



Happiness at Work Conference 2011

Workplace Wellness



*Engaging business and employees in
challenging and complex times*

Dr David Batman



Fundamental issues

UK's labour productivity still lags some way behind many other leading European Countries such as France, Germany, the Nordic countries.

The conventional economic prescription for this problem comprises a range of measures which include investment in technology and innovation, labour market deregulation, and up-skilling the workforce.

Fundamental problem which represents an increasingly serious barrier to growing prosperity – that much of the British workforce is not ‘healthy’ enough to drive the improvements in productivity which the UK needs

'HEALTH' Status

Traditional approach

Presence of disease



Absenteeism

Emerging trend

Absence of obvious disease



Presenteeism



Physical



Engagement

**Psycho
Social**



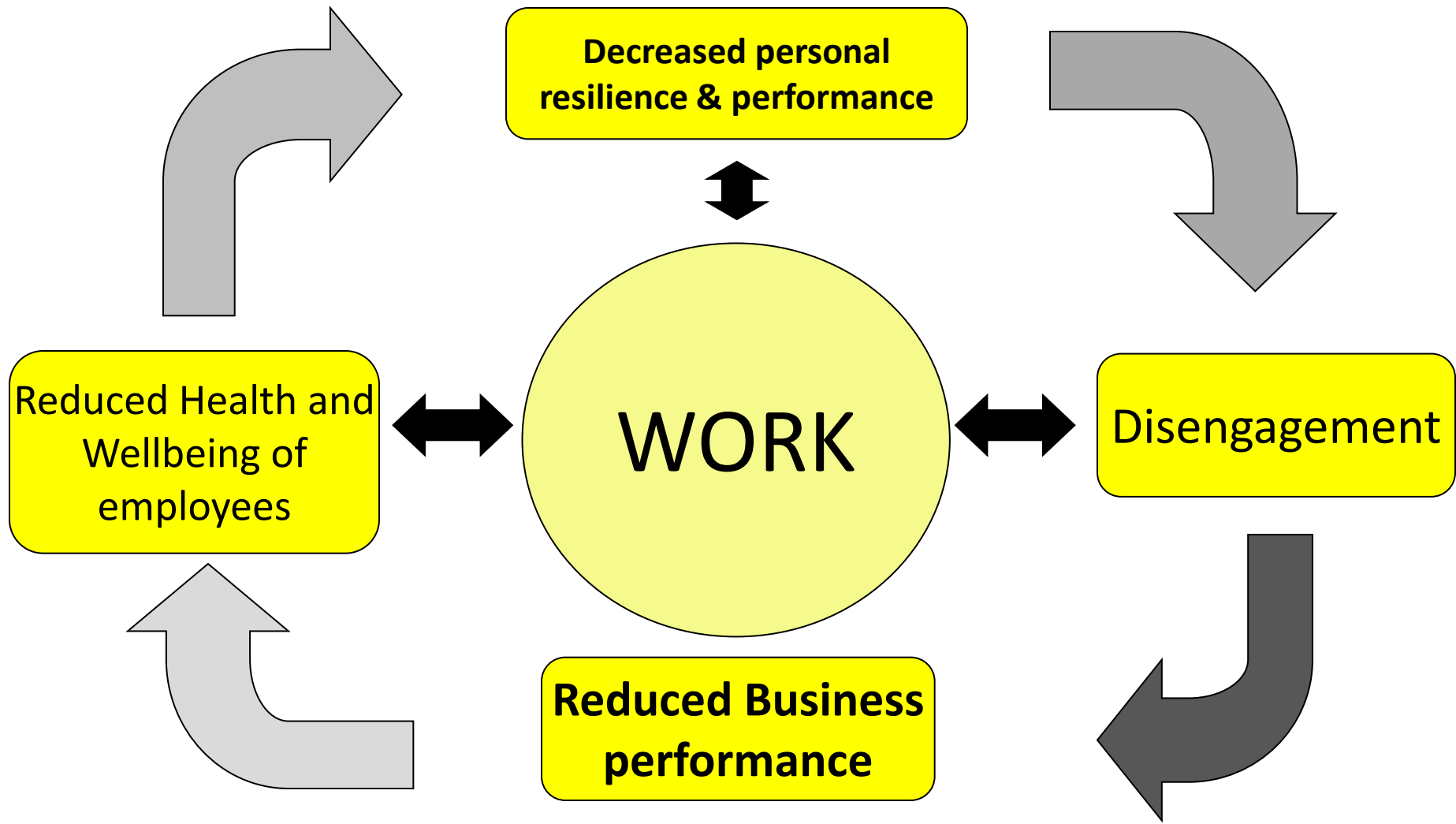
Performance

Mental

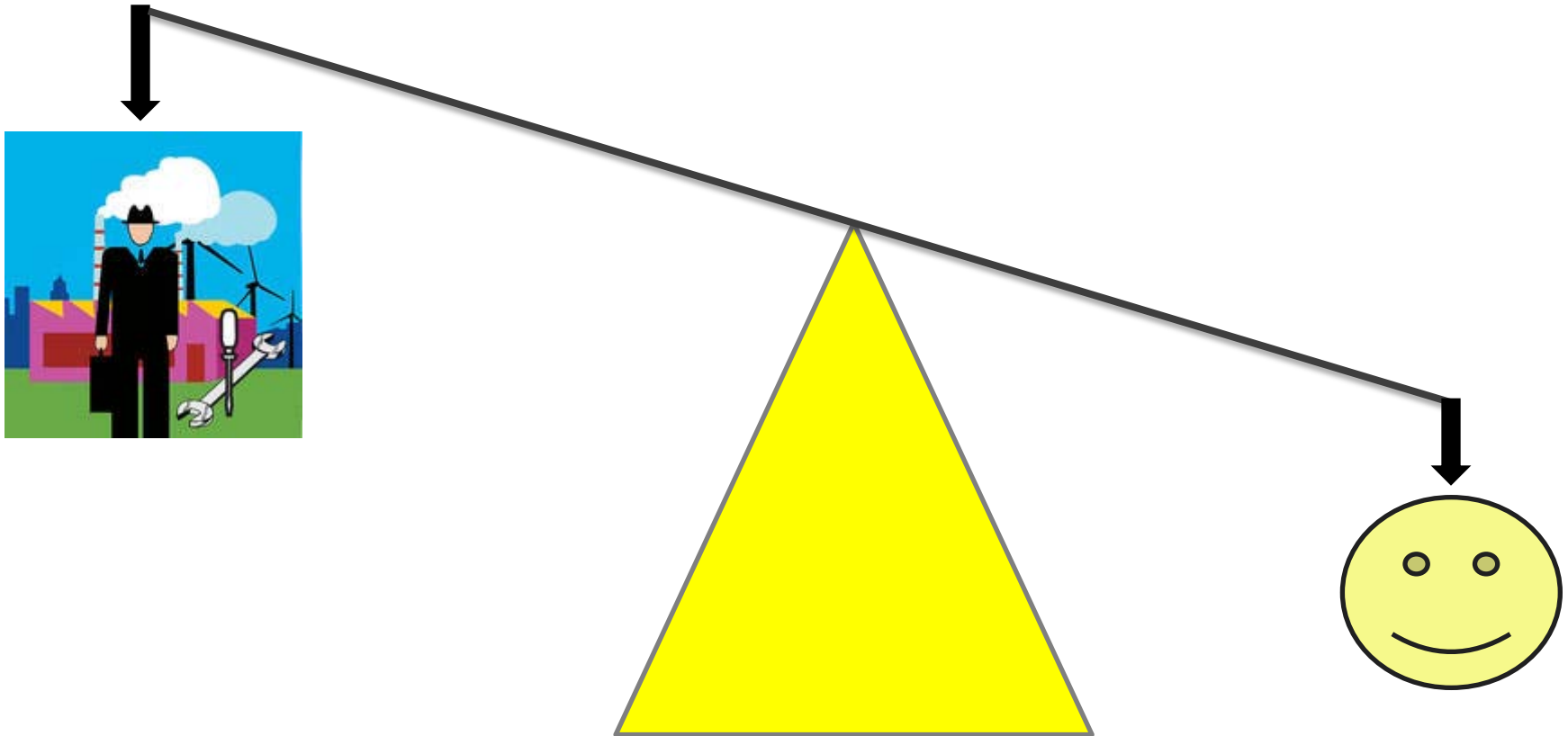


Productivity

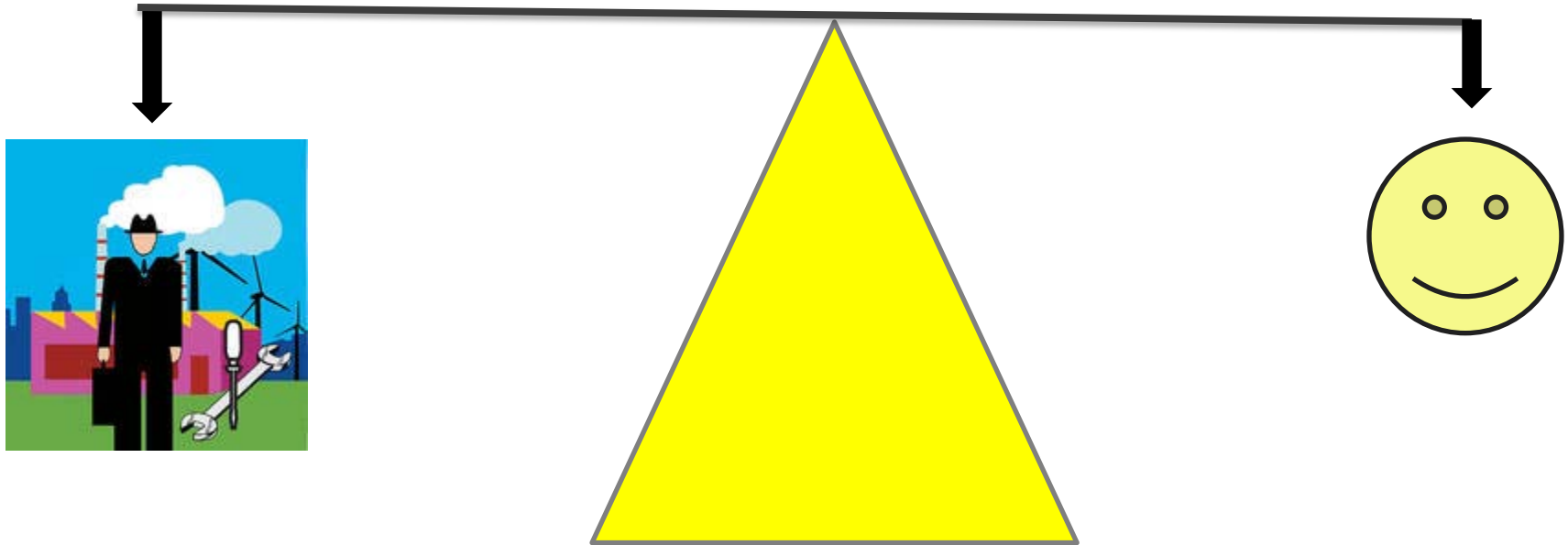
Resilience / Performance Cycle



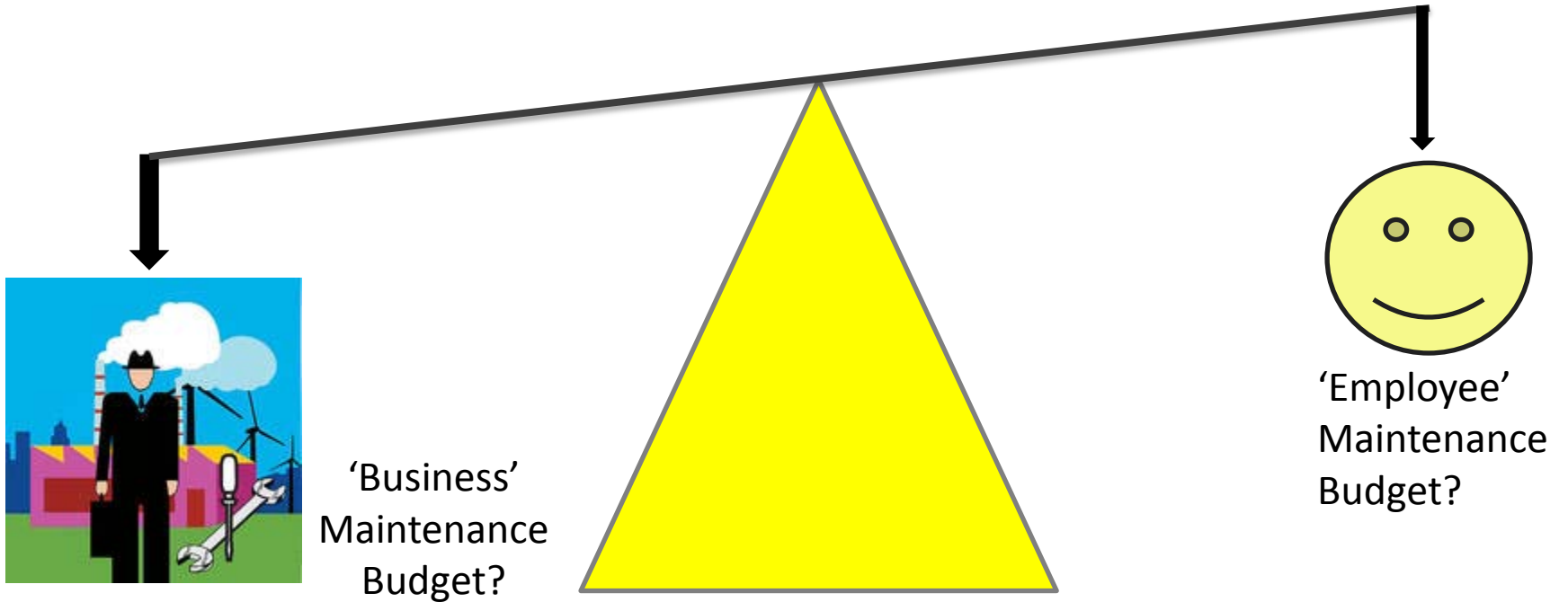
Who holds the responsibility to maintain employee health?



Who will benefit from improved employee health?



'Our employees are our most important asset!'



Barriers to change

Personal

- Longstanding attitude that 'health' is due to extraneous factors over which we have no control!
- If illness strikes the NHS will 'fix it!'
- **Too much 'medicalisation'!**
- Employees preferred GP consultation outcome = Fit Note and/or prescription
- **NHS is treatment based – little health education**
- **Failure to understand negative and positive effects of lifestyle**
- **Confusing mixed media messages**
- **Complexity and choices**

