-FAIRNESS-

IAG Report 1/2015e

Fairness at Work

A Contribution to a Culture of Prevention

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Abstract

This IAG report examines the concept of fairness and its roots in human rights with respect to creating humane working conditions. It looks at the importance of fairness for occupational safety and health and a culture of prevention as well as the approaches that are suitable for achieving this. As part of a literature review, the spotlight was put on "fair organization", "fair management" and "fair setting-based prevention". Their importance for a company's management processes was analyzed in terms of the company's culture. In order to ascertain what role fairness plays at work and its significance to the German Social Accident Insurance, the directors of the German Social Accident Insurance (DGUV) and the International Social Security Association (ISSA) were interviewed.

Fairness and OSH are, for me, two sides of the same coin – you can't have one without the other.

Fairness at work . . . is a compelling and fundamental part of occupational safety and health.

Hans-Horst Konkolewsky, ISSA

Fairness is an excellent way of better understanding the need for prevention.

Fairness in both personal and business dealings always pays off in the long run.

Dr. Walter Eichendorf, DGUV

If a company wants to be successful, then the management has to incorporate fairness into management processes and live it.

A company culture without fairness is unthinkable.

Kurzfassung

Der IAG Report beleuchtet den Begriff der Fairness und seine Wurzel in den Menschenrechten in Bezug auf eine menschengerechte Gestaltung der Arbeit. Untersucht wird, was Fairness im Bereich von Sicherheit und Gesundheit bei der Arbeit und für eine Präventionskultur bedeutet und welche Ansatzpunkte dafür maßgeblich sind. Im Rahmen einer Literaturschau werden Schlaglichter auf eine „faire Organization", „faires Management" und „Fairhältnisprävention" geworfen. Deren Bedeutung für die Management-

prozesse im Unternehmen wird im Lichte einer Unternehmenskultur analysiert. Um herauszufinden, welche Rolle Fairness im Arbeitsleben für die Unternehmen und für die gesetzliche Unfallversicherung im Arbeitsschutz spielen kann, werden die Hauptgeschäftsführer der Deutschen Gesetzlichen Unfallversicherung (DGUV) und der Internationalen Vereinigung für Soziale Sicherheit (IVSS) interviewt.

„Fairness und Sicherheit und Gesundheit bei der Arbeit sind für mich zwei Seiten derselben Münze – die kommen nicht ohne einander aus."

„Fairness im Arbeitsleben ist ein ganz zwingender und ganz tiefer Bestandteil von Sicherheit und Gesundheit bei der Arbeit."

Hans-Horst Konkolewsky, IVSS

„Fairness ist im persönlichen und geschäftlichen Umgang etwas, was sich immer auszahlt."

„Fairness ist ein exzellenter Ansatz, um die Notwendigkeit der Prävention besser zu verstehen."

Dr. Walter Eichendorf, DGUV

„Wenn Unternehmen Erfolg haben wollen, dann muss die Geschäftsführung Fairness in ihre Managementprozesse einbauen und leben."

„Eine Unternehmenskultur ist ohne Fairness undenkbar."

Résumé

Le rapport de l'IAG s'intéresse au concept de l'équité et à ses origines dans les droits de l'Homme par rapport à la création de conditions de travail adaptées à l'homme. Il s'intéresse à la signification de l'équité dans le domaine de la sécurité et la santé au travail et d'une culture de la prévention ainsi qu'aux approches qui seraient nécessaires à cet égard. Dans le cadre d'une analyse documentaire, la lumière est mise sur une «organization équitable», un «management équitable» et une «prévention équitable».

Leur importance pour les processus de management en entreprise est analysée à la lumière d'une culture d'entreprise. Pour permettre de comprendre le rôle que l'équité peut jouer dans la vie professionnelle pour l'entreprise et pour l'assurance accidents légale dans le domaine de la sécurité et la santé au travail, les principaux directeurs de l'Assurance accidents légale allemande (DGUV) et de l'Association internationale de sécurité sociale (AISS) ont été interviewés.

„L'équité et la sécurité et la santé au travail sont pour moi comme les deux faces d'une pièce de monnaie : elles sont indissociables l'une de l'autre.“

„ L'équité dans la vie professionnelle est un élément absolument indispensable et fondamental de la sécurité et la santé au travail.“

Hans-Horst Konkolewsky, AISS

„L'équité est toujours payante à long terme d'un point de vue personnel et commercial.“

„L'équité est une excellente manière de mieux comprendre la nécessité de la prévention.“

Dr. Walter Eichendorf, DGUV

„Si une entreprise veut réussir, la direction doit intégrer l'équité dans ses processus de management et montrer l'exemple.“

„Pas de culture d'entreprise sans équité.“

Resumen

En este informe publicado por el Instituto de Trabajo y Salud de la Asociación Alemana de Seguros Públicos de Accidentes (IAG) se analizan el concepto de «equidad» y sus raíces en los derechos humanos con referencia al planteamiento del trabajo conforme a estos. En concreto, se estudia el significado de la equidad en el ámbito de la seguridad y la salud laborales y para la cultura de la prevención, así como qué enfoques resultan determinantes. Tras consultarse diversas fuentes bibliográficas, se define claramente lo que se entiende por los conceptos de «organización, gestión y prevención justas», cuya importancia para los procesos de gestión de las empresas se trata en detalle a la luz de la cultura empresarial. A fin de conocer el papel que la equidad en el ámbito laboral puede desempeñar dentro de la seguridad en el trabajo para las empresas y para el seguro público de accidentes, se ha entrevistado a los directores gerentes de la Asociación Alemana de Seguros Públicos de Accidentes (DGUV) y de la Asociación Internacional de la Seguridad Social (AISS).

„Para mí, la equidad y la seguridad y la salud en el trabajo son dos caras de una misma moneda, por eso se complementan."

„La equidad en el ámbito laboral constituye una parte absolutamente intrínseca e indispensable de la seguridad y la salud en el trabajo."

Hans-Horst Konkolewsky, AISS

„La equidad es el punto de partida ideal para comprender mejor que la prevención resulta necesaria."

„La equidad es algo que, tanto en las relaciones personales como profesionales, siempre compensa."

Dr. Walter Eichendorf, DGUV

„En toda empresa que quiera tener éxito, la directiva ha de llevar la equidad a sus procesos de gestión y guiarse por ella."

„Una cultura empresarial sin equidad sería inconcebible."

Content

Preface

This IAG report looks at the importance of fairness with regards to prevention culture and managing occupational safety and health. The concept of fairness is presented with its roots in human rights and it is examined from legal, philosophical and occupational psychological perspectives. In addition to a literature review, two other empirical methods were used. Firstly, the websites of three German DAX-listed companies were investigated in order to ascertain the importance that fairness plays in their corporate culture. Secondly, interviews were conducted with two of Europe's leading experts in occupational safety and health – Hans-Horst Konkolewsky, Secretary General of the International Social Security Association (ISSA) and Dr. Walter Eichendorf, Deputy Director General of the German Social Accident Insurance (DGUV).

A special thanks goes to Hans-Horst Konkolewsky and Dr. Walter Eichendorf for their great interest in "Fairness at Work" and for their detailed statements in the interviews. Thank you also to Olaf Petermann, Chairman of the Board of the German Social Accident Insurance Institution for the Energy, Textile, Electrical and Media Products Sectors (BG ETEM) and Professor Dr. Dirk Windemuth, Director of the Institute for Work and Health of the DGUV. Together they gave me the encouragement to prepare and write this report. The report was written as part of the Master's Programme "Management Safety and Health at Work" which is offered by Dresden International University (DIU) in cooperation with the DGUV.[1]

Dresden, June 2015
Dr. Christian Bochmann

This report was originally written in German and then translated into English. Footnotes refer to the German version of studies and books unless the title is in English. Translation by Peter Love.

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[1] www.di-uni.de; www.dguv.de/iag

1 Introduction

The topic of this report is "Fairness at Work". It looks at the concept of fairness and its roots in human rights with respect to creating humane working conditions.[2] The spotlight is on fair organization, fair management and fair setting-based prevention.

1.1 Background, the topic in context and its significance

Science fiction from the book "I, Robot" by Isaac Asimov (1920-1992):[3] A robot rescues a man from a car that has crashed into water; the robot's decision is based on the probability of the man surviving, while at the same time a child drowns in the sinking car. A human being would probably not have acted on mathematical probability but rather on moral principles and rescued the child first.

News programme from October 12, 2012: Following the devastating tsunami in Fukushima and the subsequent catastrophe in the Tepco nuclear power plant, Japan's former Prime Minister, Naoto Kan, came under criticism:[4] "Kan called for Tepco employees over the age of 60 to be sent to Fukushima. They should, if necessary, risk their lives, just as he himself would sacrifice his own life."

Fiction and real life would appear to mirror one another from an engineering and jurisprudential point of view. The result in both cases is that human rights, such as the right to life and good health, are reassessed. This raises the question of whether there are differences between the law, justice and "fairness at work" and how these differences have an impact on occupational safety and health (OSH). In order to answer this, the areas of management, organization and prevention are examined in this report.

Fairness is classified as one aspect of a company's culture and this was investigated using different examples. The focus on company culture is the logical progression from the current priority of OSH on technical and organizational aspects.[5] Both now and in the future, globalization, international networking and the move towards a service and knowledge-based society all require a change in perspective which looks at cultural and human rights issues.[6] The German Social Accident Insurance (DGUV) must also take responsibility for this. For example, the European Union and the USA are currently discussing the Transatlantic Trade and Investment Partnership (TTIP) which would result in the largest free-trade zone in the world. Issues relating to OSH must also be part

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[2] *Schmauder, M.; et al.*: Menschengerechte Arbeitsgestaltung. DGUV Forum 1-2/2014, p. 56 ff.

[3] *Asimov, I.*: I, Robot. New York City 1950

[4] For repercussions in Germany, see *DGUV*: Atomausstieg sicher gestalten. DGUV Kompakt 2/2012, p. 2

[5] See for example: *Bräuning, D.; Kohstall, T.*: Berechnung des internationalen „Return on Prevention". DGUV Report 1/2013, p. 34 f.

