

# GERMANY



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## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>BASF SE</b>
Address:	Ludwigshafen
Name of contact person:	Dr. Stefan Lang
Function of contact person:	Ärztlicher Direktor
Telephone number:	
Email:	Stefan.lang@basf.com
Sector:	Chemical Industry
Number of employees:	31.191

Age	Sex		total
	male	female	
up to 35			5914
35 to 50			17662
50+			7615
<b>total</b>			31.191

## **B. Integration of WHP in the company policy and culture**

BASF is the world's leading chemical company. At the end of 2007, BASF employed 95,175 workers worldwide. In the corporate guidelines BASF expresses its commitment to its awareness of responsibility towards people and the environment and establishes that economic needs do not take priority over safety, health and environmental responsibility.

No health risks to employees, neighbours, customers and consumers are to arise as a result of BASF's activities. Therefore, BASF joined the chemical industry's voluntary initiative "Responsible Care® (RC)". The philosophy of RC with the clear commitment to sustainable development was defined as a business principle and integrated in an RC management system. The Competence Center RC controls the relevant activities. Moreover, BASF guarantees its employees, on the basis of corporate guidelines and company agreements, comprehensive and far-reaching prevention programmes and medical services.

The Competence Center Responsible Care, CCRC, in which the Medical Director is responsible for the relevant issue, serves as the controlling body for the global BASF Group. Controlling is performed using organisation and performance key metrics which are documented in the respective annual report.

Another major controlling and steering tool for planning objectives is the Health Report which is compiled every 2 years. All the 5 Health Reports prepared so far permit comparative observations to be made in a longitudinal cross section. Each of these Health Reports contains a catalogue of activities specifically related to different influencing factors in condition-oriented and behaviour-oriented prevention.

Regular exchanges are held at a high organisational level in the OSH committee and the "Health" working group, which comprise the competence centers Human Resources, BKK, Occupational Medicine and OSH. This co-operation also includes targeted, scientifically supported prevention campaigns, for example the BASF back pain project, colon cancer screening or the prevention of obesity.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Stop-smoking courses are offered all year round as part of the BASF health programme. Moreover, all trainees/apprentices are informed about the negative health consequences of nicotine consumption at an information event with a lecture and a discussion with a doctor from the Occupational Medicine and Health Protection department.

In 2003, the BASF Occupational Medicine and Health Protection department conducted the health campaign "Smoke-free 2003". Based on this successful "Smoke-free" campaign in 2003, BASF started a worldwide non-smoking campaign for the first time this year. Here, the objective was set to do without smoking for one month together with as many BASF employees as possible worldwide and to increase the long-term awareness of the negative consequences of smoking. The employees who participated were supported by broad-based and innovative extra campaigns in their respective countries.

At the Ludwigshafen site information evenings, stop-smoking courses, regular opportunities to ask individual questions and obtain advice through smoker hotlines and smoker surgeries, medical support in the form of nicotine plasters and chewing gum, an exhibition with interactive media on the subject of non-smoking, brochures, literature and an Intranet platform offering useful background information, helpful links and motivation tips all to do with "not" smoking were available to the employees who wanted to give up smoking.

In addition to the "Health" working group, the "Non-smoker protection" working group also organises a regular exchange within an interdisciplinary team on specific questions all relating to smoking and "not" smoking. Here, not only important issues are discussed but necessary measures to protect the employees are also initiated and supported. Specially trained doctors are permanent contacts.

## **D.2. Strategy & implementation**

At the BASF site in Ludwigshafen smoking is no longer permitted outdoors and in all buildings and offices. Only specially designated rooms or sections can be exempted. The site management and the works council had agreed on the new version of the guideline 5-7 "Fire and smoking ban".

Stop-smoking courses are offered at regular intervals on our Intranet page and in the health programme to employees who want to give up smoking. Moreover, we offer on our "Smoke-free" Intranet pages useful background information and the possibility of a smokers surgery, personal advice on nicotine substitute therapy and a smokers hotline, which provide information and offer help for individual questions and problems.

## **D.3. Evaluation & results**

Regular employee surveys and the regular interdisciplinary exchange in the working groups form the basis for the instigation and implementation of action in relation to smoking prevention and non-smoker protection.

According to one of the last site surveys, 58% of the employees are on favour of a total ban on smoking whereas only 22% object to such an arrangement.

Both the 2003 health campaign and the 2007 survey were evaluated and published in a medical journal.

## **E. Healthy eating**

### **E.1. Organisation & structures**

BASF formulates the following principle in its corporate guidelines: "We challenge and promote the safety, environmental and health awareness of all employees". In addition to continuous improvement processes regarding the respective working conditions, which relate to ergonomics, safety, organisation, leadership behaviour (condition-oriented prevention) in order to prevent health complaints and illnesses, the health skills and the health behaviour of every single employee must also be improved (behaviour-oriented prevention). This also includes activities and programmes on healthy eating. The health promotion centre of BASF – an interdisciplinary co-operation of professionals from occupational medicine and health protection, a sports officer, on-site canteens and the BASF social advice office and pronova BKK – has been implementing programmes and activities on the subjects of nutrition, exercise, medical check-ups and lifestyle since 1996.

This health promotion centre of BASF in Ludwigshafen offers more than 25 different courses all to do with the subject of health. These include courses on healthy eating, e.g. "Losing weight sensibly", "Eating properly on rotating shifts", "Nutrition – Theory and Practice", "How to eat sensibly and relax".

Health seminars for industrial and pay-scale employees have been held in the company's own centre in Breitnau in the Black Forest since 1957. They last one week and focus on ergonomics, lifting and carrying loads, VDU work, mental strains, vigilance (control stations, pressure from deadlines), specific working hours (rotating shifts) and nutrition. In order to achieve efficient learning, the number of people is limited to 20. Some 1,300 employees take part in these one-week seminars every year.

A one-day health seminar is offered to the group of non-pay-scale employees in a special fitness studio of the company in Ludwigshafen. These seminars focus on healthy eating, optimised endurance training with pulse measurements and stress reduction strategies.

A 1½ -day seminar is provided for the top management in a conference and congress hotel with the same focal issues, i.e. nutrition, exercise and stress reduction.



## **E.2. Strategy and implementation**

The requirements analysis is derived from different data sources:

- Regular opinion surveys of the employees
- Evaluation of the occupational medical check-ups by the Occupational Medicine Documentation and Information System (AMEDIS) with regard to nutrition-related illnesses such as diabetes and obesity.
- From the biannual health report of BASF SE, which is prepared under the supervision of the Occupational Medicine and Health Protection department together with other departments, e.g. pronova BKK.

The BASF on-site canteens are responsible for the food served every day and play a key role in the implementation of healthy eating habits of all BASF employees.

In total, there are 7 works restaurants (BGs) on the site premises. One objective is to offer the same food of constant and good quality in all BGs. That can be achieved by the 'Cook & Chill' production method. Every day, 8,000 to 10,000 meals are sold. The guest has the possibility of making up his own meals from various elements.

Additional activities all relating to healthy eating are, for example:

1. Campaigns in co-operation with CMA (central marketing company of German agriculture).
2. All meals are specified with calories per 100 g and per portion.
3. There is a nutrition dictionary on the Intranet, e.g. with an indication of the "Food of the Month": The positive properties of various foods (e.g. "contains secondary plant compounds") are described in detail.
4. Individual advice on nutrition: in close co-operation with pronova BKK

## **E.3. Evaluation and results**

As measuring tools and assessment criteria, the BASF on-site canteens exploit the possibility of taking into account opinions, ideas and wishes as regards the meals offered and the works restaurants for the employees using 'opinion cards'. They are processed and documented immediately. An evaluation is made every quarter.

Health campaigns are evaluated and there are regular post-surveys at certain intervals.

The company's "own" quality assurance tool, i.e. the survey of participant satisfaction, is evaluated after every seminar and the results collated every six months.

## **F. Physical activity**

### **F.1. Organisation & structures**

Activities and programmes for physical exercise/active living are offered by the health promotion centre. In the health programme published every year, courses are offered on the subject of physical activity, e.g. Nordic walking, basic spinning course, back training courses etc. BASF's own sports section in the Human Resources department offers a special range of sports. The company's sports programme is published new every year and it offers a wide variety of different sporting activities geared to various target groups and at flexible times.

The spectrum of courses on offer ranges from aerobics through back fitness and relaxation courses to team sports, cardio training and special courses for particular target groups.

Other programmes and courses for the physical activity of the employees and to strengthen the team spirit at BASF are major events, such as the BASF sport events, e.g. the BASF Company Cup Rhein-Neckar.

## F.2. Strategy & implementation

"Physical activity" is implemented on several levels at BASF. This takes place through the issuing of the company's own bicycles to the employees, a wide range of sports and exercise courses during and outside working hours as well as ergonomic support from the Occupational Medicine and Health Protection department. The employees obtain information on this subject from the Intranet, various information brochures, sports/health programmes and during consultations as part of the occupational medical check-ups. As part of the occupational medical works tours, the subject of physical activity is also examined from the aspect of ergonomic conditions at the workplace. There has been a special health service called ErgoPhysConsults for the works of BASF since 2002. In addition, BASF offers a wide range of possibilities for vertebral column gymnastics and for improving the sitting posture of all employees, whether in the factories or at VDU workplaces. These include offers of workplace gymnastics for active breaks which the works can request from the Occupational Medicine and Health Protection department. In addition, there are various programmes during the lunch break as well as before and after working hours in the company's own sports studio or in partner sports studios where the BASF employees receive reduced rates. The Intranet of the Occupational Medicine and Health Protection department offers a lot of information on the subject of physical activity and ergonomics, e.g. a checklist "VDU workplace". In the health promotion seminars which BASF has been holding for its employees for years, focus groups are formed which are based on the works physician's examinations of all participating workers:

- Employees with load-intensive physical activities, in particular in the production sector (e.g. lifting and carrying loads)
- Employees with a high proportion of sitting activities (e.g. VDU work)
- Employees at workplaces with high workloads from concentration and alertness (e.g. work in the control room) or from working to deadlines
- Employees with working hours which differ from the usual routine (e.g. rotating or night shifts)

### **F.3. Evaluation and results**

The BASF back pain project offers one example of evaluation. In 1994, an interdisciplinary back pain project was initiated under the supervision of the Occupational Medicine and Health Protection department. The co-operation partners were the State of Rhineland-Palatinate, the Institute for Health and Social Research in Berlin, Bundesverband der BKK, pronova BKK, the sports department and the on-site canteens of BASF.

The project started with an analysis of more than 1,000 workplaces in 21 works using works medical tours and written surveys of the employees. Then, some 200 suggestions for improvement in the work situation were prepared in 4 so-called "intervention sites" in health circles (company problem-solving groups). After 2 years, almost 80% of the suggestions had been implemented. Moreover, regular back school programmes were offered. A one-off sum of about € 500,000 had to be invested in this intervention programme. It resulted in a 2/3 reduction in the incapacity to work due to back complaints after 2 years and therefore in an annual reduction in costs of € 500,000.

## **G. Stress**

### **G.1. Organisation & structures**

In January 2001, the Health working group decided to establish an interdisciplinary working group "Reduction of mental loads", which the Occupational Medicine and Health Protection department is in charge of. The identification of shortcomings in the risk assessment of mental loads pursuant to Section 5 of the Labour Protection Law as well as the development of activities for condition-oriented and behaviour-oriented prevention were defined as its main tasks. Another task involves identifying and pooling activities which are already pursued in the company into a management system for mental strains.

Interviews with employees were conducted to identify exemplary work sections from production, technology, sales and logistics, research and development as well as administration and services. Furthermore, results from employee surveys were used. As a consequence, measures for condition-oriented prevention, e.g. in the sense of knowledge management, the so-called Tool-Box for mental loads, were provided on the Intranet. In addition, the Human Resources competence center redesigned the staff appraisal interviews. A female doctor (specialist for psychiatry and psychosomatics) was employed in the Occupational Medicine and Health Protection department who, as a competent contact, is available to answer all specific questions relating to the subjects of stress, burn-out, depression and addictions.

### **G.2. Strategy & implementation**

This year, BASF started a major project called [Generations@Work](#) in which the prevention of psychomental loads assumes particular significance.

To ensure that possible mental loads do not lead to crippling stress, the BASF Intranet has been offering information and help on this subject in the so-called "Toolbox" since November 2002. Using a list of keywords, the user obtains a brief introduction on every point, gains access to brochures, numerous links to internal and external services and a reference to a competent contact. Knowledge available at BASF on mental loads and the various offers were pooled centrally for the first time. It is continually updated and supplemented by more keywords.

The employees can obtain information in various health seminars about more strategies on stress prevention and stress management. In addition to lectures on "Work-life balance" and relaxation techniques, tailored in-house activities are also offered which are geared specifically to the needs and problems in the company.

### **G.3. Evaluation & results**

Employee surveys serve to identify focal points of intervention. Structured employee surveys have been conducted since the mid-1980s. Since being redesigned in 2003, the so-called section questions are designed so that every year roughly one third of the workforce, broken down according to organisational sections, is completely surveyed: These employee surveys are based on the fundamental principle of voluntary participation, anonymity of the information and action orientation of the results. The evaluation of the so-called "health questions" permits conclusions to be drawn about the presence of health complaints and stresses at the workplace. If a certain threshold value is reached, the Occupational Medicine and Health Protection department actively contacts the units affected and offers professional support in the form of presentations, workshops and seminars. The results of the various interventions in the field of stress management of BASF were scientifically evaluated.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bertelsmann AG</b>
Address:	Carl-Bertelsmann-Strasse 33311 Gütersloh
Name of contact person:	Gero Hesse
Function of contact person:	Vice President HR Services
Telephone number:	05241 80 88235
Email:	<a href="mailto:gero.hesse@bertelsmann.de">gero.hesse@bertelsmann.de</a>
Sector:	Media
Number of employees:	27154

Age	Sex		total
	male	female	
up to 35	5016	5549	10565
35 to 50	5986	5914	11900
50+	2167	2612	4779
<b>total</b>	13169	14075	27244

## B. Integration of WHP in the company policy and culture

Workplace health management is an important issue at Bertelsmann. Due to the fact that the idea of partnership is the basis of Bertelsmann's corporate culture we do not think that it is necessary to focus on the topic "health" in our corporate charta or in our management guidelines.

A quote from the Bertelsmann corporate charta highlights the basic idea of cooperative behavior within the company: "In our organization we believe in comprehension and motivation. This appreciation of management requires from both employees and managers a strong identification with the company's goals and methods. Broad information and training, development opportunities, performance-based compensation, dialogue and active participation in decision-making processes provide a basis for identification and motivation. Respect for the individual employee and cooperation determine the relationship between managers and employees."

A regardful cooperation and a dialogue-oriented communication culture between managers and employees has a direct effect on employee health. We believe that the individual employee should take over sole responsibility and attach great importance to this topic. It is the company's responsibility to provide a suitable framework.

Our corporate culture of partnership represents the basis for our dedication to health related topics.

The analysis of the employee surveys that are conducted on a regular basis leads to the academically based finding that healthy and motivated employees are more productive. This led to an array of health activities at Bertelsmann, e.g.:

1957: Foundation of the Bertelsmann BKK; since then cooperations

1977: Foundation of Bertelsmann's own medical service

Since 1989: Sports and health programme

Since 2001: Check Ups for managers

Since 2004: Working team „Mensch & Gesundheit“

Since 2005: Check Ups for everybody

Since 2006: Ageing structure analysis for Bertelsmann companies

Since 2007: Project „Healthy eating“



Due to the decentralized structure of Bertelsmann and the huge decentral leeways the implementation of an integrated corporate health management is only possible with the support of all different managerial levels.

The Executive Board and the working council discuss health related topics in the yearly "Autumn talk". This discussion has been the basis for the implementation of the Check Up for everybody and the foundation of the working team "Mensch & Gesundheit". In this working team, health related topics are identified, solutions are developed and the participants (normally heads of personnel and members of the work council) then discuss the topics in the decentral units.

The central health management institutions at Bertelsmann (Bertelsmann medical service, sports and health programme, Bertelsmann social services and Bertelsmann BKK) support the working team and the health coordinators in the decentral units. Due to our cooperative culture decentral managers in our operative units support decisions made in the working team.

Employees who are interested in health-related topics can participate in the working team "Mensch & Gesundheit" and receive information via the health portal in our intranet. Thus, every employee can participate in our corporate health management system. Moreover, employees can bring in new ideas via surveys, feedback sheets distributed in check ups and our employee suggestion scheme. The regular Bertelsmann employee survey provides another possibility to add own ideas.

Of course, employees are informed about our corporate health management activities. The central communication instrument is our health portal, a Website that gives a well arranged overview of all health related topics at Bertelsmann. Apart from that, communication takes place via other channels, too, which are employee magazines, works meetings or emails.

In addition to these communication channels, we offer advanced vocational training for Bertelsmann employees in different phases of life.

Since 2008, we have also revised our yearly employee dialogues. Every dialogue explicitly refers to the topic "health". All managers take part in a special training to be prepared for this topic. Moreover, every manager training includes basic principles of demographic developments in the Bertelsmann context as a compulsory topic.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Due to our decentralized organizational structure there are no particular people in charge for smoking prevention. Instead, there are employees who take care of this topic. All activities are combined in the working team "Mensch & Gesundheit", which consists of members of the working council, employees from HR departments and health coordinators as well as the central Bertelsmann health institutions such as medical service, health and sports programme, social service and Bertelsmann BKK.

