

Healthy People = Healthy Profits



kindly sponsored by



Investment in employee wellbeing yields healthy returns

A growing number of UK employers have recognised employee health and wellbeing as a strategic priority, particularly during challenging economic times. Proactive management of employees' physical and mental health can produce a range of important business benefits including reduction of sickness absence; lost time due to accidents and associated costs; greater staff engagement and productivity; reduced staff turnover recruitment and costs.

The 20 case studies in this booklet and accompanying DVD have been recognised as examples of UK best practice by Business in the Community and the Government's Health Work Wellbeing initiative. Each featured organisation has documented business benefits which followed the introduction of health and wellbeing interventions in their workplaces. These encompassed health, safety and wellbeing education campaigns; health checks; 1-to-1 health advice; interventions to promote healthy eating, physical activity, smoking cessation and other health-promoting behaviours; physiotherapy, at-work massage, chiropody and ergonomic improvements; complementary therapies; rehabilitation programmes for back pain and other musculoskeletal disorders; employee counselling/assistance programmes; improvements to working environments and workplace practices; absence management support and training for managers and private healthcare insurance.

Table of Contents

4	AstraZeneca
6	British Gas Services (BGS)
8	British Library
10	Danone UK
12	Digital Outlook Communications
14	EDF Energy
16	Ernst & Young
18	First ScotRail
20	Foyle Food Group
22	GlaxoSmithKline
24	Google
26	Grimsby Institute of Further & Higher Education
28	Marshalls West Lane
30	Metropolitan Police Service
32	Nationwide Building Society
34	Oaklands Care Home
36	Parcelforce Worldwide
38	Standard Life Healthcare
40	Stockport Council
42	Towry Law

Working together for a healthier tomorrow



The health and wellbeing of employees makes an essential contribution to business success. I believe that employees are at their most productive and creative when they are in an environment that supports their health and wellbeing. Even a small on-going investment in the wellbeing of your staff can pay big dividends for your business. It can help improve your bottom line. It can reduce absenteeism and improve staff retention. And you will reap the rewards that come from having a motivated staff and a vibrant workplace.

I am delighted to support Business in the Community's *Healthy People = Healthy Profits* case studies booklet and accompanying DVD. I hope these examples of the positive steps other businesses have taken will encourage you to think about the possibilities for change and the range of actions that might make a difference in your workplace. With your help we can achieve our goal of improving the health and wellbeing of Britain's working age population by creating healthy workplaces.

Good health means good business and that could not be more relevant in today's economic climate.

A handwritten signature in black ink that reads "Carol Black".

Professor Dame Carol Black
National Director for Health and Work

Making the case for health and wellbeing investment



Since the launch of our Business Action on Health campaign in October 2007, we have worked in partnership with Government to raise awareness of the business case for investment in employee health and wellbeing and to provide practical tools for employers developing programmes to promote physical and mental health in the workplace.

Healthy People = Healthy Profits showcases examples of organisations that have developed outstanding employee health programmes which have benefited their operations - through cost savings or enhanced productivity - as well as their employees. The organisations profiled here include winners of Business in the Community's Healthy Workplace 'Big Tick' Award; organisations shortlisted for the 2008 Orange National Business Award for Health, Work and Wellbeing and the top company in the 2008 Great Place to Work Institute survey.

The booklet and accompanying DVD are complemented by the Business HealthCheck tool, commissioned by Health Work Wellbeing and developed by PricewaterhouseCoopers with the support of our campaign Leadership Team, which helps companies develop a business case for investing in health and wellbeing programmes and measure the financial impact of their interventions.

To support employers in developing a cohesive health and wellbeing programme, we have been developing a series of complementary toolkits to help employers plan, manage and evaluate initiatives addressing Healthy Eating (sponsored by the Food and Drink Federation), Physical Activity (sponsored by RWE npower), Skills and Emotional Resilience (sponsored by the Department of Health) and Musculoskeletal Disorders (sponsored by the Health and Safety Executive).

We are also developing a Boardroom Reporting Toolkit to help businesses respond to our national call to report publicly on employees' health and wellbeing by 2011.

Our Toolkits and other publications and research are available from the Business Action on Health website at www.bitc.org.uk/health

We encourage organisations to use *Healthy People = Healthy Profits* and our other resources to develop cost-effective health and wellbeing programmes for the benefit of their organisations, as well as their employees. See the Useful Resources page in this booklet for more information.

Alex Gourlay
Chief Executive of the Health & Beauty Division,
Alliance Boots

AstraZeneca



AstraZeneca, headquartered in London, undertakes research, development, manufacture and marketing of prescription pharmaceuticals and the supply of healthcare services. Ensuring the personal wellbeing of employees helped maintain the innovation and creativity needed to maintain competitiveness in a global environment.

What was done?

Health and wellbeing initiatives included:

- Health promotion activities;
- Home-work balance initiatives;
- Ergonomically-designed working environments;
- Fitness opportunities;
- Healthy eating options in restaurants;
- Health assessments;
- A counselling and life management programme;
- Fast-track healthcare insurance;
- Rehabilitation programmes;
- Integrated occupational health/human resources interventions.

