

Business in the

Community

Business Action on Health

Business in the

Community

NURTURE & GROW

YOUR PEOPLE

YOUR BUSINESS



kindly sponsored by



Food and Drink
Federation
www.fdf.org.uk



Table of contents

	Page
Growing health and wellbeing in the workplace: a progress report	2
Foreword by Stephen Howard	4
Introduction by Salman Amin	5
On the road to working well: Review of the year by Alex Gourlay	6
Chronicling the journey: Leadership Team companies report on their performance	10
FTSE 100 reporting on health and wellbeing increases in 2008	18
In good company: The case for public health and wellbeing reporting	20
Health and wellbeing creates an impact in BITC Corporate Responsibility Index	24
Business HealthCheck tool helps businesses measure return on investment	26
Big Tick companies reap benefits of investment in health and wellbeing	30
Regional dialogues on health: Challenges and opportunities in building a healthy workforce	34
You're never too small to be healthy	38
Call to Action: Getting started with health and wellbeing reporting	40
Campaign resources to get you started	42

Growing health and wellbeing in the workplace: a progress report

This is a report on the development of Business in the Community's Business Action on Health campaign since its launch in October 2007. Under the guidance of the Business Action on Health Leadership Team, the campaign has helped to promote awareness of employee health and wellbeing as a strategic business issue among both business and general audiences, achieving a number of critical milestones in its first year.

Here you can read the in-depth stories behind the campaign's achievements, which are summarised in Alex Gourlay's Review of the Year. These include:

- The commitment by Business Action on Health Leadership Team members and other leading companies to report publicly on the health and wellbeing of their employees in response to the call for action on 1 July 2008;
- The increase in the quantity and scope of health and wellbeing reporting by FTSE 100 companies during 2007-8;
- The introduction of the new Health, Safety and Wellbeing section of Business in the Community's Corporate Responsibility Index in 2007;
- The launch of a new Business HealthCheck tool to measure the impact of investment in health and wellbeing programmes on 1 July 2008;
- The recognition of outstanding health and wellbeing programmes with the awarding of Big Ticks to eight organisations - including Example of Excellence Foyle Food Group - at the Business in the Community Awards for Excellence on 7 July 2008;
- Regional dialogues on health, hosted by Leadership Team companies in 2007-8, that have identified challenges and opportunities in promoting health and wellbeing in the workplace;
- The Business Action on Health's formulation of key steps which companies of any size can take in getting started with reporting on health and wellbeing.

All these developments highlight how the workplace health and wellbeing movement is reaching a 'tipping point,' with many more companies discovering how they can grow their business by nurturing the health and wellbeing of their employees.



BUSINESS ACTION HEALTH: 2007-8 MILESTONES

- 9 October 2007** Launch of national Business Action on Health campaign, London
- 2 November 2007** Regional Forum hosted by Boots, Nottingham
- 15 November 2007** Opening Doors visit hosted by GlaxoSmithKline, Brentford
- 21 November 2007** Opening Doors visit hosted by Boots, Nottingham
- 5 December 2007** Opening Doors visit hosted by RWE npower, Swindon
- 13 December 2007** Opening Doors visit hosted by Ginsters, Cornwall
- 23 January 2008** Opening Doors visit hosted by Royal Mail, London
- 5 February 2008** Ministerial dinner with Business Action on Health Leadership Team, London
- 8 February 2008** Regional Forum hosted by Unum, Bristol
- 10 April 2008** Regional Forum hosted by Parcelforce Worldwide, Milton Keynes
- 25 May 2008** Supply chain workshop hosted by Boots, London
- 27 May 2008** Inaugural Corporate Responsibility Index Health, Safety and Wellbeing results announced at the Treasury, London
- 19 June 2008** Food and Drink Federation Breakfast Briefing on workplace wellbeing and obesity, British Dietetic Association, Liverpool
- 20 June 2008** Public Affairs round table, Boots, London
- 23 June 2008** Healthy Eating Toolkit press launch, London
- 1 July 2008** Launch of call for business commitment to boardroom health and wellbeing reporting and Business HealthCheck tool, London
- 7 July 2008** Healthy Workplace Award winners announced at Business in the Community Awards for Excellence Gala Dinner, London
- 24-26 July 2008** Employee Benefits Summit, Jerez, Spain with presentations by Val Carter, ARAMARK and Louise Aston, Business Action on Health
- 7 October 2008** Business Action on Health 1st year celebration, London

Foreword by Stephen Howard



One year on from the launch of our Business Action on Health campaign, a growing number of business leaders are recognising that health and wellbeing is an

important business issue.

81% percent of FTSE 100 companies now report publicly on employee health and wellbeing in their organisations, up from 68% last year. In our Corporate Responsibility Index, 81 companies (69%) opted to report their performance in our new health, safety and wellbeing performance section this year.

In the midst of difficult economic times, employers will need to manage proactively the health and wellbeing of employees - including their learning and development - if they want to recruit, engage and retain the best people in their organisations. Six in ten workers surveyed in our 2007 YouGov research said they would consider leaving employers who failed to promote workplace health and wellbeing, while eight in ten considered employers' attitudes towards health an important factor when making job decisions.

Business Action on Health is providing companies with practical guidance in developing, managing, measuring and reporting on the impact of their health and wellbeing programmes.

To complement the Towers Perrin Healthy Workplace Action Pack, launched last year, a Healthy Eating Toolkit was launched in July 2008, the first in a suite of specialist "how to" guides. We thank the Food and Drink Federation for working with us on this project as well as for sponsoring this first-year progress report.

We also promote best practice through the Healthy Workplace Award in our annual Awards for Excellence, won this year by Northern Ireland-based Foyle Food Group.

Encouraging companies to measure and report publicly on their employees' health and wellbeing is vital to ensuring boardroom-level leadership on this issue. This year we have worked with the Government's Health Work Wellbeing initiative and PricewaterhouseCoopers to develop and pilot a new Business HealthCheck measurement tool.

With health and wellbeing having emerged as a vital element of corporate responsibility, as well as general business strategy, we are strongly encouraging all companies participating in our CR Index to report on their health, safety and wellbeing performance from 2008.

We are once again calling on all BITC members and other companies to report publicly on the health and wellbeing of their employees by 2011. We appreciate that many of our members are global companies - and that health promotion programmes and reporting approaches will necessarily vary across countries and regions - but it's important to get started.

You can learn more about making the commitment to reporting on our website at <http://www.bitc.org.uk/commit> and about the campaign resources available to 'get your board on board' and support your organisation on your journey at <http://www.bitc.org.uk/health>. Please dedicate your company to achieving this goal - for the health of your employees, your business and the wider community

Stephen Howard
Chief Executive
Business in the Community

Introduction by Salman Amin



Leading members of the Food and Drink Federation have long recognised that having a healthy, committed workforce is vital to business success. In short:

we know that the wellbeing of our colleagues has a direct impact on productivity and our bottom line; and we appreciate the importance of building a strong reputation as an excellent employer if we are to continue recruiting the best possible talent into our businesses.

As far as my company is concerned, PepsiCo established its Fit for Life scheme in 2007. We recognised that we needed to develop a scheme that went way beyond the traditional health and safety agenda. Fit for Life gives staff the opportunity to build an awareness of their personal wellness and life balance issues through an 'MOT' questionnaire and workshop. The programme offers some simple tips and techniques and encourages individuals to commit to a personal lifestyle change plan, supported through one to one follow up coaching.

A key element of our philosophy is explaining the role of a balanced lifestyle - which is why we encourage our employees to understand more about the importance of physical wellbeing, eating better and taking appropriate exercise. Just providing wellness MOTs isn't enough. We have ramped up our provisions for activities and reviewed the provisions from our caterers to enable a healthier lifestyle to be achieved during flexible working hours. Since the launch, the scheme has gone from strength to strength - and is widely supported, and appreciated, by colleagues throughout our business.

I know we are not alone in this. Other food companies have been doing similar things - bringing to life one of the commitments within the food industry health and wellbeing action plan launched by FDF in 2004.

But this should not be seen as a 'big company' issue; it's something all responsible businesses should be doing. And there's plenty of help for those who want to make a start.

For example, FDF chairs BITC's Healthy Eating Steering Group, which comprises a number of leading food companies, and which recently published a Healthy Eating Toolkit to show the simple steps that companies can take to start instilling workplace wellbeing initiatives into their organisations.

The toolkit, which supports the Towers Perrin Healthy Workplace Action Pack, is a no-nonsense guide for employers of all sizes who are looking to boost their productivity by promoting healthy eating in their workplaces. It builds on the food industry's nutritional expertise and shows how a healthy eating initiative can be built into an overall workplace wellbeing programme. It has been developed by business for business, with input from the Food Standards Agency.

We invite you to join us by establishing a healthy eating initiative to promote the health and wellbeing of your workforce, using the Toolkit as a practical guide. Finally, in support of the Business Action on Health call to action, we also ask that you too report on the health and wellbeing ambitions of your own company to stakeholders within your business and in the wider community.

Salman Amin
President, PepsiCo UK
Chairman, Food and Drink Federation Health and Wellbeing Steering Group



On the road to working well: Review of the year by Alex Gourlay



Alex Gourlay, Chairman, Business Action on Health

“ Since the launch of our national Business Action on Health campaign in October 2007, health and wellbeing has become increasingly important, not only as part of the HR and corporate social responsibility agendas, but as a core business issue for UK business leaders. I would like to thank the members of our Leadership Team, Practitioner Team and the Healthy Eating Steering Group for their collective work in developing, sharing and promoting the examples of best practice described in this publication and other BITC resources for the benefit of other companies as well as their own. ”



Dr John Cooper (Unilever), Clive Pinder (Vielife) and athlete Darren Campbell discuss health and wellbeing issues as part of the October 2007 campaign launch panel debate



Business Action on Health chairman Alex Gourlay addresses business leaders at the October 2007 campaign launch

Business Action on Health Key Achievements

Health and wellbeing reporting increases in companies

A growing number of companies are promoting and reporting on employee health and wellbeing in their organisations. We are now at a 'tipping point' on this issue, evidenced by the sharp increase in FTSE 100 companies reporting on health and wellbeing (81%, up from 68% in 2007). In its first year of inclusion in Business in the Community's Corporate Responsibility Index, health, safety and wellbeing was the social impact area most frequently selected by Index participants (81 companies, 69%). Leading by example, our Leadership Team members have also made the commitment to report publicly on the health and wellbeing of their own employees. Selected anecdotal reports of the impact of their health and wellbeing programmes are included in this progress report.

