



GESAMTVERBAND DER
ALUMINIUMINDUSTRIE e.V.



Bundesministerium
für Umwelt, Naturschutz
und Reaktorsicherheit

Social partnership based sector dialogue on resource efficiency of aluminium products

a joint project in Germany between

BMU Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit
(Federal Ministry for the Environment, Nature Conservation and Nuclear Safety)

GDA Gesamtverband der Aluminiumindustrie (GDA aluminium trade association)

IGM Industriegewerkschaft Metall (IGM metall trade union)

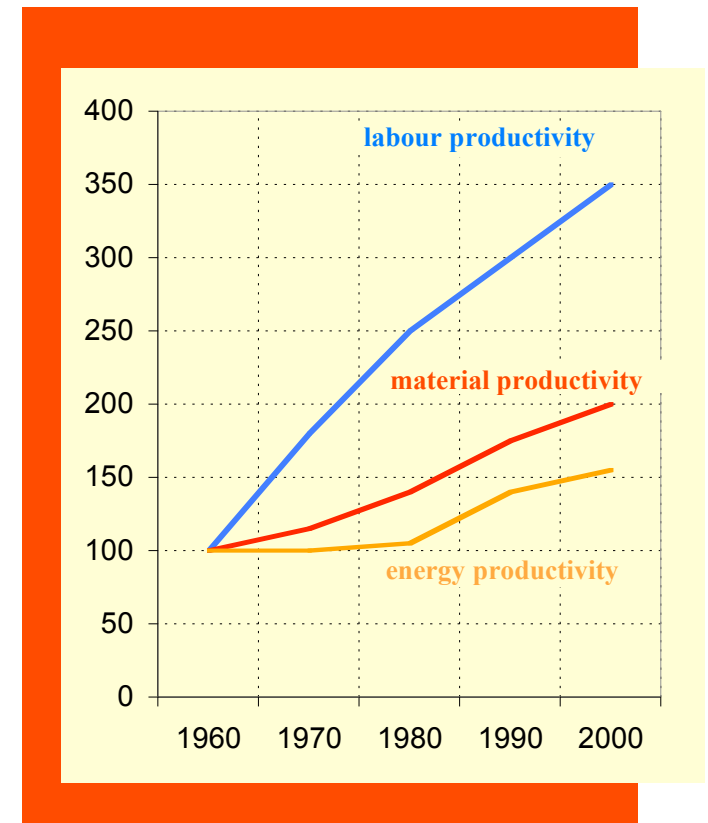


Objectives – IG Metall trade union

- Encourage **innovative approaches** to resource efficiency of aluminium products by means of a joint **dialogue process in the industry**
- **Utilise potential** so that increasing costs for raw materials and energy **do not inevitably** lead to **location-related problems**
- More cost efficiency in the use of resources **instead of a narrow view** and increasing pressure **on labour costs**
- Increase knowledge of sustainability and life-cycle thinking among **works councils and employees**



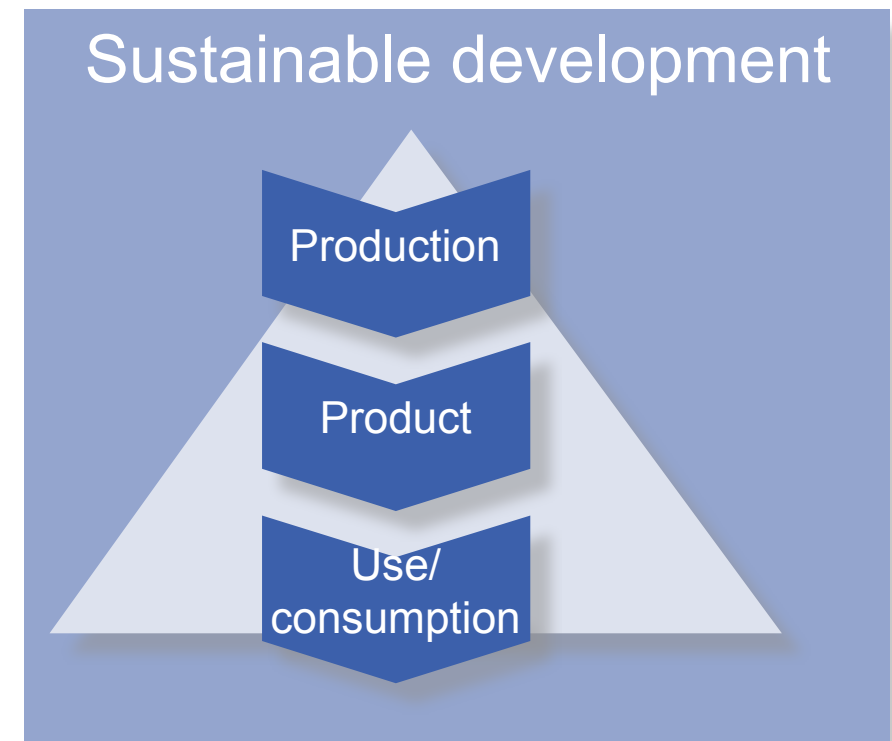
Instil life into the **task of worker participation and** integrate it into practical activities.





