

Evaluation of INRS's different strategies and actions targeted at microenterprises and SMEs over the 2007-2017 period

Summary

Contents



Introduction	5
The framework for INRS action targeted at microenterprises	5
The evaluation mission	7
Relevance of the action	10
Microenterprises/SMEs have a variety of occupational health and safety needs. These needs have changed and the need for close support remains considerable	10
INRS's productions are justified in the light of the needs and expectations of microenterprises/SMEs and could be improved by making greater use of its capacity to identify needs	11
The use of relaying intermediaries for relaying and cascading the risk prevention methods, tools, and messages is entirely relevant but it raises questions regarding how these players should be positioned, led, and networked, and what information and communications strategy should be adopted for informing them and getting messages across to them	12
The sector- and trade-based approach is relevant	14
Effectiveness and impacts of INRS's action	16
INRS's productions do indeed reach Microenterprises/SMEs	16
From managers and employees of microenterprises/SMEs becoming aware of OH&S issues and stakes to them taking action: a contribution from INRS productions	19
Relaying intermediaries: the intermediate links that make it possible to relay and cascade INRS's actions to microenterprises/SMEs	20
Consistency of the action	22
The interactivity of INRS's various modes of action: a strong principle that is part of seeking complementarity	22
In the multi-player landscape of OH&S risk prevention, INRS holds a special place	23
Partnership approaches contribute to seeking complementarity between INRS and other players, in the interests of getting the risk prevention messages across	24
Publicity of the partnerships should be amplified	24
Efficiency of the action	26
The scientific literature presents common interests and productions on the microenterprise/SME target	26
Specific strategies for microenterprises/SMEs in Austria, Ireland, and Quebec	26
Appraising the results of those strategies is under construction in the countries studied	27
Lessons learnt for INRS's positioning	27
Recommendations of the evaluation	28

STATUS OF THIS DOCUMENT

This document is a summary of the main findings of the evaluation and is intended for external information purposes. For the full findings (including, for example, the internal consistency analysis), please refer to the evaluation report.



Introduction

The framework for INRS action targeted at microenterprises

INRS's mission fits into a French and European institutional environment that sets goals for occupational health and safety (OH&S) and for OH&S¹ risk prevention (ORP). France's second Occupational Health Plan (*Plan santé au travail*) for 2009-2014 set the main national focuses. The third Occupational Health Plan for 2016-2020 then reinforced the goal of preventing OH&S risks in small businesses, by putting emphasis on computer-aided OH&S risk assessment tools of the OiRA² type (Action 1.1), and on constructing a range of solutions specially built for microenterprises, in particular by mobilising the various branches of industry (Action 3.7). "Furthermore, the activity of INRS is conducted in compliance with the directives from CNAMTS (French national health insurance fund for salaried workers) and overseen by that body within the framework of the policy defined by the French Minister in charge of Social Security" (cf. Article 2 of the Articles of Association of INRS). The Objectives and Management Agreement (*Convention d'objectifs et de gestion, COG*) between CNAMTS and the French State for the occupational accidents and diseases (AT/MP) branch of CNAMTS for 2009-2012 stated that "specific actions shall be implemented aimed at microenterprises so as to enable them to better appropriate the OH&S risk prevention approach and to sustain the resulting dynamics generated by such appropriation".

The Objectives and Management Agreement between the State and CNAMTS for its occupational accidents and diseases branch for 2014-2017 made microenterprises a priority target and set up the possibility of experimenting with new modes of action for them.

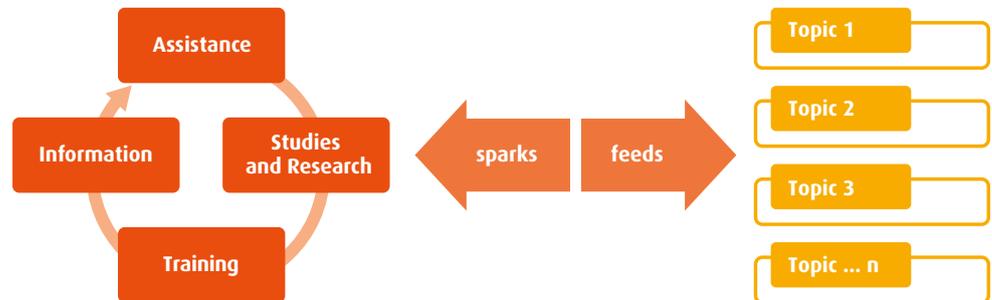
This concern for small businesses is legitimate in view of the number of workers employed by them (7.2 million employees, i.e. 40% of the labour force registered with the French general social security scheme), in view of the poor dissemination of OH&S risk prevention actions aimed at this target, and in view of the occupational accident rate: 53% of the accidents occur in businesses employing fewer than 50 people. That overall figure takes on particular significance for professions or trades in which small businesses are in a majority, since a very high proportion of accidents occur in businesses employing fewer than 20 people. This applies to traditional restaurant work and catering, the building trades, road haulage, automobile repair, etc. Indeed the figures from the latter sector are eloquent: 88% of the businesses employ fewer than 20 people, and account for 83% of occupational accidents.

At INRS, the Strategic Scoping (*Cadrage stratégique*) for 2008-2012 already, in its strategy focus No. 6, defined an ambition regarding OH&S risk prevention with microenterprises. The INRS Strategic Plan (*Plan stratégique*) for 2013-2017 set a strategic goal for the development of actions aimed at microenterprises. Microenterprises are thus a priority target for INRS. The actions for preventing OH&S risks that are conducted by INRS are organised in compliance with the topics of these strategic plans.

1 – Occupational Health and Safety, also known as Health & Safety at Work (HSW)

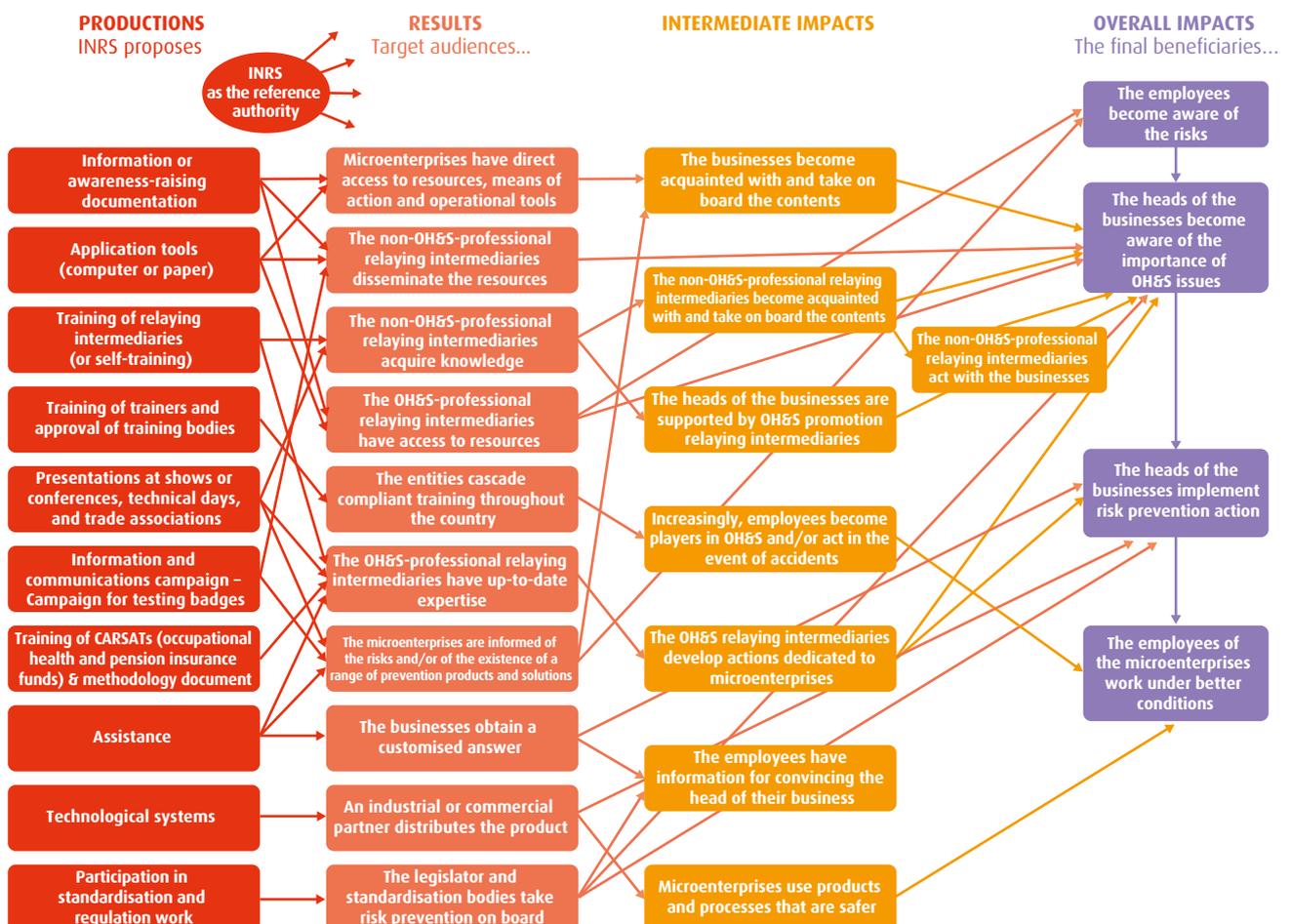
2 – Designed for small businesses, the OiRA (On-line Interactive Risk Assessment) tool is a piece of software available on line, that makes it possible for businesses to assess their occupational risks. It is produced by EU-OSHA, the European Agency for Health and Safety at Work, and is adapted for the various sectors by INRS.

Implementing INRS's objectives for OH&S risk prevention with microenterprises and small and medium-sized enterprises (SMEs) combines various different interactive modes of action (cf. the diagram below) Taken from the INRS report for 2015.



The logic model (cf. below) takes a comprehensive look at these various modes of action and at their expected contribution to **three major objectives** in the long term **with the specific target of microenterprises and SMEs**:

- raising awareness among the managers of microenterprises and SMEs of the issues and stakes of health and safety at work;
- implementing OH&S risk prevention actions/plans accordingly in microenterprises and SMEs; and
- contributing to improving the working conditions of the employees.



This logic model makes it possible to illustrate the complexity of INRS's action for reaching this microenterprise/SME target, due to the cross-cutting and multi-factor nature of the OH&S risk prevention actions.