[Learn more about Leadership Team members' health and wellbeing performance on pages 10-17, developments in FTSE reporting on pages 18-19 and CR Index reporting on pages 24-25.](#)

Government calls on business to promote health and wellbeing at work

Through our discussions with Government, we have identified ways in which the campaign can support employers in promoting the health of the workforce as well as the wider communities where they operate. Key Government reports have named Business in the Community as an important partner in achieving the objectives of engaging employers in promoting health at work and reducing health inequalities in the wider community.

Dame Carol Black's March 2008 review of workplace health for the Government's Health Work Wellbeing initiative highlighted the need for employers to better understand the business case for investment in the health of the workforce. *Working for a healthier tomorrow* also called for the establishment of standardised criteria which enable companies to report on, and manage, health and wellbeing performance as a boardroom issue as well as documenting the return on their investment in workforce health.

Health Inequalities: Progress and Next Steps highlighted our work with the Department of Health to inform the Government's response to Dame Carol Black's review. **Lord Darzi's June 2008 Review of the National Health Service** also highlighted the importance of encouraging businesses to report on their employees' health and wellbeing at board level by 2011, with Business in the Community named as a key partner in this work.

To establish standardised criteria for boardroom-level reporting by companies, Health Work Wellbeing commissioned PricewaterhouseCoopers to create a **Business HealthCheck tool**, working in conjunction with the Business Action on Health Leadership Team. The tool was launched in July 2008 and is being piloted with UK companies.

[Read more about the Business HealthCheck on pages 26-29.](#)





Business Action on Health Leadership Team members discuss health and wellbeing issues at a February 2008 ministerial dinner with Lord McKenzie.

Regional forums identify health challenges and opportunities

Our Leadership Team members hosted a series of regional breakfast forum meetings for senior executives to better understand the business case for investing in a healthy workplace; highlight the challenges, as well as the opportunities, of implementing a healthy workplace programme; and provide general feedback to the Business Action on Health campaign.

[Read more about the regional forum meetings and actions to be taken on pages 34-37.](#)

Supply chain workshop creates cross-sector dialogue

In May we hosted a supply chain workshop, attended by 25 delegates representing large companies, their suppliers, trade unions and industry bodies, health promotion agencies, the voluntary sector, media and academia. Participants identified opportunities to cooperate in using supply chain networks to secure the commitment of companies to report on employee health and wellbeing as a boardroom issue by 2011.

Healthy Eating Steering Group launches first employers' Toolkit

Following the publication of the *Towers Perrin Healthy Workplace Action Pack* at our campaign launch last October, our Healthy Eating Steering Group published a *Healthy Eating Toolkit*, sponsored by the Food and Drink Federation, in July. This is the first of a series of topic-specific practical guides providing specialist practical guidance which the campaign is producing to complement the Action Pack.

[Read more about the Action Pack, Toolkit and other resources for business on pages 42-43.](#)

Awards for Excellence recognise outstanding performance

At Business in the Community's annual Awards for Excellence Gala Dinner in London, the Healthy Workplaces Award, sponsored by Towers Perrin, supported by the Department of Health, and in association with the Health & Safety Executive, was won by Northern Ireland-based food processing company Foyle Food Group.

[Learn more about the work of Foyle Food Group on pages 38-39 and our Big Tick Award winners on pages 30-33.](#)



Working in partnership: Business Action on Health campaign director Louise Aston addresses a Food and Drink Federation Breakfast Briefing on obesity at the British Dietetic Association, Liverpool

Call for action on health and wellbeing reporting

On 1 July we launched our national call for public reporting on health and wellbeing at work, with businesses asked to commit to report publicly on their employees' health and wellbeing by 2011. With the campaign providing a focal point for national and regional initiatives, over 20 organisations have committed to public reporting as of October 2008.

See [who's committed and why on pages 20-23](#).

Media coverage raises awareness of workplace wellbeing

The campaign has achieved extensive media coverage since October 2007, reaching potentially over 30 million people. Coverage has been generated across a wide spectrum of media consumed by a wide range of audiences including chief executives, HR directors, general business management and also employees. Key events which gained significant coverage included the October 2007 launch of the campaign and the Towers Perrin Healthy Workplace Action Pack; the June launch of our Healthy Eating Toolkit and the July launch of our Call for Action on health and wellbeing reporting and the Business HealthCheck reporting tool.

The way forward in 2008-9

With the campaign gaining momentum at the end of its first year, we are planning numerous developments in 2008-9 to support employers managing health and wellbeing programmes. Following up on Dame Carol Black's review, we will focus on employers with a major footprint in unskilled work and/or in geographically disadvantaged areas, developing Emotional Resilience and Skills Toolkits for employers of all sizes, both sponsored by the Department of Health. Other planned projects include a Physical Activity Toolkit, sponsored by RWE npower, to complement our healthy Eating Toolkit; a practitioner summit meeting to raise awareness of best practice, as well as challenges and opportunities for organisations; and in January 2009 we will launch emotional resilience research, sponsored by Standard Life, which maps regional engagement and productivity levels across the UK.

You can learn more about how you can support the work of the campaign by visiting our website at <http://www.bitc.org.uk/health>.

Alex Gourlay
Managing Director, Boots UK
Chairman, Business Action on Health



Chronicling the journey: Leadership Team companies report on their performance



The Business Action on Health Leadership Team

To encourage other companies to embark on the journey to develop and report on employee health and wellbeing programmes, members of the Business Action on Health Leadership Team have committed to report their own performance against the key performance indicators which they established for the campaign in October 2007 (wellness, engagement, recruitment and retention, brand image).

WELLNESS

'Wellness' encompasses the physical and emotional resilience of the workforce as reflected in levels of absenteeism, smoking, alcohol and drug use/misuse, musculoskeletal disorders as well as nutrition, weight and physical activity.

How do you identify the wellness needs of your workforce?

Employee surveys and health screening are key features of wellness assessment. One company reported using a reduced-rate PMI (private medical insurance) excess to incentivise staff to complete a health and wellbeing assessment in order to gain a more complete picture of health across the company and tailor health interventions more effectively.

Additional information is drawn from absence figures, cases of work related ill health, accidents and reportable incidents as well as staff turnover. Occupational health specialists, EAP (employee assistance programme) advisers, line managers and often external organisations can all play a role in identifying employee health needs.

Employees themselves can also be encouraged to take a more proactive role in monitoring their own health needs through provision of access to free tests for blood pressure, glucose levels, cholesterol levels, body mass index and other health indicators as well as fitness advice.

How do you measure and manage absenteeism?

While companies record sickness absence figures, contact between manager and employee is the key means of managing absenteeism, with support from HR policies and practices as well as line manager training which can be tailored for different types of absence. Collaboration between HR and line managers, using regular absence reports as a working tool, was also seen as important in managing individual cases of absenteeism.

How much is absenteeism costing your organisation?

The costs of sickness absence can be difficult to calculate as absence engenders a variety of direct and indirect costs. These include funding temporary cover - including additional overtime - for those off sick, as well as sick pay for absent employees. While some companies calculate financial costs in detail, others simply track the number of days lost.

How do you monitor specifically stress and mental health as causes of absence?

Line managers, occupational health specialists and EAP service providers are all important in identifying causes of sickness absence. The return to work interview, supplemented by sickness absence certificates, is an important tool in identifying mental ill-health as a specific cause of absence and identifying appropriate forms of follow-up intervention.





1000 employees take part in RWE npower Games, September 2008

How do you assist and support employees (and their families) in the event of ill health?

Line managers and Occupational Health specialists are important in supporting employees in the event of ill health and managing their return to work. Employees with a health problem which is affecting their work may, for example, refer themselves to the Occupational Health team, which can recommend adjustments to work arrangements or the workplace, with the employee's consent. Intranets and specialist online and telephone support systems can also provide employees with useful health-related information.

Managers could be encouraged to keep in touch with an employee who is off sick so that they can judge when it would be appropriate to refer the individual, with their consent, to the Occupational Health team. Employees may also choose to self-refer to Occupational Health when they are off sick. A report to management would follow if adjustments might allow an early return to work.

Other employers identified EAP, HR specialists, as well as HR policies and practices, and rehabilitation services from insurers as important forms of support for employees in the event of illness. Company support can be provided to individuals where gaps in the support network require a more tailored response.

How do you provide services to prevent musculoskeletal injuries?

While the risk of musculoskeletal injuries was not necessarily perceived as problematic for office workers as it was for

manual workers, ergonomics training and workstation assessments were nevertheless considered essential interventions for office-based staff. Head and shoulder massages may also be provided for office employees to help prevent musculoskeletal problems.

Employees in at-risk groups could be provided with including risk assessments, supported by staff and managerial training, with access to free or subsidised physiotherapy, chiropractic and/or osteopathic rehabilitation as required. Yoga, pilates and other classes to prevent injury were provided on-site or off-site at reduced cost.

Cases of musculoskeletal injuries can be detected through employee self-declarations and/or self-referrals to the Occupational Team. Alternatively, a manager may refer an employee to Occupational Health as the result of sickness absence or a performance/behaviour issue.

How do you support smoking cessation?

Smoking has become an issue of greater concern for UK employers, particularly since the introduction of the smoking ban in England in 2007, with various forms of support for smoking cessation available for employees including nicotine replacement therapy and support groups as well as online support and advice.