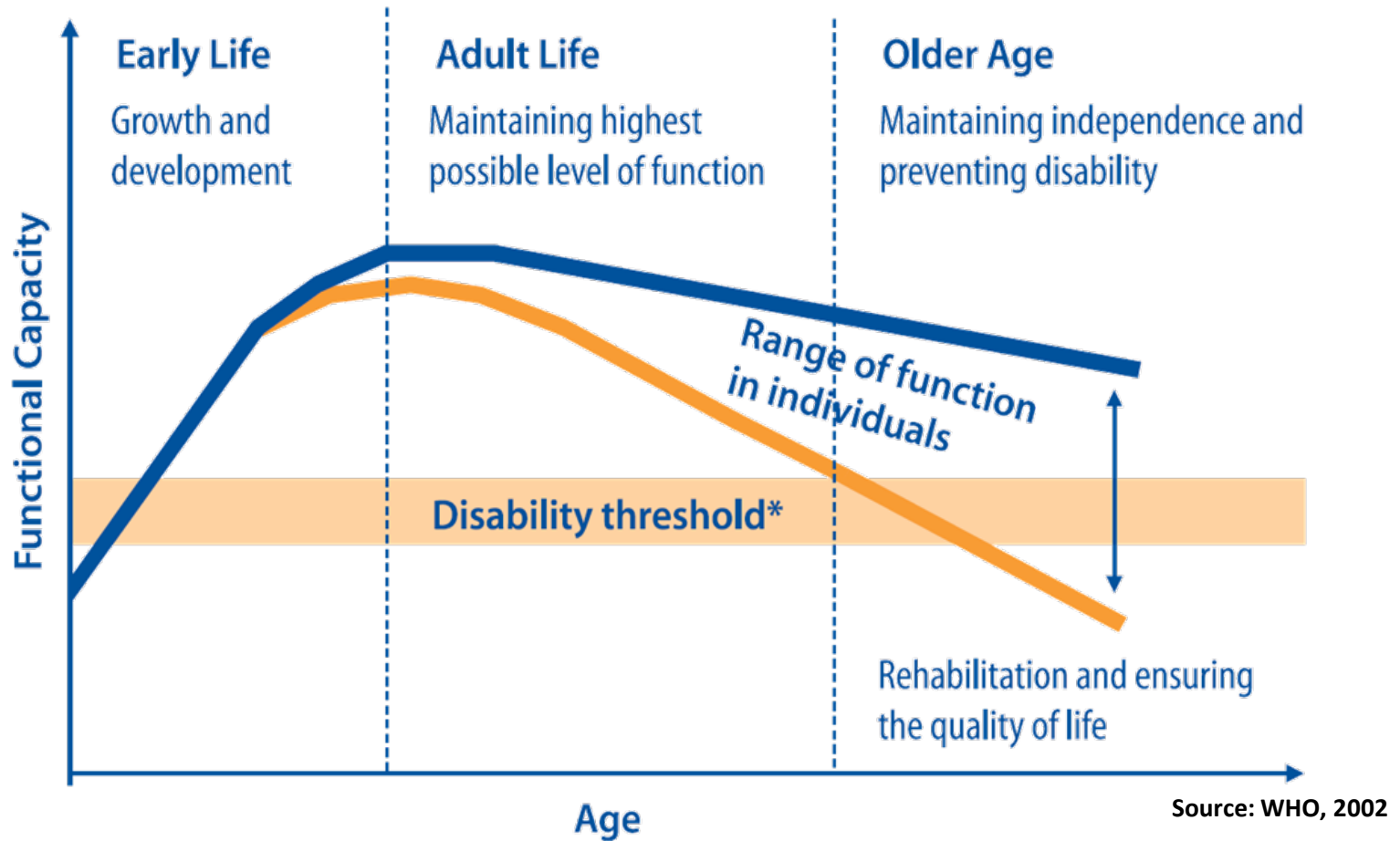
Business

- Longstanding attitude that 'health' is not a business responsibility
- Lack of evidence base to support actions
- Belief that any actions will be financially restrictive
- Still fixed on add hoc interventions
- Lack of understanding that work organisation affects wellbeing
- **Lack of understanding of the impact line manager can have on employees – positive and negative**

**Confusion & Uncertainty
Leading to inertia**

Disability reduction

WHO disability reduction model





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Increasingly, with an ageing workforce, chronic ill health conditions will have an increasing effect upon employee performance and attendance.

