The increasing importance and benefits of a healthy workforce are now recognised as a key element to a successful business and a healthy Britain.
INTRODUCTION

This booklet provides practical guidance for employers on how to create, enhance and promote your health and wellness programme in your workplace. Drawing on the UK food and drink industry’s collective experience and incorporating the latest Government guidelines in areas such as healthy eating and physical activity, this resource has been designed to benefit organisations of all sizes.

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THIS TOOLKIT INCLUDES:

- The business case for investing in workplace wellbeing
- An overview of workplace wellbeing in the food and drink industry
- An 8-step model for planning, executing, reviewing and updating your own workplace wellbeing programme
- Official Government guidelines and general tips for promoting healthy choices, physical exercise, a sense of community and occupational health
- Examples of best practice and lessons learned from food and drink companies
- Additional free resources which can be downloaded from www.fdf.org.uk

The team at Warburtons try fencing during a health & wellbeing day.
The business case for investing in workplace wellbeing

Twenty seven million of us go to work every day. We spend more time working than doing anything else. The workplace offers us a major opportunity to drive health improvement.

We all know the cost of sickness absence, but this is not the whole picture. Presenteeism - being at work but not being able to function to maximum capacity - is often a greater problem. Health at work isn’t just about supporting staff who have declared health problems, it should be about safeguarding and promoting the health and wellbeing of all staff. Employers must reach further and strengthen the preventive function of this work.

There is a wealth of evidence that shows having a healthy, engaged workforce brings clear benefits - for employees and business alike - with improved quality and productivity. In the current climate looking after your staff may well give you the edge.

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Government alone cannot tackle the major public health problems this country is facing. In March 2011 the Government launched the Public Health Responsibility Deal, which is all about working collectively and harnessing the largely untapped potential of business to improve public health, through their influence over alcohol, food, health at work, and physical activity.

The food and drink industry has a strong track record on workplace well-being and many FDF members are already committed as partners of the Deal, which involves pledging to take action. There are over twenty pledges, but to become a partner you only need to sign up to one, though ideally as many as possible.

We need to keep building momentum. I would like to see more businesses across all sectors signing up and existing partners digging deeper. There is excellent work going on, but more can be done. The Responsibility Deal pledges offer businesses a simple and pragmatic way to structure and deliver their approach to improved workplace health.

A good starting point would be to commit to the pledge on publicly reporting on employee health, including sickness absence, as this puts the issue firmly on the agenda - and is the forerunner from which all the other health at work pledges follow.

Staff are our most vital resource. It is essential that workplace health is not seen as a separate add-on but as integral to enabling businesses to meet the challenges they face - and to do this through a focus on innovation and prevention.

Public health is everyone’s responsibility. Of course, individuals must take primary responsibility, but the way we influence and shape the environment, particularly the workplace, is key - not only for public health but for the health of businesses and the economy.

Food and drink industry takes the health and wellbeing of its workforce very seriously. It is the key driver of the FDF’s shared vision with Government for 20% sustainable growth by 2020. One of the most important elements of this shared vision is our people. We are a world class industry characterised by the quality of our products, and our ability to innovate. To stay that way we need to recruit a steady stream of the brightest and best of the UK’s talent. We will not do so – and crucially we will not retain our talent – unless we support their health and wellbeing to ensure they have long, healthy and rewarding careers.

Health is everyone’s business. FDF’s members are keen to do their part to improve public health – from reformulating the recipes of some of the nation’s favourite products, developing healthy choices and promoting food literacy amongst consumers, to helping employees to lead healthier, more active lives.

Food and drink manufacturers have also long recognised the importance of ensuring the wellbeing of their workforce and this booklet draws on the journey many companies have been on, and the lessons they have learned. I am confident you will find practical, useful advice to help you with your own workplace wellbeing programme, as well as a little inspiration from some of Britain’s best loved food and drink companies.

Mars Chocolate UK: An employer’s perspective

Health and wellbeing in the workplace has moved up the boardroom agenda in recent years. As the largest manufacturing sector and one of the biggest employers in the UK, directly employing up to 400,000 people, the food and drink industry takes the health and wellbeing of its employees extremely seriously.

At Mars we have been running our Winning with Wellness scheme with 4,000 employees across the UK for many years. We also look for ways to help our employees translate these wellness insights into their day-to-day lives outside of the workplace. More recently, as part of the Government’s Public Health Responsibility Deal, many food and drink manufacturers pledged to help improve public health by promoting physical activity in the workplace. We wanted to take this one step further, and so made an additional individual pledge to work in partnership with local small and medium sized enterprises (SMEs) to help them to promote good health at work. Last year we launched the Slough pilot of the ‘Health and Wellbeing local business partnerships’, encouraging local SMEs to access Mars’ health and wellbeing expertise and resources in a bid to improve workplace health in Slough.

