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Business Action

Community

on Health



About the Physical Activity Toolkit

This Physical Activity Toolkit provides practical guidance in promoting physical activity in companies as part of an integrated health and wellbeing programme.

Created by employers for employers, this unique resource draws on the collective experience and expertise of the Physical Activity Steering Group - AstraZeneca, Ernst & Young, Kellogg's UK, Mars Chocolate UK, Nestlé UK, PruHealth, Unilever UK & Ireland, the Department of Health, the Food and Drink Federation, Sport England and RWE npower, who served as chair - with additional support from Business in the Community's Business Action on Health campaign.

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 physical activity among employees;
- Examples of best practice and lessons learned from companies;
- Additional research and information contributed by Sport England and the Department of Health;
- A 12-step model for planning, executing, reviewing and updating your own physical activity initiative;
- Additional resources and information.

If you would like more information about this Toolkit or about promoting health and wellbeing in your organisation, contact Tom Cousins on 020 7566 6656 or email tom.cousins@bitc.org.uk

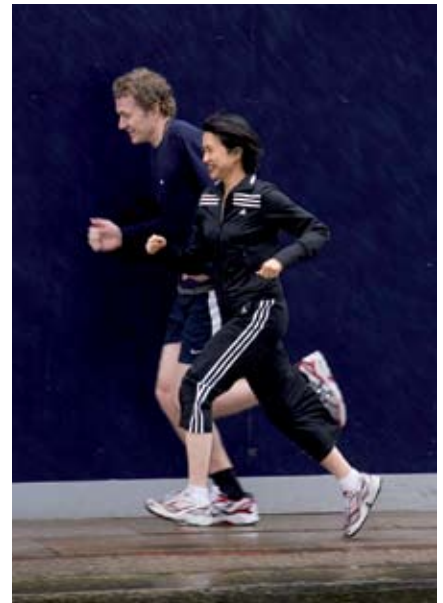
What is 'physical activity'?

'Physical activity' is any force exerted by skeletal muscles that results in energy expenditure above resting level. . . including walking or cycling for transport, dance, traditional games and pastimes, gardening and housework, as well as sport or deliberate exercise.

Physical activity and health in Europe: evidence for action (World Health Organisation, 2006)

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Facts about physical activity

Physical inactivity costs an estimated £8.2bn a year in England, made up of the direct costs of treating diseases that are linked to lack of exercise and the indirect costs caused through sickness absence, according to the National Institute for Health and Clinical Excellence. Exercise can help to prevent or manage some 20 conditions including heart disease, diabetes and some cancers, while dealing with the consequences of obesity costs a further estimated £2.5bn a year and rising. According to guidance provided by NICE, an active workforce can reduce days off sick by up to 27 per cent and broader absenteeism by up to 20 per cent.

Around 65% of men and 76% of women aged over 16 are not physically active enough to meet the current national recommendations (that is, they spend less than 30 minutes on 5 or more days a week involved in at least moderately-intense activities).

Promoting physical activity in the workplace: Intervention guidance on workplace health promotion with reference to physical activity
National Institute of Clinical Excellence (May 2008)

At least 60% of the world's population fails to complete the recommended amount of physical activity required to induce health benefits. Noncommunicable diseases (NCDs) associated with physical inactivity are the greatest public health problem in most countries around the world. Each year at least 1.9 million people die as a result of physical inactivity.

Physical Inactivity: A Global Public Health Problem
World Health Organization 'Move for Health' Campaign

Higher levels of physical fitness confer a survival advantage for men with type 2 diabetes, whether the patient is obese, overweight, or normal weight.

Endocrine Society 90th Annual Meeting. San Francisco, June 2008

Research by Benenden Healthcare finds that the average Briton gives up exercise at the age of 34, with men giving up their regular exercise regime five years earlier than their female counterparts at the age of 32 while women carry on until at least 37. However, there are plenty of people who carry on well into retirement, with around 3.6 million people over the age of 65 continuing to exercise more than three times a week. At 49, those in Yorkshire and Humberside have the highest average age at which people give up exercise, whilst those in London have the lowest average age at just 30 years old.

Benenden Healthcare (August 2007)

While 69% of adults claim they are currently in a good state of health, only 58% of adults live a healthy lifestyle and only 47% have a good level of fitness.

The PruHealth Vitality Index, November 2008

Compared with people who do not reach the recommended levels of physical activity, active people have almost half the risk of dying from coronary heart disease, a 20-30% lower risk of premature mortality, a 33-50% lower risk of developing type 2 diabetes, a 40-50% lower risk of colon cancer and reduced risk of other cancers, e.g. breast cancer plus, benefits for musculoskeletal health and mental health.

At least five a week: Evidence on the impact of physical activity and its relationship to health
A report from the Chief Medical Officer (April 2004)

People who engage in brisk or frequent walking can reduce their risk of cardiovascular disease. Those over 50 who exercise can increase their life expectancy by three years. Octogenarians who walk for at least an hour each day are significantly less likely to die or develop serious diseases than their less active peers.

Franco et al., Archives of Internal Medicine (2005)
Landi et al., Preventive Medicine (2008)

At least two thirds of the adult population of the European Union are estimated to be insufficiently physically active for optimal health benefits. All initiatives designed to increase physical activity are therefore urgently needed.

EU Platform on Diet, Physical Activity and Health: Working Paper on Physical Activity and Health (September 2008)

Facts about obesity

If current obesity patterns continue, by 2050 about 60% of men, 50% of women and 25% of children in the UK will be obese. The NHS cost of overweight and obesity could rise to £6.5 billion, and the associated chronic health problems are projected to cost society an additional £45.5 billion a year (at today's prices).

Foresight Tackling Obesity: Future Choices Study (October 2007)

The cost of obesity is estimated at up to £3.7 billion per year, including £49 million for treating obesity, £1.1 billion for treating the consequences of obesity, and indirect costs of £1.1 billion for premature death and £1.45 billion for sickness absence. The cost of obesity plus overweight is estimated at up to £7.4 billion per year. Cardiovascular diseases cost £8.4 billion in lost productivity.

Summary of Intelligence on Obesity, Department of Health, 2004

Worldwide, 1.6 billion people were overweight and 400 million clinically obese in 2005. By 2015, an estimated 2.5 billion people will be overweight and 700 million will be obese.

World Health Organization Factsheet No. 311 (2006)

Within Europe, the UK has the fastest-growing obesity problem, with three-quarters of the adult population overweight. In England, 38% of adults in England were overweight and 24% were obese as of 2006. In Scotland, 42% of adults were overweight and 25.5% of adults were obese in 2003.

Health Profile of England 2006 Obesity in Scotland: An Epidemiology Briefing, 2007

Get your people moving to energise your business



RWE npower are pleased to support the publication of this Physical Activity Toolkit for employers as part of Business in the Community's Business Action on Health campaign.

This Physical Activity Toolkit has been produced to complement the *Towers Perrin Action Pack* which was published in October 2007 at the launch of Business in the Community's Business Action on Health campaign. Aligned with the Towers Perrin 12-step model, this guide has been produced for employers developing physical activity initiatives as part of an integrated health and wellbeing programme.

The Toolkit can be used by companies of any size and at any point on their journey to health and wellbeing. Companies wishing to promote healthy eating alongside their physical activity initiative may also wish to obtain a copy of the Business Action on Health's *Healthy Eating Toolkit*, published in July 2008, available from Business in the Community.

The health and fitness of employees has become increasingly vital to maintaining competitive edge in a tough global environment, although every company's journey to health and wellbeing is unique. This Toolkit is therefore not intended to be a prescriptive roadmap for action but rather the Steering Group's view of what has and hasn't worked in our own experiences of promoting physical activity, along with the challenges and opportunities that have arisen along the way.

At RWE npower we have established an annual sports weekend which provides a focal point for our many physical activity programmes. This event aims to bring together teams and individuals at a sporting weekend designed to enable all standards to compete in a wide range of activities ranging from running to dragon boat racing. Feedback from the event endorses our view that our physical activity programmes are good for our employees and our business.

I would like to thank the other members of the Physical Activity Steering Group - AstraZeneca, Ernst & Young, Kellogg's UK Mars Chocolate UK, Nestlé UK, PruHealth, Unilever UK & Ireland, the Department of Health, the Food and Drink Federation and Sport England - who, with the support of Business in the Community, have contributed their collective thought leadership, practical advice and best practice examples to this publication.

Commit to act now

Using this Toolkit as a practical guide, we invite you to establish a physical activity initiative to promote the health and wellbeing of your own workforce. Additionally, we also ask you to support Business Action on Health's call on publicly listed companies to report on health and wellbeing as a boardroom issue by 2011, when reporting on the performance of your company to your own stakeholders within your business and in the wider community.

Alison Cole
Director of Communications
RWE npower

Promoting health and wellbeing helps win the race for corporate talent



Now, more than ever, employee health and wellbeing is a key weapon in the corporate battle for talent. According to YouGov research commissioned in 2007 by Business in the Community's (BITC) Business Action on Health campaign, six in 10 workers would consider quitting employers who fail to address workplace health and wellbeing and eight in ten (83%) say employers' attitudes towards health are an important factor when making a decision about a job. Employees will expect employers to help protect their health and wellbeing to an even greater extent during stressful economic times.

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. This *Physical Activity Toolkit* is the latest in a series of "how to" guides for employers, produced by our Business Action on Health campaign.

We thank RWE npower for sponsoring this publication as well as the other members of the Steering Group who have worked

together to produce it. This *Physical Activity Toolkit*, like the *Healthy Eating Toolkit* which preceded it, exemplifies the valuable intellectual capital which our member companies, supported by our partner organisations, can produce for the benefit of their peers seeking guidance in developing responsible business practices within their own workplaces.

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 also calling on all BITC members and other companies to report publicly on the health and wellbeing of their employees by 2011. 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

Exercise your ability to improve business performance



A growing number of companies are recognising that there is a robust business case for investing in the general health and wellbeing of their workforce. We are now at a 'tipping point' on this issue, as evidenced by the sharp increase in FTSE 100 companies reporting on health and wellbeing (81% in 2008, up from 68% in 2007) as well as international research by Buck Consultants (November 2008) revealing that 34.5% of UK employers have begun implementing a health promotion and wellness strategy, while another 16.4% of employers have already fully done so.

Physical inactivity: a worldwide health problem

Global trends suggest that workplace health programmes that promote physical activity are more than a 'nice to have'; they're becoming essential. The World Health Organization reports that levels of physical inactivity are high in virtually all developed and developing countries. In developed countries more than half of adults are insufficiently active, while physical inactivity is an even greater problem in rapidly growing large cities of the developing world. Urbanisation has resulted in population over-crowding, increased poverty, increased levels of crime, high-density traffic, low air quality and lack of parks, sidewalks and sports and recreation facilities, all of which discourage physical activity. As a result, chronic noncommunicable diseases (NCDs) associated with physical inactivity - including cardiovascular diseases, cancer, chronic obstructive pulmonary disease and diabetes - constitute the greatest public health problem in most countries around the world.

The Physical Activity Toolkit

Building on the 12-step framework developed for the *Towers Perrin Healthy Workplace Action Pack*, this *Physical Activity Toolkit* has been produced with the support of RWE npower to supplement the Action Pack with more in-depth information on promoting physical activity among employees. This guide provides a flexible framework for action and can therefore be used by companies of any size, ranging from small and medium-sized businesses to large organizations.