In general it can be stated for Bertelsmann in Germany that smoking is prohibited in offices at all sites and employees are only allowed to smoke in special smoking areas. In the Bertelsmann headquarter, for example, smoking is only allowed in a separated area in our cafeteria. In all offices, corridors and in the canteen smoking is strictly prohibited.

In this context it has to be stated that we avoid talking about a „smoking prohibition“, but rather focus on non-smoker protection. This difference is important because according to our cooperative corporate culture we do not focus on dictation, but on clarification, comprehension and internalisation. If an employee is forced to follow a smoking prohibition without clarification, may accept the prohibition but smoke at home. Our goal is instead to realize a change in awareness.

Regarding the topic smoking prevention there are also Bertelsmann BKK services that all employees can use. An example would be the "BKK Quitline", a service hotline that provides employees with responses for all questions concerning (Non-)Smoking. Moreover, the consultants can focus on individual possibilities to stop smoking and they can provide information about regional offers.

Consultation is free of charge. Moreover, there is the possibility to do an individual coaching with a special focus on quitting smoking.

All different Bertelsmann companies decide for their unit if they want to support the employee financially. There are companies that refund the costs for those courses after the employee has successfully finished it. Other companies contribute a partial refund.

If the employee takes part in an individual coaching, the Bertelsmann BKK pays half of the costs.

If employees want to take part in a smoking prevention programme they can use all different channels mentioned before. From our point of view, smoking is not a topic that occurs in a certain phase of life. Thus, we support young employees as well as elder employees have to pay regard to the smoking prohibitions.

## D.2. Strategy & implementation

The topic "Smoking" is explicitly mentioned in manager check ups and employee check ups. On the one hand, there are questionnaires for anamnesis dialogues, that have to be completed by both employees and managers prior to the check up.

Regarding the managers check ups (participation rate 65%) we know that currently 23% of all managers are smokers. Since the introduction of check ups for managers 10% of all managers have quitted smoking. The analysis for employees is different: currently there are 7% heavy smokers (> 20 cigarettes per day), 30% regular smokers and 70% non-smokers. These figures are analysed every two years (for managers) and every year (for employees). Dependent on the results, preventive methods are offered.

Once again, this topic requires the cross-linkage between all Bertelsmann health institutions. If a check up, for example, shows that an employee has a smoking problem, the Bertelsmann BKK evaluates different preventive activities and the social service as well as the health and sports programme can serve as additional partners to discuss the topic.

There is a multitude of offers for employees to support them to stop smoking. This example elucidates why Bertelsmann has founded its own BKK over 50 years ago. Today, 80% of all employees in the German-speaking region are covered by the Bertelsmann BKK. The example smoking shows that the BKK offers a wide range of prevention possibilities and preventive programmes that could not be offered by a company without a BKK.

If an employee is member of the Bertelsmann BKK, the subsidy for these programmes is 85%.

- Telephone consultation - BKK Quitline
- Coaching via telephone
- Subsidised courses all over Germany – Course database "easy" on Bertelsmann BKK Website
- Weekly programme – BKK subsidy
- Allen Carr's easyway – BKK subsidy
- Online Special "Nie mehr Rauchen!" on BKK Website

Apart from the BKK subsidy, there can be another subsidy paid by the company. This varies from company to company due to our decentralised structure and also depends on fiscal aspects.

### **D.3. Evaluation & results**

Our Bertelsmann employee survey, carried out every four years, does not focus on the topic „smoking“ as the survey is a general survey that does not focus on a specific topic.

We are currently working on a questionnaire regarding the topic „health“, where smoking is mentioned, too (considering the BKK working team “Gesundheitskennzahlen”).

There is also an evaluation with a focus on smoking prevention that is carried out in check ups for managers and employees. Participants are confronted with the topic in the anamnesis dialogue as well as in the discussion of the findings.

## **E. Healthy eating**

### **E.1. Organisation & structures**

At Bertelsmann in Germany there are currently 14 canteens, which are run by the Bertelsmann subsidiary Cultina. All canteens offer healthy food on a daily basis. According to VO (EWG) No. 2092/91 Cultina is certified for ecologically produced food, for Bio Menues and Bio Menue components.

Since healthy eating is one of the most important factors for health maintenance of employees apart from exercise, a project was run to identify the status quo of the canteens' food and if applicable an optimization at all 14 locations in Germany in 2007. This project contains a detailed status quo analysis of the 14 canteens and the offered food and beverages. In order to analyse the outcome even more precisely and to optimize the existing range we will further develop the offered menus in cooperation with the canteens. This project is directed and coordinated by the working team "Mensch & Gesundheit". Additionally, several canteens in Gütersloh participate in the „LIV“ Campaign. This was designed by an external partner who has developed a new food concept. An extraordinary healthy meal is cooked every day and its nutritional value is displayed as well. For the moment the campaign is limited to last four weeks. Depending on employees' responses to "LIV", it could become a permanent offer in the canteen.

Employees can help forming the corporate health management policy by contacting the health coordinator from the working team via the health portal of the Bertelsmann Intranet, when participating in the working team "Mensch & Gesundheit". Via surveys and feedbacksheets of the health check ups, the corporate suggestion scheme and the regular employee surveys, employees also have the opportunity to introduce their ideas regarding the topic "Eating".

## E.2. Strategy and implementation

All locations are equipped with an easy approachable and clean dining section. In the Bertelsmann context the canteen is not only a place for dining, but also a place for communication and networking between employees and executives. Thus it is rather usual to see the founder Reinhard Mohn with his wife Liz Mohn in the canteen of the Corporate Center at lunch time.

A large variety of dishes and beverages is offered every lunch, whereby the emphasis is put on wholesome dishes and beverages. Apart from freshly-squeezed juices and a large range of fruits and salads, there is also a vegetarian such as a low-calorie dish on offer. 2/3<sup>rd</sup> of all dishes and beverages are subsidized by Bertelsmann. Most Bertelsmann firms provide their employees with free drinking water; fruits are rather an exception, but also offered for free by some corporate firms.

The Bertelsmann BKK has a consulting service in terms of healthy eating. This happens in collaboration with the "Institut für Ernährungsmedizin und Diätetik mediGrata". The communication regarding all health-relevant offers and topics takes place via the health section of the Bertelsmann Intranet. Employees can find all important information there. Apart from this the communication also takes place via reports in miscellaneous employee magazines or directly via information stands in front of the canteens.

### E.3. Evaluation and results

All proposals were evaluated by the institute "mediGrata" within the project. In order to realize the status quo analysis, it was necessary to visit the firms and get an insight into the documents as well as the working procedures at every canteen on the spot. Following aspects were evaluated within the analysis:

existing recipes are examined and inspected regarding the composition of nutrients and the used additives and spices

recipes are judged and rated regarding their qualification to cater for a multitude within the "DGE Richtlinien zur Gemeinschaftsverpflegung"

listing of the recipes which are supposed to be changed in terms the judgement

the performance of working processes within the preparation of the dishes and within the presentation and release of the dishes are analysed

Working procedures and listing of the essential changes are judged

Used products regarding the DGE Richtlinien and the contained additives are judged

Listing of critical groceries and products including an argumentation

Examination of the efficiency regarding purchase and working procedures such as staff assignments

Examination of the security at work in terms of Haaccp guidelines

Examination of the observance of the Haaccp guidelines regarding hygiene regulation, product and food storage and delivery and disposal

Examination of requirement to label of dishes and beverages

As a result of this project Bertelsmann's subsidy Cultina, which runs 14 canteens nationwide, employed an ecotrophologist, who actually looks after healthy eating at Bertelsmann full-time, in July 2008. Another part of it is the adjustment to recipe-based cooking and to the labeling of the dishes via a traffic light system such as calorie information.



## **F. Physical activity**

### **F.1. Organisation and structures**

The sports- and health-program at Bertelsmann exists since 1989 and offers a wide range of sports- and health-activities for 12.000 employees at the location in Gütersloh. The most important facts of the year 2007 are stated hereafter.

6.470 participations refer to 3.200 persons in 2007. Rise of 7%.

More than 3.600 participants including extra activities in 2007.

90% of all participations at the fitness- and health-activities were focused on health-based sports

All Bertelsmann firms in Gütersloh are highly involved in health-based sports. They enable their employees to participate in the activities and health courses for free. Further on the demand is rising.

The customer survey from 2005 proves a very high customer satisfaction and appreciation! Prime motives for participating are the quality and range of the activities and the closeness to the workplace (miscellaneous firms have their own gym)

The seal of quality "SPORT PRO GESUNDHEIT" by the "Deutscher Sportbund" expresses a high rate of our program.

The sports- and health-team consists of 5 staff members at the moment who are strengthened by approximately 50 free-lanced trainers, group leaders and health academics. A qualified sports scholar takes responsibility for the leadership. All Firms in Gütersloh equally absorb the costs for the sports- and health-program. Although the participation of the firms is voluntary, all firms take part. This impressively shows that the corporate culture based on partnership also works in this context.

## F.2. Strategy and implementation

Almost all possibilities to physically exercise take place near the workplace, but mostly beyond working time, e.g. during lunch, before or after work. Some firms also include programs, that take place during working time, e.g. midday gymnastics in a manufacturing plant, which is performed in convenient gymnastic rooms by now. There are usually showers on the spot. Moreover there are basic agreements with regional and national fitness studios that offer rather attractive terms to Bertelsmann employees. Information about the sports- and healths program is spread via a brochure, a health portal as well as via the communication at employee meetings or HR manager circles. Suggestions of employees are always accepted.

Furthermore Bertelsmann's apprentices are involved in certain exercise activities. In 2007 the "Aktivtage für Auszubildende" were introduced and are supposed to raise awareness of health and also make clear to young employees, that an active lifestyle is a meaningful aim of business companies, too.

## F.3. Evaluation and results

Customer surveys are conducted on a regular basis. The sports- and health program's last customer satisfaction survey took place in summer of 2005. The last general survey was conducted in the end of 2007. The background of these surveys is not least the organization and factoring of the centrally placed sports- and health program. Since the department finances itself via the apportionments of the participating firms and there ist no obligation to contract for the firms, the program has to meet the top requirements and always be up to date, e.g. regarding the integration of new trend sports such as Nordic Walking.

The survey from 2005 revealed sensational values for the program which has been existing for 19 years. Some examples are:

Question: Why did you decide to to take part in the sports- and health program?

71% due to the quality of the courses

60% due to the manifold offer of activities

56% due to the fact that it is at a reasonable price (usually free of charge for employees)

Question: Do you believe, that your participation at the sports- and health program has an influence on your health and wellbeing?

59% a large influence

26% a very large influence

## **G. Stress**

### **G.1. Organisation & structures**

In 1989 the Social Service at Bertelsmann was founded. In 2007 the Social Service councelled 370 employees. The counselling was utilized by 366 executives and office-holders. Furthermore there were 61 participants at training events and workshops by the Social Service. The contents of such counsellings are for example stress-handling and topics about psychological health. In addition to that the Social Service also supports those employees, who have already experienced disfunctions of phycological areas. A transfer to an appropriate treatment and companionship to the clients are part of the offer. Moreover the Social Service supports former employees and the company with an occupational rehabilitation, it offers stabilizing dialogues and crisis intervation. First diagnostics and a coordination and cooperation with the partners of the treatments also belong to the tasks of the Social Service.

At the moment the position is occupied with 2,26 full-time employees. For now the professions consist of a social pedagogue (management) and social worker and a secretary for administrative tasks. There is no own budget. A consulting position is refinanced by the company (apportionment).

### **G.2. Strategy & implementation**

The differet activities of the Social Service refer to an individual outcome with the affected employee.

### **G.3. Evaluation & results**

In 2003 a customer survey was conducted by the Social Service. The focus lied on customer satisfaction and changes after a consultation. The aim of the survey was for quality securement.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bezirksamt (District Office) Friedrichshain-Kreuzberg, Berlin</b>
Address:	Frankfurter Alle 35/37, 10247 Berlin, Germany
Name of contact person:	Sabine Schweele
Function of contact person:	Co-ordinator of the health management
Telephone number:	+49-30-90298-2493
Email:	Sabine.Schweele@ba-fk.verwalt-berlin.de
Sector:	Civil Service
Number of employees:	1996

Age	Sex		total
	male	female	
up to 35	27	66	93
35 to 50	261	760	1021
50+	308	574	882
<b>total</b>	596	1400	1996

## **B. Integration of WHP in the company policy and culture**

In 2001, the political administration of the District Office Friedrichshain-Kreuzberg decided to strengthen the operational health management and to take up the goal of a healthy company which is now part of the internally and externally represented company's policy. Another decision was adopted in 2008, determining that the health management forms a principle of the district office's personnel policy. In spite of dramatic retrenchments, a half-time job for the coordination of the workplace health promotion has been financed since 2004. This position is administered by a health specialist (Master of Public Health) who works in a team with two human resources managers and one addiction counselor. This work is supported by a central committee, the Health and Personnel Management Consortium (AG Gesundheits- und Personalmanagement, AG GPM) in which the department's management, top executives, staff representatives and experts for occupational safety and health protection regulate the overall process. The foundations of the strategic and operative regulation are, inter alia, databases and coverages that are collected and analysed. This information is then used for the development of strategic concepts and specific action plans. The implemented measures are evaluated and accompanied actively.

Since 2004, there is a concept for integrated health management that cross-links the different players and departments (top executives, staff representatives, workplace protection, company physician, safety engineers, addiction counselors, conflict counselors, inhouse sports activities). A common basic understanding was generated in order to develop appropriate offers and link the activities. In 2007, health and personnel management were concentrated in a concept for health-oriented regulation and operational integration management; this concept implements that health-relevant aspects are part of the management's day-to-day duties and emphasises the preemptive approach in the communication culture between executive managers and employees. Furthermore there is a works agreement concerning flexible labour time, addiction and conflict regulation, which is supplemented by directives for non-smoker protection and guidelines for the human resource development and staff guidance. Once a year, all relevant facts, evaluations and reports are summarised in the file "Health Report" (Gesundheitsbericht) and made available to the members of the AG GPM, the borough councillors and the top management. All activities of the health and personnel management are subject to a holistic examination and, completing the file "Health Report", regularly updated materials are provided in a "Handbook Personnel Management" (Handbuch Personalmanagement). The overall process of the workplace health management is supported by the CityBKK according to § 20 SGB V. In

addition it is constantly accompanied and taken care of by a trained employee from the health team. The medical and safety-related supervision is carried out by a specialist company.

Together with the upper management and the staff representatives, the political management discusses specific tasks to be implemented by the AG GPM, their implementation and the effectiveness of the measures taken. The measures developed by the consortium are coordinated with the top management and made obligatory through the decisions adopted by the political district office. The occupational health management provides the relevant data and support. However, the top managers keep the responsibility for the arrangement of health-improving working conditions and are in charge of the active exertion of influence. The manifold interactions between top managers and their colleagues on issues relating to health at the workplace has led to an alteration of the upper management's self-conception and the corporate culture. Promotion of health has become an integral part of the managerial functions.

The employees participate in the planning and implementation of the measures of the health management, for instance by participating in a team for the development of concepts and the implementation of operational integration management, health committees or through the decentralised processing of analytical findings relating to specific fields and the planning of concrete measures. The essential goals in this respect are: improvement of working conditions, reduction of workload, promotion of health resources, strengthening of personal responsibility, maintenance and increase of productive efficiency and work satisfaction. As a result (after prioritisation by the AG GPM) concrete projects take place, for example team development processes, stress recovery seminars, trainings for the handling of aggressive customers, organisation development, coaching of executive managers.

All activities and reports of the health management are published in the district office's intranet. Information is sent regularly to all employees, the AG GPM presents itself at plenary meetings and articles about occupational health promotion are published periodically in the employees' journal.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

There has been a ban on smoking in all buildings of the District Office Friedrichshain-Kreuzberg since January 1, 2005 applicable to employees as well as visitors. There were exceptions for some separated smoking rooms. In connection with the law on the protection of non-smokers that has been in force in Berlin since January 1, 2008, the political district office determined several methods to implement the law consequently in office rooms and district administration institutions: the smoking rooms have been disestablished and smoking is now generally prohibited inside office buildings. Along with the introduction of the smoking ban in rooms of the District Office Friedrichshain-Kreuzberg, individual consultations, participation in groups and various information material has been offered to those smokers willing to quit and/or searching for advice.

When the smoking ban was introduced initially there was a temporary workgroup in the district office; by now, all actions are determined and coordinated by the Health and Personnel Management Consortium.

Specialists represented in the Health and Personnel Management Consortium are the company physician, an addiction counselor and, operating as co-ordinator of the health management, a health scientist. All are well qualified as regards smoking prevention and protection of non-smokers. The concepts for events and offers concerning smoking prevention are worked out by the addiction counselor and the health management co-ordinator.

In order to carry out smoking prevention events, consulting services and training courses for executive managers, specialised staff from the district office as well as a budget provided by the State Berlin for the operational health management and the support through the City-BKK are available. The offered smoking prevention and non-smoker protection activities take place within the premises of the district office and can be attended during office hours.