Mars and our peers in the UK food industry believe that good health is good business - lowering absenteeism and increasing employee engagement is critical to small and large businesses alike. We hope that by sharing our experience and learnings with other organisations we can continue to make great strides in the workplace
CREATING YOUR OWN PROGRAMME

This 8-step guide provides the framework to help you identify the needs of your employees and develop a tailored and effective workplace wellbeing programme.

1. **DECIDE WHAT YOU WANT TO ACHIEVE**
   Be it to support staff recruitment and retention, drive integration in your team or reduce staff illness and absence, the development of your workplace wellbeing scheme must stem from your business objectives. How could a programme help your organisation become more productive or promote a more positive environment for staff?

2. **DETERMINE WHAT YOUR TEAM NEEDS**
   Every person and team is different. To make the most of the time and resources that you plan to invest in your programme, you need to make sure it is right for your work environment. To do this, start by asking colleagues what potential health issues they perceive in the workplace and how they think a workplace wellbeing programme could help them personally.

3. **FIND OUT WHAT RESOURCES YOU HAVE ACCESS TO**
   Workplace wellbeing schemes don’t need to be expensive but they do need to be cost effective. Find out what resources you can make use of, be it a meeting room cum Pilates ‘studio’, or local sports facilities available for free or at a discounted price. As in business, in the development of your programme people will be your best resource; collectively they will know the local area and have the creativity needed to develop and roll out an engaging programme.

4. **CREATE A PROJECT TEAM**
   To launch and maintain a successful campaign in the long-term, you will need a committed team of ‘champions’ to undertake the programme development, activity planning and communication of any events. A mix of departmental representation, seniority and personalities will encourage diversity and will also help you spread the word. Empowering colleagues to take ownership of their programme and occupational health will encourage staff interaction and buy-in, as well as the development of a targeted programme.

5. **DEVELOP A PROGRAMME**
   With an eye on your overall objectives and identified staff needs, plot out what achievable activity can take place throughout the year (while bearing in mind that ad hoc staff activities are also important and effective at boosting staff morale). Encourage your project team to assign activities to individual team members to ensure that this work, which will be in addition to their existing work responsibilities, is fairly distributed.

6. **COMMUNICATE!**
   Make the most of every communication method available to you, be it staff meetings, intranet, bulletin boards or email. If employees don’t know about events or initiatives, they will not make use of them. A specially designed intranet page or notice board will keep colleagues up to date with upcoming activities and can also encourage honest feedback and suggestions. Equally, a regular staff questionnaire can provide useful inspiration or guidance.

7. **LAUNCH THE PROGRAMME**
   When launching a new workplace wellbeing programme or when commemorating a new phase of your existing programme, make sure that all staff are aware of the programme’s intended aims and are encouraged to feed in ideas and comments. This programme will be designed to empower all members of staff and improve their individual and collective workplace experience, and so a constant dialogue with staff is essential.

8. **EVALUATE**
   It is essential that you review the success of your workplace wellbeing programme regularly, through staff surveys and through consistent evaluation of activity – what worked or didn’t work and why? Equally, it is important to capture activity for future reference and promotional activity. Could you feature an update in your annual review or on your organisation’s website? By establishing what the return on your investment has been, and where the real benefits were delivered, to staff and to the company holistically, you can continually improve your staff offering.
SUPPORTING SMALL AND MEDIUM ORGANISATIONS

To achieve and maintain a successful employee wellness programme you do not need endless resources and finance; success can come from staff creativity, resourcefulness and collaboration. With these elements employers can offer targeted, cost effective campaigns which recognize the individual needs of staff and encourage engagement, normally resulting in staff retention and efficiency in the long-term.

Regardless of the size of your organisation, your wellness programme’s objectives will no doubt remain the same: to provide the most relevant and effective campaigns which recognize the individual needs of staff and encourage engagement, normally resulting in staff retention and efficiency in the long-term.

IN THE FOOD AND DRINK INDUSTRY 2012

Whatever the size of your organisation, the impact on the thoughts, behaviours and attitudes of your employees will always be the same: to provide the workplace with opportunities to engage in activities that are fun, healthy and rewarding.