[6] For a more detailed look, see *Petermann, O.*: Wirtschaftliche Rahmenbedingungen für Arbeit und Beruf. 2014, p. 28 ff; and *Kaleck, W.*: Der Kampf um transnationale Gerechtigkeit. Neue Chancen für die Menschenrechtsbewegung?. Kritische Justiz 3/2008, p. 284 ff; *Korff, W.; et al.*: (Ed.), Handbuch der Wirtschaftsethik. Vol. 1 – 4, 2009

of these discussions. As such, a free-trade agreement can strengthen OSH globally.[7] Whoever views social services as simply "free trade goods" has failed to understand the successful concept of social security.[8]

The significance of this topic results partly from the trend towards a more comprehensive role for prevention in social security and partly from current and future endeavours of the DGUV.[9] The DGUV has long been a sought-after consultant and advisor on matters related to establishing a prevention culture in countries such as China, Russia and Turkey.[10] This always involves implementing and maintaining human rights. A current example is the DGUV's own action plan to implement the UN Convention on the Rights of Persons with Disabilities.[11] Prevention culture was also the main topic at the XX World Congress on Safety and Health at Work 2014 in Frankfurt.[12] Currently, the DGUV is considering making it the umbrella topic for its next prevention campaigns starting in 2017. The International Social Security Association (ISSA) also places great importance on the movement towards a global culture of safe-

ty and health at work.[13] They have expressly established an international section for this. This section has been set up in collaboration with the International Labour Organization and is managed by the Korean Agency for Safety and Health at Work.[14] The basis for this is the "Seoul Declaration on Safety and Health at Work" which has been adopted by approximately fifty representatives of governments, social security institutions and multinational corporations.[15] The declaration emphasizes that a safe, healthy working environment should be acknowledged as a basic human right. This is a major influence on the aim of this report.

1.2 Aim

The aim of this report is to bring together current issues and theories about fairness at work with respect to prevention culture, company culture and social culture; then to compare these with the activities and work done by the Social Accident Insurance. This work includes monitoring and consulting by labour inspectors as well as setting regula-

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[7] *Breuer, J.*: Freihandelsabkommen kann globalen Arbeitsschutz stärken. DGUV Kompakt 6/2014, p. 1

[8] *Breuer, J.*: Freihandelsabkommen darf soziale Standards nicht gefährden. DGUV Kompakt 2/2014, p. 1

[9] For more on trend scouting, see: *Bräuniger, B.:* Die Trends der Zukunft entdecken. DGUV Intern 4/2013, p. 12 ff.

[10] Cf. *Kemper, G.*: Die internationalen Beziehungen der DGUV: Weltweit gefragt – in Europa gefordert. DGUV Forum 10/2013, p. 10 f.; *Bollmann, U.*: Netzwerken für eine nachhaltige Präventionskultur. DGUV Forum 10/2013, p. 32 f.; *Bochmann, C.; Bollmann, U.*: Die Russische Föderation im Erfahrungsaustausch mit dem Arbeitsschutz in Deutschland. AkademieJournal 1/2014, p. 4

[11] See *Bochmann, C.; Didier, V.*: Präventionspraxis: Was bedeutet die UN-Behindertenrechtskonvention für Aufsichtspersonen?. DGUV Forum 3/2012, pp. 38-40

[12] See *DGUV* (Ed.): Unsere Vision: Prävention nachhaltig gestalten. 2014, p. 8, 12; *Eichendorf, W.*: Prävention muss nachhaltig sein., DGUV Internal 1/2014, p. 16

[13] *Konkolewsky, H.-H.*: Soziale Sicherheit: eine Präventionskultur aufbauen?. 2009

[14] For more details, see *Baek, H.-K.*: Message from the Chairperson. 2012, p. 1; see also *Baun, S.*: Stärkung der Präventionskultur. DGUV Kompakt 1/2012, pS. 3

[15] www.seouldeclaration.org

tions and directives by the accident insurance institutions.[16] The ultimate objective is to answer the question of if, and how, fairness plays a role in company culture. This can be used, amongst other things, to start preparing the next DGUV campaigns on prevention culture. Above all, the foundation should be laid for new products and services that can be used nationally for DGUV training courses and internationally for ISSA workshops and seminars. The long-term objective is to raise awareness amongst managers and practitioners of different aspects of fairness and justice in the areas of management, organization and prevention.

1.3 Method

This IAG report has a mixed-method design. It consists of three methods: The first is a literature study which examines and underpins the topic of fairness at work from a theoretical perspective. The second method was exploratory research of the websites of three DAX companies (N = 3). The objective of this research was to determine whether the companies openly publish information regarding fairness and if so, how this is done. The third method was to conduct an expert interview which focused on the core question of what is the importance of fairness in safety and health in the workplace and what are the critical issues. The interviewees (N = 2) were the directors of the German Social Accident Insurance (DGUV) and the International Social Security Association (ISSA).

1.4 Report structure

The foundation of the report's structure is provided in **Chapter 2 "Theories"** which discusses theories of fairness and justice using a literature review and how these theories relate to safety and health in the workplace. The focus here is on its relevance to management processes in companies and to the Social Accident Insurance as part of the social security system. **Chapter 3 "Methods"** presents the study design for the explorative research and the expert interviews.

Chapter 4 "Results" is the core of this report. It starts with the transcripts of the interviews with Dr. Walter Eichendorf, Deputy Director General of the DGUV and Hans-Horst Konkolewsky, Secretary General of the ISSA, followed by the findings from the explorative research. The results are presented in **Chapter 5 "Discussion"** where the key findings are assessed and compared with the theoretical section of Chapter 2. As part of this, possible limitations of this report are identified which lead to suggestions for future research.

The report concludes with **Chapter 6 "Summary"** which recaps the core content of the report.

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[16] For more details, see *Kohstall, T.*: Qualität in der Prävention. 2009

2 Theories

The following section explains the concept of fairness with a theoretical background. Fairness here is firmly rooted in human rights and supported by practical examples. Then, its relevance to safety and health in the workplace is explained, and the three areas of "fair organization", "fair management" and "fair setting-based prevention" are highlighted. The chapter concludes by looking at the importance of fairness for companies and for the Social Accident Insurance.

2.1 Definition and theory of fairness

The Oxford dictionary defines fairness as "Treatment of people equally without favouritism or discrimination" or "The fact of being just or appropriate in the circumstances".[17] In non-English speaking countries such as Germany, fairness is commonly associated with sports and trade which can be attributed to the expressions "Fair Play" and "Fair trade" that can be seen worldwide.[18] In contrast to this, expressions such as "Fair OSH" or "Fair Prevention" are something new for occupational safety and health.

The theory of "Justice as Fairness" was written by the Harvard professor and philosopher John Rawls (1921-2002).[19] In this work, he states that political justice must be fair. The name and core message of the book alone

suggest that there is a difference between "justice" and "fairness". This assumption is supported by occupational psychology which has found that employers and employees basically sign two work contracts: one is a legal contract based on current laws and regulations, the other is a psychological work contract which contains the unspoken motives and expectations of both parties.[20] The latter has a significant influence on emotional decisions and commitments.

Rawls applies a more abstract view of a "contract", namely that of the social contract. Here, justice is the first virtue of social institutions. It is the basic characteristic of a society, its constitution and its institutions. Therefore, it is also what forms, characterises and constitutes a society. In order to decide which principles of justice are indeed fair, one has to put oneself into a "primitive state". This means into a scenario where one does not know what place one will take in the future society and whether it will be particularly good or bad. Based on Rawls' theory, only something that appears to be just, even in a worst-case scenario, can be seen as fair. A risk assessment is a type of fairness test.[21] In turn, this makes the theory an ideal basis for discussion and guidance for both the Social Accident Insurance as well as companies. This is because risk assessments, according to the EU Framework

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[17] www.oxforddictionaries.com
[18] See www.fairtrade.net; http://de.fifa.com/aboutfifa/socialresponsibility/fairplay/
[19] *Rawls, J.*: Gerechtigkeit als Fairness. 2014
[20] *Wolf, S.; Hüttges, A.; Hoch, J. E., Wegge, J.*: Führung und Gesundheit. 2014, p. 235
[21] Also ("Assessment of Risk"): *CIPD* (Ed.): The Changing Contours of Fairness. 2013, p. 25

Directive on Safety and Health at Work, are a fundamental regulation across the entire European Union.[22]

2.2 The roots of fairness in human rights

Rawls' Theory of Justice as Fairness itself has a human rights approach in that he postulates and politically justifies "the idea of free and equal persons".[23] But the roots of fairness in human rights and differences to justice can also be derived from a legal perspective: human rights are at the core of international law and are comparable to the protection of basic rights found in the German constitution. Human rights are subjective rights which aim to protect the human dignity of every person equally.[24] They consist of civil, political, economic, social and cultural rights. As such, human rights are equal and indivisible. They are mutually dependent and,

Core International Human Rights Instruments of the United Nations

1948	○	Universal Declaration of Human Rights
1965	○	Convention on the Elimination of All Forms of Racial Discrimination
1966	○	International Covenant on Civil and Political Rights
1966	○	International Covenant on Economic, Social, and Cultural Rights
1979	○	Convention on the Elimination of All Forms of Discrimination against Women
1984	○	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
1989	○	Convention on the Rights of the Child
1990	○	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
2006	○	International Convention for the Protection of All Persons from Enforced Disappearance
2006	○	Convention on the Rights of Persons with Disabilities

Fig. 1 Core International Human Rights Instruments of the UN

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[22] Richtlinie 89/391/EWG v. 12. Juni 1989, ABl. EG Nr. L 183, p. 1.
[23] *Rawls, J.*: Gerechtigkeit als Fairness. 2014, p. 44 ff.
[24] For more details on this and the following, see *Koenig, M.*: Menschenrechte. 2005, p. 9

therefore, cannot be weighed up against each other. Their validity is universal, that is, they are universally valid throughout the entire world even if they are not implemented equally in all places. The figure (Fig. 1) shows the core human rights treaties of the United Nations in order of the year they were adopted.

In addition, there are regional treaties on different continents, for example, the Arabian (2008) and African (1986) Charter of Human Rights, the American Convention on Human Rights (1969) and the European Convention on Human Rights (1950).

