

GLOBAL CENTRE FOR
**HEALTHY
WORKPLACES**

Healthy Workplaces

A Selection of Global Good Practices

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Introduction

A growing number of employers worldwide are starting to invest in the health and well-being of their employees (Global Survey of Workforce Wellbeing Strategies, 2016). Leading global reasons for implementing employee health strategies are:

- ✿ improving performance and productivity, and
- ✿ improving workforce morale and engagement.

However, while the evidence for both the financial and health-related benefits of implementing programs is increasing, many organizations do not develop cohesive strategies and merely offer fragmented activities without proof of effectiveness or outcomes. A lively discussion has transpired across the globe on what constitutes a healthy workplace and how to craft a successful program in order to produce positive outcomes for business and employees.

This publication is intended to contribute to this discussion and illustrate how a healthy workplace can be created by showcasing real life strategies and programs from employers in 15 different countries in six continents. All of the case studies are considered good practices as they have been selected from the growing pool of Global Healthy Workplace Awards winners and finalists as well as certified “Healthy Workplaces” (see <http://globalhealthyworkplace.org/awards.html> for more information).

The featured case studies will clarify how the globally relevant Healthy Workplace concept (see *What is a Healthy Workplace?*) can successfully be applied in diverse settings with differing challenges. I would like to extend a special thank you to all of the featured companies for their willing cooperation as well as helping with the actual case studies.

I hope this publication markedly contributes to the discussion of how to create a healthy workplace and helps professionals and organizations to implement successful strategies. At this stage I would like to call for employers of all sizes and types to adopt a Healthy Workplace approach and implement evidence-based strategies as well as for professional associations and academic institutions to wholeheartedly support this quest.



Wolf Kirsten

*Founder & President, International Health Consulting
& Co-Director, Global Centre for Healthy Workplaces*

Acknowledgements

I would like to thank Gerald Fletcher MD MBA, currently DrPH (Doctor of Public Health) student at the University of Arizona, for his dedication and co-authoring a large number of the case studies. I also would like to express my gratitude to Barry Hall, Executive Director, Benefits Innovation at Comcast NBCUniversal, for his feedback and support in fine-tuning the manuscript.

What is a Healthy Workplace?

Utilizing the workplace as a setting to promote health is a comparably novel approach in the overall history of health and medicine. The workplace has traditionally been regarded as a potential risk to worker health, and most studies in the field have been focused on how to minimize or eliminate these risks. This focus has evolved with the workplace now being regarded as one of the priority settings for health promotion into the 21st century. The opportunities to promote good health are enormous: a majority of adults spend a large part of their waking day at the workplace and employers and employees alike benefit from the introduction of health promotion at the workplace – a so-called “win-win” situation. Employers benefit from more productive and motivated employees generating less health care costs and employees enjoying better health and enhanced quality of life.

The World Health Organization (WHO) Healthy Settings approach reaches back to the Ottawa Charter on Health Promotion in 1986. However, only

recently (2010) has the WHO made this an official policy with the launch of the Healthy Workplace Global Model for Action. Acting on the Global Plan of Action on Workers' Health 2008-2017 the Model for Action assesses healthy workplaces in the context of:

- ✦ work-related physical and psychosocial risks,
- ✦ promotion and support of healthy behaviours, and
- ✦ broader social and environmental determinants.

The Healthy Workplace Framework provides guidance for a comprehensive and systematic approach with global relevance and is divided into the following interrelated sections:

- ✦ **Physical Work Environment**
- ✦ **Psychosocial Work Environment**
- ✦ **Physical Health Resources**
- ✦ **Enterprise Community Investment.**

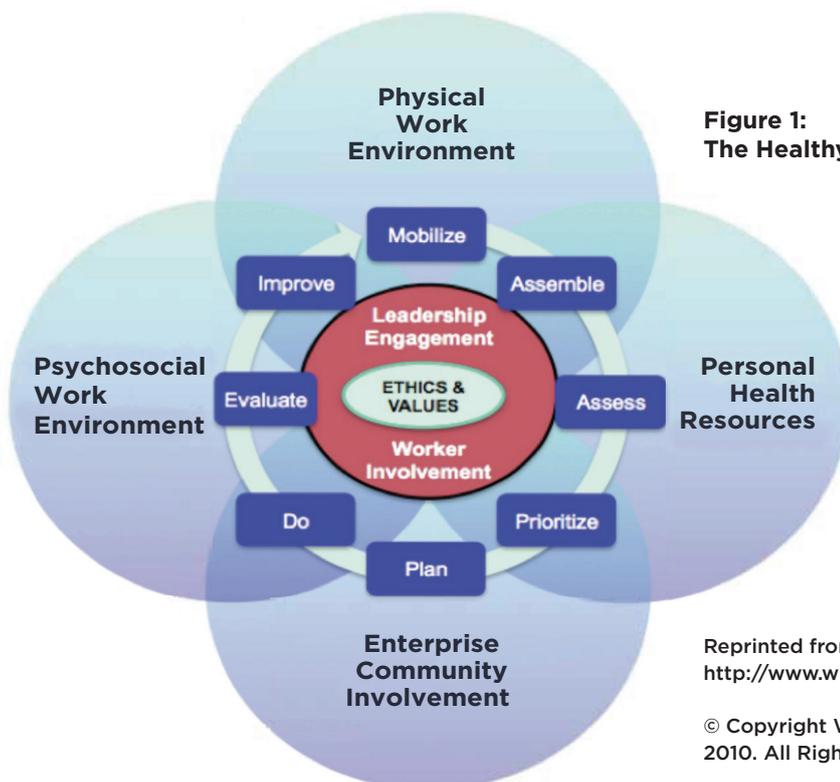


Figure 1:
The Healthy Workplace Framework

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The Healthy Workplace model follows a continual improvement process, e.g. highlighting the need for evaluation, and places leadership engagement and worker involvement as central priorities.

Promoting health at the workplace is both the right thing (ethical) and the smart thing (adds value) to do.

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It is important to point out that employers should first address those challenges and areas that are most pressing in the given work environment, e.g. complying with occupational health law and regulations. However, all organizations, large and small, blue collar and white collar, need to address all four areas in the Healthy Workplace model in order to become a healthy workplace. This approach is not a matter of resources, but of thinking, organization and priorities, i.e. low-resource programs can be applied for micro companies in low income countries.

The Healthy Workplace definition is adaptable to diverse countries, industries, workplaces and cultures:

A Healthy Workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace.

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Monash University



MONASH University

Who is Monash University?

Based in Melbourne, Australia

A large educational and research institution

Large Enterprise: 15,000 employees

Monash University is committed to the highest quality in teaching, learning, research, and a wide range of professional and community activities.

Health in Business Strategy

Monash University is uniquely positioned to be proactive on important public health issues through engagement with thousands of students, staff, alumni and the wider Monash community. The University values, supports and promotes programs and policies that improve the physical and psychological health and wellbeing of employees, under the banner of "Wellbeing at Monash." Senior management endorses staff wellbeing as a core value of the University to be included in performance development activities, with wellbeing being a key performance indicator (KPI) reported quarterly to senior management. The University's commitment to a healthy workplace is underpinned by the Wellbeing at Monash Program, delivered collaboratively across the University and supported by a comprehensive range of programs, services and policies including the OHS Policy, Health and Wellbeing at Monash Policy and Mental Health Policy.

The program has allocated funding and is implemented by a skilled Occupational Health and Wellbeing team: a Wellbeing at Monash Coordinator, Wellbeing Assistant, an Occupational Health Physician and two Occupational Health Nurses. In addition, this team of professionals support a network of local University Wellbeing Champions. The communications strategy focuses on four key staff groups: managers and supervisors, staff, new staff and the Wellbeing Champion network.

A variety of print and electronic methods are used to promote the program across the complex University

structure, including a monthly wellbeing newsletter with 15,500 subscribers per month.

The Wellbeing at Monash Program was developed with limited resources and a very small budget. Over the past 10 years the program model has evolved to meet the differing range of campuses with both small and large employee numbers and diverse cultures. The growing success of the program has encouraged budget allocation at both the organizational and work area level.

Programs

The Wellbeing Program has been developed by assessing the health status, needs and expectations of staff and is underpinned by a comprehensive range of integrated preventative, targeted health and wellbeing programs and policies. This is supported by a work environment that encourages and fosters healthy behaviors and physical activity. Results revealed an average of 1.82 health risks per employee. Utilizing the organisational health risk profile together with the demographic profile of employees and employee needs and expectations derived from surveys, four core themes incorporating both physical and psychological objectives were derived:

1. increasing the levels of physical activity in the workplace;
2. improving psychological health;
3. promoting healthy eating habits; and
4. facilitating work/life balance and general health of the Monash workforce.

The successful Staff Wellbeing and Activity Program (SWAP) offers workplace based, low cost, time efficient physical activity and mental health program options for small and large staff groups of varying demographics; age, gender and ability. For example, mental wellbeing programs include resilience building, mindfulness stress reduction training, mindful employer mental health training, employee assistance programs (EAP), Mental Health First Aid training, etc. The SWAP Mindfulness training is delivered through an online learning platform (Massive Open Online Course – MOOC) to more than 120,000 learners.

Monash also engages with the boarder community to promote healthy living; e.g. R U OK? is a day to create a strong community, that de-stigmatizes mental health issues, raises awareness of suicide prevention and fosters resilience.

Progress / Success

The University strongly supports a culture of ongoing evaluation, utilizing data from the Wellbeing Participation KPI, organisational health risk profile, health checks, online portal, hazard and incident report trends, participant evaluation and satisfaction, employee engagement, staff demographics, absenteeism, voluntary turnover and early intervention and work injury statistics among others.