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IN THE FOOD AND DRINK INDUSTRY 2012

Whatever the size of your organisation, the impact on the thoughts, behaviours and attitudes of your employees will always be the same: to provide the workplace with opportunities to engage in activities that are fun, healthy and rewarding.
As an employer, what makes Vimto stand out is the fact that they will bend over backwards to ensure you are happy. They have a programme called Culture Club, which consists of various members of staff from across the business who regularly meet to discuss ideas suggested by staff and to arrange events. Over the years Culture Club has played a part in maintaining the positive culture across the business. Culture Club promotes employee health and wellbeing by organising and executing initiatives on site including health checks, access to gym equipment and supported membership, wellbeing activities and healthy eating promotional events. Culture Club and Vimto Soft Drinks also play a key role in fundraising for various charities.

"As an employer, what makes Vimto stand out is how much they genuinely care about the wellbeing of their employees and the fact that they will bend over backwards to ensure you are happy."

Megan, Marketing Support Executive

**OVERVIEW**

**CULTURE CLUB**

Vimto Soft Drinks (a division of Nichols plc) recognises that the health and wellbeing of its staff is important to its success and continued growth. In order to maintain staff wellbeing and motivation Nichols plc has a programme called Culture Club. Culture Club consists of various members of staff from across the business who regularly meet to discuss ideas suggested by staff and to arrange events. Over the years Culture Club has played a part in maintaining the positive culture across the business. Culture Club promotes employee health and wellbeing by organising and executing initiatives on site including health checks, access to gym equipment and supported membership, wellbeing activities and healthy eating promotional events. Culture Club and Vimto Soft Drinks also play a key role in fundraising for various charities.

**ACHIEVEMENTS**

- Fundraising events such as ‘Trampolineathon’ which raised money for Children In Need and encouraged staff to take part and get active bouncing on a trampoline all day.
- Purchasing of gym equipment like ‘vibration plates’ by staff request and supported gym membership to promote wellbeing.
- Summer and Christmas party events which allowed staff to celebrate hard work and achievements and encouraged social interaction.
- High staff retention and the achievement of the Best Companies 3-star award in 2011 is evidence that Nichols plc is an extraordinary place to work and staff are engaged.

"As an employer, what makes Vimto stand out is how much they genuinely care about the wellbeing of their employees and the fact that they will bend over backwards to ensure you are happy."

Megan, Marketing Support Executive

**PROMOTING HEALTHY CHOICES**

Promoting healthy choices in the workplace is vital to ensuring the health of your employees as well as the health of your business. Those with a poor diet risk becoming susceptible to a host of illnesses and ailments and, as well as over-eating, failure to eat can have a negative impact on personal health and productivity. Research has found that eating breakfast aids short-term memory and information processing capacity. Those who skip breakfast are unlikely to make up missed nutrients during the rest of the day.

The UK Government’s ‘8 tips for eating well’ provide a set of guidelines for achieving a healthy diet (or simply improving one’s diet) that is applicable to all healthy adults.

**These are:**

1. Base your meals on starchy foods
2. Eat lots of fruit and veg
3. Eat more fish
4. Cut down on saturated fat and sugar
5. Eat less salt
6. Get active and be a healthy weight
7. Don’t get thirsty
8. Don’t skip breakfast

Employers can use these tips to help them plan Healthy Eating projects – along with the results of their own needs analysis – by considering what changes they can make to staff restaurants, vending machines and boardroom lunches for example, that will help their employees to follow these tips.

Beyond providing the body with essential nutrients, healthy eating is an activity which can promote employee mental wellbeing by enabling them to take time out to relax and socialise with colleagues.

**Healthy Highlights**

It’s good to know your guideline daily amounts. What’s in your sandwich?

<table>
<thead>
<tr>
<th>When asked what the recommended maximum adult daily intake of salt was: 9% of people got it right (6g), 40% said they did not know and the rest were incorrect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nearly a third (30%) of employees skip lunch breaks</td>
</tr>
<tr>
<td>People in Britain eat less fruit and vegetables than those in most other European nations</td>
</tr>
</tbody>
</table>

**INSPIRATION**

- Provide healthier options in staff areas, canteens and for meetings.
- Consider a regular ‘fruit drop’ for staff.
- Roll-out Guideline Daily Amounts (GDA) and nutritional labelling in staff areas.
- Provide access to drinking water and large water glasses.
- Encourage staff to plan their meals – those that do are more likely to make healthy choices and save money.
- Identify healthy eateries in close proximity to your workplace.
- Plan healthy eating workshops and information sessions.
- Provide a means for staff to share healthy recipes such as on the staff intranet.

