

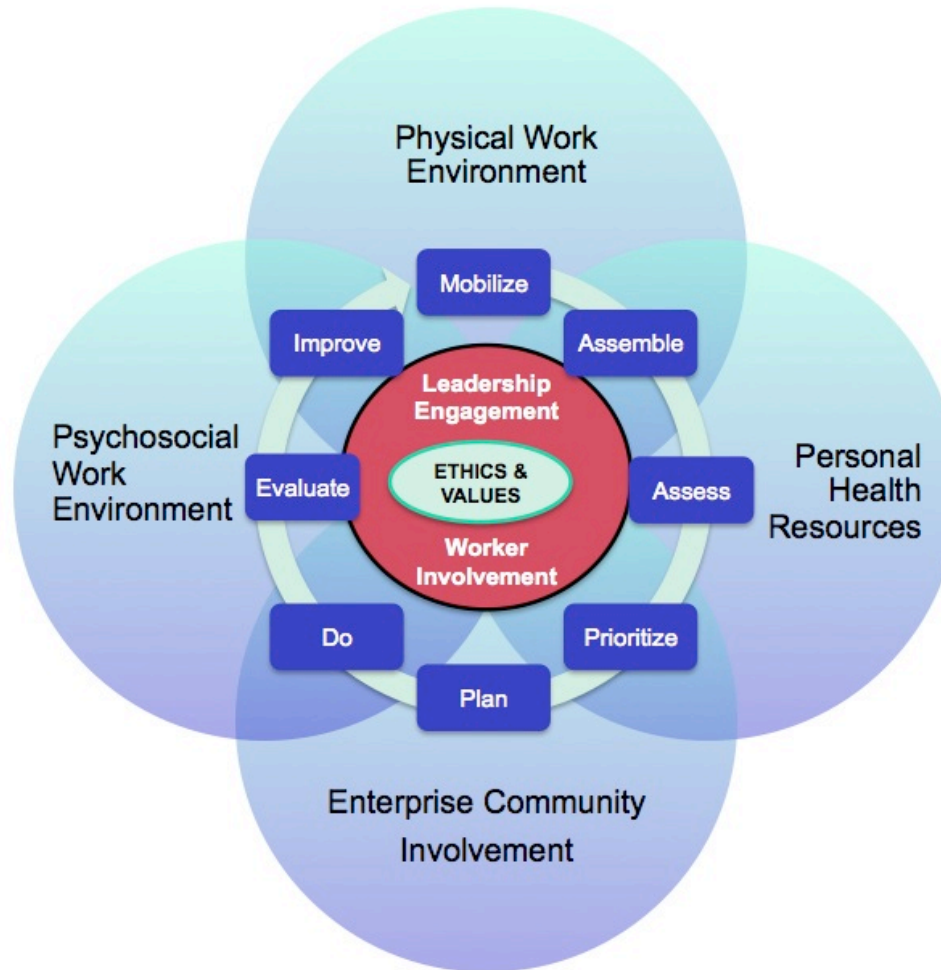
# Creating Healthy Workplaces – Good Practices From Around the World

## **Wolf Kirsten**

Founder of International Health Consulting and Co-Founder of Global Centre for Healthy Workplaces

# Healthy Workplaces: A Global Model for Action

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# Key Drivers of Health & Wellbeing