We appreciate the work by RWE npower and the other members of our Physical Activity Steering Group - which includes representatives from AstraZeneca, Ernst & Young, Kellogg's UK, Mars Chocolate UK, Nestlé UK, PruHealth, Unilever UK & Ireland, the Department of Health, the Food and Drink Federation, Sport England and Business in the Community - to produce this Toolkit. The examples of action they and others have provided illustrate that even relatively simple interventions incurring minimal cost can have a significant impact. It is therefore worthwhile for all companies, regardless of their size, to consider investing in the health and wellbeing of their employees for the benefit of their business as well as the workforce.

To be effective, this Toolkit should be used in conjunction with the Healthy Workplace Action Pack as well as our *Healthy Eating Toolkit*, not as a standalone module. We have learned that rather than undertaking piecemeal initiatives, adopting a holistic approach which integrates health and wellbeing into overall business strategy is most likely to produce measurable business benefits.

Call to action: the Healthy Workplace Commitment

Once your company has embarked on the journey to better health and wellbeing, we ask you to commit to reporting on the health of your employees, using those indicators which are most relevant to your business. Our goal is to ensure that 75% of FTSE 100 companies are reporting publicly on workforce health and wellbeing as a boardroom

issue by 2011. Please join is in working to achieve this goal. You can learn more about the Healthy Workplace Commitment and how you can achieve it from Business in

the Community's *Business Action on Health* website (www.bitc.org.uk/commit).

Alex Gourlay
Chief Executive of the Health



The business case for physical activity

- Physical activity improves the health of businesses as well as employees. The companies profiled here have saved money by reducing accidents, sickness absence, staff turnover and insurance claims as well as improving employee energy levels and productivity, employee satisfaction with jobs and the work environment, recruitment and retention.
- Any business of any size in any sector can promote physical activity at work. Support company sports teams, allow people time off to go to the gym, promote active travel to work or simply encourage employees to use the stairs or take lunchtime walks.
- Measurement is the key to success. Decide up front what success looks like and how you will measure it, either qualitatively or quantitatively.

With companies facing unprecedented pressures to perform in the wake of the global economic downturn, investing in employees' physical and mental health is becoming more important than ever. Such investment pays tangible dividends: research by corporate governance watchdog Regnan and Goldman Sachs JBWere (October 2008) has found that companies with workplace health and safety systems outperformed the S&P/ASX 200 (the top 200 stocks listed on the Australian Securities Exchange) by 38.4 per cent.

Case study research conducted by PwC for Dame Carol Black's March 2008 review of health at work found that investment in employees' health and wellbeing is being driven by several macro-level factors, including:

- an ageing and increasingly diversified workforce requiring greater employer support to remain productive at work;
- increasing levels of chronic disease in the general population;
- rising costs of ill-health in the workplace associated with increased absenteeism and reduced performance;
- external societal pressures such as growing expectations that employers will promote wellness programmes as a duty of corporate social responsibility; a need for employers to distinguish their offerings to attract recruits in an increasingly competitive labour market; and attempts by government to reduce public health expenditure.



Employers are introducing physical activity programmes to help build staff engagement and productivity as well as promote employee health and wellbeing.

Some of the specific benefits of introducing health and wellbeing programmes have been documented by companies recognised as Big Tick winners in the Healthy Workplaces Award category of Business in the Community's Awards for Excellence. Measured health and financial outcomes include:

Improving	Reducing
Staff health and wellbeing	Stress
Staff engagement and satisfaction	Sickness absence rates
Staff recruitment and retention	Staff turnover
Productivity	Recruitment costs
Product and service quality	Agency cover costs
Brand image	Health-related employee benefits
Customer satisfaction and loyalty	Liability cover
	Litigation costs



Providing opportunities for exercise not only improves employee health and wellbeing but can also reduce the costs of sickness absence and improve staff retention.



Why physical activity is important to your business

According to guidance published in May 2008 by the National Institute for Health and Clinical Excellence, physical inactivity costs an estimated £8.2bn a year in England, including direct costs of treating diseases that are linked to lack of exercise and the indirect costs caused through sickness absence. Exercise can help to prevent or manage some 20 conditions including heart disease, diabetes and some cancers, while dealing with the consequences of obesity costs a further estimated £2.5bn a year and rising.

Additional evidence from the Physical Activity Taskforce in Scotland (2003) suggests that having a physically active workforce results in 27% lower absence; introducing an on-site fitness programme can reduce staff turnover by between 8% and 13%, and introduction of physical activity initiatives can reduce industrial injuries by 25%.

Recent research conducted at Bristol University (*Exercising at work and self-reported work performance*, 2008) suggests that engaging at exercise at work improves mood and self-reported performance levels.

Tools to help develop the business case for physical activity

Physical activity initiatives, and health and wellbeing programmes more generally, need to be cost-effective if they are to be sustainable over the medium-to-long term. Spreadsheet-based tools have now been developed to enable companies to develop a business case for action, allocate resources and measure results of their interventions.

The Government's Health Work Wellbeing initiative commissioned the development of a Business HealthCheck tool to help employers assess the cost of ill-health to their business and the impact of wellness programmes on these costs. It was developed

by PricewaterhouseCoopers in partnership with Business in the Community and members of the Business Action on Health Leadership Team who committed to pilot the tool in their own companies. It can be downloaded free from the Health Work Wellbeing website at <http://www.workingforhealth.gov.uk/Employers/Tool/>.

The Health and Safety Executive's interactive 'Ready Reckoner' website enables businesses to calculate the costs of ill-health, supplemented by case studies to illustrate the business benefits that can be gained from good health and safety management. <http://www.hse.gov.uk/costs/index.asp>

NICE have created a tool to develop the business case for physical activity which can be adapted by organisations to reflect local circumstances and help calculate the potential benefits and costs of developing a workplace physical activity scheme. It can be downloaded from the NICE website at <http://www.nice.org.uk/Guidance/PH13/CostTemplate/xls/English>.



Companies are working to help employees integrate regular physical activity with their daily work routine



Quotes from Steering Group companies:

Maximising the energy of staff is key to improving organisational effectiveness and productivity. It also helps them enjoy life to the full. Achieving this involves encouraging them to look after themselves, eat and drink sensibly (but still enjoy both!), take adequate exercise and sleep well. Learning life skills to handle the pressures of busy lives in a complex world is essential.

Dr E L Teasdale - Chief Medical Officer, Global Health & Wellbeing, AstraZeneca plc

Sport has an important role to play in creating an active and productive workforce. The Physical Activity Toolkit will help employers to develop workplace programmes that promote active lifestyles, enabling more employees to rediscover the fun and fulfilment of playing regular sport.



Mihir Warty, Sport England's Executive Director of Policy and Performance



Quotes from Steering Group companies:

In the last year we have established an organisation-wide health and well-being programme at Nestlé designed to help all our employees become more active, fitter and healthier. The Global Corporate Challenge walking scheme has been a fantastic project to help us achieve this goal. We were delighted to receive the prize of Most Active Business in the worldwide challenge in 2008 and are committed to getting more of our employees involved in 2009.

Paul Grimwood, CEO, Nestlé UK & Ireland

Our vision at Mars Chocolate is to have a culture that will enable our associates to improve their lifestyles and thereby facilitate greater levels of engagement and productivity. We offer a variety of activities, such as a range of exercise classes in our newly built exercise studio and we have a Mars Sports and Social Council who promote the set up of sports teams and social clubs. For us, our in-house wellness programme is synonymous with our principles.

Fiona Dawson, General Manager, Mars Chocolate UK

Our partners, the leaders of our business, recognise that the best team they can have around them is one that is fit and well. In delivering for our clients, ensuring that the team we present is physically and mentally up for the job is fundamental to our success - our partners are measured and rewarded on the feedback they receive from their teams, including how they manage their wellbeing.

Matthew Thomas, Manager - Employee Relations, Ernst & Young

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 plc

As the Department of Health, we should be the model employer when it comes to the health & well-being of our staff. Health and well-being is about both the physical and psychological health and well-being of all our employees. We support a range of measures of which encouraging physical activity is one. Our gyms offer yoga and pilates and we are currently doing a virtual Leeds to London / London to Leeds walk for January to encourage staff to walk 10,000 steps a day. We hope the interventions already introduced and those proposed will result in a well motivated, committed and engaged workforce which will be reflected in an increase in positivity rates in key measures of the annual staff surveys. A healthier workforce should see a decrease in sickness absence rates, as well as reduced mental health related absences.

Harbhajan Brar, Director of Human Resources - Department of Health

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, office and depots better places in which to work - or they have started that process by developing employee wellbeing programmes. Physical Activity is an important element of any health promotion strategy and the case studies in this toolkit demonstrate the wide variety of ways activity can be promoted in the workplace.

Melanie Leech - Director General, Food and Drink Federation

We've always placed a great emphasis on physical activity at Kellogg's for our consumers as well as our employees. Our Fit for Life programme is now "embedded" in the Kellogg culture. As well as being good fun and helping people focus on their health, the Fit for Life Programme provides opportunities for employees of all abilities to partake in healthy levels of activity. There is a clear business benefit to Kellogg's: our own research has shown that people, who do the 5 X 30 minutes of activity or more, are less likely to be off sick.

Greg Peterson MD UK, Med and Middle East, Kellogg's UK & Ireland

At PruHealth we believe in making it as easy as possible for people to look after their health and rewarding them for doing so. With this in mind we whole heartily support the work being done by Business In The Community in promoting health and wellbeing in the workplace. Whether you are a large multinational company or a small company of just 3 employees, the benefits of actively encouraging and promoting healthy behaviours amongst your employees are manifold, both in terms of increased productivity, low absence, recruiting and retaining the best staff and of course in terms of improving your employees own health and wellbeing. However, our experience is that no matter what the size of the company there are drastically different results when the leadership of the company adopts the principles of promoting healthy behaviours in the workplace and effectively leads by example. As business leaders, by committing to promote employee health and wellbeing in the workplace we can dramatically influence both the health of the Nation and that of UK Plc.

Shaun Matisonn, Chief Executive, PruHealth

We are a people business and it makes strategic sense that well people, who are well managed, will result in a healthy and productive organization. To encourage our employees to take regular exercise, we support a cycle-to-work scheme with bike subsidies, a bike shed and a repair service as well as fielding staff softball and netball teams. Everyone is now required to cycle or use public transport instead of cabs to get to meetings, which not only promotes health and wellbeing but also saves money! ”

Stephen Howard, Chief Executive, Business in the Community

What does 'physical activity' mean for your company?

How much physical activity is needed to maintain health?

With 75% of the working age population at work in the United Kingdom (UK) spending over 60% of their waking hours in the workplace (Office for National Statistics, 2008), and a growing number of knowledge workers in sedentary, desk-based jobs, employers need to think creatively about how to increase levels of physical activity to meet the Chief Medical Officer's recommended standard of 30 minutes of moderate exercise five days a week. Currently around 65% of men and 76% of women over 16 are not achieving these minimum levels of physical activity.

A recently issued Working Paper from the European Commission (September 2008) notes that at least two thirds of the adult population of the European Union are estimated to be insufficiently physically active for optimal health benefits. This guidance suggests that the current UK national standard for physical activity needs to be modified to suit individual circumstances. To prevent the transition from normal weight to overweight or obesity, 45 to 60 minutes of moderate intensity daily is required and to prevent weight regain in formerly obese individuals 60 to 90 minutes of moderate intensity is required.

How should employers promote physical activity?