As a result of the program, the following was achieved:

- ✿ absenteeism is 0.4 days lower and voluntary turnover 1.88% lower compared to the Australian University HR Benchmark average
- ✿ work injury claims have reduced by 56% over 7 years
- ✿ a new online reporting system resulted in an 18% increase (in 12 months) in the number of hazard and incidents reported and a 50% increase in the number of near miss incidents reported
- ✿ staff engagement levels have remained consistently high since 2007 and job satisfaction consistently high at 82% satisfaction
- ✿ improvements were also documented with regard to active transport and healthy and sustainable work environments with a 10% reduction in car use as the mode of transport to work and a sustained level of 17% using active transport to work.

Conclusion / Summary

The Wellbeing at Monash Program through its many programs, services and resources is replicable for both small and large organisations. This is because a cornerstone to the success of the program is the collaborative approach in the development and delivery of the program. Prioritizing program partners, stakeholder and senior management input and buy-in together with a proven communication and reporting system has ensured long term sustainability and success of the program.

Unilever Brasil



Health in Business Strategy

In line with Unilever's Sustainable Living Plan (USLP) there is a local commitment to protecting employees from work-related hazards and promoting their health, nutrition and wellbeing so that they can enjoy fit and healthy lives, both at work and at home. Unilever has a Global Medical & Occupational Strategy, which is based on the twin pillars of Health Promotion and Health Protection. Unilever Brasil firmly believes that healthy employees contribute to a healthy company. The healthy workplace approach is based on a sound policy arising out of its global strategy and is supported for implementation by the HR leadership team. A key component of the health promotion strategy is the Lamplighter program, which aims to improve the nutrition, fitness and mental resilience of employees. The Global Central Safety, Health and Environment Committee monitors the delivery and outcome of the Lamplighter program. Employee participation in the program development is guaranteed via multiple committees: health and safety, site wellness, HIV/AIDS, dignity enhancement as well as unions and works councils. In addition, the Lamplighter ambassadors play a key role in delivering the program.

Unilever adopted a policy allowing for maternity leave for six months before it was made a mandatory requirement by Brazilian law. In addition, Unilever encourages agile working, which gives employees an opportunity to have time to care for their family and attend to work demands. The company has a nursery in the offices to attend to the children of employees until they are 3 years old.

Who is Unilever Brasil?

Headquartered in São Paulo, Brazil.

Subsidiary of the multinational consumer goods company Unilever

14,000+ employees

Vision: *To influence the transformation of the mode of life; established as a priority to reduce the environmental impact, promote health, hygiene, conscious consumption and welfare and responsible business growth, so that we are able to positively impact the Brazilian society.*

Programs: Lamplighter

In its Lamplighter program employees are individually coached on their exercise regime, nutrition and mental resilience through a permanent contact with health professionals. An initial check-up is followed by six-monthly visits where progress is monitored. It was found that if employees are kept motivated during the first six months of a change program, positive changes are likely to remain. Furthermore, the results in Brazil demonstrate that as participation increases each year, there is an upward and positive movement in employees' performance. An important factor in the success of the Lamplighter program is leadership behavior. Since employees often follow the patterns of behavior set by their managers, the program was originally rolled out to senior managers, who in turn encouraged their teams to join the program. While conceptualized as a standardized global program, it is adapted to each country's particular context allowing employee input in the planning to evaluation stages and differences in the delivery.

Unilever Brasil continues to minimize occupational risks such as noise, chemical hazards, and ergonomic risks through training, health evaluation and appropriate control. The ultimate goal is to achieve zero occupational injuries and illnesses. Psychosocial risks are addressed via the global Mental Wellbeing Policy, which focuses on the following components: leadership and management, communication and culture, building resilience and managing pressure and support.

Progress / Success

Unilever Brasil diligently tracks the performance of the various programs. Leading indicators include: % of people who attend a health check as a proportion of total employees, number of sites that have a medical and occupational health audit and the results (90 to 95% compliance). Lagging indicators include the number of work-related illnesses caused or exacerbated by work and number of days taken off due to work-related illness.

An increasing amount of evidence indicates that the Lamplighter health program is a sound investment for employees and for Unilever. The program reached 80% participation leading to a significant decrease in health risks resulting in a 50% reduction of cardiac risk. Independent analysis showed a return on investment (ROI) of €4.82 for every €1 invested in the program in Brazil, based on combined healthcare and productivity savings over a three-year period. It was also determined that the use of EAP has resulted in a savings of US\$ 1,217,300 in medical costs and productivity losses from resolving psychological issues. Productivity will be tracked on an ongoing basis via an estimated measure of health-related absenteeism and presenteeism costs to the organization.

Conclusion / Summary

As a company, Unilever's mission is to help people look good, feel good and get more out of life. This mission applies to their employees as well. Unilever strives to create a positive organizational culture in which employees actively take charge of their health and well-being, which is the foundation for making their program sustainable. Their global policies and standards provide a solid foundation for Unilever subsidiaries to develop tailored and culturally appropriate programs.

Alstom Beizhong Power



ALSTOM

Who is Alstom Beizhong Power?

Located in Beijing, China

Manufactures and distributes power generation equipment

600 employees

Values: *Team, trust and action.*

Health in Business Strategy

Alstom Beizhong Power was selected as a Beijing Health Excellence Enterprise in 2009 in order to become a national healthy workplace model for machinery industry. The workplace health promotion committee leads the program and consists of the company general manager as leader of the committee, EHS manager as deputy leader, trade union chairman and directors of each department. The technical support team includes external expert, EHS staff, department managers and technicians, a compensation specialist and trade union member. The company closely cooperates with the China Centers for Disease Control (CDC). Health has been prioritized as a company long-term objective with the specific goal of “zero disease” and the health promotion policy “Prevention, Health, Development”. 3-year targets and an annual health promotion plan were set based on the results of a health questionnaire investigation and self-assessment. The plan includes four objectives, 30 action plans. Each action plan has outlined responsibilities, budget, assigned resources, deadline and assessor. Every year the committee assesses the last plan and crafts a new plan according to present resources and activities. The plan is part of the annual EHS plan and it is followed up together with the EHS plan.

The health promotion policy was integrated into the Environment, Health and Safety (EHS) policy for continuous and standardized implementation. The EHS department sets up EHS objectives, such as zero lost time accident and zero occupational disease, every year, and links these with department

and personal key performance indicators (KPI) in order to improve EHS performance. This includes ISO14001 and OHSAS18001 audits. The EHS management system is accompanied by employee training in order to impact behaviors and improve awareness and ability. The training covers a broad array of occupational health and safety (OHS) issues as well as personal health issues such as physical activity and nutrition and conflict and harassment, time management.

Programs

The OHS audits have led to a number risk prevention and control projects, ergonomic modifications and improvements to EHS management and policies. For example, specific workstations in the blade workshop packing process have been ergonomically improved to eliminate the need for employees to bend down 30 times. Medical surveillance includes a general physical examination for 495 employees and an occupational health checkup for 155 employees. The general physical examination participation rate is 91%, and the occupational health checkup participation rate is 100%. Employees are educated and motivated to form healthy habits via various activities such as physical exercise sessions in the morning, sport games (table tennis, badminton, basketball), providing a personal exercise kit, healthy food choices in canteen and vending machines (subsidized), water dispenser for each work site, a no-smoking policy, etc. Flex time has been introduced to address work-life conflict situations, annual leave has been increased, an allowance for working at high temperatures

introduced, work-related injury insurance and supplemental medical insurance for employees is offered and a shuttle bus to work and from work provided.

Progress / Success

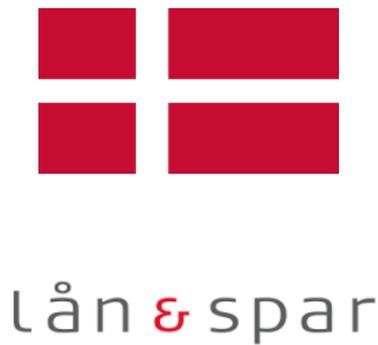
While a relatively young healthy workplace program in its entirety, Alstom Beizhong Power has made some significant strides along the journey. One of the main goals is to become a nationally recognized Health Promotion Excellence enterprise. The company met all required standards during the mid-stage assessment by China CDC in 2013 and was designated as the North China Health Promotion Excellence enterprise in the meantime. Other notable achievements include:

- ✿ occupational hazard exposure limit compliance rate is 97% (only two worksite exposures with noise above the standard),
- ✿ improvement in health knowledge and health behavior,
- ✿ high participation in physical examinations,
- ✿ reduction in smoking rate, and
- ✿ higher participation in community activities.

Conclusion / Summary

Rooted in a systematic EHS management system, Alstom Beizhong Power is methodically building a comprehensive healthy workplace program and generating good results year by year. Company leadership ensures that all programs are subject to continuous improvement principles and directly aligned with the company values of “trust, team and action”.

Lån & Spar Bank



Who is Lån & Spar Bank?

Headquartered in Copenhagen, Denmark

Savings & loans bank

380 employees

Vision: *We want to be the customer's personal bank by entering into close and relevant partnerships.*

Health in Business Strategy

Lån & Spar Bank's Healthy Workplace program "Bank I Bevægelse" (bank in motion) has been a deeply integrated and important part of the Lån & Spar Bank business strategy since 2009. This program has demonstrated positive results in multiple areas, including a decrease in turnover and increase in productivity and customer satisfaction. L&S focuses on improving the mental, social and physical wellbeing of employees, based on senior management's belief that balanced and satisfied employees create the best business.