The employees can express and discuss their own ideas and requests at any time with the co-ordinator of the health management, the addiction counselor and the staff representatives. These kinds of suggestions will then be discussed and assessed by the Health and Personnel Management Consortium. The results of the staff survey that dealt with disturbances due to cigarette smoke have been evaluated and taken into account before decisions were adopted.



## D.2. Strategy and implementation

The workplaces are inspected regularly. On those occasions also the compliance with the ban on smoking is observed. The Health and Personnel Management Consortium regularly picks up the smoking prevention issue within its requirements analyses, action plans and evaluation.

Since January 1, 2005, there has been a ban on smoking in all buildings (and vehicles) of the District Office Friedrichshain-Kreuzberg affecting employees as well as visitors. Smoking is generally prohibited inside all buildings. However, where this was possible architecturally, outdoor roofings were constructed.

2.5 All employees have been provided with detailed information material, containing details about information centres, contact persons at health insurance companies and offers for stop smoking seminars. Furthermore, information material has been made available in the intranet. During plenary meetings additional information material, for example handouts published by the Federal Centre for Health Education (Bundeszentrale für gesundheitliche Aufklärung), is passed out and there is an information session with a doctor, acting as consultant for employees interested in smoking prevention.

In addition there are advisory services for individuals or groups in the department, offered to those employees that wish to quit smoking. On demand, they can also be passed on to external advisory or support groups.

It has been incorporated in the works agreement on addiction that specially trained employees of the district office act as so-called addict counselors extraofficially. Within the different organisation units they operate as contact persons and direct confidants, offering confidential conversations concerning various aspects of all kinds of addictions. All of the executive managers are obliged to visit an addiction prevention training.

### **D.3. Evaluation & results**

The outcome of a staff survey on non-smoker protection has shown that the ban on smoking is complied with and that the goal to reduce health impairment due to passive smoking has been achieved effectively, regarding employees as well as visitors of the district office. While implementing the ban on smoking the executive managers are supported and advised if necessary. The Health and Personnel Management Consortium evaluates the compliance with the smoking ban in order to inform the respective executive in case the consortium becomes acquainted with sporadic violations of the ban. The smoking prevention offers are evaluated by the consortium, too. The feedback given by staff representatives or in individual advisory services has shown that, for example, the smoking withdrawal courses offered externally are accepted more often than those taking place within the department. Therefore we have increased the procurement of external advisory services.

## **E. Healthy eating**

### **E.1. Organisation & structures**

Balanced diet was one of the key aspects at the Health Day 2005. Adipose analyses and individual nutrition counseling were amongst the offers; fresh fruit, healthy non-alcoholic drinks and an extremely tasty salad buffet were also provided. Since then there have been information events on health-related issues taking place regularly, providing information about maintaining a balanced diet at the workplace. Apart from that the canteen at work offers a wide range of well-balanced and varied food, following the principles of a healthy diet. Of course this includes a considerable salad buffet.

The Health and Personnel Management Consortium and the full-time co-ordinator of the health management are responsible for the planning and coordination of steps taken to increase healthy ways of eating. There is a canteen commission that reappraises the food offered at the canteen.

The co-ordinator of the health management is a trained health scientist and there is a diet physician operating in the occupational medicine service for our district office.

The means for health improving activities are also used for the financing of healthy eating offers. The three canteens operated in the biggest premises are subsidised considerably. As a result the tenants oblige themselves to offer high quality food that is healthy as well as low-priced.

The employees can express their wishes and own ideas at any time by consulting the co-ordinator of the health management, the addiction counselor and the staff representatives. These requests are then considered by the Health and Personnel Management Consortium. Furthermore there are letter boxes hanging in the canteens so that employees can leave their feedback behind.

## E.2. Strategy and implementation

The Health and Personnel Management Consortium regularly considers the topic “balanced diet“ within its requirements analyses, action plans and evaluations.

Some premises have tearooms/kitchenettes which all employees can access throughout the day. There the employees can prepare and warm up drinks as well as small meals. Taking standards of hygiene of foodstuffs into account, these kitchens are inspected regularly. In some office buildings separate canteen areas are available.

The subsidisation of the canteens enables the district administration to influence the composition of offers - regarding quality that is appropriate in terms of nutritional science as well as reasonable pricing structures.

It is not possible to provide the employees with fresh fruit paid with means from the communal budget (taxpayers' money!). However, in the meantime several executive managers have started to buy fresh fruit for their employees which is paid out of their own pocket and which the executives bring along to the meetings.

Fresh drinking water is available in all premises at any time and to all employees - free of charge of course. Furthermore it has also become a custom that several executives themselves pay for other drinks such as tea or mineral water which they offer at meetings. Apart from that, those employees taking care of the horticulture are provided with tea gratuitously during the warmer seasons.

Employees are informed about how to follow a healthy diet during events such as the Health Day, informative meetings or through information given in the staff journal. During all events, trainings or workgroups of the health management the benefits of, for example, replacing biscuits by fresh fruit are – amongst other related aspects – emphasised and it is pointed out how pleasant it is to drink enough fresh water during the day.

For those employees that are interested there are advisory services on healthy nutrition. In case employees have to deal with more serious diet difficulties they are advised to consult appropriate external advisory services.

### **E.3. Evaluation and results**

There are letter boxes hanging in the canteens to provide the opportunity for employees to leave proposals, complaints or requests behind. The feedback given by the canteen visitors is evaluated and dealt with by the canteen commission. The evaluation of the staff survey has shown that there are several employees wishing to have further canteens, especially in the smaller premises. However, momentarily this request cannot be fulfilled because the local conditions are inappropriate in this respect.

## **F. Physical activity**

### **F.1. Organisation & structures**

Several courses for yoga, qigong, tai chi, pilates, progressive muscle relaxation and physiotherapy for back problems are offered in different premises continuously. Apart from that the employees have the opportunity to make use of a mobile massage service. These seminars and courses are organised by the health management and take place within the premises. The employees are in fact allowed to disrupt their labour time in order to visit the courses. During informative events on health-related issues there are also several activities dealing with topics such as active lifestyle or exercise at the workplace. During a test run in 2007, a special workplace programme regarding dynamic ways of sitting, ergonomics and health-supporting behaviour was carried out for the employees working in one organisation unit. A company sports team has been active in the district office for more than 40 years. The range of offers is broad, covering aerobic, badminton, soccer, gymnastics, back training, table tennis, tennis or volleyball. Furthermore there are several local running relays, each of them composed of five employees representing the district office at the annual inter-company fun run in Berlin.

The Health and Personnel Management Consortium and the full-time co-ordinator of the health management are responsible for the planning and coordination of action plans to encourage employees to be physically active and aim for an active living. The company's sports team is, however, organised by volunteers. The running groups organise themselves individually and independently.

All course co-ordinators and massagers are trained specialists.

The means available for health-improving measures are also used to finance action plans for exercise/ active living. The premises of the district office can be used gratuitously for these purposes. Privately organised running groups consisting of district office employees were supported with tricots bearing the company logo for the annual inter-company fun run.

Before the course offers were put into practice there was a staff survey, asking the employees about their interest in exercise offers. New requests and suggestions are still considered and implemented if possible. In case there are at least ten bindingly motivated employees within one work field or office building the co-ordinator of the health management organises the specifically requested course.

## F.2. Strategy & implementation

The Health and Personnel Management Consortium regularly includes the issue exercise/ active living in its requirements analyses, action plans and evaluations. The inspections of the workplaces are also used as an opportunity to inform the employees about measures that can be taken in order to achieve a more health-improving work routine – as regards dynamic ways of sitting, alteration of seating positions or the specific occupation.

The exercise courses and the activities offered by the company's sports group take place during leisure time. However, the works agreement on flexible working hours permits the interruption of work so that the offers can be used also during office hours. Measures such as the working place programme, informative meetings and seminars take place during office hours.

Most courses take place before and after work; this applies also to activities offered by the company's sports group.

The employees' journeys to work and back home often entail commuting through the whole area of Berlin and in part also the state Brandenburg which means that the employees get to work by car, public transport, by bike or afoot. The district office has concluded an agreement on a price-reduced job ticket with Berlin's suburban train company to encourage the employees to leave their cars at home. In addition, all employees can use the district administration's secured bicycle storage rooms gratuitously for the purpose of leaving their bicycles at a safe place during the working hours.

Through the company's sports group various (non-commercial) sports facilities can be used for a marginal fee. Due to the fact that the premises of the district office can be used gratuitously, the courses offered are reasonably priced.

However, there is no possibility to take a shower after the courses operated in the district office's premises. But most courses offered by the company's sports group take place in facilities that are appropriately equipped in this respect.

Advisory meetings for active living/ exercise is available to those who are interested. In case there is a demand for activities that cannot be realised in the context of the office's health

management the respective employees are advised to get in contact with, for example, the local adult education centres.

Employees are informed about active living/ exercise through events such as the Health Day, informative meetings or the staff journal. In addition they receive information about respective courses via e-mail and the intranet. It is always emphasised during those events, trainings, work groups of the health management that deal with issues related to this topic how important physical activities are, especially as a compensation for employees carrying out office work.

### **F.3. Evaluation and results**

The degree of capacity utilisation within the sports courses is evaluated periodically and the activities offered are adapted accordingly. The workplace programme has been evaluated with the help of a staff survey and a presentation and discussion within the Health and Personnel Management Consortium.



## **G. Stress**

### **G.1. Organisation & structures**

Mental health belongs to the main topics of the health management in the District Office Friedrichshain-Kreuzberg. The next ten years will bring along the following changes: the demographic development and staff reductions due to retirements, further staff cutbacks, structural changes and increasing work concentration.

Updated data material is the basis for analyses; the data refers to specific areas as well as particular target groups (considering age, sex, status, professional categories etc.) and was (and is) evaluated accordingly. This information is also used by the Health and Personnel Management Consortium for various action plans. The enormous pressure to adapt to new circumstances has already increased the strain resulting, for example, from stress or burnout.

Analyses that have been carried out continuously show clearly that the number of people at the age of 55 to 65 suffering from mental diseases has increased. The interest in informative meetings, seminars on topics like change processes, ageing and maintaining productivity, dealing with stress/burnout and managing the crossover from working to retirement is very big.

Detailed action plans for 2008/2009 dealing with diversity management/ demographic development/ gender have been developed in order to master upcoming challenges. An age and ageing management has been launched, considering preventive factors especially.

An analysis of the age structure has been carried out in advance. The goal is to inform all age groups about physical and psychological change processes taking place throughout the course on one's life; changing stress situations can then be dealt with appropriately and adequately in terms of age. The operational integration management with the integration team raises this issue in individual advisory sessions. If necessary, the team will also draw up an estimation of the kinds of threats arising at the particular workplace, especially considering psychological strains emerging from the daily work.

The human resources development of new qualified executives focuses on the own health, on the one hand, and on health-oriented management of the company, on the other hand.

In that context also the differences in guiding different age groups are clarified, especially by pointing out possible peculiarities arising. The employees and executives have the opportunity to take advantage of individual consultations.

Often unsolved conflicts are the cause for stress experiences. In that case there are possibilities to consult voluntary conflict counselors in order to support actions taken to manage arising conflicts. Coaching on this topic is offered to executive managers.

The Health and Personnel Management Consortium and the co-ordinator of the health management are responsible for the planning and coordination of measures/ action plans on mental health.

All measures/ action plans on mental health are arranged and held by specialists trained accordingly.

The realisation of events concerning mental health, corresponding trainings for executives and the realisation of projects in particular fields are rendered possible especially due to the support given by the City-BKK, the Unfallkasse Berlin (public sector accident insurer) and the means provided by the state Berlin for the occupational health management. Advisory offers made available to employees and executive managers are guaranteed through the office's own staff capacities. Apart from that the free offers of the public service's education centres (e.g. the activities offered by the institute for administration management) are utilised.

On request, measures other than the regular seminars on stress prevention are realised within the particular sectors. Under those circumstances, also offers adapted especially to the employees' particular stress situations are developed, giving the parties involved the chance to participate in the respective alignment.

## G.2. Strategy & implementation

The issue “mental health” is regularly picked up by the Health and Personnel Management Consortium within its requirements analyses, action plans and evaluations.

If required, employees and executive managers can express their own ideas and needs via the co-ordinator of the health management, the addiction counselor or the staff representatives. These are then brought forward to the Health and Personnel Management Consortium.

Within different sectors of the district office measures such as process optimisation procedures, health groups, team development, improvement of organisation processes, formation of executives, executive meetings, workshops on stress management or work-life-balance etc. are carried out. Especially popular events are seminars on stress prevention/management and burnout prevention. This impression has been confirmed by a staff survey and the obviously increasing demand. Therefore these aspects are amongst the Health and Personnel Management Consortium’s major concerns. Behavioural- as well as context-related aspects of stress reduction and coping with stress are dealt with in this context.

Especially the permanently increasing workload, various legal amendments and the ongoing staffing cutbacks in the public service in Berlin require that the changing working conditions and their perception through the employees are taken into account permanently. That is why the tasks are always adapted to the requirements and determined once a year in an updated organisational chart. The cooperation between different specialists is organised in periodical conferences, project teams and organisation committees within the fields of responsibility. In case of larger transformation processes coming up (e.g. structural changes in the youth welfare offices, local health authorities or regulatory agencies) these are discussed and developed under participation of the employees. The given possibilities of flexible labour time enable a personally susceptible work-life-balance.

However, rotations have so far only taken place occasionally; successful rotations occurred in the health office and at the reception.

The works agreement on flexible working hours has been regarded as being very positive for the configuration of work plans by nearly all of the employees interviewed in the staff

survey. The increased room for manoeuvres thanks to delegation of responsibility, for example, is perceived as positive in general. However, in times of increasing workload it can occasionally cause feelings of overload. This aspect has to be considered permanently and observed by the persons in charge; intensive communication is also required under those circumstances. The required communication structures such as meetings taking place between staff and supervisors have been established in the borough administration.

All employees have the opportunity to visit individual advisory sessions. In case of serious mental problems the parties concerned are advised to seek further external advice through specialist counselors. Due to the assignment of an internal addiction specialist and further voluntary addict assistants, arising psychological strains in case of given addiction problems can be dealt with. There are various offers dealing with stress management (please see above for details). The issue "violence towards colleagues" was discussed in an inter-department health group in 2008 in order to improve protective measures and aftercare.

The employees are informed about possibilities and offers for dealing with stress and mental problems in events like workshops, seminars and information sessions or through articles published in the staff journal. Apart from that, information on upcoming events is published regularly in the intranet or sent to the employees via e-mail.

### **G.3. Evaluation & results**

All measures on mental health are evaluated in statistics; in seminars and workshops the participants are questioned about their degree of satisfaction with the offers. An evaluation of all measures taken by the occupational health management is carried out regularly by the Health and Personnel Management Consortium. The results are then considered in the further planning.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Daimler AG</b>
Address:	HPC: 096 E650 70546 Stuttgart
Name of contact person:	Ursula Spellenberg
Function of contact person:	Head of Health & Safety Policy
Telephone number:	+49 711 17 56406
Email:	<a href="mailto:ursula.spellenberg@daimler.com">ursula.spellenberg@daimler.com</a>
Sector:	Automotive industry
Number of employees:	141.600 (currently working, including fixed-term contracts)

Age	Sex		total
	male	female	
up to 35	26.700	5.500	32.200
35 to 50	64.600	8.700	73.300
50+	29.600	2.800	32.400
<b>total</b>	120.900	17.000	<b>137.900</b>

**B. Integration of WHP in the company policy and culture**

1.	General	Yes	No
1.1	Is workplace health promotion (wellness in the workplace, promotion of a healthy lifestyle / healthy practices, OHS, etc) part of your corporate mission and/or written corporate philosophy statement?	[x]	[ ]
1.2	Does your company policy / constitution contain a written statement on workplace health promotion (e.g. in the form of a works or employment agreement)?	[x]	[ ]
1.3	Do management at various levels support the company policy for workplace health promotion?	[x]	[ ]
1.4	Do employees have active input into the formulation of workplace health promotion policy?	[x]	[ ]
1.5	Have the staff of your organization been briefed on our workplace health promotion policy?	[x]	[ ]

**Please comment on the above questions on the corporate policy and culture in your company (approx. one DIN A4 page)**

Occupational safety and health remains one of the pillars of corporate responsibility at Daimler. To meet the challenges this involves, Daimler AG has further developed and enhanced its strategy for comprehensive OHS processes, and adopted a number of group-wide mission objectives in this area. These OHS statements were implemented in practice last year, and now form an integral part of Daimler's corporate strategy aimed at sustainable value enhancement. The related reorganization of OHS processes is prompting a greater concentration of activities, the coordination of action areas, and more intensive communication. This includes close cooperation with the employees, drawing on their knowledge and know-how as experts on their own workplace, and also a close cooperation with employee representatives that is constantly being enhanced and extended. The aim is to significantly boost the effectiveness of processes and initiatives. Our OHS statements complement and consolidate Daimler's corporate social responsibility principles, with a view to the continuous improvement of working conditions. The focus is on prevention. Daimler already has a successful record of creating a work environment in which employees can do their work without impairing their health.