More people in the future will be living and working with a degree of ill health and employers will find themselves facing higher levels of absence and presenteeism.

Increase in mental health conditions and psychological problems emanating from current economic climate – threat of redundancy / reduction in disposable income / debt / unemployment for children / multiple generation home occupancy.

Potential to use alcohol / drugs to ‘alleviate’ personal problems.





Provide Solutions and NOT MORE problems

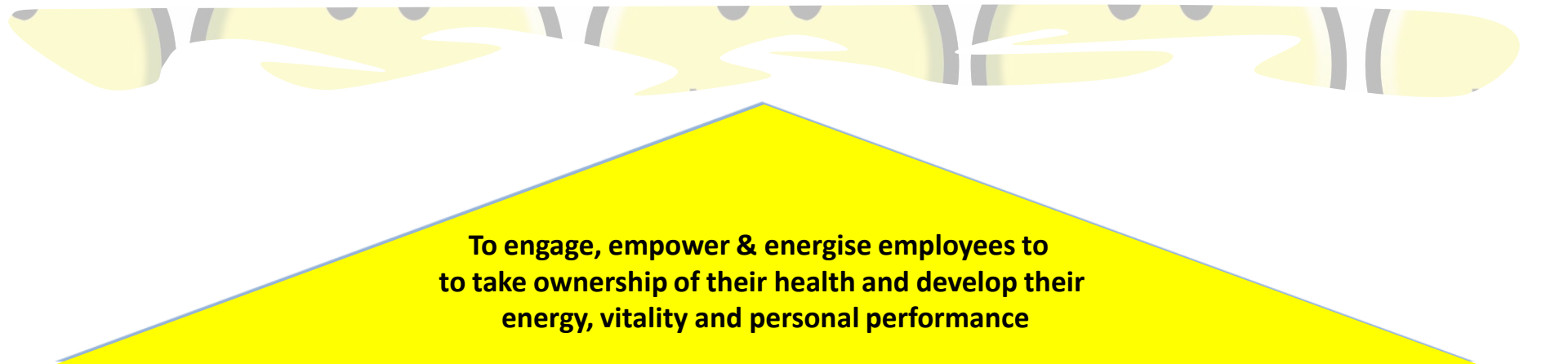


Nestlé UK strategic approach

Vision;- To engage, empower & energise employees to take ownership of their health and develop their energy, resilience and personal performance