The National Institute for Health and Clinical Excellence (NICE) has recommended in its latest guidance (May 2008) that employers should focus on three areas:

- **Travelling to work.** Encourage employees to walk, cycle or use another mode of transport involving physical activity to travel part or all of the way to and from work (for example, by developing a travel plan).
- **Activity at work.** Help employees to be physically active during the working day by:
 - where possible, encouraging them to move around more at work (for example, by walking to external meetings)
 - putting up signs at strategic points and distributing written information to encourage them to use the stairs rather than lifts if they can

- **Tailoring activities to fit the business and employees.** Take account of the nature of the work and any health and safety issues. For example, many people already walk long distances during the working day, while those involved in shift work may be vulnerable if walking home alone at night.

NICE has also documented evidence that the design of the physical environment is instrumental to promoting physical activity and has issued separate recommendations to planners, transport authorities, building managers, designers and architect on how to improve both the urban and rural environment to promote physical activity.

A variety of campaigns and organisations, including members of our Physical Activity Steering Group, support these activities with research and guidance including:

- the British Heart Foundation's *Think Fit! Be Active!* campaign;
- the Health and Safety Executive;
- Sport England;
- Sustrans Active Travel;
- Activate Your Workplace, an initiative led by The Centre for Workplace Health, St Mary's University College, Twickenham, London, in partnership with Sport England, Transport for London, The London Development Agency, The Fitness Industry Association and NHS London);



Lunchtime walks promote physical activity during working hours.



L: Employers can promote physical activity with lunchtime yoga classes, after work football matches, a cycling to work scheme or sponsored physical challenges **R:** Company events featuring fun sporting activities provide opportunities for socializing and team building

■ The Healthy Working Lives Project, led by a partnership between the Scottish Food and Drink Federation, the Scottish Centre for Healthy Working Lives (SCHWL) and the Food and Health Alliance (FHA), which supports employers in promoting health within the workplace with tailored advice on occupational health issues and information on the latest health and safety legislation.

Website links for these programmes and other useful resources can be found at the end of this Toolkit.

Well@Work pilot assesses what works in physical activity promotion

The Well@Work programme was a national workplace health initiative, funded by the Department of Health, Sport England, BIG Lottery, and the British Heart Foundation, which aimed to assess the effectiveness of workplace health programmes in promoting the health and wellbeing of employees in a diverse set of workplace environments and to develop an evidence base on 'what works' in health promotion in the workplace in England.

Each of the scheme's nine regional projects implemented healthy lifestyle programmes with a core focus on physical activity, nutrition

and smoking cessation. The 32 workplaces participating in Well@Work represented a cross-section of organisational sizes and sectors.

Physical activity initiatives - including sports and recreation, walking and active travel - encompassed team-based events, competitions and 'come and try' events which were offered free of charge to employees during work time, usually on-site. Each initiative was managed by a project co-ordinator, assisted in turn by workplace champions whose "insider knowledge" helped to ensure the success of the project.

Overall, employers participating in the Well@Work programme considered the experience to have been very worthwhile, with positive impacts on both staff and the organisations. Employees in several projects reported increases in job satisfaction, commitment, involvement and performance as well as positive changes in perception of the working atmosphere and the projects themselves.

Eight of the 11 Well@Work projects planned to continue with a workplace health initiative after the pilot phase, indicating that participating employers valued the workplace health initiatives and recognised the positive impact on employees and workplace culture.

Ginsters Limited

Ginsters Limited, a food manufacturer based in Callington, a small rural town in South East Cornwall, employed 520 people on site, of whom 360 worked 12-hour shifts to keep the factory running 24 hours a day, 364 days a year. Workplace health assessments conducted by Caradon Council revealed significant employee health problems stemming from obesity, drugs and alcohol, with few taking any exercise.

The company implemented an integrated health and wellbeing programme encompassing physical activity as well as healthy eating, weight management, smoking cessation, chiropody, podiatry and reflexology treatments.

Physical activities included a slow running club (established by the chief executive), walking club, badminton, tennis, jive, table tennis, trampolining, yoga, martial arts and self defence. Fitness promotion was regarded as an adjunct of the learning and development agenda, with employees encouraged to develop new skills in activities such as canoeing, skiing and surfing.

Aside from improvements in employee health - including weight reduction and rehabilitation of employees back into work - business benefits of the programme included improved

employee morale, cost savings due to reduced short-term sickness absence and staff turnover. Team events such as football also helped integrate the workforce, which included 33% migrant workers.

Physical activity is more than burning calories. Beyond providing opportunities to improve individuals' fitness, group-based physical activity can strengthen employee social networks, promote team building and enhance productivity, as these quotes from Steering Group companies illustrate:

"We were promoting the health side, but also more social ways of working. We'd be walking and talking instead of calling or emailing . . . getting my leadership team out to walk broke the flow of the day quite productively and got different conversations going. You talk in a different style when you're walking."

Vice President, AstraZeneca

"All staff from a variety of sites and occupations meet up, play sport and socialize and this helps engender a great company spirit where employees can see the joint benefits to themselves and the company they work for whilst improving their physical wellbeing."

Zoe Eccleston, Wellbeing Manager, RWE npower

Ryvita promoted physical activity with lunchtime yoga classes, after work football matches, a cycling to work scheme and sponsored physical challenges.

employees undertaking physical challenges such as swims, runs or cycling. Nairn's Oatcakes supported employee participation in fundraising activities, including the Half Moonwalk in Edinburgh and the Great Scottish Walk. Although training was undertaken in employees' own time, company staff were informally involved in supporting both the event and their colleagues on the day. Nairn's successfully applied for a Scottish Health at Work Award and received practical support for their scheme from the Scottish Centre for Healthy Working Lives (<http://www.healthyworkinglives.com/>).

The Health Promotion Agency of Northern Ireland has recommended (in *Promoting physical activity at work: a guide for employers*, February 2008) simple actions which employers of any size can take to promote physical activity:

- walking to colleagues' desks instead of using internal telephones or email;
- taking the stairs instead of the lift;
- observing the recommendations for frequency of breaks and using these breaks as opportunities to be active;
- parking of cars at the far end of the car park;
- walking or cycling all or part of the way to and from work;
- going for a walk at lunchtime;
- purchase of pedometers to measure the number of steps taken in a day with the aim of achieving 10,000 steps a day, and even organising a workplace pedometer challenge;
- taking part in events such as Bike to Work day and local fun runs;



What can smaller companies do?

Companies of any size can promote physical activity. Snackfood manufacturer **Ryvita** and **Nairn's Oatcakes**, both members of the Food and Drink Federation, developed physical activity initiatives with comparatively small investments.

Ryvita promoted physical activity with lunchtime yoga classes, after work football matches, a cycling to work scheme and sponsorship for





Even the smallest businesses can promote physical activity through informal employee activities

- organising a lunchtime activity group, e.g. walking, cycling or swimming;
- organising a company sports team, e.g. football or netball, to play matches against other local workplace teams for motivation.

How can employers promote physical activity in local communities?

Dame Carol Black's 2008 Review of Workplace Health highlighted the role which business could play in promoting the health of Britain's working age population as a whole. Employers can support campaigns and initiatives which promote physical activity in the communities

where they operate and raise their profile as a supporter of community health and wellbeing. These include:

Change4Life - a Department of Health initiative to reduce obesity and overweight in the British population;

Cycle to Work - a Department for Transport initiative which incentivises employers to implement tax exempt loan schemes for their employees;

Sustrans Active Travel - works with policy-makers and practitioners to promote walking and cycling as health-enhancing physical activity.

Websites for these and other schemes are contained in the 'Useful Resources' section at the end of this Toolkit.

John Lewis Partnership to train 1,000 coaches as Partners in Sport

John Lewis Partnership, the employee-owned company that operates John Lewis department stores and Waitrose food shops, has launched Partners in Sport, a programme that will enable its 69,000 employees (known as Partners because they co-own the business) to take part in sport, lead healthy and active lifestyles and qualify as coaches. The Partnership already provides each Partner with up to £250 a year to learn a sport or activity of their choice, access to five subsidised holiday centres including a new activity centre in Wales, and finance for over 75 sports clubs and societies.

The new programme will run between Autumn 2008 and Summer 2012 and will comprise three key strands of activity: Discovering Sport, Coaching in Sport and Succeeding in Sport.

A core element of the four-year programme is a strategic partnership with sports coach UK, the government-backed agency with responsibility for the development of the UK coaching system. Partners in Sport will contribute towards the Government's targets in grassroots coaching by training Partners to qualify as sports coaches.

'Despite the tough trading environment on the high street we're announcing Partners in Sport today because we believe it's an investment in our Partners' health, skills and wellbeing for the long term. Partners will be able to get involved in sport in a variety of ways over the next four years and I'm particularly pleased to announce our partnership with sports coach UK. Many Partners are keen to give something back to their local communities and coach, inspire and support athletes of the future.'

Charlie Mayfield, Chairman, John Lewis Partnership

A recipe for success: Towers Perrin Action Model

Working in partnership with Business in the Community's Business Action on Health campaign, human resources consultancy Towers Perrin created the Healthy Workplace Action Pack, a step-by-step guide to help companies develop and maintain a health and wellbeing programme. The Action Pack was published as part of the campaign launch in October 2007.

This Toolkit complements the Action Pack by providing the employer with more in-depth guidance for developing a Physical Activity initiative as an integral part of their health and wellbeing programme. It is therefore meant to be used in conjunction with the Action Pack and not as a standalone resource. Copies of the Action Pack and other health management resources and services can be obtained from Towers Perrin (<http://www.towersperrin.com/hrservices/uk> select 'Human Capital Services' then 'Health and Wellbeing Consultancy' or call 020 7170 2000 and ask for the Health and Risk Consulting Practice).

The 12-step model which underpins the Action Pack provides a framework within which companies can identify the actual health needs of their workforce and the risks to their business. Companies can then address these needs in the most appropriate, targeted and efficient way possible through a cohesive and structured programme which is based on an annual calendar cycle.

Exercise is an important issue to be addressed in your health and wellbeing (HWB) programme. A Physical Activity initiative is then developed on the basis of the same framework which guides the overall HWB programme.

An Overview of the 12 Steps to Developing Your Health and Wellbeing Programme

1. Identify perceived health and wellbeing issues and programme vision.

Even before conducting any level of formal needs analysis, you are likely to have some idea of potential health issues within your workforce. These might be generic commonplace issues or be based on instinct along with no particular evidence.

2. Know the business environment. A successful programme must work within your organisation's physical environment, management structure, business strategy and activities. It should involve all key stakeholders, including your employees. You should identify existing and future strategies and business activities that will impact upon the design of the programme and when these will take place.

3. Create the project team. To optimise the success of your programme it is vital to have representation from all internal stakeholders from business leaders to employees, with a defined central programme manager, programme coordinator and information analyst.

4. Evaluate current resources. Find out what you already have available which might fit with your programme. Clarify the profile of your employees, including their demographic profile and geographical spread. The content and style of your programme will depend to some extent on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units.

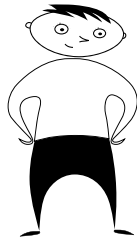
5. Create/review the core framework.

This framework is the means through which your programme is funded, co-ordinated, delivered and measured and through which future needs are identified for targeted intervention. It is developed by realigning your existing provision and services; identifying any remaining gaps; establishing the most effective approach to interaction between stakeholders; establishing the portal through which employees will access the programme; and branding the programme.

