

70 decision makers from industry, government and unions meet to exchange knowledge on managing health and safety at Toyota Material Handling Europe's head office in Sweden

Event Summary

The Toyota Safety Days in collaboration with the European Agency for Safety and Health ([EU-OSHA](#)) hosted over 70 participants with a professional interest in safety, more specifically Toyota Material Handling's customers, suppliers, authorities, associates and EU-OSHA campaign partners. The event took place on 26th and 27th of November 2014 at Toyota Material Handling Europe's head office and factory for BT warehouse equipment in Mjölby, Sweden.

[Toyota Material Handling Europe](#) (or TMHE) provides a complete range of Toyota counterbalanced forklift trucks and BT warehouse equipment, supported by services and added value solutions. Located close to its customers, the company employs more than 4,500 service technicians and is active in more than 30 countries across Europe. The company is part of [Toyota Industries Corporation](#) (TICO), the global market leader in material handling equipment.

Day 1 zoomed in on the new European campaign: "[Healthy Workplaces Manage Stress](#)", whilst Day 2 facilitated general benchmarking of "Indicators of Occupational Safety and Health performance". The Toyota Safety Days are part of a series of events organised by EU-OSHA partners to promote the European campaign as well as benchmarking. Previous events include "Leadership and OSH" at Heineken in Amsterdam and "Learning from accidents" at LEGO in Billund. EU-OSHA itself will organise the next event in Brussels on the 5th and 6th of March 2015.

"Maximising safety is one of the 3 pillars of our sustainability to create a positive impact on society, in line with the Toyota values. By being an active campaign partner for EU-OSHA for over 5 years, we continue to support EU-OSHA in its efforts to make European workplaces safer. We are pleased to host such a large and diverse group of experts with a similar level of commitment" according to Matthias Fischer, President of Toyota Material Handling Europe

Day 1, 26th November 2014: EU OSHA Campaign Event "Healthy Workplaces Manage Stress"

For early arrivals, there was the opportunity to visit the hand pallet as well as the powered pallet truck factories in Mjölby with Tracy Rylance, customer relations manager TMHE. To the other half of the group, Fredrik Fjellstedt, HR competence manager, provided a lively two hour [introduction into the Toyota Production System](#), complete with a game in 2 rounds that let the group build cars both in a traditional manufacturing system as by applying the Toyota Production System or TPS. As safety is at the very core of TPS, participants were very engaged in the session.

After lunch, participants of the Toyota Safety Days were welcomed by Kristian Björkman, Managing Director of the TMHE Factory in Mjölby, who provided a brief introduction to Toyota Material Handling, followed by his personal experience in [introducing a safety culture](#) in the Mjölby Factory.

[Julia Flintrop](#) from the European Agency for Health and Safety at Work (EU OSHA) kicked off the campaign event by providing an insight into the European statistics on absences at work: It is estimated that over 50% of absences in Europe are related to stress – a major opportunity for businesses, authorities and employees to working together for preventing stress and psychosocial risks. She continued with a presentation of the campaign activities and products. Within this scope she presented the campaign e-guide that was developed to give especially small and medium sized companies an insight into the topics stress and psychosocial risks and how to deal with them. The [e-guide](#) gives background information on the topic and includes answers on how to address myths and fears with regard the management of psychosocial risks at work. The e-guide shows that there is a logical and systematic way to prevent stress at work. There will be more than 30 different country versions for the e-guide – all of them adapted to national circumstances and including information on national legislation.

Britt-Marie Henriksson, labour inspector at [Arbetsmiljöverket](#) - the Swedish Work Environment Authority - provided [insights and examples](#) from over 10 years of evaluating stress and psychosocial risks at work and related management practices at Swedish companies.

Case studies on stress by Reyes Gonzalez, global safety manager in Heineken, and [Anneli Ericson](#), HR director for the TMHE factory in Mjölby, showed how companies can develop a positive and effective approach to an issue that is sometimes sensitive as much as misunderstood.

The group split into [8 discussion roundtables](#) facilitated by EU OSHA steering group members and TMHE associates. Each group focussed on a different aspect of managing stress and psychosocial risks. Here are some of the key learnings that were shared in the plenum at the closing the first day:

- all groups emphasised the important role of **leadership** in setting a consistent and positive example and creating an open culture in which challenges and solutions can openly be discussed; without their active support an effective approach to legal compliance as well as to effective performance improvement is not possible
- every program should start with agreeing the **definitions** of stress and psychosocial risks
- **worker involvement** was rated a crucial success factor for any health and safety activity
- Reyes Gonzalez introduced the ABC model (Activating event, Beliefs, Consequences), stressing the importance of introducing **immediate consequences** for both positive and negative behaviours
- everyone should consider both their role as a receiver and as a generator of stress for others
- safety communications should always aim to touch both people's **hearts and minds**
- the perfect safety or stress management program doesn't exist, **continuous improvement** is key!