Objectives:-

1. To ***be integral to the HR employee manpower planning and talent management*** and managed within existing HR management structure and processes.
2. ***Contribute to the resilience, engagement, productivity and employee performance*** in an ageing workforce
3. ***Reduce incidence of chronic ill health problems*** (obesity, coronary heart disease, diabetes, mental health) which contribute to long term absence, disability and reduced personal and business performance
4. ***Contribute to Corporate Social Responsibility, Corporate Image, Creating Shared Value agendas*** and commitment to the UK Government Responsibility Deal Commitments.
5. ***Encourage a culture where WellNes activities are simple, provide employee education and choice and encourage long term and sustained healthy behavioural change.***



**To engage, empower & energise employees to
to take ownership of their health and develop their
energy, vitality and personal performance**

Nutrition

**Education and training for all employees
Increase Nutritional Labelling
On going work with contract caterers
Provision of appropriate nutrition
over 12 hr shifts**

Mental Resilience

**Provision of internal / external support
Internal communication campaigns
Mental resilience included in line
manager training
Focused Interventions
Activity links with charity of the year**

Exercise

**Promotion of exercise in daily activities
Cycle to work initiative
Links with local facilities**

Selection and Support for network of site Champions

Wellness Objectives included in HR Business Plans and HRBP objectives

Integrate with other business initiatives

Employees to see, feel and participate – health & product awareness weeks

Lifestyle Risk Assessment through site based health screening & education

Nestlé UK '3 pillar' Strategy to deliver Employee Wellness

Form TEAMS OF 7 EMPLOYEES



*A few of the 100,000 people that got involved.

GET THE
WORLD
MOVING®
.COM

GLOBAL CORPORATE CHALLENGE™
GCC
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122 day walking challenge / Pedometer per person / daily step count

Massive shift in Health Score

**Poor Health
(Score 1-4)**

**Reasonable Health
(Score 5-7)**

**Good Health
(Score 8-10)**

%age of Participants - Before GCC

8.3%

56.2%

35.5%

%age of Participants - After GCC

3.0%

37.9%

59.1%

Impact on the mental health

%age of Participants reported the following improvements:



71% Higher Energy Levels

51% Handled stress better

51% Slept better

Impact on the workplace

%age of Participants reported the following improvements:



75%

Improved Morale

52%

Improved Productivity

40%

Less Sick Days

57%

Better Team Working

54%


Higher Job Satisfaction

52%

More Engaged

Impact on travel behaviours

%age of Participants reported the following improvements

- 
- 94%** improved their overall travel behaviours
 - 65%** walked more at lunchtimes
 - 74%** chose stairs over lift or escalator
 - 67%** explored their local area more
 - 26%** cycled more often
 - 15%** swam more often
 - 60%** encouraged family and friends to walk more
 - 48%** reduced their car usage
 - 38%** walked to work more often