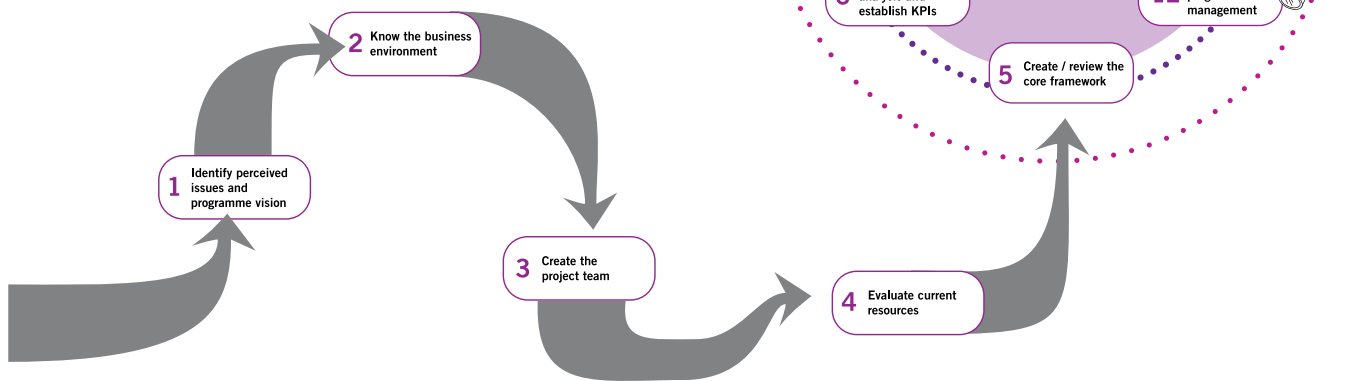
6. Undertake a needs analysis and establish KPIs. Your needs analysis should be structured in such a way as to provide a 'snapshot' of the current health of your organisation in measurable Key Performance Indicators (KPIs) to compare against future performance. What you can or should measure will depend on your existing structure and provision.

7. Clarify initial objectives. Having undertaken the needs assessment, you should now be in a position to clarify your initial objectives for the programme. Evaluate and prioritise the objectives that you would like to address within the first 12 months of the programme and 'park' less important issues for consideration in later years.

8. Develop the year's programme. The programme will consist of the interventions needed to address the goals you have identified in Step 6. It will include programme management activities, needs analysis, data collection and interpretation and targeted interventions. Here is the point at which your Physical Activity initiative will be established alongside interventions tackling other HWB issues.



12 Steps to Developing Your Programme



9. Find the right business partners. The in-house facilities, services and capacity available to your business will vary significantly. Partners and suppliers will largely fall into two categories: core providers (usually insurers or administrators of any health-related employee benefits or services you offer staff) and ancillary providers (specialists who deliver targeted initiatives).

10. Communicating the programme. The communication of your initiatives is key to their success. If employees are not aware of them or do not participate in them, they have failed. To optimise awareness, interest and engagement, each intervention should be supported by a relevant campaign.

11. Launching the programme. Once the core framework and key events are developed, providers are in place and the branding and communications are prepared, you are ready to

launch your programme to staff. In launching the programme, consider the expectations you will be raising to ensure that the programme will meet them; and demonstrate that you have taken on board feedback and information from the needs analysis stage.

12. Evaluation and ongoing programme management. Ongoing management is essential in maintaining an efficient, effective, sustainable and continually relevant programme. Once the programme has been launched, Steps 5 to 12 will continue to be relevant. It is important to share with relevant stakeholders the programme results including key findings of data analysis; progress made; return on investment; success stories; and learning experiences.

More detail on these steps is available in the Appendix and in the Towers Perrin Healthy Workplace Action Pack.

To guide companies of all sizes in setting up their Physical Activity initiative, a simplified version of the 12 step model is set out below, with steps grouped under the following headings:

Plan your initiative - corresponds to Steps 1 - 7;

Execute your initiative - corresponds to Steps 8 - 11;

Review and Update your initiative - corresponds to Step 12..

Each section contains examples of action taken by Physical Activity Steering Group companies.

PLAN your initiative



On-site exercise classes provide opportunities for busy employees to engage in regular physical activity.

AGREE YOUR STRATEGY AND VISION

All businesses face health and wellbeing issues that are in some way unique to them and their workforce. However, balancing physical activity and nutrition to maintain a healthy weight and remain alert and productive at work is a concern for everyone. Understanding how this issue impacts your business will influence the strategy and vision which shapes your health and wellbeing programme.

Our Physical Activity Steering Group companies approached their health and wellbeing programmes from a variety of perspectives.

Pharmaceuticals company **AztraZeneca** believes 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 was therefore seen as an important element in developing and maintaining such an environment and was seen as a key business driver.

Management consultancy **Ernst & Young's** strategy was driven by a belief that an organisation

committed to the health and wellbeing of its people is more attractive as an employer, more effective as an advisor and more efficient as a business. The firm cited a Corporate Leadership Council research finding that companies with a strong employer brand show engagement levels 28% higher than those without and research by its programme delivery partner vielife that people in 'good health' are up to 20% more productive than those in 'poor health.'

By contrast, the **Department of Health** was seeking to establish its position as an exemplar employer. Specific objectives included producing a strategy, championing healthier workforce initiatives, promoting the management of sickness absence and return to work

campaigns and benchmarking the Department against other national health and well-being initiatives. It was anticipated that health and wellbeing interventions would result in a well motivated, committed and engaged workforce which would be reflected in an increase in positivity rates in key measures of the annual and health & well-being staff surveys, a healthier workforce which should see a decrease in sickness absence rates, as well as reduced mental health related absences and instances of bullying and/or harassment. Key strategic drivers of the programme included the Department's HR commitments, the importance of sustainable development, DH values and the Dame Carol Black report on workplace health and Lord Ara Darzi's report on the NHS.

After over twenty years of offering individual lifestyle assessments and various health promotional events across its three UK sites, the **Kellogg's UK** Occupational health Team (OHT) developed a working partnership with the Corporate Responsibility Team in 2004 to launch "Fit for Life". This provided a "brand" for existing work and launched a number of new activities which targeted a wider internal audience and ensured that the health and well being messages reached all Kellogg employees. Around this time, Kellogg's was also becoming involved in the wider debate about obesity and inactivity and as a result of this re-aligned the company's marketing, health and wellbeing, communications and Corporate Responsibility Strategies to focus on the importance of breakfast and the right amount of physical activity.

Food manufacturer **Mars Chocolate UK** had a long-standing occupational health programme but opted to develop its physical activity initiative as part of the company's participation in the British Heart Foundation's national Well@Work project which tested interventions to improve diet, increase physical activity and reduce smoking. At a strategic level, the wellness programme was important in demonstrating the company's commitment to its associates and their health.

Nestlé UK established an organisation-wide health and well-being programme in support of its mission to be 'the world's foremost nutrition, health and wellness company'. A mentally and physically healthy, agile and engaged workforce was seen as pivotal to achieving the company's strategic aims. Inactivity was an issue that

faced all employees, despite their widely varying work roles and environments. The nature of work in the company's manufacturing plants had changed significantly over the last 20 years, becoming increasingly sedentary as plants became increasingly automated. Field sales employees faced the challenge of fitting in activity with hours spent on the road, as did desk-bound office-based staff. The Global Corporate Challenge to promote daily walking among employees (see 'Useful Resources' section for more information) was established as the centrepiece of the company's physical activity initiative.

For private medical insurance provider **PruHealth**, promoting employee health and wellbeing was a natural extension of the company's core business philosophy - namely, people who make an effort to look after their health in their everyday



An in-house project team with responsibility for developing, managing and measuring the impact of health and wellbeing interventions helps ensure a programme's success.

lives should be rewarded for doing so, whether they are PruHealth members or employees. By offering discounted access to a range of health related benefits including private gym membership, health monitors (including a pedometer and a range of heart rate monitors), free fitness assessments, health screenings and smoking cessation groups, PruHealth's Vitality Programme is designed to make it as easy as possible for individuals to look after themselves and reap the rewards for doing so.

Similarly, foods, home care and personal care products manufacturer **Unilever UK & Ireland's** Health & Vitality programme was not only embedded within occupational health but was also part of the wider business strategy. Specific Health & Vitality programmes originated from out of the umbrella programme, such as Fit Business, which incorporated Unilever's Health & Vitality programme and brand initiatives around health. While the company's mission - to add vitality to life - was aimed at consumers who were purchasing its products, it was believed that Unilever's reputation for vitality would be enhanced

significantly by starting with its own employees.

Energy company **RWE npower** developed their health and wellbeing programme in response to occupational health data which indicated increasing smoking and drinking and a decrease in physical activity levels among staff. The programme was designed to reverse those trends and establish the company as an employer of choice as well as signalling the importance of employees' health and wellbeing. While local wellbeing schemes had been implemented in the past, sharing best practice across teams and incorporating these diverse initiatives into a single programme, backed by appropriate business and financial support, was intended to develop a healthy and unified workforce who were proud to work for RWE npower. The programme was designed to achieve strategic business objectives including, for example, maintaining the health and wellbeing of the existing workforce and attract new recruits at a time when the workforce across the power generation industry is ageing and the number of student recruits is declining.

UNDERSTAND THE BUSINESS ENVIRONMENT

Understanding the context in which your initiative must work is vital to its success. Wider business strategies and ongoing activities which impact your workforce, such as restructuring, will impact upon its design and timing

Engaging stakeholders

Getting 'buy in' from key stakeholders - including employees - is essential. For our Steering Group companies, key internal stakeholders have included senior directors as well as in-house specialists from a diverse range of disciplines.

At **AstraZeneca**, the Chief Executive supported the company's physical activity initiative, encouraging employees to take part.

At **Ernst & Young**, chairman Mark Otty is a marathon runner who exemplifies and drives the firm's approach to wellbeing. He has taken a high-profile role in speaking about the importance of the firm's people, their wellbeing and their working environment, in delivering for clients. Other stakeholders included in-house specialists in employee relations, health and safety, occupational health, sports and social, corporate responsibility, internal communications, HR business partner teams and line management to form an integrated approach to delivery. This cross-disciplinary approach has ensured that the firm's approach to health and wellbeing is embedded in the fabric of the business.

Similarly, key stakeholders at the **Department of Health** have spanned multiple disciplines including the HR directorate, business areas including the regions, the Health Improvement & Protection (HIP) Directorate, internal communications, in-house sport & social club and two DH clinicians. At **Kellogg's UK**, the key



While most people in the UK understand what constitutes a healthy lifestyle, only half are sufficiently motivated to translate this knowledge into practice

stakeholders were the Occupational Health, Corporate Responsibility and Communications Teams.

At **RWE npower**, key internal stakeholders included all of the senior management team as well as Occupational Health, Facilities, Human Resources, Health & Safety, Internal communications, Diversity and Inclusion and Intranet teams. At **Mars Chocolate UK**, senior management were also key stakeholders, along with communication groups representing the company's associates.

At **Nestlé UK**, having the full support and endorsement of the Chairman and Senior Leadership Team (SLT) was a pre-requisite for promoting employee participation in the company's programme, whose three strands were increased physical activity, nutrition and mental resilience. The seven members of the SLT were challenged to 'walk around the world' as well as being visible exponents of Wellness by exercising and eating regularly in on-site facilities.

PruHealth chief executive Shaun Matisonn has adopted what has been described as an "evangelical" approach to getting people to lead healthier lives as this helps ensure the long-term future of the company's customer base and is consistent with the company's own research finding that 81 per cent of British adults believe PMI providers should help members manage and improve their health.

Overcoming barriers to physical activity

Research in both the UK and other countries suggests that engaging employees with physical activity programmes requires overcoming two important barriers - lack of time and lack of motivation.