The "healthy employees in a healthy company" vision has also been defined as a significant

priority in 2008. The mission objectives provide the basis for embedding holistic OHS processes within the company, thereby contributing to ergonomic workstations and the sustainable success of the company. Our OHS mission objectives, like the social responsibility principles, are based on an agreement between Daimler and the employee representatives, and are progressively enhanced and extended over time. We encourage all staff to take the initiative, and we expect health and safety-conscious behavior in the workplace. We also welcome such behavior in their personal lives.

These mission statements emphasize that occupational health and safety is important both globally and at the level of each individual employee.

Holistic, integrated OHS is an essential component of our overall corporate responsibility. This core principle is focused on the goals set out in the Daimler vision, and is also a binding yardstick of our performance in the context of the Daimler social responsibility principles.

Protecting our employees from health impairments, injuries, and occupational diseases forms part of our corporate objectives, and is therefore an integral part of our value-oriented corporate strategy.

- These mission statements represent a continuation of our systematic efforts to prevent work-related health risks.
- The mission statements position a holistic, integrated OHS within value-oriented business management.
- The mission statements are binding for all management and employees, enabling them to work together in an atmosphere of trust.
- We provide the required resources and funding for the implementation of these mission statements, within the limits of our financial capacity.
- Together with employee representatives, we ensure that these mission statements are adhered to, by means of advisory services and monitoring.

The health management advisory process plays a crucial part in workplace health promotion. This process is used to provide advice to specific locations, tailored to their requirements through the use of appropriate performance indicators. As an integral part of the health management advisory process, the "Health experience" concept blueprint was introduced in 2007/2008, in the form of a portfolio.

The aim of this concept blueprint is encourage staff to adopt and maintain a healthy lifestyle through quality-assured initiatives experienced as genuinely useful and effective.

We operate on the basis of the following core principles:

\* The action areas for workplace health promotion are prevention, treatment and rehabilitation, and special programs.

\* Workplace health promotion analyzes, designs, and implements initiatives for employees in good health and those suffering from acute or chronic disorders.

\* All company employees should be empowered to identify health enhancement opportunities at the workplace and in their private lives, and to act accordingly.

<b>Documents</b>	<b>[x]</b>
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*	Company mission	[x]
*	Management policies	[x]
*	Agreements and protocols setting out the focus of workplace health promotion	[x]
*	Works/employment agreement text	[x]
*	Other (please specify:	
	Works agreements: - Health prevention - Düsseldorf - Bremen - Germersheim	

Health & Safety Report 2007

Health Management Advisory Process

Example of a WHP Portfolio (prevention, treatment, rehabilitation, special programs), from Stuttgart



**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## D. Smoking prevention

### D.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have smoking prevention measures and programs in place?	[x]	[ ]
1.2	Are smoking prevention measures and programs planned and coordinated by a specific manager or working group?	[x]	[ ]
1.3	Is/are this manager / the working group members suitably qualified to address the issue of smoking prevention effectively?	[x]	[ ]
1.4	Are adequate financial and/or material resources available for the development of smoking prevention measures and programs (e.g. budget, infrastructure)?	[x]	[ ]
1.5	Are employees involved in the development of smoking prevention measures and programs?	[x]	[ ]

**Please comment on the above questions on your organization and structures in the area of “smoking prevention” (approx. one DIN A4 page)**

Each location has a working group comprising planners, Health & Safety representatives, and works council members.

They have jointly decided on appropriate exterior smoking shelters.

A group-wide agreement has been reached to offer "EasyWay Allen Car" stop smoking programs at the various locations. Other proven programs are also run at our locations, including smoker discussion groups, "Praxis Doppelpunkt," and "10 steps towards being smoke-free." These courses are run by experts from the provider.

Workplace Health Promotion coordinators are responsible for the delivery of stop smoking courses.

Regular exchanges also take place at group-wide level. This working group again includes representatives from Health & Safety (company doctors, health policy advisers) and representatives of the company health insurance fund (BKK). The Board of Management has approved a budget for the construction of smoking shelters, to be taken from the

existing planning budget.

Prevention courses are funded by the health insurance funds, with a part contribution from the employee.

The Daimler company health insurance fund (BKK) provides communications support.

## D.2. Strategy & implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include smoking prevention?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2	Is smoking prohibited in all work areas and common use areas?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.3	If not, is smoking restricted to designated smoking zones?	<input type="checkbox"/>	<input type="checkbox"/>
2.4	If smoking is permitted only in designated smoking zones, is sufficient ventilation provided?	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Does your organization communicate information on smoking prevention (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6	Is support or advice provided for employees trying to quit smoking (e.g. counseling on giving up smoking, therapy programs, incentives to quit)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7	Is training provided for “ambassadors” who will then spread the word and help their colleagues to stop smoking?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on strategy and implementation in the area of “smoking prevention” in your organization (approx. one DIN A4 page)**

Daimler’s main focus is on protecting non-smokers, for example the protection of non-smoking employees from the effects of passive smoking. Accordingly, smoking has been prohibited in all Daimler AG buildings, as set down in a protocol to this effect (see appendix, agreement on addition to the general works agreement on the code of discipline).

Employees and management were notified of the ban on smoking inside buildings in a joint circular e-mail from the Board of Management and the works council.

In 2007, standardized stop smoking courses were introduced as a therapy initiative in the Germany-wide WHP portfolio (see WHP portfolio, under point A).

All senior managers also received a set of argumentation guidelines to help them get the non-smoking message across to their staff. The package also referred to the various ways to quit smoking. Opportunities were offered to attend courses, and key websites and telephone contact numbers were also provided. A flier on giving up smoking was also developed and distributed as a joint project with the Daimler health insurance fund (BKK). On World Non-smoking Day in 2007, cafeteria campaigns on this subject were organized at all plants in the form of information booths, along with details of stop smoking courses available.

All senior managers are given the opportunity to invite the company medical service to address group meetings, etc. on this subject. The medical service has been provided with a set of slides for this purpose, as the basis for lecture-style presentations.

All company doctors offer staff advice on quit smoking strategies and the courses available, and organize enrolments where necessary, at the time of medical examinations and doctor's appointments.

### D.3. Evaluation & results

3.	Evaluation & outcomes	Yes	No
3.1	Are smoking prevention initiatives evaluated (e.g. discussion in a working group, staff survey)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please describe how and when smoking prevention initiatives are evaluated, and who performs this role.**

How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future smoking prevention initiatives? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (*approx. one DIN A4 sheet*)

Following the stop smoking courses held in 2007, feedback briefings were received from all locations as the basis for a review of the overall process and the level of acceptance of the initiatives. Feedback from locations was based on answers to the following questions, provided by WHP coordinators by e-mail:

1. What courses have been offered or are still running at your location in fall/winter 2007?
2. How many courses/meetings have been held to date?
3. How many people in total have attended the courses?
4. At this point in time, do you see a need for further support or courses, information material, or publicity?

The general findings from this process were the approximately 20 courses that took place last year, reaching around 200 employees.

According to feedback received from senior managers, company doctors, and employees, an estimated 15% of employees have quit smoking. Many employees are also smoking significantly less than before.

The protection of non-smokers was initially seen as a very complex area to address, but in spite of some major apprehensions at the outset it is now clear, one year later, that the staff have taken this issue on board, so that compliance with these rules on a day-to-day basis in the workplace is now seen as a matter of course. This is confirmed by the central e-mail "complaints address" set up last year, which is now no longer receiving any messages.

<b>Documents</b>		[x]
*	Company regulations	[x]
*	Workplace/employment agreement texts on smoking prevention	[x]
*	Smoking prevention measures and outcomes (e.g. reports, brochures, articles in newsletters, Webpages, etc.)	[x]
*	Other (please specify): - Agreement on additions to the General Works Agreement rules - Non-smoker protection implementation at senior management level (ppt) - WHP portfolio for the "treatment" action area (see Appendix, point A)	
<p>- Planning and implementation of smoking shelters:  Concept plan for smoking shelters  Non-smoker protection implementation – "Smokefree buildings," Möhringen HQ</p>		

## E. Healthy eating

### E.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have healthy nutrition measures and programs in place?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2	Are healthy nutrition measures and programs planned and coordinated by a specific manager or working group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.3	Is/are this manager / the working group members suitably qualified to address the issue of nutrition effectively?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.4	Are adequate financial and/or material resources available for the development of healthy nutrition measures and programs (e.g. budget, infrastructure)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.5	Are employees involved in the development of healthy nutrition measures and programs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on your organization and structures in the area of “healthy nutrition” in your organization (approx. one DIN A4 page)**

Recent years have seen an increased focus on healthy nutrition initiatives and programs in Daimler AG.

Initiatives are planned and coordinated by a CoC (center of competence) for healthy nutrition within the Health & Safety department at group headquarters in Stuttgart. Several plants in Germany also have their own local "nutrition competence teams" for the implementation of initiatives and campaigns developed by the CoC, and to provide feedback on the outcomes. These local expert groups include econutritionists from the workplace restaurant, sports scientists, medical practitioners specializing in nutrition from company medical services, and representatives from the Daimler company health insurance fund assigned to assist with specific projects.

The objectives are as follows:

- To provide optimum nutrition for the maintenance and enhancement of staff productivity and motivation

- To create and encourage an awareness of healthy nutrition at all levels of management and among the employees
- To make healthy food taste good (enjoyment rather than avoidance)
- To help to raise the health status of the company's staff overall.

Competence teams plan programs and activities, including linkages with other health-related campaigns, e.g. cardiovascular campaigns, anti-diabetes initiatives, weight-loss menus for weight reduction programs, etc. The nutritional blueprints formulated for this purpose draw on the position paper on workplace catering put out by German health insurance funds (in connection with the implementation of Article 20 of the fifth book of the Social Security Code [SGB V]).

Further activities include:

- The introduction of “vitality buffets” in workplace restaurants
- For example, the "vitality buffet" at Sindelfingen includes:
  - Two or three local or Mediterranean vegetables, including a vegetable quiche
  - Potatoes, rice, and noodles in rotation
  - Alternating selection of light, theme-based sauces
  - Small 60-g poultry or fish steaks as additions to the usual menu
  - Sesame seeds, pumpkin seeds, sunflower seeds, and olive oil
  - Restaurant guests choose their own portion size
  - Availability of half portions
  - Healthy nutrition checks on take-out range
  - Offering nutritional advice in plants, by arrangement with the company health insurance fund
  - Addressing nutrition topics at senior management seminars and the publication of nutrition recommendations and information.

Employees are involved in the process through customer surveys in workplace restaurants, e-mail polls, and interviews.

In 2008, a “Move and Eat” activity program has been set up for overweight employees looking to improve their fitness and shed a few kilograms. This is a group training course comprising 12 sessions of 90 minutes each, held outside work hours in company health



centers close to the participants' workplaces. This course aims to motivate employees to change their lifestyle. Eight sessions on exercise and four on diet focus on making participants aware of the connection between their food intake and use of energy, and to experience this as a reality in their own lives. Funding is based on the provisions of Section 20 of the SGB V regulations, with up to 90% of the cost being picked up by statutory health insurance providers. The nutrition-related content offers a wide range of practical information on carbohydrates, fats, and proteins, and also highlights the links between diet and mental wellbeing / stress.

The "1+12" workplace program is an initiative addressing the "treatment" action area in the WHP portfolio. This is a clinic and community-based professional interdisciplinary weight loss program aimed at employees who are obese (= BMI of 28 or higher) or with a BMI of <28 and diabetes (type 2), and/or high blood pressure. The program runs for one year.

Under the program, a one-week stay in a clinic set up for the above indications (= "1") is followed by 12 sport training units completed in the factory sports grounds near the patient's workplace (two sessions of 90 minutes per week, = "12"). This community-based phase is then followed by a six-month self-management phase without any further intervention, during which the participant is expected to continue to follow the newly learned exercise and dietary behaviors on his or her own initiative. Also included in this phase are two refresher weekends back in the rehab clinic, after three and six months, respectively. This is an opportunity for a professionally supervised review of the behavior changes achieved over the past six months.

The main focus of this program is on cardiovascular training, nutritional advice, medicinal training therapy, and various medical (and sports-medicine) tests.

## E.2. Strategy and implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include nutrition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2	Do employees have an easily accessible and clean eating area, in terms of food safety?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.3	Does your organization offer mainly healthy food and drinks?	<input type="checkbox"/>	<input type="checkbox"/>
2.4	Is the selection of healthy food and drinks supported in the workplace (e.g. via low prices, free portions)?	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Is fruit provided free of charge?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6	Is drinking water provided free of charge?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7	Does your organization communicate information on healthy nutrition (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.8	Is support and advice on healthy nutrition available to employees requiring this service (e.g. advice from dietetics assistants, nutritionists)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on strategy and implementation in the area of “smoking prevention” in your organization (approx. one DIN A4 page)**

Modern cafeterias are provided for employees at all plants.

The main priority is to offer healthy food and beverages. The primary focus of the nutritional policy adopted across all Daimler factory catering facilities throughout Germany is on practical and economically viable solutions, and on making our staff aware of the benefits of a healthy diet rather than forcing them to give up their preferred dietary choices.

May 2008 saw the launching of a quality offensive at cafeterias at Mercedes-Benz locations, aimed at delivering multifaceted “better value” outcomes for the customer:

Better value in terms of processes and serving:

- Food-friendly, just-in-time preparation, and production processes
- Serving processes optimized to meet customer requirements

Better value on the plate:

- Commitment to comply with agreed guidelines

- Daily offer of "better value" nutrition

Better value in terms of the customer experience

- Consistent and genuine commitment to customer service

- Suitably qualified staff (subject knowledge / appropriate behaviors).

No flavor enhancers or additives subject to mandatory declaration are used in soups and sauces. Organic products are used wherever possible and appropriate for convenience soup, sauce, and stock products. The general rule is to use the stock naturally generated from the cooking process. Fat and cream levels in recipes are reduced. Fruit and vegetables are generally seasonal and as fresh as possible. Legumes and full grain products are regularly on the menu (at least once a week). The offering of fried dishes has been substantially reduced. Alternative sweeteners are used (e.g. honey, natural sugar). Fresh convenience products are given preference over deep-frozen convenience foods. Dishes are prepared only a short time before use, and wherever possible *in situ*. Product presentation is seen as an essential part of the overall concept (dotting the "i's"). Regular contact with suppliers and supplier surveys underpin the "better value" concept at that level. Catering is ultimately a balancing act!

The favorite dish – and therefore the most profitable – is curried sausage!

But every day, we also offer a salad buffet, etc., as a "healthy" choice.

Healthy choices are encouraged by special prices, or through specially recruited campaign partners, e.g. at Untertürkheim the "Fish Week" organized in cooperation with the German seafood manufacturer Deutsche See, or the Andechs dairy company's dairy products campaign at our take-out counters. Free apples are handed out at special events and campaigns such as "Health Days" and the annual 'flu vaccination program. Nutrition recommendations are given at information events/seminars on health days, at lectures/seminars in the various departments, at senior management presentations, through articles in staff newsletters, individual advisory services in the Company Medical Service, and in the form of recipe postcards (see Appendix for the postcard campaign on health nutrition) displayed in our workplace cafeterias.

Employees wanting to find out more can receive advice from econutritionists from the company health insurance fund, or from company doctors (registrars and general practitioners, some of whom are also qualified as nutrition practitioners).

During the hot summer months, water is provided free of charge, and the same applies to

meetings arranged for clerical staff.

Employees can obtain information on nutrition issues from the Company Medical Service at all locations, and for this purpose the company medical team includes practitioners trained specifically in the nutrition area. In addition, the Daimler health insurance fund offers all members free nutrition advice from an econutritionist.

### E.3. Evaluation and results

3.	Evaluation & outcomes	Yes	No
3.1	Are healthy nutrition initiatives evaluated (e.g. discussion in a working group, staff survey)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please describe how and when healthy nutrition campaigns and initiatives are evaluated, and who performs this role.**

How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future healthy nutrition initiatives? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (*approx. one DIN A4 sheet*)

The Nutrition competency team carries out evaluations using cafeteria customer questionnaires jointly developed with workplace catering services. These questionnaires are distributed and analyzed, leaving a relatively long period between each survey. Aspects covered include the following:

- Level of variety
- Flavor of the food offered
- Temperature of the food
- Innovative dishes ("Dream Steam")
- Process flows
- Level of interest in special campaign weeks
- Restaurant hygiene
- Friendliness of the staff

Employees are also given an Internet e-mail address for submitting their constructive criticisms or appreciation. The team discusses and replies to each comment individually,

and takes action where applicable.

An evaluation of the 1+12 obesity program by Stuttgart University (Prof. Schlicht) showed a significant improvement in almost all the health parameters in this introductory program (see Appendix). Our project partners (Daimler health insurance fund and the Baden-Württemberg AOK, and the pension fund Deutsche Rentenversicherung Baden-Württemberg) were also included in the evaluation design and assessment of the initiative, including adjustments for future programs. In the light of the favorable evaluation outcomes, the program will now be introduced at other locations, and has been accredited with the Daimler quality seal.

By addressing this particular issue, the company is endeavoring to stem the tide of the potential diabetes epidemic resulting from an increasingly overweight population, particularly in view of the need for long-term investments in employee health and wellness to cope with the aging workforce.