INRS's strategy for ORP actions targeted at microenterprises and SMEs is based on two approaches:

- firstly a **cross-cutting** approach based on risks/ill-health and that is led and promoted by the divisions of INRS; this approach is based on conventional engineering: with the desire to create new or to adapt existing content, tools and training to accommodate the specificities of microenterprises/SMEs, and in particular by adapting the conventional risk-based approach (e.g. based on musculoskeletal disorders (MSDs), psychosocial risks (PSRs), etc.);
- secondly a **specific** approach based on analysis of the sectors and trades of microenterprises/SMEs that was entrusted to an ad hoc microenterprise mission as of the end of 2008. The main aim of this approach is to develop methods specially suited to the microenterprise target and to support the regional health insurance funds (CRAMs)/occupational health and pension insurance funds (CARSATs) and overseas general social security funds (CGSSs) in rolling out these methods. This approach is based on microenterprise engineering: creating an approach based on analysing sectors and trades, their needs, their OH&S risks, and their perception of the OH&S risks and of OH&S risk prevention. This approach is backed up by dedicated communications and information (dedicated to hairdressing, pastry, automobile repair, masonry/bricklaying, road haulage, etc.), that can also use productions developed by other INRS divisions.

The evaluation mission

INRS placed this initial evaluation of its different strategies and actions targeted at microenterprises and SMEs within the framework of a general policy of assessing its policy and activities. **This evaluation relates to the different strategies and actions deployed by INRS for microenterprises/SMEs employing fewer than 50 people** with regard to the various modes of action implemented.

The aims of this evaluation are:

- **To establish a quantified and qualified evaluation of the ORP actions for microenterprises/SMEs from 2010 to 2017 in order to appraise the level of attainment of the goals of the actions conducted with the microenterprises/SMEs.**
- **To appraise the impacts**, in the longer term, of the strategies and actions conducted, both with the enterprises and with the relaying intermediaries.
- **To compare the two approaches deployed by INRS with the microenterprises/SMEs:** engineering based on a risk/pathology-oriented approach and ad hoc engineering based on a sector/trade-oriented approach and promoted by the relaying intermediaries (as these approaches are presented above).
- **To learn lessons from INRS strategies and actions, as studied over a period of six years** for ORP with microenterprises/SMEs and to appraise the conditions for reinforcing and positioning INRS's range of strategies, actions, services, and products: to be more relevant, efficient, and consistent with respect to the various stakeholders, to their needs, and to their expectations.

These goals were broken down into **evaluation questions**, coming under the following different categories (cf. table below):

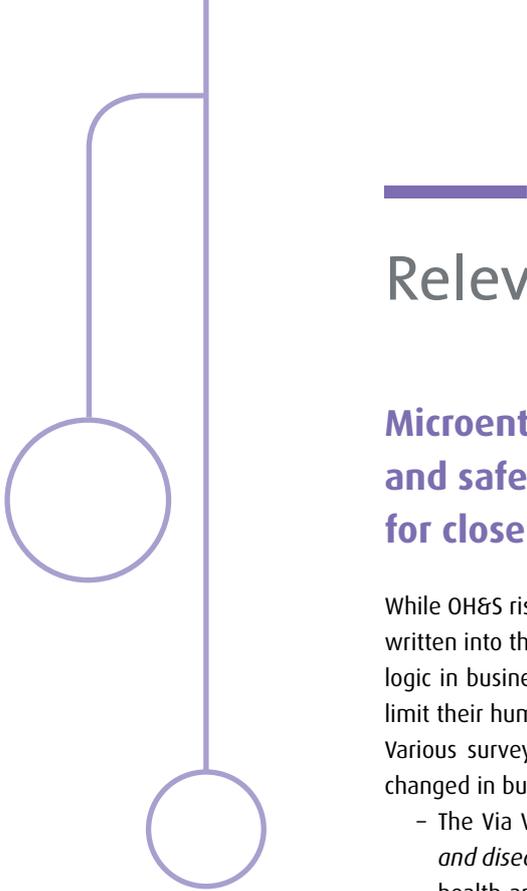
Evaluation Category	Questions
Relevance	<p>In what way do INRS productions for microenterprises/SMEs satisfy the needs (explicit and implicit needs) and expectations of those enterprises?</p> <p>In what way, if any, does the use of relaying intermediaries facilitate implementation of OH&S risk prevent actions with microenterprises/SMEs?</p> <ul style="list-style-type: none"> - Are the solicited relaying intermediaries the most relevant for promoting OH&S risk prevention with the microenterprises/SMEs? - To what extent does the closeness (geographical and professional closeness, and closeness in terms of shared values) of the relaying intermediary reinforce the appropriation of the message by the target? <p>In what way (and to what extent) are INRS modes of dissemination relevant for reaching small businesses?</p>
Consistency	<p>In what way and to what extent are INRS's various productions for microenterprises/SMEs complementary? (contradiction-free, non-redundant, not incompatible)</p> <p>In what way does the multiplicity of productions by the various players (OH&S specialists and non-specialists) have an impact on the message disseminated?</p> <p>In what way does publicising the partnerships (including those with the relaying intermediaries) reinforce the message conveyed and promoted by INRS's productions for microenterprises/SMEs?</p>
Effectiveness	<p>To what extent do INRS's productions reach the heads and the employees of microenterprises/SMEs and in what respective proportions?</p> <ul style="list-style-type: none"> - To whom do microenterprises/SMEs go in full confidence for OH&S risk prevention queries or issues to which they have no answers? - To what extent are the enterprise heads and their employees acquainted with INRS's productions? - To what extent do enterprise heads and employees whom the productions reach identify INRS as a resource centre? <p>To what extent do INRS's productions (identified in the logic model) make it possible for the heads and employees of microenterprises/SMEs to become aware of the OH&S issues and stakes? [overall impact]</p> <p>To what extent do INRS's various productions contribute to implementing OH&S risk prevention action in the business? [overall impact]</p> <ul style="list-style-type: none"> - How and to what extent do the heads and the employees of microenterprises/SMEs appropriate the contents of the productions? - To what extent and in what way do the productions made available to the employees make it possible to convince the head of the business to act? - To what extent do the heads of the businesses and the employees use the products and processes recommended by INRS? (standards, regulations, technological systems and devices) <p>To what extent does going through a relaying intermediary make it possible to cascade the work of INRS? (more microenterprises/SMEs concerned and diversification of the target)</p> <ul style="list-style-type: none"> - How and to what extent are the relaying intermediaries aware of and do they appropriate the subject of OH&S risk prevention? - To what extent and in which cases do the relaying intermediaries develop OH&S risk prevention actions? <p>To what extent and why do INRS's messages remain stable when they go through non-OH&S-professional relaying intermediaries? [Quality]</p> <ul style="list-style-type: none"> - To what extent are our messages sufficiently comprehensible for the relaying intermediaries? <p>To what extent and how do the relaying intermediaries disseminate in a lasting manner the information on INRS's productions and the accompanying OH&S risk prevention messages? [Durability]</p>

Evaluation Category	Questions
Impact	<p>Among the productions, which are the ones that contribute most effectively to implementing a OH&S risk prevention action in the business?</p> <p>What are the effects (regardless of whether or not they are favourable to OH&S risk prevention, of whether or not they improve working conditions, and of whether or not they are expected) of INRS's productions on each of the targets (employees, business heads, non-OH&S-professional relaying intermediaries and OH&S-professional relaying intermediaries)?</p>
Efficiency	<p>How is INRS's ORP work with microenterprises/SMEs placed compared with other bodies, including those outside France?</p> <p>- Have they obtained results that are equivalent (to the findings of this survey) with more or less means? (bodies: supplementary healthcare insurance schemes, institutions, AUVA (Austrian Workers' Compensation Board), OPPBTP (French Agency for Prevention of Occupational Hazards in the Construction Industry), SUVA (Swiss National Accident Insurance Fund), etc.)</p>

THE LESSONS THAT CAN BE LEARNT FROM THE EVALUATION REPORT ARE BASED ON:

- analysis of the documentation handed over by INRS;
- exploitation of the financial and activity data handed over by INRS;
- a series of eight scoping interviews conducted with the general management of INRS, with members of its Board of Directors, and with the staff of various INRS departments;
- interviews conducted with seven institutional players;
- **three surveys conducted on the various relaying intermediaries** who relay INRS's action. Nearly 1,000 respondents:
 - 179 from CARSATs-CRAMIF-CGSSs (occupational health and pension insurance funds, the Paris regional health insurance fund, and overseas general social security funds) and 279 from SISTs (inter-company or intra-company occupational health services), i.e. 458 questionnaires
 - 407 questionnaires from INRS-certified trainers
 - 90 questionnaires from non-OH&S-professional relaying intermediaries: 9 Chamber of Commerce and Industry consultants, 16 chartered accountants, and 65 respondents from trade associations and federations.
 - 703 responses from **managers of microenterprises/SMEs in 4 sectors**: Road haulage (209); Carpentry, joinery, and wood processing (196); Hotels with restaurants (220) and without restaurants (78)
 - 300 responses from **employees of microenterprises/SMEs** in the above-mentioned 4 sectors;
- the findings of a compared analysis (**benchmarking**) with bodies outside France [Austria – AUVA; Ireland – HSA; Germany – DGUV; and Quebec – IRSST) and with two French bodies [ANACT (French agency for the improvement of working conditions) and OPP BTP], who are counterparts of INRS; and
- a one-day seminar bringing together the main actors who are relaying intermediaries for relaying the actions to small businesses.

This evaluation is steered by an Evaluation Working Group (“Groupe de travail Évaluation” or “GTEV”) made up as follows: a studies and research manager who is an expert in standardisation, from INRS's Process Engineering division; head of INRS's Work Equipment Engineering division; an expert from the Technical Expertise and Consulting Division in assistance and standardisation, and providing support for the ministry; a studies and research manager who is an occupational psychologist, from INRS's Working Life division; an information and communications project officer, from INRS's Information and Communications division; a manager of the microenterprise/SME mission who steers the microenterprise/SME evaluation; a legal expert in charge of technology dissemination, from INRS's Applications division; and a lead of the evaluation project.



Relevance of the action

Microenterprises/SMEs have a variety of occupational health and safety needs. These needs have changed and the need for close support remains considerable

While OH&S risk prevention is a regulatory requirement for the employer and its general principles are written into the French Labour Code (*Code du Travail*), it is also part of a corporate social responsibility logic in businesses and associations that aims to reduce occupational accidents and diseases, and to limit their human, social, and economic consequences.