The European Convention on Human Rights (ECHR) is particularly interesting with regards to the roots of fairness in human rights. Article 6 of the ECHR is titled "Fair Trial" in English and is translated into German as "faires Verfahren". The use of the word "fair" in German rather than the more traditional word "gerecht" (just) supports the hypothesis that there are differences in the meanings of fair and just. It also supports the assumption that fairness has more to do with feelings and sentiments. In this respect, Article 6 of the ECHR also serves as a "last resort" when legal reality cannot be reconciled with the feeling of what is "right". A practical example of this is the recent ruling of the European Court of Human Rights (ECtHR) in the case of "Howald Moor et al v. Switzerland".[25] On March 3, 2014, the court rendered a judgment regarding the fairness of absolute limitation periods in legal cases where asbestos victims make claims for occupa-

tional disease. The case involved Hans Moor, who worked in a factory in Switzerland. From 1965 until 1978 he was exposed to asbestos dust. In 2004 he was diagnosed with cancer which the Swiss National Accident Insurance Fund (SUVA) acknowledged as an occupational illness. Hans Moore died in 2005 at the age of 58. Shortly before his death he had claimed against his employer for damages and compensation for pain and suffering because the company had knowingly not taken the appropriate safety and health measures for working with asbestos. The claim was pursued by his widow and daughters following his death. All claims were rejected by the Swiss courts because under Swiss law the limitation period is 10 years following the damaging event – in this case the last exposure to asbestos. According to the law, this is supposed to provide all those involved with legal certainty and legal peace.[26] This means that the claim should have been made no later than 1988. That is, 16 years before the occupational cancer was even diagnosed. According to the European Court of Human Rights, this is a demand that simply cannot be met: even though "legal certainty" and "legal peace" are legitimate grounds for limitation periods. If, however, it can be calculated and proven that a person cannot have known that they were suffering an occupational illness, then this must be taken into account when calculating the limitation period. The judges also stated that, according to current legislation, all asbestos victims who came into contact with the substance until it was banned in Switzerland in 1989 would, without exception, be barred from making

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[25] AZ 52067/10; 41072/11; for more on the ECtHR, see *Binder, C.; Lachmayer, K.*: The European Court of Human Rights and Public International Law. 2014
[26] See *ECtHR* (Ed.): Press Release 069/2014, p. 3

claims and that this is not fair. Absolute limitation periods for victims of environmental toxins such as asbestos violate Article 6 of the ECHR, the human right to a fair trial, according to the judgement made by the European Court of Human Rights.

2.3 Relevance to safety and health in the workplace

The judgement made by the European Court of Human Rights is proof of the inextricable importance of fairness and human rights to safety and health at work. There are numerous areas where fairness can be applied to occupational safety and health. Three of these – organization, management and prevention – are examined in more detail below.

2.3.1 Fair organization and prevention culture

In current organizational research, fairness is viewed as a significant contributing factor to a healthy and financially successful organization.[27] Paragraph Two of the German Occupational Safety and Health Act states there must be "occupational safety and health measures" including "those which create a humane working environment". The focus here is clearly on humans and human rights. Five tiers of human rights can be used for occupational safety and health[28]. The following tiered model (Fig. 2) shows these levels and possible correlations to fairness.

The model shows five structural and OSH objectives over five tiers. Work should be

Tiered model of humane/fair work and prevention culture

Fig. 2 Tiered model of humane/fair work and prevention culture

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[27] *Fehr, E.*: Fairness und Ehrlichkeit. zfo 3/2014, p. 194 ff.
[28] See *Hacker, W., Richter, P.*: Psychologische Bewertung von Arbeitsgestaltungsmaßnahmen. 1980, p. 29

Leadership style and possible correlations with fairness

According to Kurt Lewin (1890 - 1947)

authoritarian
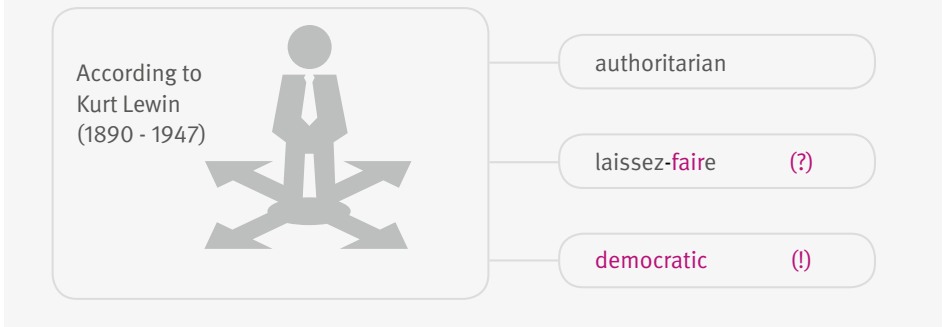
laissez-faire   (?)

democratic   (!)

Fig. 3 Leadership style and possible correlations with fairness

injury-free, achievable, reasonable, satisfactory and socially responsible. The first three tiers represent the conditions required to ensure that health problems do not occur. This can be easily broken down into laws, technical rules and standards. In contrast to this, the last two tiers are where fairness plays a role. This is because the question is no longer about how work should be structured to prevent illness.[29] Rather, the key question here is: What makes and keeps a person healthy? This can only be answered by each individual on an emotional level. Measures to prevent monotony might include job rotation, job enlargement or job enrichment. All of these measures require clever change management.[30] Socially responsible work then moves on to the working environment of the individual. This includes thinking about such concepts as "Work-Life-Balance"[31] and "Work and Family".[32] It also includes the topic of "Corporate Social Responsibility" (CSR). This refers to the way a company takes responsibility for the impact of their activities on society beyond just their legal obligations. All five tiers – from injury-free to socially responsible – are like stairs that are built on top of one another. That is, the second stair cannot be built without the first stair, the third cannot be built without the second, and so on. As such, all five tiers are required to create a prevention culture in companies. In turn, the prevention culture consists of all aspects of company culture and social culture

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[29] For a criticial appraisal, see *Windemuth, D.*: Psychologie der Arbeit. Arbeit: Krankmacher oder Gesundbrunnen?. Faktor Arbeitsschutz 6/2009. p. 12 f.

[30] For more, see *Wetzstein, A.:* Change Management. 2014, p. 149 ff; on fairness in change management, see *Rigotti, T.*: Fairness im Arbeitsleben. 2014, p. 228; on restructuring, see *Boege, K.*: Betriebliche Umstrukturierungen. Personalabbau und Arbeitsplatzunsicherheit. 2014, p. 244 ff.

[31] For more, see *Cosmar, M.*: Vereinbarkeit von Berufstätigkeit und Privatleben. 2014, p. 69 ff.

[32] *Kohstall, T.*: Audit „Beruf und Familie" in der DGUV. DGUV Forum 1-2/2014, p. 19 ff.

that aim to act preventively.[33] Thus, the business processes for managing an organization are of fundamental importance.[34]

2.3.2 Fair management and company culture

Management means organization and leadership. Leadership is one of the most important factors that contribute to a company's culture.[35] A leadership style that is characterized by fairness is considered to be "state of the art" in modern literature.[36] Leadership style is the way a manager or supervisor behaves towards individual employees and groups. There are specific methods for how to lead in many different management theories[37]. All of these can basically be put into three typical categories, for example, as formulated by Kurt Lewin (1890-1947).[38] Figure 3 shows the three basic categories of leadership style and their possible correlations with fairness.

Authoritarian means leadership with imperious, unlimited autocracy. This leadership style could also be described as "leading using fear" which naturally precludes a correlation with fairness. The opposite of this is a laissez-faire leadership style where clearly the word "fair" can be seen in the name. Managers using this style grant the people they lead almost everything. However, it is questionable whether there really is a correlation with fairness because this way of leading is associated with uncertainty. In contrast, democratic leadership has the closest relation to fairness because managers with a democratic leadership style let their people actively participate in the decision making process.

2.3.3 Fair setting-based prevention and social culture

Prevention can be divided into behavioural prevention and setting-based prevention. The focus in OSH in Germany and Europe is on setting-based prevention: "Risks shall be combated at their source."[39] This type of prevention deals first with working conditions and only after this does it look at the individual: "Individual protective measures shall be subordinate to other measures." In contrast to behavioural prevention which focuses on individual behaviour, setting-based prevention is concerned with technical and organizational conditions in the working world. Social and cultural conditions also belong to this which is why a prevention culture could promote a global OSH culture which is visible beyond the core areas of OSH.[40]

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[33] *Eichendorf, W.*: Kein Verlust persönlicher Freiheit. DGUV Forum 6/2014, p. 18

[34] *Horvath, S.; Bollmann, U.*: Kultur der Prävention: Wir sind die Vorreiter. DGUV Forum 6/2014, p. 20

[35] *Horvath, S.; Bollmann, U.*: Kultur der Prävention: Wir sind die Vorreiter. DGUV Forum 6/2014, p. 21

[36] *Van Knippenberg, D.; De Cremer, D.; Van Knippenberg, B.*: Leadership and fairness: The state of the art. European Journal of Work and Organizational Psychology, 16/2007, p. 113

[37] Overview from *Bergdolt, R.*: Führung im Unternehmen. Praxisbuch für aktives Mitarbeitermanagement. 2014

[38] See *Lück, H. E.*: Kurt Lewin. Weinheim 1996, p. 98

[39] § 4 ArbSchG; Richtlinie 89/391/EWG 12. Juni 1989, ABl. EG Nr. L 183, p. 1

[40] Also: *DGUV*, Präventionskultur, das Trendthema der Gesundheits- und Sozialpolitik. 2014

The challenge to do this can be illustrated by the case of the atomic disaster in Fukushima where older Tepco employees over the age of 60 were supposed to risk their lives to repair the damaged power station.[41] Did this suggestion from former Prime Minister Naoto Kan result from the Japanese culture of "hara-kiri" where individuals sacrifice themselves for the good of many? And could the suggestion even be seen as a "fair act" because in terms of fair setting-based prevention within society, the older employees already had lived their lives and the younger employees still had their whole lives ahead of them? Answers to these questions can again be provided by universal human rights which, in this case, mean the rights to life and good health as well as safe, healthy working conditions in the context of human dignity. There can be no reasonable doubt that there is no duty to sacrifice one's life in order to save the lives of others.[42] To deliberately

Development over time of the legislative style of ILO documents and their characteristics