<b>Documents</b>	<input checked="" type="checkbox"/>
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*	Company regulations	<input type="checkbox"/>
*	Workplace/employment agreement texts on healthy nutrition	<input type="checkbox"/>
*	Healthy nutrition measures and outcomes (e.g. reports, brochures, articles in newsletters, info pages, etc.)	<input checked="" type="checkbox"/>
*	Other (please specify): “Eating better” catering service (ppt) Cafeteria flier on “Eating better – *knowing the ingredients”	

“Move & Eat” prevention program:

- Poster
- “Inside” (internal press report)
- Concept description (ppt)
- “Move & Eat” postcard campaign (ppt)
- WHP portfolio for the “prevention” action area (see Appendix, point A)

“1+12” therapy initiative:

- Workbook, “It’s up to us! We have to do it ourselves!”
- Concept description (ppt)
- Information sheet for employees
- WHP portfolio for the “prevention” and “treatment” action areas (see Appendix, point A)
- Final report from Prof. Schlicht, Stuttgart University (word + ppt)

## F. Physical activity

### F.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have physical exercise / active lifestyle measures and programs in place?	[x]	[ ]
1.2	Are physical exercise / active lifestyle measures and programs planned and coordinated by a specific manager or working group?	[x]	[ ]
1.3	Is/are this manager / the working group members suitably qualified to address the issue of physical exercise and an active lifestyle effectively?	[x]	[ ]
1.4	Are adequate financial and/or material resources available for the development of physical exercise / active lifestyle measures and programs (e.g. budget, infrastructure)?	[x]	[ ]
1.5	Are employees involved in the development of physical exercise / active lifestyle measures and programs?	[x]	[ ]

**Please comment on the above questions on your organization and structures in the area of “physical exercise” in your organization (approx. one DIN A4 page)**

1.1

As part of workplace health promotion for our employees, we offer a wide range of activities and programs for health maintenance and enhancement. The aim is to make our staff aware of health issues, to motivate them, and encourage an ongoing commitment to health-conscious behaviors.

Daimler AG's in-house company medical centers play a key role in this overarching strategy. Most of our locations in Germany now have health facilities in the immediate vicinity of the workplace. The general concept of these facilities comprises a fitness area, including a wide range of courses, an integrated physiotherapy practice, and a rehabilitation unit. This structure reflects the concepts of prevention, treatment, and rehabilitation, which along with special programs for specific employee groups form the four main facets of workplace health promotion in our organization. Attractive prices and conditions, professional facilities meeting health insurance standards, and optimum quality of services and treatment – not to mention the convenient location close to the workplace – provide strong incentives for our

employees to participate in health promotion programs. Awareness-raising activities include health days, lectures on health topics (e.g. exercise, healthy lifestyle), and health modules in the context of team-building activities, strategy workshops, etc. conducted in the health centers.

Short-term programs and activities are used to motivate employees to take action. A good example is a special health promotion program (F<sup>3</sup> – Fit for Future) offered to our trainees during the first year of their training period, specifically designed for the needs of this target group. For trades staff, we offer a special back pain prevention program based on medicinal strength training, called the "StrengthMobile" [*Kraftwerk mobil*]. A mobile platform visits the workplace over a period of one year, so that they can strengthen their back muscles regularly without any significant time out from the working day. Many participants in this program then undertake further training programs in the health center for their workplace. There are also other device-based back training programs for employees suffering from back pain, organized in cooperation with the Daimler health insurance fund (BKK) and the AOK.

The company is less directly concerned with programs and activities focused on a long-term commitment to physical exercise and an active lifestyle, which are rather seen as a matter for each employee's own initiative and sense of responsibility for his/her own wellbeing.

Facilities are, however, provided in the in-house health centers to encourage staff to "keep up the good work" in this area. The facilities for the three facets described above (prevention, treatment, and rehabilitation) are interlinked, so that an employee successfully completing a course of therapy might switch over to the "fitness" component, for example.

## 1.2

Workplace health promotion is managed and coordinated centrally by a Center of Competence created for this purpose. The CoC performs a planning role, including relevant policy, legal, and tax implications, appropriate funding models and collaborations with external partners, such as the trade associations responsible for accident insurance [*Berufsgenossenschaften*], pension insurance funds, and health insurance funds. There are also designated contact partners at local level, known as "WHP coordinators," responsible for planning and implementing activities and programs, and for coordinating program delivery by professional service providers.

The company's programs in the area of awareness-raising and motivation for exercise and an active lifestyle are also complemented by the longer-term activities available through the presence of the "SG Stern" (or "Stuttgart star") sports club at all plant and branch locations



in Germany.

### 1.3

The WHP Center of Competence comprises an occupational health expert and a sports scientist. Most of the WHP coordinators at the various company locations are sports scientists or hold sports administration qualifications. The criteria for the selection of service providers to deliver programs and activities are set down in quality requirement profiles for each program. In the area of physical exercise, a qualification as a sports teacher, sports scientist, or sports and gymnastics teacher is generally required.

### 1.4

In the case of awareness-raising and motivational programs, most of the funding costs are borne by the company, since this is seen as a corporate responsibility. Additional funding support is arranged through collaborations with external partners such as health insurance funds and pension funds. Employees bear most of the costs for programs designed to help them maintain an active lifestyle in the long term (i.e. fitness studio membership). This is seen as a way of encouraging self-reliance in the health domain. To ensure the availability of activities close to the workplace, Daimler is further extending the system of in-house health centers as described above. These now exist at eight Daimler locations, and another center, to be located in Berlin, is currently at the planning stage.

### 1.5

Regular staff surveys conducted at the end of each program or activity provide valuable information to help the central WHP Center of Competence plan appropriate measures for the future. The performance of our in-house health centers in particular is currently being reviewed as a research project for a university dissertation, which will be completed in the near future.

## F.2. Strategy & implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include physical exercise and an active lifestyle?	[x]	[ ]
2.2	Are physical exercise / active lifestyle programs and activities provided during working hours (e.g. workstation programs, exercise pauses, back posture training)?	[x]	[ ]
2.3	Are there physical exercise / active lifestyle programs and activities conducted before or after work (e.g. back posture training, jogging, football, fitness studio)?	[x]	[ ]
2.4	Does your organization encourage staff to walk or cycle to work (e.g. through financial incentives)?	[x]	[ ]
2.5	Do staff have access to in-house sports facilities or external sport facilities provided under a collaboration arrangement (e.g. reduced fees for fitness and sports programs and activities)?	[x]	[ ]
2.6	Are shower facilities available to staff for use after physical exercise?	[x]	[ ]
2.7	Is support and advice on physical exercise and an active lifestyle available to employees requiring this service?	[x]	[ ]
2.8	Does your organization communicate information on physical exercise and a healthy lifestyle (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	[x]	[ ]

**Please comment on the above questions on strategy and implementation in the area of “physical exercise” in your organization (approx. one DIN A4 page)**

2.1

The issue of physical exercise is included in our OHS risk analyses. On the basis of the analysis results, employees are offered primary or secondary preventive measures, “lift and

pull" training sessions, and ergonomic training courses for assembly-line staff.

## 2.2

To attract employees who might otherwise be reluctant to attend, programs and activities that are directly related to the workplace or impart required job skills are sometimes offered during working hours.

## 2.3

The company offers numerous programs encouraging a healthy lifestyle both within and outside working hours. The aim is to support initiatives taken by the staff on their own behalf. Quality-assured health courses under Article 20 of SGB V, Daimler back health programs (such as the Daimler health insurance fund [BKK] back health program), and programs for employees with metabolic disorders are provided as part of WHP activities.

Employees also help each other – which is what makes the Daimler AG sports club (SG Stern) so successful.

After all, who is better placed to know what sort of activities are required than local staff who are looking to arrange more physical exercise for themselves and their colleagues? They pick up on what their friends are interested in, and, accordingly, programs and activities at local level are tailored to local needs. This is impressively demonstrated by the 60 different sports and games practiced at a similar number of venues in our plants and branches, reflecting diversity of the people in our organizations. Traditional disciplines such as handball, tennis, and volleyball stand alongside more contemporary activities such as inline, snowboarding, or outdoor sport, and health-based fitness programs.

There has also been strong growth in membership numbers in recent years. The membership of SG Stern passed the 33,000 mark in 2007, further consolidating its status as one of Germany's largest sports clubs.

SG Stern Germany recorded a total of approximately 720,000 instances of participation in sports activities in 2007 (see Appendix, image brochure for SG Stern Germany).

## 2.5

In addition to the comprehensive range of activities offered by SG Stern, the company also provides high-quality infrastructure facilities for employee sports activities as part of workplace health promotion. Over the last few years, workplace health centers have been set up at numerous plant locations, comprising a fitness module (e.g. health courses), a medicinal strength training module, and a physiotherapy and rehabilitation module. These

centers provide access to quality-assured programs for employees covering the areas of prevention, treatment, and rehabilitation (see Appendix: business plan for DC Sports World [*Sportwelt*]). Also provided in the health centers are exercise-focused health programs for specific indications or target groups (e.g. 1+12, the Daimler back health program, F<sup>3</sup> "Fit for Future"). Many locations have long-standing sports programs in place for trainees, and since 2007 these have been complemented, on a trial basis, by sports motor performance testing by Karlsruhe University as part of the F3 program. The aim is to measure the actual physical performance of the trainees, so that programs can be designed precisely according to their needs.

2.6, see 2.5

2.7

As part of workplace health promotion, all on-site WHP coordinators at plant locations advise employees and management on the programs and activities available. Company doctors also provide advice during appointments and checkups, and also in the context of information presentations to departments on health-enhancing activities. The Daimler health insurance fund [BKK] also helps employees at outpost branches to find the exercise activities best suited to their needs from the range of workplace health promotion and sports club activities on offer. Information on all programs and contact persons is provided on the Intranet and on noticeboards in production shops, and is therefore accessible to all staff.

2.8

All employees and senior managers receive regular information regarding physical exercise / active lifestyle issues, along with details of the other aspects of WHP, via internal newsletters (e.g. Daimler INSIDE), on the Intranet, by e-mail, circular letters, and noticeboards.

**F.3. Evaluation and results**

3.	Evaluation & outcomes	Yes	No
3.1	Are physical exercise / active lifestyle initiatives evaluated (e.g. discussion in a working group, staff survey)?	[x]	[ ]

**Please describe how and when healthy nutrition campaigns and initiatives are evaluated, and who performs this role.**

How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future initiatives to encourage a more active lifestyle? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (*approx. one DIN A4 sheet*)

3.1

Daimler sees evaluations as very important, with the primary aim of assessing and optimizing programs and facilities, and also our in-house health centers. Hence, scientifically based programs and concept blueprints provide the basis for our activities in all areas of WHP, including physical exercise. The Daimler Health & Safety seal is used to identify programs and activities that have been evaluated and quality-assured.

The evaluation of our initiatives and the resulting ongoing enhancement and optimization process are important objectives for what we do, also involving all the essential actors within the organization (Company Medical Service, workplace safety, OSH, ergonomics, etc.) and external cooperation partners, such as universities, trade associations (who provide accident insurance), the German Pension Insurance Fund, health insurance funds, etc.

Every step in the evaluation process is initiated by the Health & Safety management team, followed by a debriefing when the results are received. The findings provide valuable information for making adjustments and improvements to WHP programs and activities. This gives us the basis we need for effective quality assurance, from analysis, design, implementation, and delivery through to further evaluation of the activities we provide.

All evaluations are based on the quality criteria of objectivity, reliability, and validity. Daimler works closely with selected universities with a range of specializations. Our collaborations with Heidelberg University (Prof. Dr. Huber, in the Sport and Sports Science Department) and Stuttgart University (Prof. Dr. Schlicht, Sport and Exercise Science Department) have been in place for many years. A joint evaluation of the "StrengthMobile" [*Kraftwerk mobil*]

produced the following results:

Improvements in back strength, mobility, pain index, health psychology parameters, and workplace accident days and number of incidents. With regard to musculoskeletal disorders, the outcomes can be summarized as follows: significant increase in the strength of the spinal column extensors, significant increasing in lumbar spine mobility in the extension direction, reduction in perceived pain intensity and frequency, the subject's increased satisfaction with his/her own state of health, and a higher probability of proactive preventive behaviors in future. Positive impacts were also identified at business performance level in terms of time away from work, owing to the reduction in the accident days and the number of accidents. On the basis of these results, the StrengthMobile has now been implemented at six plant locations, and the next project for Düsseldorf is currently being planned.

A relationship of cooperation and close collaboration is also in place with Karlsruhe University (Prof. Dr. Bös, Sport and Sports Science Department), in the area of health promotion for trainees. The sports motor performance tests introduced in this context now form a module within Daimler's F<sup>3</sup> research project (= Fit for Future). The first roll-out of these tests, which will therefore provide the basis for further optimizations, took place at Daimler's plant in Beijing, China in March 2007. Since September 2007, the sports motor performance tests are also being carried out at Wörth and Untertürkheim as pilot locations in Germany, under the supervision of Health & Safety and the university. The evaluation process will be completed by the end of 2009. An evaluation process with regard to Daimler's in-house health centers is currently in progress, in cooperation with Tübingen University (Prof. Dr. Helmut Digel). For this purpose, a student in the

Sports Science course was recruited to carry out a survey of customer satisfaction and subjectively perceived effects on individual health among users of the in-house health centers, as a dissertation topic.

Another Health & Safety strategic partner for the evaluation of joint programs is the Daimler health insurance fund [BKK] (e.g. the Daimler health insurance fund back health program, see Appendix 4). Along with improvements in evaluation criteria such as back mobility and strength, the evaluation of the Daimler health insurance fund back health program also found a very significant decrease in subjectively perceived pain among participants. This

program, too, has therefore been accredited with the Health & Safety seal, and will now be progressively introduced at further locations.

<b>Documents</b>	<b>[x]</b>
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*	Company regulations	[x]
*	Workplace/employment agreement texts on physical exercise	[x]
*	Physical exercise measures and outcomes (e.g. reports, brochures, articles in newsletters, info pages, etc.)	[x]
*	Other (please specify): - "Health center" guidelines - Presentation on in-house health centers - Workbook for F <sup>3</sup> , "Fit for Future" - Workbook for the Daimler health insurance fund back health program "Back to back fitness" [Wieder fit im Rücken] - Image brochure for SG Stern Germany	

## G. Stress

### G.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have measures and programs in place for addressing mental wellbeing and stress management issues?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2	Are mental wellbeing / stress management measures and programs planned and coordinated by a specific manager or working group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.3	Is/are this manager / the working group members suitably qualified to address the issue of mental wellbeing and stress management effectively?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.4	Are adequate financial and/or material resources available for the development of measures to promote mental wellbeing and stress management (e.g. budget, infrastructure)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.5	Are employees involved in the development of measures and programs relating to mental wellbeing and stress management?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on your organization and structures in the area of “mental wellbeing/stress” (approx. one DIN A4 page)**

All Daimler AG locations provide professional support to help management and employees cope with psychosocial issues, through a counseling service. Strategy and implementation in this area is coordinated via a central Center of Competence. Counseling services form part of the overall portfolio of health management activities at Daimler, and are primarily designed to complement preventive services with quality and timely intervention in acute situations when psychological issues reach crisis point.



## G.2. Strategy & implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include mental wellbeing and stress management?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2	Are employees involved in the development of mental wellbeing and stress management programs and activities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.3	Are measures implemented to reduce the level of work-related mental stress (e.g. organization of work processes, working hours, social interactions, work-life balance)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.4	Are measures implemented to make jobs more interesting or for better cooperative relationship (e.g. job rotation, inclusion of different activities, flexible allocation of activities)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.5	Are measures implemented to give employees greater autonomy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6	Does your organization provide confidential advice or support for employees suffering from mental pressure or stress?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7	Does your organization communicate information on mental wellbeing and stress management (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on strategy and implementation in the area of “mental wellbeing/stress” in your organization (approx. one DIN A4 page)**

Daimler AG provides counseling services at all locations to ensure a basic level of support in this area. Management make effective and frequent use of this service (with over 50% of all cases being referred to the counselor by management). This provides valuable support for employees facing a crisis situation, and meets the confidentiality requirement under Article 203 of the Criminal Code [*StGB*]. Statistics also show a high level of "self-referrals" for these in-house counseling services.

This reflects the good level of acceptance for the service, based on the assurance of confidentiality and also favorable perceptions of the effectiveness of the counseling and support service for management and staff.

During the current year, existing services have been complemented by the joint

development of a process with the central works council and an academic institution (Heidelberg University) to analyze mental stress in the workplace. The "mental stress risk assessment" process (abbreviated in German to "GPB") is based on Karasek's model, and is used to assess objective working conditions in terms of various dimensions of work-related mental stress. The development of the GPB process had due regard for the need to ensure compliance with the principles and requirements set down in DIN EN ISO 10075-3 in the given workplace environment. The working conditions are then evaluated by an interdisciplinary team of experts, comprising representatives from the Company Medical Service, OHS, and the works council.

This analysis forms part of the overall context of the general works agreement on risk assessment, and in combination with the other assessment modules will provide the basis for holistic risk assessment.

An agreement has also been reached for 2009 for the joint evaluation of the process and its implementation with the central works council, once the start-up phase has been completed.