**59%**

Improving performance and productivity



**56%**

Improving employee engagement / morale



**54%**

Attracting and retaining employees



**49%**

Furthering organizational values / mission



**49%**

Improving workplace safety



**45%**

Reducing healthcare or insurance costs



**41%**

Maintaining work ability



**38%**

Promoting corporate image or brand



**34%**

Reducing employee absences



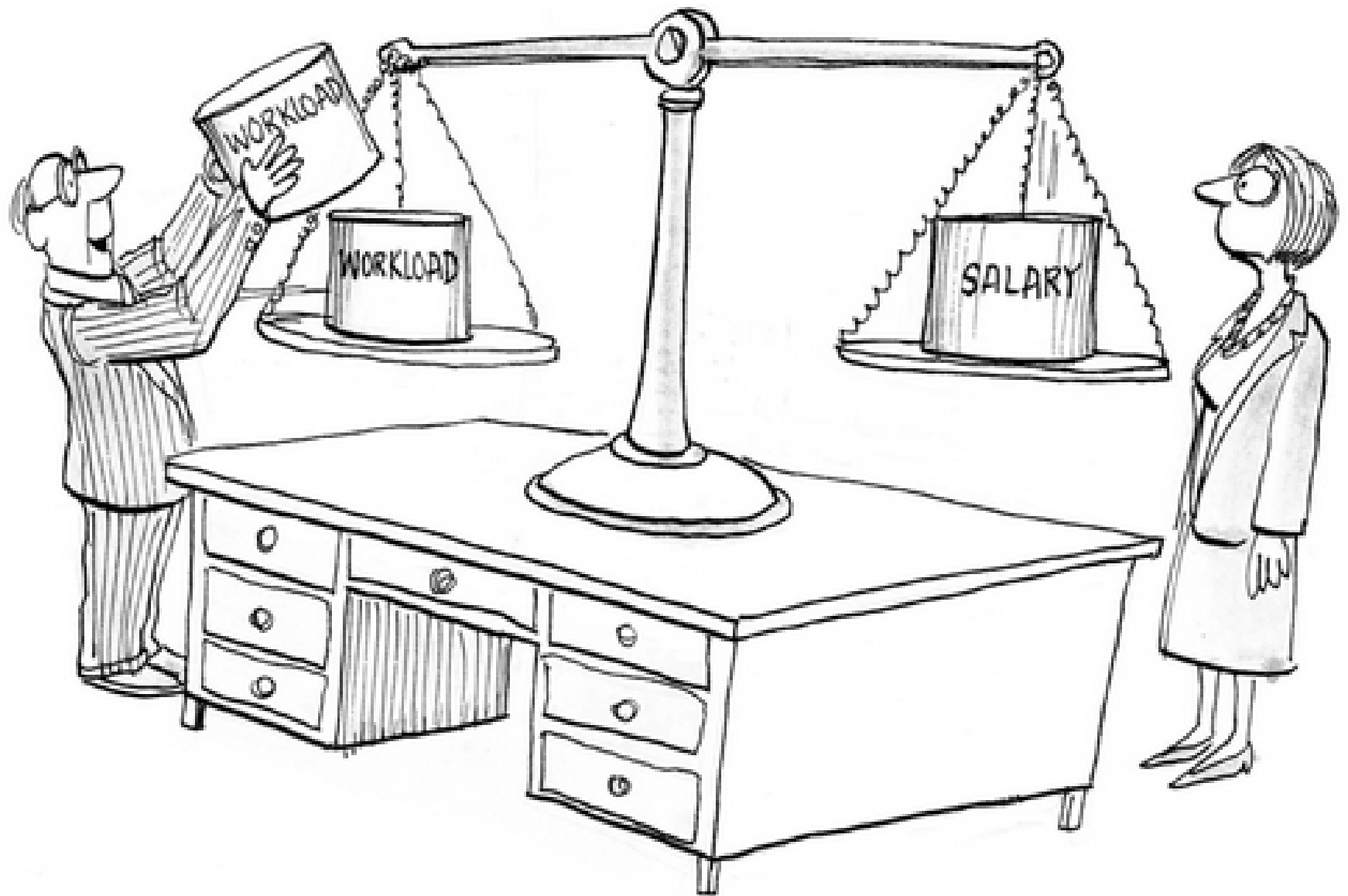
**26%**

Fulfilling social / community responsibility

# Psychosocial Work Environment Hazards

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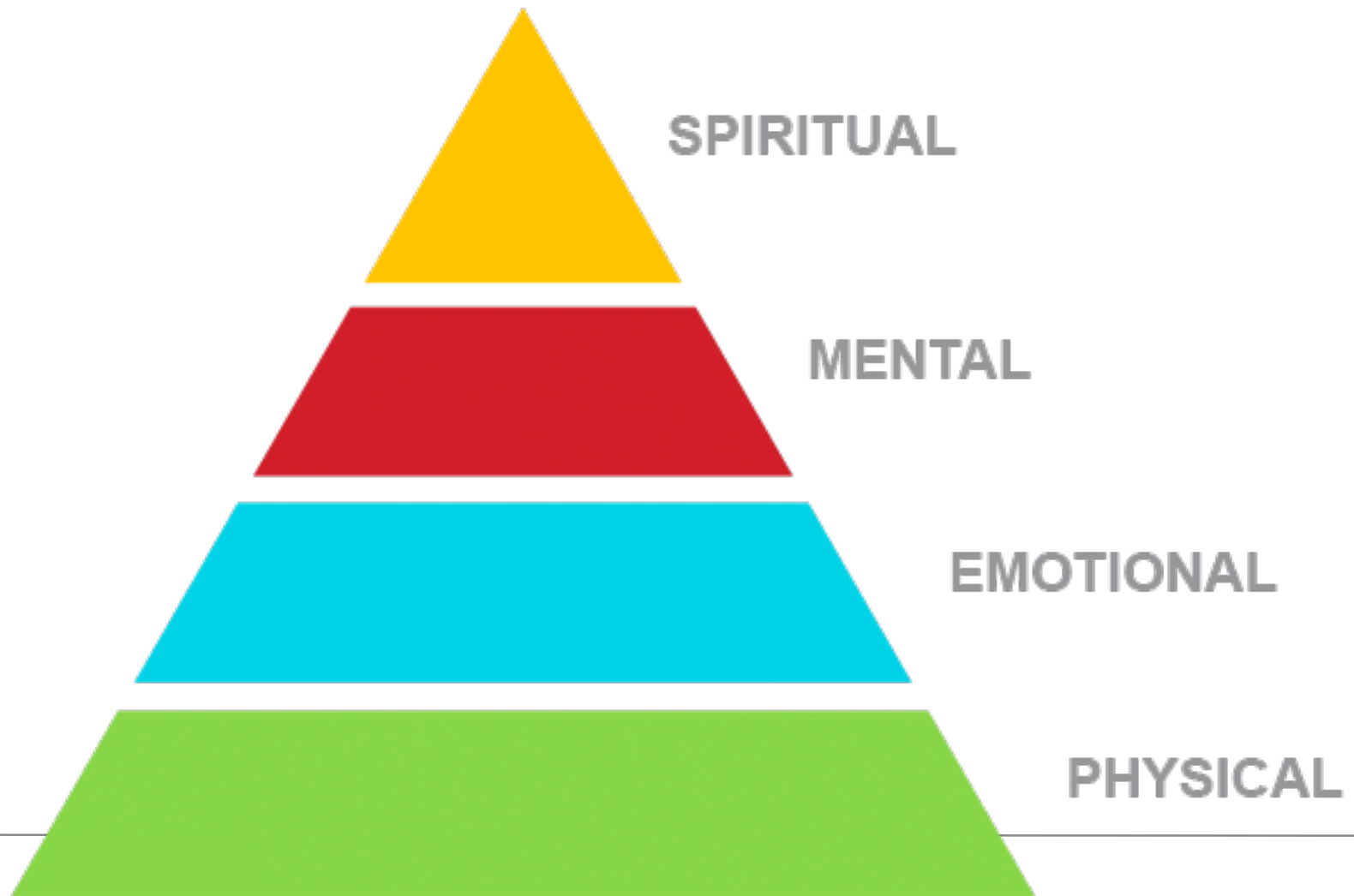
- A lack of variety, underuse of skills, high uncertainty
- A work overload or underload, high levels of time pressure
- Shift working, inflexible work schedules
- Low participation in decision-making, lack of control over workload
- Poor environmental conditions such as lack of space
- Poor communication, low levels of support for problem-solving
- Social or physical isolation, interpersonal conflict
- Bullying or harassment at work
- Role ambiguity, role conflict
- Career stagnation and uncertainty, poor pay, job insecurity
- Conflicting demands of work and home



“Now that we’ve hired you we would like to restructure the position.”