Various surveys conducted for INRS show that the concern for occupational health and safety has changed in businesses:

- The Via Voice survey of January 2015 on “*OH&S risks and prevention of occupational accidents and diseases*” shows that among the main concerns of the business heads surveyed, occupational health and safety issues (OH&S risk management and prevention within the business) figure in 4th place, out of the five concerns proposed. The financial, commercial, or administrative issues constitute respectively the first three concerns of business heads, i.e. issues related to the survival of the business.

The survey conducted on managers of microenterprises/SMEs in four sectors of activity in the context of this evaluation in 2018 shows a change: for nearly three-quarters of the managers who declare that their business is active in OH&S risk prevention, that motivation is based on personal convictions and/or on values of the business (70%). This means that business heads are taking on board OH&S risk prevention / occupational health in the values of the business, as a precondition for performance. In the light of the preceding surveys and of the French surveys conducted on sectors not targeted by INRS, we can make the hypothesis that this conviction has been forged over time, in particular through the various awareness-raising campaigns conducted by the OH&S risk prevention and occupational health and safety players. **What, only a few years ago, was purely a regulatory and mandatory action, is now tending to be incorporated into the life of the business, as a more natural reflex.**

Nevertheless, obstacles to taking action have been identified:

- OH&S risks or health issues that are not identified/of which awareness has not been raised.
- OH&S risks of which awareness has been raised but that are integral parts of the job/trade.
- Time constraints for managers of microenterprises/SMEs is a significant factor to be taken into account when calibrating ORP work and visits.
- The absence in microenterprises/SMEs of support functions in charge of OH&S, and the existence of stronger financial constraints.
- **The need for the OH&S risk prevention pitch to include an economic dimension to the arguments so as to be able to convince the business to act (concept of return on investment).**

Above all, microenterprises/SMEs need to be supported (guided, advised, and assisted) by an external contact person in their OH&S risk prevention approach (such contact persons being, in particular, occupational medicine practitioners and trade contact persons, from trade associations) who enable them to start a process of thinking that often leads to actual action. OH&S risk assessment remains one of their prime concerns. In addition, 2/3 of the microenterprises/SMEs surveyed say they have the

resources they need to act. Needs for information and tools nevertheless remain: information and tools for preventing musculoskeletal disorders (MSDs) in a qualified and adapted manner (*incentivising and positive messages, short, simple documents that are tailored to the sector/work situations, with the return on investment being indicated, etc.*).

FOCUS ON THE FACTORS FAVOURABLE TO BEING SUPPORTED

The propensity to be supported depends on various factors. Firstly it is correlated to the **size of the business**. Small structures with fewer than 10 employees tend to be less supported (55% as against an average of 61%) than businesses with more than 10 employees (73% as against an average of 61%).

Secondly, it is observed that the businesses who are supported by external players for each of their actions are, in general, those that **are the most active in terms of OH&S risk prevention** (37% are very active as against an average of 26%).

We can make the hypothesis that once a business has been supported by an external player, it is loyal to that player, and this reassures it and encourages it to take its thinking and its action further on the subjects of ORP and OH&S. Microenterprises/SMEs who are supported by relaying intermediaries, regardless of whether or not those relaying intermediaries are OH&S specialists, are therefore more likely to commit to or reinforce an ORP approach. Furthermore, this hypothesis was worked on and validated at the seminar held in January 2018.

However, the strategies aimed at the relaying intermediaries do not explicitly identify this support role. Thus, for example, the relevant information about INRS's resources with the relaying intermediaries is not systematised, and appropriate training for that role is not provided.

INRS's productions are justified in the light of the needs and expectations of microenterprises/SMEs and could be improved by making greater use of its capacity to identify needs

Most of INRS's productions are relevant and have brought an improvement for microenterprises/SMEs, going from raised awareness of ORP to conviction to act to that end. However, awareness-raising actions should be continued, in particular for the microenterprises/SMEs that are the least mature in their approach to the subject.

The various modes of action of INRS (assistance, training, printed and on-line publications, and application tools) offer differentiated responses for meeting the ORP needs and expectations of microenterprises/SMEs, in a manner that is generally relevant, in particular from the point of view of the professionals, who do indeed identify INRS as being the reference authority for occupational health and safety. Among INRS's productions, the senior managers identify more specifically the website and its sectors/trades resources, and consider they find what they are looking for. Conversely, certain productions are less well known to the senior managers. And yet, when they are known, they are liked and used:

- OH&S specialists declare that they use the application tools. 70% of CARSAT respondents state that they use such tools, 18% of them regularly. The same goes for SIST respondents: 40% of them use the tools, 9% regularly.
- 31% of the non-OH&S-professional relaying intermediaries declare they are aware of the application tools, and 30% declare they use them, which shows that once these tools are known, they appear very suitable to the non-OH&S-professional relaying intermediaries.
- Finally, 26% of the trainers are aware of these tools and 84% of those that are aware of them use them.

Furthermore, the training has the capacity to reach a large number of employees. However, the findings show that the training proposed by INRS is not recognised as coming from INRS. In addition, the training in prevention of OH&S risks related to physical activity (PRAP) has not attained the penetration rate that could have been expected. One hypothesis, consolidated by comparison with the identified needs and by the seminar of 25 January, is that the format of this training is not suited to this target.

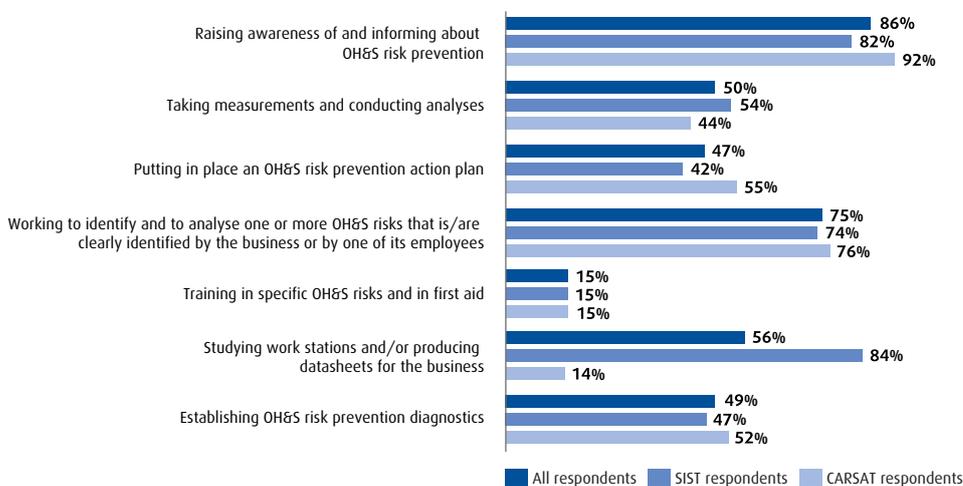
The information bases available to INRS and to its relaying intermediaries for identifying and becoming acquainted with the needs of microenterprises/SMEs would benefit from being more coordinated and systematised so as to further reinforce the relevance of the productions.

The use of relaying intermediaries for relaying and cascading the OH&S risk prevention methods, tools, and messages is entirely relevant but it raises questions regarding how these players should be positioned, led, and networked, and what information and communications strategy should be adopted for informing them and getting messages across to them

The use of OH&S-professional relaying intermediaries (from CARSATs and SISTs) and of non-OH&S-professional relaying intermediaries (French network of Chambers of Commerce & Industry, network of chartered accountants, and trade associations and federations) is relevant and complementary to INRS's other modes of action: **it undeniably facilitates implementation of actions in microenterprises through the relaying and cascading of the messages and of the various resources of INRS.**

These transmission mechanisms are essential in view of the relatively low autonomy of the managers and employees of microenterprises/SMEs with regard to OH&S risk prevention. However, the effectiveness of the use of these relaying intermediaries depends on their capacity to act, on the

Q25. What does your ORP work with microenterprises consist of (more than one answer possible)



Respondents base: all respondents (441) – Source "Survey on OH&S professionals"; exploited by AMNYOS

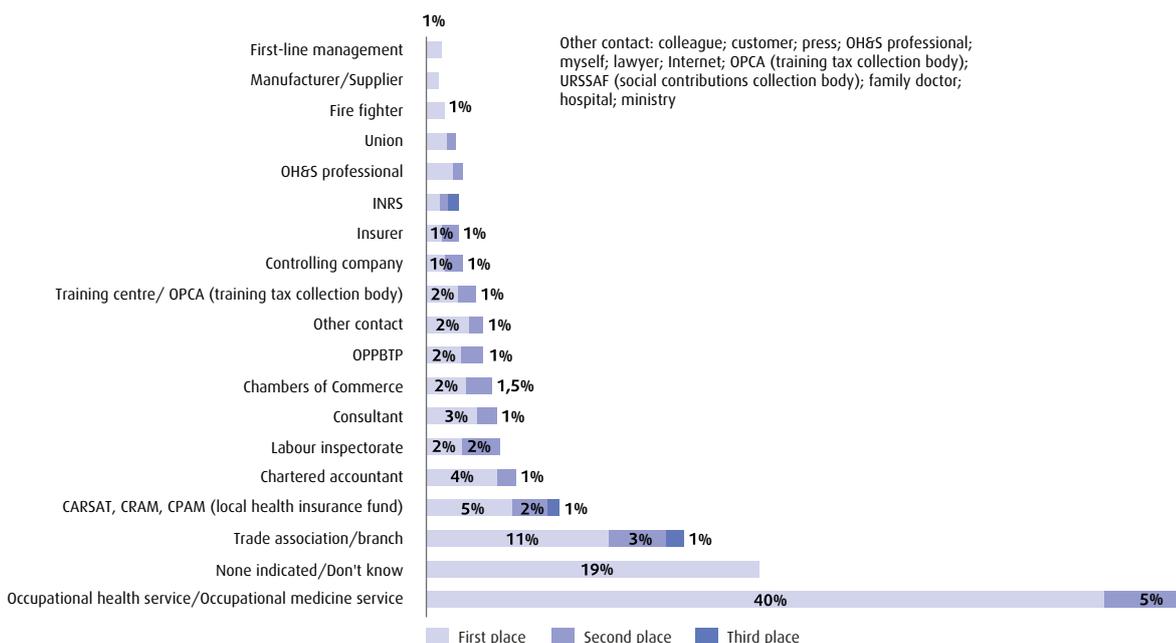
support given by INRS, and on an overall strategy for leading and getting messages across to this network.