What were the business benefits?

Cost savings

- £500K to £700K saved through improved productivity after counselling;
- £80,000 saved on health insurance costs for psychological illness.

Improved health and safety

- Global accident and occupational illness rates reduced by 61% against a target of 30%;
- High employee awareness and favourability ratings for employee assistance (counselling) programme.

Improved image

- 84% of employees proud to work for AstraZeneca and 82% would recommend the company as a good place to work;
- 80% of employees said they had enough flexibility in their job to be able to balance work and personal life;
- 88% said AstraZeneca demonstrated commitment to the health and wellbeing of its employees.

Recognition

- AstraZeneca was named Britain's Healthiest Large Employer in 2006 and a top employer by Science magazine for four consecutive years.

“AstraZeneca recognises that employees are our most important resource, and their welfare is essential to maintaining the highest standards. We believe that people are at their most productive and creative when they are in an environment where they feel positive and enthusiastic about their job, with a clear understanding of their role and confidence in their ability to meet their individual targets. Management of health and wellbeing issues is an important element in developing and maintaining such an environment.”

Sue Connelly, Global Health & Wellbeing Manager

British Gas Services



British Gas Services (BGS) is Britain's largest domestic central heating installation maintenance and breakdown company and is part of Centrica, based in Windsor, Berkshire. The company needed to reduce levels of musculoskeletal disorders, (MSDs) which accounted for 1/3 of staff absences, to improve attendance and performance capability at work.

What was done?

- Back care workshops were introduced in 2005 to reduce absence attributed to back pain;
- 120 workshops were delivered over a two year period with over 1200 participants;
- The programme - now in Year five - has created sustainable benefits for the wider community as well as employees and the business, meeting public and social policy objectives (DWP: Health Work and Wellbeing - Caring for our future) as well as guidance from the Royal College of General Practitioners (RCGP), the Faculty of Occupational Medicine (FOM) and the Health and Safety Executive's 'Better Backs' Campaign.

What were the business benefits?

- Health and wellbeing indicators showed improvement in employee satisfaction, attendance management, Occupational Health referrals and work-related injuries and conditions;
- Back related absence reduced by 43% in the 2005 cohort (n=300) one year after participation;
- 73% of intervention group had no absence up to one year after participation;
- 58% improved their attendance;
- Return on investment was £31 for every £1 invested, or £1660 per participating employee.



The back care programme transformed my life when surgery was the only option. The programme offered a fantastic trainer, exercise and advice . . . can go fishing, play cricket and ride my motorcycle, had no problems or absence since.

Mark Murkowski, Technical Engineer

For employees who were not looking after their backs, the programme offered expert advice . . . not just a one off, but advice for rest of life. ”

Stuart Rider, Manager

The British Library



The British Library, based in London, is regarded as the world's greatest research library, with collections and expertise available to anyone anywhere in the world with a need for research. The Library developed a wellbeing vision to promote the physical and holistic health of employees as part of its people strategy, with staff seen as critical to achievement of business objectives.

What was done?

The People Strategy addressed a number of key dimensions of organisational wellbeing, including: personal wellbeing; pay, reward and benefits; personal development; ethical people management; corporate social responsibility; diversity; and a platform for dialogue via a Colleague Opinion Survey.

As well as promoting employees' physical safety at work, the Library provided access to a range of activities to promote physical and mental wellbeing including:

- Round-the-clock access to an employee assistance programme;
- Access to the Benenden Health Society;
- A BUPA discount for staff;
- Classes, massage, osteopathy and gyms;
- Health events and flu vaccinations;
- Healthy on-site catering and nutritional guidance;
- Health and care benefits via the Civil Service Benevolent Fund.

What were the business benefits?

Over a two year period:

- Absence dropped from 10.2 to 7.5 days per annum;
- Cost of absence dropped 11% (£160K per annum);
- Staff turnover was halved from 12% to 6%;
- Performance management results increased from 86% to 98%.

Danone UK



Danone UK, based in Ealing, London, is the UK sales and marketing subsidiary of Danone Group, a manufacturer of chilled dairy products such as brand leaders Actimel and Activia. The company needed to ensure the health and wellbeing of employees as an extension of its business focus on food and nutrition.

What was done?

The Danone Active Programme focused around four principal axes of an individual life - health, food, life management and work. Interventions included:

- Staff training on diet and nutrition;
- Free life management service to employees and families;
- For all new starters, an Active Health Box containing a pedometer, active health passport and programme information and free health check with the occupational health advisor.

What were the business benefits?

- Staff turnover reduced from 20% to 15%;
- Business alignment and employee engagement increased 22%;
- Danone was recognised as London's Healthiest workplace by the BBC;
- 91% of employees said they would recommend Danone as a good place to work;
- 93% of employees said that the behaviour of senior management was consistent with the company's values;
- An employee-based project was created to disseminate company health and wellbeing knowledge to customers, suppliers and the local community.