# Personal Health & Wellbeing

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*Source: J&J Human Performance Institute*



Happy Relax

Able to relieve stress from work and in daily life



Happy Heart

Show kindness and sympathy for oneself and others



Happy Soul

Possess a good sense of moral



Happy Body

Enjoy good health in one's body and mind



Happy Society

Support one's community at work and home and promote social harmony



Happy Brain

Improve knowledge through learning



Happy Family

Create understanding and a stable environment in one's family



Happy Money

Manage personal finances well

# Enterprise-Community Involvement

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- Social responsibility
- Activities, expertise, and other resources an enterprise engages in or provides to the social and physical community
- Provided to the immediate local environment, but also the broader global environment
- Safety and health initiatives that go beyond traditional OHS issues and have either an implicit or explicit relationship with CSR



# How to Measure Program Success

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## Program structure:

- evidence-based
- tailored to the population
- sufficient resources, etc.

## Process evaluation:

- participation
- satisfaction
- engagement, etc

## Outcomes:

- accidents / injuries
- health status
- health risks
- sick leave
- disability
- presenteeism
- cost saving

# Global Healthy Workplace Awards

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## Singapore 2017

- ***Small and medium-sized enterprises (SME) finalists:***  
Lincoln Industries (USA), LGAQ (Australia)
- ***Large Enterprise finalists:***  
ABFRL Madura (India), Jemena (Australia)
- ***Multinational Enterprise finalists:***  
Chevron (USA), Lendlease (Australia)



**Past Winners:** Unilever, IBM, GSK, Telefonica do Brasil, Spokane Regional Health District (USA), Royal Dutch Shell (UK/NL), Unilever Brasil, Alexandra Health (Singapore), Toyal America (USA), Monash University, Vitality

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# Global medical and OH standards

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## M&OH provides the following standards across Unilever globally:

- Unilever specific standards on medical and occupational health
  - Unilever standards on HIV/AIDS
  - No smoking policy
  - **Mental wellbeing standard**
  - Corporate nutrition guidance standard
  - Maternal well-being policy
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# Mental Wellbeing Framework

## Leadership & Management

Managers who manage mental health and wellbeing as a core element of their people management, and leaders who consider mental wellbeing as well as physical wellbeing as part of business decision-making and capability building.

## Communication & Culture

A performance culture is a healthy and resilient culture, where mental health is actively discussed, managed and understood.

## Building Resilience & Managing Pressure

Given that a performance culture needs to be a resilient culture, tools and techniques will be put in place that build organisational, team and individual capability to meet the needs of the business and the needs of our people.

## Support

Anyone in Unilever should be no more than one click, one phone call or one discussion from the help they need if they are experiencing issues with their wellbeing.

# EHS Strategy

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**Goal:** a healthy, resilient, high-performing workforce.



- Mental Health, Energy & Resilience Program:
  - Team Resilience
  - E4P: Energy for Performance
  - EAP
- Expectations for All Leaders Worldwide: “Release Energy”
  - Creating a healthy engaged and inclusive working environment that is sustainable over time
  - Engaging constructively with others and demonstrating a positive mindset

# Innovative Approach

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Energy Monitors track energy levels of participants at meetings and react accordingly if energy levels are too low.



**Release  
energy**

Creating a healthy, engaged and inclusive working environment that is sustainable over time

Engaging constructively with others and demonstrating a positive mindset

## Siyakhana Project

Provides small and medium sized business with HIV/AIDS (& TB - & increasingly General Health) awareness, training, on-site voluntary health screening, risk management for companies and access to treatment, care and support for employees and families via a private GP network. Siyakhana simultaneously provides capacity building support and clinical mentoring to public sector primary health care services

### Key Achievements (2006 - 2010)

- HIV/AIDS workplace policy in 53 participating companies
- 595 managers trained on HIV/AIDS in the workplace
- 56 company coordinators & 164 peer educators trained
- 60 successful workplace HIV VCT campaigns
- 10,300 employees trained & counselled
- 6,980 employees participated in HIV VCT (67% uptake)
- ~ 11% HIV positivity rate
- 752 HIV positive people referred into treatment programme
- 185 people are currently on ARVs
- Capacity building support to 12 Public Sector Clinics





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