



**THE INDEPENDENT VOICE OF TRUST**

**TIC Council Webinar**

**TIC Council & DEKRA - Occupational Health and Safety Webinar**

**Series: "Ergonomics and Psychological-related Issues"**

**18 October 2021**



# Ergonomics and Psychological-related Issues



Moderator



Laura Martin,  
TIC Council,  
Communications  
Manager



# Ergonomics and Psychological-related Issues



## Speakers



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Bartels,  
DEKRA  
Senior Vice  
President, Head  
of Business  
Line HSE &  
Sustainability



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DEKRA

Senior Vice President,  
Head of Business Line  
HSE & Sustainability





TIC Council - DEKRA  
occupational health & safety webinar series:

## Ergonomics and psychological related issues

Sebastian Bartels  
SVP, Head of Global Business Line HSE & Sustainability  
DEKRA Group



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# Psychosocial effects & MSDs are interrelated!

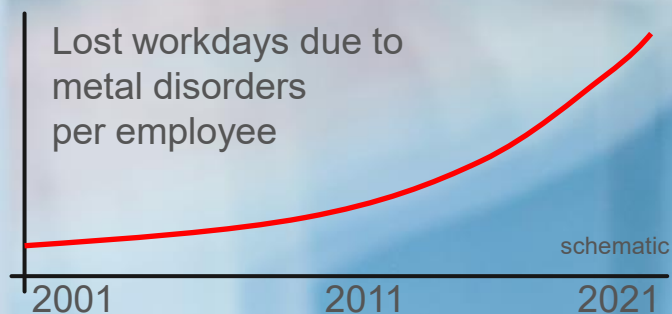
Studies found significant association between common mental disorders and work-related musculoskeletal pain.





Absence due to psychological disorders is increasing rapidly.

Absence doubled in many countries within 10-15 years.



Psychosocial and  
Organizational risk factors  
are recognized significantly  
related to all MSD types  
(backache, upper/lower limbs)





MSDs are significantly related to

- Anxiety
- Overall fatigue
- Sleeping problems
- Low mental well-being level
- other



# Thank you!





Eloy Jaregui Martin,  
Acciona

Health and Safety Manager





# MSDs Improvement Program

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Wind and Hydroelectric  
O&M works

# BRIEF PRESENTATION OF ACCIONA ENERGÍA



## CLEAN TECHNOLOGIES

Wind, photovoltaic, hydropower, biomass and solar thermal.



## 10,117 MW company-owned capacity

In 16 countries on 5 continents.



## 30 YEARS OF EXPERIENCE

The most extensive in the industry.

PROJECT  
DEVELOPMENT

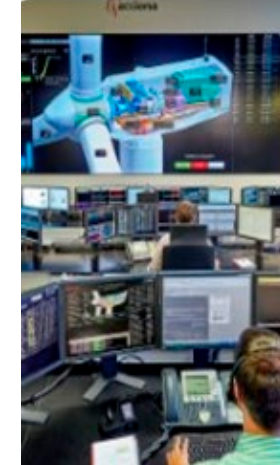
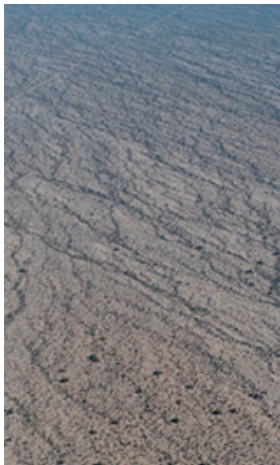
FINANCING