The occupational health and safety network of CARSATs (occupational health and pension insurance funds) is thus a relevant structure through which to work with microenterprises/SMEs in view of its remit. However, the level of identification of these field players as giving OH&S support is not up to the level of the relevance of the network. Health insurance comes third among the resource players identified by managers for informing themselves about OH&S (behind the SISTs (inter-company or intra-company occupational health services) and the trade associations and federations (trade relaying intermediaries)). And when they have put in place OH&S or ORP actions, only 8% of the managers in question have used the health insurance system for helping them.

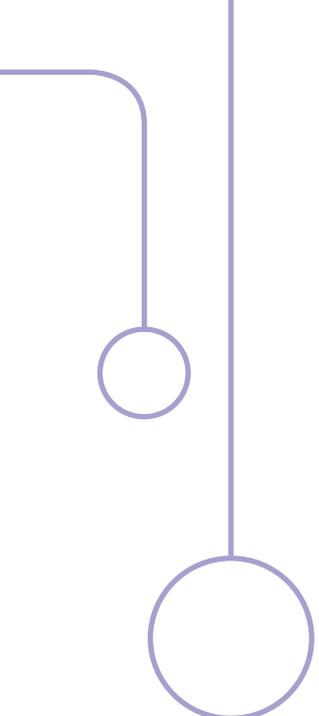
Cascading the training, i.e. training OH&S trainers and authorized training bodies as well as cascading and mainstreaming the training into vocational and higher education establishments also constitutes one of INRS’s historic activities. The survey conducted on trainers certified by INRS gives findings in terms of relevance of the choice of this type of relaying intermediary for reaching microenterprises/SMEs:

- 90% of the trainers questioned have worked with microenterprises/SMEs over the last 5 years, 57% frequently and 33% occasionally.
- Microenterprises/SMEs account for more than 50% of the work done out in the businesses for 38% of respondents. Conversely, for nearly 30% of respondents, microenterprises/SMEs account for less than one quarter of their work out in the businesses.
- 41% of the trainers questioned declare they maintain geographical closeness to the microenterprises/SMEs they train, while 32% put more emphasis on sharing common values as regards OH&S risk prevention. Only 13% of the respondents put forward their sector-based expertise as a factor of closeness with the businesses in the context of the work they do in them (“professional closeness”).

Q6. As regards occupational safety & health and OH&S risk prevention, which resource contacts do you identify spontaneously for your business?



Source: Survey on senior managers of microenterprises/SMEs; Exploited by Amnyos; Total respondents base: 703 people



Furthermore, **the approach deployed for non-OH&S-specialist relaying intermediaries is a step in the right direction in the light of the practices of the businesses.** The trade associations/federations are contact people who are spontaneously identified and preferred by microenterprises/SMEs for informing themselves about OH&S issues.

The diversity of the existing relaying intermediaries for enterprises/SMEs takes us back to the issue of determining which relaying intermediaries can best be used depending firstly on the intentions of INRS and secondly on the closeness to the business and on the posture of the relaying intermediary (co-construction, awareness-raising, incentivising to be implemented, dissemination of methods, tools, approaches, and support for microenterprises/SMEs). And yet **this positioning, like the leadership and networking of these players, and like the information and communications strategy for them, remains to be perfected.** INRS needs to use its position as a reference authority for occupational health & safety to a greater extent in order to build actions enabling it to improve the impact of these relaying intermediaries and to gain from their knowledge. Finally, training of these players, as it is already implemented, is an essential prerequisite for adapting their skills to suit the defined roles, and to establish their credibility and their legitimacy.

The sector- and trade-based approach is relevant

The specificity of the size of the business questioned in the OH&S approach and the microenterprise/SME strategy is increasingly clear for the various OH&S bodies. Approach strategies that genuinely differentiate between large and small businesses are taking shape, which INRS has perceived clearly, as have its counterparts in other countries. Indeed, four out of the five countries studied in the context of the benchmarking have put such strategies in place.

The sector-based and trade-based approach is emphasised as being a “good way” to approach occupational health & safety and OH&S risk prevention issues in microenterprises/SMEs. The guides, tools, messages, and training courses are structured around the sector of activity, around the trade, or around the work situation (e.g. farming, construction, catering, etc.). This enables the various OH&S bodies to propose ranges of services that are differentiated and that are more eloquent for the senior managers, who need to be able to identify with the OH&S or ORP message. The main argument in favour of the trade approach lies in the need to provide OH&S and ORP solutions that are adapted to suit the activity.

This sector-based and trade-based OH&S strategy is well translated into the specific productions of the microenterprise/SME mission or into other productions designed for specific sectors (personal care & personal services, recycling, and building & civil engineering, for example).

This type of targeted engineering is considered to be relevant by the OH&S professionals, trainers, and non-OH&S-specialist relaying intermediaries questioned (Chamber of Commerce tourist consultants, chartered accountants, and trade associations). These relaying intermediaries declare they use the INRS resources out in the businesses when they deem them to be relevant, i.e. when the contents and the formats are suited to the reality of the trade and to the specific constraints of the microenterprise/SME:

- nearly 90% of the OH&S-professional respondents assert this (and of them, 15% consider them entirely suited). The brochures, the website, the posters and the application tools stand out from the entire set of INRS’s resources. The use of these productions/tools and services by the OH&S professionals themselves does indeed depend on their relevance with respect to the needs of the microenterprises/SMEs.

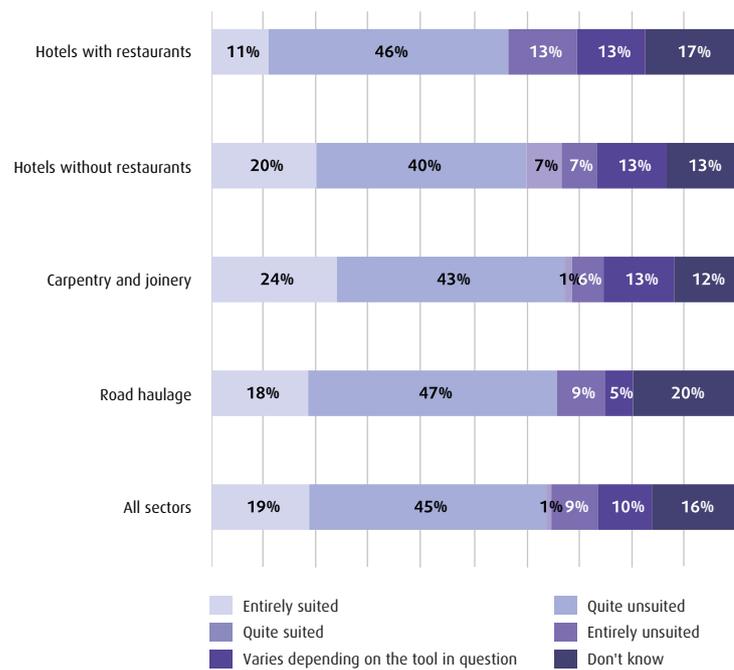
- The trainers surveyed are of the same opinion. For 1/3 of them, being able to propose information documents and tools to the businesses that are suited to their needs is a factor that is absolutely decisive in encouraging senior managers to act, and that factor is quite decisive for 51% of them.
- The non-OH&S-professional relaying intermediaries also share this point of view. However, they rank the INRS resources differently. For them, the following are particularly suited to meet the expectations of microenterprises/SMEs: the brochures, the website, the posters, and lastly the application tools.

The two OH&S risk prevention approaches (trade/sector-based approach, and risk-based approach) deployed by INRS for microenterprises/SMEs can be relevant for reaching this target. They offer different OH&S keys for entering the business. However, the engineering that is based on a sector and trade approach is received more favourably by the relaying intermediaries and by the microenterprises/SMEs themselves. Microenterprises/SMEs find it easier to use OH&S and ORP material (on-line, printed, etc.) that is designed in a trade/sector-based approach, and that proves to be much more incentivising for actually taking action than generic documents.

Most of the time, the senior managers are looking for information about a trade, a sector, regulations, or a procedure, while the employees are primarily seeking information about MSDs, PSRs, OH&S risk prevention plans, and posters. There is a major referencing issue for the trade pages of the INRS website, and an issue for enhancing visitor loyalty.

There is a real consensus about how appropriate the resources corresponding to the visuals presented are to the professional context of the businesses questioned (cf. description of the visuals presented in Section 2.2, Part 1 of the Report). Nearly two-thirds find them suited to their professional context (64%). And this opinion is shared by all of the sectors questioned.

Q49. Did they generally seem to you to be entirely suited, quite suited, quite unsuited, or entirely unsuited to your professional context?



Respondents base comprising respondents who have identified a visual = 204 people
Source: "Survey on senior managers"; exploited by AMNYOS

Effectiveness and impacts of INRS's action

INRS's productions do indeed reach Microenterprises/SMEs

The ORP approaches conducted by INRS, its relaying intermediaries, and the OH&S network have contributed to a positive change in microenterprise/SME managers' awareness of OH&S risks. Long considered as a regulatory obligation, OH&S risk prevention is gradually becoming a more natural reflex for microenterprises/SMEs, even though, when they are identified, OH&S risks are still sometimes considered as being integral parts of the activity. The various existing surveys and studies, regardless of whether or not they are conducted for INRS, and the survey conducted on senior managers of

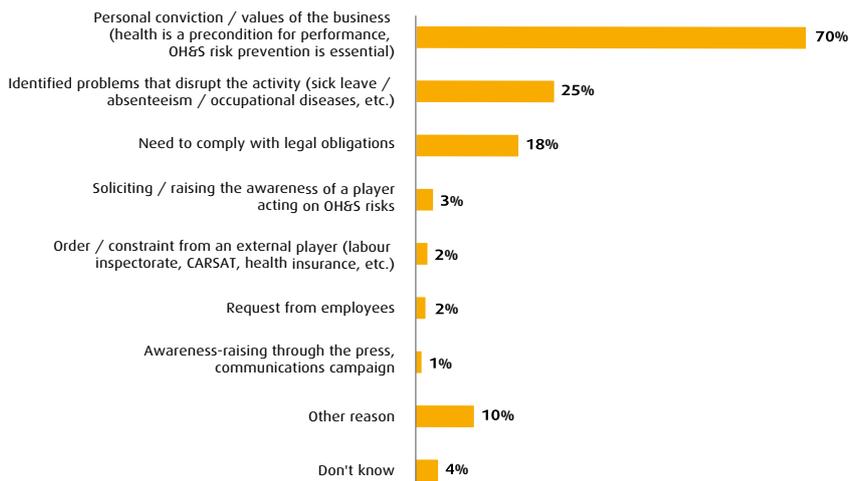
microenterprises/SMEs in the context of this evaluation carried out on the sectors of road haulage, carpentry & joinery, and hotels with or without restaurants show (cf. graph on the left) that: the microenterprises/SMEs of sectors reached by the actions are increasingly acting by conviction with regard to ORP and have put in place ORP actions that are focused to a greater extent on collective and personal protective means, and on employee training, and that very often go beyond the legal obligations and the single document for OH&S risk assessment (*DUERP*).