Years	Guiding Characteristics	Example Documents
1919 ff.	Rigid rules/decrees and bans	R6 (Phosphorus), C136 (Benzene), C162 (Asbestos)
1930 ff.	Sector-specific perspective	C167 (Construction), C176 (Mining), C184 (Agriculture), C188 (Fishing)
1945 ff.	Health protection	C148 (Working Environment), C161 (Occupational Health Services)
1980 ff.	Prevention/OSH	C155 (OSH)
2001 ff.	Management	Guidelines on OSH Management Systems
2006 ff.	Culture	C187 (Promotional Framework for OSH)
2008 ff.	Fairness	Declaration on Social Justice for a Fair Globalization

Fig. 4 Development over time of the legislative style of ILO documents and their characteristics

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[41] See above Chap. 1.1.
[42] See also: *Roxin, C.*: Der Abschuss gekaperter Flugzeuge zur Rettung von Menschenleben. ZIS 6/2011, p. 553

sacrifice one's life is beyond what an individual owes their community and society.[43] The Federal Constitutional Court in Germany and the European Court of Human rights have regularly stated that human rights means that it is impossible to weigh up one life against another life[44]: *"Weighing up life against life ... is irreconcilable with the obligation to protect every single life ... Protecting individual life cannot be abandoned even if the commendable end-goal is to save the lives of others. Every human life ... is of equal value and therefore cannot be subjected to any kind of differentiated rating or numerical weighting."*

Thus, human rights can be the common foundation for a global social and prevention culture in occupational safety and health because in the context of globalization, international law has the power to take abstract social values, which are shared by the international community and the people, and to put them into practice.[45] The fact that we are moving towards this is evidenced by the work done in standards by the United Nations, especially through the guidelines and recommendations provided by the International Labour Organization (ILO). The ILO is the oldest specialized agency of the United Nations and since its establishment in 1919 it has developed around 200 legally binding conventions and 200 non-binding recommendations for its member states. The chief activities of the ILO involve the setting of standards. Its main objective is to set minimum standards for universal human rights at work. Over time, it can be seen that the ILO's

documents are a product of historical and legislative eras. At the same time, they reflect different stages of industrial, scientific and cultural development. Figure 4 provides an overview of how the legislative technique for ILO documents has developed over time.

In the early years following 1919, the ILO drew up rigid regulations to improve safety in factories and to protect workers against particularly dangerous industrial materials. An example of this is Recommendation No.6 from 1919 banning white phosphorous in the matchstick industry. The focus on strict decrees and bans continued for decades, for example, the Benzene Convention C136 from 1971 and Asbestos Convention C162 from 1986. At the same time, the ILO introduced a sector-specific perspective: standards were developed to deal with problems in sectors that are particularly accident prone. Recent examples include the Construction Convention (No. 167 from 1988), the Mines Convention (No. 176 from 1995), the Agriculture Convention (No. 184 from 2001) and the Fishing Convention (No. 188 from 2007). In the postwar period from 1945 onwards, an awareness developed of the need for a comprehensive health protection strategy at work. This can be seen in Convention No. 148 on the Working Environment from 1977 and Convention No. 161 on Occupational Health Services from 1985. Convention No. 155 on Occupational Safety and Health from 1981 marked a new focus in the 1980s on deregulation, prevention, and safety and health at work. Although it deals comprehensively with OSH and the working environment, it is

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[43] *Höfling, W.; Augsberg, S.*: Luftsicherheit, Grundrechtsregime und Ausnahmezustand. JZ 2005, p. 1082
[44] See also: BVerfGE 115, 118; EGMR, Urt. v. 1.6.2010 – 22978/05 and the following quote: BVerfGE 39, 1, 58
[45] See also: *Franck, T. M.*: Fairness in International Law and Institutions. 1998

largely a policy document with almost no legal obligations. It only stipulates that a national policy must be formulated, implemented and periodically reviewed. The main goal of this policy is *"to prevent accidents and injury to health arising out of, linked with or occurring in the course of work"*. Building up on this, the ILO developed the Guidelines on Occupational Safety and Health Management Systems which was adopted in 2001 and is recognized worldwide. With the adoption of Convention No. 187 in 2006, the ILO stressed for the first time the importance of culture in the promotion of occupational safety and health.[46] This was further reinforced in 2008 when fairness finally came into play with the "ILO Declaration on Social Justice for a Fair Globalization".

In terms of the legislative style of ILO documents, it can be seen that they have developed over time from rules to policies, from detailed to comprehensive standards, and from rigid regulations to flexible, process-oriented provisions. In terms of content, the focus has moved from protection to prevention and from operational safety to occupational safety and health. Significant changes include the transition from technical regulations to system-oriented approaches which require a fully functional management framework as well as the development of a comprehensive concept for working culture and safety culture. Normatively speaking, the ILO

documents can be taken as a development towards a Prevention Culture as evidenced by Management Safety and Health at Work through Fairness.

2.4 Significance for companies and for the accident insurance institutions

Fairness, like human rights, is of equal importance to companies and the accident insurance institutions alike. The following figure (Fig. 5) shows the growing importance of fairness for companies:

Using Germany as an example, it can be seen that the service sector has steadily been increasing since the 1970s.[47] At the same time, employment in the agricultural, forestry and manufacturing sectors has been declining. In contrast to a product that you can see and touch, a service is a trust-based good. In order to survive in the market and in competition, service companies rely heavily on the satisfaction and emotional attachment of their customers and their employees. This continuing progression towards a service-based society inevitably means an increase in the importance of fairness. This also applies to the German Social Accident Insurance: the prevention work done by all accident insurance institutions is seen as a service for companies and those insured.[48] This starts with incentive schemes[49] and includes everything from consulting, moni-

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[46] For more, see *Treichel, B.*: Präventionskultur ausbauen, Arbeits- und Gesundheitsrisiken vermindern. DGUV Forum 4/2014, p. 39

[47] *Maurer, M.*: Dramatischer Veränderungsprozess in der Beratungsindustrie. Personalführung 7/2014, p. 44

[48] *IAG der DGUV* (Hrsg.): Präventionsleistungen der Unfallversicherungsträger. 2009, p. 3

[49] See also *Kohstall; T., Hook; J., Knoll, A.*: Die wichtigsten Anreizsysteme der Träger der gesetzlichen Unfallversicherung. 2010

toring and investigating workplace accidents and occupational illnesses through to regulations for accident prevention and training of prevention staff. This focus on service in social security can be seen not only in Germany but also worldwide as evidenced, for example, by the ISSA Guidelines on Prevention of Occupational Risks.[50] A key characteristic of this service orientation is that no person is treated as a mere object. According to the German Federal Constitution Court, the "Objektformel" (object formula) answers the question whether a person's human dignity is violated.[51] This bridges the gap between companies and the accident insurance institutions in terms of the importance of human rights. Figure 6 shows the dimensions of human lives and their protection by human rights.[52]

The spiral shows that human rights are of high practical relevance for the accident insurance institutions in all dimensions of a person's life. Their statutory prevention
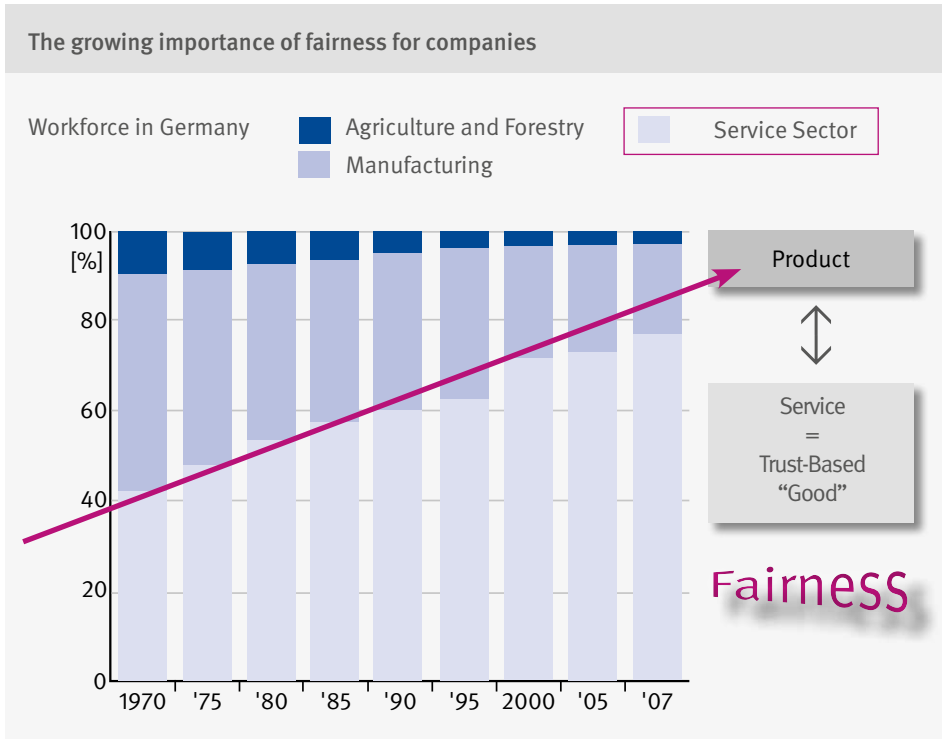

The growing importance of fairness for companies

Fig. 5 The growing importance of fairness for companies (source: destatis)

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[50] *ISSA* (Ed.): Leitlinien der IVSS. Arbeitsplatzbezogene Prävention. 2013
[51] Latest: BVerfGE 30, 1, 25; previous: BVerfGE 27, 1, 6
[52] Own representation; source: *Kälin, W.; Müller, L.; Wyttenbach, J.*: The Face of Human Rights, 2004, p. 7.