**United Biscuits workplace wellness team member promotes healthy choices**
Britvic

OVERVIEW

WELLNESS@WORK

Britvic prides itself on being a great place to work and in January 2011 launched a brand new employee health and wellbeing programme – wellness@work. Led by the Corporate Responsibility team and supported by Human Resources, the programme aims to reduce absenteeism and increase employee engagement by encouraging employees to lead healthier lifestyles, aligning to the general principles of Change4Life – eat less, move more, and live healthier lives.

“Our Corporate Responsibility strategy has a ‘responsible’ workstream that has as one of its aims an ambition to make a positive contribution to the lives of our employees. We believe our wellness@work programme is a key way to helping achieve this.”

Susan Turner, Head of Corporate Affairs

ACTIONS

• The 10,000 step challenge we ran this summer included teams from every site and represented over 10% of our workforce who walked nearly 50 million steps – the equivalent of walking from London to Auckland.
• Fruit and promote loyalty cards were introduced in our new healthier canteens and this has encouraged the sale of nearly 5000 kilos of fruit being sold since January.
• We promoted GDAs at point of choice, across all core meals on sale.
• We ran a successful health screen print at a number of sites and now plan to roll this out to other of our employees free health checks.

Overviews

Coca-Cola Great Britain & Coca-Cola Enterprises

OVERVIEW

CCGB GREAT PLACE TO WORK WELLNESS TEAM

Coca-Cola Great Britain (CCGB) and Coca-Cola Enterprises (CCE) have been developing wellness programmes for a number of years, supporting staff in terms of diet, active lifestyles and emotional resilience. Via the CCGB ‘Great Place to Work’ Wellness Team and CCE Workplace Wellness banners, we have a range of initiatives in place and continue to make a positive impact on colleagues’ health and wellbeing.

CCE Workplace Wellness Programme

We have family friendly, flexible working policies and practices.
• We promote and support active travel via our discounted bicycle purchase scheme and free bike servicing.
• Our onsite gym and fitness studio at CCE offer free classes, team challenges and personal training. We encourage their use throughout the day. Comprehensive medical and fitness testing is offered with optional weight management programmes.
• The staff restaurant offers healthy options and nutritional information (GDAs at CCE).
• We provide plentiful fruit and, each day, free hot and cold drinks including water, juice and diet and zero sugar options.
• At CCGB we provide onsite sports and remedial massage and beauty treatments.
• A free telephone health advisory service is also available.

ACTIONS

• We are always looking for new ways to inspire and motivate our colleagues to remain fit and healthy. We know that a fit and healthy workforce has many benefits including reduced stress levels, decline in sick leave and enhanced health and wellbeing in general.”

Rebecca Hirst, CCGB Wellness team member

CCE great place to work

Kraft Foods

OVERVIEW

FIT FOR LIFE

Fit for Life is the health & wellbeing programme available to Kraft Foods employees in the UK. The programme has four pillars:

Activity - Encouraging employees to be more active during the working day and take more exercise.

Nutrition - Encouraging employees to add balance to their diet.

Balance and Relaxation - Helping employees to chill out and take some of the strain out of the modern working day.

Personal Wellbeing - Achieving personal health goals and offering free health checks.

ACTIONS

• In 2011, 534 employees had total health checks, 253 employees had total heart rate variability checks and 315 employees had total posture assessments.
• We have held health fairs at numerous sites with good attendance and positive feedback.
• Between 2009-2010, an analysis of the Kraft Foods Fit for Life programme indicates that our employee statistics are significantly better than the UK average and have been improving year on year for BMI, blood pressure and cholesterol.
• Events connected to our sponsorship of the Olympics e.g. Ride across Britain have been popular and supported social interaction between our employees.

Lorraine Green, Fit for Life co-ordinator

A selection of posters promoting healthy choices
No matter what our age, it is a well-established fact that being physically active can help us lead healthier and even happier lives. Employers need to help staff to make the most of opportunities to be active including through sport, active travel and exercising in a natural environment.

The latest guidance from the UK Government’s Chief Medical Officer says:

- Adults (aged 19-64 years) should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
- Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous intensity activity.

As well as having the potential to improve employees’ physical and mental health, there are other benefits to physical exercise, including financial, social and environmental benefits. For most people, the easiest and most acceptable forms of exercise can be incorporated into everyday life, though it is important to remember that every person has individual needs, challenges and goals.

“Encouraging Physical Activity”

**OVERVIEW**

**WINNING WITH WELLNESS**

Mars believe that our employees are our greatest assets and providing schemes that care for them is driven by two of our guiding principles, Responsibility and Mutuality. We believe that good health is good business and having a workplace wellbeing programme is a fundamental element of achieving this aim. We offer a range of initiatives across our UK sites, from on-site Occupational Health Services through to the provision of our in-house wellbeing programme - “Winning With Wellness”. The aim of the Winning With Wellness programme is to provide opportunities for all employees to be informed about their health and wellbeing enabling them to make choices to live healthier lives. The programme covers a variety of topics within the health lifestyle area, with a focus on physical activity, diet and nutrition, stress management and smoking cessation.