Each year, results from systematic employee surveys and health checks are evaluated by senior management in order to formulate strategies for further improving or maintaining mental, social and physical wellbeing of employees. The survey and health check results as well as the strategic focus formulated by senior management is presented, discussed and evaluated with the Health & Safety Committee, the Cooperation Committee as well as all line management. The Executive Vice President in the HR and Communication Department is responsible for promoting and implementing the program. Throughout the year, line management play an active role of implementing formulated goals related to the psychosocial working environment and physical working environment (e.g. reduction of musculoskeletal disorders). Through this approach, all employees are fully aware and engaged with the very clear business policy that Lån & Spar Bank is a healthy workplace in motion.

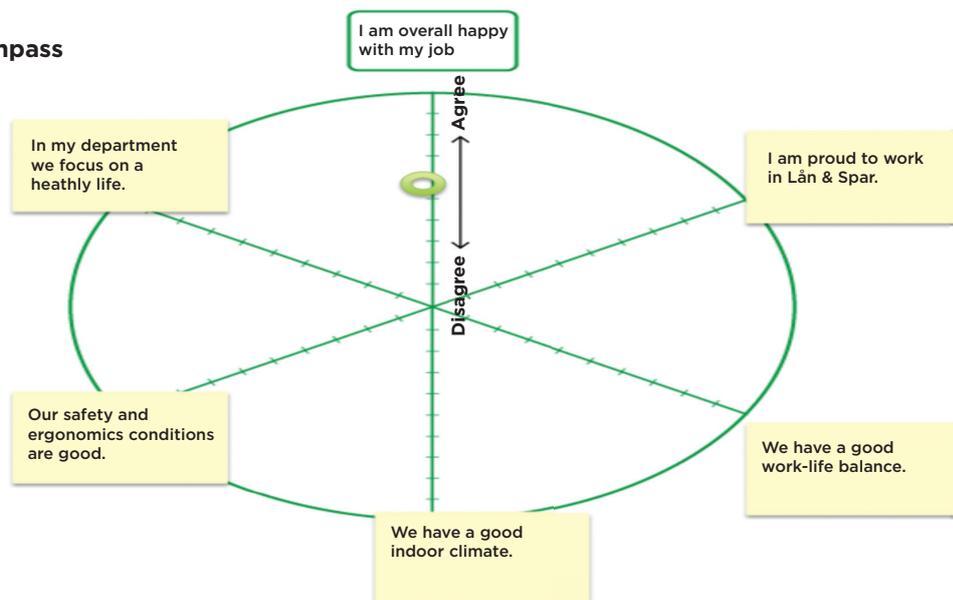
Programs

A unique feature of this wellness program stems from its active employee participation. Employees are involved in the planning and programming process by participating in annual health checks (75% participation rate) and an annual workplace assessment, which is offered to all employees (85% yearly participation rate.) By employing an external survey institute, confidentiality is ensured. The survey includes questions on respect, communication, bullying, harassment and threats of violence to ensure fair and equal treatment of all employees in their daily working life with colleagues and management, as well as in their dealings with customers and suppliers. There are also questions on general psychosocial wellbeing, physical working conditions and personal health.

To make sure all employees are engaged when action plans are made, Lån and Spar Bank has developed a dialog tool called "The Wellbeing Compass" (see figure on page 14). The Wellbeing Compass ensures diversity and gender equality, since the dialogue process collects and evaluates the opinion of every employee equally. The line managers have a goal of performing and following up on this dialog four times a year. All line managers are certified coaches.

All employees have access to a program called "The Good Life". Each employee is offered a health check and a one-on-one dialogue with a psychologist followed by a 2 day-workshop in groups of 1 5-20 colleagues. The purpose of the program is to

**Figure 2:
The Wellbeing Compass**



empower each employee to reflect and act on their own wellbeing, including life values, work/life balance, job satisfaction, lifestyle and health.

The Bank is also active in the community by sharing lessons learned with other companies and institutions as well as offering mentoring programs.

Progress / Success

The psychosocial work environment is evaluated on a yearly basis and compared to the benchmark of the Danish National Research Center of Working Environment (NFA). The physical work environment and employee health status are evaluated on a yearly basis in relation to the benchmark database of consulting company Alectia.

A comprehensive report is reviewed each year allowing top management to discover correlations between business drivers such as employee self-reported productivity and sick-leave with factors such as psychosocial wellbeing, quality of management and employee health status. The correlation analysis of data is central to formulating strategies.

Achieved milestones include:

- ✱ Improvement in Great Place to Work national ranking from 73rd (2010) to 24th (2013);
- ✱ Scores above NFA national benchmark on psychosocial working environment in 2014;

- ✱ Sick-leave reduced from 8 days yearly average (2008) to 4 days yearly average (2013), which is significantly below sector average of 6 days;
- ✱ 4% increase in self-reported productivity (confirmed by objective productivity measurements);
- ✱ 93% employee satisfaction;
- ✱ Increased customer satisfaction (ranked 2nd among financial institutions in Denmark);
- ✱ Number of employees engaging in 30 minute daily physical exercise increased from 27% in 2011 to 47% in 2014.

Conclusion / Summary

The “Bank I Bevægelse” program has demonstrated that it is possible to increase productivity and provide a good psychosocial work environment at the same time. Since the financial crisis in 2008, the bank has achieved a remarkable turnaround in earnings and customer satisfaction, which can in significant part be attributed to the healthy workplace program.



Who is SAP?

Headquartered in Walldorf, Germany

Global enterprise software corporation

85,751+ employees

Vision: *To help the world run better and improve people's lives.*

Employee Health is a Business Strategy

SAP's focus on a healthy culture has a long history with the healthy workplace being a key business factor in SAP's company culture. SAP's strategic health management approach, which is part of "People Sustainability" (a focus area within the HR organization) believes in the power of its people – its greatest asset – and the connection between how it cares for its people and the ability to sustain business success.

Health and work-life integration is fundamental to SAP's culture, which it believes empowers its diverse and engaged workforce to develop the strategic skills necessary to thrive in the digital workplace and reach their full potential. Serving the needs of its people in turn better supports their customers to succeed in the new digital economy.

Meeting people's needs is at the core of SAP and therefore, assessing organizational health or healthy culture is a natural KPI to measure its efforts. Results from its annual employee survey calculate the Business Health Culture Index (BHCI)¹ – a measurement of the general cultural conditions that enable employees to stay healthy and balanced, considering dimensions such as affiliation and purpose, leadership, recognition, empowerment, stress level, life balance and perception of individual health status. SAP understands the potential impact of a change in this index. The financial impact of this healthy and caring culture is significant – based on 2016 data, one percentage point increase in the BHCI could increase operating profit by between

€80 million to €90 million – indicating a significant quantitative link between employee health and business success.

Programs

New trends emerging from globalization and digitalization, such as constant change, speed and high workloads, demand for flexibility, mobility and agility, can present challenges to the health, well-being, life balance and satisfaction of employees. Stress-related and chronic illnesses are on the rise, which is leading to long-term health issues for employees, and increased treatment costs and productivity loss for employers. Multiple approaches have been introduced in SAP to address these occupational risks of the digital workplace:

- ☀ Proactive leadership intervention by means of healthy leadership behavior and mindset can mitigate risks in some cases.
- ☀ Provision of a holistic health management service portfolio to prevent risks, or raise awareness around potential risks.

Access for all SAP employees to employee assistance programs ensures direct and confidential access to expert and impartial advice to deal with life's challenges in the home and workplace. Additionally, several programs at SAP are unique and innovative:

- ☀ The Run Your Way program is an innovative showcase of how SAP® Cloud Platform and innovations (like IoT) can support their vision to

“help the world run better and improve people’s lives”. This new global health program encourages employees – across all generations and physical conditions – to invest in their health and well-being by integrating regular movement into their daily lives and develop healthy habits that can mitigate the risks of a sedentary lifestyle. The program also offers employees an attractive subsidy for buying an activity tracker and invites employees to connect their device (tracker or smartphone app) to a new global activity platform called Fit@SAP. There they can track their progress, create groups and launch activity challenges to motivate each other to keep moving throughout the working day.

- ✿ The Corporate Oncology Program for Employees (COPE) is a comprehensive health benefit offered to eligible SAP employees who have been diagnosed with a solid tumor cancer. Supported by the SAP HANA® platform, COPE provides free access to precision medicine through an in-depth molecular-medical analysis aimed at helping physicians make better-informed treatment decisions.
- ✿ The “Lighthouse” Program was initiated and developed by employees (“from colleagues to colleagues”). The objective of the initiative is to offer colleagues support and guidance in difficult situations in private or business life, e.g. burnout prevention, coaching in work-life-balance or support in disease management. This initiative was designed to keep the threshold for seeking help low and is linked with SAP’s professional coaching services.

- ✿ To connect individual and organizational health with sustainable business success, a unique, comprehensive and personalized health check is offered to SAP executives. Consisting of an individual health check-up and a one-to-one information and coaching session on SAP’s health and well-being framework and healthy leadership culture, the program empowers executives to be role models and foster the necessary healthy culture for business success.

Progress / Success

In 2016, the positive trend of the Business Health Culture Index (BHCI) continued with a score of 78% compared to 75% in 2015.² In fact, it has consistently increased each year for the last four consecutive years. This encouraging result shows that SAP’s focus on fostering a healthy and caring culture has impacted employees in a positive way. Given the financial implications, as indicated above, this is considered a major success.

Conclusion / Summary

The continuous improvement of the corporate health management is a key element in ensuring that the needs of SAP’s people are met in a sustainable way and thereby contributes to achieving SAP’s business objectives.