Some companies choose to restrict smoking to designated company shelters or vehicles. Occupational Health nurses can provide smoking cessation advice or employees may be referred to external courses or smoking cessation groups.

How do you minimise alcohol/drug misuse to ensure a safe working environment?

The overall annual cost of productivity lost as a result of alcohol misuse is £6.4 billion per annum. Up to 17m working days are lost each year through alcohol-related absence (hangovers and drink-related illnesses). Companies therefore have a powerful financial incentive to address issues of alcohol (as well as other drug) misuse in the workplace through establishment of policies, employee education and access to treatment, with Occupational Health providing support as required.

Companies' efforts to minimise employee drug and alcohol misuse encompassed policies, health education and employee advice programmes and, where required, provide access to treatment. Where alcohol is served at company events, suitable transport could be provided in consideration of legal alcohol driving limits. While no company reported introducing employee drug or alcohol testing, employees who declined treatment for problems which affected their performance could be subject to dismissal.

How does your organisation provide access to fitness, healthy food and weight management programmes at work?

The UK has the fastest-growing obesity problem in Europe, with three-quarters of the adult population overweight and nearly a quarter of adults classified as obese, costing employers an estimated £1.45 billion annually.

Leadership Team companies have identified employee nutrition and physical activity as major concerns. The Healthy Eating Toolkit was launched in June 2008 by the Business Action on Health Healthy Eating Steering Group, sponsored by the Food and Drink Federation, as a practical guide for employers managing workplace healthy eating programmes and a physical activity toolkit is planned for publication in early 2009. The Healthy Eating Steering Group is continuing to provide support to employers developing healthy eating programmes.

While some companies may have gym facilities on-site, others promote physical fitness via walking, running clubs or team sports, such as netball or football. Other companies encourage fitness activities off-site via subsidised gym memberships, exercise courses or circuit training in nearby parks. Personalised fitness advice is offered online or through consultation with qualified GPs.

On a larger scale, RWE npower runs an annual company games programme, engaging 800 staff in 16 different sports in its first year and 1000 staff this year. Danone run a Danone World Cup event in football every two years which enables employees to play in a football tournament worldwide.

Complementing the promotion of physical activity, some companies encourage healthy eating through education campaigns (sometimes linked to national awareness days - e.g. National Apple Day), information leaflets and via staff canteen offerings, with occupational health specialists sometimes working with catering staff to develop healthy menu offerings for staff. Occupational Health specialists can also offer health screening and one-to-one advice to enable employees to lose weight or reduce their risk of coronary heart disease and stroke.

ENGAGEMENT

'Engagement' encompasses general employee mental health and wellbeing as reflected in levels of happiness, stress, sleep and presenteeism (Presenteeism is a state where people turn up to work but are unable to perform their role at an optimum level through poor health or lack of engagement).





Boots employees get set to kick the habit

How do you empower staff to make informed and accessible healthy choices?

Leadership Team companies cited a variety of information-based interventions, including staff lifestyle events as well as guidance documents and telephone advice. One company offered employees financial support to further their knowledge of their own personal health and wellbeing and partake in activities that they may not have had the finances or awareness to do, for example to have access to free fruit or try reflexology sessions.

For at least one Leadership Team company, the provision of healthy choices is part of the company's core business and has therefore been integrated into the company's employee support programme:

Aligned with Danone's business focus on food and nutrition, the Danone Active Programme It is a holistic approach on health and includes supporting activities around the four axes of work, food, life management and exercise. It offers staff training on diet and nutrition; a free life management service to employees and families; and, for all new starters, an Active Health Box containing a pedometer, Active Health Passport and programme information as well as a free health check with the Occupational Health Advisor.

The programme has produced measurable business benefits. Results included an increase of 22% in business alignment and employee engagement ; a high (91%) percentage of employees who would recommend the company as a good place to work; and a reduction in staff turnover from 20% to 15%.

How do you help combat employee stress and promote resilience and happiness?

It has been estimated that nearly 10% of the UK's gross national product (GNP) is lost each year due to job generated stress. Nearly three in every ten employees will have a mental health problem in any one year, the great majority of which will be anxiety and depressive disorders.

Leadership Team companies provide a variety of forms of support to reduce stress and promote resilience among their employees, including HR policies (e.g. stress at work, bullying), information and training for employees and managers, work-related stress risk assessments, employee assistance programmes, HR initiatives and occupational health services. Massages, reflexology, pilates and yoga classes were also offered.

Employees may self-refer to an Occupational Health Nurse who can then make recommendations to management where they believe work factors need to be addressed. Staff may also have access to stress prevention training as well as external confidential telephone or face-to-face counselling as required.

The provision of training and/or tools can enable managers to assess stress risks in their team and follow up on any reported stress risks or incidents (particularly those reported by employees returning to work after a stress-related absence) with appropriate interventions.

RETENTION AND TURNOVER

‘Retention and turnover’ reflects the degree to which the workplace community adapts to accommodate the health and wellbeing needs of a diverse workforce, including men, women, ethnic minorities, older people and those with disabilities. Adaptations include the design of the physical workplace environment as well as organisational practices such as flexible working.

How have you designed your workplace as a healthy environment?

While 76% of staff satisfaction is linked to salary, technology, management and work-life balance, 24% is influenced by comfort, air quality, temperature, noise, lighting or office layout. The office environment can affect productivity by 5% for individuals and 11% for teams.

A study conducted with call centre employees of Leadership Team member company Standard Life Healthcare found that workers exposed over a 12-week period to broader-spectrum, high colour temperature office lighting developed by Philips, showed a 37% improvement in self-assessed concentration and 19% improvement in self-assessed performance, compared to improvements of 1.7% and 4.4%, respectively, among control group employees, as well as a reduction in the proportion of unanswered calls.

Other Leadership Team companies reported that they worked to implement best practice principles of building design and ergonomic design; undertook refurbishments with appropriate furniture and HVAC (heating, ventilating, and air conditioning) improvements; conducted risk assessments; implemented HR policies and practices which support healthy working environments and addressed environmental issues at individual levels as part of performance reviews. Simpler interventions included ensuring that desks were cleared at the end of the day.

How have you considered the specific health and wellbeing needs of all employees including men, women, ethnic minorities, disabled and ageing employees?

An ageing and increasingly diversified workforce requires greater employer support to remain productive at work. Leadership Team companies emphasise the importance of equality of access to support for health and wellbeing. Interventions can be designed which are appropriate to a variety of age profiles and ethnic groups. Here are some examples of provision made by Leadership Team members for their own employees:

- A mole clinic was run on-site inasmuch as skin cancer is a statistical risk for the workforce, given their age profile.
- Policies have been developed to accommodate employees who need time off to take children to school, move house, get married or care for elderly relatives.
- Quiet rooms have been provided for prayer and contemplation.
- Priority parking has been made available to women on late shifts during the dark winter months. Women have been given car park spaces during the latter stages of pregnancy. Attacker alarms have also been provided to women.





Creative agency Mother believes spending time with others while dining helps strengthen social relationships at work and provides informal opportunities for sharing knowledge within and across teams

- Car parking spaces have been provided for disabled visitors and staff members.
- Food has been offered in canteens to support individuals with different nutritional (or religious) requests, with clear labelling of ingredients.

How have you implemented a successful work-life balance policy?

Almost a quarter of workers (24%) say excessive hours spent in the office is the reason for rising stress levels. 40% report finding it hard to maintain a good work-life balance. For some Leadership Team companies, the need to balance the needs of the individual and the business was recognised as a challenge. A flexible approach, informed by an emphasis on effective work (versus an excessive focus on when and where work was performed) was seen as the key to developing individualised solutions. While legislation enables those with children to request to work flexibly, one company stated it offers this option to all employees.

BRAND IMAGE

'Brand image' encompasses attributes such as corporate and product reputation as well as customer satisfaction, which can be influenced positively by employee health and wellbeing programmes.

How do you consider your health and wellbeing programme as a factor contributing to successful recruitment?

Leadership Team companies considered their health and wellbeing programmes as vital in recruitment as well as in building reputation with local communities. Such programmes underpin and reinforce the cultural message that the company supports their employees. Public events which demonstrate organisational support for the health and wellbeing of employees (e.g. RWE npower corporate games) also builds support in local communities where companies recruit.

For companies whose purpose is to provide products and services that promote the health and wellbeing of customers, demonstrating support for the physical and mental health of employees - who act as ambassadors for the company - is considered particularly important.

How do you consider your health and wellbeing programme an important contribution to increased customer satisfaction?

Employees are vital in delivering customer satisfaction through the effective provision of products and services as well as in their more general role as company and product brand advocates.

The engagement of employees is seen as a vital element which determines whether employees will “go the extra mile” in their work and also be prepared to act as an advocate of their employer as well as the company’s products and services. Health and wellbeing programmes are seen not only as important for minimising employee sickness levels but, on a more positive note, are vital for promoting staff engagement, enabling employees to work effectively and act as effective ambassadors for the company.

SKILLS

An emerging dimension of employee health and wellbeing is learning and development. In addition to questions about the KPI’s of employee wellness, engagement, retention and turnover and brand image, Leadership Team practitioners were also asked what support they are providing to employees to develop the skills and knowledge needed to manage their own health, safety and wellbeing. Several companies reported offering training programmes as well as online information to staff which cover not only basic health and safety and ergonomics but also nutrition and cookery courses as well as other training to support a healthy lifestyle.

MEASURING THE IMPACT OF HEALTH AND WELLBEING PROGRAMMES

Finally, Leadership Team practitioners were asked how/if they measure the impact of their health and wellbeing programmes. The indicators reported as being used included the following:

- Sickness absence (incidence and costs)
- Staff motivation
- Staff attitudes towards the organisation
- Staff engagement
- Staff retention
- Staff turnover

Companies opted to use a mix of measures - included qualitative, as well as quantitative, feedback - to assess the impact of their programmes.