Objectives – GDA aluminium trade association

- **Community interest: acceptance** of the **material** safeguards **employment**
- **Resource efficiency of aluminium products** depends on **behaviour** during **production** and **consumption**
Inform **employees** about the **influence** of resource efficiency both **inside** their plants and **outside** of them
- **Encourage resource efficiency of aluminium products** by means of **innovation** and **behaviour at work** and as a **consumer**



Employees' double function: producer and consumer.



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Sequence of events

Survey of employees

Interviews with works councils and company managements

Preparation

1st Dialogue Workshop

Aim:

- Transfer of knowledge
- Discussion
- Preparation of survey

Questioning

2nd Dialogue Workshop

Aim:

- Evaluation of survey
- Define fields of activity

Implementation

'07

May '08

July '08

April '09

'09

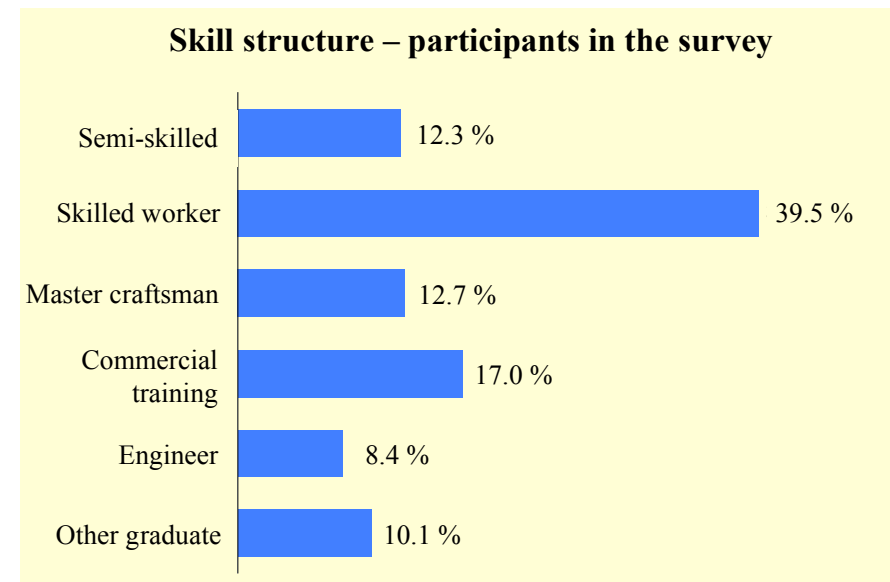


Identification of potential ways of increasing resource efficiency during the production and consumption of aluminium products.



Participation – employee attitude survey

- 15 locations of 10 companies
- Returns from the following processing areas: electrolysis, mould casting, rolling, extrusion, drawing (wire), recycling and finishing
- 1727 questionnaires returned, 16% of all employees of the 15 plants participating



The first broadly based sector-wide survey of resource efficiency by a social partnership in Germany.



Employee attitude survey - questions

Perception

- Do you regard an increase in efficiency to be important?
- How do you rate the resource efficiency of aluminium over the whole life cycle?

Situation analysis

- What importance does an increase in resource efficiency have in your day-to-day work?
- What importance does an increase in resource efficiency have when you use aluminium products?

Exchange of ideas

- Name measures that would allow resource efficiency to be increased.

