



Nippon Steel & Sumikin Stainless Steel Corporation (NSSC)

Ongoing drive to achieve a safe working environment

Safety

Challenge

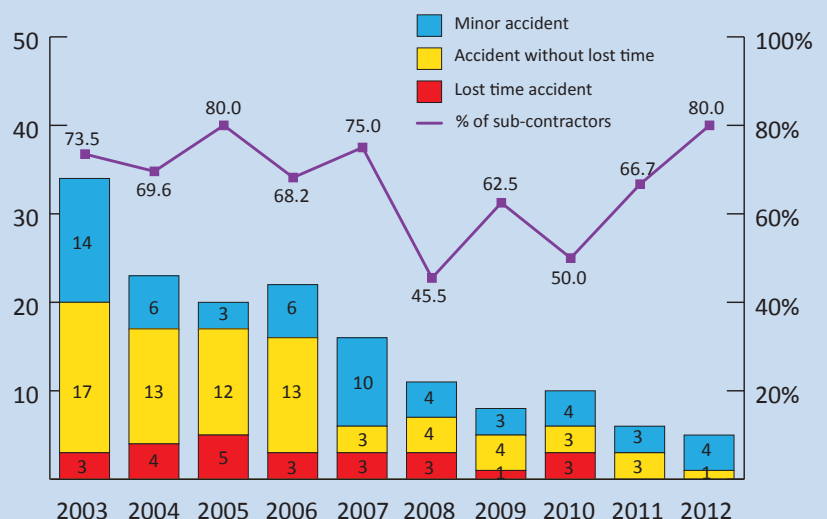
NSSC, the largest stainless steel manufacturer in Japan, was established in October 2003 through the consolidation of the stainless steel divisions of Nippon Steel Corporation and Sumitomo Metal Industries. At the time NSSC was established, several lost-time accidents had been occurring every year. When combined with minor accident statistics (including accidents involving subcontractors) the total number of incidents climbed to over 30 per year. Preventing these incidents required in-depth accident prevention measures.

Statistical research showed that accidents involving subcontractors accounted for about 70% of the total. The most common causes of accidents were found to be violations of company rules, incorrect work procedures, and operator carelessness.

In order to raise the level of safety awareness among all workers at our sites, NSSC started promoting a zero accident culture. The approach was company-wide and involved our subcontractors.

Works	Employees		Sub-contractors		Total
Hikari	892	37%	1,534	63%	2,426
Kashima	220	54%	191	46%	411
Yawata	192	45%	234	55%	426
Total	1,304	40%	1,959	60%	3,263

Below: Number of accidents and percentage of sub-contractors since NSSC established in 2003



Action

NSSC's approach involved three main steps:

1. Enhancing and promoting company-wide safety activities with subcontractors. Our activities are guided by the following principles:
 - Top management should be able to disclose information regarding safety issues.
 - Forepersons, supervisors, and managers should be able to take initiatives and act on them.
 - Developing effective safety activities by prioritising interactive dialogue between all regular employees and managers.
2. Improving safety and health education. Actions included:
 - Creation of a new training curriculum by NSSC's Development of Human Resources Centre (DHRC). The curriculum is improved each year based on feedback from trainees.
 - Providing all employees with individual safety education programmes. Safety education for employees with less than five years of experience has been enhanced as this group of employees are more prone to accidents.
3. Holding simulation training to increase sensitivity to danger.
3. Implementing effective practices to eliminate unsafe acts. Actions included:
 - Raising awareness by chanting the safety principles at meetings.
 - Remembering past incidents.
 - Promoting safety measures after every incident, even minor ones.
 - Encouraging managers to lead activities to raise safety awareness among their teams.
 - Sharing details of safety activities and past practices at semi-annual presentations to workers from all levels of the company.
 - Holding group discussions with subcontractors to develop a sense of unity.
 - Transferring best practices throughout the company through briefing sessions attended by employees at foreperson-level.

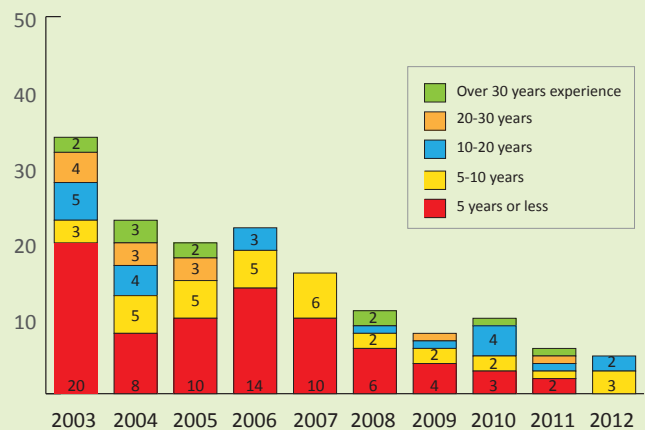
Outcome

Thanks to the strong leadership provided by top management, NSSC has been dedicated to developing a zero accident culture for the past ten years. By making safety an explicit priority, forepersons, supervisors and managers have been able to take the initiative and work with our subcontractors. For example, managers have been encouraged to ask their subordinates to follow company safety rules faithfully, through dialogue and practice.

Since 2010, when an accident (a fall) occurred at our Hikari Works resulting in lost time, NSSC has actively promoted interactive dialogue in which both managers and regular employees can exchange their honest opinions.

As a result, no accidents resulting in lost time have occurred since 2011 at any of NSSC's works. The statistics show that our safety performance has continued to improve since NSSC was established in 2003. Our safety activities have been checked and commended by the Japan Iron and Steel Federation (JISF) in 2012.

Lastly, we will be greatly honoured if our safety activities help the other ISSF members to improve their own levels of safety. NSSC also remains committed to improving our own safety performance in the future.



Above: Number of accidents by years of experience

Below: Accident severity rate for industry (JISF) and NSSC