Dimensions of human life and their protection by human rights

In the hands of the state
FAIR TRIAL AND PROHIBITION OF TORTURE

Pollitical participation
POLITICAL RIGHTS AND FREEDOM OF EXPRESSION

Economic life
THE RIGHT TO WORK THE PROTECTION OF PROPERTY

Adequate standards of living
THE RIGHT TO FOOD THE RIGHT TO HEALTH THE RIGHT TO HOUSING

Human existence
THE RIGHT TO LIFE

Identity of the human person
PROHIBITION OF DISCRIMINATION

Interlectual and spiritual life
THE FREEDOM OF THOUGHT AND BELIEF THE RIGHT TO EDUCATION

Private sphere
THE PROTECTION OF PRIVATE LIFE

Displacement, flight and exile
THE RIGHTS OF REFUGEES AND DISPLACED PERSONS

Fig. 6 Dimensions of human life and their protection by human rights

mandate to prevent workplace accidents, occupational illnesses and workplace health hazards requires using all available means to ensure human existence. Their additional work in rehabilitation and compensation following a workplace accident or occupational illness guarantees an appropriate standard of living for those affected. To do this requires a fair method of determining the cause of an accident or illness. In both situations, focus can turn to a victim's private life, which necessitates not only social data protection but also consideration of legal boundaries for data and discrimination issues in OSH.[53] The social accident insurance institutions support the prohibition of discrimination issues with their current action plan regarding the UN Convention on the Rights of Persons with Disabilities.[54] This includes helping people who have a permanent disability after suffering a workplace accident or illness to participate in the working world again. With regards to intellectual life, the social accident insurance institutions have influence on the human right to education because proper training of internal and external OSH specialists is becoming increasingly important in order to promote safety and health in the workplace and to maintain legal certainty. The German Social Accident Insurance provides training to approximately 400,000 people each year and as such is the biggest non-governmental education and

training provider.[55] In the international context, one thinks of the ISSA Academy within the ISSA Centre for Excellence.[56] Political rights for many social security bodies, including the accident insurance institutions, are exercised through elections of governing bodies. And finally, the Social Accident Insurance concerns itself with the life dimension of migration, for example, in its work with German expats.[57]

It is not apparent at first glance that human rights are important to companies. This is because human rights, as well as the ILO's conventions and recommendations, are directed primarily at the state. It must ensure that these are implemented as basic rights. However, this does not apply to companies because they are neither states nor subjects of international law. On the other hand, the preamble of the Universal Declaration of Human Rights (UDHR) from 1948 encourages "every organ of society", and thus, private companies also, to recognize and protect human rights. In other words, all nations have an obligation to guarantee human rights. In addition, companies should recognize and support human rights by undertaking due care to ensure that they are not complicit in any human rights abuses.[58] Developments in recent years show that companies are increasingly aware of the importance of standards for human rights and

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[53] See also *Thüsing, G., Schmidt, M.*: Daten- und diskriminierungsrechtliche Grenzen des Arbeitsschutzes. Sicherheitsingenieur 6/2014, p. 14 ff.

[54] S. *Bochmann, C.*: Inklusion und Teilhabe – Wissensbaustein zur UN-Behindertenrechtskonvention. AkademieJournal 2/2014, p. 6

[55] *DGUV* (Ed.): In guten Händen. 2013, p. 50

[56] *IVSS* (Ed.): Das Exzellenzzentrum. 2014; *IVSS* (Ed.): Workshops der Akademie. 2014

[57] For more, see *DGUV* (Ed.): In guten Händen. 2013, p. 51

[58] See also: *Ruggie, J.*: Protect, Respect and Remedy: a Framework for Business and Human Rights. In: *Human Rights Council* (Ed.): A/HRC/8/5 v. 7.4.2008

of a fair corporate culture. One example of this is the "UN Global Compact" which was initiated in 2000 by Kofi Annan, former Secretary General of the United Nations. Since then, more than 5000 companies from more than 100 countries have joined.[59] Another example is the "Seoul Declaration on Safety and Health at Work" from 2008 which is increasingly being adopted, particularly by transnational companies.[60] Both codes are voluntary and cannot be legally enforced. However, by signing up to them, companies commit themselves as well as their business partners and subcontractors to maintain human rights standards in occupational safety and to ensure a safe, healthy working environment. This type of modern approach makes sense because many consumers and customers are interested in the issues of humane working conditions and product safety. TV reports which investigate the working conditions and social compatibility of companies attract a large viewing audience. These factors and other OSH management systems are increasingly being published in the financial and stock market press. They flow into such things as the risk assessment of companies when granting loans as per "Basel II". Thus, in order to examine fairness in the workplace, explorative research was done on the websites of three companies listed on the German DAX.

[59] www.unglobalcompact.org
[60] www.seouldeclaration.org

3 Methods

The following section explains the methods used for the explorative research and expert interviews as well as the study design.

3.1 Explorative research

Explorative research was carried out on the websites of three DAX-listed companies by looking at statements regarding fairness in the workplace as part of their corporate culture (N = 3). The sample size represents a tenth of the 30 blue chip companies that were included in the DAX index on the sample date of June 23, 2014.[61] They represent approximately 80% of market capitalization on the German stock exchange and come from all major economic sectors that determine national and international markets including automotive, banking, construction, electronics, technology, textile and energy. As such, these blue chip companies draw worldwide attention, particularly because the way their companies are organized has proven economic success. These companies are global players and they can influence developments in occupational safety and health across the globe. A further selection criterion for the sample was that the companies had to be covered by the German Social Accident Insurance Institution for the Energy, Textile, Electrical and Media Products Sectors (BG ETEM). Thus, the websites of Adidas (textiles), Infineon (semiconductors) and Siemens (electronics) were

particularly well-suited for the explorative research. The design of the study is such that analogies to fairness are interpreted as an indication of an appropriate prevention culture and corporate culture. The research evaluates 1) commitment, mission statements or slogans on human rights and fairness at work; 2) if these constructs are also visible in structures and processes, and 3) if there are such things as regulations or annual reports on this.

3.2 Expert interviews

The expert interviews were conducted with the Deputy Director General of the DGUV, Dr. Walter Eichendorf, and the Secretary General of the ISSA, Mr Hans-Horst Konkolewsky. They were asked about their personal opinions and understanding of fairness in the workplace. The interviews were done over the telephone and were semi-structured. Interviews have long been used in empirical social research as an investigative method.[62] Semi-structured means an interview with pre-formulated questions but the opportunity to ask spontaneous questions which arise from the conversation.[63] As there are no set answers, the interviewees are free to express their opinions. Thus, the interview appears like a natural conversation but thanks to the standardization, it is also possible to make comparisons. Therefore, the design of this study is well-suited for

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[61] See: *Deutsche Börse AG* (Ed.): Blue Chip Indizes. 2009
[62] See also: *Scheuch, E.K.*: Das Interview in der Sozialforschung. 1973, p. 66 ff.
[63] *Schmidt, N.*: Das teilstandardisierte Interview., Aus der Arbeit des IAG 4/2011, p. 1

research involving a small number of two people. Furthermore, this IAG report looks at a relatively new topic that has not been researched yet. As far as it is known, this is the first time that research has been conducted on the combination of fairness, human rights and corporate prevention culture with respect to their importance to safety and health in the workplace. Due to this fact, the interviewees were provided with eight pre-formulated interview questions prior to the telephone call. These eight pre-formulated questions can be found in the expert interviews below as well as in the Appendix. The interviewees consented to the interviews being recorded. The transcripts of the interviews are in Chapter 4 "Results".

The two interviewees and institutions were chosen because they have years of extensive experience in occupational safety and health, and social security. They also can provide a national, European and international perspective which is particularly important because of the roots of fairness in human rights.

The German Social Accident Insurance (DGUV) is the umbrella organization of the accident insurance institutions for the industrial and public sectors.[64] It is responsible for the common interests of the accident insurance institutions and is their representative when dealing with federal and state ministries as well as with German, European and inter-

national institutions and social partners.[65] Essential research is carried out by three institutes within the DGUV, the Institute for Work and Health, the Institute for Occupational Safety and Health, and the Institute for Prevention and Occupational Medicine.[66] Accident insurance has been part of the social insurance system in Germany for over 125 years. Social accident insurance is one of five statutory health insurances which form the pillars of social security in Germany.[67] The others are health insurance, nursing care insurance, retirement insurance and unemployment insurances. With the statutory health, pension, care and unemployment insurance, it forms the pillars of social security. In Germany, around 76 million people and 4 million companies and organizations are protected by statutory accident insurance against the consequences of workplace and commuting accidents, occupational diseases and work-related health hazards.[68]

The International Social Security Association (ISSA) is the world's leading international organization for social security bodies, that is, for all institutions, government departments and agencies that are involved in social security.[69] The ISSA was founded in 1927 as a non-profit organization under the auspices of the International Labour Organization (ILO). Today, more than 340 social security bodies from more than 160 countries are members of the ISSA. The association offers

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[64] See www.dguv.de
[65] *DGUV (Ed.)*: In guten Händen. 2013, p. 11
[66] See www.dguv.de/iag; www.dguv.de/ifa; www.ipa-dguv.de.
[67] Overview in: *Breuer, J.; DGUV* (Ed.): 125 Jahre gesetzliche Unfallversicherung – Streiflichter. 2010
[68] *DGUV* (Ed.): In guten Händen. 2013, p. 8
[69] See www.issa.int

a global network for social security institutions that are also concerned with the good health of employees. Its aim is to promote and strengthen social security, particularly occupational safety and health, as part of good governance. To achieve this goal, the ISSA has set up several technical commissions and sections including the Special Commission on Prevention and the International Section on Prevention Culture.

4 Results

The following section presents the interviews with the executives from the German Social Accident Insurance and the International Social Security Association and details the results from the explorative research on the DAX-listed companies.

4.1 Interview with Dr. Walter Eichendorf, DGUV

Conducted on July 3, 2014
Interviewer: Dr. Christian Bochmann

Dr. Eichendorf, could you first tell me a little bit about yourself in your role as Deputy Director General of the DGUV.

I'm a physicist and I first started with the German Social Accident Insurance as manager of the Statistics Department. Then I moved on to manage the Public Relations Department and after that I joined the senior management team. I took over responsibility for the area of prevention and that's what I still do today.

"Brainstorming": Off the top of your head can you give me some situations or concepts that you associate with fairness – regardless from what area of life.

The football World Cup is being played at the moment and you can see both things: on the one hand, deliberate malicious fouls which are the exact opposite of fairness. On the other hand, you see situations where one team kicks the ball out because an opposition player is lying injured on the ground. And when the ball is thrown in, it's thrown back to the team that had the ball before play was interrupted. I find this to be a very fair gesture because they consciously don't exploit an advantage that they otherwise could have used to score. And this applies to the workplace as well: if we treat our business partners and employers unfairly or hide things from them, the benefit we gain is only short-term at the most. What goes around, comes around. It might take some time but eventually it will come back to you. That's why fairness in both personal and business dealings always pays off in the long run.