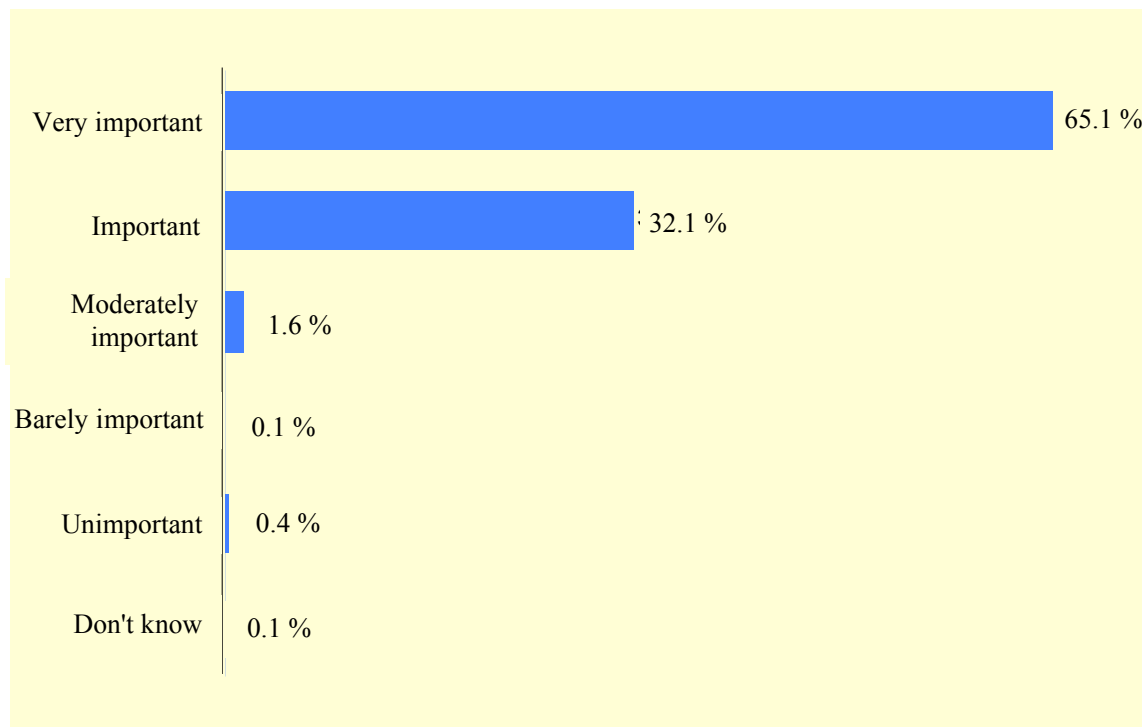


Use the expertise of employees – define knowledge gaps – open up fields of activity



Employee attitude survey – key results

Do you regard increasing resource efficiency during the production and use of aluminium products as being important?

