MSE



Based on Eurenius C. Verktøy for småföretagens arbetsmiljö - Behov, Marknadsföring och Utformning (Tools for OSH in MSE) IVL report [B 1173](#)





## The national context

- ➔ Different stakeholders take responsibility for OSH
  - Mainly authorities (e.g. Estonia, Poland, Romania)
  - Insurance companies (e.g. Germany, Italy)
  - Social partners (e.g. Sweden, Denmark)
- ➔ Resources for OSH support and advice as well as personal support to MSE varies immensely
- ➔ MSE needs vary between countries
- ➔ Each country can find methods that works for them



# Factors to consider in the design of an intervention – the road to success

- ➔ The problem to be solved and drivers in MSE to solve it
- ➔ The target group, context and culture
  - National context
  - Vulnerability
  - Decision latitude of company (who has the power to decide about OSH and measures needed)
  - Position in the value chain and impact from value chain
  - Used to reading and writing? Usually good practice measures is more effective than starting identifying and assessing risks
- ➔ Legitimacy and dissemination
  - Same message from different stakeholder, cooperation between stakeholders
- ➔ Sustainability
  - Who will take the 'long term responsibility?

# Development of new strategies and more effective strategies

- ➔ Necessary to develop strategies that reach not only the interested but all MSE
- ➔ Orchestrated programmes, a good way to reach MSE with varying OSH ambitions – offers something for all
  - Orchestrated action – combines support with carrot and sticks
- ➔ The main strategy of MSE is reactive – adapt to that and identify actions that will make MSE react and take action
- ➔ Support is best offered as advice on good practice = solutions to common OSH problems, complemented by other tools
- ➔ Identify the impact of the value chain – can strategic alliances be formed with actors in the value chain including non-OSH intermediaries?