Aside from these general conclusions, more specific recommendations from the audience:

- increasing productivity goals, ageing workforces, new technologies and an exponential growth in legal requirements were identified as a key stress factors
- recommended technical solutions included automated systems, safety devices on systems, regular training, improved ergonomics
- several companies reported positive experience with involving external experts as the issues are complex, while the solutions need to be simple, consistent, and follow-up regular and transparent
- a number of participant companies testified of the beneficial impact to their organisations of policies to limit people receiving e-mail 24/7 via their smartphones, and policies to ensure people have an e-mail delegate who reads and responds to their e-mails during holidays
- several global safety managers mentioned they use [NAPO films](#) in employee health and safety trainings worldwide - whether in Europe, Vietnam or Madagascar – as they convey the key safety messages for blue collar staff effectively, with humour and without a need for translation
- some suggested to EU-OSHA the creation of testimony videos for people who've suffered burnout, in the example of existing videos where victims of serious accidents appeal to be safe at work.
- Health and safety campaigns with external input from EU-OSHA are crucial to provide momentum for change, with best practice materials from other companies, key statistics to build a business case and campaign support materials to communicate the message to different stakeholders.
- successful health and safety campaigns inside companies rely on a mix of competencies (HR, communications, health and safety, leadership) and should leave a heritage by being turned into business as usual within the 2-year duration of the campaign

For one group the day ended with a presentation on [Toyota Operator Training](#), and a [Factory Tour](#) for a second group. The day concluded in a dinner hosted by Matthias Fischer, president of Toyota Material Handling Europe. Guests reportedly enjoyed the opportunity to network with the very diverse audience that the EU-OSHA network brings together across the entire value chain: from end customers to suppliers, from employee representatives to people working in the public sector.

Day 2, 27th of November 2014: EU-OSHA Benchmarking Event “Indicators of OSH Performance”

Tom Schalenbourg, sustainable development director at TMHE provided an [introduction](#) to the second day by providing a brief history of the company’s involvement in previous campaigns and benchmarking events. Dr. Christa Sedlatschek, director of the European Agency, provided a warm encouragement via [video](#) to participants to work together on spreading the campaign’s messages and to openly exchange on challenges and solutions during the benchmarking event.

Reyes Gonzalez, global safety manager at Heineken and Raghad Pedersen, global EHS manager at LEGO each provided a summary of the EU-OSHA events they hosted earlier this year. Both also delivered inspiring presentations on how they developed and implemented successful global corporate health and safety programs – focusing on leadership, communication and people as much as on facts and figures.

Matthias Fischer, president of Toyota Material Handling Europe, provided a summary of EU statistics on accidents with material handling equipment to situate how Toyota Material Handling’s innovations in equipment, infrastructure, solutions and operator help customers to [maximise safety](#) in their own material handling operations.

The group split into 4 parallel benchmarking sessions, each focussed on a different risk profile:

1. [indicators of OSH performance in manufacturing](#)
2. [indicators of OSH performance in material handling](#)
3. indicators of OSH performance in mobile workforces
4. [indicators of OSH performance in supply chains](#)

Notes and / or presentations are available from most sessions to ensure future EU-OSHA benchmarking sessions can build on what already has been discussed. Unsurprisingly the common key words again were leadership, consistency, transparency, immediate positive and negative consequences, and creating messages that touch people in the heart.

During her summary and goodbye, Agneta Ring, sustainable development champion for the manufacturing function in Toyota Material Handling and organiser of the event, thanked all presenters and participants, providing a personal appeal for all participants to “walk the talk” and start with thinking safety first, both at work and in their personal lives.

Directly after the conference the EU-OSHA benchmarking steering group, coordinated by Dietmar Elsler (EU-OSHA), discussed the continuation of the benchmarking initiative. The main steps in 2015 are the organisation of the next EU-OSHA benchmarking event on 5th and 6th of March 2015 in Brussels and the continuation of the series of successful on-site events of campaign partners. Several companies have already volunteered to host further meetings of this kind.

There was a general agreement that the events should be strongly linked to the EU-OSHA campaign themes and that the topics that were dealt with during the campaign partner workshops this year should be kept for reasons of continuity, such as learning from accidents and incidents, leadership, indicators of OSH performance and safety and health culture.

Links to event resources

[Agenda](#)

[List of Participants](#)

[Pictures](#)

[Day 1: Healthy Workplaces Manage Stress](#)

[Day 2: Indicators of OSH Performance](#)

[Download ALL documents](#)

websites

[Healthy Workplaces Manage Stress - campaign website](#)

[European Organisational Safety and Health Agency - EU OSHA](#)

[Swedish Work Environment Authority](#)

videos

[NAPO in "When Stress Strikes"](#)

[The Toyota Production System](#)

[Toyota Material Handling "Safer Together"](#)

[I_Site](#): Toyota Material Handling's award winning fleet management solution maximises safety

[Toyota Service Concept](#) (TSC) designed with safety in mind

[Spot_Me](#) warehouse safety management system

[Silent Solutions](#)