What cultural differences do you see in how we understand fairness around the world?

Without a doubt, there are differences. But it must be said that the concept of justice is not easily transported across nations because dealing justly with people is perceived differently in different countries and in many walks of life. Perhaps a good example of this is the traditional Bazaar found in North Africa, the Middle East and in parts of southern Europe. First you start with a pie-in-the-sky price and only after a lot of haggling do you agree on a fair price. But this is a business model that only is fair when both parties understand how it works and both sides have an equal standing and similar cultural background. Otherwise somebody is going to come off worst. I've seen this also here in Germany with economic stimulus. Unfortunately, municipalities and districts in Germany have a bad practice of using grants and tax waivers to compete against one another to attract good employers. From a national perspective, this is not only senseless but also a loss-making situation because companies are being subsidized unnecessarily and are paying less taxes. For the country as a whole, this is an unfair practice.

In your opinion, is fairness increasing or decreasing due to globalization and free trade?

I actually believe that fairness is decreasing. But that's a very personal opinion that I can't objectify. My feeling is more that we understand one another less and less. That, yes, we are thinking more globally, dealing more globally and have more global trade but despite this, we've not reached a situation where we really understand the other side. That's the reason why I believe fairness is decreasing due to globalization.

Is there still hope for fair globalization?

In order for that to happen, we need to have a better understanding of what one another thinks fairness is. This can be done well when you have a uniform legal framework and common courts or arbitration such as we have in the EU. But the moment you're in a different legal framework, it's much more difficult.

Talking of the uniform legal framework in the EU makes me think of the EU Framework Directive on Safety and Health at Work. I'd like to ask you:
In your opinion, how is fairness at work correlated with occupational safety and health?

The relationship becomes readily apparent when we take a look at the topic of prevention. Workplace safety and health isn't possible without a culture of prevention. In turn, you can't have a culture of prevention without a company culture. And a company culture can't exist without a social culture. These are like three rings of a single onion and they all influence one another, just like the onion rings do. That's why the topic of fairness at work, which is a part of our culture, is a compelling and fundamental part of occupational safety and health.

Do you have a practical example of this?

Yes, of course. Take, for example, the auto industry in South Africa. Around 20 to 25 years ago, car companies from around the world built factories there. They brought their high OSH standards with them. That's the positive side. However, this totally failed because at the beginning they didn't fully take into consideration the cultural conditions in the region.

Nowadays, the companies take a different approach: they've seen that it doesn't make sense in South Africa to talk about OSH when the moment people leave the factory gates, they have to forget about safety and health, where hygiene conditions are terrible and where there are hardly any schools. As a company owner or manager I'm suddenly in the situation where I can offer humane working conditions in the company itself but only for the work shift. Most of the day, 16 or 17 hours, people spend in extremely unsanitary and unhealthy conditions, they don't have training or education and so they have no idea of health. That's why companies have started to build schools and health centres and to bore water wells near their factories. Because they've realized that if they aren't fair to their employees and they don't give them a chance to have good safety and health in their personal life, then this will also never happen in the workplace. From a management perspective, I have to take social culture and fairness and bring it into the company culture.

Thanks for that example. It also brings me to the next question:
From your perspective, how important is fairness for management processes in a company?

If I want to have fair management in a company, firstly I have to look at the culture of the society I am in. Then I have to

make sure that my company's culture and management processes reflect this. This is the crucial point. Otherwise I'll always deal unfairly with the people in the company, purely from a lack of understanding.

How can the topic of fairness benefit the accident insurance institutions in terms of workplace safety and health?

In the prevention culture. That's exactly what needs to be said here. And you also have to bear in mind that, fortunately, accidents occur much less frequently. If we want to achieve real success in prevention work then it doesn't make much sense from a prevention perspective to look, for example, at the causes of individual fatal accidents. Every year in Germany we have around 450 fatal workplace accidents with at least 400 different causes. There's only one way to go forward with this and that is by going to the next level: we're no longer talking about how we could have prevented one fatal accident. Far more important is to talk about how we can prevent all 450 fatal accidents. This is only possible if we establish a culture of prevention where every employee puts safety and health high on their personal agenda and where they also feel responsible for each other.

Does this feeling of being responsible for others play an important role in fairness at work?

Absolutely. I once saw an excellent example of this in a shipyard in Singapore. Working in a shipyard can be extremely dangerous. In this particular shipyard there are telephones placed all around the premises. But these are telephones without dials, just two buttons. One button connects you directly to the shipyard's own OSH Department and the other button connects you directly to the Ministry of Labour. Management have asked all employees to pick up the phone if they see a potential hazard – a tripping hazard or whatever it might be – and that they should decide whether to call the Ministry of Labour or the shipyard's OSH Department. The choice is entirely theirs. This is constantly promoted by the management team and as a result they have achieved an incredible safety level in the shipyard with almost zero accidents because they have encouraged every single employee to take responsibility for safety and health. An employee who sees something that might be dangerous doesn't have to deal with red tape or fight through levels of hierarchy; they just have to take a few steps to the nearest phone, push a button and say "I need to tell you something, this broken step doesn't look safe".

When I think about cultures here, then the word "whistleblowing" comes to mind: internal workplace safety is one thing, but a hotline to the Ministry of Labour?

Yes exactly. For us it's unthinkable since our ministry would probably not get involved in that sort of thing at all. But I think it's a question of being fair towards employees that you say from the outset: you don't always have to speak with someone internally first. If this is regularly and openly communicated from the management team, then I think it's a great signal.

Keeping this in mind, let's turn to external OSH specialists:
What do prevention experts, especially labour inspectors, need to know, do and learn in order to be able to provide advice on fairness at work?

In my opinion, if labour inspectors want to get across a feeling of fairness at work as part of a culture of prevention, they have to use more generalized and abstract approaches than the ones that have been used up to now. It's more important to raise everyone's awareness and motivate them by doing something like the telephone idea in the Singaporean shipyard, that is, more abstract, generalized activities rather than just localized intervention. This requires a different way of thinking. Although I'm confident that the labour inspectors who are currently being trained in our new courses will be well-prepared for this. This is largely due to the way that the new training courses have been designed.[70]

One last question: If your organization had 10 million euros to promote fairness in the workplace, what are three things that you would do?

That's quite easy; I would do just one thing. I would invest the whole 10 million euros in a multi-year campaign to promote a culture of prevention in which fairness at work plays a major role. With a single flick of a switch we can make workplaces safe and healthy because we are going down the path of culture and fairness. Because a company culture without fairness is unthinkable.

Dr. Eichendorf, thank you very much for your time today.

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[70] Author's note: see also *Bochmann, C.; Didier, V.*: Die weiterentwickelte Ausbildung zur Aufsichtsperson. AkademieJorunal 2/2014, p. 5

4.2 Interview with Hans-Horst Konkolewsky, ISSA

Conducted on July 8, 2014
Interviewer: Dr. Christian Bochmann

Mr Konkolewsky, could you first tell me a little bit about yourself in your role as Deputy Director General of the DGUV.

I've been the Secretary General of the ISSA, the International Social Security Association, for almost eight years. Before that I served for ten years as the Director of the European Agency for Safety and Health at Work. Prior to that I was with the Danish Working Environment Authority for ten years – six of those as Deputy Director General.

"Brainstorming": Off the top of your head can you give me some situations or concepts that you associate with fairness – regardless from what area of life.

The first thing that comes to mind when I think of fairness is justice, for example, humane working conditions. I also think of equal opportunities for people regardless of age, gender and ancestry.
Of course, at the moment I often think of fair play because of the World Cup. But in recent games that was less often the case.

In some cases, the players' bite was worse than their bark.

Exactly and others played behind their competitor's back.

In terms of meaning: Are there differences between fairness and justice?

For me, yes. With justice I think of the law, of legislation and jurisprudence. These are used to formally determine whether someone is just or not. You adhere to the law or you don't. It's quite black and white. Fairness, on the other hand, is for me a term that goes beyond formality and perhaps also describes informal behaviour. Even something that is just according to the law, can be felt to be unfair. Fairness has to do with feelings. You feel fairness.

What cultural differences do you see in how we understand fairness around the world?

Basically, I don't think there are any differences. Everyone that I have met in the different corners of the world tries to be

fair, they want to be treated fairly and treat others fairly. This is a part of all religions and cultures. On the other hand, I realize that this core value, which unites all people, can be influenced. For example, by crisis situations, war or extreme regimes. All of these things can influence our understanding of fairness. A concrete example is the Gini Index[71] which looks at the distribution of income in order to measure fairness in a society. The countries where the difference is smallest are said to be fair. Traditionally, the Scandinavian countries are at the top because they have a long tradition of redistributing wealth via the tax system. Perhaps on paper there are societies that are fairer than others but I don't think you can deduce from this, that certain cultures accept unfairness.

Talking of the Fairness Index:
In your opinion, is fairness increasing or decreasing due to globalization and free trade?

That's not an easy question to answer. In my opinion, globalization has resulted in fairness decreasing in the short term but will eventually cause it to increase again. Let me explain that in terms of trends:

fairness will drop at first because competition is increasing due to free trade. All around the world, companies and employees are faced with tougher global production conditions. As a result, you have to adapt to different wage levels, working hours and working conditions. This causes a lot of pressure, mostly negative: this is evidenced with the increase in working hours, a tendency for wages to fall and a steady increase in work intensity. In developing countries we're seeing a further rise in informal employment arrangements which totally contradicts the theory that with economic development comes an automatic increase in formal employment arrangements. On the other hand, from a social security perspective, I see that social services are dramatically increasing in emerging markets such as Brazil, South Africa, China and India. In China, for example, people who live and work in the countryside now have the right to at least minimal health care and a retirement pension. Previously this was only the case for people living in the city. So, I also see a trend that, together with the productive power of globalization, governments are mediating social redistribution and there is a correlated increase in fairness. For me, social security is an indicator of fairness.

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[71] Author's note: for more on the Gini Index, see *Hartmann, P. H.*: Die Messung sozialer Ungleichheit. 1985, Chap. 4.3.2

Moving on to fairness correlations: In your opinion, how is fairness at work correlated with occupational safety and health?