“ Our challenge is to ensure that our employees are continually energised to perform in the company. Part of that is personal motivation and part of that is to understand what impacts upon individual energy levels . . . we know that the Active Health Programme creates a real sense of feeling ‘that this company is different and cares for us’. This creates a sense of trust and engagement.”

Liz Ellis, HR Director

Digital Outlook Communications



Digital Outlook Communications is a London-based digital marketing and creative agency specialising in the entertainment and media sectors. The company sought to address the challenge of ensuring the intense, long hours culture of its industry did not become a barrier to building the business on a foundation of sound health and wellbeing principles.

What was done?

The company conducted a Best Companies survey to obtain employees' feedback on their wellbeing and the perceived quality of leadership and management. A Wellbeing Team, supported by senior management, was established to gather suggestions for, and implement, initiatives which included:

- Introduction of flexible working;
- Revamping the agency's charging system to ensure clients paid for work actually done, optimise profitability and enable employees to reduce working hours while still meeting financial targets;
- Improved promotion of the employee benefits system;
- Introduction of a mentoring and development scheme;
- Improving the ergonomic working environment;
- Establishing health and wellbeing as a KPI for all senior managers.

What were the business benefits?

- Health and wellbeing survey scores improved 11% to a score of 4.9, better than all other small media companies surveyed in 2008;
- Sickness absence rates improved 95% from 4 days per person in 2006 to 0.22 days per person in 2008;
- Staff turnover was reduced from 34% in 2007 to 9% in 2008, resulting in savings in recruitment, training and induction costs.

“ Having a health and wellbeing approach in how you formulate HR initiatives including mentoring, career development, performance management and compensation and benefits is incredibly important. We should remember that happy, healthy people reap much larger benefits to the organisation as a whole than unhappy, ill people! ”

Nicky Swain, HR Director

EDF Energy



EDF Energy, with UK headquarters in London, provides power to a quarter of the UK's population via electricity distribution networks in London, the South East and the East of England. A workplace audit revealed that employees were suffering from psychological ill health, with the company losing around £1.4m in productivity each year as a result.

What was done?

EDF's Employee Support Programme (ESP), a partnership between Occupational Health and a psychology service, was developed in consultation with all the company's stakeholders, including the EDF Energy Executive, Branch MDs, Occupational Health, Unions, over 500 members of staff and top 300 managers. A Cognitive Behavioural Therapy programme was rolled out to employees at the company's 100 sites, providing fast access treatment and advice for mental health difficulties. A related training programme taught 1,000 managers to recognise psychological ill health amongst staff and minimise its adverse effects.

What were the business benefits?

- Improved productivity saved the business an estimated £228,000 per year;
- Staff morale improved (employees "happy in my job" increased from 36% to 68%);
- Retirements due to psychological ill-health were reduced to just one in 2007;
- The Health and Safety Executive awarded the programme Beacon of Excellence status.



Without the support of both the Employee Support Programme and Occupational Health, recovery would have been hindered and return to work an impossibility.

Susan Greenwell, Team Manager

The benefit of being able to fast-track employees for CBT is huge, and their GPs are so grateful because waiting lists for this sort of evidence based treatment is otherwise significant. ”

Dr Margaret Samuel, Chief Medical Officer

Ernst & Young



Ernst & Young is a global leader in assurance, tax, transaction and advisory services, with corporate headquarters in London. The firm recognised they needed to invest in their people to ensure the firm could deliver on its promises and drive the business forward.

What was done?

Ernst & Young's health and wellbeing strategy was designed to create a sustained and enduring way of managing working lives. Internal specialists from employee relations, health & safety, occupational health, sports and social, corporate responsibility, internal communications, HR business partner teams and line management worked together to devise an integrated approach to delivery. A comprehensive support infrastructure was designed to help people monitor and improve their health and wellbeing, including:

- Private health insurance;
- Annual health screening;
- Dedicated occupational professionals;
- Workplace assessments;
- Employee assistance programme;
- Organisation-wide campaigns, often tied to community activity;
- Supported conversations about health and wellbeing issues with managers.

What were the business benefits?

- While staff numbers increased by 10%, staff turnover decreased from 16% to 14%;
- Days lost to absence decreased 3%, despite a 4% increase in headcount, with a direct impact on productivity;
- 94% of clients were satisfied/very satisfied with the firm's service;
- Recruitment and retention rates improved;
- Individuals surveyed reported improved health and wellbeing;
- Accidents rates, personal injury and prolonged disability insurance claims all decreased.

“ Supporting our people must begin at the most fundamental level - their physical and mental health and wellbeing. It is only from strong foundations that they can handle the complex issues and challenges that they face every day. ”

Matthew Thomas, Manager - Employee Relations

First ScotRail



First ScotRail holds the franchise to operate 95% of passenger rail service within Scotland as well as the Caledonian Sleeper services between Scotland and London. The company has integrated staff wellbeing into its HR strategy since 2006. A key aim has been to manage employee health more proactively, reducing sickness absence due to stress, musculoskeletal injuries and lifestyle-related factors such as poor diet and exercise.

What was done?