References

1) <https://www.sap.com/corporate/en/company.html>

2) <https://www.sap.com/integrated-reports>

See Employee and Social Investments in SAP Integrated Report 2016: <https://www.sap.com/integrated-reports/2016/en/performance/social.html>

Ghana Revenue Authority



Who is Ghana Revenue Authority?

Based in Accra, Ghana

Government of Ghana agency responsible for all aspects of tax and customs duties

7,371 employees

Vision: *To be a world class revenue administration recognised for professionalism, integrity and excellence.*

Health in Business Strategy

Backing the institution's position to promote and ensure its implementation, the management of the Ghana Revenue Authority (GRA) set out a framework for implementing a comprehensive employee wellbeing program, the objective of which was to be a socially responsible employer and fully committed to the wellbeing of its staff. Initially conceived as a partnership between the GRA, Ghana Community Network Services Ltd. and the GIZ (Gesellschaft für Internationale Zusammenarbeit GmbH), the Employee Wellbeing program was launched in 2006. The original focus was HIV/AIDS with classic interventions targeted at the points of entry in Customs Excise and Preventive Services. The program has evolved considerably to a broader health focus and larger target group including staff, families and immediate communities.

The Employee Wellbeing Policy (EWP) was adopted to reflect the institution's position and objectives for the program, ensuring that staff and their families enjoyed full social protection, financial counseling and an improved access to treatment and care facilities that were related to infectious and non-communicable diseases. The EWP is included in the GRA Strategic Plan. The Support Service Division, which includes GRA's Human Resources, Training and Development and the Office of the Commissioner General, including Communication and Public Affairs, the Modernisation Projects departments, are responsible for the program and dedicated staff has been assigned to run the program.

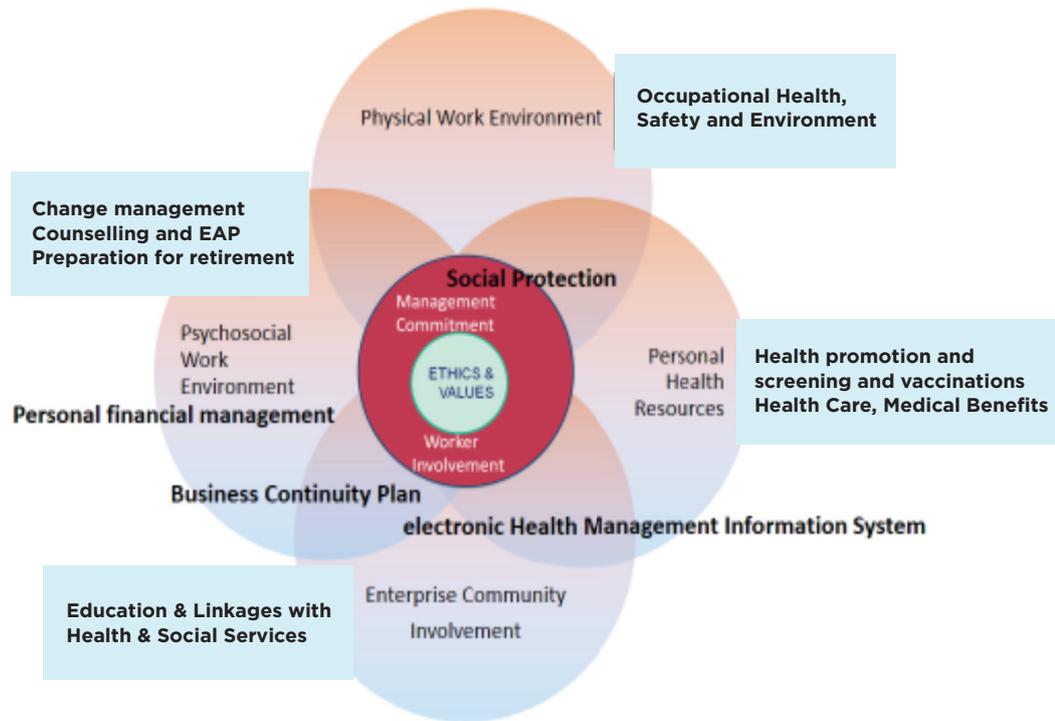
The EWP takes a holistic approach to health-related activities, in line with the recent WHO concept of the Healthy Workplace (See figure on page 18).

Program

The broader focus has led to a variety of activities. A new emphasis on prevention and early detection included expanded screening and vaccination for hepatitis B (which has a relatively high infection rate in Ghana), and information, education and communications related to "lifestyle issues" such as nutrition and stress reduction (in partnership with Ghana Health Services). This includes support for employees with chronic conditions. All employees are required to enroll in the National Health Insurance and entitled to a private top-up insurance. Financial wellness is a key focus and delivered in form of group lectures, presentations at wellbeing fairs and one-on-one counseling by coordinators. As a result, employee savings in the GRA Credit Union has been increasing significantly. GRA has a no-smoking policy.

Staff is trained in fire prevention and first aid, have access to personal protective equipment and an office or workstation assessment, which is coordinated by the regional focal persons and the Estate Unit of the Administration Department. At the same time GRA has addressed psychosocial risks via HR and staff interaction on the reorganization of services, change management programs, a grievance repository and inclusion of wellbeing issues in all training sessions. In addition, employees have access to an employee assistance program (EAP) and counseling.

Figure 3:
Employee Wellbeing and alignment with WHO's framework on Health Workplaces
 (adapted from WHO Healthy Workplace Framework)



In addition, GRA, GIZ and the private partner GCNet, a private partner partnership with the Ghanaian government responsible for the automation of GRA tax processes and development of the business single window for trade facilitation of the e-Government, developed an IT system enabling access to confidential electronic health records, personalized health education and follow-up services for staff, which are linked to private health insurances and health institutions whilst enabling monitoring systems for the participating companies.

Progress / Success

From the beginning, the EWP emphasized the importance of monitoring and evaluation. Some of this was achieved by placing formal responsibility for monitoring the EWP on specific bodies such as the national and regional working groups. Another formal requirement, specified in the EWP policy document, was for regular monitoring visits to be carried out in the regions using a set questionnaire.

Assessments included screening of the bio-medical status of employees, office assessment, employee motivation and staff wellbeing and EWP knowledge,

attitude and practice and led to the development of the following measurable objectives:

- ✦ To increase staff satisfaction levels by 30% within 3 years of the implementation of the policy;
- ✦ To reduce staff absenteeism by 20% within 3 years of the implementation of the policy.

So far, trend data analysis has shown that the program performance score has improved by 32% within 4 years, personal financial planning has improved by 32 % and blood pressure (normal) has improved by 18%.

Conclusion / Summary

The GRA Employee Wellbeing program represents an ambitious attempt at a private-public partnership towards the advancement of a healthy workplace of a government-led agency, which could well serve as a model for other companies and countries. It incorporates innovative strategies new to the region, including social protection, financial wellness for employees and e-systems.

Reliance Industries Limited



Who is RIL?

Headquartered in Mumbai, India

Conglomerate operating in the segments of exploration and production, refining and marketing, petrochemicals, retail and telecommunications

113,000 employees

Motto: *Growth is Life.*

Health in Business Strategy

Reliance Industries Limited (RIL) believes that investing in the health of their workforce and of their communities is the best way to ensure a thriving workforce, now and for the future. The company's health and wellness initiatives benefit from the strong support of RIL's Chairman and Managing Director, Shri Mukesh Ambani, who has set out the goal of becoming "the world's most healthy company while improving productivity and reducing health care costs" as well as "inspiring customers and partners with our results."

Reliance has a strong management commitment towards healthy workplace practices. Health, Safety and Environment (HSE) performance across the enterprise is monitored by the Board at quarterly intervals. The company's annual operating plan for medical services is linked to the company's business goals. Occupational health and safety is listed in public documents as one of five strategic pillars linked to the success of the organization. The company has an "Employee Value Proposition", which is aligned with the corporate vision of being an "Employer of Choice." Health is one of the functional academies that was launched several years ago to enhance the skills and competencies of employees. CASHe (Change Agents for Safety, Health & Environment) is an employee-led movement for the elimination of occupational health hazards and comprehensive wellness across the organization — an active example of employee endorsement and engagement in healthy workplace policy.

Programs

Reliance's HSE Management System established company-wide safety management objectives and processes for improving operational discipline and evolving inherent safety measures for plant operation. In addition, the Central HSE audit program — a critical component of the HSE governance process — was designed to ensure that the HSE Management Standards were implemented, and best practices followed and shared across the Reliance Group.

Reliance is also committed to ensuring environmentally sustainable and responsible operations to achieve highest standards of excellence. Its manufacturing divisions have not only instituted internationally accepted Environmental Management System based on ISO-14001, but the major sites are also integrated with Quality Management and Occupational Health & Safety Management Systems. As an example, Occupational Health Centers for emergency and curative services have been set up and focus on emotional well-being through the "Work-Life Project". There is an effort to continuously standardize and upgrade systems to reach a target of zero injuries and incidents.

Supporting healthy lifestyles is a priority for RIL evidenced by an offering of many different types of activities throughout the year: subsidized healthy foods in the cafeterias, stress management, cancer prevention, ergonomic awareness, women's health, heart health, nutrition, diabetes screening, Reliance Family Day, blood donations, smoking

cessation (including nicotine replacement therapy) and a no tobacco policy (ban in manufacturing locations, smoking zones in offices). The WISH program (Work-Life Improvement for Safety and Health) addresses emerging mental health issues by screening employees for depression, anxiety, and stress during annual health exams, then linking identified high risk employees to supportive mental health programs. Also managers are trained to identify and assist employees at high risk for mental health disturbances and unhealthy stress levels and employee “missionaries” are deployed in departments to promote mental wellbeing awareness.

