

# Industriarbetsgivarnas Vision Zero 2025

– a work environment strategy  
for completely safe workplaces



*"My goal, and that of Stora Enso, is to be an accident- and injury-free workplace – as we make clear in our safety slogan, which is that 'we want everybody to get home safely from work every day'. We are working to achieve a company-wide safety culture in which everyone takes responsibility for making each workday healthy and safe – not just me and our top management, but right throughout the company. Our culture is based on our values 'Lead' and 'Do what's right', which our leaders must embrace and demonstrate through their actions and behaviour. We see leadership as*

*a basic requirement for our safety work because it is the strongest driver of a corporate culture of wellbeing and performance. In purely practical terms, we apply thirteen 'life-saving rules' and for one week a year there is an extra focus on safety when the whole of Stora Enso has its Safety Week."*

**Hans Sohlström, CEO Stora Enso**



# Industriarbetsgivarnas Vision Zero

Industriarbetsgivarna has adopted a Vision Zero for illhealth and accidents. We see Vision Zero as being at the heart of a good safety culture in our member companies and believe it also brings great business benefits.

Vision Zero is based on a firm belief that work-related health issues, occupational accidents and fatal accidents can be prevented.

Everyone in a workplace has responsibility for safety and for the climate at work. It is management that is ultimately responsible for achieving Vision Zero.

The benefits of Vision Zero are obvious: the companies' main asset – their employees – are protected from injury and health problems. And with healthy employees, the companies become more efficient and productive. Vision Zero is fundamentally an ethical approach.

Industriarbetsgivarna sees Vision Zero as part of a work environment strategy for safe workplaces and sustainability.

To successful companies, Vision Zero is as obvious as having world-beating products.

# The three pillars of Vision Zero

Industriarbetsgivarna's Vision Zero is supported by three pillars that form the foundation of the companies' safety culture:



## Leadership

### **Leadership and management.**

How management acts is decisive for achieving Vision Zero. Alongside setting a good example in all contexts, it is essential that management establishes the rules that apply in the workplace and ensures that these rules are followed.

It is also important to establish a safety culture which values open communication between management and employees. In good leadership, everyone who works in the workplace is encouraged in various ways to prevent and report any safety shortcomings. Management must engage and motivate employees to play their part in safety and to think about the organisational and social perspectives.



## Participation

### **Participation and responsibility.**

In a safe workplace everyone shares the responsibility for their own safety and that of everyone else. This means that everyone works to improve safety as a natural part of their job. It needs to be clear that safety is a personal responsibility – everyone is responsible for safety and must act accordingly.

The most important part of work to create completely safe workplaces is a good safety culture based on leadership and personal responsibility.



## Competence

**Competence and knowledge.** A lack of training and competence can be a cause of accidents and near-misses. Machinery today is often powerful and technically complex, making great demands of those who handle it. Various efforts therefore need to be made to increase knowledge and develop competence.

High requirements must be set when recruiting both externally and internally, and the workers recruited must fulfil these requirements. It is crucial that the companies are able to recruit employees who have the right skills, and this is also true from a work environment perspective. The companies must also provide regular training in aspects such as safety and the organisational and social work environment.



*“We work on safety aspects both in our own plants and when we are contractors to the construction and real estate industries. To compete against other bidders, we have to be able to guarantee the best quality and solid reliability. A good work environment is crucial to success because these days safety is an express requirement from clients. Safety aspects must be an element of the whole process – from procurement, through implementation and until the work is complete. For on-site work, which differs somewhat from permanent workplaces, high requirements are made of planning and coordination with the client and other contractors.”*

**Jan Lagerstedt**, CEO Heidelberg Materials Precast Contiga AB



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## Focus areas

Industry is being affected by the development of new technology, structural change, globalisation and growing international competition.

The future demands that companies take a broad approach in their sustainability efforts. The three pillars of Vision Zero must permeate and set the context for this. Within the framework of Vision Zero, Industriarbetsgivarna highlights a number of focus areas for a sustainable work environment strategy.