### G.3. Evaluation & results

3.	Evaluation & outcomes	Yes	No
3.1	Are mental wellbeing / stress management initiatives evaluated (e.g. discussion in a working group, staff survey)?	[x]	[ ]
<p><b>Please describe how and when stress-related campaigns and initiatives are evaluated, and who performs this role.</b></p>			
<p>How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future initiatives for enhanced mental wellbeing? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (<i>approx. one DIN A4 sheet</i>)</p>			
<p>Counseling services at our locations in Germany conduct standard seminars focused on mental wellbeing among other issues. Management are made aware of the importance of the issue of psychosocial problems in the work environment, and act accordingly. The practical relevance of this training is evaluated through seminar feedback, and regular customer surveys are also going to be introduced.</p>			
<b>Documents</b>			<b>[x]</b>
*	Company regulations	[ ]	
*	Workplace/employment agreement texts on mental wellbeing / stress	[ ]	
*	Measures and outcomes relating to mental wellbeing and stress management (e.g. reports, brochures, articles in newsletters, info pages, etc.)	[ ]	
*	Other (please specify): - Protocol to the "general works agreement on the implementation of risk assessments at Daimler AG pursuant to the German OSH Act" - Appendix to the protocol in the form of a ppt: "Process for the assessment of mental stress – risk assessment of mental stress (GBP)"		
<p>- Information brochure on "risk assessment of mental stress (GBP)"</p>			



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Bahn AG</b>
Address:	Potsdamer Platz 2 10785 Berlin
Name of contact person:	Dr. Christian Gravert
Function of contact person:	Head of Health and Social Policy department
Telephone number:	+49 30 2 97 3 33 67
Email:	Christian.gravert@bahn.de
Sector:	Mobility and Logistics
Number of employees:	193,277

Age	Sex		total
	male	female	
up to 35	20,335	9,623	29,958
35 to 50	79,040	20,498	99,538
50+	54,014	9,767	63,781
<b>total</b>	<b>153,389</b>	<b>39,888</b>	<b>193,277</b>

## B. Integration of WHP in the Company policy and culture

Deutsche Bahn has a total workforce of 253,289 worldwide (of whom 193,277 work in Germany) and for many years has actively encouraged workplace health promotion, as long-term corporate success is ultimately dependent on healthy employees who are able to cope with pressure.

At the Group management level, the Health and Social Policy department is responsible for the coordination of workplace health promotion at the DB Group and for the optimum management, networking and promotion of the services and measures offered in that connection. The department acts as coordinator, initiator and contact for all questions relating to strategies and contents.

Workplace health promotion is regarded as a joint task of management, employees and the corporate health promotion experts.

Management executives, HR management and interested employees have recourse to comprehensive projects and information, all of which are published on the DB Intranet.

These are allocated to four different categories:

Drafting, updating and communicating the fundamental principles of workplace health promotion

Development and promotion of a systematic health management system

Drafting and communicating individual personal measures

Initiation, execution and communication of campaigns

The health structure entitled "DB Health World" was established in the interests of maintaining and promoting the working capacity of our employees in future. This consists of nine individual modules which cover all aspects of health promotion.

## C. Described health topics

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Since 2000, Deutsche Bahn has paid increasing attention to the topics of smoking prevention and giving up smoking. Again, the Health and Social Policy department (9 employees and one medical superintendent) is responsible for project coordination and implementation. Depending on the individual campaign involved, this department works in close cooperation with the workplace health officers and the sports managers. There is also an intensive consultation process with the company medical officers.

In view of the ongoing relevance of the subject of giving up smoking, Deutsche Bahn has provided a separate budget for projects dealing with this subject. The Deutsche Bahn policy is to boost its employees' own responsibility for their health in the long run; the company consequently actively encourages the exchange of ideas and experience with employees and management staff. Ideas from employees and management staff are appraised by health circles, working groups and in surveys and taken into account then planning new projects. In addition to measures addressed to all smoking employees to help them break the habit, Deutsche Bahn also initiates and supports campaigns aimed at specified age groups and occupational groups. For example, Deutsche Bahn offers a special health conference on the subject of addictive diseases for its trainees to raise the awareness of young employees for that topic and thus counteract addictive behaviour at an early stage.

As our aim is to achieve systematic implementation and widespread participation by the workforce, smoking bans are not issued as mandatory rules from above by the corporate management, but evolve individually at the different operational levels.

## **D.2. Strategy & implementation**

As part of an HR initiative, the focus was placed more strongly on the connection between smoking prevention and health prevention measures, especially in view of the increasing average age of the workforce.

The ban on smoking imposed by law on all public transport vehicles and at passenger stations operated by public railways has been enforced without exception since 1 September 2007. This means that the ban on smoking also applies to many DB employees whose workplace is at a station or on a train. Although Deutsche Bahn has not issued a total ban on smoking, individual business locations have actively dealt with the subject of protection for non-smokers and introduced their own individual regulations. Some company locations have introduced separate designated rooms for smokers, which comply with the structural regulations required for smokers' rooms.

Deutsche Bahn conducted a comprehensive survey on the subject of smoking prevention amongst HR managers in order to develop measures and services on the basis of these findings. Since 2002, Deutsche Bahn has actively supported the nationwide non-smoking campaign "Rauchfrei". It also takes that campaign as a starting point for motivating its own employees to give up smoking. The campaign is publicised at the health centres, canteens, DB catering outlets and the rail workers' sports clubs. In addition to printed and electronic information material for its employees, Deutsche Bahn has also signed cooperation agreements with external companies which enable employees to take part in free or inexpensive programmes aimed at helping them to give up smoking.

### D.3. Evaluation & results

Depending on the scope and extent of the project, Deutsche Bahn uses the following methods for the evaluation of projects aimed at helping employees to stop smoking:

- e-mail surveys
- multiple-choice surveys on the Intranet
- interviews with randomly selected management executives and employees
- online surveys
- appeal to employees to communicate their impressions and experience to the project management

The key ratio for assessing the success of such programmes is the growing number of non-smokers at the company.

The specific criteria for the evaluation of a project vary, depending on whether the project was aimed at changes in behaviour patterns or preventive measures.

In order to indicate the consequences of the demographic trends more transparently, Deutsche Bahn has decided to implement a “Demography Monitor”, an early-warning system for HR management, personnel development, university and trainee marketing and occupational health and safety. This is based on a catalogues of indicators which records the key demographic parameters (e.g. health status trends broken down according to age and occupational groups).



## **E. Healthy eating**

### **E.1. Organisation & structures**

Deutsche Bahn has integrated the subject of healthy eating in its workplace health promotion measures as a central element of a healthy lifestyle. Campaigns are organised in close cooperation with DB Gastronomie, who ensure and structure practical implementation at the restaurants for the DB employees.

A separate budget has been provided for the preparation and dissemination of information material. As employees cannot be persuaded to change their own eating habits solely on the basis of information, an additional range of diverse measures aimed at changing behaviour patterns is offered within the scope of the "DB Health World". These focus not only on healthy eating, but also on the subject of exercise, as Deutsche Bahn attaches great importance to the overall health of its employees.

One example is the project entitled "Healthy and Fit", a research project which was organised in cooperation with Freie Universität Berlin and involves the development of individually tailored programmes to promote health. As part of this measure, employees are given advice on the subjects of healthy eating and exercise and are subsequently given support and backup to help them follow through the change in behaviour patterns. This simultaneous change in both exercise and eating habits can achieve a far greater reduction in the risk of developing diabetes or cardio-vascular diseases than if only one of these two factors is improved.

In all these measures on the subject of "healthy eating", Deutsche Bahn pursues the target of strengthening the employees' own sense of responsibility and actively encouraging and facilitating a long-term change in eating habits.

## E.2. Strategy and implementation

The Deutsche Bahn initiatives on the subject of healthy eating support employees who are trying to improve their eating habits at work and to promote their health and working capacities. Information material provides employees with practical advice, background information and suggestions.

Healthy eating is one of the focal areas of the Deutsche Bahn "Health World".

DB Gastronomie runs a project "Conscious eating" in which it influences employees' eating habits by offering healthy food at its employee restaurants throughout Germany. A colour-coding system based on the traffic lights concept indicates the content and composition of the individual dish. The "Healthy Canteen" keynote of the DB catering programme responds to the wishes and requirements of employees. The "Vitality Menu" satisfies the recommendations of the German Nutrition Society and offers the ideal balance between healthy ingredients, sensible side dishes, as well as fish and meat components.

In future, a "Vitality Island" will also be available in response to employee requests. These will offer fresh juice, freshly prepared wholemeal and organic bakery products as well as vegetarian snacks.

Deutsche Bahn provides financial support for DB Gastronomie with an annual sum running into tens of millions, in the form of subsidies for the individual meals to ensure that our employees can be offered good quality and healthy food at affordable prices.

### **E.3. Evaluation and results**

Deutsche Bahn uses the following methods for evaluation of the measures implemented for health promotion in general, and therefore also in the field of healthy eating. Depending on the scope and extent of the project concerned, the following methods may be used:

- e-mail surveys
- multiple-choice surveys on the Intranet
- interviews with randomly selected management executives and employees
- online surveys
- appeal to employees to communicate their impressions and experience to the project management

The decision as to whether, when and in what form evaluation is conducted is made by the steering committee of the project concerned. As the findings of a project are always discussed and evaluated by the steering committee on conclusion of the project, this means that evaluation of all projects is always guaranteed.

Depending on the duration and focus of the project, the steering committee can respond to any feedback from employees and management staff within the course of the project.

## **F. Physical activity**

### **F.1. Organisation & structures**

Disorders of the locomotor system are also the main cause of absences owing to sickness at Deutsche Bahn. According to sports medicine experts, exercise is the only solution to prevent diseases of the musculoskeletal system, so that the topic of exercise in relation to workplace health promotion is a key focus of interest at Deutsche Bahn.

Accordingly, employees are offered a range of information and measures aimed at promoting physical activities. These are designed in close cooperation with the workplace health officers, the sports managers and the company medical officers.

The particular features of individual occupational, gender and age groups are taken into account from the start when developing behavioural and preventive programmes in order to pay due attention to the different effects of various diseases according to age and occupational groups.

In order to facilitate access to sports and fitness courses, regional health brochures will be produced and distributed in 2008. In addition to the existing sources of information, these brochures provide a concise overview of the different health programmes, campaigns and courses available in the individual regions and by Deutsche Bahn in general. These brochures will help the employees to find where different sports are available in their own neighbourhood and will also state the times and costs of the courses.

## F.2. Strategy & implementation

Deutsche Bahn conducts regular surveys amongst management and employees, as well as individual company locations, on the subject of health awareness and behaviour. Exercise and an active lifestyle are a central aspect of these surveys. At the moment, for example, Deutsche Bahn is conducting a pilot project in cooperation with Freie Universität Berlin and Gesundheitszentrum Nordost, which involves computerised capture of the following data:

- objective data such as body mass index, blood pressure, cholesterol level,
- behavioural data (nutrition, exercise, non-smoking) and
- psychological data (e.g. motivation, self-management, competence, employees' responsibility for their own health).

The objective of the pilot project is to find the most suitable strategy for each employee on the basis of psychological counselling to make a healthy lifestyle become a habit and an integral part of the employee's daily life.

There will be a sharp increase in musculoskeletal disorders as part of the demographic change and the increasing age of the workforce. While Deutsche Bahn implements measures to make workplaces barrier-free and suitable for older employees as part of its occupational health and safety measures, it also endeavours to offer preventive measures to avoid risk factors of age-related diseases such as musculoskeletal disorders.

These measures focus on two basic elements:

physical activity patterns at the workplace

raising awareness on the part of management, HR executives and employees by means of action plans and campaigns for an active lifestyle

### F.3. Evaluation and results

Deutsche Bahn offers its employees a variety of active sports in cooperation with other partners:

- different sports at rail workers' sports clubs (around 360 clubs throughout Germany offering 50 popular sports and recreational sports activities)
- Cooperation agreements with gyms (incl. Fitnesscompany, Elixia, Kieser-Training and Interfit)
- participation in sports events and employee tournaments (cycling races, runs, football and volleyball ...)
- health courses (back exercises, yoga, Nordic walking, runner's training, snowshoe walking)

In cooperation with Vital-Kliniken, BAHN-BKK and the Railway Staff Social Services, Deutsche Bahn offers its employees 3 to 14-day health maintenance and health improvement programmes at various DB holiday centres and Vital-Kliniken. As an exercise incentive, it offers employees DB rental bicycles at special low rates.

Articles on the DB Intranet, adverts on bulletin boards and mailing campaigns inform management, companies and interested employees about these projects and programmes. There are also brochures dealing with exercise.

Deutsche Bahn uses the established corporate evaluation methods for the subject of exercise (e-mail surveys, multiple-choice Intranet surveys, etc.).

The central criterion for assessing the success of these programmes is the growing number of employees who actively pursue sports.

## **G. Stress**

### **G.1. Organisation & structures**

Deutsche Bahn also organises a number of measures aimed at maintaining or improving the mental health of its employees.

The ideas and wishes of the employees are identified by means of working groups, health circles and health dialogues and then taken into account when drawing up campaigns/measures.

One example of the implementation of employee ideas is the "ideas competition" run in September 2007 on the subject of "Reconcilability of Career and Family", where the individual DB locations could submit projects and measures. The objective was to raise the flexibility of working hours and work organisation and integrate the ideas submitted for the competition into the structures of the DB Group.

Deutsche Bahn also responds to changing demographic trends and challenges in the area of mental health. A key strategy for the promotion of mental health is aimed at establishing and encouraging the concept of a cross-generational corporate culture which is geared to the different potential of the different employee groups.

The HR initiatives "Employment opportunities in the demographic change process" and "50plus" have enabled more accurate identification of the interests and needs of employees for special age-related aspects. For example, these draw up measures for age-driven management policies, growing employment capacity, staff motivation and loyalty, as well as qualification opportunities and physical and mental fitness programmes.

## **G.2. Strategy & implementation**

As part of the regular assessment of risks required under occupational safety legislation, analyses are conducted of work-induced mental stress and the circumstances relating to work organisation.

As a partial aspect of the work-life balance, the “Reconcilability of Career and Family” project makes an important contribution to increasing the flexibility of working hours and organisation, promoting return to the workplace after family-related leave, and providing support in matters of childcare and caring for dependent relatives.

The management is obliged to take immediate and decisive action to eliminate the causes of mobbing, sexual harassment and any other discriminatory behaviour at the workplace. Assistance is available from the company medical officers, psychological support service and social welfare departments.

Contact addresses are published on the Intranet and brochures are also available with tips on the subject of preventing and coping with stress.

Seminars and special programmes relating to mental health for specific occupational groups have been designed to establish constructive conflict management procedures. Selected occupational groups are given training to enable them to cope better with work-induced stress. In the case of traumatising events, a trauma primary prevention programme is available in addition to emergency support and integrated therapy concepts.

When drawing up regulations on working hours, requests from employees for more flexible arrangement of their working hours are implemented as far as possible.

A job rotation model increases employees’ practical and theoretical skills and also averts monotony at work.



### **G.3. Evaluation & results**

Out of consideration for the integrity of its employees, Deutsche Bahn does not conduct any targeted evaluation of the measures provided in the mental health sector. Irrespective of this, the diagnostic procedures and consultancy services available from the psychological support service and social welfare department are improved and differentiated on the basis of general evaluation and concomitant research. In some cases new methods are also developed and evaluated.

In respect of the campaigns organised by Deutsche Bahn to raise awareness of its employees for the subjects of conflict management, mental health, stress management and prevention, it should be emphasised that the steering committees of the individual projects assess the success of the measures using different methods according to the different project structures and contents. As the findings of a project are always assessed by the steering committee on conclusion of the project, this means that evaluation of all projects is always guaranteed. Depending on the duration and focus of the project, the steering committee can respond to any feedback from employees and management staff within the course of the project.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Rentenversicherung Bund Abteilung Rehabilitation</b>
Address:	Hohenzollerndamm 46/47  10713 Berlin
Name of contact person:	Gabriele Sandner
Function of contact person:	Ärztliche Dezernentin Stellvertretende Abteilungsärztin der Abt. Rehabilitation Projektleitung betriebliches Gesundheitsmanagement
Telephone number:	030 – 865 81509
Email:	<a href="mailto:Gabriele.sandner@drv-bund.de">Gabriele.sandner@drv-bund.de</a>
Sector:	Abteilung Rehabilitation
Number of employees:	<b>6 565</b> Abteilung Rehabilitation incl. Rehabilitations- Zentren der Deutschen Rentenversicherung Bund

Age	Sex		total	
	male	female		
up to 35	77	333	410	793
35 to 50	203	1 076	1 279	1 975
50+	106	422	528	1 580
<b>total</b>	<b>386</b>	<b>1 831</b>	<b>2 217</b>	<b>4 348</b>

## **B. Integration of WHP in the company policy and culture**

The Deutsche Rentenversicherung Bund is undergoing change. Teamwork, integrated processing, client-orientated services are only some concepts which are typical for such changes. In all departments, work or project teams are engaged in preparing or implementing organisational changes.

Such changes can only be successful, if they rest upon common values and concepts. To achieve such aims, our management has formulated six principles of action and intensively discussed their implementation with the heads of department in various workshops. These principles are based on a climate of openness in dealing with each other and are supported by the concepts of responsible partnership.

These principles are awareness of the role in society, future and client orientated as well as efficient services, guaranteed employment as well as management and cooperation based on partnership.