Breaking the time barrier

Lack of time and limited access to fitness facilities are reported by both employers and employees as significant barriers to physical activity. Going to the gym at lunchtime is not an option for most employees: research by Reed Employment finds that eight out of ten workers take less than half an hour for lunch, with more than two in five employees (41%) feeling guilty if they take a full lunch hour and only 18% of employees taking their full lunch break.

This finding is consistent with US survey research (Kruger et al., 2007) which found that the most common barriers to use of worksite health promotion services were no time during the workday (42.5%) and no time before or after work (39.4%). The same study found that the biggest incentives for participating in a workplace wellness programme were having facilities available at a convenient time at a convenient location, with employer-provided paid time off during the workday. A Swedish study (Schwarz et al., 2008) found that a modest reduction in work hours for women would result in more physical activity if that time off could be allocated to exercise.

Ernst & Young have addressed the time scarcity problem in a different way - by promoting employee awareness of opportunities to be physically active within the context of work. Noting that the firm's call centre workers in Birmingham were sedentary during the working day and suffering from high levels of stress, Ernst & Young distributed pedometers to these employees and challenged them to stay active (e.g. walking around and chatting) during their "down" time to reduce their risk of health problems.

Within **Unilever UK & Ireland**, the company's senior business leaders worked to promote change in attitudes toward use of time at work.

The CEO and his team members could be seen dressed in their work-out clothes during a morning or afternoon, encouraging employees to have a break from work, take some exercise and refuel their energy stores so that they would be more productive during the day,

Breaking the motivational barrier

Consumer research by **PruHealth** (The PruHealth Vitality Index, November 2008) finds that while four out of five people in the UK have a good knowledge of what constitutes a healthy, balanced lifestyle, only half the population claims to be translating that knowledge into practice. One explanation of this lack of motivation stems from individuals' 'images of a healthy lifestyle - without tobacco and alcohol, with a low fat diet rich in fruit and vegetables - being so far removed from their current lifestyle that, for at least a fraction of the population, they are discouraged from making even moderate changes as they feel it won't be enough to improve their overall health.' The report suggests that 'rewarding what we can achieve, rather than worrying about what we cannot, will improve mental as well as physical wellbeing.' This principle has shaped the company's health management programme for its individual and corporate customers as well as its employees.

In the US, one radical approach to this problem taken by the Los Angeles County Department of Health Services has been to integrate physical activity into the workday by allocating 10-minute exercise breaks into all meetings lasting longer than one hour. Exercises consisted of a series of simple aerobic dance/calisthenics movements with catchy titles (e.g., the Hulk, the Hallelujah, the Knee High), which were developed by county physical activity promotion

experts to be appropriate for unfit, sedentary, overweight adults in ordinary street attire. Among various outcomes, this pilot initiative heightened employees' awareness of the unsatisfactory nature of their physical fitness, potentially motivating them to adopt more active lifestyles (Yancey et al., 2004).

While such an extreme intervention may not necessarily be appropriate for other workplaces, it illustrates the role which the workplace can play in raising awareness of, and helping to improve, employees' health.

A Canadian review of worksite physical activity programmes (1999) found that participation rates were highest where:

- exercise class attendance was a condition of employment;
- significant attempts were made to change corporate culture;
- counselling and a "buddy" support system was introduced; and
- requirements of formal exercise classes were light or employees were allowed to complete all or part of the exercise regimen on their own.

CREATE THE PROJECT TEAM

Establishing a core team with responsibility for developing, managing and measuring the impact of health and wellbeing interventions is critical to success. *Activate Your Workplace*, a one-year programme supported by Transport for London, The London Development Agency and Sport England, tested a model for embedding skills and strategies for managing workplace health within the organisation.

In the AYW model, the Workplace Health Champion (WHC) - a member of staff employed by the organisation who is supported to design, deliver and evaluate a healthy workplace programme - was shown to be central to ensuring the sustainability of the programme. WHCs in organisations need to be supported with training as well as management and administrative support to fulfil their role, while organisations need to be provided with online monitoring tools so that they can assess the impacts of their programmes against key performance indicators. Sport England has suggested that a professional qualification could be established to accredit WHCs, thereby ensuring a high standard of quality in delivery of workplace health and wellbeing programmes.

Among Physical Activity Steering Group members, the different varieties of project support teams included a health and wellbeing board supported by HR specialists (**Department of Health**); a full-time Wellness Programme Leader supported by Occupational Health and wellness champions (**Mars Chocolate UK**); in-house occupational health and wellness in action teams (**Nestlé UK**); an Occupational Health Leadership Team, supported by a national Employee Health and Vitality Manager responsible for building expertise networks within the business (**Unilever UK & Ireland**); senior leaders and ambassadors who had previously led local initiatives (**RWE npower**); and volunteer teams who could trial programmes before roll-out across the entire organisation (**Ernst & Young**). At **PruHealth**, employee health was managed through the same infrastructure provided to its corporate clients.

EVALUATE CURRENT RESOURCES

What do you already have available?

In determining the resources required to deliver your programme across the company as a whole, consider what health-related services, benefits and interventions which you already have in place at your various sites and business units.

Most organisations will already have established in-house some of the elements, or potential elements, of a workplace health programme. The **Department of Health** supported their programme with knowledge and campaigns from within the Department, internal communications directorate, a counselling service, an occupational healthcare provider, the Chartered Institute for Personnel and Development (CIPD) and the Health and Safety Executive (HSE).

Kellogg's UK worked with in-house functions such as facilities management, who were able to add more cycle racks, and marketing departments who made more effort to extend "on-pack" promotions to employees, drawing in external expertise as required.

Mars Chocolate UK worked with a local Primary Care Trust to complement existing on-site resources (e.g. meeting rooms).

PruHealth drew on established relationships with delivery partners for its consumer and corporate Vitality healthcare schemes to support the health management of its own employees. These included LA Fitness, Virgin Active, Nuffield Fitness & Wellbeing, selected JJB gyms, Fitbug UK (for pedometers), Polar (heart rate monitor suppliers) and eBay (members can earn Vitality points by purchasing selected health and fitness products).



Encouraging employees to walk up stairs instead of using lifts is one way to Integrate physical activity into the workday

RWE npower drew on the expertise and time of the project team as well as leaders and wellbeing champions and experts from other teams (e.g. intranet, finance and tax office) around the business, as well as resources and contacts from Business in the Community that helped provide evidence and direction. Local teams were advised to prioritise health and wellbeing in their budgets to ensure that the issue was embraced locally, although some central funding was made available to ensure the cohesion of the programme.

Unilever UK & Ireland delivered its Gym Management programme in partnership with several fitness facilities management companies. For sites without onsite facilities several arrangements are in place with commercial gyms including full or part subsidised annual membership or a mobile fitness service to bring classes and training to the site. An Incidental Activity programme was delivered in conjunction with the Global Corporate Challenge. The Health Enhancement programme was

supported by an online coaching programme called MiLife which was created and tested by Unilever's own Corporate Research team and targeted the company's highest health risk sites, allowing employees to select a programme which included increasing physical activity.

What is your workforce profile?

The content and style of your programme or initiative will depend to some extent, on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units. You will need to consider the potential opportunities and difficulties which this workforce profile will create for your programme or initiative.

It is crucial to be aware of cultural and psychological barriers to physical activity in designing programmes and facilities for employees. US research finds that although roughly 35% of companies with 50 or more employees offer at least one exercise facility, fewer than one-half of employees actually use such facilities and within this

group, only one-third to one-half use them regularly. Schwetschenau et al. (2008) investigated the underlying causes of low participation rates in an American corporate fitness centre. Internal barriers (e.g., feeling embarrassed to exercise around co-workers) significantly accounted for reduced frequency of fitness centre visits among members, while external environmental barriers (e.g., inadequate exercise facilities) significantly accounted for not joining the fitness centre, and for decreased duration of visits to the facility among members.

Cultural and gender norms can also create barriers to exercise and need to be taken into consideration when designing workplace physical activity programmes. US research by Yancey et al. (2006) reveals a wide range of barriers to physical activity which characterise America's increasingly ageing and ethnically diverse population, including:

- **Gender-related socialisation**
 - e.g. adolescent girls' may choose not to exercise in order not to disturb hair and makeup; at the

other end of the age spectrum, middle-aged and older women may not perceive “sweating” as appropriate to their gender/class role (“ladylike”).

- **Age expectations and biases**
- e.g. schools emphasise academic subjects at the expense of physical education for young people; older adults may fear injury in initiating a new physical activity, or internalise the popular attitude that seniors “deserve a rest”.
- **Economic trends and constraints** - Increased prevalence of single parent or two wage-earning-parent families in lower SES groups, diverting potential available leisure time to extended paid work or household responsibilities.
- **Socio-political/historical context** - in the US, African Americans, Latinos, Native Americans and some Asian American subgroups associate physical activity with forced labour, manual labour and/or poverty associated with having to walk long distances for survival.
- **Communication of physical activity messages** - commercial media promoting sports/fitness feature images of muscular men and sleek-bodied white women in affluent-appearing surroundings, decreasing the likelihood that older or overweight individuals would identify with the role of the physically active person.
- **Weight and fitness levels**
- in the US, African Americans, Latinos, Native Americans, Pacific Islanders experience statistically higher rates of overweight/obesity, sedentary behaviour, low fitness levels, and chronic illness/disability.

Although this research was conducted on a non-UK population, it nevertheless highlights a number of issues which are relevant to

the design of workplace health programmes for UK employees.

Where appropriate, Steering Group companies’ programmes were tailored to accommodate specific demographic groups (e.g. staff with disabilities, staff from ethnic minorities, and lesbian, gay, bisexual and transgender staff), working patterns or needs of local groups.

To ensure equal access for all staff to health screening, **Kellogg’s UK** arranged for all production line staff to “book” time off for the Lifestyle assessment. The Lifestyle assessment was repeated on several days over a number of weeks to ensure all shift staff could take part. The company also developed the role of an “Activity Motivator” who worked for one day each week at each of its sites. She provided confidential advice and developed individual advice and programmes which were appropriate for special demographic groups.

Nestlé UK had a population of 5,000 employees of whom 46% were office-based, 51% in manufacturing and 3% on the road. Inasmuch as 60% of Nestlé UK workers were aged 45 and over and employees were becoming increasingly sedentary as a result of changes in working patterns, physical activity and nutrition became important focus areas of the company’s health and wellbeing programme, along with mental resilience.

Unilever UK & Ireland offered its Health & Vitality programme to all sites. However, greater attention was focused on the company’s five highest health risk sites, based on population health data, non-engagement levels and site numbers. Various initiatives within the overarching programme were taken up by sites on a local basis, with five sites and one national function represented in its incidental activity programme. Four high risk sites engaged in a weight loss and exercise programme and six

sites (those with on-site fitness facilities) became aligned for health and fitness promotion, usage and reporting purposes. Each site’s sports and social club can request additional funding for team fitness activities. For example, the Ireland Business and UK Corporate Research sites have a touch rugby league to promote physical activity and team cohesion.

Organise the support you need

Your programme or initiative needs organisational support in order to succeed. Where possible, use existing facilities and in-house teams (e.g. occupational health, nutrition) with inside knowledge of their organisations to administer programmes and initiatives. This helps to:

- increase the cost-effectiveness of programme management;
- ensure that programme roll-out and communications are integrated with ongoing processes and procedures and
- enable the organisation to make effective use of lessons learned.