To help them in their OH&S risk prevention approach, the managers surveyed prefer contact people to tools and if possible contact people outside their businesses who are

specialised in OH&S risk prevention (50%), or at least in the trade (business of the network, federation, OPCA) (23%). The senior managers spontaneously (initially) indicate as resource contacts SISTS³/occupational medicine services (40%) and, to a lesser extent, trade associations (11%). INRS is only very marginally mentioned (1%), which indeed corresponds to its missions.

Among INRS's productions, the microenterprise/SME senior managers surveyed in four sectors were acquainted, in the following order, with: the INRS website, the publications, the assistance service, and the training. 14% of respondents said they had already browsed the INRS website. This can appear quite significant in view of the spontaneous awareness of INRS among the target (1%). Businesses having more than 20 employees more often declare they have visited the website (32%) than businesses having fewer than 10 employees (11%). It is the sectors of road haulage (18%)

Q3. What motivates your activity on this subject?



Source: Survey on senior managers of microenterprises/SMEs; Exploited by Amnyos;
Respondents base comprising respondents declaring they are active in OH&S risk prevention: 594 people

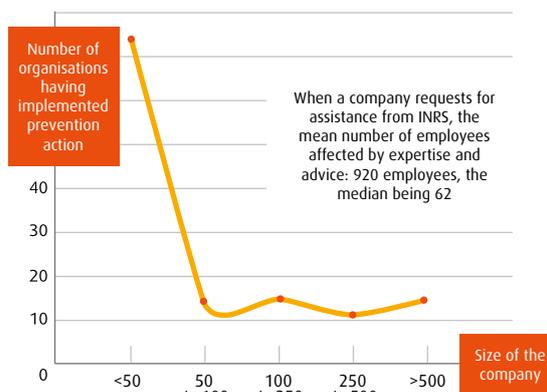
and of carpentry & joinery (16%) who visit INRS's website most. Indeed they are very often satisfied when they use it (87% of the managers declare they found at least partially what they were looking for, and 57% that they found it totally). Only 2% of respondents declare they are aware of INRS's assistance and expertise service. On average, 35% of the various visuals presented to the businesses were recognised (seen, or read, or used).

INRS's resources relating to OH&S risk prevention are generally little-known and little-used by the **employees questioned** in four sectors, in particular the guides/tools (6%) and the assistance, expertise, and advice service (1%). The employees questioned in the microenterprises/SMEs were more aware of the INRS website and the INRS certified training. 13% of the employees questioned declared they had already visited the INRS website (18% for employees from the road haulage sector), while only 2% of them spontaneously mentioned INRS as a resource player for OH&S risk prevention issues. From 1% to 15% of the employees surveyed have done INRS certified training. The employees who have questions about occupational safety, health, or OH&S risk prevention say they tend primarily to go to their supervisors, line managers, or senior managers (43%), and then to the occupational health services (18%) or their family doctor, or some other healthcare specialist (8%). **This "first-line management" target is not specifically part of INRS's audiences, and INRS should develop products and services to suit it.**

When they are known, INRS's productions are liked by and have impacts that are recognised by its users (relaying intermediaries and microenterprises/SMEs). Assistance, expertise and advice, training, publications, and application tools do indeed contribute to preventing OH&S risks in microenterprises/SMEs.

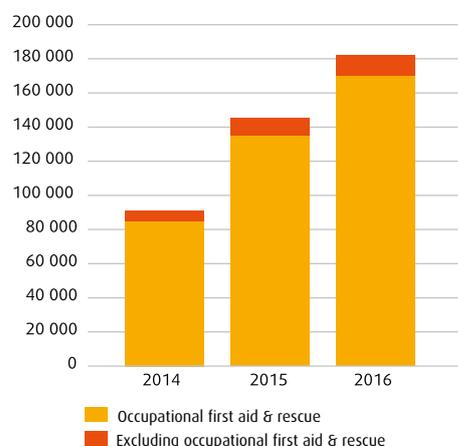
- **Nearly 6,500 microenterprises / SMEs solicit INRS's assistance, expertise and advice service.** When they use the assistance service, 8 out of 10 OH&S professionals working in SISTs and 6 out of 10 OH&S professionals working in businesses are able to implement OH&S risk prevention action thanks to INRS's response. **Although it is little known, both by the businesses and by the relaying intermediaries themselves, this service could be relayed and cascaded with the support of the relaying intermediaries.**
- **INRS training courses reach several thousand microenterprises / SMEs** (180,000⁴ employees in 2016, including more than 12,000 in PRAP⁵ training, and 5,300 in Catec^{®6} training). However, the surveys have shown low use of this type of service by senior managers, very probably because of unawareness of the existing training available. Witness the fact that the PRAP training was chosen much less than the historic Gestures and Postures training, and suffers from a visible problem of positioning and suitability to the needs of microenterprises.

Impact of assistance



Source: Survey on INRS assistance 2014 - EPSY

Number of employees trained in microenterprises/SMEs having < 50 employees



Source: INRS

4 - The vast majority of the training being in occupational first aid and rescue (SST)
 5 - Prevention of risks related to physical activity
 6 - Certificate of aptitude for working in confined spaces

- **Among INRS's printed and on-line editorial resources**, it is the website, the brochures, and the posters that, according to the sectors surveyed, are the most seen, known, liked, and used by the OH&S professionals, non-OH&S-professionals, and senior managers surveyed. The conditions for use of these resources are to a large extent dependent on the ways they are developed and disseminated. **The printed and on-line editorial resources designed by trade are much more visible than the cross-cutting productions** (e.g. the existing OH&S risk assessment (EVRP) brochure in the cross-cutting version is less used than the same brochure as summarised and adapted to the road haulage sector).
- **The more the trade associations promote INRS resources, the more these productions are known and used by senior managers** (see⁷, for example the brochures for the hotel trades, those brochures being common to the sector of hotels with restaurants and to the sector of hotels without restaurants, but not having being promoted to the same extent).
- Managers of microenterprises/SMEs rank MSD risks top of their concerns, and some of them, all sectors combined, are aware of the generic brochure dedicated to MSD prevention. However, they hardly use it at all. **This confirms the need to adapt resources to suit the sector/trade and to have the relaying intermediary partners promote them, and the need to accompany and support the information as close as possible to the business, in push mode.**
- **The application tools** OiRA, Seirich⁸, and Mavimplant⁹ are generally little known to the microenterprises questioned, even though their utility and relevance is not called into question (from 2,500 to 7,500 microenterprises reached, depending on the sectors):
 - The three tools developed by INRS are based on different approaches: a risk-based approach compatible with all sectors for SEIRICH, an approach making it possible to take OH&S risk prevention on board as of the design stage and adaptable to each sector, after working on a database specific to the sector, for MAVIMPLANT, and a sector-based approach offering a multi-risk analysis for OiRA.
 - All three of them were co-constructed with the help of trade associations and with support from the OH&S network. **However, it should be noted that SEIRICH was developed with associations from the chemicals sector and that the application is used to only a very small extent in the carpentry & joinery sector.**
 - All three of them enjoy good results in terms of microenterprises/SMEs reached, thanks to the pluri-media communications actions systematically implemented to support their launches, involving the trade associations of the targeted sectors.
- As shown by the survey conducted on senior managers of microenterprises/SMEs, the OiRA tool enjoys good penetration in the sectors of road haulage and of hotels without restaurants
- A major campaign on the hazards of wood dust was conducted by CCMSA (agricultural social protection fund), CNAMTS (national health insurance fund for salaried workers), INRS and the ministries in charge of agriculture and labour who joined forces with the trade associations of the wood and building sectors (CAPEB, *Commerce du bois*, FBIE, FCBA, FFB-CMP, FNB, FNSCOP-BTP, OPPBTP, UFC, UFME, UIB, UMB-FFB, UNAMA, UNIFA, UIPP). Apart from in the sector of carpentry & joinery, **the other communications campaigns** and the campaigns in the specialised press or in the lay press have relatively little impact on the managers questioned (from 1% to 3% of them have been able to become aware of INRS productions in that way).

7 – Final report – May 2018.

8 – SEIRICH is a computer application made available and developed by INRS in partnership with the French General-Directorate for Labour, the occupational risk departments (CNAMTS, CARSAT and CRAMIF), and trade associations.

9 – MAVIplant is a piece of software for creating future work premises in 3D, that is available today for bakers, pastry makers, ice cream makers, and for garage owners.

From managers and employees of microenterprises/SMEs becoming aware of OH&S issues and stakes to them taking action: a contribution from INRS productions

Becoming aware of the stakes and issues of OH&S is the step that precedes any OH&S or ORP approach in any business, regardless of its size. This is a step in a process that, in relation to the action logic presented, then enables the manager to be convinced and then to act.

Achieving awareness of the OH&S risks in businesses constitutes one of the main aims of ORP. This presupposes that the business identifies that there are OH&S risks related to its activity and that it is important to identify them properly. We have seen that this identification and this feeling of exposure to risk have changed for microenterprises/SMEs thanks to awareness-raising actions.

It is above all the combined action of using INRS resources that are suited to the needs and to the sectors/trades of the microenterprises/SMEs and of having relaying intermediaries accompany and support them that contributes to sparking a change in the business and actual awareness of the issues and stakes of OH&S. The relaying intermediaries use the INRS resources and acknowledge their impact:

- 66% of the CARSAT OH&S professionals surveyed consider that the INRS resources contribute to some extent (57%) or indeed very much (9%) to the managers of microenterprises/SMEs becoming aware of the issues and stakes of OH&S. 45% of the SIST OH&S professionals surveyed consider that the INRS resources contribute to some extent (40%) or indeed very much (5%) to the managers of microenterprises/SMEs becoming aware of the issues and stakes of OH&S.
- 70% of the OH&S professional respondents declare that the material/messages/tools produced by INRS that they use in giving support are conducive to favourably influencing action-taking.
- For 8 out of 10 respondents, the training action combined with the use of INRS resources work in favour of action-taking by the managers of microenterprises/SMEs.