Workplace health management (WHP) is an important instrument within our institution to implement such principles.

In August 2007 the management of the Deutsche Rentenversicherung and our central staff council signed an agreement on WHP. All levels of management of our institution support WHP and stand by its respective projects.

The staff members take an active part in the development of WHP by their statements given in staff surveys or by direct contact with the respective contact persons. Any information and the agreement on WHP can be accessed by all staff members via the intranet.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

By the changes in the workplace regulations on 23.11.2003 our institution established rules for the protection of non-smokers and since 01.09.2007 a general smoking ban has applied in all our office buildings.

Employees who intend to stop smoking are supported by WHP. Therefore we offer courses for breaking nicotine addiction, trained nicotine advisers in all departments who support the staff members, an internet access to the programme for breaking nicotine addiction of the "Bundeszentrale für gesundheitliche Aufklärung (BzgA - federal centre for health education) and the information on telephone advice for smokers, whereby advice is given free of charge in cooperation with the "Nichtraucherbund" (association of non-smokers).

The offers are planned and coordinated by the WHP team under the supervision of the medical adviser of the directorate of the department and by introduction of specialised experts. The courses for breaking nicotine addiction are moderated by a specialised group therapist, who is acting as consulting physician in the fields of neurology, psychiatry and psychotherapy.

All offers are financed by the annual budget of WHP and/or by a co-payment of the employees, but if the courses are certified and the employees are members of a statutory health fund, they are entitled to an 80% refund of the costs under the regulations of Art. 20 of the fifth volume of the German Social Code (§ 20 SGB V).

The rooms for the courses are made available free of charge by our management.

At the end of the course, the employees participate in the further development of the offers by evaluation questionnaires. For further information, please refer to *evaluation and results*.

## **D.2. Strategy & implementation**

The medical service for staff members of our institution gives advice to all staff members within the framework of work and health protection in case of health problems and conflicts, but is also responsible for advising the management on the advantages and requirements of preventive health protection within our institution. This includes giving support on smoking prevention.

Since 01.09.2007 a general smoking ban has applied in all buildings, at all workplaces, in the conference rooms and in the areas open to the public. On account of the costs involved, smoking rooms are not made available.

The smoking ban does not apply in open spaces, since the smoke can escape and as a result the dangers of passive smoking are reduced.

Our staff members are informed via the intranet on our media breaking smoking addiction. Special offers are given by information letters, e-mails and posters on information boards to the staff members.

Those who wish to try to stop smoking receive support and advice by trained smoking prevention advisers and courses for breaking smoking addiction by specialised therapists. Low threshold access to the possibilities of advice is provided by the intranet to the staff members.

Selected staff members are trained to give advice to their colleagues. Thus, they will be able to advise practically and with empathy on breaking smoking addiction. Former smokers who are familiar with the problems and stumbling blocks are in particular suited for this.

### **D.3. Evaluation & results**

The measures are evaluated in a short questionnaire. This is specified for each individual offer, but contains comparable categories. The first question is how the staff members were informed on the offer. Then the organisation of the course is evaluated, followed by questions on the content of the course. The questionnaire also includes questions on the requested date of the course and is concluded by questions on the overall evaluation, including proposals for improvements.

The most important instrument for the evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown.

On the other hand the perception of all measures of WHP, the assessment of quality and effectiveness are included. The results obtained have an influence on the improvements and the further development of future offers.

The result of the evaluation of the courses for breaking smoking addiction was that they have a low acceptance rate. Therefore, the new offer will aim at supporting smokers who wish to stop smoking by trained smoking prevention advisers and by facilitating access to the external offers.

## **E. Healthy eating**

### **E.1. Organisation & structures**

Nowadays healthy eating is difficult for many persons. We therefore aim at offering preventive measures, which will as far as possible avert short- and long-term illnesses (such as decrease in performance, obesity). In this context, offers which support individual and health-orientated changes in the eating habits are particularly important. A further measure and a great challenge are the optimisation of the meals offered in our staff canteen.

Our offers include:

- Lectures and information events on healthy eating,
- Cooking courses for a health-orientated (e.g. Mediterranean) diet,
- Eating and diet consulting,
- Health weeks in the staff canteen with special offers of food.

The WHP team plans and organises the different offers with specialised staff and lecturers. Only qualified persons, such as dieticians, nutritionists, cooks are selected as course instructors.

All offers are financed by the annual budget of WHP and/or by a co-payment of the employees, but if the courses are certified and the employees are members of a statutory health fund they are entitled to an 80% refund of the costs up to a maximum amount of 75.00 € per course under the regulations of Art. 20 of the fifth volume of the German Social Code (§ 20 SGB V). The rooms for the consultations, lectures and cooking courses are made available free of charge by our management

At the end of the course, the employees participate in the development of the offers by completing evaluation questionnaires.



## **E.2. Strategy and implementation**

Approximately every tenth lunch in Germany is eaten in staff canteens. Therefore, whole food nutrition provided by the canteen is important for eating and public health. Balanced food and drink keeps fit and helps to overcome the increasing demands of everyday working life. Therefore, we have made healthy eating a priority of our WHP.

In all office buildings spacious canteens are available to our staff. Unfortunately, the normal standard food is still predominantly offered. A buffet with salads was introduced as the first step towards a healthy diet.

WHP was successful in making aware both the staff members as well as the staff of the canteens of a health orientated diet.

The staff members are supported by advice and information material in relation to healthy eating. Financial support in particular in the form of price reductions does not exist.

Our intranet offers for our staff members provide comprehensive advice on healthy eating, such as recipes for healthy meals. The WHP team is always prepared to answer questions and also establishes contacts to external partners.

Up-to-date topics are published on the intranet, offers for courses and lectures are given as information letters by e-mails and posters on the information boards to the staff members. During events detailed consultation is also offered. To deal with the personal needs of individual persons, nutritionists and dieticians provide individual advice in our rehabilitation clinics.

### **E.3. Evaluation and results**

The measures are evaluated in a short questionnaire. This is specified for each individual offer, but contains comparable categories. Questions are asked regarding the content, the evaluation of the organisation and the date of the event, proposals for improvement, how the staff members were informed on the offer and the overall evaluation.

The most important instrument for the evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown.

On the other hand, the perception of all measures of WHP, the assessment of quality and effectiveness are included. The results obtained have an influence on the improvements and the further development of future offers.

A second important topic is the analysis of the periods of incapacity for work and/or the changes of those in incapacity during periods the different measures are carried out.

The further development of our offers will be influenced by the results obtained.







The results of our evaluation show that 98% of the participants are interested in further series of speeches and seminars. The topic of eating meets with a good response.

## F. Physical activity

### F.1. Organisation & structures

According to the data on sickness and analyses of incapacity for work of almost all health insurance funds, orthopaedic conditions are the source of about 60% of all periods of sickness absence. As most of our staff members perform predominantly sedentary duties and as a result move too little in their daily lives, we developed a considerable number of offers, which are available to all staff members on account of the flexible organisation of the working time.

Our WHP offers the following physical activities:

-  Spinal exercises,
-  Endurance exercise and stretching,
-  Jacobson's progressive muscle relaxation,
-  Nordic walking,
-  Aqua-Fitness and
-  Exercises at the workplace.

The workplaces of our staff members can also be adapted according to orthopaedic and ergonomic aspects by staff members who were trained as advisers and can teach special exercises.

The offers are planned and coordinated by our WHP team. All course instructors are qualified sport therapists, physiotherapists or trainers who received the respective certification by the health insurance fund.

All offers are financed by the annual budget of WHP and/or by a co-payment of the employees, but if the courses are certified and the employees are members of a statutory health insurance fund, they are entitled to a up to 80 % refund of the costs but at a maximum of 75.00 € per course by their health insurance fund under the regulations of Art. 20 of the fifth volume of the German Social Code (§ 20 SGB V).

The rooms for the courses are made available free of charge by our management. At the end of the courses the employees participate in the development of the offers by completing evaluation questionnaires.

## **F.2. Strategy & implementation**

Physical inactivity is the most important source of stress in the office. On account of video screen work the employees perform 80% of their daily work in a sitting position. One third of the population aged between 35 and 50 years already suffers from chronic back troubles and one third of all periods of incapacity of work of office workers is a result of muscle and bone diseases (Source: Statistics of the company health funds). Therefore bodily exercise is a priority of WHP.

A workstation programme is offered. In this context staff members are trained in this field so that they can pass on their knowledge to their colleagues. This programme helps sensitise the staff members to health topics and to take greater care for their health. Potentials for stress are to be recognised and reduced. Basic information (such as structure and function of the spine, stress/demands/effects of stress) is provided, the workplace is optimised and individual advice is given at the workplace.

Our institution has a sports club for staff members, which at present consists of 31 departments with a wide-ranging offer of sport, including unusual types of sport such as Tai Chi, golf, line dance or snooker.

A broad spectrum of consultation is available to interested staff members on an active life style on the intranet and in our staff magazine. Various courses are offered, the course managers are prepared to give replies to any questions.

Up-to-date topics are published on the intranet, information on course offers is provided by information letters by e-mails and posters as well as on the internet to the staff members.

### **F.3. Evaluation and results**

The measures are evaluated in a short questionnaire. This is specified for each individual offer, but contains comparable categories. The questionnaire includes questions on the content, the evaluation of the organisation of the courses, the requested date of the course and proposals for improvements, how the staff members were made aware of the offer and is concluded by questions on the overall evaluation.

The most important instrument of the evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown.

On the other hand, the perception of all measures of WHP, the assessment of quality and effectiveness are included. The results obtained have an influence on the improvements and the further development of future offers.

The results of the evaluation show that 100% of the participants of the exercise courses valued the offers as very good (82.7%) or good (17.3%). On account of such good results, the fact that almost all participants request a continuation of the courses is not astonishing.

## **G. Stress**

### **G.1. Organisation & structures**

To keep up the psychological health of our staff members we offer a wide range of courses. The various existing possibilities shall assist in coping better with psychological stress and reactions of strain and to overcome them.

Thus, courses for overcoming stress are available in which the areas of strain are recognised and solutions are found. Furthermore, we offer autogenic training, laughter yoga, yoga, and GREAT (health, resources and atmosphere management). In GREAT focus groups, the participants perform a type of "staff spiritual exercises" and can talk about everything according to the principle of multidimensionality, which the individual members of the group consider to be relevant. The aim is not to look for mistakes or problems but to examine and optimise a functioning institution and to identify risk factors. Lectures are given every month to inform on questions such as burn-out and phobias but also on prevention and other health topics. In team training (workshops), the different situations that arise in the course of work are analysed and proposals for improvements are made.

The WHP team plans and organises the courses. The medical adviser of the directorate of the rehabilitation department is responsible for a particularly careful selection of the trainers.

The measures are financed by a budget provided by our management and a co-payment of the participants.

## **G.2. Strategy & implementation**

As the greatest pension insurance and rehabilitation institution we consider ourselves particularly obliged in fulfilling the aims of WHP in order to keep the staff members healthy. The agreement between our management and the staff council in relation to WHP aims at maintaining and improving the health and the ability to work as well as the improved motivation of all staff members, in particular with regard to changes at the workplace and the demographic development.

WHP cannot be successful unless the staff members show responsibility for their own health behaviour but also for the good behaviour towards their colleagues. As one measure for reducing the psychological stress caused by work, workshops for the analysis and the improvement of the working situation are organised, in which both staff members and managers take part. Newly created structures facilitate a more individual organisation of the workload.

For each personal situation, individual solutions are sought to balance work and family. In the year 2005, the Deutsche Rentenversicherung Bund was honoured for the third time for family-friendly ways of working.

If problems arise, various possibilities of contact exist, such as the medical staff service, the representative for gender equality, but also doctors can be asked for consultation and support. Information and offers are provided to our staff members by e-mail, posters, the staff magazine or on the intranet.

### **G.3. Evaluation & results**

The measures are evaluated in a short questionnaire adapted to the course offers.

The most important instrument for evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown, but also the perception of the total measures of WHP, quality assessment and effectiveness are to be included. The results obtained have an influence on the improvements and the further development of future offers

The evaluation results of the GREAT focus groups show that a total of three thirds (75.9%) of the participants think that such an offer is useful. Questions are asked regarding the fulfilment of the expectations, the motivation to change of behaviour and the perceptions of the participants in relation to the programme. Regarding the atmosphere, three thirds declared that an open exchange of problems was possible and 86% stated that problems can be solved. Following these results the programme is offered for all teams and should be repeated within a defined time period.





## Model of Good Practice

### A. General information about the company

Company/organization:	<b>E.ON Ruhrgas AG</b>
Address:	Huttropstraße 60 45138 Essen Germany
Name of contact person:	Vali Chan
Function of contact person:	Head of HR Marketing
Telephone number:	+49 (0) 201/184-3832
Email:	vali.chan@eon-ruhrgas.com
Sector:	Energy (402)
Number of employees:	2,548

Age	Sex		total
	male	female	
up to 35	856	279	1,135
35 to 50	634	184	818
50+	417	178	595
<b>total</b>	<b>1,907</b>	<b>641</b>	<b>2,548</b>

## **B. Integration of WHP in the company policy and culture.**

Company health management (Betriebliches Gesundheitsmanagement - BGM) has been a firmly established element of E.ON Ruhrgas's HR strategy for many years now. The company, which is based in Essen, signed the Luxembourg Declaration on Workplace Health Promotion in the European Union and adopted its principles in 2005. Only healthy and well-trained employees can give of their best and thus contribute to the success of the company. This is one of the core principles of the company philosophy OneE.ON.

OneE.ON defines responsibility for colleagues, customers and suppliers, and for our environment, encapsulated in special values that are firmly anchored in the E.ON philosophy.

Responsibility for the health of our employees is implemented in a company agreement. This states that company health management should be consolidated through the establishment of a company health management team 'BGM', headed by the company physician, as an element of the company strategy.

The BGM team develops measures for the maintenance of employee health. This includes promoting health through comprehensive prevention programmes, for example for the early diagnosis of skin, colon and breast cancer, and through vaccinations, fitness programmes and targeted health-related information. Our goal is not so much to cure diseases as to maintain health and detect health risks early. The projects are planned, implemented and evaluated by the BGM team, the company health insurance E.ON BKK and HR.

But the BGM also receives support at the executive level. Thus the second international E.ON Health & Safety Conference was held in September. In the course of three days roughly 170 executives, managers and health & safety experts discussed model projects in the Group relating to health topics.

E.ON Ruhrgas AG achieves a high degree of participation when implementing measures within the BGM. The positive resonance from the latest employee survey reflects the satisfaction with health provision.

The subject of health is reported on through numerous in-house media such as the intranet, which has its own sport and health portal. Flyers, the I-Journal, the newspaper *E.ON World*, posters, the annual HR report and other publications contribute to a high degree of aware-

ness within the company. And the annual Health Day offers good opportunities to communicate on health and to motivate employees to participate in health measures (e.g. stress testing).

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Smoking can cause diseases of the respiratory organs and the cardiovascular system and is thus statistically the most frequent cause of incapacity. For this reason E.ON Ruhrgas has adopted an active smoking-prevention strategy.

Not just active but also passive smoking represents a great threat to health. The primary aim of the measures introduced in the area of smoking prevention is to protect the non-smoking workforce in particular. To achieve and guarantee this protection of non-smokers, smoking cubicles were installed in the company in early 2007. In the course of installing the cubicles, employees were also called upon not to smoke in the corridors, staircases or other communal spaces. In addition smoking is not permitted in any of the meeting rooms.

Furthermore, free non-smoking seminars in cooperation with Easywell GmbH are offered to E.ON BKK members. Free supplementary courses for participants of the main seminar emphasise the long-term character of the preventive measures.

Active smoking prevention is also pursued by means of implementation of an annual Health Day as well as the programme 'FIT bis ins hohe Alter' [Fit Well into Old Age]. During the last Health Day in August 2007 every employee could have their lungs examined. The program 'FITt bis ins hohe Alter' is implemented in cooperation with E.ON BKK and the 'BodyGuard' centre for preventive medicine in Essen, and offers every employee an opportunity for a comprehensive medical examination.

Responsibility for smoking prevention lies with the BGM. BGM plans, implements and evaluates measures in close cooperation with E.ON BKK. They receive financing from the company. Furthermore, a bonus agreement exists between E.ON Ruhrgas AG and E.ON BKK, which also allocates funds.

Through our idea management employees can submit suggestions to improve workflow and work safety and are also able to make suggestions on health-specific topics online. The suggestions are processed centrally and sent to the competent staff for appraisal.

These then decide how the improvements will be introduced.

In addition the works council represents the interests of employees. It is involved in the planning of all measures. Comments and suggestions that can be taken into consideration when developing measures further are always gratefully accepted.

## D.2. Strategy & implementation

E.ON Ruhrgas has at its disposal various instruments for determining a need for action in the area of WHP. Among the most important are the Health Report which is prepared annually by E.ON BKK, and the analysis of examinations by a centre for preventive medicine, BodyGuard Zentrum für Präventionsmedizin GmbH, in Essen.

The annual Health Report contains analyses of incapacity from the data collected by E.ON BKK. These link the frequency and duration of incidences of incapacity to specific medical conditions. The BGM uses the findings to delineate areas for action.