Interventions included:

- Physiotherapy, at-work massage, chiropody and ergonomic improvements to reduce time off after accidents;
- Introduction of a new Employee Assistance Provider to reduce time off after traumatic events;
- Wellbeing Weeks featuring advice on healthy eating, discounted gym membership promotions, alcohol advice, smoking cessation and cancer awareness;
- Introduction of employee lifestyle diaries and 1-to-1 advice focusing on sleep, eating, alcohol, smoking, exercise and working patterns;
- A company funded hospital cash plan available from January 2009.

What were the business benefits?

- Absence decreased from 6.2% to 4.2%, saving around £3 million per annum;
- 40% of cases referred to physiotherapy returned to work after an average of five sessions;
- In survey feedback, staff reported they felt “well looked after” by First ScotRail;
- The company was recommended for the Scottish Government’s “Healthy Working Lives” Bronze Award.



It feels good to know that First ScotRail value me enough to organise all these wellbeing initiatives for me at work.

Margaret Fletcher, First ScotRail employee

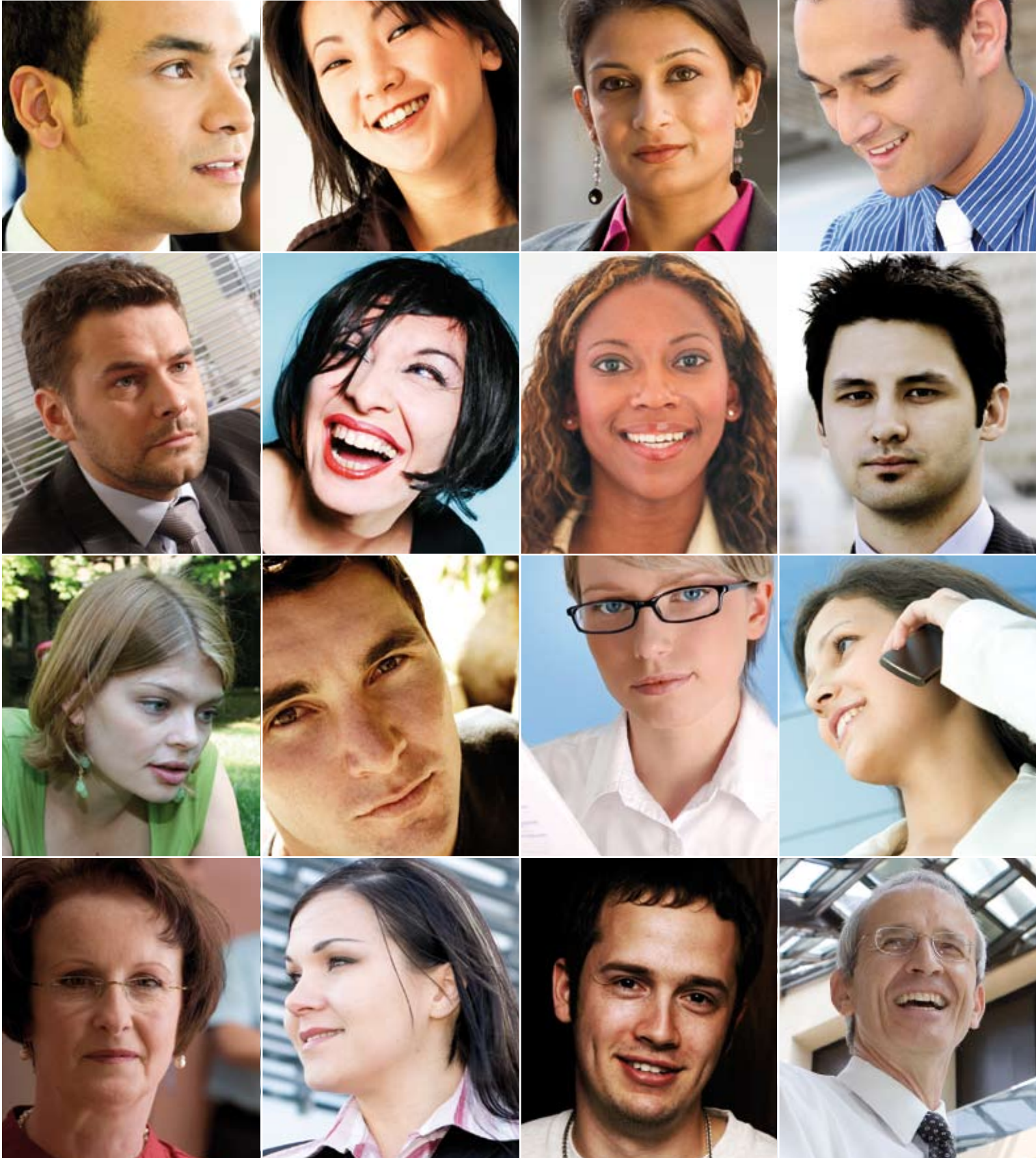
I am so pleased by the amount of our staff who have taken part in all our wellbeing campaigns, and the increasing numbers of participants and decreasing number of absent staff due to sickness are what motivates me to keep looking at new ways of reaching out to all our employees.