**Technical & production development**



**Contractors & outside hires**



**Organisational & social work environment**



**Safety culture**



**Collaboration**



*"We work hard to increase awareness among our employees and to show that they must play a part in developing a good work environment. As we work in heavy industry, it might be assumed that our work environment efforts focus only on physical risks – but we increasingly work on psychosocial aspects too. That's particularly important bearing in mind that we are in an extremely competitive and global industry where we are constantly working to improve efficiency and increase productivity."*

**Jan Moström**, CEO LKAB



## Technical & production development

The successes of primary industry are highly dependent on past and ever ongoing technical and production development. Improvements in the work environment have gone hand in hand with developments in technology and production.

Digitalisation is a technology shift that has brought new opportunities, and the future will see continued expansion of computer-aided automation and remote control. New technology can also mean new risks. From a work environment perspective, the development is mainly positive.



## Contractors & outside hires

Companies engage contractors and hire in outside staff for various tasks such as repair and maintenance, construction and engineering, truck driving, ship-ping, cleaning etc.

When people from different organisations work in a workplace at the same time, it can give rise to new risks. To identify and eliminate risks, particular attention needs to be paid to work environment aspects in the planning and procurement of services as well as to collaboration and coordination between client and contractor during the implementation phase.





## Organisational & social work environment

Risks associated with organisational and social aspects of the work environment are nothing new to the enterprises; it is known that stress and other mental pressures are a common cause of workrelated health issues. It is of the utmost importance that these risks are dealt with in the best way going forward. Today we know that these types of health issues, both short-term and long-term, can contribute to unnecessary risktaking by individuals and loss of production for the companies. It is a great challenge because companies are increasingly required to be flexible in order to compete internationally – but at the same time it is essential to make working life sustainable.



## Safety culture

A safety culture means a kind of risk and safety awareness that must be present in everyday working life. But this is not enough: everyone also has to act with safety in mind. It means that everyone must take care and think beyond what they are actually doing, reflecting on how the consequences of their actions may affect safety. The basis of a good safety culture is creating and maintaining a climate in which people are allowed to ask questions and suggest improvements, and at the same time being alert. Good dialogue is needed for greater insight and understanding. It is management's responsibility to ensure that the climate at work allows this.



## Collaboration

Primary industry has a long tradition of working with the trade union organisations on safety matters. Good cooperation with authorities and research institutions is also important. Within Industriarbetsgivarna there are various bodies that bring trade unions and employers together. These bodies work extensively on work environment strategies and to strengthen the companies' safety culture, and work closely with authorities and research institutions. Industriarbetsgivarna embraces a climate of trusting collaboration and sees this as a priority for a successful work environment strategy.





*"Our aim is for all our workforce to go home safe and well at the end of the day. Our work environment efforts focus on our employees' wellbeing, their mental and physical health, and being happy at the workplace with their colleagues. Management has overall responsibility for ensuring that individual employees do not suffer health problems or an accident in the workplace, but in day-to-day work employees must also demonstrate a personal responsibility for health and the environment. Our work environment system is based on AFS 2001:1 on Systematic Work Environment Management. The work environment system encompasses all activities in the business, from enquiries to delivery of the finished product. All work environment aspects are dealt with as a natural part of everyday operations. Being alert to and immediately providing feedback on any disruption in order to achieve good safety and a good work environment is something we encourage."*

**Dennis Forssell**, CEO Forssells Smide



*"We have a clear Vision Zero for our work environment efforts: no employee, customer or supplier, nor the environment, is to be harmed by our activities. That's why we work proactively to systematically identify and minimise dangers and risk. I believe that strong and visible leadership that sets a good example is important for driving continual improvement. Environmental and work environment aspects are integrated into our daily operations. We have set clear targets for each area and we monitor developments closely. Consulting and involving our employees in production is an important part of building the HSE (Health, Safety & Environment) culture that we want to have in the company."*

**Göran Björkman**, CEO Alleima



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Industriarbetsgivarna, The Swedish Association of Industrial Employers, is an employers' association for the Swedish basic industry companies, mainly pulp, paper, sawmill, construction products, steel, metal, mining, welding and mechanical industry. Industriarbetsgivarna has more than 1,000 member companies with around 90,000 employees. Industriarbetsgivarna is a member of the Confederation of Swedish Enterprise (Svenskt Näringsliv).