Kellogg’s UK, for example, worked in partnership with Groundwork Wrexham, Trafford Community Leisure Trust, Sport England, Sports Council for Wales and Urban Walks to deliver its Fit for Life programme.

Make provision for data gathering and analysis

All Steering Group companies had established some form of provision for centralised data gathering and analysis. **Ernst & Young**, for example, had created a single “dashboard” for reporting progress, drawing information from the firm’s core people systems, as well as specific research on each wellbeing intervention and initiative. This provided the firm’s leadership team with a consistent approach to understanding and tracking change over time. **Kellogg’s UK’s** Occupational Health team managed

and co-ordinated their programme, including data gathering. Similarly, **RWE npower** used existing systems within the company's Occupational Health teams as well as HR and employee feedback to provide relevant data, working with The University of Bath to extend the data collection process. **PruHealth** monitored behaviours which promote employee health through its Vitality points scheme. **Unilever UK's** Health & Vitality team data co-ordinator undertook all data gathering and analysis centrally and results were fed back to sites locally.

IDENTIFY WHAT YOU WANT TO ACHIEVE AND HOW SUCCESS WILL BE MEASURED

Generally, staff surveys, intranet and email channels were used to assess which health and wellbeing issues were considered most important and assess how best to address them.

Ernst & Young drew information from several channels in creating the firm's health and wellbeing "dashboard." These included turnover, absence and health & safety reports from the firm's people systems; results from internal 'Positive Health Programme' research (a partnership with BUPA) to understand stress triggers and levels, overall fitness and nutrition as well as general attitudes to wellbeing; the firm's twice-annual people survey provides qualitative information about perception of control and resource availability, as well as a more general view of our people's satisfaction with their working environment; and additional employee feedback gained from participation in the Sunday Times Best Companies survey.

RWE npower drew from ten years of extensive data gained from the company's comprehensive Get Healthy Stay Healthy questionnaire. The biannual staff survey also provided feedback on other aspects

of employees' working lives. The data gathered could be compared with publicly available national health trends data which could be used for benchmarking purposes.

Unilever UK & Ireland used occupational health data to identify three risk areas it wished to address: overweight (54% of employees with BMI over 25); cholesterol (14% with Total Cholesterol:HDL ratio above 6.0); and lack of exercise (68% not meeting the recommended weekly physical activity levels). In addition, Occupational Health identified its own KPIs for engagement, employee awareness, as well as improvements in employee biometrics where available, especially physical fitness in sites with gyms. Gym vendors were required at contract level to offer a regular report standardised by Unilever which illustrates uptake, visit-frequency and aggregated biometric data.

Steering Group members used a range of Key Performance Indicators to establish the impact of their programmes. These included, for example, assessments of lifestyle, take up, sickness absence, bullying & harassment, positivity (**Department of Health**); stress management; nutritional balance; exercise; sleep; and greater control over their working life (**Ernst & Young**), selected after consultation with leaders as well as employee focus groups; BMI, blood pressure, activity levels, cholesterol levels, weight, flexibility, lung capacity and other factors in Lifestyle assessments (**Kellogg's UK**); improvements in weight of employees, number of employees smoking, drinking and the amount of physical activity undertaken (**Mars Chocolate UK**); the percentage of employees participating in the Global Corporate Challenge and the daily distance walked by each employee (**Nestlé UK**); and Vitality points status (Bronze, Silver, Gold and Platinum - reflecting the frequency of health-promoting behaviours such

as walking and going to the gym) of employees (**PruHealth**); and employee engagement and retention of staff and associated business benefits (**RWE npower**).

SET YOUR GOALS

The **Department of Health** has proposed to modify a cluster of "lifestyle" behaviours, using such KPIs as the percentage of employees who manage an "ideal exercise programme" (5 x 30 minutes of moderate activity a week), along with the percentage of staff who smoke and the percentage who drink over the recommended limit.

Mars Chocolate UK aimed to decrease sickness absence (especially short term), increase overall well-being and health levels and increase engagement and morale. **Nestlé UK** aimed to improve employee health screening and survey results.

PruHealth aimed to increase the percentage of employees achieving "Platinum" status - the highest level - in the company's Vitality points programme.

Through its physical activity initiative, the RWE npower Games, **RWE npower** aimed to help employees maintain a healthy psychological perspective, reduce stress, build teams in a cost effective and simple way and, as advised by NICE, provide a first line of defence against increasingly common, preventable chronic diseases. In addition to this, the company also aimed to make the Games (and physical activity generally) an anticipated and desired part of employees' routine and a key part of everyone's wellbeing.

EXECUTE your initiative

In their guidance on workplace physical activity, NICE have advised companies to focus on encouraging employees to travel to work using modes of transport involving physical activity; helping employees to be physically active during the working day; and tailoring physical activity programmes, taking the needs of people in specific demographic groups, working patterns and job roles into consideration.

In the Physical Activity Task Force' *Strategy for physical activity* (2003), policies and actions that have been proven to have a significant effect include:

- discounts for employees who want to use recreation facilities;
- flexible working hours;
- longer lunch breaks;
- installing equipment and facilities (showers, bicycle storage and so on); and
- organising workplace active buddy systems (where colleagues can support and encourage each other by regularly taking part) and recreational events.

Steering Group company programmes

The physical activity strand of **Astra Zeneca's** health and wellbeing programme included the following elements:

- Health promotion activities relating to musculoskeletal disorders, heart disease, smoking cessation support, encouragement to take exercise, and stress management;
- Physical working environments with ergonomically designed equipment and regular Display Screen Equipment monitoring;
- Fitness opportunities including easy access to sports and leisure facilities;
- 'Well-screen' medicals have been designed to address the major health risks that may be found in the population. By working closely with the health-screening adviser, advice is provided on lifestyle issues e.g. smoking, stress, alcohol, and weight management, exercise and fitness techniques;

- Integrated OH/HR occupational health case management interventions.

Department of Health interventions included cycle to work scheme, various physical activity challenges, walking route/maps between buildings, healthy options in staff canteens, flexible working options, annual health events (encompassing, for example, blood pressure checks, information leaflets, stress busting workshops).

Ernst & Young provided their staff with access to in-house and commercial gyms, complementary treatments, podiatry, healthy catering and other privately-funded health-related services. In addition, there was also support for external events and activities including No Smoking Day, National Stress Awareness Day and Back Care Awareness Week.

Beyond supporting health-related activities, Ernst & Young also integrated health and wellbeing with its ongoing management systems and processes. This encompassed:

- Team briefings on why the firm was starting the programme and how it was expected to work
- Education sessions on each of the programme's five key areas
- Individual analysis of current health status
- Gap analysis discussions, led by the partner in charge, to identify how the team might need to change to become healthier
- Team agreement on specific targets and desired changes
- Local implementation through occupational health, health & safety and HR teams as well as intra-team changes to working practices and personal actions



Health promotion campaigns can help raise employee awareness of the benefits of physical activity and other healthy behaviours

■ Local and central progress tracking to ensure progress and identify common themes

All line managers were provided with access to training and support to ensure that they properly understood how to balance the needs of their people with the needs of the business. At key role-transition points all employees received additional training and support to understand how they can maximise their health and wellbeing. A dedicated health and wellbeing intranet site provided one location for all employees to access resources including Ernst & Young's 'Positive

Health Programme', general health information, in-house treatments (such as physiotherapy), health groups, sports teams, events and discounts, gym membership and core health and safety information.

Specific physical activity activities included Pilates classes, meetings with the firm's running club members and yoga classes, free open days in the firm's gyms.

The physical activity interventions which augmented **Kellogg's UK's Fit for Life** programme included confidential annual Lifestyle assessments in January and February and a new Activity Motivator role.

Mars Chocolate UK offered its employees a variety of ways to get active. Interventions included a range of exercise classes in the newly built exercise studio (currently running at 74% capacity), step challenges, lunchtime walks and corporate gym memberships. Mars also established an in-house Sports and Social Council (SSC) to provide funding to associates wanting to set up any sports/social teams. The SSC funded golf days, football teams and a photography club as well as organising various events including a mixed Netball tournament and transport for the London to Brighton Bike Ride.

As an associate who is field based but uses the office a lot, I've been really impressed by all the momentum behind wellness at work last week and this. I really hope it can sustain. The fruit platters have been a real welcome addition to the office and coupled with other initiatives have made me feel very positive about our business as an employer.

Mars Chocolate UK employee

By joining the Global Corporate Challenge - encouraging employees to walk at least 10,000 steps each day - **Nestlé UK** aimed to make it easier for employees to take exercise and increasing their awareness of the benefits of a healthy, active lifestyle. The company recognised the importance of offering a structured but fun activity which could be undertaken by all employees regardless of age, sex or base-level of fitness. Starting in May and finishing in September, the GCC encourages employees to make simple, healthier decisions such as parking further away from the office, or taking the stairs not the lift. The hope was that such behaviours would become ingrained as long term lifestyle choices.

In total Nestlé UK employees walked nearly 1 billion steps during the GCC, equating to 600,000 km or 15 times around the world. Whereas previously, they might have burned off the equivalent of an apple through daily walking, they are now burning the calorific equivalent of a cheeseburger. The company placed 21 teams in the top 1% of global teams in the GCC competition. Nestlé's top team finished third in

the global ranking, each member averaging 28,000 steps a day.

At **PruHealth**, all employees have the opportunity to join the company's sponsored health insurance scheme. The health package includes:

- discounted access to PruHealth's partner gyms, Virgin Active, LA Fitness and Nuffield Proactive Health;
- bi-annual fitness assessments in the office as well as access to a range of discounted health screenings provided by the company's network of screening partners;
- a free 'Fitbug' pedometer to monitor physical activity and calories burned;

This initiative proved extremely successful with over 60% of the team ending the policy year (31 October) on Platinum status from just 33% in July. Employees covered in the company's group health insurance schemes who engaged in its Vitality Programme were eligible to receive an annual cash back reward of up to £350 for individuals and £700 for couples or families. Other incentives included discounts on the cost of holidays, cinema tickets and trips abroad.

My husband has been at home with the girls a lot over the last few months settling my daughter Amy at school so he uses the Fitbug more and goes to the gym 3 times a week. I must admit, I never thought he would join a gym because he hates the drudgery but he commented that the Fitness Assessment really helped him to focus . . . I love the fact we get points for doing stuff we already do - like talking the girls to the dentist. And of course its also nice to know that if we do enough of these things we will get rewarded for doing so.

Urvashi Roe, Marketing Manager, PruHealth



I came back to work in November last year after having an accident at home where I broke my foot in a couple of places and my ankle, and although the bones had healed I hadn't given any real thought to the 'related pain and inability' to function physically as I had before . . . I made an appointment to see the onsite physio and from that day my real recovery started. The physio not only encouraged me through physical 'physio' but she encouraged me mentally by building up my confidence again . . . I feel very privileged and blessed that when this accident had happened that I worked for a company where the 'ethos' is to care and that people care about, not only doing a really good job, but also care that their colleagues are not just getting back to work but they are feeling good about being back, a big difference.

Tina Clements, RWE npower employee

“The Boxercise class has been the best course I have been on for a very long time - I would love it to continue, or at least know how I could maybe get some people together.”

Mars Chocolate UK employee



At **RWE npower**, the company's Games initiative emerged from a growing awareness that increasing areas of the business were using lunchtime/team building events and after work opportunities to join colleagues in a variety of sport related activities. These activities sat diversely in different parts of the business and the working day schedule. A decision to incorporate as many initiatives as possible in a key company-led initiative made sense and helped promote acceptance of an inclusive wellbeing agenda.