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LANCASTER
UNIVERSITY

Centre for Organizational
Health & Wellbeing



Centre for Organisational Health & Wellbeing

By Philip Gibbs and Susan Cartwright

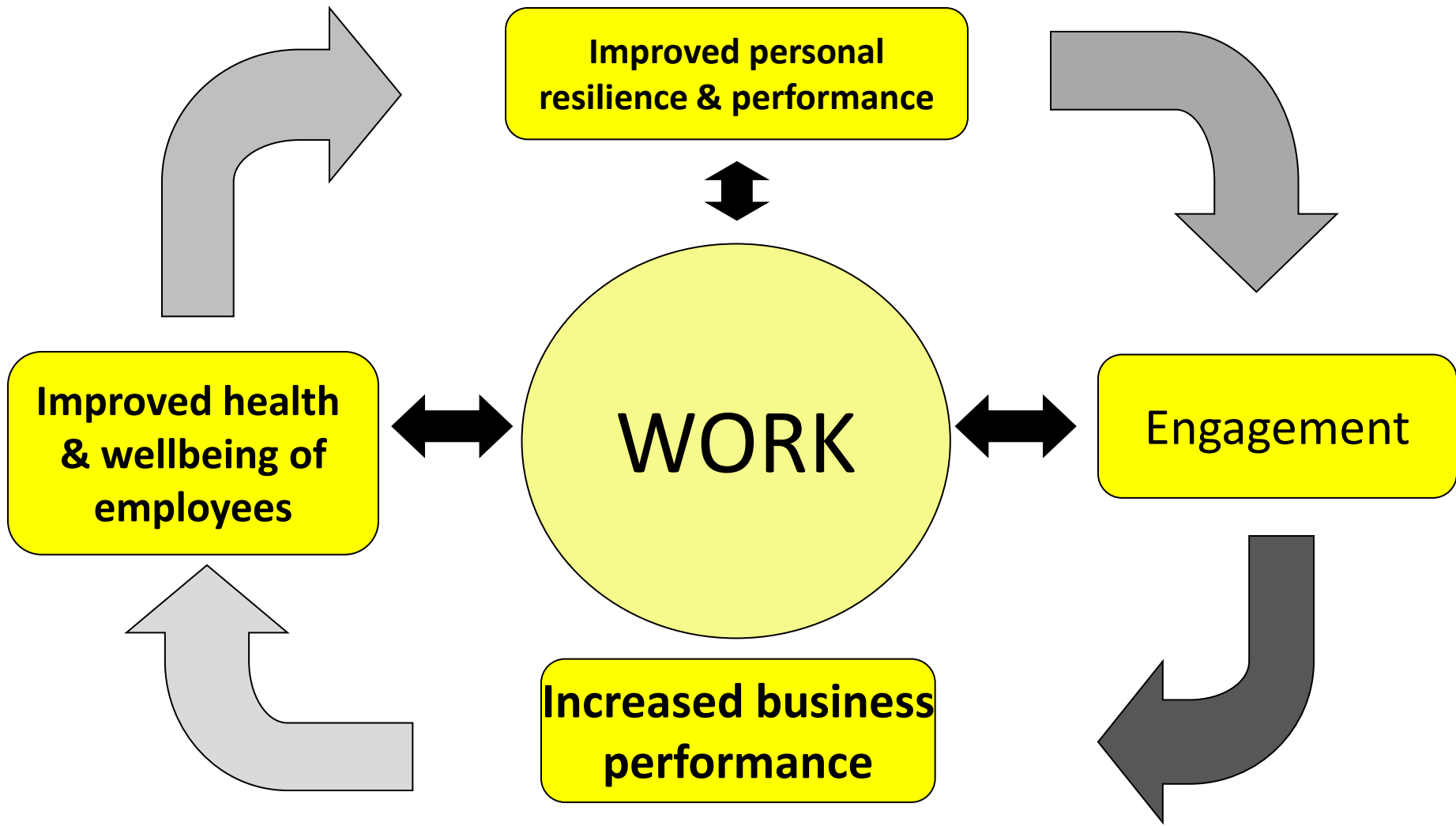
**STEPS TO HEALTH: AN EVALUATION OF
THE IMPACT OF PARTICIPATING IN THE
GLOBAL CORPORATE CHALLENGE**



Outcomes

- The most significant improvements appeared to be concerned with employees being able to **enjoy their day to day activities, better concentration levels, and their overall health.**
- Participants also reported that they **felt happier, more useful, more capable of making decisions, less strain and more able to face their problems.**
- Overall sources of stress were fairly low but participants did report an **improvement in their stress levels relating to their general wellbeing.**
- Participant's feelings towards their overall quality of life on the whole were fairly positive with a **significant improvement with regards to how employees felt about themselves after completing the GCC, perhaps indicating a sense of accomplishment and self worth.**
- **Perhaps most interestingly employees reported an improvement in their productivity levels, with participants indicating that over the last three months they felt more productive in their job.**

Resilience / Performance Cycle





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**Business works best when
People are at their best**