Progress / Success

The effectiveness of the initiatives is monitored through Customer Satisfaction Index, Leading & Lagging Indicators and Best Site award excelling in wellness projects. The “Leading and Lagging Indicators Report” is prepared each month and shared with site presidents, directors and the HSE board. This systematic approach has led to an increase in the Customer Satisfaction Index from 87.7% to 91.9% from year 2013-14 to 2016-17.

Over the years, CASHe initiatives were found to be highly cost-effective. As an example, the initial implementation of the CASHe program in 2003-04 returned \$400,000 against an investment of \$20,000. This was attributed to improved occupational health awareness among the employees and contract labor, reduction of health risks at workplace, positive employee attitude towards OSH, increased collaborative activities between Plant & OSH staff and other monetary savings.

Conclusion / Summary

RIL is convinced that the success of their initiatives is related to the participatory approach supported by senior management, a healthy corporate policy and a supportive working environment. Reliance’s customized employee centric health programs are the key factor for sustainability of health initiatives, striving to continuously achieve excellence in all initiatives. In moving well beyond standard benefits, such as health insurance and medical claims, Reliance makes health and wellness a part of its everyday work culture.

Technica International



Who is Technica?

Based in Bickfaya, Lebanon

Innovative automation solutions provider

210 employees

Mission: *Technica delivers innovative, customized and high-quality solutions and turnkey lines, designed to satisfy the automation needs and the product handling of our customers, in order to improve their operation efficiency and to increase their production capacity.*

Health in Business Strategy

Tony Haddad founded Technica as a local family business in 1982 and has led the company to a global venture. The family values are embedded into the culture and values of Technica. These include recognition, integrity, servant leadership, excellence and responsibility. Technica's Healthy Workplace Program is supported by top management and is implemented and promoted on all company levels. The Employee Satisfaction Program (ESP) is based on the WHO framework and integrated into business management processes (ISO9001:2008) to ensure continued implementation and constant feedback from the team to improve the program.

The foundation and pride of the company culture is based on the notion of "Servant Leadership" summarized as follows: "We are servants first, leaders second." As a result of this belief, there is a heavy involvement and encouragement of workers in the levels in the decision-making process, which forms the basis of the design of their flagship program the Employee Satisfaction Program with an index ESI.

A good example of successful management-employee cooperation is the turnaround after the global financial crisis in 2008. The leadership decided to involve and engage all the staff via meetings and group discussions in 2010, making tough decisions like freezing of salaries for 18 months, reducing bonuses, removing supervisory layers and eliminating nonproductive tasks. The company rebounded quickly, made possible by the

family spirit and commitment of every employee to the cause and alignment to the vision established by the leaders.

The Safety Department, with a safety officer, ensures a safe work environment by applying the OHSAS 18001:2007 safety management system. To ensure sustainability, a "Healthy Workplace Program Committee" has been created, which consists of HR Manager, Quality Manager, Strategy Management Officer, and Safety Officer. The committee reports directly to the General Manager.

Programs

Each employee has an employee health record sheet completed by the company doctor. Specific health tests based on work requirements are conducted by the doctor and paid for by the company. A physiotherapist provides follow-up advice with recommended exercises. Dietary assessment and recommendations are offered in one-on-one sessions with a dietician. Basketball and football teams participate in intercompany tournaments.

Technica built a sports court on the roof of the building, with tennis and basketball courts and many other sports activities and facilities.

Technica is a smoke-free environment and smokers are encouraged to quit via campaigns and education. Additional awareness campaigns are related to health & safety issues, prevention of vector borne diseases, healthy lifestyles, eye strain awareness, a "drive safely" campaign during winter

season and snow days for people to drive safely, and a “hunt safely” campaign during hunting season.

Identification or assessment of safety risks is conducted by internal auditors (safety buddies, first aider, fire fighters or company doctor) and by external experts and safety officers of multinational customers. Technica has received “Approved Contractors” status from numerous major multinational companies.

As mentioned above, the Employee Satisfaction Program allows employees to provide regular feedback and be actively involved in all matters related to health and wellbeing. This includes:

- ✿ Focus group discussions: open discussions in groups with managers at the various levels
- ✿ A 360° feedback system
- ✿ Employee satisfaction questionnaire and index
- ✿ OFI procedure (Opportunity for improvement)
- ✿ SER Safety Environment Improvement Request
- ✿ Organization capital survey, conducted yearly
- ✿ Technica award system to reward innovation, initiative and cost cutting.

As an example, a healthy eating habits program was launched after monitoring the team’s uniform sizes and a work-life balance program launched after analysis of total overtime hours.

Technica believes deeply in creating shared value (CSV) philosophy, where serving the community will create shared value to all:

- ✿ Technica initiated a financing plan for the local university CNAM, where the suppliers are involved to contribute 5 per thousand of the purchases of Technica as donation to CNAM
- ✿ Technica launched a “greenify” initiative, by planting trees in the name of the customers for every order Technica receives. So far, 1,000 trees have been planted
- ✿ Technica generates 70 KW per year from solar energy to preserve the environment.

Progress / Success

Results and decisions are made public in an open and transparent manner, which affirms the alignment and engagement of the team. It is important to note that each of the listed procedures has a specific indicator that is frequently monitored. A trend analysis is done to evaluate the progress and success of the program implementation. Findings and action plans are communicated to all company employees via general meetings, dashboards, presentations, etc.

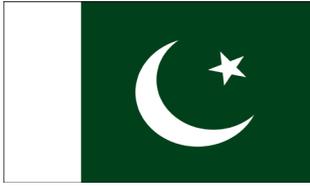
Technica has been successful in moving a number of KPIs in the right direction:

- ✿ Reduced accident rate by 20%
- ✿ Increased employee satisfaction, engagement and commitment
- ✿ Recycled 60% of waste and saved more than 200 trees since 2012
- ✿ 3 employees have stopped smoking so far, with remaining smokers receiving ongoing
- ✿ Employees with high body mass index <4%.

Conclusion / Summary

Technica makes a strong case that it is possible to create healthy workplaces in small and medium-sized enterprises (SMEs) and concurrently lead a successful business.

Engro Powergen Qadirpur Limited (EPQL)



Who is EPQL?

Headquartered in Karachi

Power generation company and subsidiary of Engro Corporation

120 employees

Vision: To ensure affordable energy and reliable operations thereby creating value for all stakeholders.

Health in Business Strategy

EPQL's core values consist of:

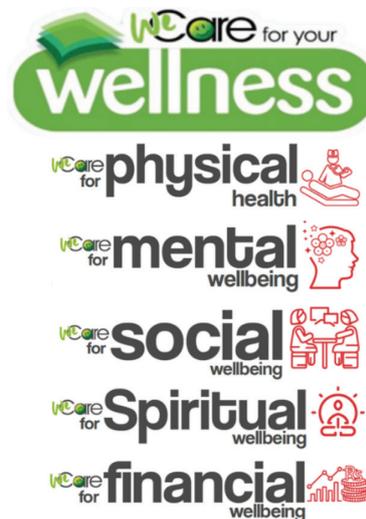
1. Uphold ethics & integrity,
2. Ensure Health, Safety and Environment (HSE) is at the base of operations,
3. Commitment to engage key stakeholders in the community,
4. Work on breakthrough ideas to ensure innovation, and
5. Uphold the dignity and value of EPQL people.

The power company started its "WeCare for Wellness" program in 2014. Driven from the office of EPQL's CEO, We Care is an exclusive and extensive care program for the valued employees of EPQL. It encompasses an array of programs and initiatives aimed at enriching employee's lives and making them feel truly cared for. It is also a trailblazer in employee care programs as it encourages other departments to extend care through their own initiatives.

The WeCare for Wellness Structure is designed specifically to cascade care factor thru the organization. The Wellness Task Management Committee has been created in order to generate employee wellness initiatives that are effective across the organization and to have a cross functional view on all WeCare programs. This committee provides its findings to the Corporate Wellness Steering Committee, which is responsible for monitoring the effectiveness of the WeCare for Wellness Program.

Programs

The WeCare program works to ensure employee wellness by focusing in five key areas:



The five focus areas come to life in the form of sessions and activities. The scope of each area is quite diverse and the branding helps create awareness for the program. The physical focus area deals with the most direct and commonly faced office related health issues that many employees are prone to. The emotional and mental areas deal with easing the employees into an immersive yet light environment that caters to their individual needs. This includes the Understanding You psychiatrist program, stress control program,

Be the Change campaign, career development, part time work option, day care for children, personalized talk with the CEO, etc. Mental wellbeing has become a key area of focus for EPQL because of the general room for growth in Pakistan.

The Wellness program has been meticulously designed to ensure effectiveness of the already present health and safety systems. Through WeCare the safety systems present at the facilities have not only been institutionalized, but have also introduced its aspects into the office environment.

Progress /Outcomes

The monitoring and stewardship of these programs is conducted using the KPIs of the WeCare for Wellness Program. Employee engagement has improved drastically since the initiation of this program, from 39% to 57% in two years due to the pilot WeCare program and from 57% to 84% during the institutionalization phase of WeCare for Wellness program. Sick leave is an important indicator with at least 44% of the employees not having taken sick leave in the calendar year for 2016. Other KPIs include cholesterol, smoking, obesity control and attendance at wellness talks. Mental health improvement is tracked via anxiety levels, which gauged from previous years never hit above 20% and dropped even lower in 2016, with programs like Understanding You and Be The Change. The latest focus is on on empathy and encouraging employees to be more self-actualized in their work environment.