ENGINEERING AND  
CONSTRUCTION

SUPPLY CHAIN

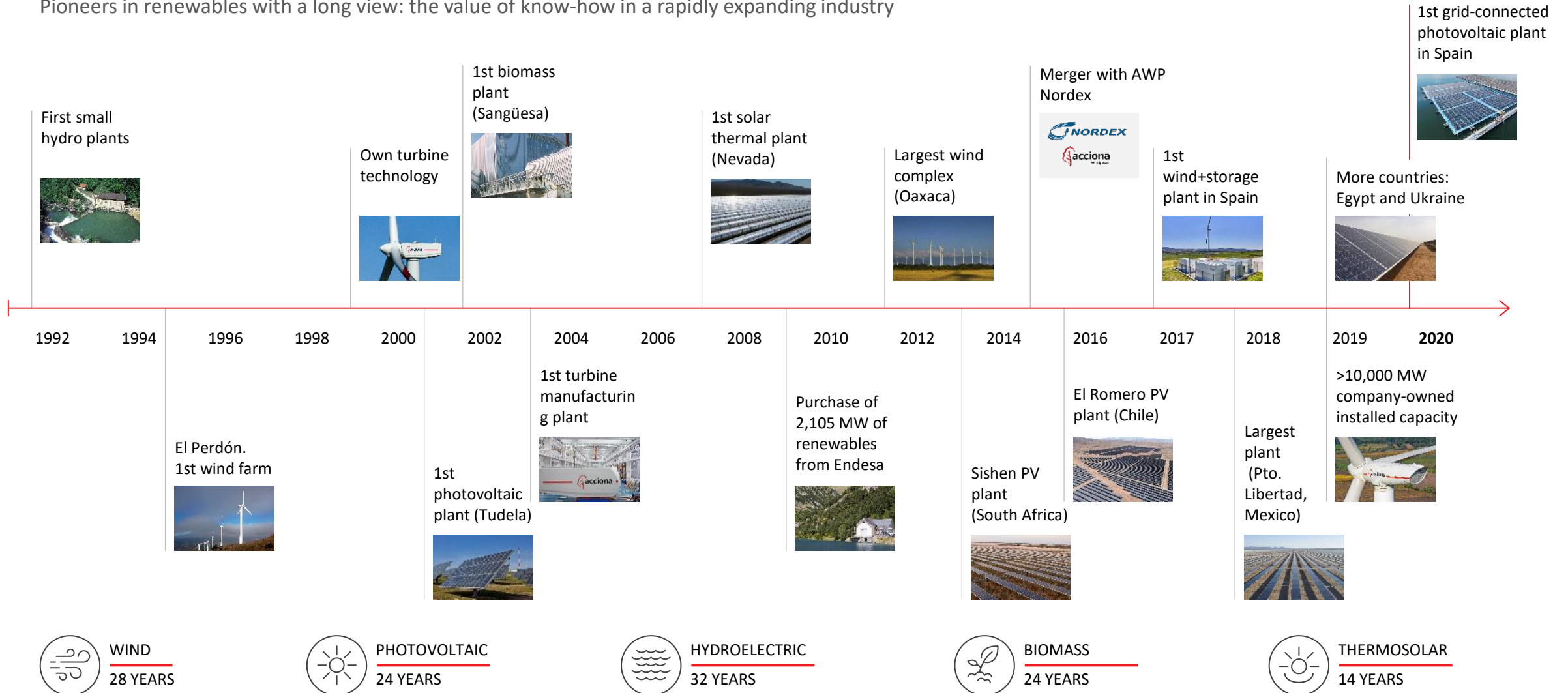
PRODUCTION

MANAGEMENT AND  
SALE OF ENERGY



# THE GREATEST EXPERIENCE IN THE INDUSTRY

Pioneers in renewables with a long view: the value of know-how in a rapidly expanding industry





# RESPONSIBILITY

We fully integrate sustainability into business management

## COMMUNITY



### ACCESS TO BASIC SERVICES

Energy, water and sanitation for 15,000 homes (64,000 beneficiaries) in rural communities Peru, Mexico and Panama through the Acciona.org foundation

### VALUE CREATION AT A LOCAL LEVEL

Health, job training, self-employment, culture and sports programmes near facilities (250,000+ beneficiaries in 150+ initiatives per year).

## ENVIRONMENT



### REDUCTION OF ENVIRONMENTAL IMPACT

Methodology of excellence in the reduction of impacts by facilities in all their phases.

### CLIMATE CHANGE

More than 13.2 million tonnes of CO<sub>2</sub> avoided by our renewable generation facilities in 2020.

### LEADERS IN SUSTAINABILITY

ACCIONA, recognised as leader in sustainability by S&P Global and RobecoSAM

## HEALTH & SAFETY



### OUR PEOPLE, OUR MAIN ASSET.

Ongoing health and safety at work programs to gradually reduce accident rates. The objective: zero accidents