In parallel with this, the concept of developing a large-scale internal event as an alternative to scaling up participation in an external event as this would enable the company to

overcome barriers it had encountered in the external event - specifically:

- Entry into the external event meant time off in working week, which was difficult to allow whilst maintaining eligibility of all due to the differing demands of the business and necessary working patterns;
- Sports were of a high standard and did not allow a fully inclusive event, whereas the Games offer scope to include and encourage new and existing staff of all abilities;
- Sports on offer did not always reflect what was desired and replicable throughout the year and therefore made it difficult to

maintain the activity once the event was over. The annual Games can facilitate year-round team building activity which focuses on securing a place at the following year's event.

Sport England offers a number of benefits which promote sport and physical activity:

- A Healthy Lifestyle Benefit - provision of financial assistance to colleagues who take part in a regular fitness based activity in the form of a monthly allowance (up to a maximum of £500pa). This can include membership at a badminton or golf club, or some form of active recreation with direct health benefits like yoga or tennis lessons.



On Mars Chocolate UK's Well@Work initiative: "Everyone knows about the scheme [Well@Work. Every exercise class we hold is booked to capacity, in just a few hours of posting an email notice. In fact, reaction was so positive, I've already had to appoint nine Wellness Champions to help me cope with the demand for advice. So for me, it's clear the willingness to change was there. All we did was enable associates to translate that desire into action."

Arthi Santha, Wellness Programme Leader, Mars Chocolate UK

- A Cycle to Work Scheme - colleagues can put sacrifice part of their salary toward obtaining a bicycle on which they do not have to pay VAT, and tax and national insurance will not be deducted. Interest-free bike loans are also available.
- Civil Service Sports Council - colleagues are eligible to join the Civil Service Sports Council (CSSC) which gives members access to a range of sporting and leisure activities.
- Tai Chi and core ball classes are held in the meeting rooms after work.
- An annual sports day is held for the whole organisation where a range of sports and activities are offered and activities are offered, including volleyball, mixed football tournaments, archery, tai chi and tennis.

programme so that it sat effectively with messages regarding nutrition, mental wellbeing and overall health enhancement. Structured programmes to enhance employee health that had physical activity promotion as a primary focus included a MiLife Pilot and extended programme, the Global Corporate Challenge, local walking/running clubs, one-on-one and group fitness training, Flora London Marathon promotion and associated brand-driven health promotion campaigns and national health awareness material. The company established an annual Vitality day for all of its 7500 employees, their families, customers and suppliers. The event incorporated various activities which were fun for children, from treasure hunting to more competitive games for adults such as the Unilever triathlon.

To encourage employees to take regular exercise, **Business in the Community** supported a cycle-to-work scheme with bike subsidies, a bike shed and a repair service as well as fielding staff softball and netball league teams. Staff were required to cycle or use public transport instead of cabs to get to meetings, not only promoting health and wellbeing but also reducing the organisation's carbon footprint and saving money.

At **Unilever UK & Ireland**, physical activity was a significant focus for Occupational Health's health enhancement activity, although not as a stand-alone provision; rather, physical (and incidental) activity promotion was integrated into the overall health and vitality

Cycle storage areas and shower facilities can encourage employees to cycle to work. Encouraging employees to cycle, walk or use public transport to get to meetings promotes physical activity, saves money and benefits the environment.

In addition to in-house activities, organisations incorporated support of employees participating in external events, such as the London-to-Brighton Bike Ride, Race for Life and World Mental Health Day.

The following example illustrates how such barriers can be overcome, creating significant benefits for both employees and the business.

Using computer technology to promote physical activity

US research (Faghri et al., 2008; Lustria et al., 2008) has documented a wide variety of computer-tailored interventions which support busy employees managing their physical activity levels through a range of communication channels (print, CD-ROM, computer kiosks and internet).

In the UK, supermarket retailer Tesco worked with Fitbug UK - manufacturers of an electronic pedometer which monitors steps taken and calories burned - to develop a tailored technology-based health management programme for its employees. The goal was to encourage staff to make positive lifestyle choices that would reduce sickness absence and staff turnover and increase productivity, improving the health of both employees and the business.

Implementing a health and wellbeing programme posed significant challenges:

- The programme had to be deliverable at all 2,000 locations;
- Most employees did not have access to a personal computer;
- Results needed to be monitored and fed back to the company;
- Conventional fitness centres were inhibiting environments for many employees;
- Many employees with significant health risks were the hardest to reach and motivate.



Traditional sports, such as netball, can prove popular with employees who have not had opportunities to participate in sport since leaving school

The intervention programme encompassed:

- establishing nutrition and physical activity baselines using the electronic monitoring device and a health risk assessment;
- activity and nutrition prescriptions and monitoring;
- coaching, feedback and motivation via email and text messaging;
- online support tools.

After 6 months, over 60% of employees were actively engaged in the scheme. Results included:

- 30% reduction in unplanned absence which created a significant return on investment;
- Significant increases in employees' physical activity levels;

- Visible changes in employees' food consumption patterns;
- Significant impact on employees' weight/Body Mass Index and blood pressure.

Steering Group member **PruHealth** extended the electronic monitoring concept further by integrating fun competitions into their employee health programme. The company conducted a "Fantasy Footfall" league where employees paired up and had to walk the equivalent of the distance to France. The winning team were the first to reach 982,456 steps and were automatically entered into an end of year prize draw for £200. This was complemented by a 'travel bug' scheme which encouraged people to take their pedometer on holiday and take a photograph of themselves, encouraging employees to exercise whilst on holiday.

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...S TO YOUR BODY!


- Stroke
- Cancer of the nose
- Lung cancer
- Coronary Heart Disease
- Cancer of stomach
- Cancer of bladder
- Peripheral vascular disease

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WELLPOINT



POINTERS:

- Choose options: body weight, body fat, blood pressure, resting pulse
- Please register so the machine can save your results and you can access them the next time you use it.
- All shift workers please enter a personal number starting 01...
- All non-shift workers please enter a personal number starting 02
- Follow on-screen instructions
- Please collect print out once the machine has finished printing (NOT BEFORE) otherwise you may cause an obstruction.
- If you have any queries regarding your results please call Arthi on 07920 283439.




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Technology can enable employees to monitor their own health indicators - such as blood pressure and Body Mass Index - in the workplace



Prominently displayed posters and sign-up sheets help to promote awareness of exercise classes and their benefits

LAUNCH AND COMMUNICATE YOUR INITIATIVE

Consider a variety of approaches to maximise the awareness of your programme and its benefits:

- Posters to be placed to ensure greatest relevance and visibility
- Regular updates and features on your notice boards or intranet
- Regular email bulletins on 'hot topics'
- 'Credit-card' containing all relevant contact numbers
- Competitions
- Training to explain the value of the initiative for them and their employees in a personal and business context and how they can engage their team
- Staff events to showcase the programme.

Steering Group companies' health and wellbeing programmes were branded internally, sometimes engaging internal branding and communications teams to ensure alignment with other company programmes. Health-related information and examples of best practice were communicated via posters as well as via email and intranet, road shows, team briefings, video/plasma screen messaging.

PruHealth ran monthly 'Face of Vitality' competitions with the winner being entered into the same prize end of year prize draw for £200. Employee sporting challenges and achievements are promoted in a monthly newsletter. Employees who had benefited from participating in the company's Vitality Programme were asked to write up and share their experiences in the newsletter. PruHealth also sent "hint and tip" email messages to staff every day for a week to motivate staff to progress from one Vitality status (based on the number of employees' health-promoting behaviours) up to the next.

Unilever UK & Ireland engaged its employees through branding and a continuous Health & Vitality communications programme. Branding extended to specific imagery, iconography and word choice (e.g. U-choose). This encompassed a Health & Vitality intranet portal area, a regular presence for Health & Vitality in national communications channels (U-Zine). The initiative was launched prior to 2007 with buy-in from senior level management and then via a national roadshow programme (Vitality In Action), which focused on health risk assessment, followed by recommendations for lifestyle enhancement including physical activity advice.



Exercise challenges can stimulate employee interest in physical activity

REVIEW AND UPDATE your initiative



Regular employee health checks help to maintain awareness of the importance of health and wellbeing

To sustain your programme or initiative over a longer-term period after its launch, the repetition of Steps 5 - 12 will be important. Measuring, analysing and communicating the achievements and outcomes of your programme - using the KPIs established in Step 6 - will be particularly vital in documenting the return on investment in your programme and ensuring that your management and stakeholders continue to recognise its value.

To keep the programme fresh and relevant, update its contents in light of feedback from employees and the changing needs and risks of the workforce. Repeat the needs analysis on an annual basis, measure the outcome of your interventions and adjust these accordingly.

Steering Group companies reported a range of outcomes from their physical activity and health and wellbeing programmes. These included the following:

- **AstraZeneca** - significant improvements in the frequency rates for accidents with injury and new cases of occupational illness.
- **Ernst & Young** - 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; recruitment and retention rates improved and accidents rates, personal injury

and prolonged disability insurance claims all decreased.

- **Kellogg's UK** - sickness absence was significantly reduced for employees engaging in 150 minutes of physical activity or more per week compared to sedentary employees.
- **Mars Chocolate UK** - following on from the company's participation in the British Heart Foundation's Well@Work scheme, absenteeism declined over a six-month period; an employee questionnaire revealed a significant increase in the proportion of employees who reported being 'satisfied' or 'very satisfied' with their job and with the social environment at work; and 41% of respondents agreed that the project had provided them with the opportunity to be more active and 54% thought the project had motivated them to become more active.

- **Nestlé UK** - as the result of participating in the Global Corporate Challenge, staff reported better health, more energy and an increased passion for health and wellbeing. The company were confident these anecdotal reports would be borne out by subsequent health screening and employee survey results.

- **PruHealth** - over 60% of employees ended the policy year at the end of October on Platinum status (the highest level of the company's Vitality Programme), up from just 33% in July.

- **RWE npower** - beyond positive feedback received via staff questionnaires, the RWE npower Games has encouraged employees to join in various physical activities at work - making sport "socially contagious."

Lessons learned by Steering Group companies

- **Business alignment ensures business benefits.** Like other health and wellbeing initiatives, taking the time to understand how physical activity benefits your business as well as the health of your employees will ensure that you design cost-effective programmes which are relevant to your business and produce measurable business benefits.

- **Leadership is critical to success.** To succeed, physical activity initiatives and other complementary health and wellbeing schemes need the sponsorship of senior managers, as well as other company leaders. Leaders who visibly "walk the

talk" by participating, as well as advocating, physical activity, help enhance an initiative's chances of engaging the workforce effectively. Leaders should be visible at health screening events.

- **Engage employees** in developing and communicating physical activity initiatives and other elements of health and wellbeing programmes.

- **Establishing rapport and trust with employees in programme delivery is essential.** Partners can support an initiative but in-house staff must "own" its delivery.

- **Be aware of the range of barriers to physical activity.** Employers of increasingly diverse workforces need to be mindful of the varied barriers to physical activity related to age, gender, socio-economic status, popular media messages, weight and fitness levels. See the description of the research by Yancey et al. (2006) in the "Know your workforce profile" section earlier in this Toolkit. This implies at least two other points:

- **Respect boundaries.** Some employees, for example, do not want to exercise at work and employers need to be mindful of these preferences. Don't become the fitness police.

- **One size doesn't fit all.** In order to promote physical activity effectively, offer a range of incentives which can appeal to people who are motivated to be physically active for different reasons.