Nicola Macpherson, Occupational Health Adviser

Wellbeing initiatives are proving very popular with our staff. It’s often just a small change that can make a big difference to your working life and I hope that even more of our staff will get involved and be encouraged to make improvements in their health and wellbeing.”

Fiona Irvine, HR Director

Foyle Food Group



Foyle Food Group, based in Londonderry, Northern Ireland, is a manufacturer of high quality beef, lamb and pork products. To remain competitive, the company needed to improve productivity by reducing staff turnover, absenteeism and the amount of unnecessary overtime required.

What was done?

A health and wellbeing programme was developed as part of FFG's Corporate Social Responsibility Plan. A key aim of the programme was 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. Health and wellbeing initiatives included:

- Pre-employment health screening for all staff covering lung capacity, blood pressure, BMI, cholesterol, facial skin analysis, general health, lifestyle and cancer awareness;
- Translation of health awareness leaflets into Russian, Polish and Portuguese, working in partnership with the Group's Charities of Choice, Chest Heart & Stroke (2007) and Action Cancer (2008) to provide 400 migrant employees with health information in their first language.

What were the business benefits?

- Absenteeism was reduced by 15% through referral of absent employees to the occupational nurse;
- Short term absence was maintained below 3%;
- Health & Safety procedure audit scores in factories improved by over 20%;
- Accident rates reduced by 43%;
- Number of employees taking more than 7 days off reduced 84%;
- Employer liability insurance premiums reduced 28.5%;
- Employee satisfaction scores increased from 80% to 84%;
- 97% of employees aware of health and safety policies.



Our aim is to have a healthy workforce which will reduce staff turnover, reduce absenteeism and in turn, reduce the amount of unnecessary overtime required - thus improving our productive effectiveness . . . It is our aim, where possible, to improve our employees health by promoting personal health awareness by reaching out to people who had shown little or no previous interest in taking part in personal health related activities. ”

Nigel McILwaine, Group Finance and HR Director

GlaxoSmithKline



GlaxoSmithKline is a global leader in producing medicines, vaccines and healthcare products, with global headquarters in Brentford, London. The company needed to ensure employees remained physically energised, mentally focused, emotionally connected and spiritually aligned to its mission: to improve the quality of human life by enabling people to do more, feel better and live longer.

What was done?

A company-wide personal and team resilience programme was created, incorporating health and wellbeing initiatives which focused on Expertise, Execution, Behaviours and Self-awareness. The range of initiatives supporting and enhancing employee wellbeing included on-site health and fitness centres, flexible working arrangements and family support services.

Healthcare benefits focused on prevention and access to innovative and proven treatments, including musculoskeletal and ergonomic improvement programmes, smoking cessation support, walking programmes, weight management programmes, blood pressure machines, health promotion and sleep roadshows. All employees were offered a Health Risk Appraisal (HRA) to assess their current health risks and the risk of future ill health.

What were the business benefits?

- Global work-related mental ill-health levels dropped 60%;
- Working days lost fell 29%;
- Staff satisfaction increased 21% and performance and productivity increased 7% - 13%;
- 53% reported significant improvement in physical, emotional, mental and spiritual performance (US);
- Employees experiencing strain at work fell 3%;
- Days lost fell by 44% and musculoskeletal case levels fell 33%.

“Energy for Performance (E4P) is highly useful for anyone who wants to take their current energy, performance and achievement to the next level - personally and professionally.

Sue Cruse, Director, Leadership Health and Sustainability, Employee Health Management

I am fortunate that GSK sent me to the Energy for Performance (E4P) programme because it literally changed my life, professionally, personally and physically. I learned the importance of managing my energy more than managing my time. ”

Anne Whitaker, Senior Vice President, Global Leadership and Organisation Development

Google



Google is an international technology company whose mission is 'to organise the world's information and make it universally accessible and useful'. Since its founding, the company has committed itself to promoting the health and wellbeing of employees (known as 'Googlers') to ensure they are 'able to keep creating, inventing, finding solutions, breaking boundaries and realising new technologies we never even imagined possible'.

What was done?

The work environment has been designed to challenge and engage employees, including distinctive features which promote employee health and wellbeing:

- Flat management structure, small teams and performance-related pay, all based on a philosophy based on a 'positive view of human nature';
- Significant resources invested in promoting employee learning and development, including 'Google University' and a European Learning and Development Team;
- Innovative and fun activities designed to encourage staff to meet, interact and work as a team;
- Generous medical, nutrition and fitness benefits, including free bicycles for employees to improve their fitness and raise awareness of green issues; free, healthy gourmet (and often organic) meals and on-site massage;
- Home, Health and Happiness services to help each employee maintain an appropriate work-life balance, including an Employee Assistance Programme.

What were the business benefits?

- The work environment which Google has created has helped to make the company an employer of choice, with approximately 1300 applications received daily and one of the lowest staff turnover rates in the IT industry (5%).
- Google was recognised as the UK's best place to work in 2008 by the Great Place to Work Institute.