7 AFFORDABLE AND  
CLEAN ENERGY



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



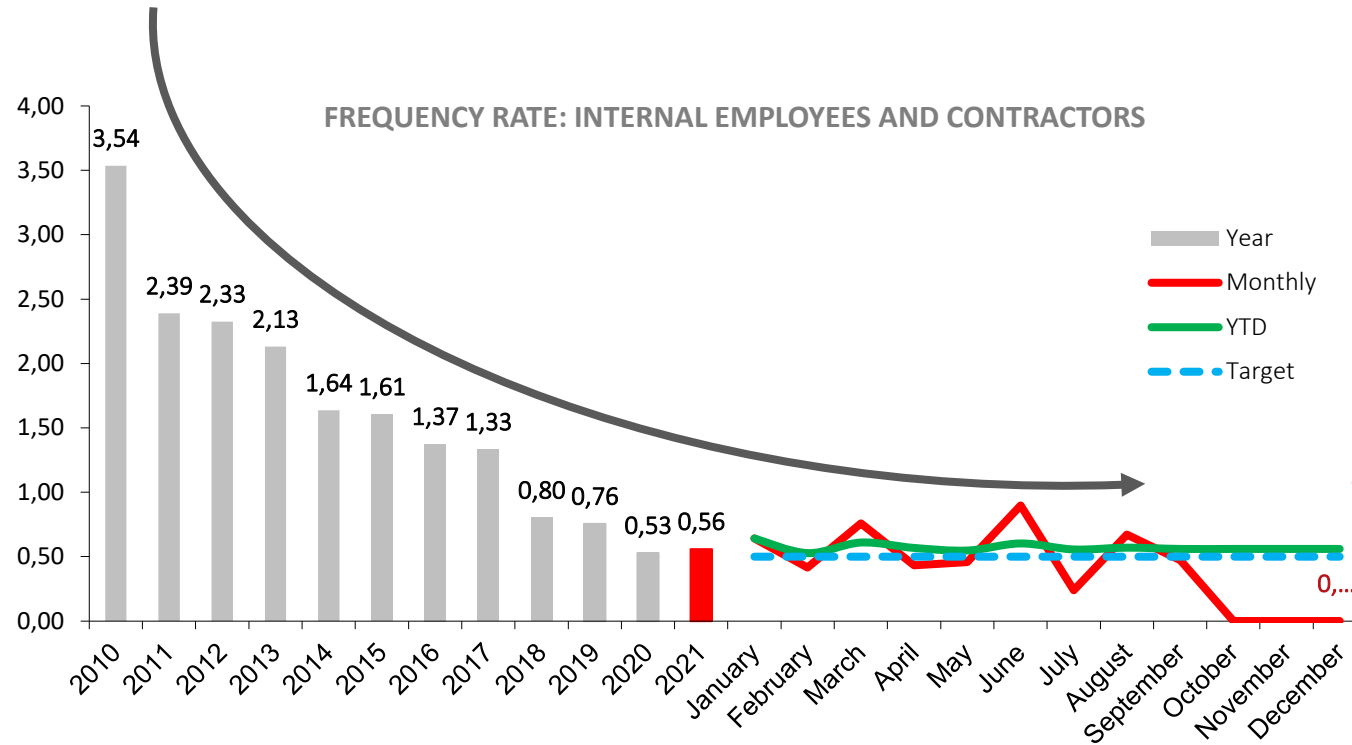
11 SUSTAINABLE CITIES  
AND COMMUNITIES



13 CLIMATE  
ACTION



## HEALTH & SAFETY LEADERSHIP



If we want to  
continue improving,  
we need to  
implement new  
programs

# MSD IMPROVEMENT PROGRAM: SCOPE

## OPERATION & MAINTENANCE ACTIVITIES



Hydroelectric



Wind Farms



# MSD IMPROVEMENT PROGRAM: START POINT

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**2020:** We did a deep assessment of our main activities. This analysis was done by Ergonomy experts with experience in our Business.

1<sup>st</sup> preliminary phase: Analysis of the demand and collection of information. Regulatory framework: Technical legal aspects.

- Problem identification.
- Technical data collection: Review of documentation in relation to work-related musculoskeletal disorders (MSD), epidemiology of MSD in the sector, data on relevant incidents and accidents in the group, preventive actions carried out to date, degree of compliance or application of the same, etc.
- Applicable regulations review.
- Job position characteristics identification (timetables, tasks, regular movements, ...)

2<sup>nd</sup> preliminary phase: Deep analysis

Visits to hydroelectric facilities and wind farms, where the experts interviewed the workers, collected information, observed different tasks and assesses the work conditions.

**THE PROJECT IS FOCUSED ON GLOBAL LINES OF ACTION AND NOT  
ON PARTICULAR RISK ASSESSMENT OF THE DIFFERENT TASKS**

## MSD IMPROVEMENT PROGRAM: 2021 PRIORITIES

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1. Safety in design measures
2. Training program
3. Safety practices disclosure
4. Health surveillance
5. Cross check of MSDs with psychosocial factors and the incidence/severity of MSDs.
6. MSD safety measures under the future 4.0 frame



## MSD IMPROVEMENT PROGRAM: 2021 PRIORITIES

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6. MSD safety measures under the future 4.0 frame





## MSD TRAINING PROGRAM

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- Training sessions given by **Medical Doctors** specialized in Ergonomy
- Goal: to **raise awareness** of the importance of training and rest to recover the body
- **High participation of workers.** They have provided suggestions and concerns about those tasks that cause them the greatest discomfort. All have done the warm-up exercises suggested by the doctors.

A mutidepartamental work team was launched in order to improve the ergonomic conditions that have been communicated by the workers.

# MSD TRAINING PROGRAM



## MSD SAFETY PRACTICE DISCLOSURE

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Preparation and design of a document with advices on postural hygiene, mobilization and stretching exercises as well as the safety practices for their correct performance.

- Warm-up exercises prior to the start of the work day, based on the mobilization of the body segments involved in the tasks.
- Stretching exercises to be carried out, during, and at the end of the working day, in order to recover and eliminate fatigue in the most requested body segments at work.

Leaflet with exercises in mobilization and stretching of the most requested body segments at work.

Training video for the learning of good professional gestures and ergo-tips.

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# MSD HEALTH SURVEILLANCE PROGRAM

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## 1.- PILOT CLINIC STUDY

- Medical examinations have been carried out with a **specific TME protocol**.
- Each worker was given a document with the explanation of the study and a series of questions to facilitate the diagnosis. Basically, it was to detect those areas of pain that each one recognized at the end of the usual work day and the pain threshold of the same.
- For the diagnosis of ailments, the doctor carried out the exploration in two blocks of pain located in: back, arms-hands, legs, ankles...
- The aim is not to issue any certificate, but **to carry out a pilot test to see how the staff reacts to this recognition**. **THE RESULT HAS BEEN VERY POSITIVE.**