Conclusion / Summary

The timeline of WeCare can be gauged against how effectively it is delivering value to employees on all four fronts. By ensuring that the in-place benefits and health programs are maximized, EPQL's KPIs show improvement in 2016. The development of frameworks has led to the company better understanding employee needs, fostering an environment in which employees feel better about their jobs.

Alexandra Health Pte



Who is Alexandra Health?

Headquartered in Singapore

A network of medical institutions providing quality healthcare to diverse populations

Vision: Help our people live a long, healthy life and support them with thoughtful, dignified care to the end.

Health in Business Strategy

The leadership of Alexandra Health (AH) has committed itself to developing Workplace Health Promotion (WHP) strategies to align with its business objectives, values and culture. The hospital system promotes employee health as a core value through the establishment of the “5 Pillars of Health:”

1. Eat Wisely,
2. Exercise Regularly,
3. Be Happy,
4. Stop Smoking, and
5. Practice Personal and Public Hygiene.

This includes a dedicated budget for workplace health promotion to ensure its continuity and viability.

AH believes that employees who love what they do and role-model good health will in turn deliver high standards of care for their patients. AH aims to create a culture of health where employees are empowered to take charge of their own wellbeing and safety to reduce occupational disease. Senior management put in place a Health Promoting Hospital Committee comprising various internal stakeholders. Human Resources oversees workplace health promotion with the Lifeworks Committee to plan policies, initiate and implement strategies and organize activities, in collaboration with Health Ambassadors, with the support and direction from senior management. Besides encouraging employee involvement, senior managers are also role models through their personal participation in WHP activities.

Programs

AH monitors and trends employee health screening and fitness challenge corporate results and participation rates while assuring individual data privacy. Employees can access their own results via the internet over a secure connection. The company uses health risk assessment data to improve the health of individual workers through targeted interventions. All health screening participants receive a color-coded report based on their health profile. For those who need to improve on their health and manage their conditions, AH offers subsidized chronic disease prevention workshops, health intervention programs, including weight management, hypertension management and fall prevention. HR data is also leveraged to focus on intervention that could improve employee health and the organization’s financial health. The Health Ambassadors play a key role by introducing new programs and improving current initiatives. AH solicits feedback regularly, spots WHP issues or changing demographic trends to develop programs that will better meet the employees’ and organization’s needs. Objectives are set every year to offer targeted programs for major health concerns and benefit overall employee wellbeing. Recurring activities innovate constantly to maintain high participation.

AH offers tailored programs for employees with specific needs. Current initiatives for mature employees include job redesign, equipment (e.g. various types of trolleys) re-engineering, fall prevention, ergonomics training, aging-in-place

courses, skills upgrading, flexible work arrangements and re-employment benefits. Active ageing activities including tai chi, brisk walking and line dancing are popular amongst employees. Programs for shift workers (Nurses, Operations) address fatigue management, stress and burnout, compressed working week and planned shift rotation. Nurse Me Happy is a series of focus group interventions to improve mental wellbeing amongst nurses, involves employees from senior management to ground staff. All employees have access to massage chairs, well-equipped pantries and comfortable relaxation rooms. Frontline workers can enroll in self-defense classes and confidential peer counseling services by the Psychological Medicine department.

Progress / Success

AH has been documenting positive organizational health trends since these activities started in the mid 2000s, including an increase in health awareness, activity participation, healthier food choices, regular exercise, fitness level and decrease in BMI and total cholesterol levels. The company is convinced that the above mentioned strategies and programs account for ensuring employee retention and engagement as evidenced over the years and returning savings that would otherwise have been used in re-hiring or re-staffing. A strong and positive correlation is observed between good physical and mental health, wellness and low occupational stress and injuries.

Ongoing improvement plans include publicizing of success stories, stronger analytics to track and trend individual participation and health improvement, Fitness Challenge tests for mature employees, online results and trending and a smartphone app.

Conclusion / Summary

To achieve an organization's vision, mission and objectives, it must ensure that its own employees are healthy, productive and committed to excellence. By increasing employees' engagement levels, AH believes it can increase productivity and retention.

Mercedes-Benz South Africa (MBSA)



Who is MBSA?

Wholly-owned subsidiary of Daimler AG, automobile manufacturer

Business premises in Gauteng and Eastern Cape, South Africa

Approx. 4000 employees

Health in Business Strategy

The Daimler AG sustainability framework and strategy serves as the foundation for the MBSA employee health management program, benefits and services, health and safety, legal and corporate compliance as well as corporate social responsibility (CSR). The sustainability focus means looking beyond its employees to the families of employees, communities in the proximity of operations as well as further afield to vulnerable members of its business communities.

MBSA has been a leader in the fight against HIV/Aids in the workplace, and was one of the first companies in South Africa to implement a program, as far back as 2000, to mitigate the effect of the disease on its operations. The South African subsidiary of global parent company, Daimler AG, has become the center of excellence within the group, giving strategic direction to its sister companies on HIV/Aids prevention. The program has since expanded to a more comprehensive and holistic approach to employee wellness due to the rise in non-communicable diseases in South Africa.

Organizational health management in the MBSA group of companies is organized to ensure alignment to overarching corporate and human resources strategies. The stated objectives of the corporation's health management portfolio are:

- Ensuring occupational health & safety legal & corporate compliance

- Ensuring healthy workers working in health promoting work environments
- Advancing employee financial wellbeing and social protection
- Making a meaningful contribution to sustainability of the corporation

Programs

The acclaimed HIV/Aids Workplace platform and program consists of the following:

- Universal access to quality prevention, treatment, care and support to employees and their dependents (all testing must be voluntary and may not violate the affected employees' right to privacy);
- Management of the increasing developmental, financial and human resources and impacts associated with HIV and Aids in the company and surrounding communities.

The long-standing commitment to corporate social responsibility (CSR) led MBSA to make its mark in the territory of community wellness. The Siyakhana Project – a partnership between MBSA, the German development agency (GIZ), DEG, and the Border Kei Chamber of Business – provides similar services to participating small and medium enterprises in the vicinity of the manufacturing facility in East London, which would otherwise not be able to afford to run such comprehensive programs for its employees. Sixty-five small businesses are supported by

Siyakhana. Since 2005 7500 employees were trained to understand HIV and Aids with 5500 completing voluntary testing. In addition, 510 patients have received comprehensive HIV and Aids care and treatment. MBSA has also extended its expertise and resources to the roadfreight industry as it represents a high-risk area for HIV/Aids infection. Twenty-two Trucking Wellness Centres have been opened along the main transport routes of the country to deliver advocacy, prevention, treatment and care for truck drivers. In addition, mobile clinics in the form of Mercedes-Benz Vans are stationed at trucking company depots. Next to education and screening for HIV the mobile clinics offer truckers TB and malaria services, as well as general wellness testing. The Trucking Wellness initiative is run on behalf of MBSA by Corridor Empowerment. Holistically, MBSA's CSR strategy houses these projects as part of one of its core focus pillars of community upliftment.

MBSA's Health Management and Social Protection strategy also covers human resource (HR) programs and employee benefits, counselling services, primary clinical care services and occupational health services. Occupational health and safety, as well as legal and corporate compliance, is a priority leading to the following standards being adopted: IS, Pretoria, and East London offer an integrated wellness concept with a clinic, fitness center and counselling services. A health and wellness portal, which offers interactive and confidential tools and resources for all employee and families. The free and multilingual counselling services are available any time either face-to-face, telephonic or online to meet the psychosocial needs of the employees and families. Up to six visits off-site are covered by MBSA. Social protection is highly valued within MBSA and features a medical aid scheme, pension/retirement funds, disability benefits, a housing program and comprehensive financial advice and support services.

Progress / Success

The MBSA manufacturing plant in East London has one of the highest attendance records in the world for Daimler consistently recording above 98% attendance year on year for the past decade. The HIV/Aids workplace program can point to a number of achievements between 2001 and 2017:

- ✿ 95% testing uptake among employees (at least once), with 60% testing annually;
- ✿ Universal access for all employees (and family members registered on medical aid scheme);

- ✿ 85% of HIV positive employees on treatment
- ✿ 55% of HIV positive family members on treatment
- ✿ 95% 5-year survival and 89% 10-year survival rates
- ✿ Stabilization of the HIV infection rate at 7.5% (compared to the national rate of 19% among the economically active).

This has led to a significant reduction in Aids-related disability and death rates as well no significant absenteeism or productivity impacts.

MBSA is also making gradual improvements in the risk factors for chronic disease.

Conclusion / Summary

MBSA has been a corporate leader in South Africa in the fight against HIV/Aids and has more recently expanded its wellness strategy towards fighting chronic disease. The company is well positioned to lead the way for South African companies with regard to workplace wellness.

Kern Pharma



Who is Kern Pharma?

Headquartered in Barcelona

Pharmaceutical company belonging to Indukern group

750 employees

Great Great people in a Great place to work.

Health in Business Strategy

Kern Pharma strives to attract “great great people” by providing a “great place to work” with an attractive environment. The company has a comprehensive Quality Policy, which includes management’s commitment in the areas of quality, health, occupational risk prevention and environment. The Department of Health, Safety and Environment is within Indukern Group’s Human Resources Unit. Its main mission is to ensure a great place to work, by promoting well-being among the company’s employees and protecting the environment. Kern is certified for ISO 14001 environmental management system. In Kern Pharma, the Health and Safety Committee is comprised of four company representatives (Production Director, HR Business Partner, Maintenance and Reliability Manager and Analytical Testing Manager) and four employee representatives or prevention delegates (members of the Kern Pharma company committee) and meets on a quarterly basis.