Measuring the return on investment was seen as problematic as any changes in staff performance could be due to several factors, not just health and wellbeing interventions. Yet even those who do not currently calculate financial returns on investment believe intuitively that investment in health and wellbeing creates business benefits. Introduction of the Business HealthCheck tool once it has been piloted (see pages 26-27) is expected to help improve measurement of return on investment.

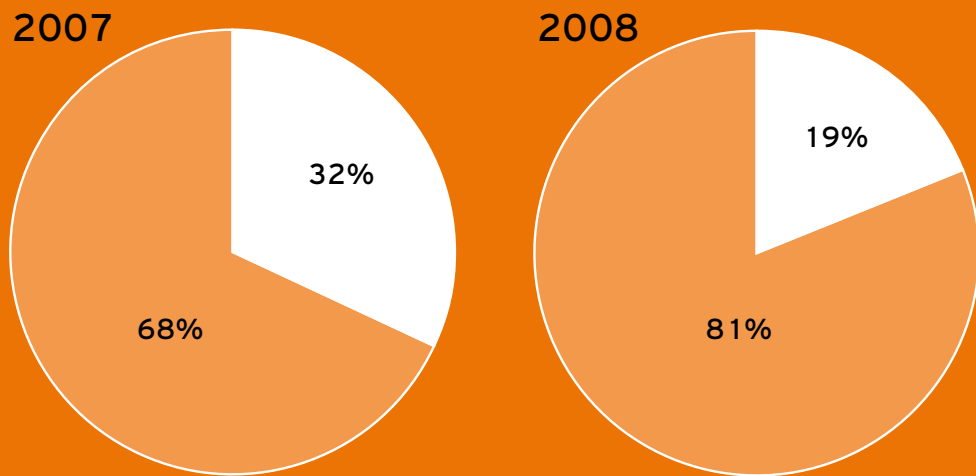


FTSE 100 reporting on health and wellbeing increases in 2008

For the second year, we conducted research across the FTSE100 companies to assess the level of reporting on health and wellbeing in the workplace. Our study shows significant progress since the inaugural study last year.

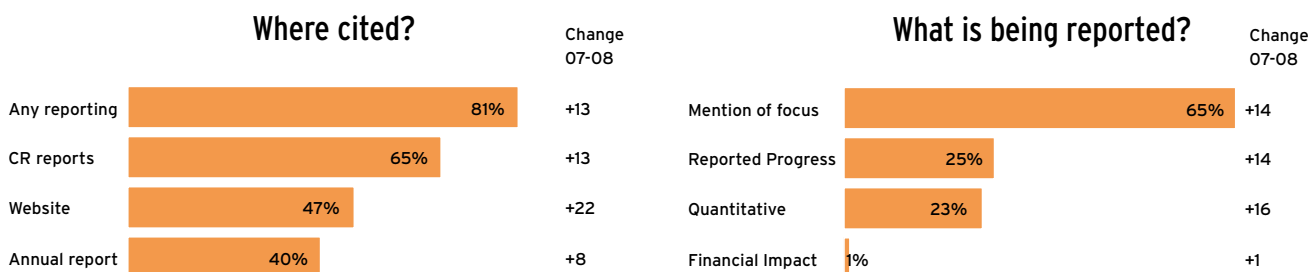
Overall, 81 of the FTSE 100 companies report any commitment or activity to increase the health & wellbeing of their employees, up from 68 last year.

% FTSE100 reporting on health & wellbeing



40 of these companies report on the health & wellbeing of their employees in their annual report. 65 companies include details in their Corporate Responsibility or Sustainability reports.

FTSE 100 reporting on health and wellbeing



There has also been a dramatic increase in the number of companies reporting on their progress on this agenda - with 23 companies using quantitative measures, up from seven last year.

COMPANY PROFILE: GlaxoSmithKline

GlaxoSmithKline is the only FTSE 100 company that we found during the course of the research currently publicly reporting the financial impact of their health and wellbeing programmes.

Team Resilience: GSK state that employees who are physically energised, mentally focused and have a clear sense of purpose show sustained improvements in performance. Their team resilience programme is available in 12 languages and has been used in 41 countries by 22,161 employees. Since 2002, the programme has reduced work-related mental illness by 60% and decreased absence relating to mental health by 20%, saving £2.4 million. A one-year follow up reported a 10-15% reduction in fatigue and frustration and a 15% increase in self-esteem and job satisfaction.

Ergonomics Improvement: Musculoskeletal illness and injury is one of the leading causes of time away from work. GSK has set a target to reduce the number of these illnesses and injuries by five per cent each year through to 2010. Their ergonomic improvement tool has been used by 25,000 employees at 172 sites worldwide in the past three years. In 2007 one of the ergonomics improvement teams (EIT) made changes to a production line that lowered operational costs by £140,000 by reducing waste and increasing product output.

COMPANY PROFILE: National Grid

National Grid has successfully run a number of health and wellbeing programmes over the last 5 years, engaging its workforce and partners in a range of events focusing on activity and exercise, nutrition, weight loss and work life balance.

14 000 employees, families and friends joined in a pedometer challenge to walk 10K steps each day throughout the summer of 2005 in a promotion that raised the awareness and importance of exercise and the highlighted the sedentary nature of day to day activity.

Over 1200 employees joined National Grid's £41b programme, centred on health awareness and lifestyle change, encouraging employees to improve their health, nutrition and team working with the company donating to the British Heart Foundation £1 for every £1b in weight lost by employees. Over £10,000 was donated.

We now, with National Grid are building on these foundations and are using Wellness Kiosks to enable employees to track their health metrics, such as blood pressure, body mass index, pulse and fat content. This information enables National Grid's Health Improvement Team target future interventions, specific to group needs.

National Grid are building on these foundations and are using Wellness Kiosks to enable employees to track their health metrics, such as blood pressure, body mass index, pulse and fat content. This information enables National Grid's Health Improvement Team target future interventions, specific to group needs.

In good company: The case for public health and wellbeing reporting

The health and prosperity of every organisation depends on the health and wellbeing of its employees. A handful of statistics illustrate the scale of the impact employee health and wellbeing creates on UK businesses:

A total of 172 million working days were lost in absence in 2007, costing UK businesses and the public sector close to £20 billion (CBI/AXA absence survey 2008).

- Even among employees who are present at work, poor eating habits, such as having no breakfast or lunch, leads to a productivity loss of almost 97 million working days, worth £16.85 billion a year (BaxterStorey Workplace Productivity Survey, conducted by Ipsos Mori, November 2007).
- The current total cost to employers of mental ill-health is estimated at nearly £26 billion each year, including the costs of sickness absence, reduced productivity and staff replacements, equal to £1,035 for every employee in the UK workforce (Sainsbury Centre for Mental Health, December 2007).

By investing in employee health and wellbeing programmes, employers can reduce absence, recruitment and retention costs, increase employee engagement and productivity at work as well as enhance the company's brand reputation among employees, customers and other stakeholders in the wider community.

Public reporting on employee health and wellbeing - particularly at boardroom level - is a vital tool for focusing attention and resources on this strategic issue at all levels of the business and embedding it into organisational culture.

Members of the Business Action on Health Leadership Team are calling on all companies to join them in committing to report publicly on the health and wellbeing of their employees as a boardroom issue by 2011. Many companies made this commitment at the launch of the campaign's call for action on health and wellbeing reporting on 1 July 2008. You can learn more about how to get started with developing, and reporting on, health and wellbeing programmes in your own organisation on pages 26-26 and get more information about available resources available from Business Action on Health on pages 42-43.

Why companies are committing to boardroom reporting on health and wellbeing

"Focussing on employee health and wellbeing makes plain sense for employees and their employers. Having robust and meaningful reporting at Board level can only help this focus and is an important CSR tool."

Mark Adams, HR Director, Abbey

"The health and wellbeing of our employees is a significant business issue for us, and we have begun a programme of promoting good health and positive wellbeing within our business. We are committed to maintaining and developing this further in the future."

Helen Gopsill, HR Director, Aircelle

"It's good for the employee, and good for the business. All round- good business sense!"

Keith Sexton, HSEQ Director, Amey

"The Health and Wellbeing of our employees is critical to the success of our business. We want our teams to enjoy coming to work and we believe in the principle that good work is good for you. We want to help them understand how they can look after themselves and their families. At ARAMARK, we also have a great opportunity to impact on the wellbeing of our customers, by providing them with a choice of healthy, nutritious food every day and a relaxing social environment to take time out from work."

Andrew Main, CEO, ARAMARK

"Boots are committed to board room reporting on employee health and wellbeing by 2011. We are embedding health and wellbeing at the heart of our business strategy because our people are our greatest asset and we recognise that a healthy, happy and committed workforce is vital to our business success."

Alex Gourlay, Managing Director, Boots UK

"Improving the health and wellbeing of our employees makes good business sense. As a leading provider of workplace health services we see every day the difference it can make to a company's bottom line and the impact it can have on employee morale and motivation. It offers a 'win-win' all round. Employees benefit from better support for their health. Companies benefit from less absence and improved productivity. And society benefits from improved public health."

Steve Flanagan, Commercial Director, BUPA

"Health and wellbeing is an important part of the corporate responsibility mix. BITC is committed to board room reporting on health and wellbeing by 2011. We are a people business and it makes strategic sense that well people, who are well managed, will result in a healthy and productive organisation."

Stephen L. Howard, CEO, Business in the Community

"We have included our wellbeing campaign "A Better Life" at the heart of our strategic plan, almost 18 months ago. In developing this programme we have benefited from Boots Leadership in this neglected area."

Alexander Davis, Managing Director, Calor Gas

"Any initiative to improve the wellbeing of our people is to be encouraged."

Mark Burch, Deputy Director HR, Communities and Local Government

"If health is the essence of your brand, it all starts with taking the health of your workforce very seriously."

Marnix Eikenboom, Managing Director, Danone



“The food and drink industry has long recognised the value of workplace wellbeing. FDF’s leading members have put in place schemes designed to make their factories, offices and depots better places in which to work - or they have started that process by developing workplace wellbeing programmes. Through FDF these companies will provide an annual update of the work they are doing, which will be publicly available, and which will show our industry’s leadership in this important area.”