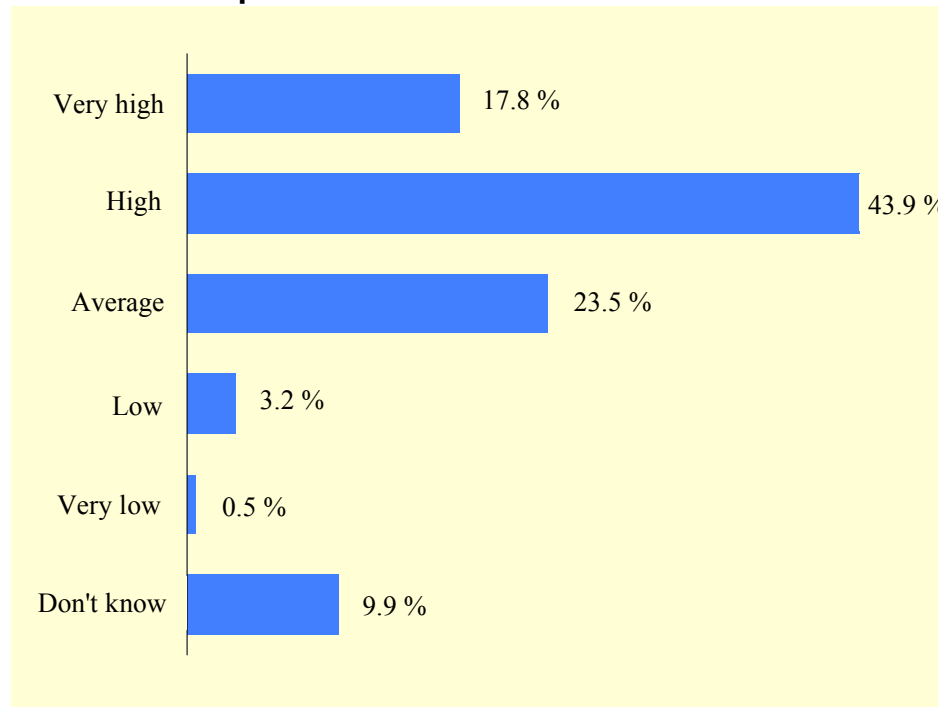


97% of those questioned considered an increase in resource efficiency to be 'very important' or 'important'.

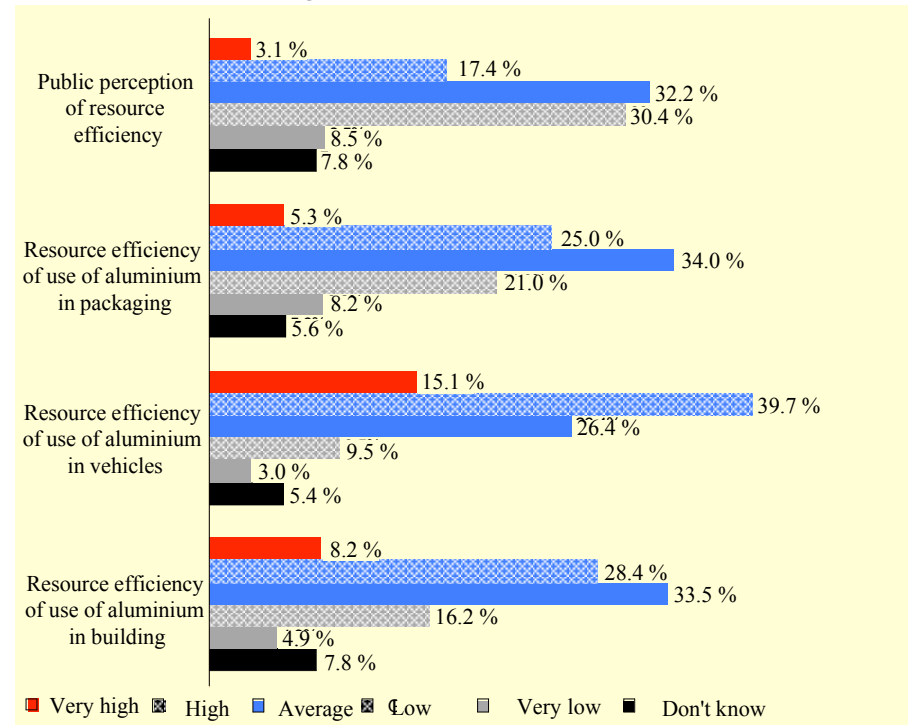


Employee attitude survey – key results

How do you personally rate the resource efficiency of aluminium products?



In your opinion, how does the general public rate the resource efficiency of aluminium products?



Employees rate the resource efficiency of aluminium products as 'high' (average value 2.2 on a scale from 1 to 5). By contrast, they think public perception is significantly worse (average value 3.3).