The company has management-approved Health Plan in place for 2018. This comprehensive plan was developed in 2016 based on a study conducted on the causes of Kern Pharma personnel absenteeism and an epidemiological analysis resulting from the annual medical check-ups. The plan covers four areas of action: communication, prevention, health promotion and care. The Department of Health, Safety and Environment establishes the necessary resources to execute and implement the actions laid out in the company’s Health Plan by contracting experts in the different action areas.

The annual budget assigned to the different actions is approved by management. This department also establishes the monitoring indicators for the health programmes, which are presented to management biannually and to the Health and Safety Committee annually.

Programs

Key health indicators, such as obesity, hypertension, smoking and hypercholesterolemia, are assessed via annual medical check-ups (95% participation) and followed-up with targeted actions and campaigns. In order to prevent musculoskeletal disorders Kern offers the “Feel better to work better” program in their pharmaceutical production plant, using daily stretching and warm-up exercises in 10 minute sessions. Approximately 280-300 production plant employees have participated in the program, which features a diagnosis of potential disorders and ailments, consultation with a specialist, feedback meetings with management and training sessions for team leaders and employees. In parallel, periodic risk assessments and preventative activity planning are conducted as well as annual investments made in mechanical equipment to improve the ergonomics of workstations. Kern offers medical services to its personnel, comprised of a full-time day nurse, and a doctor who attends to employees two days per week. The medical service provides medical care and follow-up, as well as health promotion and awareness raising tasks.

Kern Pharma conducts a workforce survey every five years to evaluate psychosocial risks. This process

is prepared and planned with the participation of members of the company's committee (prevention delegates) and company representatives. With more than 65% of employees participating, work groups were created to analyse the results and improve some of the psychosocial factors assessed. Kern offers flexible hours for personnel, the option of telecommuting for office personnel, and other actions that promote a work-life balance, such as childcare vouchers and travel vouchers.

Kern is a socially responsible company and is working to achieve a sustainable balance between financial performance, the wellbeing of society and preservation of the environment. Social responsibility addresses the wellbeing and health of society, especially the most sensitive groups, such as children, the elderly and people with different abilities. Kern is committed to improving access to medicinal products in developing countries and covering their needs in emergency situations.

Progress / Success

The "Feel better to work better" program's greatest success has been getting employees to integrate the stretches and exercises into their day-to-day activities, incorporating them as a habit. Initially, performing exercises in the workplace was seen as something strange, but, over these two years, physical activity has become common within the organisation. This habit has already become a tool, which offers more than prevention management, and this is the reason why it was decided to continue the programme. Another notable fact has been the satisfaction and collaboration, from both the management and team leaders. The impact was significant. The compared absenteeism data from 2015 versus 2014 show a 37% decrease in days lost due to musculoskeletal causes. In 2016, participation fell 14%, so this decrease was 17%. By reducing days lost, a saving of around €180,000 was estimated for the company in 2015 and approximately €85,000 in 2016. The calculated return-on-investment (ROI) is €2.04 for every €1 invested in the program.

Conclusion / Summary

Kern Pharma is committed to the health and safety of its employees and since 1999 has focused their corporate strategy on the 3Bs: "*Buenas personas Buenas en un Buen lugar para trabajar*" (Great Great people, in a Great Place to work).

du (Emirates Integrated Telecommunications Company)



Who is du?

Headquartered in Dubai

Mobile communications and technology provider in the UAE

2000 employees

Vision: *To enhance your life, anytime, anywhere.*

Health in Business Strategy

du is a strategy-oriented organization that recognizes the importance of setting a direction to drive continuous improvement for both the company and employees. The Executive Leadership team at du plays an active role in formulating strategy and conducts regular strategy review sessions. A strategy map enables the company to achieve its strategic objectives, which aligns objectives across four key dimensions: Financial, Customer, Operations / Processes, and Growth and Learning to provide clear direction across the business.

As part of the strategy deployment under the Growth and Learning strategic objective, du's "hands on" leadership team sees the company Wellness Program as an integral initiative to deliver against its objectives. Employee wellness has been positioned as a central milestone within the Human Resource roadmap. It has been disseminated to the major stakeholders and incorporated in the Balanced Scorecard (BSC) of the CEO & L-1 executives. A specific wellness index has been formulated in their respective BSC with a weighting of 5% against their objectives. It encompasses indicators related to body weight measures as well as sugar and lipid figures. And to reach the set targets, a dedicated executive wellness program has been formulated for the same.

du uses the Gallup Engagement Survey to understand the health needs of its employees in order to help plan for future activities and improve engagement. A dedicated domain has been created with a separate email address in order to receive

input from employees related to any wellness event announced in the country. Some of these suggestions have led to the company participating in the respective event and bearing the cost of registration.

Programs

The aim of du's wellness program is to optimize employee health and personal wellness, which is linked to increased engagement and productivity, as well as reduced absenteeism and improved retention. The intent is to give employees tools to get healthier so they can excel both in and out of the workplace. This ranges from helping employees to cope with lifestyle diseases, stress and issues with line managers to assessing absenteeism, planning their phased returns after prolonged illness and maintaining their electronic medical records.

One of the unique features of the du program is the company clinic with its two branches and staff of one doctor and two nurses. In 2013 the clinic restructured to become a true wellness center serving the vision of the company in positioning employee wellness in the right perspective. For a service company in the Middle East, this step was regarded as highly innovative. Any employee who visits the walk-in clinic enjoys the benefit of a full-fledged consultation with the du Consultant Physician and Senior Director of Employee Wellness and Happiness. Next to receiving prescriptions for investigations and medications, employees also benefit from a pharmacy tie-up, which allows for medicines to be delivered directly to their desks.

Furthermore, a gym and adjoining swimming pool are located on the sixth floor of the 45-story du Tower in Dubai Media City. Other key program components include competitions and challenges, a mobile app to track progress, an annual calendar of wellness campaigns and the introduction of healthy food vending machines on du office floors. Nine sport clubs including soccer, cricket, table tennis, and yoga have been established and managed by the staff. A photography club and a reading club were launched in 2016 to create a platform where staff can unleash their passion and creativity.

The wellness program has been augmented in 2017 with a happiness component that emphasizes mental wellbeing and mindfulness. One of the important new targets is employees' families. Certain aspects of the program have been expanded to families, such as the flu vaccine campaign. Another expansion is the enrollment of the employees' children in a football academy to make healthy lifestyle a way of life for all.

Progress / Success

du evaluates program effectiveness by analyzing process, impact and outcomes:

- ✿ yearly increase in participation and the number of wellness activities offered,
- ✿ employee satisfaction via feedback questionnaires,
- ✿ sickness and medical insurance costing measures, and
- ✿ biological indicators.

A 20% increase in the number of wellness campaigns and activities occurred on a year-on-year basis from 2011 up to date. A drop in average medical claim costs per member from AED1746 (US\$472) in 2013 to AED 1692 (US\$457) in 2014 was achieved. The Gallup Engagement Score increased from 4.38. in 2014 to 4.65 in 2016.

Conclusion / Summary

The du wellness program is regarded as highly innovative and ambitious, especially in a region where workplace health promotion has not enjoyed a long history. It will be compelling to observe how du can extend their leadership role in the Gulf region.

GlaxoSmithKline



Who is GSK?

Headquartered in Brentford, London

Global healthcare company

99,300 employees

Mission: *To help people do more, feel better, live longer.*

Health in Business Strategy

GSK aspires to foster a healthy, resilient, high-performing workforce and ensure zero harm to people and the planet. Since 2002, GSK has implemented a global environment, health and safety (EHS) policy, 50+ EHS standards, and high impact, enterprise-wide health programs. GSK's EHS policy and standards are aligned to the core aims of the World Health Organization's Healthy Workplace Model, ISO/OHSAS, and create minimum, performance-based health standards worldwide. The standards are agreed and supported by the Corporate Executive Team (CET), chaired by the CEO. Each business and major location has a risk management board inclusive of EHS issues, where key risks and opportunities are discussed. In addition, most sites have an EHS committee with line, employee and EHS representation. A new global leadership expectation, to release energy, was launched at GSK in 2014. All leaders are expected to accomplish their objectives in a way that fosters healthy, energizing, and inclusive ways of working that do not compromise well being. These expectations factor into every employee's final performance rating and bonus.

Programs

One important program is the Healthy Organization Measure (HOM) and its supporting tools. This was designed to assist leaders in diagnosing key health needs, establishing a baseline and trend performance. It is a core health measure used

globally in GSK and is supplemented by regional data. There are 4 dimensions to the HOM:

1. Healthy Leadership,
2. Healthy Facilities,
3. Healthy Minds, and
4. Healthy Bodies.

Each dimension has 1-2 metrics with validated data sources, baseline and annual targets. As an example, the measurement framework, baseline data, 2014 performance, and 2015 targets are shown below:

- ✦ **Healthy Leadership:** defined by an assessment of Health Needs/Action Plan development and from the GSK culture survey. The main advantage of this metric is that accountability for assessment and actions lies with local leaders. The GSK culture survey is a five question index that tracks changes in employees' perception of the health, energy and resilience aspects of local cultures created by managers— reflecting their success in meeting the releasing energy expectation.
- ✦ **Healthy Facilities.** This pillar has one metric: Smoke free worksites and company vehicles. Smoking is a root cause of many chronic, non-communicable diseases affecting GSK employees. Smoke free workplaces have been demonstrated to help reduce smoking prevalence.
- ✦ **Healthy Minds.** This pillar has two main metrics: EAP Utilization and Energy and Resilience Uptake. Outcomes studies using the PHQ9 have demonstrated that 84% of people using the EAP

have achieved improvements in functioning. Other outcomes studies have demonstrated positive impacts on: 1) engagement; 2) leadership behaviors; 3) performance; 4) perceived health status; 5) use of preventive health care; 6) nutrition and hydration and 7) use of recovery breaks. GSK has tirelessly promoted their energy and resilience programs, in particular the Energy for Performance (E4P) program, and has been able to increase uptake from 10% to 16% in a single year (an increase of 6,000 employees).