Julian Hunt, Director of Communications, the Food and Drink Federation

“We endorse the importance of the health and wellbeing of our employees to our business success and how their engagement with our objectives is interlinked with that work. We believe in the importance of reporting on our progress to our board and have done so for several years.”

Peter Barnard, Registrar, Grimsby Institute

“We already report to the board on CSR issues and fully support the commitment to include and report on the progress of employee health and wellbeing issues by 2011.”

David Micciche, CSR Director, John Laing

“With the full commitment of its Board National Grid continues to embed health and wellbeing into the day to day operation of our business, supporting our employees and their families in improving their lifestyles and is committed to the reporting of health performance in its annual report.”

Adam Mallalieu, Director of UK Safety, Health, Environment and Security, National Grid

“The health and wellbeing of our employees is central to our business as a health, nutrition and wellness business. Success requires winning people in a winning business and our commitment is reflected through the organisation. Reporting of wellness activities is reported monthly as well as other business data.”

Dr. David Batman, Head of Employee Wellness, Nestlé UK

“Northumbrian Water is committed to protecting our people from work related risks and encouraging them to strive for high standards of health and wellbeing. Measures are included in the company balanced scorecard and reporting is considered by the board.”

Diane Morton, Director of Human Resources, Northumbrian Water

“Monitoring health and wellbeing performance not only illustrates the direct costs associated with absence but also indicates the impact of ongoing change on our people and their engagement in the business’s direction. For our Board, these measures paint the human picture behind our financial scores.”

Peter MacDonald, People and Organisational Director, Parclforce Worldwide

“At PepsiCo we believe our people hold the key to our success. We’re committed to an environment that helps our associates achieve a better quality of life. We have a range of initiatives in place to help achieve this goal, including healthy options in our canteens, health programmes for our staff, ‘wellness MOTs’, and flexible and home working.”

Salman Amin, President, PepsiCo UK

“At RWE npower we believe that a healthy, happy workforce assists us in the creation of a sustainable business and in the delivery of our overall business objectives. Our Wellbeing programme pulls together a range of initiatives from smoking cessation to healthy eating and fitness. We believe strongly in encouraging our employees to foster a healthy lifestyle and do much to promote fitness, from walking clubs to gym memberships. We are, therefore, delighted to support BITC’s campaign.”

Alison Cole, Corporate Communications Director, RWE npower

“Better workplace health means better business performance and reporting is key to that. Internally, it gives us an indication of how well we are doing and where we can improve. Externally, it sends a clear signal to the market about the sort of employer we are and that we take every opportunity to gain competitive edge. This is a fantastic initiative from Business in the Community and it deserves support from all businesses, large and small.”

Bob Watts, Director of Healthcare, Standard Life

“At Tate & Lyle we aim to lead the way on employee health. We firmly believe that businesses have a role to play in improving the health of their employees by providing them with information, advice and support on health and wellbeing. Our award-winning range of workplace health programmes and services are recognised for the positive impact they have on our employees and the wider community, as well as delivering real business benefits. We are proud of our health and wellbeing provisions which are continually reviewed to ensure that we meet the changing needs of our workforce. Employee health and wellbeing is a key element of our Annual Report and we are committed to expanding our boardroom reporting on this important area of our business by 2011.”

Iain Ferguson, Chief Executive, Tate & Lyle

“Tribal is committed to releasing the full potential of our people. Our dedicated attention at board level to the health and wellbeing of our employees, directly enables us to consistently deliver exceptional results for our clients and to contribute to the broader UK health agenda.”

Virginia Rothwell, Group HR Director, Tribal Group

“Improving the health and vitality of our people is an essential requirement of driving a sustainable and successful business. The Vitality in Action programme has already made fantastic progress in improving the wellbeing of our employees, and their families, across our UK sites. This is something I’m proud to be part of and I am committed to driving the next phase of the programme to all our people in UK and Ireland.”

Dave Lewis, UK Chairman, Unilever UK

“Many British workers are still denied access to the basic components of a healthy workplace - healthy food, exercise facilities, regular health check-ups and even access to an independent colleague with whom stress and work-related issues can be discussed. The number of hours people spend at work makes the workplace the ideal environment in which to promote healthy lifestyles and general wellbeing. Employers must be encouraged to take an active role in helping employees to eat well and look after themselves physically and mentally. In the long-term this investment will almost certainly be repaid with lower levels of sickness absence and increased levels of productivity.”

Susan Ring, Chairman and Managing Director, Unum

“Good health IS good business.”

Paul Drechsler, Chairman/CEO, Wates Group



Health and wellbeing creates an impact in Corporate Responsibility Index

Business in the Community's Corporate Responsibility (CR) Index is the UK's leading benchmark of responsible business. It helps companies to integrate and improve responsibility throughout their operations by providing a systematic approach to managing, measuring and reporting on business impacts in society and on the environment.

Health, safety and wellbeing, included in the CR Index for the first time in 2007, was the social impact area most frequently selected by participating companies, with 81 (69%) completing this section.

Encouragingly, two in three participating companies' Key Performance Indicators (KPI's) cover wider health and wellbeing issues as well as regulatory health & safety requirements.

The key health and wellbeing issues identified by companies cover mental health and stress, health and fitness promotion, prevention of work-related injuries, provision of support and assistance to help with specific drinking, eating and smoking pressures.

Although the majority of participants identified their key health and wellbeing issues, it is clear that there are gaps in its integration and management. Only 40% have trained line managers or provided

communication to help employees. Similarly, while many companies measure absenteeism by underlying causes through line managers or self-assessment forms, fewer than half of companies collate these centrally.

The majority of health and wellbeing indicators used by participating companies cover reduction in accidents, absenteeism and sickness rates (sometimes sub-analysed by stress, occupational/work-related sickness), uptake of healthcare programmes and levels of fumigation or noise exposure.

Just under two in three have set improvement targets for health and wellbeing, with nearly half reporting publicly on the targets set, and - in the main - their performance against targets.

Although 94% have a formal Occupational Health & Safety Management System, and 84% include health & wellbeing issues, only one in five companies' OHSMS has been externally certified.

Health and wellbeing emerging as a significant corporate responsibility issue

“ In our Corporate Responsibility Index, 81 companies (69%) opted to report their performance in our new health, safety and wellbeing performance section this year. ”

Stephen Howard, Chief Executive, Business in the Community

Top health and wellbeing needs reported in CR Index

- Stress
- Health / fitness promotion
- Provision of support & assistance
- HIV / AIDS
- Noise / air pollution
- Work-life balance
- Ergonomics / manual handling / musculoskeletal
- Work environment / occupational health
- Mental health
- Eating / drinking / smoking / drugs
- Rehabilitation from work-related injuries
- Prevention of Injuries / Accidents



Business HealthCheck tool helps businesses measure return on investment



Dr Su Wang, Royal Mail, learns about the Business HealthCheck tool, designed to help employers plan and measure the financial impact of health and wellbeing programmes

“The reason health and wellbeing initiatives are not more numerous in the workplace today is the lack of a well-developed business case as to why employers should invest in them. Limited access to information for both employees and employers on the effectiveness and cost-effectiveness of these schemes has led to a lack of action. The question that needs to be answered is whether employers could expect improved performance from their staff if they invest in their health and wellbeing.”

Working for a healthier tomorrow - Dame Carol Black's March 2008 Review of the Health of Britain's Working Age Population

Why the Business HealthCheck was developed

In *Working for a Healthier Tomorrow*, Dame Carol Black's March 2008 review of the health of Britain's working age population, the workplace was identified as a key setting for improving people's health and wellbeing. However, responses to the review's Call for Evidence indicated that the number of health and wellbeing initiatives was limited because employers and employees lacked evidence of both the effectiveness and cost-effectiveness of such initiatives.

The systematic collection and analysis of data on the physical and mental health of employees and the financial impacts of investment in programmes promoting health and wellbeing is therefore vital to recognising and managing this issue effectively in the workplace. However, CIPD survey research reveals, for example, that while absence represents a significant cost for over 90% of employers, only half of organisations have set a target for reducing absence and just 39% of organisations benchmark themselves against other employers. Fewer than half of organisations monitor the costs of absence.

Dame Carol Black's review recommended that Government should work with employers and representative bodies to develop a robust model for measuring and reporting on the benefits of employer investment in health and wellbeing. Employers should use this to report on health and wellbeing in the board room and company accounts.

PricewaterhouseCoopers, working in conjunction with the Business Action on Health Leadership Team, has developed both the business case and a measurement tool, the Business HealthCheck, to help companies assess the business case for investing in health and wellbeing programmes and calculate the return on those investments. The tool - which was pre-piloted by National Grid, Nottingham University Hospitals NHS Trust and Marshalls and promoted by Leadership Team members - enables individual companies to manage their programmes more effectively but also provides a standardised instrument for measurement and reporting which, if widely adopted, would enable companies to benchmark their programmes against those of other organisations.

How the tool works

The Business HealthCheck is an evaluation tool to help employers assess the costs of ill-health to their business and the impact of wellness programmes on these costs. By entering current figures for absenteeism, staff turnover and liabilities - including accidents, claims and insurance premiums - into the tool spreadsheet, baseline costs can be calculated for each of these variables. The projected opportunity costs of implementing a wellness programme as well as the potential savings (from reduced absence, turnover and liabilities) can then be calculated and these scenarios can be used for management planning purposes.



PRICEWATERHOUSECOOPERS 





Dame Carol Black, whose review of health at work highlighted the need for employers to better understand the business case for health and wellbeing, attends the Business HealthCheck launch, sponsored by BUPA.