Among the conditions that contribute to maximising this impact with microenterprises/SMEs, two are essential: a high degree of promotion by a relaying intermediary (amplified visibility, increased potential for use); and support from the right contact person (*see paragraph below*). Knowing the OH&S contacts makes it easier to solicit them for support. **Communicating about the different role played and the type of support given by each of the players would be an added advantage.**

Going hand-in-hand with the INRS resources that can be used autonomously or otherwise, support from the right relaying intermediary is essential: two-thirds of the microenterprise/SME managers declare they were supported by external players while they were implementing OH&S risk prevention actions.

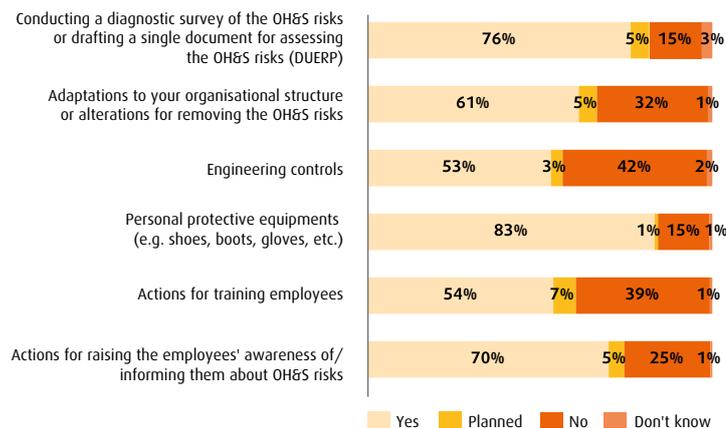
Q13. To implement this/these action(s) successfully, were you helped/supported by external players?



Source: Survey on senior managers of microenterprises/SMEs; Exploited by Amnyos; Respondents base comprising respondents who have mentioned at least one action in progress - 686 people.

INRS's productions make it possible for the microenterprise/SME managers to take action for ORP when they are well designed (trade-oriented, containing a simple, precise, positive, incentivising set of arguments or pitch, in a solution-for-action mode) **and promoted by close relaying intermediaries** (relaying intermediaries who co-construct these resources, who disseminate them, who explain them, and communicate about them). Support by relaying intermediaries who use INRS resources thus contributes effectively to implementing ORP action in the business.

Q7-12. Over the last three years, has your business implemented the following actions?



Source: Survey on senior managers of microenterprises/SMEs; Exploited by Amnyos; Total respondents base: 703 people.

Note to the reader: Insofar as they are often not experts in OH&S risk prevention, the businesses questioned can encounter difficulties with categorising their actions. The answers given by the businesses to this question should therefore be taken with precaution.

Furthermore, **of the employees surveyed who have been beneficiaries of a OH&S risk prevention action over the last three years, nearly two-thirds consider that that action had a positive impact on their working conditions.** An actual link to INRS productions cannot, however, be firmly established. A little over one third of the employees in question say they are more aware of work-related risks and are better acquainted with certain OH&S risk prevention means (Engineering controls equipment (PPE), gestures and postures training) put in place in their business. Similarly, another third of the respondent employees point out that their working conditions have improved, by a new organisation of the work or of the work stations, by collective protection, or by products being substituted. About 15% of the respondent employees also declare they enjoy improved well-being at work, in particular more comfort in doing their job, less arduousness related to back problems, noise, and dust, and that their needs are listened to more attentively. Finally, among the other effects identified are: improved information, raised awareness, and training of the staff, as well as a reduction in occupational accidents.

Relaying intermediaries: the intermediate links that make it possible to relay and cascade INRS's actions to microenterprises/SMEs

Using relaying intermediaries, some of whom are OH&S professionals and some of whom are not, enables INRS's action to be cascaded and relayed effectively and to good purpose. Depending on the relaying intermediaries, between 3,000 and over 100,000 microenterprises/SMEs are impacted each year and take action after they have received support from relaying intermediaries. It can be estimated that, annually:

- from 3,000 to 14,500 microenterprises put OH&S risk prevention actions in place after CARSAT officers have worked with them;
- from 66,000 to 133,000 microenterprises put OH&S risk prevention actions in place after occupational health service officers have worked with them;
- from 55,000 to 77,000 microenterprises put OH&S risk prevention actions in place after INRS-approved trainers have worked with them.
- there is genuine potential for microenterprises to receive OH&S support from chartered

accountants: an average of from 7 to 8 out of 10 microenterprises use chartered accountants or auditing and accounting associations. Increasing numbers of businesses expect their chartered accountants to give them support in steering and managing their business, including in fields remote from their core trade¹⁰.

This relaying and cascading is even more effective when the relaying intermediaries share a common vision of OH&S and of ORP with INRS, in particular thanks to support from INRS in terms of information, making resources available, partnership, and upskilling (training). For them, INRS does indeed constitute a reference authority and an essential resource centre. Some non-OH&S-professional relaying intermediaries (French network of Chambers of Commerce & Industry, network of chartered accountants, and trade associations) have enjoyed structured support from INRS that is binding on both parties and that contributes to their acculturation with regard to OH&S and ORP. **Acculturation of the non-OH&S-professional relaying intermediaries thus contributes to guaranteeing quality for their action and stability for the messages:** INRS is indeed identified as the reference authority for obtaining information, for receiving OH&S training, and for being given new OH&S and ORP messages to disseminate. Two-thirds of the relaying intermediaries surveyed declared they disseminate INRS messages as they stand, in particular when a partnership framework has been set up enabling them to co-construct the messages and to better understand their contents.

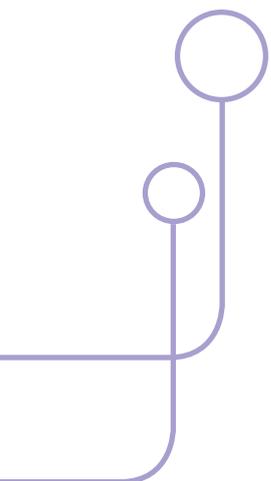
The approach of cascading the work of INRS to OH&S-professional and non-OH&S-professional relaying intermediaries thus contributes to producing the following effects on these targets: improved capacity to act, knowledge acquisition, and expertise updating. This is achieved thanks to the tailored training deployed (for the OH&S network, chartered accounts, chamber of commerce consultants, etc.) and thanks to the partnership approaches implemented in particular with the trade associations. This approach also enables common messages to be better understood, even though the co-construction of those messages could and should be reinforced. Finally, “contractualisation” with partner relaying intermediaries gives them more legitimacy to act (especially for the non-OH&S-professional relaying intermediaries), in particular due to the position of INRS as reference authority.

Furthermore, all of the relaying intermediaries questioned declare that the microenterprises/SMEs put OH&S and ORP prevention actions in place after they had worked with them. This applies for 84% of the CARSAT and SIST OH&S professionals and for 40% of the non-OH&S-professional relaying intermediaries (chamber-of-commerce consultants, chartered accountants, and trade associations). Among these actions, they note identifying and eliminating hazards (in particular by substitution), adapting work to the humans who have to do it (organising work, altering work stations), and reducing the OH&S risks (collective and personal protection). **The seminar of 25 January 2018 with the relaying intermediaries re-emphasised not only the importance of broad dissemination of primary OH&S action and ORP, but also of any arguments to be deployed for convincing the managers: be they economic, social, societal, or safety-related.**

The relaying intermediaries surveyed would like to receive national leadership and support from INRS to enable them to increase their legitimacy, to participate in constructing solutions, to establish their work more firmly, and to improve its quality, relevance, and permanence.

10 – *Ordre des experts comptables* (institute of chartered accountants), *Commission prospective et spécialisations* (foresight and specialisations commission) – “*Marchés de la profession comptable*” (“Markets for the profession of accountant”) 2017 edition.





Consistency of the action

The interactivity of INRS's various modes of action: a strong principle that is part of seeking complementarity

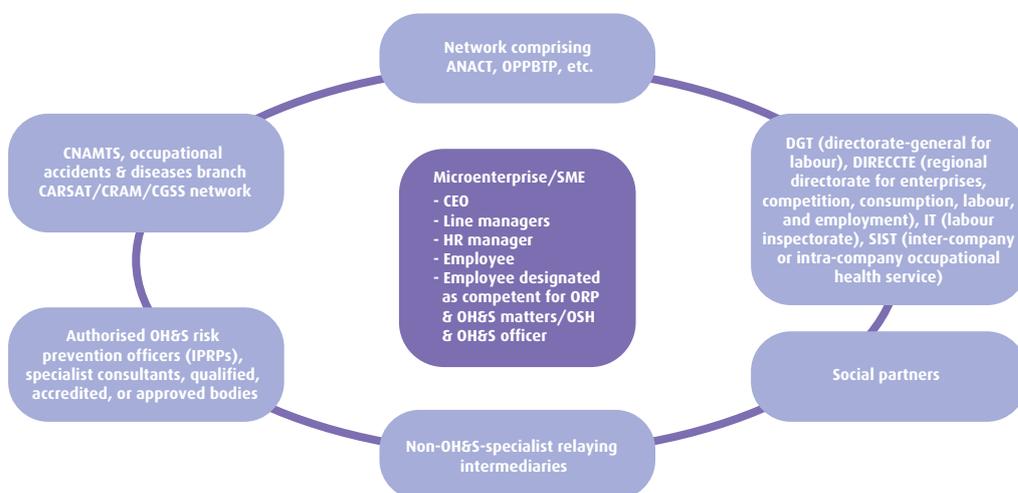
The various INRS productions for microenterprises/SMEs (implemented through the various modes of action) are complementary. They are underpinned by a general principle of interactivity between INRS's various modes of action based on a scientific research continuum and application of solutions for microenterprises/SMEs. Complementarity is sought within each mode of action and between modes of action. It can relate to the goals pursued, to the content disseminated, and to the media used. By way of example, the research activities feed into the answers to the questions asked by the various players, including microenterprises/SMEs, regarding assistance, expertise and advice. The contents contributed by the experts from INRS in the course of assistance/expertise and advice also feed into information actions, writing articles published in specialist magazines & journals and publications, and helping with developing contents of training courses.

INRS's various productions are also underpinned by a topic-based approach instigated by the strategic scoping for 2008-2012 that works well.