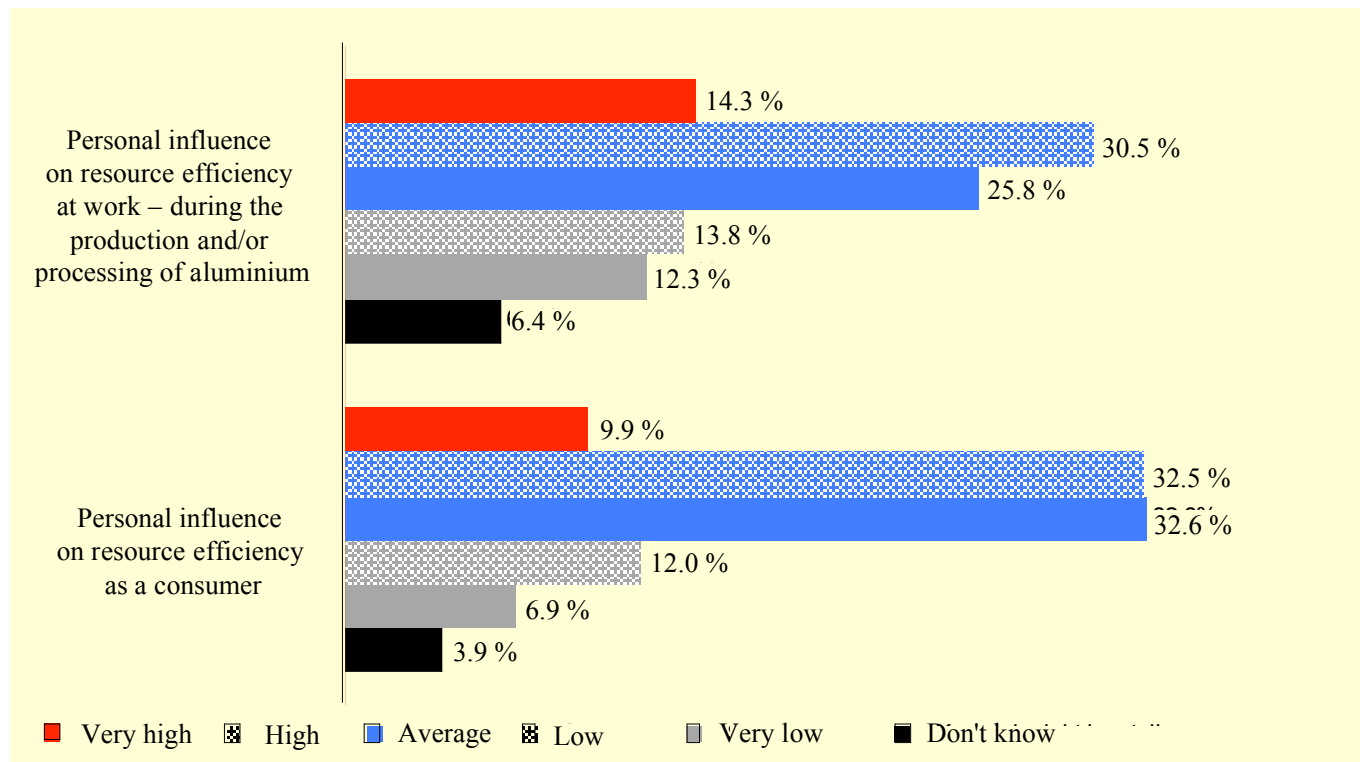
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Employee attitude survey – key results

How do you estimate your own influence on resource efficiency?