Fairness and OSH are, for me, two sides of the same coin – you can't have one without the other. You can't have fairness without safety and health. And safety and health can't be achieved without fairness as a core value in a company, because, as already mentioned, fairness is a global human core value and everyone would like to work in an environment where you can live your values. Otherwise, you'll just be dissatisfied. This has an impact on health, motivation and productivity. But working with these values as a basis alone is not enough for OSH. We need laws and controls in order to ensure safe, healthy working arrangements. On the one hand, fairness means implementing formal rules and doing everything possible to protect employees. On the other hand, fairness goes beyond this and is about creating a working environment where all employees are free to develop and achieve.

Maybe also in the sense of CSR?

Yes, that too but only if it is really lived out and not just a marketing idea. It must be an expression of real co-responsibility, not just for the employees but also for the environment and the society outside the factory walls. These are prime examples of fairness which go beyond the company's premises. That's also the aim of our new prevention strategy: the individual person must be at the centre, not just as a worker or as human capital but as a person as a whole, together with their social environment.

From your perspective, how important is fairness for management processes in a company?

If a company wants to be successful, then the management has to incorporate fairness into management processes and live it out. This is absolutely essential in Western Europe due to demographic change resulting in fewer young, qualified employees. Nowadays, young people not only ask about working hours and their salary; they also ask what the employer is like, whether the company has a good reputation, if working conditions are safe and whether the working atmosphere is a good one.

Do you have any practical examples of healthy management processes?

There are many key instruments which belong in management processes where fairness is a core value. These include equal opportunity for all employees, a management style that includes recognition and praise, personal development for all employees, and an understanding of work-life-balance that takes into consideration special requirements in an employee's private life, for example, young parents.

How can the topic of fairness benefit the accident insurance institutions in terms of workplace safety and health?

The way I see it, accident insurance shouldn't be limited to reducing an employer's responsibility for the consequences of poor working conditions through paying their insurance premium. For me, accident insurance is only fair when there is a close link between an employer's insurance premium and the prevention work they do with regards to workplace accidents and occupational illnesses. It is also important for employers to do everything possible to successfully rehabilitate employees who have suffered an injury or illness and if this isn't possible, to provide them with a fair income. Accident insurance institutions should actively consult their member companies and help ensure that workplace accidents and illnesses don't happen in the first place. That is to say, their primary role should be to act preventively.

Could fairness play a role in the concept of prevention culture?

Definitely. Fairness is an excellent way of better understanding the need for prevention. It's often difficult for us to get our prevention message across because people only become interested in the topic when they themselves have an accident or when an accident occurs in their immediate vicinity. If you only practice prevention at this point, then it is, at the most, a reactive, corrective attitude, but it's not a real culture. No, prevention must be accepted by individuals in the workplace and in society as a core value in order to become a culture. And that's why I really like the term fairness because it requires more than justice, more than just following the law; it brings feelings and solidarity into the discussion. Only this way you can address more than just technical and organizational OSH measures; you include the person, the individual people in the workplace.

What do prevention experts, especially labour inspectors, need to know, do and learn in order to be able to provide advice on fairness at work?

More and more, prevention experts are required to win over both the management as well as employees. They have to

be able to introduce something that possibly comes across a little bit abstract because you don't have specific accidents in mind or because occupational illnesses sometimes take years to manifest themselves. In addition to the often complex technical and organizational production aspects they also need to know about the working atmosphere and the relationships within a company. They have to take dry legal obligations and technical measures, then develop these into a value, a vehicle for culture that allows a prevention culture to develop. They need to have good practical examples from other companies that have already systematically done this and have had success with it. A general problem I've seen is that labour inspectors prefer to take the technical path and when doing risk assessments, they don't take conceptual and cultural aspects into consideration enough. But it's exactly these aspects that we should be conveying because they are an important part of management, or rather, of fair management. The role of labour inspectors is changing with the changes in the working world. The function of prevention experts is moving away from inspecting towards consulting. This advisory function is complex and complicated but most definitely involves the human side of OSH. And this is where fairness fits in as a vehicle for culture because it appeals to feelings of justice, of solidarity and of shared responsibility for workplace safety that go beyond the black and white text of legislation.

If your organization had 10 million euros to promote fairness in the workplace, what are three things that you would do?

I would run a campaign because the topic of fairness is well-suited to a campaign in companies for both the general working atmosphere and for specific improvements for all employees. I believe that there are unfair practices in all companies whether this be in the management structure, the way the company is organized or in the communication strategy. So I would also develop tools to help companies measure their "fairness pulse". Not just "touchy feely" but real concepts that combine the legal and technical side with the human side, with fairness and the prevention culture. And I would also spend money to fix areas that have been revealed as unfair. There are a lot of areas that can be discussed, for example, access to the workplace and possibilities to move around the company premises so that people with disabilities can also work there. Or flexibility and understanding for young parents, older employees and employees with a migrant background. I believe that such an OSH campaign on fairness in the workplace could do a lot of good – for everyone involved.

Mr Konkolewsky, thank you very much for your time today.

4.3 Explorative research on DAX companies

Occupational safety and health has a prominent position on the websites of all three companies.[72] They have their own sections within the company description and management. They are also linked to other sections such as Employment Opportunities and Investor Relations. All three companies include the topic in their annual reports, whereby Infineon and Siemens also report on it within the UN Global Compact.[73] Thus, they intertwine workplace safety and health with their own corporate culture and always take into consideration human rights. Due to the company-specific nature of the corporate culture, the different companies sometimes use different terms that vary in depth.

Nevertheless, it can be broadly stated that they include OSH in their "Corporate Governance", "Corporate Social Responsibility (CSR)" and in their "Sustainability Strategy". Adidas has produced a "Sustainability Progress Report: Fair Play" and as the title suggests, Adidas is particularly focused on fairness – also with respect to fairness in occupational safety and health.[74] However, Infineon and Siemens also put occupational safety and health under headings such as "Integrity" and "Fair Business Practices" as part of their company organization and

ethics.[75] The companies link specific rules such as "Guidelines for Safety and Health at Work" with a "Labour Rights Charter" (Adidas) or "Business Conduct Guidelines" (Infineon/Siemens). They also tie in special programs, with Siemens "Zero Harm Culture" being the one most related to fairness and a culture of prevention. Here they state that "in the long term, rule- and control-based behavior is replaced by a culture of mutual awareness and that hazards are eliminated from the outset as far as possible."[76] However, Adidas and Infineon go far beyond having purely a safety culture; this can be seen in their special programs on "Work-Life Integration" (Adidas) and "Wellbeing@Work" (Infineon). Finally, all three companies have implemented management systems worldwide for occupational safety and health management.

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[72] www.adidas-group.com; www.infineon.com; www.siemens.com.
[73] *Adidas AG* (Ed.): For the Love of Sport. Geschäftsbericht. 2013, p. 111 ff.; *Infineon Technologies AG* (Ed.): Bereit für morgen. Geschäftsbericht. 2013, p. 80 ff.; *Siemens AG* (Ed.): Langfristig denken. Antworten geben. Jahresbericht. 2013, p. 84 ff.
[74] See *Adidas AG* (Ed.): Sustainability Progress Report .Fair Play. 2013, p. 14, 19
[75] *Infineon Technologies AG* (Ed.): Bereit für morgen. Geschäftsbericht. 2013, p. 92; *Siemens AG* (Ed.): Langfristig denken. Antworten geben. Jahresbericht. 2013, p. 84
[76] *Siemens AG* (Ed.): Nachhaltigkeitsbericht. Berlin/München 2012

	Adidas	**Infineon**	**Siemens**
OSH found in:	Sustainability Strategy	Sustainability Strategy/CSR	Corporate Governance
Included in annual report	✓	✓	✓
Reference to company culture	✓	✓	✓
Reference to human rights	✓	✓	✓
Specific rules	✓	✓	✓
Special programs	"Work-Life-Integration"	"well-being@work"	"Zero Harm Culture@Siemens"
Management System	✓	✓	✓
UN-Global Compact	--	✓	✓

Fig. 7 Overview of results from explorative research on DAX companies

5 Discussion

In the following section, the key findings from the study are discussed and compared with the theories in Chapter 2. Possible limitations in this report are also identified which lead to recommendations for future research.

5.1 Evaluation and limitations

The explorative research showed that all three DAX companies have incorporated workplace safety and health into their management processes and also make reference to fairness and human rights. Both interviewees pointed out that values, motives and guiding principles should not only be on paper but also have to be lived out. At the same time, it was stated that probably in every company there are unfair conditions whether it be in the organizational structure, the management or in communication. This leads to a limitation in this report which is depicted in the following figure (Fig. 8) using the "Ice-Cream Cone Model for Companies".

Using an ice-cream cone, the model[77] shows the relationship between the visible manifestations of the company's policy on fairness at work with the invisible parts of the company's culture. Similar to human feelings, a company's culture towards preventative OSH work can only be assessed

from the outside to a limited degree.[78] In explorative research, using document analysis, it cannot be seen whether the publicly communicated policies, principles and guidelines which form the "scoop of ice-cream" also fills up the "cone" that flows through to the company culture and value system. It is, therefore, recommended to develop tools which help companies to measure their "fairness pulse".[79]

The interviews also mentioned the importance of prevention experts who, as specialists within the company or as labour inspectors from the accident insurance institutions, can proactively help to stimulate the fairness pulse and thus comply with human-rights standards. To do this, they need practical examples and these can be taken from the results of the explorative research on the DAX-listed companies of Adidas, Infineon and Siemens. These prevention specialists also need arguments they can use to convince people. In addition to complying with both national rights and international compliance[80], these are the internal company effects which can motivate companies. Many employees expect their company to have fair humanrights standards both in the workplace and with respect to doing business globally. This plays a significant role in satisfaction, loyalty and dedication. Furthermore, continuous improvement in working conditions and work processes in the value chain