Furthermore, generally, without them giving precise details, the CARSAT and SIST OH&S specialists, and the non-OH&S-professional relaying intermediaries surveyed are almost unanimous about the complementarity of INRS's resources, which while they do, admittedly, provide a considerable mass of information, also offer various levels on which they can be read and the possibility for the manager, OH&S professional, or employee in the business to choose the format that is best suited to their needs.

These internal synergies should be maintained and amplified.

INRS and the other ORP players



In the multi-player landscape of OH&S risk prevention, INRS holds a special place

The field of ORP involves a multitude of players having different approaches, which reinforces the need to identify the positioning of each of them. INRS is well aware of this issue and has indicated in its strategic plan its ambition to be the reference authority and the resource centre for OH&S risk prevention.

The players questioned in the context of this evaluation, whether they be relaying intermediaries or institutional players, do indeed identify INRS as being a resource centre, a key player and an expert in OH&S risk prevention, with whom they seek information and/or become trained:

- For all of the OH&S professionals surveyed, INRS is a major resource centre. All of the CARSAT and SIST respondents have consulted INRS or its productions over the last five years: systematically for 63% of respondents, and occasionally for 36.5%. Occupational physicians tend to consult INRS or its resources less regularly, and 59% declare only consulting them occasionally.
The CARSAT consultant engineers and the SIST Health, Safety and Environment (HSE) engineers have a higher tendency to consult them regularly than the average (respectively 80% and 79% of responses). This can be explained for the CARSATs by the historic collaboration between INRS and the national health insurance fund.
- Of the 90 non-OH&S-specialist relaying intermediaries questioned (chamber of commerce consultants, chartered accountants, and trade associations), a relatively large proportion (42%) consider INRS as the priority resource player for OH&S risk prevention matters: nearly 1 in every 2 such relaying intermediaries designates INRS as an essential player for being informed; 1 in 4 of them ranks INRS first for being trained. By way of example, in an interview, the pastry trades technical centre (*Centre technique des métiers de la pâtisserie (CTMP)*) emphasised that, with INRS, they enjoy “a relationship of the “as and when necessary” type, regarding certain key skills (types of risks, drawing up the single OH&S risk assessment document (DUERP) for OH&S risk assessment, etc.). It is important to have a contact person who is specialised in microenterprises/SMEs”. **For that player, independence is then a selection criterion for going to INRS: “We were looking for a public contact who was as neutral and as reliable as possible so as to implement collaborative thinking” (CTMP)**
- To the question “Would you say that INRS’s vision of OH&S risk prevention as disseminated to microenterprises/SMEs having fewer than 50 employees stands out favourably from the visions recommended by other bodies?”, 44% of the trainers surveyed said they would. **They see INRS as a historic player and as an expert in matters of OH&S risk prevention. INRS would indeed seem to be seen as “the reference” in this regard, in particular as a result of an overall and methodological (scientific) approach to OH&S risk prevention.**
- Finally, this position of INRS as a resource centre was reasserted during the seminar held with the relaying intermediaries in January 2018 at INRS. The relaying intermediaries expressed the desire to have a single access contact for OH&S risk prevention and occupational safety and health, and did not see any player other than INRS who could play this part.

Partnership approaches contribute to seeking complementarity between INRS and other players, in the interests of getting the OH&S risk prevention messages across

Certain complementarities appear self-evident to OH&S professionals: with four types of bodies, trade associations/federations, CARSATs, OPPBTP, and ANACT.

Furthermore, the fact that there are several different players, each disseminating either their own messages or joint messages with INRS to microenterprises/SMEs appears as a strength. **The fact that several different players work with microenterprises/SMEs brings added value in terms of OH&S risk prevention in the opinion of the INRS relaying intermediaries questioned who support that target audience:**

- for nearly 65% of the OH&S professionals questioned;
- for 78% of the trainers questioned; and
- for nearly two-thirds of the non-OH&S-specialist relaying intermediaries questioned.

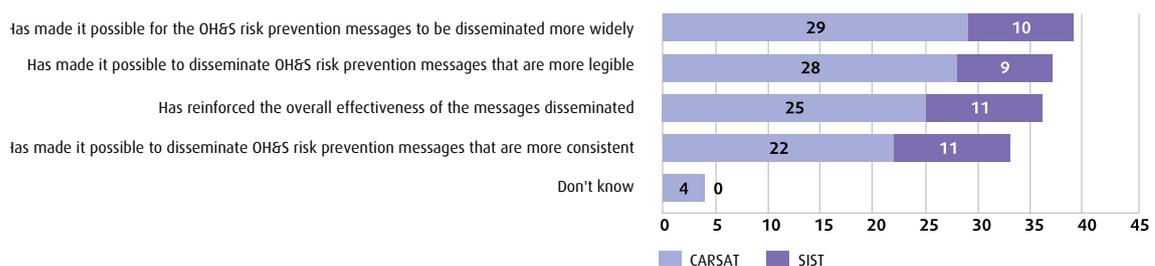
All of these INRS relaying intermediaries consider that the fact that several players work with microenterprises/SMEs gives more strength and credibility to the OH&S risk prevention message conveyed and promoted with the microenterprise/SME target, and makes it possible to cover the broad subject of occupational health and safety with different approaches and methods, and to meet the specific needs of the microenterprises/SMEs. The partnership tool is a means of guaranteeing this consistency and complementarity in the interests of the OH&S risk prevention messages and practices. All of the players questioned are unanimous about the reinforcement of the effectiveness of the co-constructed messages.

Publicity of the partnerships should be amplified

Publicising the partnerships between INRS and its counterparts or with its relaying intermediaries (publishing two logos) is an issue and stake insofar as microenterprises/SMEs are not very aware of INRS. Such publicity would benefit from being fully operational. Co-construction of the OH&S risk prevention messages is manifest in the context of the microenterprise/SME engineering deployed by the *ad hoc* mission.

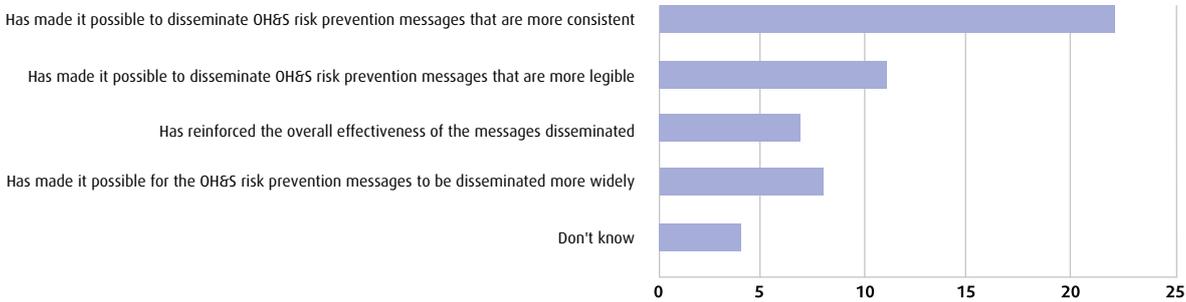
Partnership approaches bring added value for promoting the OH&S risk prevention messages. The partnerships between INRS and the OH&S professionals is considered to be positive.

Q17. In your opinion, this partnership with INRS for developing and communicating OH&S risk prevention messages aimed at microenterprises/SMEs having fewer than 50 employees...?
Multiple answers allowed



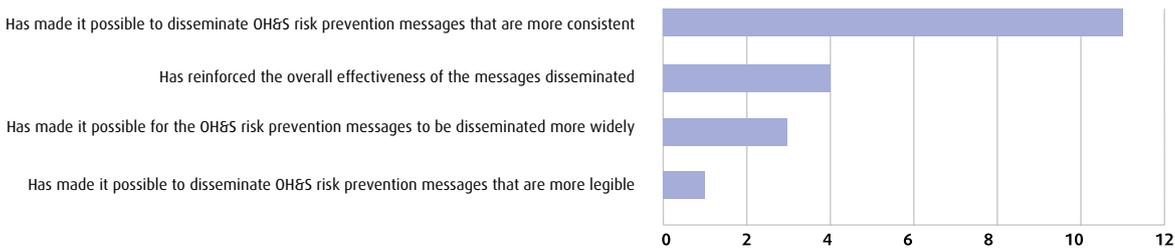
Source: "Survey on OH&S professionals"; Exploited by Amnyos
Respondents base: People whose answers to question 15 were "Yes, frequently" and "Yes, occasionally" (52 members of staff of CARSATs), (19 members of staff of SISTs)

**Q17. In your opinion, this partnership with INRS for developing and communicating OH&S risk prevention messages aimed at microenterprises/SMEs having fewer than 50 employees...?
Responses from CARSATs**



Source: "Survey on OH&S professionals"; Exploited by Amnyos
Respondents base: People whose answers to question 15 were "Yes, frequently" and "Yes, occasionally" (52 members of staff of CARSATs)

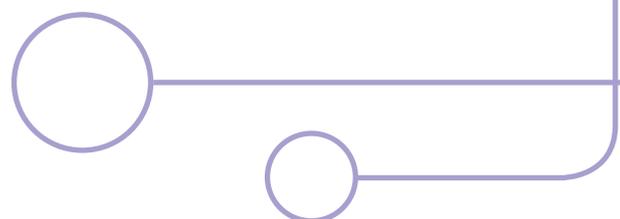
**Q17. In your opinion, this partnership with INRS for developing and communicating OH&S risk prevention messages aimed at microenterprises/SMEs having fewer than 50 employees...?
Responses from SISTs**



Source: "Survey on OH&S professionals"; Exploited by Amnyos
Respondents base: People whose answers to question 15 were "Yes, frequently" and "Yes, occasionally" (19 members of staff of SISTs)

Publicising of partnerships is the result of more or less complex processes, and involves negotiation between the parties. When collaboration between INRS and trade associations has taken place, it is deemed generally to be effective. Nearly half of the trade associations questioned who have worked with INRS on producing OH&S risk prevention messages for microenterprises/SMEs also highlight that the overall effectiveness of the messages disseminated was reinforced by that collaboration.

Publicising the partnerships is thus a necessary ingredient in terms of the dissemination and credibility of the OH&S risk prevention messages for microenterprises/SMEs, but it is not sufficient on its own. The partner promoting the message (through the partner being involved in designing, communicating, and disseminating it), and INRS communicating about its productions are also essential to improving such dissemination and credibility.