Initial feedback from practitioners in Leadership Team companies

An initial appraisal of the Business HealthCheck by practitioners representing the Business Action on Health Leadership Team companies highlighted several positive points:

Relevance

- The data gathering requirements for the tool are aligned with those already being collected by HR/HSE specialists - e.g. absenteeism, accident rates and staff turnover - so will enhance its perceived relevance and ease of use for practitioners. The inclusion of presenteeism costs, based on absenteeism figures, was also perceived as useful and relevant.
- The translation of HR indicators into financial language ensures the tool's relevance for finance directors and other senior managers.

Credibility

- The fact that PricewaterhouseCoopers, a well-known management consultancy, have developed the tool will help establish its credibility with managers in organisations.

Usability

- The tool readily enables the user to compare baseline and post-intervention indicators and their associated costs.
- The Guide and Literature sections were both seen as helpful.

Overall, the practitioners welcomed the tool and look forward to the results of the pilot. All have recognised that the development of metrics to measure the impacts of investment in health and wellbeing programmes will be vital to establishing the business benefits of such programmes and persuading more senior decision-makers in company boardrooms to invest in them.

To sign up to download and use the tool for free, go to <http://www.workingforhealth.gov.uk>

“ When fully developed, the Business HealthCheck tool will provide a consistent and transparent method for evaluating the financial impact of health and wellbeing programmes in National Grid. It will allow us to really demonstrate the business benefits of investing in proactive measures that improve the health of our employees at work and furthermore, should help shape and inform the direction of future commitments in this area. ”

Adam Mallalieu, Director of UK Safety, Health, Environment & Corporate Security, National Grid

“ This tool will be of great interest and help to anyone involved with, or wanting to undertake healthy workplace initiatives. Using readily available data it calculates the Return On Investment of initiatives, allowing engagement of key stakeholders within the business by clearly presenting the business case in financial terms. ”

Dr. John Marsden, Health of Occupational Health, Boots UK

Healthy fruit cocktails being served to guests at Business HealthCheck launch



Big Tick companies reap benefits of investment in health and wellbeing



Big Tick winners in Business in the Community's Awards for Excellence are hosted at No. 10 Downing Street

Businesses in the Community's Awards for Excellence are the UK's leading award scheme for responsible business. Peer-assessed and independently assured, the Big Tick - awarded to the best entries in each Awards category - is the country's most respected endorsement of responsible business practice.

Companies are awarded a Big Tick in the Towers Perrin Healthy Workplace Award category in recognition of their excellent performance in improving and maximising the health and wellbeing of their employees. The 2008 Big Tick winners included AstraZeneca, Capital One Bank Europe, EDF Energy, Ernst & Young, Foyle Food Group, GlaxoSmithKline, Grimsby Institute of Higher Education and Scottish Widows.

An analysis of Big Tick companies' award entries reveals that far from being an add-on to other business activities, health and wellbeing programmes are integral to business strategy, with well-managed interventions developed to address clearly defined business objectives. Qualitative and quantitative measures have been used to assess impacts on the business as well as the wider community.

The Big Tick companies have documented a wide range of both financial and non-financial business benefits and these are outlined below.

Significantly, Foyle Food Group, this year's overall category winner, developed a successful health and wellbeing programme despite its tight operating margins. You can read more about the company's programme on pages 38-39.

Contact the Business Action on Health team to learn more about the programmes of Big Tick winners, the Towers Perrin Healthy Workplaces Award and how you can develop a cost-effective health and wellbeing programme for your organisation.



AstraZeneca

- Global occupational health and safety programmes have delivered significant improvements in the frequency rates for accidents with injury and new cases of occupational illness.
- The company's UK CALM (counselling and life management) programme has resulted in reduced levels of psychological illness saving £1.1m and productivity increases saving £600K.
- AstraZeneca has also received external recognition as an employer of choice, being named in Fortune magazine's "100 Best Companies to Work For" list for the third time since 2004 and winning BITC's Healthy Workplaces Award for Excellence in 2007.



Capital One Bank Europe

- Long-term sickness absence as a percentage of total sickness absence has reduced from 40% to 20%.
- Associates who were treated through the company's Stress and Depression Rehabilitation Scheme were able to return to work and, to date, have remained at work.
- Health Matters events have reduced the future risk of absence to the business by enabling associates to identify health issues of which they were not previously aware and seeking treatment for these.





EDF Energy

- The impact of work-related ill-health on productivity was reduced by 61%. As a result, the business saved £228k.
- Staff morale as measured by staff surveys increased from 36% to 68%.
- The programme also received external recognition, winning *Beacon of Excellence* status and the Health and Safety Executive as well as the 2007 Health, Work and Wellbeing Award.



Ernst & Young

- Between January and December 2007, staff turnover decreased over one year from 16% to 14% and days lost to absence decreased from 4,566 to 4,411, despite staff levels increasing by 10% over the same period.
- Self-reported levels of staff wellbeing improved, as measured by employee responses to the 2008 Best Companies' survey.
- With more fee-earning staff at work and engaged, productivity also increased.
- Recruitment and retention rates were positively influenced as awareness and use of available health benefits services have improved.
- The overall reported accident rate for employees/service providers decreased from 19.87 incidents in 2006 to 9.94 in 2007. Personal injury and disability claims also decreased during 2007.



Foyle Food Group

- Absenteeism due to illness was reduced by 84%.
- Independent H&S audit showed health & safety procedures improved by 20.8%.
- By delivering a safer working environment (with accidents reduced by 43.5%), the company reduced employers liability insurance costs by 28%.
- Employee satisfaction surveys in April and October 2007 found that overall satisfaction increased from 79.8% to 81.6% in a six month period.



GlaxoSmithKline

- Levels of work-related mental ill health reduced globally by 60% during 2003-2007.
- The work of the Ergonomic Improvement Teams, the use of ErgoTool online and early interventions and case management resulted in a 44% decrease in the rate of days lost and a 33% decrease in the rate of cases in 2007 for musculoskeletal disorders. In 2007 the Ergonomics Improvement team made changes to a production line that lowered operational costs by £140,000 by reducing waste and increasing product output.
- Early evaluation of training offered through GSK's Personal Resilience Programme demonstrated a significant positive effect on staff levels of energy and engagement.

Grimsby Institute of Higher Education

- Financial turnover increased from £17m to £43m per annum between 2001 and 2007.
- Savings from absence reduction totalled approximately £430K in 2007.
- Lost days due to musculoskeletal disorders were reduced through promotion of physiotherapy and ergonomic service to staff and managers. Several targeted interventions saved £2k and two high-profile interventions saved around £4k.
- Ofsted inspection results improved between 2003 (mostly satisfactory) and 2007 (mostly good, with some outstanding grades). Investors in People (IIP) re-assessment showed similar improvement.
- Lost days due to stress were reduced (saving around £30k) as a result of 70 managers undergoing a training programme on managing stress, changes to sick pay procedures and provision of a telephone based employee assistance programme (EAP), saving around £22k.
- As a result of promoting culture change at the Institute, staff can now be recruited more readily.
- The Institute also gained widespread recognition as an employer of choice through winning national awards (eg: Employee Benefits Magazine and Association of Colleges in 2007 and 2008) and conference speaking engagements, as well as gaining significant positive profile in national publications (IDS, CIPD).
- Because of the Institute's positive standing in the local and regional business community, they were approached by the local PCT to work in partnership with them.

Scottish Widows

As a result of the company's Arts@Work programme - which provided staff with a wide range of arts experiences to improve their wellbeing:

- Employee engagement at work increased, with Arts@Work being identified as one of the contributing factors to the change.
- Employees reported improved motivation at work.
- Employees who engaged with the programme experienced other short and long term (life and personal development) benefits which also had a positive impact on business performance.



Regional dialogues on health: Challenges and opportunities in building a healthy workforce

Following the launch of Business Action on Health in October 2007, the campaign's Leadership Team members hosted a series of regional breakfast forum meetings for senior executives. The specific objectives of the discussions were to promote the business case for investing in a healthy workplace; highlight the challenges, as well as the opportunities, of implementing a healthy workplace programme; and produce feedback regarding the campaign and its publications, *Wealth from Health* and the Towers Perrin *Healthy Workplace Action Pack*.

Who participated?

Abbey	DHL	Parcelforce Worldwide (Forum host)
Aggregate Industries UK	EDF Energy	Royal Mail
ARAMARK	Ginsters	RWE Npower
Asari Partners	Kraft Foods	Sainsbury's
BBC West	Lincolnshire Co-operative	The Sandwich Centre
Boots (Forum host)	Ministry of Defence	Siemens
Bristol Alliance	National Grid	University of Bristol
Cadbury Trebor Bassett	One Nottingham	Unum (Forum host)
Capitol One		

What was learned?

Each forum featured an in-depth presentation of a company's health and wellbeing programme followed by a question and answer session. From these dialogues a number of general points emerged.

What does 'health' mean for your organisation?

"Health" means different things to different people, including: 'being able to do the activities I want to do' (e.g. walking); time for personal exercise; understanding what 'better eating' means; maintaining psychological health, including having time for conversation in evenings and not

having a negative impact on others; balance (between work and life, in diet, in energy); getting children more involved in sports; focusing on maintaining a healthy life (vs. living with disease).

Promoting health and wellbeing in your organisation is not just about offering optional extras as employee benefits - such as gym memberships or offering free fruit in canteens - but also about being mindful of the impact of organisational life in its broadest sense. Managers need to be vigilant, for example, about the impact of technology (laptops and Blackberrys) on work/life balance and related physical and mental health issues.

What works in health and wellbeing programmes?

Based on their own experiences, forum participants shared a range of practical tips and advice, as well as identifying a number of challenges, in managing health and wellbeing programmes.

Planning your programme

Read and use the Towers Perrin *Healthy Workplace Action Pack*, a 12-step approach to help you plan and manage your organisation's health and wellbeing programme. Contact the Business Action on Health team for more details.

A holistic approach to health and wellbeing aids programme success. This is not just about promoting safety, health or wellbeing but part of a wider social agenda which should be important to all senior directors.