- ✿ **Healthy Bodies.** This pillar has two metrics: Partnership for Prevention (P4P) deployment and a physical activity challenge. P4P deployment measures the progress in increasing worldwide access to 40 evidence-based, preventive healthcare services such as immunization, cancer and HIV screening.

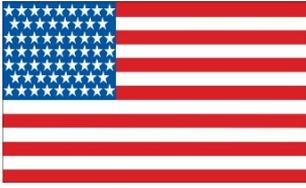
Progress / Success

The Healthy Organization Measure (HOM) and supporting tools serve as a global monitoring and evaluation framework at many levels of the organisation. In 2012, the GSK culture survey was further refined to include a Healthy High-Performance index by including five questions focused on individual energy, resilience, and team and organizational culture. Analysis of the survey findings revealed important insights: leader scores on Healthy, High Performance and Zero Harm indices are significantly related to personal engagement and commitment scores and their team's engagement and commitment scores. Therefore, they are highly relevant to performance. The target is to achieve 80% favorable ratings. Detailed analysis of the findings is utilised to identify which populations should be targeted to build energy and resilience.

Conclusion / Summary

Taken together, these insights have led GSK to include measures of healthy leadership and culture in its assessment tools and the HOM. Leader performance is measured by the perceptions and beliefs of their team as reported in the culture survey.

Baxter international Inc.



Baxter

Health in Business Strategy

As a global healthcare company, Baxter International Inc., has a strong commitment to the health of its employees and as well as to its customers and patients. Its vision of a Zero-Harm workplace underpins the company's strategic efforts in safety, industrial hygiene and employee health promotion. Baxter recognizes that healthy employees are more engaged and productive, and are less vulnerable to safety incidents and injuries. Through BeWell@Baxter, the company's global health and wellness program, Baxter strives to create a culture that promotes work-related and personal health, raises awareness about these issues and supports individual accountability and engagement.

Guided by the *BeWell* motto: "Doing good by being well", the BeWell program is coordinated by a Core Team, which is supported by senior management through a Steering Committee comprised of the Corporate Vice President of Human Resources; the Vice President of Environment, Health and Safety; the Vice President of Compensation, Benefits, and HR operations; and the Vice President of Corporate Services and Administration.

BeWell@Baxter is a dynamic global program built upon the principle that local ownership and active employee involvement are what lead to a successful health and wellbeing strategy. The Core Team provides information, resources, and support; but the "heart" of the program lies in the BeWell Local Champions. Each quarter, the Core Team asks Local Champions to share the metrics from the health

Who is Baxter?

Headquartered in Deerfield, Illinois USA

Provides a broad portfolio of essential renal and hospital products, pharmacy automation, software and services.

Employee strength: 48,000

Mission: *To save and sustain lives inspires our work and our commitment to expanding access to care, providing cost-effective healthcare solutions, delivering quality products and advancing innovations for the world.*

promotion programs. These metrics are compiled and analyzed, then shared with the Steering Committee. The Steering Committee then shares ideas and feedback with the Core Team so all health promotion programs stay current.

Programs

Designed and implemented in 2007, the overall mission statement of BeWell@Baxter is to help employees improve their health as a result of working at Baxter. This program offers benefits on weight management, counseling, work/life services, eldercare assessments, legal/financial solutions and a tobacco cessation program.

Health risk is measured through an online external assessment called the Personal Wellness Profile. Aggregate results from this profile are what drive goals and initiatives for the following year. Each facility has representatives from Human Resources and Environment, Health and Safety who collaborate to implement BeWell@Baxter initiatives at the local level. There are currently over 250 Local Champions across Baxter. This data-driven and risk-focused approach has resulted in lowered health risk for Baxter employees around the globe.

Baxter measures the psychosocial work environment annually through its engagement survey that goes out to all 48,000+ employees. This survey measures key work topics that help drive employee engagement, which in turn improves employee retention, performance and on-the-job well-being. Some key measures include, but are not limited to:

- ✱ Health and Safety
- ✱ Workload and Workplace Flexibility
- ✱ Manager Effectiveness
- ✱ Inclusion and Diversity
- ✱ Job Enablement
- ✱ Career Development

Baxter’s definition of health and wellbeing extends to the global communities in which they have a presence. Next to expanding availability of its treatments, the company encourages employee health and wellness in and out of the workplace, such as by providing free influenza immunizations in the U.S., subsidizing access to exercise facilities near or on the premises of some Baxter facilities, and promoting balanced nutrition.

Progress / Success

BeWell@Baxter’s annual health promotion campaigns enjoy participation from all regions in which Baxter has facilities. During the 2016 global Exercise Challenge, 80% of the participation came from outside the United States – 34% came from Baxter’s Asia Pacific region, 29% from Latin America and 17% from Europe/Middle East/Africa (EMEA). Facilities outside the US also show the highest levels of participation in the Personal Wellness Profile, Baxter’s online health risk assessment tool.

Since 2010, Baxter has also seen an 8% increase in employees within the “Low” lifestyle risk factors, which means employees are improving their health as a result of participating in BeWell@Baxter health promotion programs. Currently, 89% of Baxter facilities worldwide are smoke-free campuses.

Baxter sets goals on an annual basis to drive down injury rates. Currently, the company’s Total Recordable Incident Rate (TRIR) in 2016 was 0.62. This represents a 20% reduction in injuries from the previous year.

Conclusion / Summary

The BeWell@Baxter program is not only managed by multiple functions within the company, it is imbedded in the company’s sustainability long-range goals and planning. The expectation to manage the program is imbedded in job descriptions and is listed in company scorecards for setting goals and evaluating performance.

Resources & References

CDC Workplace Health Resource Center

<https://www.cdc.gov/workplacehealthpromotion/initiatives/resource-center/index.html>

European Network for Workplace Health Promotion

<http://www.enwhp.org> & <https://enwhpfoundation.wordpress.com>

Global Centre for Healthy Workplaces

www.globalhealthyworkplace.org

Health Enhancement Research Organization (HERO)

<http://hero-health.org>

Health Promotion Board Singapore

<http://www.hpb.gov.sg/>

International Association for Worksite Health Promotion

<http://iawhp.org>

International Commission on Occupational Health (ICOH)

<http://www.icohweb.org>

Working Well. A Global Survey of Workplace Wellbeing Strategies. 2016.

Formerly Buck Consultants, now Conduent (www.conduent.com).

World Health Organization. Healthy workplaces: a WHO global model for action. 2010

http://www.who.int/occupational_health/healthy_workplaces/en/



About the Global Centre for Healthy Workplaces

The Global Centre for Healthy Workplaces (GCHW) supports the advancement of workplace health and well-being. Formed in 2012 out of a successful partnership between i-genius and International Health Consulting, it has organised an annual awards programme: the Global Healthy Workplace Awards (see below listing of winners and finalists) with Summits in London (2013), Shanghai (2014), Florianopolis (2015), Washington, DC (2016) and Singapore (2017) and assesses workplaces as part of its Healthy Workplace Certification programme.

Further information about the work of the GCHW can be found on its website <http://globalhealthyworkplace.org>.

Global Healthy Workplace Awards Winners and Finalists

Singapore 2017

Small and medium-sized enterprises (SME) finalists:
Lincoln Industries (USA), LGAQ (Australia)

Large Enterprise finalists:
ABFRL Madura (India), Jemena (Australia)

Multinational Enterprise finalists:
Chevron (USA), Lendlease (Australia)

Washington DC 2016

Multi-national Winner: Unilever (UK/Netherlands)

Runner-up:
United Technologies Aerospace Systems (USA)

Large Employers Winner:
Monash University (Australia)

Runner-up: Hospital Alemão Oswaldo Cruz (Brazil)

SME Winner: Vitality (USA)

Runner-up:
Northwest Portland Area Indian Health Board (USA)

Florianopolis 2015

Multi-national Winner: GlaxoSmithKline (UK)

Runner-up: Chevron (USA)

Large Employers Winner: Unilever (Brazil)

Runner-up: Vanderbilt University (USA)

SME Winner: Lan Spar Bank (Denmark)

Runner-up: Naya Jeevan (Pakistan)

Shanghai 2014

Multi-national Winner: IBM (Global)

Runner-up: Unilever (UK/NL)

Large Employers Winner:
Telefonica do Brasil (Brazil)

Runner-up: Vanderbilt University (USA)

SME Winner:

Spokane Regional Health District (USA)

Runner-up: Technica International (Lebanon)

London 2013

Multi-national Winner: Royal Dutch Shell (UK/NL)

Runner-up: American Express (USA)

Large Employer Winner: Alexandra Health (Singapore)

Runner-up: Johnson & Johnson (USA)

SME Winner: Toyal America (USA)

Runner-up: Technica International (Lebanon)

For more information go to <http://globalhealthyworkplace.org/awards.html>

Note: the WHO has not been associated with the creation of the Global Awards and does not endorse these in any manner.