“We are so proud of our winning with wellness programme, which has delivered outstanding benefits for both our workforce and our business. The programme has been truly life changing for some of our employees and is a fundamental element of driving the success of our business.”

Fiona Dawson, President

**ACHIEVEMENTS**

- The introduction of wellness focus weeks and our wellbeing strategy across all of our UK sites.
- The success of our free onsite physical activity classes, which proved so popular that we had to add more classes to meet demand.
- The provision of engaging events and activities resulting in our employees having an increased awareness of the physical and nutritional behaviours that will benefit them.
- Increasing our reach to ensure all employees within the business are able to engage in the programmes.
- Recognition of the programme through winning the Gold Award in the Health and Wellbeing Category at the 2011 FDF Community Partnership Awards.

**OVERVIEW**

**NESTLE EMPLOYEE WELLNESS**

The objective of the Nestlé Employee Wellness Programme is to empower Nestlé employees to take ownership of their health and help to reduce incidences of chronic ill health problems. The Programme has three strategic pillars; nutrition, physical exercise and mental resilience and aims to encourage a culture where Wellness activities are simple to implement and employees are encouraged to make healthy behavioural change through education and choice. It is fully integrated into the existing HR management structure and processes to ensure the Programme initiatives reach and impact all employees. The Programme is core to both Nestlé’s Creating Shared Value agenda and our commitment to the UK Government Responsibility Deal and Change4Life.

“As the world’s largest food company Nestlé’s commitment to Nutrition, Health and wellness covers our employees as much as our product portfolio and is delivered through a programme that is integrated across the business and embraces education, empowerment and choice.”

Paul Grimwood, CEO and Chairman

**ACHIEVEMENTS**

- Positive feedback from employees about the impact that GDA labelling has had on their meal choices.
- Increased employee participation through charity fundraising activities, including “Be a good sport”.
- All employees with chronic conditions have access to occupational health support service.
- Healthier meal options are provided every day at all site catering facilities.
- Voluntary health screening including available on most UK sites and being rolled out in all others during 2012.
- Nutritional training is available for all employees.

**Mars UK**

- Nutritional training is available for all employees.
- Voluntary health screening including available on most UK sites and being rolled out in all others during 2012.
- Positive feedback from employees about the impact that GDA labelling has had on their meal choices.
- Increased employee participation through charity fundraising activities, including “Be a good sport.”
United Biscuits

**OVERVIEW**

UB recognises that positively influencing the health and wellbeing of all employees is hugely beneficial for improving workplace morale. Our award winning WellWise programme provides a programme of activities and events to educate employees about healthier lifestyles, encourage them to be more active, address health issues, and promote the company as a great place to work.

“We make employees a priority at UB. Happy, healthy employees who are proud to work for UB are our greatest ambassadors so having a successful wellbeing strategy makes good business sense.”

Lorraine Bailey, UK Group Occupational Health Manager

**ACHIEVEMENTS**

- Feedback forms from the various events, our Annual Employee Survey and a reduction in musculoskeletal related absences across the business indicate that the programme has been a great success.
- Around 4,500 employees received mini MOT health assessments in 2011.
- All UK staff have discounted access to gym facilities either at our sites or through local leisure facilities.
- Healthier meal options in staff canteens and clearly advertising the calorie content of meals has encouraged employees to make healthier lunch and snack choices.
- Our WellWise programme has won several awards including Silver in the Health and Wellness category of the 2011 PDF Community Partnership Awards.

When developing a workplace wellbeing programme it is important to ensure that it is inclusive and relevant to all team members, creating a positive working environment and a sense of community.

Developing a calendar of ‘team building’ and ‘team recreation’ activities will give colleagues on all levels the opportunity to come together, be it to brainstorm business objectives or to take part in a challenge for charity.

Developing a sense of community through your workplace wellbeing programme can deliver a number of benefits to your organisation; it can help staff get to know each other, improve internal communication, allow staff to practice effective collaboration with other team members, and drive inter-departmental integration. Perhaps most importantly, it can make people feel valued by their management team.

Belonging and feeling that we are part of a community is a key part of workplace wellbeing — that sense that we are fully engaged and that our work is meaningful and fulfilling. With all of the pressures that surround individuals, both in and outside of the workplace, an effective workplace wellbeing programme can help foster a supportive and productive environment for employees and employers alike.

