

GOOD PRACTICE DENMARK CSR and WHP

Contact person (NCO)

Name and organisation

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General information about the MOGP

Name of organisation and short description

Grundfos Group

This company is one of the world's leading pump manufacturers. Circulator pumps for heating and air-conditioning as well as other centrifugal pumps for the industry, water supply, sewage and dosing are the main products. Today Grundfos is the world's largest manufacturer of circulators, covering app. 50% of the world market of these pumps. In addition to pumps Grundfos produces standard and submersible motors as well as state-of-the-art electronics for monitoring and controlling pumps.

The Grundfos Group is represented by more than 80 companies in more than 55 countries. The main part of activities in the Danish Grundfos companies take place in the small town, Bjerringbro, where the company was established in 1945. Number of employees: worldwide more than 16,000, in Denmark 4,300.

Contact person

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Website

www.grundfos.com; www.grundfos.dk



Information on the good practice 'CSR and WHP'

Aims

Grundfos attributes great importance to staff's education to secure a highly qualified and motivated workforce. Staff with potential are appointed talents.

Grundfos' aim is to respect their values about their social responsibility. The objectives are:

- Minimum 3 % in Grundfos/Denmark are employed on special terms.
- To retain 65 % of the employees on sick leave.

Target group

The target group is a mix of former employees of the company on sick leave and persons on sickness benefits from the surrounding municipalities.

There may be various reasons for their presence. Some need to be tested for their work ability, others are young people in difficult social and familial situations and again others have been receiving unemployment benefits for some time. People suffer both physical and mental illnesses, for example musculoskeletal diseases or strokes, they might have learning difficulties, ADHD (Attention Deficit Hyperactivity Disorder) or other mental disorders.

Description

1. Company culture WHP. The company has its own internal occupational health service focusing on the classical work environmental issues. Besides that, cafeterias in the company provide healthy food and there are gym's for all the employees. There is cooperation between the internal OSH and the CSR department.

2. Coordination. The employees referred through the social workers in the company and from municipalities. There are partnership agreements with six of the surrounding municipalities which means that the company can draw on a number of professionals and therapists from the municipality, i.e. alcohol treatment and vocational rehabilitation.

3. Early intervention. Two social workers employed at Grundfos follow up on employees that have been sick for more than two weeks in order to ensure optimal return to work. Each week there is a networking event for the long-term sick employees with the purpose of motivating the employees to be as active as possible during sick leave. The meetings may include info on legislation, healthy diet and ergonomics. Once a month the union representative also takes part in the network meetings.

4. Self-management. It is an aim for Grundfos that the employees should be self-supporting and achieve a high quality of (working) life. They encourage them to be active during sick leave as mentioned above. When necessary (maximum once a month) the sick employee will be invited to a round-table discussion together with the manager, the union representative and the social worker. The purpose of the discussion is to clarify the options to return to work and to ensure that all statutory conditions are complied.

Why is it a good practice?

The company works systematically with retaining both own employees and persons referred from the municipalities. In return the municipalities make a number of experts available for the company. Also the trade unions are part of the set-up.



The company can easily follow up on long-term sick employees. They contact the sick employee and the line manager within 14 days and ensure optimal opportunities for return to work. They encourage the sick employees to be active during sick leave for example at network meetings. 87 % of the employees on sick leave are retained. Participants report a greater quality of life.

Results

Evaluation

There has been no systematic collection of evidence of the case other than the fact that evaluations have shown that Grundfos retains 87 % of the employees on sick leave. Also, the company reports that recruitment has become easier and the general view is that costs and benefits break even.

Outcomes of the good practice have been testified through a number of interviews with employees and stakeholders involved. On the basis of that, a manual on inclusion in companies has been written with the support of the Ministry of Social Affairs. The aim is to inspire other companies to take on their corporate social responsibility.

The interviews for the manual indicated that all people prefer to work rather than be idle. A job is not just important for the economy but it also enhances the feeling of independence and self-respect and creates networks and social relationships. The participants have achieved greater quality of life and they look brighter at the future.

Incentives for success

Within the company: there are training facilities and healthy diet support available for all of the employees.

Outside of the company: only special measures that apply to all and general national legislation to prevent exclusion from the labor market:

- An employee is entitled to sick pay from day 1. The employer must pay for the first 21 days (and the municipality the rest) and he or she must invite the employee to a meeting to plan for returning to work. The municipality has the obligation to monitor each case of sick leave. Concerning chronic patients, the employer can get reimbursed for the first 21 days of sick leave.
- In order to strengthen and stimulate the opportunities of people with disabilities to get a job, they may be granted a (free of charge for the company) “personal assistance”, which makes it possible to hire a person who can take over tasks that cannot be done by the disabled person.
- If you have limitations in your capacities to work, you may be offered vocational rehabilitation, which can consist of both job-related activities and financial help. Vocational rehabilitation is aimed at improving the person’s ability to support him- or herself and the family.
- For persons with permanent restrictions in working capacity you may apply for employment on special conditions (“flex job”). Employers receive a subsidy from the municipality, which can also grant work tools and smaller adjustments to the workplace. Furthermore the municipality can grant a mentor to people who have major difficulties in keeping a job.
- GP’s who write medical certificates are required to describe which tasks the employee can perform (fitnote) and not just what they cannot do on the job (sicknote).



Barriers for success

Inside the company:

- At busy times line managers will give a lower priority to these issues.
- Sometimes prejudices are found at the shop floor.
- Sometimes it is hard to match the needs of the employees on special terms and the needs of the company, such as high qualifications and work pace.

Outside of the company, the most important are:

- The sometimes prolonged case work in the municipalities causes frustration in the company and with the persons waiting to get a decision made in their case. This may be due to the delays and difficulties in intersectoral cooperation within the municipalities. Some cases seem complex, but more often it is the organisation of the municipalities and the case management that is complex.
- Alternating case workers may extend the process and make the process of developing a mutual understanding and practice start all over many times.

The consequence of the economic crisis is a decline in the company and therefore fewer orders are coming in. The company did not yet need to cut off staff but for now, to employ new staff is not self-evident.