## 2.- SPECIFIC PROTOCOL

- On development

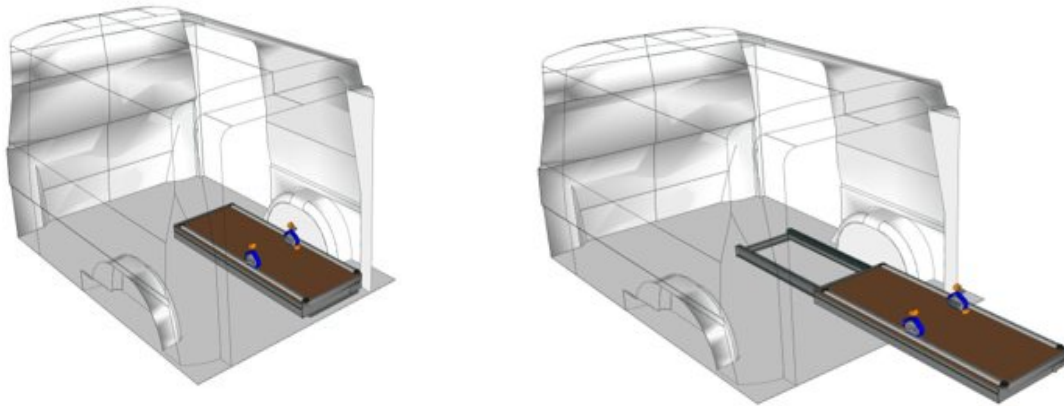
## MSD HEALTH SURVEILLANCE PROGRAM



## TECHINICAL MEASURES

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- VEHICLE SLIDING PLATFORM: Pilot test of removable trays in vehicles, as well as load hoist, in order to reduce the manual handling from warehouse to the turbine.



## TECHINICAL MEASURES

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- TOOL IMPROVEMENTS: Pilot test for those those tasks that can be done with automatic solutions.





## TECHINICAL MEASURES

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- ASCENT ASSISTANTS: For those turbines that do not have an elevator/lift.