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[77] For more on the original Ice-Cream Cone Model (Iceberg Model), see *Schein, E.H.*: Organizationskultur. 1995, p. 25
[78] See also *Sackmann, S.*: Unternehmenskultur. Analysieren – Entwickeln – Verändern. 2002
[79] See also in this report Chap. 5.2 – Outlook
[80] See *Busekist, K.*: International Compliance. 2014/2015 (at press)

is a key part of both quality management of products and services as well as systematic OSH management. Implementing or further developing an approach to human rights within a company does not require an additional management system. It can simply be tied in with existing systems. Fairness can contribute to long-term, stable business and supply relationships or reduce operating risks. It can be used as a means of communicating the quality description of products and services to the outside and contribute to a positive company image. This applies in equal measure to the Social Accident Insurance: *"The textile industry, for example, has recognized that low-cost production under poor working conditions is today no longer accepted by consumers. They expect solutions from us that can be implemented in Asian low-wage countries and which lead to a standard of prevention that is at EU level."* [81]
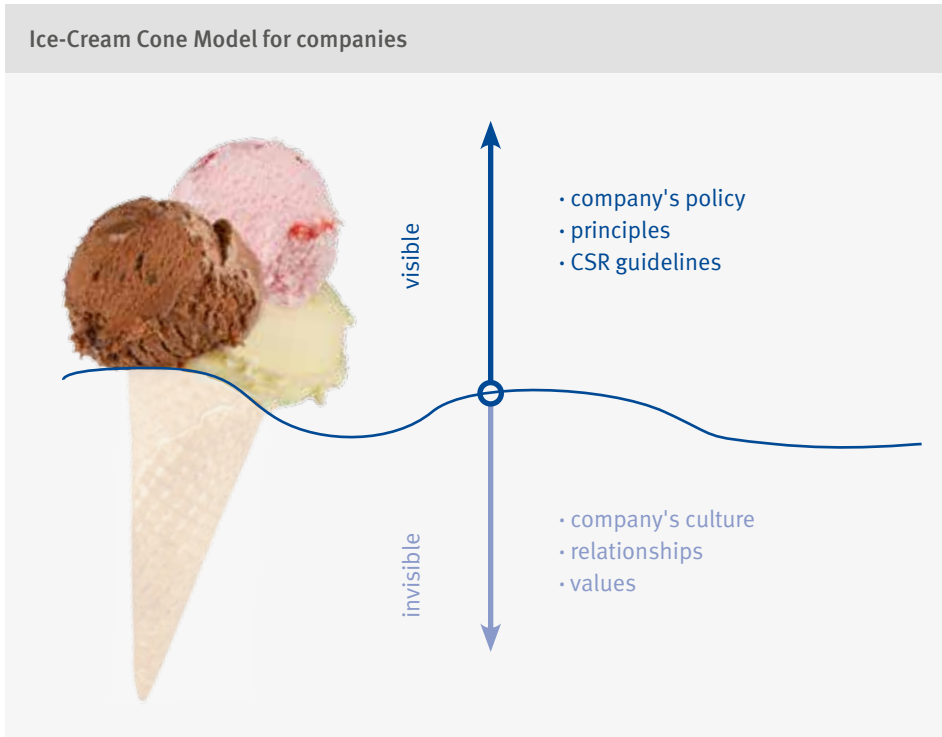
Ice-Cream Cone Model for companies

· company's policy
· principles
· CSR guidelines

visible

invisible

· company's culture
· relationships
· values

Fig. 8 Ice-Cream Cone Model for companies *(Image: ©stockphoto-graf-Fotolia.com)*

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[81] *Eichendorf, W.*: Prävention und Präventionsforschung international vernetzen. IPA-Journal 1/2014, p. 23

Both interviewees believe that fairness is such an important factor in occupational safety and health that they both suggested a multi-year fairness campaign as part of a culture of prevention. This appears to be all the more important because both interviewees feel that globalization and free trade has resulted in a decrease in fairness. There is, of course, another limitation in this report because it is not possible to make representative statements based on semi-structured interviews.[82] However, the assessment that fairness is decreasing is quite interesting given that the theories behind this report suggest that the importance of fairness should be increasing due to the focus on services from companies and the accident insurance institutions. As such, a campaign would play a significant part in promoting mutual understanding in a culture of prevention where "feeling responsible for others" is of value in terms of fairness.

5.2 Outlook

The evaluation and limitations detailed in this report make it possible to suggest future research on the topic of fairness at work. Based on the interviews, it is important to develop tools which help companies to measure their fairness pulse with particular regard to occupational safety and health. A good example of this type of development activity that can be used as a template is the ISSA's self-assessment barometer.[83] This benchmarking tool is available online to members of the ISSA. They can do a self-

assessment of their administrative performance and level of excellence which they can compare with international averages. This allows members to recognize areas for improvement and to develop an action plan based on their own priorities. This tool for social security administrations can be used as a model to develop a similar tool for companies which combine legal, technical, organizational and human aspects with fairness and prevention culture in OSH. Therefore, a collection of good-practice examples is needed, which was emphasized by the interviewees with particular reference to the increased demand for consultation from prevention experts. The explorative research on the internet sites of the three DAX-listed companies gives some initial practical examples. It also provides a framework for future research in terms of depth and breadth.

A more in-depth understanding can be achieved through content analysis of the internet sites. Content analysis is a nonreactive collection of methods from empirical social research which is customized specifically to researching the form and content of messages used in communication processes.[84] The content can then be compared using reactive survey methods, in particular using (semi) structured interviews with managers and employees.

A broader understanding can be achieved by doing content analysis of additional DAX-listed companies. Another option is to put together a comparison group of companies

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[82] *Schmidt, N.*: Das teilstandardisierte Interview. Aus der Arbeit des IAG 4/2011, p. 1

[83] For more on this and the following: *ISSA* (Ed.): Das Exzellenzzentrum. 2014, p. 4

[84] See *Früh, W.*: Inhaltsanalyse. 1998; *Berelson, B.*,: Content Analysis in Communication Research. 1952

that are less financially successful. This comparison should be done in conjunction with the relevant social accident insurance institutions and include accident figures in order to determine whether fairness in OSH is financially worthwhile. This suggestion for future research is based on comments made in the interviews that companies which want to be successful must incorporate fairness into their management processes and that fairness in business dealings always pays off. A good example of this type of research is the "Return on Prevention" study which could be used as the basis for a future study on the "Return on Fairness" in OSH.[85]

[85] *Bräuning, D., Kohstall, T.*: Berechnung des internationalen „Return on Prevention". DGUV Report 1/2013

6 Summary

The summary can be broken down into five key findings and propositions on fairness at work:[86]

❶ Fairness is closely linked to justice. However, fairness differs from (procedural) justice in terms of a decent and honest attitude in that it touches the emotional level of people. *"Even something that is just according to the law, can be felt to be unfair. Fairness has to do with feelings. You feel fairness"*. It is against this background that John Rawls' theory on "Justice as Fairness"[87] plays out – where something can only be considered "just" when, even in the worst accepted case, it appears to be "fair". This formulation is a type of risk analysis and that is why Rawls' theory of Justice as Fairness is an excellent basis for both companies and the Social Accident Insurance in terms of OSH.

❷ Fairness has its roots in human rights and the two are inextricably linked. This is attested to by Article 6 of the European Convention on Human Rights which is entitled "Fair Trial". This explicit reference to a "fair" trial and not only a "just" trial should always be put to the test in occupational safety and health as well. This was shown recently in 2014 when the

European Court of Human Rights took into consideration aspects of fairness in a case involving occupational illness caused by asbestos.[88]

❸ Fairness has a direct bearing on safety and health in the workplace; thus, it is of increasing importance to management processes and accompanying cultural issues. *"If a company wants to be successful, then the management has to incorporate fairness into management processes and live it out"*. That is to say, *"fairness in business dealings always pays off in the long run"*. The results from the explorative research on the internet sites of Adidas, Infineon and Siemens are consistent with this because all three companies systematically do this and as DAX-listed companies they are financially successful.

❹ In terms of cultural issues, fairness is the linchpin for prevention culture, company culture and social culture. *"These are like three rings of a single onion"* which all influence one another. A tiered model of humane work for fair organization and a culture of prevention can be given concrete form based on fairness.[89]

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[86] Quotations from the interviews with Dr. Walter Eichendorf, DGUV, und Hans-Horst Konkolewsky, ISSA, are in *italics*
[87] *Rawls, J.*: Gerechtigkeit als Fairness. 2014
[88] *ECtHR*: Howald Moor and Others v. Switzerland – Az. 52067/10; 41072/11
[89] *See above chapter 2.3.1*

And in the company culture, intelligent forms of leadership can set the tone for fair management *"because a company culture without fairness is unthinkable"*. In this situation, a democratic leadership style is the one most associated with fairness.[90] If companies and social security bodies are faced with difficult issues in terms of setting-based prevention, then universal and indivisible human rights can be used as a common foundation for a global social culture and prevention culture in occupational safety and health. This is because *"fairness is a global human core value"*. Therefore, international law has the power to strengthen the social values that are shared by the people and the international community.[91] In normative terms, the development towards a prevention culture can be seen in which the keywords are management of safety and health at work through fairness.

❺ In practical terms, prevention specialists within companies and labour inspectors from the accident insurance institutions can proactively contribute to improving fairness in the working life because they can "*raise everyone's awareness". "Prevention must be accepted by individuals in the workplace and in society as a core value in order to become a culture"*. "Fairness" is an excellent word

for starting a discussion on not only this but also for OSH campaigns *"because it requires more than justice, more than just following the law; it brings feelings and solidarity into the discussion"*. As such, fairness derived from human rights is a cross-cultural vehicle of shared values in occupational safety and health.
For a prevention and company culture, fairness serves as a compass.

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90 *See above chapter 2.3.2*
91 *See above chapter 2.3.3*

Figures

Appendix – Interview Questions

(0) Could you first tell me a little bit about yourself.

(1) "Brainstorming": Off the top of your head can you give me some situations or concepts that you associate with fairness – regardless from what area of life.

(2) What cultural differences do you see in how we understand fairness around the world?

(3) In your opinion, is fairness increasing or decreasing due to globalization and free trade?

(4) In your opinion, how is fairness at work correlated with occupational safety and health?

(5) From your perspective, how important is fairness for management processes in a company?

(6) How can the topic of fairness benefit the accident insurance institutions in terms of workplace safety and health?

(7) What do prevention experts, especially labour inspectors, need to know, do and learn in order to be able to provide advice on fairness at work?

(8) If your organization had 10 million euros to promote fairness in the workplace, what are three things that you would do?

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