- **Deliver interventions that are not time consuming.** A wide range of studies (including Kruger et al., 2007; the PruHealth Vitality Index, 2008; Yancey et al., 2006) identified lack of time as a major barrier to physical activity.

- **Raise awareness of opportunities to be physically active in the workplace.** These include using break times to get up and walk around, using stairs instead of lifts, taking lunchtime walks and walking or using public transport to travel to meetings.

- **Emphasise the benefits of physical activity.** Rather than simply promoting physical activity per se, focus on the associated benefits, such as stress reduction and spending recreational time with family or friends.

- **Measurement and reporting improves results.** This includes monitoring the impact of interventions on employee health (e.g. through health checks or personal monitoring devices) and satisfaction (as assessed through surveys and other forms of feedback).

ADDITIONAL RESOURCES AND INFORMATION

Towers Perrin Healthy Workplace Action Pack

The Physical Activity Toolkit is to be used in conjunction with the 12-step guide to help companies develop and maintain an integrated health and wellbeing programme, created by Towers Perrin. The Action Pack is available from Towers Perrin (<http://www.towersperrin.co.uk> - select 'Human Capital Services' then 'Health and Wellbeing Consultancy' or call 020 7 170 2000 and ask for the Health and Risk Consulting Practice).

Useful websites

DESCRIPTION	WEBLINK
Activate Your Workplace - a training and support package that enables organisations to develop a comprehensive workplace health programme	http://www.activateyourworkplace.org.uk/
British Heart Foundation website: Think Fit! Be Active!	http://www.bhf.org.uk/thinkfit/index.asp?seclD=1590&secondlevel=1592&thirdlevel=1595&artID=7260
Physical Activity Resource (2004)	http://www.sportengland.org/physical_activity_resource.pdf
Promoting physical activity at work: a guide for employers (Health Promotion Agency for Northern Ireland, February 2008)	http://www.healthpromotionagency.org.uk/Resources/workwell/physicalActivity08.html
Promoting physical activity in the workplace: Intervention guidance on workplace health promotion with reference to physical activity	http://www.nice.org.uk/guidance/index.jsp?action=byID&o=11981
Tax rules and the purchase of occupational health support (Health and Safety Executive)	http://www.hse.gov.uk/pubns/taxrules.pdf

Business case development tools

Business HealthCheck tool: An evaluation tool for organisations investing in health and wellbeing	http://www.workingforhealth.gov.uk/Employers/Tool/
Health and Safety Executive Ready Reckoner website	http://www.hse.gov.uk/costs/index.asp
Promoting physical activity in the workplace: business case (May 2008)	http://www.nice.org.uk/Guidance/PH13/CostTemplate/xls/English

Delivery resources

Athletics UK - search for your local athletics and running club	http://www.ukathletics.net/welcome/
National Governing Bodies of Sport - provides information about local clubs, coaches and equipment businesses can use to promote sport in the workplace	http://www.sportengland.org/index/get_resources/resource_ul.htm#governing
Register of Exercise Professionals - find a qualified practitioner	http://www.exerciseregister.org/
Scottish Centre for Healthy Working Lives - supports Scottish employers and partner agencies in creating a healthier workforce	http://www.healthyworkinglives.com/

Campaigns promoting physical activity

Change4Life - Department of Health initiative to reduce overweight and obesity in the British population	http://www.promotingactivitytoolkit.com/http://www.dh.gov.uk/en/News/Currentcampaigns/Change4Life/index.htm
Department for Transport Cycle to Work Scheme - implementation guidance	http://www.dft.gov.uk/pgr/sustainable/cycling/cycletoworkschemeimplementat5732

DESCRIPTION	WEBLINK
Global Corporate Challenge - a corporate health and wellbeing initiative developed specifically for the workplace, allowing participants to track their progress on a virtual journey around the globe	http://www.gettheworldmoving.com/
Sustrans Active Travel	http://www.sustrans.org.uk/
World Health Organization: Move for Health campaign	http://www.who.int/moveforhealth/en/

UK research, strategy and policy papers

A strategy for physical activity - a consultation (Physical Activity Taskforce, 2003)	http://www.scotland.gov.uk/Resource/Doc/156351/0041944.pdf
At least five a week' - report from the Chief Medical Officer of England and Wales, 2004	http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_4080981.pdf
Choosing activity: a physical activity action plan (Department of Health, 2005)	http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4105354
Dame Carol Black's Review of the health of Britain's working age population March 2008, Working for a healthier tomorrow	http://www.workingforhealth.gov.uk/documents/working-for-a-healthier-tomorrow-tagged.pdf
Evidence, Theory and Context: Using intervention mapping to develop a worksite physical activity intervention. McEachan, RRC; Lawton, RJ; Jackson, C, et al. BMC Public Health, vol. 8, no. 326, 2008	http://www.biomedcentral.com/1471-2458/8/326
Exercising at work and self-reported work performance; J. C. Coulson, J. McKenna, M. Field (pp. 176-197), International Journal of Workplace Health Management 2008; Volume 1 Issue 3.	http://www.emeraldinsight.com/Insight/viewContentItem.do?contentType=Article&contentId=1754046
Facing Europe's Demographic Challenge: The Demographic Fitness Survey 2007. Adecco Institute White Paper - January 2008	http://www.adeccoinstitute.com/Demographic_Fitness_Survey_2007_English.pdf
Health Profile of England 2006	http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4139556
Health Survey for England 2004	http://www.ic.nhs.uk/statistics-and-data-collections/health-and-lifestyles-related-surveys/health-survey-for-england
Management of obesity and overweight: an analysis of reviews of diet, physical activity and behavioural approaches. NHS Health Development Agency, 2003	http://www.nice.org.uk/aboutnice/whowere/aboutthehda/hdapublications/management_of_obesity_and_overweight_evidence_briefing.jsp
Obesity in Scotland: An epidemiology briefing, 2007	http://www.scotpho.org.uk/nmsruntime/saveasdialog.asp?IID=4048&SID=3489
Relationships between exercise and three components of mental well-being in corporate employees. Thøgersen-Ntoumani, Cecilie ; Fox, Kenneth R.; Ntoumanis, Nikos. Psychology of Sport and Exercise, Volume 6, Issue 6, November 2005, pp. 609-627	http://www.biomedcentral.com/1471-2458/8/326
Shaping Places through Sport	http://www.sportengland.org/shapingplaces
Sport Playing Its Part: The Contribution of Sport to Economic Vitality and Workforce Development (Sport England, 2005)	http://www.sportengland.org/spip_economic_vitality.pdf
Summary of Intelligence on Obesity (Department of Health, 2004)	http://www.swph-education.org.uk/OSPHE/trainees/Obesity%2020
Tackling Obesities: Future Choices - Foresight Project Report	http://www.foresight.gov.uk/Obesity/17.pdf
Tackling Obesity in England. National Audit Office report (2001)	http://www.nao.org.uk/pn/00-01/0001220.htm
Sport England Strategy 2008-2011	http://www.sportengland.org/index/get_resources/resource_downloads/sport_england_strategy.htm
Well@Work: Promoting Active and Healthy Workplaces - Final Evaluation Report (July 2008)	http://www.bhf.org.uk/ThinkFit/pdf/Well@Work_Final_Evaluation_Report.pdf

Selected international research

AUTHOR(S)/SOURCE	JOURNAL ARTICLE TITLE	COUNTRY
_____, Source: Canadian Fitness And Lifestyle Research Institute, June 1999 (Reference no. 99-06)	The Research File: Worksite Interventions	Canada
Benedict, MA; Arterburn, D Source: American Journal Of Health Promotion Volume: 22 Issue: 6 Pages: 408-416 Published: 2008	Worksite-Based weight loss programs: A systematic review of recent literature	USA
Brand, R; Schlicht, W; Grossmann, K, et al. Source: Sozial-Und Praventivmedizin Volume: 51 Issue: 1 Pages: 14-23 Published: 2006	Effects of a physical exercise intervention on employees' perceptions of quality of life: a randomized controlled trial	Germany
Brisette, Ian; Fisher, Brian; Spicer, Deborah A, et al. Source: Prev Chronic Dis Volume: 5 Issue: 2 Pages: A37 Published: 2008 Apr	Worksite Characteristics and Environmental and Policy Supports for Cardiovascular Disease Prevention in New York State	USA
Dishman, RK; Oldenburg, B; O'Neal, H, et al. Source: American Journal Of Preventive Medicine Volume: 15 Issue: 4 Pages: 344-361 Published: Nov 1998	Worksite Physical Activity Interventions	USA/Canada
Duncan, GE; Anton, SD; Sydeman, S, et al. Source: Archives Of Internal Medicine Volume: 165 Issue: 20 Pages: 2362-2369 Published: 14 Nov 2005	Prescribing exercise at varied levels of intensity and frequency - A randomized trial	USA
Faghri, Pouran D; Omokaro, Cynthia; Parker, Christine, et al. Source: J Prim Prev Volume: 29 Issue: 1 Pages: 73-91 Published: Jan 2008	E-technology and pedometer walking program to increase physical activity at work	USA
Green, Beverly B; Cheadle, Allen; Pellegrini, Adam S, et al. Source: Prev Chronic Dis Volume: 4 Issue: 3 Pages: A63 Published: Jul 2007	Active for Life: A Work-based Physical Activity Program	USA
Kruger, J; Yore, MM; Bauer, DR, et al. Source: American Journal Of Health Promotion Volume: 21 Issue: 5 Pages: 439-447 Published: May-Jun 2007	Selected barriers and incentives for Worksite health promotion services and policies	USA
Kwak, L; Kremers, SPJ; van Baak, MA, et al. Source: Preventive Medicine Volume: 45 Pages: 177-181 Published: 2007	A poster-based intervention to promote stair use in blue- and white-collar worksites	Netherlands
Landi, F; Russo, A; Cesari, M, et al. Source: Preventive Medicine Volume: 47 Issue: 4 Pages: 422-426 Published: 2008	Walking one hour or more per day prevented mortality among older persons: Results from iSIRENTE study	Italy
Lara, Agustin; Yancey, Antronette K; Tapia-Conye, Roberto, et al. Source: Prev Chronic Dis Volume: 5 Issue: 1 Pages: A12 Published: Jan 2008	Pausa para tu Salud: Reduction of Weight and Waistlines by Integrating Exercise Breaks into Workplace Organizational Routine	USA/Mexico
Mia Liza A. Lustriaa, Juliann Cortese, Seth M. Noar and Robert L. Glueckauf Source: Patient Education and Counseling, 2008	Computer-tailored health interventions delivered over the web: Review and analysis of key components	USA
Muller-Riemenschneider, F; Reinhold, T; Nocon, M, et al. Source: Preventive Medicine Volume: 47 Issue: 4 Pages: 354-368 Published: 2008	Long-term effectiveness of interventions promoting physical activity: A systematic review	Germany

AUTHOR(S)/SOURCE	JOURNAL ARTICLE TITLE	COUNTRY
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Acknowledgements here?

“The Physical Activity Toolkit is a great resource that every business should embrace. Everyone has their part to play in making Britain a healthier nation and employers should look to give their staff the opportunity to get more active. An active workforce is a more productive workforce and initiatives like sport leagues can create good team spirit and boost morale.

“A healthy workforce also has economic benefits as staff will take fewer sick days too. The fact that the toolkit has been put together using the expertise of the UK’s top companies speaks for itself. I wish businesses all the best in taking on this challenge.”

Gerry Sutcliffe, Minister for Sport



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