BUSINESS AS UNUSUAL



Dorota Sienkiewicz,  
EuroHealthNet

Senior Policy Coordinator

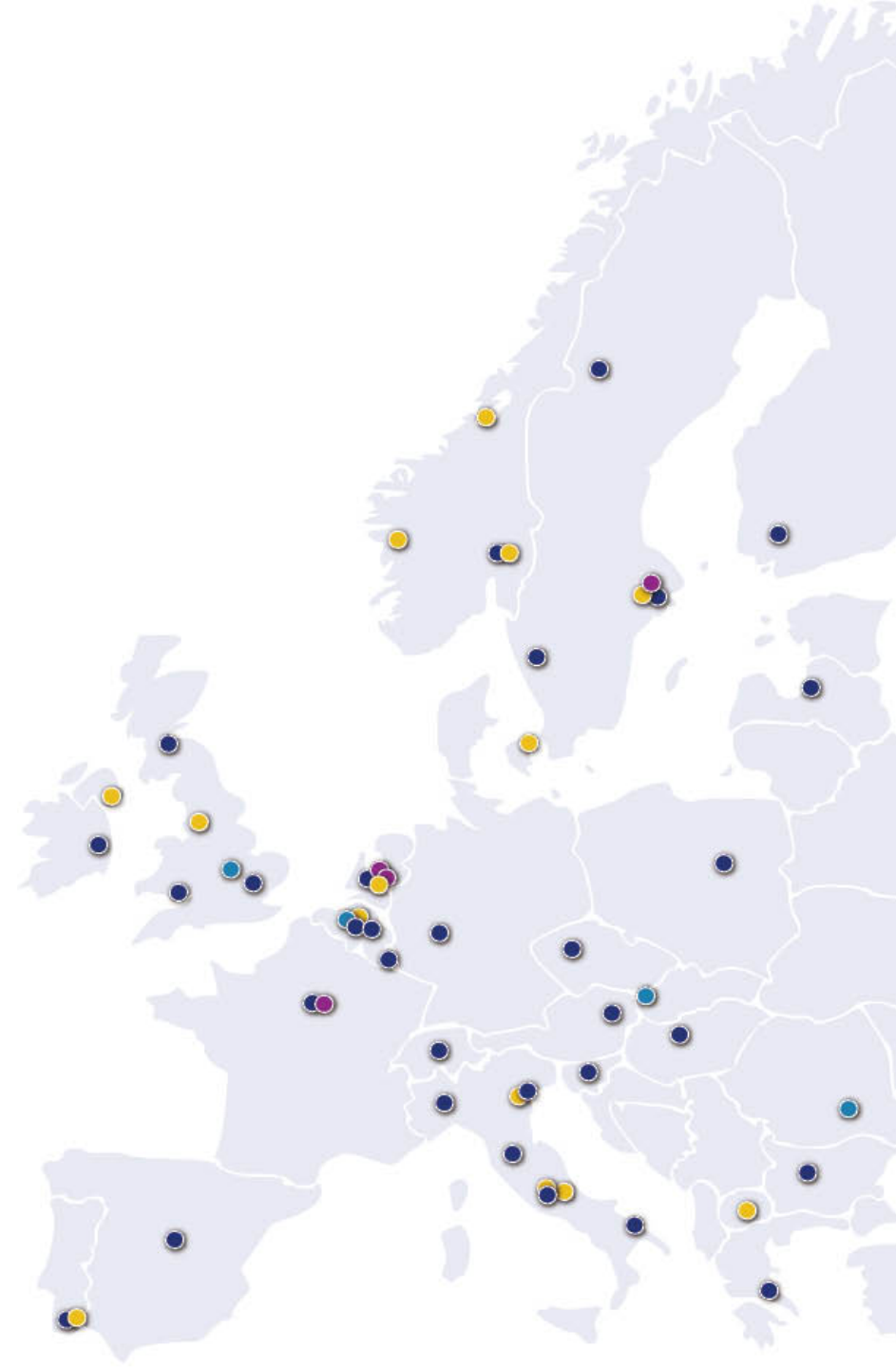


# Occupational Health and Safety webinar series

ergonomics and psychological-related  
issues

**Dorota Sienkiewicz, Senior Policy Coordinator**

**18 October 2021**



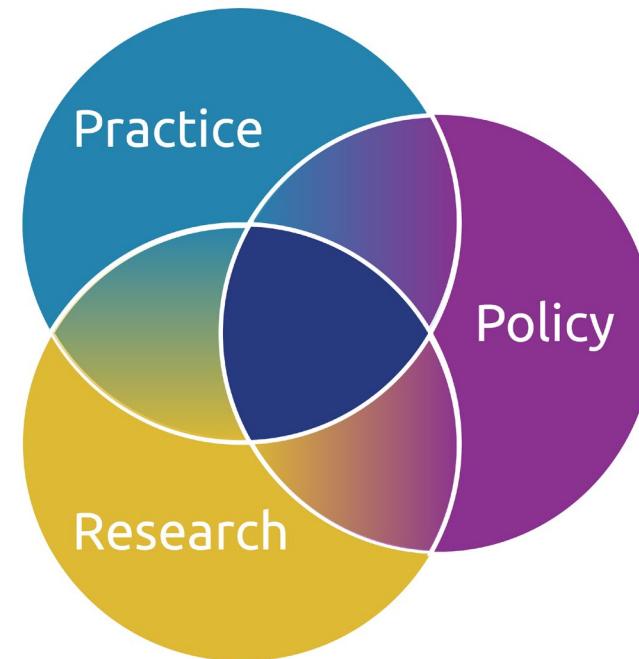


# EUROHEALTHNET

## Who we are

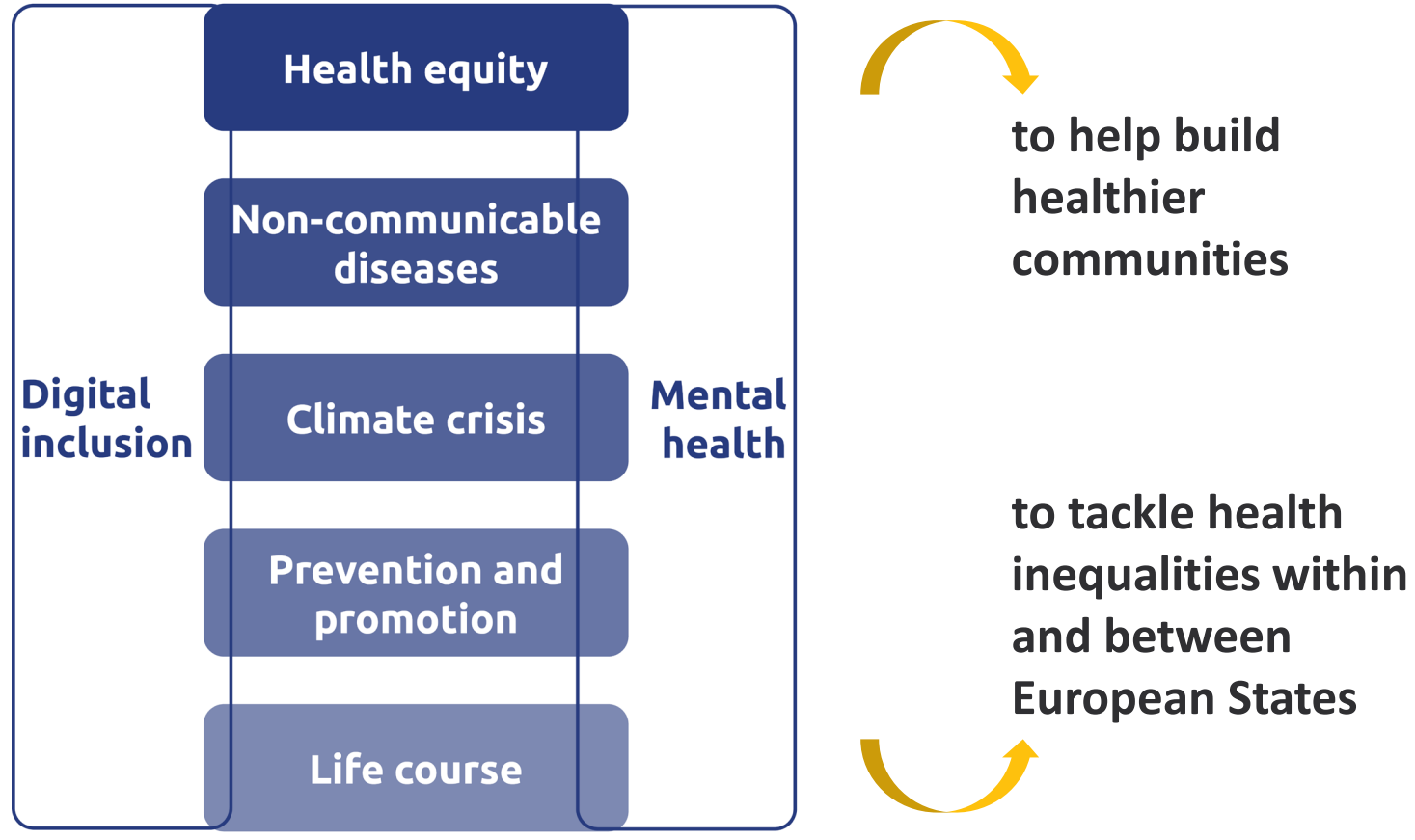


## How we work



# EUROHEALTHNET

5 priority areas and 2 cross-cutting topics



# Roadmap for the EU Strategic Framework on Health and Safety at Work (2021-2027)

Recommendations for the new EU OSH Framework:

- Steer Member States to address mental health and psychosocial risks in their national OSH strategies, including adequate resource allocation for preventative actions
- Lay out an explicit role for the EU Steering Group on Health Promotion and Disease Prevention
- Embed the new EU OHS Framework into the rights-based approach (guided by the Action Plan for the implementation of the EPSR)
- Include occupational psychosocial health and safety indicators in the Social Scoreboard
- Promote a more integrated approach to address occupational mental health challenges through various sectors, services and settings, including community-based
- Encourage trade unions and employers to increase their efforts and understanding of mental health and workplace links to provide the right support to enter or remain in employment
- Support European companies addressing psychosocial risks in their operational guidelines
- Support addressing psychosocial risks in collective bargaining and in debates on ethics in digital transition and artificial intelligence
- Explore options to further elaborate on the introduction of relevant legal instruments (e.g. EU Directive) on addressing psychosocial risks at workplaces



**Informal Alliance of eight organisations: AEIP, AIM, GGZ Nederland, MHE, EuroHealthNet, Eurocadres, EPHA, EPR**

**Contribution towards the Roadmap for the EU Strategic Framework on Health and Safety at Work (2021-2027).**

**November 2020**



# EU Strategic Framework on Health and Safety at Work (2021-2027)

## Our reaction:

- Non-binding nature of the framework; no plans for an EU Directive addressing psychosocial risks in the workplace; but many of our other recommendations reflected in the strategy
- Good first step and commitment from the European Commission to further improve occupational health and address new challenges concerning digitalisation and teleworking, protect mental health of workers, tackle inequalities and discrimination, as well as better prepare the world of work for future crises
- Focus on psychosocial risks under the objective 1 on anticipating and managing change, which was already a concern pre-pandemic and became even more pressing during the crisis
- More inclusive workplaces, but missed opportunities to tackle the needs of younger workers, under the objective 2 on prevention of accidents and illnesses (persons with disabilities, older workers and gender equality specific target)
- Learning from COVID-19: the importance of ensuring proper working conditions and high levels of health protection for professions at risk in times of crisis; welcome plans for an “overview of the occupational safety and health in the health and care sector as well as an in-depth assessment of the EU and national frameworks to develop emergency procedures and guidance for the rapid deployment, implementation and monitoring of measures in potential future health crises”.



**Informal Alliance of eight organisations:** AEIP, AIM, GGZ Nederland, MHE, EuroHealthNet, Eurocadres, EPHA, EPR

**Joint Response to the new Strategic Framework on Health and Safety at Work 2021-2027.**

**July 2021**

## Other frameworks that can support psychosocial wellbeing at work

- EU Work-Life Balance Directive
  - The European Pillar of Social Rights' Action Plan
  - OECD/Council Economy of Wellbeing approach
  - EP Right to Disconnect initiative
  - Focus on mental health support/prevention in the context of the pandemic response, recovery and resilience building
  - Non-discrimination and equality frameworks
  - EU policies on employment and social protection
  - EU Pact for Skills (up- & reskilling), education policies and life-long learning
  - EU digital decade/digital health/literacy
  - EU healthy and active ageing initiatives
- Do we need an additional EU Mental Health Strategy?
  - Do we need a framework based more on regulation, directives, in addition to commitments, pledges, self-regulation?

## SUPPORTING MENTAL HEALTH OF THE HEALTH WORKFORCE AND OTHER ESSENTIAL WORKERS

### Fact sheet accompanying the Opinion by the Expert Panel on Effective Ways of Investing in Health (EXPH)

- Treat positive mental wellbeing of staff as an inherent part of the organisation (have a mental wellbeing plan, report on mental wellbeing, using common quantitative/qualitative indicators, identify workplace hazards to mental health, develop and improve protocols and standards for this purpose, ensure that organisations of all sizes participate by providing tools to the organisations that are too small to develop their own tools).
- Create a supportive environment at EU-level (set an EU-level mechanism to measure wellbeing of workers, develop reliable screening tools to assess mental wellbeing status, ensure accountability by appointing a responsible entity at regional/national level to monitor the promotion of mental health in organisations, develop an EU handbook with guidance on establishing “mentally protective” workplaces, identify low-cost but effective structural interventions that can be implemented rapidly in limited capacity settings).
- Prepare organisations and their leaders to foster positive mental wellbeing, provide guidance and training, added support in emergency situations.
- Ensure adequate referral from organisations to (community) health care services, so that diagnosis and (eventual) treatment take place

Source: [https://ec.europa.eu/health/sites/default/files/expert\\_panel/docs/mental-health\\_workforce\\_factsheet\\_en.pdf](https://ec.europa.eu/health/sites/default/files/expert_panel/docs/mental-health_workforce_factsheet_en.pdf)



# Good practices

## The Government of Finland

- The Finnish Government's Implementation Plan for Wellbeing, Promoting Health, and Reducing Inequalities specifically mentions wellbeing in the changing world of work, and safe and healthy living and working environments.
- Strategic priorities are strengthening the ability to work and function, longer careers, and constant renewal of skills in the health and social care sector.
- The plan also aims to ease the challenge of a fragmented service sector, including employment, social and health services, and accommodating for changes in working life.