At Google, we know that health, family and wellbeing are an important aspect of Googlers' lives. We have also noticed that employees who are happy and healthy, as well as respected and rewarded for their contributions, demonstrate increased motivation and productivity. From both a work-life balance as well as a job satisfaction perspective, our programmes work to ensure that Google is and remains an emotionally healthy place to work.

Lara Harding, People Programs Manager

Employees have the space to develop a unique working environment and culture, which is one reason vacancies at the organisation are consistently oversubscribed and its retention rates remain amongst the highest in the sector. ”

Williams Johnson Mota, Business Development Manager, Great Place to Work Institute UK

Grimsby Institute of Further & Higher Education

A woman with dark hair, wearing a necklace, is seated at a desk in profile, looking at a computer monitor. The monitor displays the text 'Professor Lou'. The desk is cluttered with papers, a spiral notebook, and other office supplies. The background shows a window and some laboratory-like equipment.

“ Our students need to have professionals working with them as much of the time as possible. Over the last seven years we have worked hard, often with limited resources, to move from focusing on absence management to promoting the health and engagement of our employees. Drawing on our collective passion and imagination, we have created a culture that celebrates and supports people being fit and at work. ”

Peter Barnard, Registrar

Office for Disability Issues

Grimsby Institute of Further & Higher Education, based in North East Lincolnshire, provides education, training and consultancy services to about 18,000 further education and 1800 undergraduate students per annum as well as many UK and overseas organisations. To provide students and other customers with excellent service, the Institute needed to ensure staff were fit, healthy and engaged at work.

What was done?

The health and wellbeing approach included:

- Alignment of HR Strategy, staffing and health, safety and wellbeing policies, procedures and processes, employee benefits, internal communications with the mission, values and business plan;
- Provision of regular management training (e.g. managing stress);
- Extensive employee communication through monthly staff newsletters, Staff Council meetings and other channels;
- A proactive Health and Wellbeing Team (HR, Health & Safety, Occupational Health and Physiotherapist) working with other Institute and external experts;
- Speedy and supportive interventions to keep people at work and to accelerate returns to work.

What were the business benefits?

- Increased engagement of staff;
- Improved Ofsted inspection marks in 2007 compared with 2003;
- Positive Investors in People re-assessment in 2008;
- Sickness absence levels reduced from 10,000 working days lost (for 1,000 staff) in 2001 to 3,806 working days lost (for 1,460 staff) in 2008 or 2.61 days per employee (sector average = 8.8 days), saving approximately £620K;
- Working days lost due to musculoskeletal disorders were reduced by 48% and stress-related absence was reduced by 57% between 2004/5 and 2007/8;
- Winner of the 2008 Business in the Community Healthy Workplace Big Tick and the 2008 Orange National Business Award for Health, Work and Wellbeing.

“ Many employers are recognising the business sense of creating healthier workplaces. Investing in the health of employees can bring business benefits such as increased productivity, reduced sickness absence and better staff retention. Changes don't happen over night and continued commitment to workplace health is essential. The Specialist Health Promotion Service has been working with the Grimsby Institute of Further & Higher Education for over a year now and we have been really impressed with the workplace health initiatives that they have introduced. ”

Danny O'Toole, Health In The Workplace - Programme Coordinator
Specialist Health Promotion Service, North East Lincolnshire - NHS Care Trust Plus

Marshalls West Lane



Marshalls West Lane, based in Halifax, West Yorkshire, is the largest concrete products manufacturing centre within Marshalls plc. The company wanted to move beyond legal compliance on health and safety to embrace a wider commitment to create a healthy, sustainable working environment for all its employees.

What was done?

The company actively encouraged employees to take part in all aspects of health, safety, environmental and welfare issues, listening and responding positively to their opinions, views and advice. Only through total workforce involvement could the company have a realistic understanding of its position on health and safety interventions and move the business forward to its ultimate goal of zero accidents.

Key employee health and wellbeing issues were manual handling and stress-related complaints. Interventions included:

- Introduction of robots on site and automated plants, greatly reducing manual handling for 90% of the work force;
- A counselling service offered to all members of employees;
- Team briefs and employee feedback mechanisms - including a scheme called PSP (positive safety programme) where shop floor operatives and also managers conduct audits and observe other departments at work - to ensure that health, safety and environmental issues are addressed.

What were the business benefits?

Through involvement and true listening to staff, the company is reducing the number and frequency of accidents and shifting towards a preventive, proactive approach to health and safety.

Metropolitan Police Service



Metropolitan Police Service is a public sector organisation providing police service to the people of London. The Met developed a stress management system to equip its officers with the skills to manage stress in their life and work.

What was done?

The Met adopted both reactive and proactive initiatives, including three stress awareness training packages:

- **The Camels Back** equipped managers with emotional intelligence (EI) to prevent, recognise and deal with stress in themselves and in their staff;
- **Shrinking Clouds** provided practical tips, tools and techniques for dealing with stress proactively and reactively;
- **Triggers** raised awareness of stress and de-stigmatising stress in Authorised Firearms Officers.