![The UB team takes part in Mola Hoops ‘Hoopathon’ for Sport Relief](Image)

![General Mills celebrate ‘Earth Day’ by building a playground in the local community](Image)

![The team at Cargill enjoy time together and with family](Image)

![Staff at Coca-Cola Great Britain make use of their fitness studio](Image)
Cargill plc

OVERVIEW

HEALTH & WELLBEING IN THE CARGILL WORKPLACE

Cargill Manchester’s employee Wellbeing programme commenced in April 2010. The programme covers a broad range of activities to accommodate all levels of fitness and all of the activities on offer are open to everyone regardless of age and ability. This is the foundation of our wellbeing programme.

Our aim is to engage employees and raise awareness of their work-life balance, empowering employees to lead healthier and more active lives. We work to achieve this by offering a programme of education, awareness and monitoring to provide employees with information they can use to determine appropriate methods for maintaining their health and wellbeing. Our Wellbeing programme has four main focus areas: wellbeing, healthy eating, physical activity and work-life balance. The programme for 2012 is designed around Olympic sports to engage employees in individual and departmental events which will increase activity levels and add some fun to work, with medals awarded at the end of the Olympic challenge!

“We try to remove all of the obstacles that create an unhealthy lifestyle and provide all of the opportunities we can to promote a healthy one. We try to create a working environment which is no better place to start following that mission than with our own employees in the organisation”

Martin Douglas OBE, General Manager

ACHIEVEMENTS

• Three FDF Community Partnership Awards in 2011 including a bronze for our Wellbeing Programme.
• Feedback from employees reports 47% have increased their walking at work as a result of the Global Corporate Challenge, with 100% overall improvement to overall health. 92% reported an improvement in their daily energy levels.
• Developed links to charities such as the British Heart Foundation, and with local community stakeholders such as Trafford Borough Council and GreaterSport.
• During 2011 participation in the BUPA 10K Run and the Land’s End to John O’Groats Bike Ride raised over £14,000 in sponsorship for charity.
• Wellbeing Committee established December 2011.

We currently have an employee Wellbeing Programme in place in most of our manufacturing sites in the UK. The programme has four main focus areas: wellbeing, healthy eating, physical activity and work-life balance. The programme for 2012 is designed around Olympic sports to engage employees in individual and departmental events which will increase activity levels and add some fun to work, with medals awarded at the end of the Olympic challenge!

General Mills UK & Ireland

OVERVIEW

At General Mills we take a holistic, proactive approach to our employees’ health and wellbeing, striving to help them make good choices whether at work or at home.

As a food company with market-leading brands like Häagen-Dasz ice cream, Ju-Rol pastry and Nature Valley cereal bars, we understand the value of encouraging balanced diets. In fact, our company motto “Nourishing Lives” is at the heart of everything we do.

“We provide employees with information on fitness and good dietary health, and we have implemented new measures to ensure healthier meals in the staff restaurants and vending outlets at all UK sites in Uxbridge and Banrock-upon-Tweed.

Healthy lifestyles benefit both our employees and our company: increased energy levels, reduced stress, improved flexibility and strength, and perhaps most importantly, reduction in the likelihood of serious health problems."

Sue Swanborough, HR Director

ACHIEVEMENTS

• We now offer catering using healthier ingredients and cooking methods, and we are continually looking to improve on what are already health-based food offerings.
• Homemade soups, salads and fruit, as well as reduced-fat, reduced-salt, MSG free, free range and locally-sourced ingredients have been introduced wherever possible.
• We also put bigger subsidies behind healthier options - compared with other meal choices, and have launched ‘Healthy Highlights,’ a healthier options signposting scheme in staff restaurants, providing a guide to the foods and reinforcing healthy choices.
• Meanwhile, water dispensers have been made even more freely available and visible and we now offer free cholesterol tests.

Warburtons

OVERVIEW

RISE TO A BETTER YOU

Warburtons cares about the health and wellbeing of its family of employees and believes this is a key ingredient in being a responsible and successful business. The family business continues to invest in its team, which includes just over £1m each year dedicated to skills training and development. This might be the reason why Warburtons has a voluntary turnover rate of just 5.16% per year, and explains why more than 27% of employees have worked for the business for 10 years or more. The overall employee engagement score is an encouraging 74% (Ipsos MORI, 2011).

A busy programme of initiatives operate as part of the health and wellbeing programme, which includes the ‘Rise to a better you’ campaign, designed to motivate and inspire employees to improve their lifestyle. From training sessions with an Olympic hopeful, to peaking to conquer a lifetime ambition, the programme has been developed to appeal to all Warburtons people and their families.