# Good practices

## The Government of Finland

- Nine digital tools are now available free of charge to workplaces in Finland as a result of the Government's Mental Health at Work Programme.
- The mental health support toolkit provides workplaces and occupational healthcare with easy-to-use tools for preventing mental health problems among working-age people.



# Good practices

## The Austrian Health Fund

- It promotes fairness and health at workplaces in the changing world of work, mostly under digital transition trends.
- Their 'Workplace Health Promotion' toolkit offers practical examples for preparing employees and companies for the challenges of new forms and conditions of work and their impacts on health and wellbeing.
- It addresses various interest groups (companies, managers, evaluators, employees) from a sustainable and operational perspective.





# Good practices

## The Municipal Urban Cleaner training for health (2020 – 2023)

Through co-creation activities and participatory research, MUC is looking at the career paths and educational needs of urban cleaners. It aims to:

- Develop an interactive training curriculum reflecting the specific needs of urban cleaners and their supervisors.
- Increase knowledge, skills, and competencies to identify and control occupational hazards, inspire involvement, and build ownership in safety culture.
- Establish communication channels for hazard reporting.
- Shape vocational education and training to adapt the curricula for health and safety professionals.



MUC training for health is aligned with the aims of the European Agency for Safety and Health at Work (EU-OSHA).

The project is coordinated by Athens Development and Destination Management Agency (Greece), and works closely with The Institute of Preventive Medicine, Environmental and Occupational Health, Prolepsis

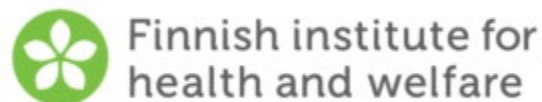
Funded by ERASMUS+ Program.

# Good practices

**CHRODIS PLUS Workbox** provides tools and ideas to:

- measure, evaluate and strengthen the inclusiveness of workplaces and the work ability of employees with chronic conditions;
- foster wellbeing, health, and work ability of all employees;
- prevent the development of chronic diseases;
- support employees to return to work after a sick leave;
- help individuals with chronic health conditions to stay at work.

Available in multiple languages.



EU Joint Action on Chronic Diseases, 'CHRODIS PLUS', helps countries to address the growing burden of chronic diseases since 2017.

# Thank you for your attention

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Contact us:

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Follow us on Twitter:

<https://twitter.com/EuroHealthNet>





Carlene Smith,  
DEKRA

Assessments Manager



Healthy  
Workplaces  
**LIGHTEN  
THE LOAD**



TIC Council - DEKRA  
occupational health & safety webinar series:

## **Ergonomics and psychological related issues**

Carlene Smith, Assessments Manager, DEKRA



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# A quick recap on the numbers



World Health Organisation

- Depression and anxiety cost the global economy around US\$ 1 trillion per year in lost productivity.

BUT

- For every US\$ 1 put into treatment for common mental disorders there is a return of US\$ 4 in improved health and productivity.



# Important stress factors



<b>Role &amp; Credibility</b>	<b>unclear roles or targets, conflicting interests, messages, values, or policies.</b>
<b>Demands</b>	<b>unachievable demands, unrealistic workload, hazardous work environment, inadequate processes, etc.</b>
<b>Control</b>	<b>little influence on the way tasks are carried out; individual's initiatives or competencies oppressed, etc.</b>
<b>Organizational Support</b>	<b>lack of organizational support, little encouragement or feedback, lack of resources, etc.</b>
<b>Relationships</b>	<b>lack of positive and supporting relationships, poor culture of error, lack of conflict management, etc.</b>
<b>Change</b>	<b>poor change management, incl. communication, anticipation, support, etc.</b>



# Why are wellbeing initiatives not working?



# Measure to find real issues and real solutions



Survey

DEAR Employee Survey

I know what's expected of me at work.

1 2 3 4 5 6 7 8 9 10

Do you have any comments?

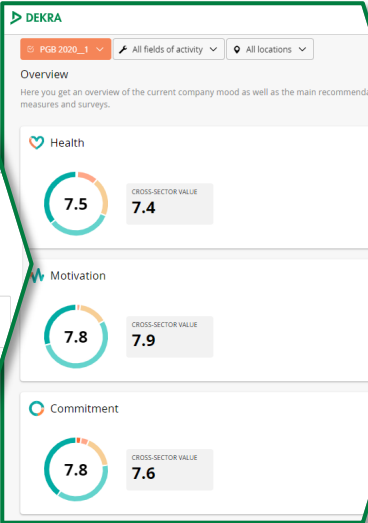
expectations of me are understandable clear responsibilities objectives of my tasks are known

people have different expectations of me responsibilities not clear objectives of my tasks unclear

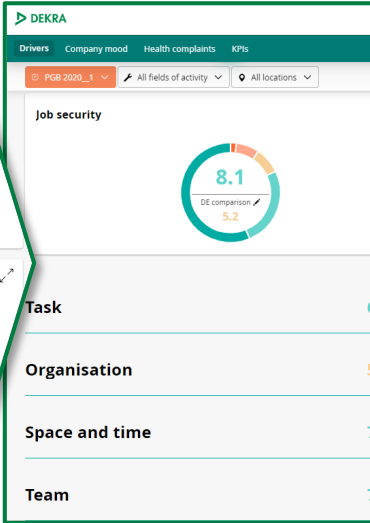
Do you have specific improvement suggestions?

Please make sure that you do not give any information that refers to you personally.