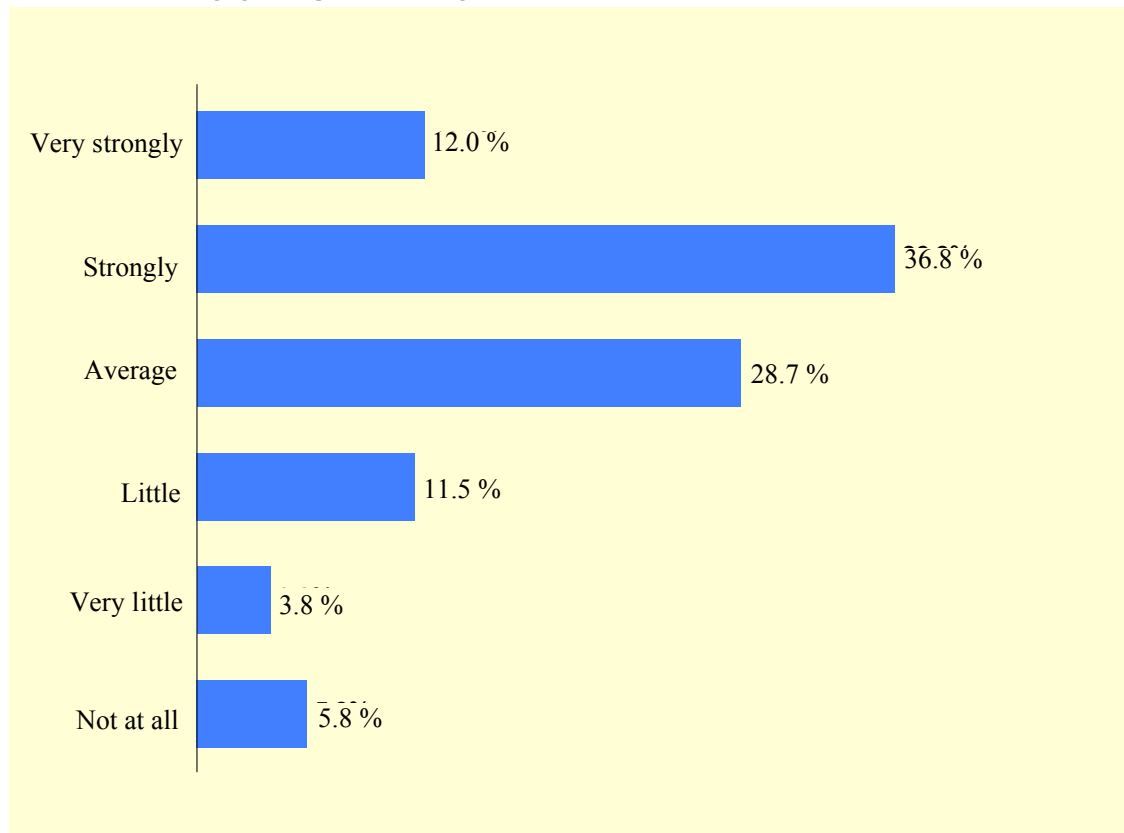


Over 70% of those questioned rated their personal influence between 'very high' and 'average'.



Employee attitude survey – key results

How does increasing resource efficiency of aluminium products influence the way you go about your work?