Staff training was complemented by:

- HR initiatives to assist officers to achieve a healthy work-life balance;
- Regular mental health surveillance for staff in roles which were sensitive, complex or emotionally demanding or that exposed staff to significant pressures;
- One-to-one psychological and welfare support for Officers who have fired shots in fatal Police shootings;
- In-house reactive Welfare Counselling and Cognitive Behavioural Psychotherapy as needed.

What were the business benefits?

- Stress-related absence levels fell from 10.2 days per officer per annum to less than one day annually per officer (national average = two days);
- An evaluation showed that > 90% of recipients said that they would change their behavioural response to stress following training.

Nationwide Building Society



Nationwide Building Society is the world's largest building society, with headquarters in Swindon, Wiltshire. Promotion of employee health and wellbeing supports the company's aim to make Nationwide "... where I want to work."

What was done?

A Health and Lifestyle programme, launched to promote employee wellbeing and address underlying causes of illness, includes:

- A flexible working policy;
- Workstation management;
- 24-hour-a-day counselling service;
- Free employee health screening;
- Absence management support;
- Health-related products including subsidised healthcare;
- Lifestyle facilities including support for gyms and sports club memberships and discounted complementary therapies;
- Healthy food services.

What were the business benefits?

- Annual voluntary employee turnover rate decreased from 9.71% to 8.46%;
- Percentage of time lost due to employee absence dropped from 3.51% to 3.22%;
- Substantial cost savings from reduced absence and improved retention rates;
- 75% of employees agreed that "Nationwide's management cares about the welfare of employees";
- Research demonstrates greater customer advocacy (and better business performance) among employees aligned with the Society's values Winner, best Health, Safety and Wellbeing Programme and Pro-Active Rehabilitation Programme - Employee Benefits Magazine, 2004 & 2005;
- Nationwide was first in the 2005 Sunday Times 10 Best Big Companies to Work For List.

“Nationwide has long had a tradition of caring for our employees and creating a positive working environment. This fits with our overall culture and the corporate aim to make Nationwide "... where I want to work". The importance, therefore, of a healthy and positive workplace has the support from our Chief Executive and Directors, which has given our strategy momentum and buy-in across the business.”

Ian Duncan, Corporate Responsibility Manager

Oaklands Care Home



Oaklands Care Home, based in Llangynidr, Wales, employs approximately 20 staff. The team implemented a health and wellbeing programme when they recognised that so much time had been invested in caring for patients that employees were being neglected.

What was done?

A small wellbeing working group was formed to implement a wide range of initiatives encompassing:

- General health and safety;
- Musculoskeletal disorders - including promoting and raising awareness of the Welsh Backs initiative;
- Nutrition - including "taste and try" days and recipe swapping;
- Physical activity - including promotion of cycling and engaging staff in charity events such as Race4Life;
- Alcohol awareness;
- Smoking cessation.

The home also piloted, and achieved, the Welsh Assembly's Workplace Health Award.

What were the business benefits?

- A September 2008 report by the Care and Social Services Inspectorate Wales found that staff turnover was low, employees were enjoying their work and committed to undertaking training beyond minimum statutory requirements;
- Absenteeism decreased;
- Team working improved and employees were generally more engaged.

“ The benefits for our business have been very good - a greater culture of team spirit and learning to work together at a different level than we have been used to. The Small Workplace Health Award brings together staff skills and interests and shows that we care about them. ”

Julie Cashell, Manager

Parcelforce Worldwide



Parcelforce Worldwide is a leading provider of time-guaranteed express parcels, headquartered in Milton Keynes, Buckinghamshire. The company committed to improve employee health and safety after its 2002 turnaround programme, while financially successful, resulted in high absence and accident rates and low employee satisfaction.

What was done?

Parcelforce Worldwide recognised that the best people decisions could be made locally and enabled local managers to make decisions on how to take forward the programme with Head Office providing appropriate incentives and support. These included:

- On-site Health Screening clinics - physical/lifestyle assessment and advice.
- Health risk assessments and control of high-risk activities.
- Better absence management: face-to-face home contacts; get-well-soon guidance cards; return to work place; musculoskeletal disorder rehabilitation; stress counselling.
- Wellbeing resource promotion: gyms; bicycle loans; mutual healthcare; sports grants.
- Two days annual health and wellbeing training for every manager.
- 24/7 health and wellbeing contact centre.
- Health education programme including stress, smoking and nutrition guides delivered personally by the managers.

What were the business benefits?

- Sickness absence was reduced by 1/3, saving £55 million;
- Accidents were reduced by 45%, saving £440,000;
- Compensation claims were reduced by 2/3, saving £1 million;
- Productivity increased by 12.5%;
- Customer service improved by 50% and employee satisfaction increased by 1/3;
- Overall, a direct investment of £2.25 million yielded £6 million in direct cost savings.

“ Parcelforce Worldwide’s approach to a safer workplace and healthier workforce programme was at the centre of the business recovery programme, successfully supporting the development of a positive culture throughout a period of major change, increasing efficiency and a drive towards profitability. At the heart of the approach was a structured management system that encouraged innovation and provided flexibility, local ownership and accountability of decisions regarding health and wellbeing - encouraging similar behaviours in other business areas.”