Result overview



Evaluations



Recommendations

DEKRA

PGB 2020\_1 All fields of activity All locations

Priority	Average	Influence
Revise the company's innovation culture	5.9	
Promote employee development	5.7	
Restrict work interruptions	5.5	
Offer support in dealing with third parties	5.7	
Reduce work intensity	4.8	
Implement corporate values in everyday life	6.7	
Anchor the company's strategic goals in everyday working life	6.4	
Develop and communicating the company's vision	6.6	
Improve expectation management	6.5	
Optimize operating processes	6.1	
Optimize information procurement	6.1	

Find Measures

DEKRA

Your measures Your drafts Find measures

Find measures + CREATE MEASURES

Filter measures by...

Emergency aid for acute mental stress

Stress management through resilience development

Basic company medical care according to the German ASiG

Introduction to agile working methods

Consultation regarding process analysis and optimization

Define Measures

DEKRA

Your measures Your drafts Find measures

Your measures + CREATE MEASURES FIND MEASURES

Currently there are 7 risks, for which no measures have been defined yet:

FACTORS: Innovation competence Development opportunities Undisturbed working + 2 More

HEALTH COMPLAINTS: concentration problems not able to relax after work

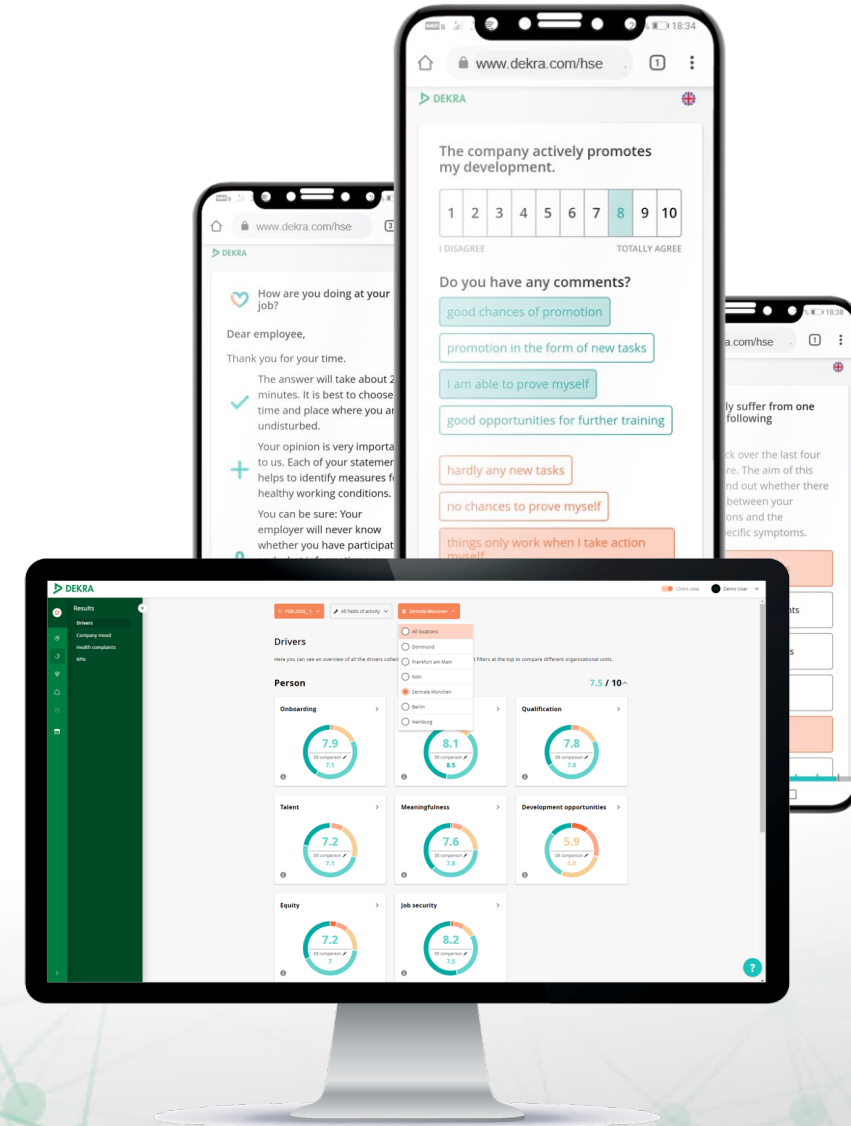
FIND BEST SOLUTION

TITLE	IMPLEMENTATION	RESPONSIBLE	SCHEDULE	STATUS
Improve measure ABC	Internal		11/28/2020	Without end date
Test	Internal		8/31/2020	9/2/2020

# Case Study: Workplace-Wellbeing evaluation at DEKRA



- Scope: Over 10,000 employees in Germany / participation rate: 76%
- Steering group: senior leadership, staff representatives, occupational doctors, occupational safety experts, psychologists.
- Steering group, HR and EHS, provided a catalog with suggestions for measures that can be carried out face-to-face or digitally. Subject areas: nutrition, exercise, relaxation, healthy leadership, personnel development.
- All managers trained to analyze results and address measures.
- 100% of the managers discussed results with the local staff representatives, and addressed and defined necessary action plans.
- Defined measures are currently being prioritized and implemented decentrally.
- Sample results:
  - Upper back / neck complaints reported by 34% of respondents (better than average, which is 47% according to the norm database)





# Thank you!



**Questions?**



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