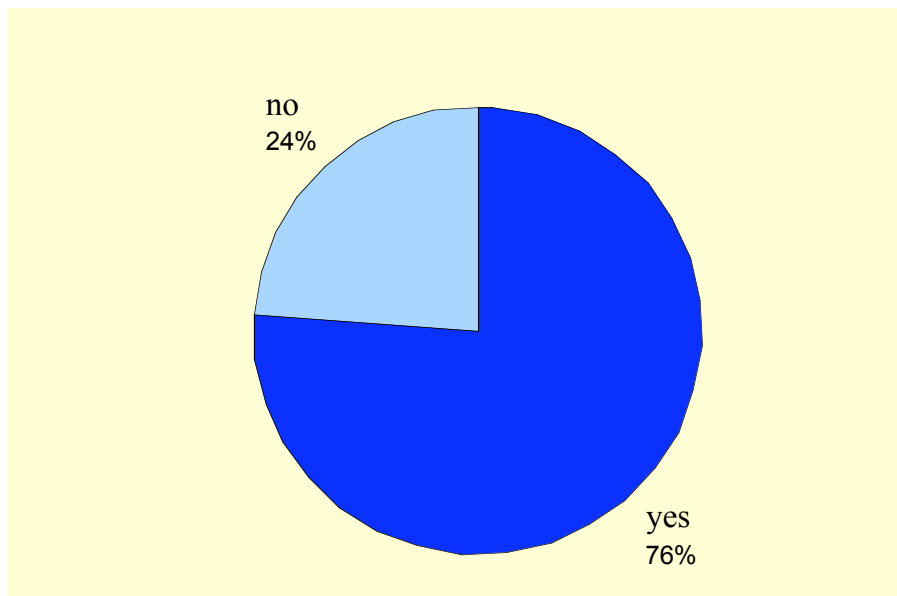


 **Employees strongly guided by goal of resource efficiency.**

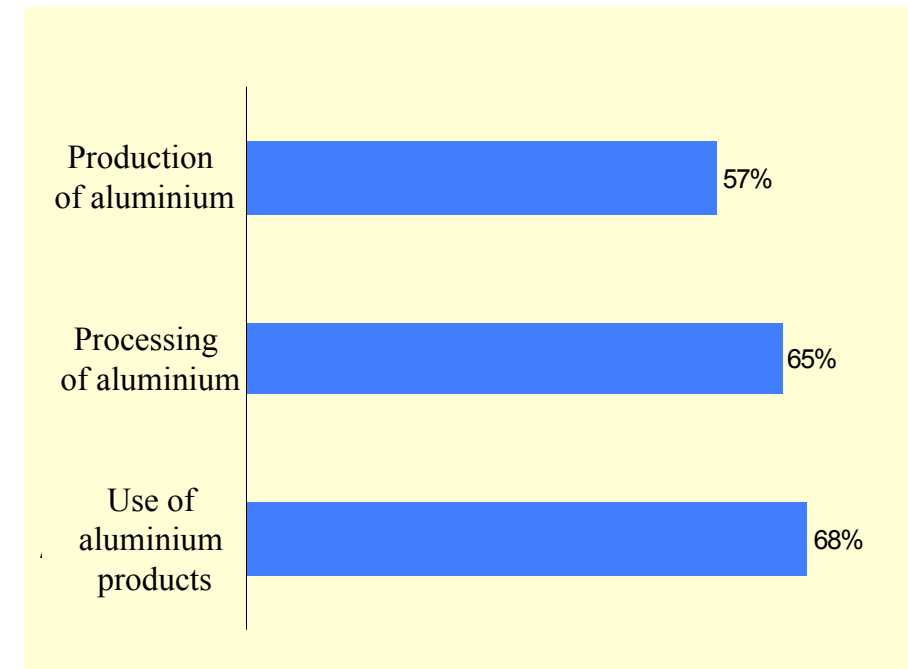


Employee attitude survey – key results

Would you like more information about the resource efficiency of aluminium products?



Which topics would you like to have more information on?



The need for information is high, particularly on the use of aluminium products.



Employee attitude survey – suggested measures to be taken

Name three measures that in your opinion would most effectively increase the resource efficiency of aluminium products

<p>Measures for improving the resource efficiency during production</p> <p>Examples:</p> <ul style="list-style-type: none"> ■ Reduce rejects and scrap rate ■ Optimise processes and procedures ■ Optimise recycling and scrap processing ■ Reduce energy consumption ■ Involve employees 	<p>Number of mentions</p> <p>1,662</p>
<p>Measures for improving resource efficiency during use of products</p> <p>Examples:</p> <ul style="list-style-type: none"> ■ Inform customers, change consumer behaviour ■ Increase recycling rate, improve sorting ■ Change product design ■ Recycling-oriented product design 	<p>Number of mentions</p> <p>1,315</p>



Almost 3,000 mentions result in concrete and practically relevant proposals for improving resource efficiency.

Interviews with experts

- 8 interviews with management representatives – mainly managing directors
- 8 interviews with members of works councils – mainly chairs of works councils
- Duration of interview: 2 - 5 hours
- Interviews conducted using interview guides

 Interviews with experts together with employee attitude surveys provide the basis for representative results.



Assessments from the interview partners

As a formative feature, the support of a social partnership will get noticed – ‘unique opportunity’

Important objectives from the point of view of many interview partners:

- Concrete incentives in practice
- Clarity, traceability, comprehensibility
- Elaborate more specifically on aluminium and resource efficiency

Evaluation of the first workshop:

- Participation and constellation of participants as well as standard of interviews/discussions positive
- More new content and even more substantiated facts desired, be more specific about aluminium



Statements from interviews on possible ways of increasing resource efficiency

(by way of example)

- Management of scrap along the whole value chain (in-house recycling as well as correctly sorted recirculation of scrap)
- Operational potential : heat recovery, burner/furnace technology, load-dependent operation of power plant, use of operating materials (rolling oil, cooling water etc.)
- Greater need for information on resource efficiency of aluminium products (especially in the building and packaging sectors)



Dynamic increases in efficiency occurred in recent years.



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Courses of action relating to resource efficiency of aluminium products

(examples derived from the survey and the interviews)

- Definition of relevant topics (management of scrap, plant processes, product design, material flow management together with customers, resource efficiency of aluminium products, recycling, consumer behaviour, etc.)
- Prepare topics for internal presentations and posters on plant level
- Integration of the topics in in-company education and training



Use information to create more knowledge relating to
aluminium and resource efficiency.



Acknowledgements and contacts

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- SUSTAIN-CONSULT

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