Peter Macdonald, People and Organisational Director

Standard Life Healthcare



Standard Life Healthcare is one of the UK's largest private medical insurers, part of Standard Life Group, with headquarters in Bournemouth and an office in Stockport. The company wanted to improve productivity and costs related to employee sickness absence and turnover.

What was done?

Working with health management consultancy vielife, Standard Life Healthcare developed a web-based health management system which used aggregated and depersonalised health data to create an internal health and wellbeing strategy and programme. Measures introduced by Standard Life Healthcare included:

- A healthier menu in the staff restaurant;
- Subsidised on-site massages;
- Subsidised after work fitness classes;
- Focus on nutrition, healthy eating initiatives in place to support potential reduction in body weight and stress;
- Medical insurance offering effective treatment as necessary;
- Access to online medically validated health and wellbeing information and personalised targeted risk assessments measuring stress, sleep, nutrition, physical activity and musculoskeletal health.

What were the business benefits?

- Sickness absence reduced 26% in Bournemouth;
- Employee self reports show dramatic improvements in job satisfaction (15.6%) and sleep profiles (8.1%), alongside significant improvements in nutrition, increased physical activity and stress;
- Proportion of employees who smoke has been reduced;
- Standard Life Healthcare results show that the health status of employees is 7.1% higher than employees in similar business sectors/benchmark group;
- Access to online health and wellbeing information has been extended to encompass 600,000 customers.

Stockport Council



Stockport Council, based in Greater Manchester, is a local authority operating in the public sector. The Council developed a health and wellbeing campaign to reduce employee stress and absence levels which cost the Council and local taxpayers £3.6 million per annum.

What was done?

Survey results had revealed that:

- 72% of employees felt their stress levels had generally increased and that one third believed stress was affecting their job performance.
- 93% of employees questioned did not do the recommended 30 minutes of daily exercise and almost 40% continued to work through their lunch for two days or more;
- Despite the availability of discounts to health clubs and gyms as well as a fast-track physiotherapy service, only 40% of people were aware of this service, and of this, only one in five had used it.

The Council developed its Healthwise campaign, working with partners on a small budget, to increase employee awareness of health issues and improve their physical and mental health, using a range of media encompassing traditional print (Wellbeing Workout leaflet), blogs and intranet channels.

What were the business benefits?

- 44% fewer days lost through sickness absence, equating to savings of £1.58m;
- Campaign recognition by North West Public Health Team and Sport England ('[the campaign] thought broadly and creatively. . . a good example').

Towry Law



Towry Law is a professional financial services firm based in Bracknell, Berkshire, delivering independent financial advice and discretionary investment management services to UK private clients as well as comprehensive employee benefits consultancy and discretionary investment management services to CEOs, Finance and HR directors of small and medium sized enterprise (SMEs). The firm wanted to create an environment that would help people make healthy choices so they could reach their potential and remain productive at work.

What was done?

Health and wellbeing issues were addressed through an environment and wellbeing programme. The "Environment" thread of the programme included first-rate office space, a decent PC or laptop, the latest Smartphone or Blackberry, free car parking and secure bicycle parking for those who wanted to get fit by cycling to work. The "Wellbeing" thread encompassed a wide range of interventions:

- Onsite gym + corporate rates for gyms local to offices;
- Subsidised healthy restaurant;
- Smoking cessation programmes;
- Health screening to change emphasis from treating poor health to identifying potential health issues

What were the business benefits?

- Reduced medical bills;
- Reduced absenteeism;
- Reduced staff turnover (down 25% in 2007);
- High level of engagement (2007 employee survey);
- Accredited as one of the Sunday Times "Best Companies to Work For 2008".

Useful resources

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 the Business Action on Health team (tel: +44 (0) 020 7566 8650).

The Business HealthCheck Tool

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. The Business HealthCheck has been downloaded by over 1,000 organisations and is available free for evaluation and piloting from the Health Work Wellbeing website. www.workingforhealth.gov.uk/Employers/Tool/

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.

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. www.bitc.org.uk/health

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 www.bitc.org.uk/health

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

Health, Work and Wellbeing website

The Government's Health, Work and Wellbeing initiative has compiled a range of resources from downloads to links, to help answer questions about Health, Work and Wellbeing, help organisations improve their approach and provide signposts to people outside government who have an interest and expertise in this area.

www.workingforhealth.gov.uk/Resources/

Scottish Centre for Healthy Working Lives

The centre is tasked with helping employers, employees and all our partner agencies come together to create a much healthier and more motivated workforce. To do this, the Centre offers free, confidential Workplace Visits, practical information and advice, and a structured Award Programme.

www.healthyworkinglives.com

Healthy Working Wales

Healthy Working Wales has been developed to support employers, employees and health professionals to improve health at work, prevent ill health and to support return to work following ill health.

www.healthyworkingwales.com

SHIFT

Shift is an initiative to tackle stigma and discrimination surrounding mental health issues in England. Our aim is to create a society where people who experience mental health problems enjoy the same rights and opportunities as other people.

www.shift.org.uk



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

February 2009