“Our people are the foundation of the business and therefore a happy and healthy workforce is of the upmost importance. We pride ourselves on our employee retention record and make sure that the health and wellbeing of the team is at the top of the agenda.”

Jonathan Warburton, Chairman

ACHIEVEMENTS

• Involvement from Warburtons’ people across the country in training sessions with five Olympians and Olympic hopefuls including Taekwondo with British Champion Aaron Cook, and triathlon with World Champion Helen Jenkins.
• High attendance and positive feedback from health and wellbeing days held to advise and support people on matters from getting active and eating healthy to debt and stress management
• Employees are very engaged with community and charitable activities and are supported by community champions at each bakery.

The Macphie team enjoys their Christmas lunch together
OCCUPATIONAL HEALTH

Occupational health relates to monitoring and supporting the health of employees to reduce work-related illnesses and accidents. Activity in this area can be used to manage staff productivity and absence levels, both in the short and long term. It can also give individuals greater access to tailored information relating to their personal health, helping them identify any potential risk areas and develop a personal action plan.

Occupational health covers a number of issues, such as ensuring awareness of and compliance with health and safety regulations; minimising and eliminating hazards; monitoring the health of colleagues with an existing health problem or following an accident; and providing first aid and advice to staff to help reduce the likelihood of work-related stress or illness.

Efforts in this area might be supported by a part-time medical profession who carries out medical and other assessments, such as a workspace assessment. The nature of the organisation will determine the type of occupational health support needed, for example a particularly hazardous work environment is likely to need more occupational health support than other organisations.

As part of the Government’s Public Health Responsibility Deal, employers are encouraged to sign up to a pledge to embed the principles of the Chronic Conditions Guides which were developed by the health at work network into their HR practices. These guides are designed to help ensure that those with chronic conditions at work are managed in the best way possible and are available at: www.responsibilitydeal.dh.gov.uk

OVERVIEW

Birds Eye

For Occupational Health at our site at Lowestoft, the development of a healthy work force is important to us and we offer the opportunity to support changes in the lifestyles of our employees. Healthier people = higher performing business. For the individual, they can improve their self-esteem, quality of life, and physical and mental health. For the company it can benefit from reduced levels of absenteeism, lower staff turnover, improved staff morale and increased productivity.

In April 2010 we actively started a wellbeing programme with the help of the local NHS health promoter by doing a site survey to ascertain people’s perception of their current state of health and what they would like to try to do to improve it. This led to an action plan which was taken to our management team and union representatives. The plan was fine tuned ready for launch at the end of 2010.

The programme has helped us raise the awareness of employee wellbeing and made our staff think about their own lifestyles and health levels. Importantly it has also helped us to achieve a sickness absence rate of 2.40% for the second year running.”

A Reynolds, HR Manager

ACHIEVEMENTS

• Absence has steadily declined from 5.1% around 4 years ago to 2.4% at present. The factory has also seen performance improve, with higher levels of productivity and efficiency, as well as employee morale, as measured by our annual employee survey.
• The positive reaction to ‘Be Well Aware’ has demonstrated to the business the importance of health to our employees, with 40% taking part in at least one element. An important achievement was that out of 216 blood pressure checks 10 individuals were referred to their GP for further help.
• All grades of employees have taken part which benefits our on site atmospheres and morale.

PepsiCo UK

OVERVIEW

For PepsiCo UK, employee health and wellbeing is a key priority. Senior management believe strongly in the positive business case for improving wellbeing and as a result PepsiCo has established a culture that enables and encourages employees to live a healthy life.

Called ‘One Life, Your Choice’, PepsiCo UK’s health and wellness programme is focused on developing impactful, sustainable and evidence-based initiatives that deliver improved employee health and benefit bottom-line performance. The programme began in 2010 following a companywide health screening and is focused on four key areas; smoking, diet and hydration, exercise and mental resilience. Through professional support, active engagement, healthy choices and education initiatives, PepsiCo’s goal is to offer all its 5,000 employees the opportunity to assess their health and wellness needs, and then take action.

Between 2010-11, 26.4 million working days were lost due to work-related illness and workplace injury.

Labour Force Survey 2010/11
EEF/Westfield Health 2011 Sickness Absence Survey
Health Work Wellbeing Update, Nov 2011

Only 17% of organisations provide stress management support and advice

There has been a continued decrease in stress and back pain as a cause of long-term sickness absence, highlighting employers’ attempts to address the issues

Jeff Sample from Walkers in Peterlee

“A mini MOT can assess BP, weight, BMI and cholesterol testing and provide tailored advice

A ‘Mini MOT’ can assess BP, weight, BMI and cholesterol testing and provide tailored advice

One Life, Your Choice

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“Being given a gym membership was a great incentive to get fitter. I was nervous about joining at first but now I really enjoy it. I go four times a week and burn 300 calories each time!”