Companies - and society more generally - **need to shift perspective from focusing on how ill people are to how well people are.** This point has been raised in Dame Carol Black's 2008 review of the health of Britain's working age population.

It is important to **align your programme with your business agenda** to ensure your company achieves a measurable return on its investment in employee health and wellbeing.

In designing programmes, remember that **programmes need to be tailored for different groups as one size does not fit all.** Health and wellbeing issues can differ widely for employees in different work environments - such as offices, warehouses and factories - as well as for different groups, including staff working at client sites and suppliers working on one's own sites.

For corporate responsibility managers, **promoting wellbeing as part of the CR agenda in companies provides a focus for action.** Employee health and wellbeing schemes can be a natural extension of similarly themed consumer or community programmes. Healthy lifestyle themes can also be integrated into employee volunteering programmes.

When recruiting people to support your health and wellbeing programme, **executive sponsorship is essential** to success. You need a managing director, chief executive or chairman to endorse the programme publicly and to lead by example, where possible.

If you are running a programme in a large organisation, you need to **find creative ways of engaging employees across multiple sites.** Employees who are most in need of health and wellbeing interventions can often be those who are most resistant to them. Suggested tips included **recruiting local champions** - 'people magnets' at sites who can encourage others - and **building a network of supporters** - fostering a certain amount of internal competition to achieve goals - to create and maintain enthusiasm. Remember, however, that supporters periodically need motivational incentives to ensure they remain committed.

When resourcing your programme, you can work initially with a small budget as **many free resources are available** from health promotion charities as well as national and local government agencies.

Consider private healthcare as an option as it can achieve cost savings through reduced absenteeism, creating a substantial return on investment.

It's better to start doing anything, however small, than doing nothing.





Businesses are taken on a tour around GlaxoSmithKline's offices.

Executing your programme

Effective communication and marketing is vital to your programme's success. Create an internal brand which can be used to communicate your programme and its achievements across the organisation.

Employee participation in health and wellbeing programmes can be enhanced in several ways. Participants' suggestions included:

- o Promoting activities that people want to do;
- o Letting people in remote sites pick three things to change and supporting that effort;
- o Making health checks easily accessible for employees (e.g. offering checks on a visiting health bus or at a health kiosk);
- o Proceeding slowly without coercing people;
- o Presenting fitness activities as a form of learning and development;
- o Enabling people to have sufficient time for exercise in winter; this can become a 'Trojan horse' for flexible working.

Reviewing and updating your programme

A wide variety of business benefits can accrue from health and wellbeing programmes, with participants reporting improved morale, better staff integration (between management and workforce, between locals and immigrants) and improved health leading to reduced labour costs as a proportion of production costs. In any organisation employing more than 100 people, **measurement ensures that a programme can be defended**. Measuring return on investment (ROI) is a priority but can be problematic.

Measurement needs to be put into context.

Absenteeism figures can be difficult to interpret, for example, unless one has absence rates for the industries and/or communities in which a company operates.

What action was taken?

At the end of each forum discussion, delegates were asked to commit to take some form of action on health and wellbeing upon returning to their companies. These commitments included:

- o Creating a more coherent programme to maximise impact through branding, adding energy to what's already going on
- o Measuring existing activities;
- o Improving communication - vital in organisations with multiple workplace sites;
- o Organising activities at branches/remote sites - a greater challenge logistically than at head office;
- o Finding ways to enthuse and inspire people about health work and wellbeing as part of an integrated workplace programme (also including leadership and diversity);
- o Promoting walking to ensure people take breaks;
- o Having meetings where you walk instead of sit;
- o Asking people in retail branches what they want to do to promote health and wellbeing;
- o Recruiting people to become health and wellbeing champions at local level;
- o Encouraging people to become health and wellbeing champions as part of volunteering;
- o Considering alternative activities to sports (e.g. virtual rowing, Nintendo Wii games);
- o Promoting lunchtime health clubs.





Foyle Food Group executives receive their Example of Excellence award from Dame Kelly Holmes at the Business in the Community Gala Awards dinner at the Royal Albert Hall, London

You're never too small to be healthy

Employee health and wellbeing is important to any business, regardless of size. While larger organisations can offer occupational health facilities to their employees, small and medium-sized organisations face the challenge of providing similar support to their staff, given their limited resources.

Dame Carol Black's 2008 review of health and wellbeing at work identified SMEs as a group requiring external occupational health support and recommended a number of measures to achieve this. She proposed creation of a public health and wellbeing consultancy service to work with groups of SMEs and engage larger companies to run seminars and provide advice as well as access to their own occupational health services.

However, the review also suggested actions which SMEs could take without incurring significant additional costs, including promoting schemes to encourage active travel to work, ensuring sickness-absence management policies are set and adhered to, and providing advice and guidance on healthy working and living to their own staff.

Business Action on Health has been working to raise awareness of health and wellbeing issues among SMEs. Our Healthy Eating Toolkit, launched in July 2008, will enable SMEs to develop healthy eating initiatives in their own companies. Additional Physical Activity, Skills and Emotional Resilience Toolkits are planned for spring 2009.

Aside from providing practical tools, the campaign team also worked with Boots and ARAMARK to stage a supply chain workshop in May 2008 to develop a consensus on how organisations can engage companies in their supply chains to report publicly on employee health and wellbeing by 2011.

Foyle Food Group is an outstanding example of a business which, although small compared to its better-resourced FTSE counterparts, has developed a successful, cost-effective health and wellbeing programme which has benefited both its own business as well as the wider community.

The company was recognised at Business in the Community's 2008 Awards for Excellence with the Towers Perrin Healthy Workplace Award for its comprehensive approach to improving and maximising the health of its employees.

Profile: Foyle Food Group

Foyle Food Group is a beef and lamb processing company in Northern Ireland, with processing facilities located in Londonderry, Omagh and Cookstown. The Group also has a processing facility in Carrigans, Co Donegal in the Republic of Ireland.

Foyle Food Group's health and wellbeing programme aims to promote personal health awareness by reaching out to people who had shown little or no previous interest in taking part in personal health related activities.

Initiatives include pre-employment health screening for new staff and annual medicals for existing staff, available to all its 840 employees. In addition, all employees are able to request an additional private consultation with the occupational nurse for advice on any medical concerns they might have. By monitoring staff and communicating recommendations from the occupational nurse, the company is able to identify individual health risk and lifestyle factors that may have an impact on staff and help reduce risk and workplace related illnesses.

With half of staff comprising migrant workers, Foyle Food Group has translated its health awareness programme into Russian, Polish & Portuguese. Teaming up with the "Action Cancer" and "Chest, Heart & Stroke" charities, the company have provided numerous multi-lingual health awareness leaflets which have been made accessible to some 3,000 people through medical centres, dentist surgeries and community centres across Northern Ireland.



Impact

- Independent health and safety audit shows procedures improved by 20.8%.
- By delivering a safer working environment (with accidents reduced by 43.5%), the company have reduced employers liability insurance costs by 28%.
- Absenteeism due to illness has been reduced by 84%.

"The judges were impressed by the investment Foyle Food Group were making in their people, despite the tight margins they are operating within. The improvements they had seen, such as the reduction in insurance premiums and reduction in accidents, clearly demonstrated the business case for investing in employee health.

Their pro-active approach ensured everyone within the business received a health check including their 400 plus migrant workers.

As a result they are recognising and developing solutions to the differing health challenges facing employees in different roles.

Work with partners such as Action Cancer and Chest, Heart & Stroke to target key problems and translate materials is helping to ensure positive health messages are being heard by employees' friends and families."

Justin Crossland, Head of Health and Risk Consulting, Towers Perrin



Call to Action: Getting started with health and wellbeing reporting

Whether your company is large or small, you can begin to devise a health and wellbeing programme for your employees and commit to report publicly on its progress. If you have read the earlier sections of this report, you will realise that promoting health and wellbeing is not just about simple compliance with health and safety legislation but about creating positive, sustainable benefits for your business. The pages which follow describe a variety of Business Action on Health campaign resources, many of which are free, to support you in your journey.

Members of the Business Action on Health Leadership Team are calling on all companies to join them in committing to report publicly on the health and wellbeing of their employees as a boardroom issue by 2011. Leading by example, their own progress in the campaign's first year is summarised on pages 8-13.

To help other companies get started, Business Action on Health identified a number of 'Key Steps' which can be achieved even by smaller businesses and which can build a foundation for further action. These are shown opposite corresponding benchmarks in the Workplace section of the Corporate Responsibility Index, which represents the benchmarking 'gold standard' for corporate responsibility reporting. Both frameworks incorporate Leadership, Policies, Employee Programmes and Measurement and Reporting.

CORPORATE RESPONSIBILITY INDEX – WORKPLACE SECTION

Leadership - Reporting to the Board

Does your company regularly discuss workplace issues at board meetings? This can encompass substantive discussion; review of key workplace issues in last year; specific actions approved relating to those identified issues

Policies

Does your company have a written corporate policy statement(s) that cover your key workplace issues?

Policies should be approved by the relevant board member; be made available internally throughout the company; undergo regular reviews; be available in the public domain

Management Systems – Health, Safety & Wellbeing Impact Area

Does your company include health, safety & wellbeing issues within its overall risk evaluation process?

Does your company have a formal OHS Management System designed to manage all key OHSMS risks?

Employee Programmes

Has your company considered the specific health and wellbeing needs of your employees?

Does your company have employee programmes to promote Health and Wellbeing in the workplace? i.e.

- provides communication to help employees make informed decisions about a healthy lifestyle;
- has programmes in place to address key health and wellbeing issues identified;
- has designed the workplace as a healthy environment;
- has processes and support in place to prevent MS injuries;
- has a work-life balance policy.

Measurement and Reporting

Do you measure your performance in your key Occupational Health and Safety and Wellbeing areas?