Efficiency of the action

The efficiency of the action is appraised through a comparative analysis, whereby INRS action is compared with action by its French and other counterparts, on the following points:

- existence of a microenterprise/SME target or of some other type-of-business/sectors target, and the motivation of those choices;
- specific mode of approach to OH&S risk prevention for that target (regulatory, support, human resources, business development, by trade/sector/OH&S risk, etc.);
- existence of OH&S risk assessment and criteria of OH&S risk assessment relating to the microenterprise/SME target;
- level of effectiveness obtained from the other bodies.

The scientific literature presents common interests and productions on the microenterprise/SME target

Businesses employing fewer than 50 people represent about 95% to 98% of all businesses in Europe, and they account for an increasing share of jobs (cf. table below). The scientific literature presents common interests and realities on the microenterprise/SME target. Currently, it is dispersed across various different fields, such as medicine, industrial hygiene, engineering, ergonomics, psychology, sociology, etc. Since the end of the 1990s, existing studies and research have already been emphasising how much better the economic performance is in businesses that implement occupational health and safety approaches (Conway, Svensson, 1998¹¹, Clot, Gollac, 2014¹²).

Number of businesses in 2015, by size of business (in %) (Sources: Eurostats)

Number of businesses	Micro (<10)	Small (10-49)	Medium (50-249)	Large (> 250)
Germany	82.3	14.7	2.5	0.5
Austria	87.1	10.9	1.7	0.3
France	94.8	n/a	0.7	n/a
Ireland	89	9	n/a	n/a

Source: Eurostats
n/a: not available (because not disclosed)

Specific strategies for microenterprises/SMEs in Austria, Ireland, and Quebec

Microenterprises/SMEs (fewer than 50 employees) are the subjects of thinking in all of the countries studied here, but they are also the subjects of specific strategies, except in Germany whose strategy is organised by sector of activity, and who considers that that strategy meets the needs of microenterprises/SMEs.

INRS's strategy for action aimed at microenterprises/SMEs is based on the same frame of thinking as the

11 - Conway H., Svenson J., 1998, "Occupational injury and illness rates 1992-1996: Why they fell?", Monthly Labor Review, November, pp. 36-58.

12 - Clot Y., Gollac M., 2014, *Le travail peut-il devenir supportable ? («Can work become bearable?»)*, Armand Colin, Paris.

strategies of its non-French counterparts: motivations for acting, specificity of the size, approach that is sector-based or otherwise, type of relaying intermediaries, characteristics of the tools and messages to be disseminated. All of the players agree on the necessity for a specific approach and on the need for messages that are clear and operational. Some modalities or types of productions are sources of inspiration for INRS (e.g. collective actions, capitalisation and pooling around relaying players, etc.).

Appraising the results of those strategies is under construction in the countries studied

Data is still lacking on OH&S risk prevention in small and medium-sized enterprises, but a situation of diversity can be noted today. The OH&S bodies still too often assess their actions through the number of single documents produced for assessing the OH&S risks, or through the occupational accident and disease rate, which are insufficient indicators for determining how to improve and to amplify the impacts of the actions.

This also applies in microenterprises/SMEs. The indicators are not thought through very much upstream from the development of the OH&S risk prevention tools and systems. And yet they are worth integrating into the OH&S risk prevention approaches themselves in small businesses where observing a “before” and an “after” that are visible and measurable enables the manager to understand the point of the OH&S risk prevention work, including on simple actions, and on small changes. **Information and support in this regard would be an added advantage.**

Lessons learnt for INRS’s positioning

The benchmarking confirms various findings presented in the report. The interest and the specificity of microenterprises/SMEs are emphasised in all of the countries by the national OH&S bodies studied here (Germany, Austria, Ireland, Quebec, and France). Those bodies have therefore adopted sector/trade based approaches enabling the messages and tools to be adapted to suit the realities that vary widely from one sector to another. They have also deployed various tailored tools and systems (in particular simplified ones, fun visuals, and ones that are not time-consuming, etc.).

Furthermore, all of the OH&S prevention bodies studied for this benchmarking also work with relaying players or partners, in reaching out to microenterprises/SMEs, who need more support than large enterprises. Considerable support and leadership work is carried out with those players for whom working with microenterprises/SMEs is also in their interest. Employer confederations are seeking to reach small businesses to a greater extent for increasing the numbers of their members in France, and the new rules of representativeness are bringing the trade unions also to look more to small businesses.

Finally, in Austria, a sort of paragon of the appropriately suited model for systems for the small business, as we have stressed, agencies specialised in supporting microenterprises/SMEs for OH&S risk prevention are spread throughout the country, close to the small businesses. The businesses register on line and then benefit from support on-site that is free of charge, with two experts available every two years for businesses employing fewer than 10 people, and every year for those with more than 10 employees. 280 people thus visit and advise microenterprises/SMEs with a budget of 25.5 million euros. AUVA has put in place a prize, the “*Golden Securitas*”, which, every year, rewards the small businesses who have been “examples in the field of safety, health protection, and preservation of the capacity to work”.

Recommendations of the evaluation

In the light of the analyses and conclusions of the evaluation, the following recommendations come to supplement two **general recommendations**:

- **Give priority to maintaining INRS's actions targeted on microenterprises/SMEs; and**
- **Position INRS's role as reference authority** (recognised and claimed, giving value and legitimacy to the approvals granted and to the partnerships set up). Role to be translated with respect to the support givers and to the relaying intermediaries, and into communications, etc.

This evaluation brings us to propose the following strategic recommendations, broken down into operational recommendations.

Recommendations	Operational suggestions
<p>Lead microenterprises/SMEs towards autonomy via support</p>	<p><i>2/3 of the managers who have acted have received support</i></p> <p>The business: what support?</p> <ul style="list-style-type: none"> - Enter into contracts with relaying support givers - Lean towards human support for the manager through partner relaying support givers, taking into account sector closeness first and foremost, and then territorial coverage - Give priority to providing a first level of support for all of the relaying support givers: telephone and email assistance (set aside good practice databanks, robots, etc.) <p>Provide post-support: evaluate and show the value of the quality and the results (of the support givers) to construct cascading. Provide dedicated means, to be incorporated into leading of the network of support givers.</p> <p>The partnerships:</p> <ul style="list-style-type: none"> - Reinforce the actions aimed at SISTs: towards reinforced synergy for microenterprise/SME action (genuine alliance) - Build a network of trained consultants: set up a competency reference base. - Formally incorporate a section on working conditions and ORP in Human Resources support. <p>The tools:</p> <ul style="list-style-type: none"> - Define the competency criteria for a microenterprise/SME support giver, and facilitate acquisition of skills (training, material, etc.) - Lead the network of support givers (including setting up links between various different networks: occupational physicians, authorised OH&S risk prevention officers (IPRPs), training bodies, consultants, etc.) - Evaluate and show the value: appraise the quality and the results of the support, and communicate about it. - Develop the systemic approach in the business: employees (in particular the OH&S-trained employee), employee designated as competent for OH&S, senior managers, first-line management/safety reference person. - Enable the manager to decide whether or not to delegate to the OH&S-competent employee.
<p>Continue the cascading of INRS OH&S risk prevention actions via relaying intermediaries/partners who are qualified and supported so as to amplify the effectiveness with the microenterprises/SMEs</p>	<p>Business:</p> <ul style="list-style-type: none"> - Use the relaying intermediaries and cascading to become better aware of the needs of the businesses <p>Partners:</p> <ul style="list-style-type: none"> - Define the mapping of the relaying intermediaries: what goal, with what relaying intermediary, and for what result (according to the relaying intermediary: possibility of coproducing the OH&S messages, organising feeding back of needs, awareness-raising, disseminating, etc.). Differentiate between the level of OH&S awareness raising: between OH&S professionals and non-OH&S-professionals

Recommendations	Operational suggestions
	<ul style="list-style-type: none"> - Specifically clarify the role of the trainers, their valuation and highlighting of their value by INRS, and their cooperation. <p>On the basis of the clarification of the goals:</p> <ul style="list-style-type: none"> - Prioritise and select the sectors of activity / professional branches with whom INRS wishes to work on the basis of pre-defined and shared criteria (e.g.: <i>thinking by sector on the size of the businesses targeted / number of employees, the will of the sector partners to work on ORP and the initial state of the agreements signed, state of the partnership, priorities of the Objectives and Management Agreement (COG), insurance contribution rates for occupational accidents and diseases, changes in trades, organisation of social dialogue in the business, etc.</i>). - Look for partners corresponding to the sectors of activity selected (among and within SISTs, chambers of commerce, etc.). - Specify the principles for action by the partnership (distribution of the roles, pursued goals, publicity): publicise more systematically the partnerships between INRS and the external contributors, etc. <p>Tools:</p> <ul style="list-style-type: none"> - Lead the network of the information relaying intermediaries – mobilising microenterprises/SMEs - Clarify the needs of the relaying intermediaries in terms of communications tools (video, tutorial, etc.?) - Think about the place of relaying intermediaries/partners in the contribution to the OH&S message (give priority to deploying the resources to the non-ORP-professional relaying intermediaries).
<p>Reinforce the effectiveness of INRS's modes of action/material & media/tools / products for ORP with microenterprises/SMEs and their mode of dissemination</p>	<p>Look for new modalities for giving assistance: Organising cascading of the first level of assistance from INRS to microenterprises/SMEs and all of the relaying partners. Adapt the cascaded training to the target constituted by microenterprises/SMEs: the supply, the modalities, the name and the communications (e.g. prevention of OH&S risks related to physical activity (PRAP)).</p> <p>Amplify the work done on ORP for initial training (apprenticeships/apprentice training centres (CFAs); national education authority, etc.).</p> <p>Adapt the messages disseminated in the information products to suit the target and the goals:</p> <ul style="list-style-type: none"> - Co-construction with the relaying intermediaries as initial testers: in an iterative approach. - Clarifying the editorial policy as regards publicising and valuating and highlighting the value of the partners. - Economic arguments (linking overall performance with occupational health, prevention of incapacity, absenteeism, etc.) broken down per sector / branch. - Pragmatic, realistic (targeted) approach. <p>Design a communications strategy specific to microenterprises that feeds into the operations/modes of actions (e.g.: nail salons, garages, etc., new mode of assistance... partnerships... dedicated newsletter, institutional communications...).</p>
<p>Continue seeking complementarity with other bodies specialised in OH&S risk prevention and occupational safety and health</p>	<p>Supporting the partnership dialogue launched with occupational prevention bodies (Anact, OPPBTP, Direccte...) through an agreement signed with INRS that makes it possible to identify complementary actions.</p>





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