Jeff Sample from Walkers in Peterlee

ACHIEVEMENTS

• PepsiCo’s success has been down to its Health Action Teams (HATs). The HATs consist of 8-10 employees who are interested and committed to workplace health. There are HATs at all 13 PepsiCo UK sites, including the Quaker Oats plant in Cupar, Scotland and the Walkers sites in Peterlee. HATs meet monthly to plan activity.
• At Quaker Oats, a health and wellness day helped employees find out their cholesterol levels and join workshops on making small changes that make a big difference. At Peterlee, a simple scheme to reimburse gym membership has seen a significant increase in the number of people exercising regularly; 100 of the 400 strong workforce have signed up.

Birds Eye employee undertakes a fitness test

PepsiCo employee calculates his body mass index (BMI)
Unilever’s work place health initiative provides employees with the information, tools and encouragement to make small changes to their lifestyles to impact positively on their health. The programme was evaluated in 2009 by the Institute of Public Policy Research (IPPR).

We deliver the programme through a collaborative approach using expertise in the business through site vitality teams.

Fit Business is continually evaluated, developed and refreshed thus keeping people’s interest and enthusiasm. Every other year a series of voluntary health checks are offered to all employees across the UK and Ireland. These tests measure the key parameters for cardio vascular disease and diabetes. Once the results are analysed we implement appropriate interventions to assist our employees to make the changes they want. These interventions may be at a population level, for example health information leaflets and posters, or on an individual basis e.g. gym membership and health coaching.

“I have learnt, many times over, that you will get results back if you invest in others, because they will invest in you. (Fit Business) Lamplighter is an integral part of that strategy.”

Paul Polman, CEO, Unilever

Unilever UK and Ireland

**OVERVIEW**

**FIT BUSINESS LAMPLIGHTER**

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Paul Polman, CEO, Unilever

**ACHIEVEMENTS**

- Reduction in heart risk score from 6% in high risk to 3% (IPPR).
- Average absence has fallen (IPPR).
- 64% employees say they are healthier because of the programme.
- Physical activity has improved morale by 68% (GCC 2011).
- GDAs are displayed in all restaurants.
- Improvements in self reported diet (IPPR).
- Percentage of smokers reduced from 24% to 13% (IPPR).
- Physical activity has improved morale by 68% (GCC 2011).
- 64% employees say they are healthier because of the programme.
- Average absence has fallen (IPPR).

**CASE STUDIES: UNILEVER**

A Unilever UK and Ireland employee discusses her health screening results.

**RESOURCES**

**GET ACTIVE AND HAVE FUN!**

**GDAs explained**

**RESOURCES**

Visit www.lunguk.org

Visit: www.irishhealth.com

To download any of these three free posters

**CREATE YOUR OWN PROGRAMME**

This 8-step guide provides the framework to help you identify the needs of your employees and develop a tailored and effective workplace wellbeing programme.

1. **DETERMINE THE NECESSITY FOR A WELLBEING PROGRAMME**
2. **CREATE A PROJECT TEAM AND PROJECT PLAN**
3. **SELECT A GUIDANCE TOOL**
4. **DEFINE THE PROGRAMME UPDATE**
5. **IMPLEMENT THE PROGRAMME UPDATES**
6. **MONITOR AND REPORT**
7. **EVALUATE THE PROGRAMME**
8. **CONTINUE TO MONITOR AND REPORT**
The Food and Drink Federation is the voice of the UK food and drink industry, the largest manufacturing sector in the country. Our sector directly employs up to 400,000 people, and as many as 1.2 million in ancillary services; it accounts for 16% of the UK’s total manufacturing sector by value; and it is an invaluable partner to British agriculture, buying two thirds of what farmers produce.

Our membership comprises manufacturers of all sizes as well as trade associations dealing with specific sectors of the industry. In representing the interests of our members, we are focusing on the following core priorities:

- Food Safety and Science
- Health and Wellbeing
- Sustainability
- Competitiveness

In the area of health and wellbeing, FDF’s commitment is long-standing. We unveiled our action plan in 2004 to emphasise our sector’s ambition to improve the health of the nation by focusing on the areas where we could make a real difference, such as nutrition labelling, workplace wellbeing and product reformulation. We have made plenty of progress in delivering on these commitments – in fact, the UK is now widely acknowledged to be leading the world in many areas – and our priority now is to continue working with members on our action plan.