- We have developed KPIs that meet/go beyond regulatory requirements, tracking wider health and safety and wellbeing trends
- We measure absenteeism by underlying causes
- We publicly report regulated KPIs/non-regulated safety KPIs/wider health work and wellbeing KPIs
- We benchmark our Occupational Health and Safety performance against peers
- We assess the business value of our Health and Safety and Wellbeing programmes
- We measure the cost of absenteeism (or benefits of its reduction)

EXAMPLES OF KEY STEPS WHICH ALL COMPANIES CAN TAKE

- Sickness absence rates are monitored and reviewed by the board at quarterly intervals.
- Key “people policies” have been prepared and issued across the business covering bullying and harassment, flexible working, work-life balance, compassionate leave and career breaks.
- The business has a written policy on the management of sickness absence and clear guidelines and procedures have been issued.
- A formal Health and Safety Management System is in place.
- Key occupational health risks have been identified for employees.
- A plan has been developed and implemented to promote staff health and well being across the business.
- Effective control measures are in place to address key occupational health risks such as ergonomics, manual handling, work-related stress, preventing repetitive strain injuries (RSIs).
- Documented procedures for managing sickness absence are routinely applied across the business.
- Both managers and staff have received formal training on sickness absence management.
- Line managers have received formal training on key people policies and they are effectively implemented across the business.
- An internal system is available to provide confidential help and support to staff on both work and nonwork related matters and its availability is advertised across the business.
- The business has provided a free, confidential internal or external telephone helpline that staff and immediate members of their family can use to receive telephone guidance and support.
- Confidential face-to-face counselling is available in appropriate cases.
- Adequate measures are in place to facilitate to recruitment of disabled people, including the provision of “reasonable adjustments” for successful candidates.
- Existing staff who may be classed as disabled under the Disability Discrimination Act are encouraged to seek assistance and reasonable adjustments are provided and maintained to support their work.
- An in-house support group for people with disabilities has been established, led by a senior manager from the business. The support group ensures that staff who may be classed as disabled get the help and assistance they need to be fully effective in their work.
- A comprehensive rehabilitation programme is in place to support staff on long-term sick leave achieve the earliest possible return to work using a multi-disciplinary approach eg. OH assessment, workplace adaptations, flexible working hours, changed working practices, physiotherapy, telephone and face-to-face counselling.
- A campaign is undertaken to promote awareness of at least three general health risk factors across the business every year.
- All staff are invited to prepare and implement a personal health improvement plan and qualified assistance is available to help staff improve their general health and fitness.
- Sickness absence rates are monitored and reviewed by the board at quarterly intervals.
- An annual audit is carried out demonstrating 1) full statutory compliance with Health and Safety regulations as well as 2) effective management of key occupational health risks.
- Continual improvement in managing health, safety and wellbeing risks has been documented.

Campaign resources to get you started

The Business Action on Health campaign has developed a number of practical resources to help companies develop, manage, measure and report on health and wellbeing programmes. A range of health risk assessment tools are now also available on the market which correlate health indicators with productivity. For more information about these resources, follow the weblinks below or contact Tom Cousins in the Business Action on Health team (tel: +44 (0) 020 7566 6656; email: tom.cousins@bitc.org.uk).

Wealth from Health

This report, launched alongside the Business Action on Health campaign in October 2007, sets out an action model developed collectively by the Business Action on Health Leadership Team, featuring questions to help employers get started with health and wellbeing programmes, along with related facts and examples of best corporate practice.

To download this publication, visit the Business Action on Health section of the Business in the Community website at http://www.bitc.org.uk/resources/publications/wealth_from_health.html.

Towers Perrin Healthy Workplace Action Pack

Drawing on the collective expertise of global HR consultancy Towers Perrin and the Business Action on Health Leadership Team, this practical guide provides a 12-step approach to developing and maintain an integrated health and wellbeing programme, covering the following topics:

1. Identifying perceived issues and programme vision
2. Knowing the business environment
3. Creating the project team
4. Evaluating current resources
5. Evaluating/reviewing the core framework

6. Undertaking a needs analysis and establish KPIs
7. Clarifying initial objectives
8. Developing the year's programme
9. Finding the right business partners
10. Communicating the programme
11. Launching the programme
12. Ongoing programme management

The Action Pack is available free of charge to Business in the Community members. For more information, visit the information page for this publication in the Business Action on Health section of the Business in the Community website at http://www.bitc.org.uk/resources/publications/towers_perrin_action.html.

Healthy Eating Toolkit

Created by employers for employers, the Healthy Eating Toolkit provides practical guidance for promoting healthy eating at work as part of an integrated health and wellbeing programme.

This unique resource draws on the collective experience and expertise of ARAMARK, Cadbury, Danone, Kellogg's, Tate & Lyle, Unilever and the Food and Drink Federation (FDF) - all members of the Business in the Community Healthy Eating Steering Group - with additional support from the Food Standards Agency, Business in the Community's Business Action on Health campaign and HR consultancy Towers Perrin.

The Toolkit has been designed to be used in conjunction with the Towers Perrin Healthy Workplace Action Pack and includes:

- The business case for promoting healthy eating among employees;
- Examples of best practice and lessons learned from companies;
- A 12-step model for planning, executing, reviewing and updating your own healthy eating initiative;
- Additional resources and information.

Awards for Excellence

Business in the Community's Awards for Excellence are the UK's leading award scheme for responsible business. Peer-assessed and independently assured, the Big Tick is the most respected endorsement of responsible business practice and a great way for companies to share and celebrate the positive impact of their business on society.

The Healthy Workplace Award, recognises outstanding performance by companies in improving the health and wellbeing of employees. Companies that achieve a Big Tick can demonstrate a comprehensive approach to improving and maximising the health and wellbeing of their employees.

For more information about the Awards for Excellence, visit the Awards section of the Business in the Community website at <http://www.bitc.org.uk/awards/>.

Business Action on Health website

The Business Action on Health website, part of the Business in the Community family of websites, provides access to publications, campaign event details, case studies and other information to support employers in developing, managing, measuring and reporting on their health and wellbeing programmes.

Visit the website at <http://www.bitc.org.uk/healthyworkplaces>

For more information about committing your company to reporting publicly on your employees' health and wellbeing, visit the Healthy Workplace Commitment page at <http://www.bitc.org.uk/commit/>.

The Business HealthCheck

This evaluation tool was developed by Dame Carol Black's Health, Work and Wellbeing strategy organisation in partnership with Business in the Community's Business Action on Health Leadership Team and consultancy PricewaterhouseCoopers (PwC) and launched in July 2008. The tool enables organisations of all sizes and sectors to assess the cost of ill-health to their business and the impact of their wellness programmes.

Companies can download the tool for free from the Health Work Wellbeing website at <http://www.workingforhealth.gov.uk>

Corporate Responsibility Index

Business in the Community's Corporate Responsibility (CR) Index is the UK's leading benchmark of responsible business. It helps companies to integrate and improve responsibility throughout their operations by providing a systematic approach to managing, measuring and reporting on business impacts in society and on the environment.

The Health, Safety and Wellbeing section of the Index, added in 2007, enables companies to benchmark their performance against other participating CR Index companies. In its inaugural year, Health, Safety and Wellbeing was the most frequently selected social impact area among Index participants, with 81 companies (69 percent) opting to report their performance in this section.

For more information about the Corporate Responsibility Index, visit the Business in the Community website at <http://www.bitc.org.uk/crindex/>.

Special thanks to . . .

Clive Pinder
Melody McLaren, McLaren & Partners
Department of Health
Food and Drink Federation
Health Work Wellbeing



Business Action on Health Leadership Team

Alex Gourlay

Managing Director, Boots UK
Chairman, Business Action on Health

Mark Adams

HR Director, Abbey

Richard Ellis

Group Head of Corporate Social
Responsibility, Alliance Boots

Val Carter

Corporate Responsibility Director, ARAMARK

Stephen Flanagan

Commercial Director, BUPA

Marnix Eikenboom

Managing Director, Danone Dairies UK &
Ireland

Professor Dame Carol Black

National Director, Health Work Wellbeing

Stef Calcraft

Strategic Partner, Mother

Adam Mallalieu

Director of UK Safety, Health & Environment
and Corporate Security, National Grid

Peter Macdonald

People and Organisational Director,
Parcelforce Worldwide

Alison Cole

Director of Corporate Communications, RWE
npower

Paul Lynes

Head of Media & Public Affairs, Standard Life
UK Financial Services

Justin Crossland

Head of Health and Risk Consulting, Towers
Perrin

Barry Brooks

Director for Education and Skills Strategy,
Tribal

Susan Ring

Chairman and Managing Director, Unum

Business Action on Health Practitioner Team

Dave Moore

Head of Occupational Health & Safety, Abbey

Natalie Watkins

HR Business Partner - Business Services,
ARAMARK

Dr. John Marsden

Chief Medical Officer, Boots

Sarah Smith

Community Health Promotions Manager,
Boots

Jill Pollock

Wellbeing University Manager, BUPA

Helen Vaughan-Jones

Policy and Public Affairs Analyst, BUPA

Liz Ellis

HR Director, Danone Dairies UK & Ireland

Howard Saunders

Head of Development and Delivery,
Health Work and Wellbeing

Andrew Buxton

Health and Standards Manager,
National Grid

Iain Groark

Head of Corporate Social Responsibility,
Parcelforce Worldwide

Zoe Eccleston

Wellbeing Manager, RWE npower

Ben Richards

Communications Consultant, Standard Life
Healthcare

Kareena Hooker

Consultant, Towers Perrin

Louise Pope

Researcher, Tribal

Peter Barnett

Head of External Affairs, Unum



Business in the Community - mobilising business for good. We inspire, engage, support and challenge companies on responsible business, working through four areas: Marketplace, Workplace, Environment and Community. With more than 850 companies in membership, we represent 1 in 5 of the UK private sector workforce and convene a network of global partners.

www.bitc.org.uk
Email: information@bitc.org.uk

Business in the Community
137 Shepherdess Walk
London N1 7RQ
T +44 (0) 020 7566 8650
F +44 (0) 020 7253 1877
E information@bitc.org.uk

October 2008