BodyGuard prepares anonymous analytical reports as part of the E.ON Ruhrgas campaign "FIT bis ins hohe Alter". All employees over 45 who are insured with E.ON BKK <sup>1</sup> can go to BodyGuard for a free health examination. These reports have revealed the areas in which there is a need for further action.

At present, however, the only place smoking is completely prohibited is in meeting rooms. In order to protect non-smokers, smoking is limited to the installed smoking cubicles of the Smoke Free System. Smoke is captured near the cigarette, before it has time to spread around the room. A filter system developed especially for tobacco purifies the polluted air permanently before it is returned to the ambient air, completely free of odour and harmful substances.

As a further measure for smoking prevention the company, in cooperation with E.ON BKK, offers its employees an opportunity to take part in stop-smoking seminars. A trainer discusses a series of new insights about smoking and illustrates why it has been so difficult to give up smoking until now.

Numerous in-house media are used to increase awareness of the stop-smoking campaigns among employees. A detailed list of all internal means of communication can be found under "Company Policies and Culture: General Principles".

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<sup>1</sup> To increase participation it is intended to lower the age limit to 42.

### D.3. Evaluation & results

Evaluation and its outcomes are the prerequisites for the further development of measures and provision in the area of smoking prevention. Testing effectiveness is a special focus. The installation of the smoking cubicles brought forth a positive response on the part of the workforce and the utilisation of the cubicles reflects their popularity. Because of this positive reaction around 40 more cubicles will be purchased, and the "Smoke Free System" will be extended to other E.ON Ruhrgas AG buildings. The same applies to the stop-smoking seminars. The number of participants (80) in these seminars shows clearly that there is much interest in them and the help they offer is welcomed.

An anonymous employee survey is another suitable means of obtaining feedback from employees. The BGM can draw conclusions from its results and develop new, improved measures on this basis.

In addition, all employees can make their comments and assessments of measures known at any time, verbally or in writing, to the responsible contact persons. In the HR offices there is also a suggestion and complaints box for the use of anyone wishing to comment anonymously.

More information on idea management can be found under "Smoking Prevention: Organisation and Structures".

## **E. Healthy eating**

### **E.1. Organisation & structures**

A balanced diet plays a major role in promoting and maintaining personal well-being, health and fitness. For this reason E.ON Ruhrgas AG supports its employees through several projects on the topic of healthy eating.

In cooperation with ESG-Consulting (from the Institut für Ernährungsberatung [Institute for Dietary Consultancy]) experts, E.ON BKK offers comprehensive advice on nutrition, which is extended to the employees' children through the 'FitKids' programme.

In addition to the advice offered, employees have access to information booklets such as "Gesund ernähren" [Healthy Eating] from E.ON BKK. The annual Health Day also contributes to awareness of the topic healthy eating. This year employees will be offered stroke prevention, a cardiovascular check-up (test for blood sugar and blood pressure, cholesterol screening).

Further, quarterly health consultations will be offered on the subject of healthy eating. Specially invited experts will talk on health-specific subjects before answering questions.

A new campaign was introduced in the spring of 2008 by E.ON BKK in cooperation with ESG-Consulting, "E.ON Ruhrgas is(s)t fit" [E.ON Ruhrgas Is (Eating) Fit]. The aim of this action month is to reduce participants' weight. In addition to a diet plan the participants are given regular theoretical training, e.g. on the subject of healthy cooking. A weekly discussion evening is designed for the exchange of experience and to sustain motivation.

As a special activity at the end of the training, a joint shopping and cooking course was organised to put the theory into practice. Participation in this programme is free to all employees.

In the company restaurant employees can purchase a healthy and inexpensive breakfast in the morning and at midday there is a choice of three meal menus daily. The extensive salad bar and fruit on offer emphasise the importance of healthy food.

As an additional option E.ON Ruhrgas AG introduced its "Fitnessteller" [Fitness Meal] in August 2007. This is designed to meet current nutritional guidelines and contains only 500 kcal.

Since all these measures are initiated and implemented by the BGM team under the leadership of the company physician and E.ON BKK, a competent professional team is always available for consultation. Furthermore, provision and activities are supported by ESG-Consulting and the company restaurant. They are financed by the company and through the bonus agreement with E.ON BKK.

## **E.2. Strategy and implementation**

In the area of healthy eating, too, the E.ON BKK health report and the analysis of Body-Guard examinations are used to determine the need for action to promote nutritional awareness. In this case, however, particular attention is paid to the risk factors high cholesterol and blood sugar levels and their associated conditions.

Healthy eating is the foundation of physical well-being. Thus E.ON BKK, in cooperation with ESG-Consulting, offers its members a personal dietary consultation. Two different courses are offered: a) “ESG-Gewichtsmanagement – erfolgreich abnehmen” [ESG Weight Management – Lose Weight Successfully], and b) “Richtig genießen – schlauer essen” [Enjoy Eating Sensibly]. Both courses deal with successful long-term weight loss and how to put together a balanced diet. The objective is to promote healthy attitudes in employees and keep them informed about the latest developments relating to healthy eating.

For the ‘FitKids’ programme the ESG-Ernährungsberatung team is developing a diet and exercise plan specifically designed for our employees’ children aged 10-13. A share of the cost is borne for all E.ON BKK members and their children.

Additionally, employees can look up our “10 Tips for a Whole Food Diet” on the sport and health portal in the intranet.

E.ON Ruhrgas AG would like to support all employees in their decision to eat a healthy and balanced diet. For this reason the company restaurant uses only high-quality ingredients. Among other healthy foods there is a large selection of salads and fruit, and the “Fitness Meal”. A lunch consisting of Fitness Meal or buffet lunch, including salad, fruit, dessert and water costs only 3 €. To finance this rich assortment of high-quality foods, E.ON Ruhrgas AG grants the company restaurant extra funding.

E.ON Ruhrgas also provides its employees with free fresh fruit and drinking water daily, even when the restaurant is closed.



Apart from the usual communication media which serve to keep the workforce informed about activities, employees can also download health-related information from the online library at Academy Online, the group-wide E.ON learning platform.

### **E.3. Evaluation and results**

Evaluation and its outcomes are prerequisites for testing effectiveness and also for further development of measures and provision in the area of healthy eating.

With regard to meals the evaluation is conducted by determining the quantity consumed in each case. The large quantity of apples and pears consumed – 100 kg within a week – reflects the popularity of this service. Particular attention is paid to the demand for the Fitness Meal in order to assess the extent to which provision available through this project is utilised. Of the approximately 1,000 lunches served on any one day in the company restaurant around 100 employees choose the Fitness Meal. This clearly demonstrates that the option is appreciated.

There was also a great deal of positive feedback in response to the campaign “E.ON Ruhrgas is (Eating) Fit”. The majority of the 100 participants registered personal success with the programme and was very appreciative of the special course on shopping and cooking together.

Further evaluation instruments include, as in the stop-smoking campaign, an employee survey and idea management. But direct communication with the responsible contact persons and use of the suggestion and complaints box are also options which employees can use to provide feedback about measures and provision and in this way influence further development and change.

## **F. Physical activity**

### **F.1. Organisation & structures**

In addition to healthy eating, physical activity plays an important role in maintaining health and increasing physical fitness.

The sports association founded in 1929 offers E.ON Ruhrgas AG employees a comprehensive palette of sporting activities. Currently 2,002 members take part in 27 different types of sport. Most of these sporting activities are represented in the 46 different plants, too. Any employee can join the sports association.

The different sports are organised by voluntary leaders who are E.ON Ruhrgas AG employees, and the head of the sports association. When carrying out sporting activities many sports have competent personnel such as exercise leaders and trainers available.

Another offer in the sphere of physical fitness is the BKK Active Week. This one-week short holiday takes place in selected spas and is a particularly successful and proven health promotion measure. The participants take part in an interesting and active programme, from relaxation training, spinal exercises and walking to load testing on the cycloergometer and many other activities.

To prevent back pain as a result of lack of movement and increasingly sedentary office work, E.ON Ruhrgas AG focuses especially on the treatment of neck and lumbar complaints. In this context E.ON BKK, in cooperation with a team from Novotergum and the Forschungs- und Präventionszentrum [Research and Prevention Centre], offers employees a personal therapy concept. Its objective is to achieve and maintain long-term freedom from pain through an individualised treatment plan. E.ON BKK members who have been diagnosed as having a “chronic back condition” are given a specifically designed year-long therapy for no extra charge.

In addition, employees always receive information booklets from E.ON BKK which contain exercises for a healthy back, for example. The annual Health Day offers an ideal opportunity to look into the topic physical exercise. This year’s Health Day will include the offer of a back check-up.

The campaigns are initiated by E.ON BKK and BGM. The cost is covered by the E.ON Ruhrgas AG annual budget and, as regards the sports association, by membership fees. Apart from direct financial help the company also provides the sports activities with some equipment and even venues.

## F.2. Strategy & implementation

The trend to primarily sedentary occupations is leading to a substantial lack of exercise. This in turn is leading to ever more conditions such as chronic back pain and high blood pressure. The E.ON BKK health report and analysis of the BodyGuard examinations provide confirmation in the area for action Physical Health.

E.ON Ruhrgas offers its employees a comprehensive programme of sports to combat the lack of physical exercise which includes something for everyone. Most of the sports association groups meet in the late afternoon after work. Many of the sports groups make use of the multipurpose hall in Essen-Kray. The multipurpose hall has two separate changing rooms for men and women, each equipped with several shower cubicles. The *Sportlertreff am Baldeneysee* also offers changing rooms and showers and a wonderful opportunity to spend a few relaxing hours in pleasant surroundings after exercising.

One of the measures designed to allow a change of posture during working time is the introduction of height-adjustable desks, high desks and office chairs with adjustable backs and seats. This allows employees to alternate between sitting and standing while working.

Further, as part of the campaign 'Fitnessstudio im Taschenformat' [Pocket-Sized Gym] all employees were given a Thera-Band and an exercise booklet at the beginning of 2007. In short breaks or at home, gentle strengthening exercises can be performed to tone and firm muscles.

Since managers in particular cannot always find the time to take part in all sporting activities, management employees are being offered a free aquafitness course for a period of one year. This course takes place in cooperation with the *Kurhaus im Grugapark*. Included in the course is a voucher for a free Nordic Walking Personal Training Session.

The BGM team, those responsible for the sports association and the experts of our cooperation partners (exercise leaders, physiotherapists, etc) form a competent group of contact persons ready to answer employee questions at any time and to provide a comprehensive consultation service. Employees receive more information about measures and provision relating to Physical Exercise in particular via the sports and health portal on the intranet and via the usual channels of communication such as flyers and similar.

### **F.3. Evaluation and results**

The greatest indicator that E.ON Ruhrgas AG is on the right path with regard to physical exercise is the above-average participation in the sports association, which has 2,202 members. When it was founded the sports association offered only five categories of sport. This has now grown to 27 categories. This development shows clearly how much interest there is in such activities. New categories of sports are introduced continually. The initiative for starting up a new sport often comes from the employees themselves.

Apart from taking part in training, many employees visit competitions and national and European tournaments with their particular sports group.

In connection with the personal training and therapy concept to combat neck and lumbar complaints E.ON BKK receives feedback on the success of the therapies and can develop any other necessary measures. Ninety-nine percent of the over 90 participants in 2007 were completely cured by the therapy concept or now have only slight problems which can be treated by simple exercises. The response was therefore very positive, and it would seem worthwhile considering expanding the programme.

The instruments for the evaluation of measures once again include the suggestion and complaints box, idea management and an employee survey.

## **G. Stress**

### **G.1. Organisation & structures**

Almost everyone experiences stress, but hardly anyone looks into the causes in depth. Serious illness can be the consequence. This is why the topic Stress Management is an area for action in the 2008 personnel strategy and a very important topic for the company health management.

The development and implementation of campaigns on the subject of Stress are carried out by BGM with the involvement of E.ON BKK. When dealing with Stress Management the team is joined by qualified psychotherapists.

The existing measures for stress management include diverse seminars at the Zentrum für Training und Weiterbildung [Centre for Training and Continuing Training – ZTW]. The ZTW is E.ON Ruhrgas's own continuing training centre. The range of provision relating to Stress includes seminars such as "Umgang mit Belastungen, persönliches Stressmanagement" [Dealing with pressure, personal stress management]. In most cases the seminars are led by external qualified personnel.

Additionally, employees have the option of taking part in autogenic training (Relaxation through Self-Hypnosis) courses. The courses are led by a trained and qualified psychotherapist.

It is also possible to call up information and tips on stress management on the intranet or read about it in the E.ON BKK booklets. The spectrum ranges from instant relaxation exercises to information about progressive muscle relaxation and yoga.

The subject of Stress was also represented at the last Health Day, by four introductory courses: Autogenic Training, Progressive Muscle Relaxation, Instant Relaxation and Fantasy Journey. Employees could also take part in a stress screening.

Responsibility for employees lies with management. As a consequence, it is management's task to limit the exposure of their staff to stress. For this reason, from November 2008 the training programme 'Beurteilungen psychosomatischer Erkrankungen' [Assessments of Psychosomatic Conditions] has been introduced for managers so that they can act as in-house advisors and become sensitive to the stress load on their staff.

Costs are covered by E.ON Ruhrgas and the bonus agreement with E.ON BKK. Expenses arising from the seminars at the ZTW are borne by E.ON Ruhrgas through the costing point of each department. In addition the company provides rooms for the seminars and Auto-genic Training.

Participation by the workforce in the further or new development of measures and provision is, as with the other areas of WHP, via idea management, the representation of interests through the works council or through direct contact with the appropriate contact person in BGM.

## **G.2. Strategy & implementation**

To reveal the need for action to reduce the cardiovascular threat from stress or other psychological pressures, information is gathered from the Health Report and evaluation of the BodyGuard examinations, but also from the stress screenings carried out on the Health Day. This provides an opportunity to recognise areas for action relating to mental and emotional health.

The family-friendly orientation of company policies is the basis for a better balance of work and family and thus an important step towards reducing stress and maintaining mental and emotional health. Among the possibilities offered by E.ON Ruhrgas are, apart from part-time job opportunities, the flexible hours model and child-minding facilities.

The flexible hours model means that employees can choose which hours they work. "Alternating teleworking", introduced in 2007, contributes to achieving this balance by making it possible to work either in the office or from home.

Of course, employees who do not have children but wish to decrease their workload for other reasons can also take advantage of the flexible hours model, teleworking and the option of working part-time.

The measures with regard to childcare include putting parents in contact with daycare workers through the *pme Familienservice* and allocating kindergarten places in cooperation with the *Friede* kindergarten. To meet short-term childcare needs working mothers and fathers can also take their children to work with them. A specially equipped parent-child room is available for this purpose.

Relatives often find it difficult to find a viable solution when a member of the family is in need of care or assistance. The *pme Familienservice* offers personal advice in such situations

and puts relatives in contact with caregivers. E.ON Ruhrgas AG bears the cost of consultation and mediation.

Varied and interesting tasks as along with opportunities for further development are also important for maintaining mental and emotional health. For this reason employees can opt for job rotation. Within the framework of this provision employees have opportunities to get to know other companies, countries and people throughout the E.ON group and in this way to develop their own potential. In particular this can be achieved by a longer-term position abroad.

If employees wish to have a confidential consultation because they are suffering from pressure or stress, they can at any time approach the company physician who will give them addresses of external specialists.

Awareness of these measures and provision among employees is achieved through the usual channels, such as the distribution of flyers, publicising on the Intranet and so on.

### **G.3. Evaluation & results**

In addition to the usual means of evaluating measures, such as the use of the suggestion and complaints box, the E.ON employee survey, idea management and verbal or written feedback by means of direct contact with those responsible, feedback sheets are being distributed as an instrument for evaluation. All these techniques allow employees to influence the further development of programmes and campaigns.

Feedback sheets provide an excellent means for the evaluation of courses. They are used in the evaluation of seminars that take place in the ZTW. At the conclusion of a series of courses, questionnaires are distributed to the participants asking about satisfaction with the content of the seminars and the speakers. The feedback sheet is filled in anonymously and handed in at the end of the course. The insights gained in this way are used to optimise measures relating to mental and emotional health or to expand the provision of courses. The results of the questionnaires are also forwarded to the speakers to pass on praise, constructive criticism or suggestions for improvements, and thus to enlist the help of speakers in the further the development of the seminars .

Observation also plays an important role here, in the evaluation of the procedures for maintaining and promoting mental and emotional health. Thus the number of participants in seminars reflects demand and gives an insight into the benefit and use of each.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Freie Universität Berlin</b>
Address:	Kaiserswerther Str. 16-18 1495 Berlin Germany
Name of contact person:	Mrs. Regina Adolphs
Function of contact person:	Head of workplace health promotion office
Telephone number:	0049/30/838 -53304
Email:	bgm@fu-berlin.de
Sector:	80305
Number of employees:	6117

Age	Sex		total
	male	female	
up to 35	1.337	1.485	2.822
35 to 50	769	989	1.758
50+	739	798	1.537
<b>total</b>	2.845	3.272	

## **B. Integration of WHP in the company policy and culture**

Freie Universität Berlin, a center of instruction, learning, and research, is one of Berlin's largest employers, with a staff of 6,117 and 32,160 students. Promotion of occupational health is a tradition at Freie Universität Berlin, culminating in the university's implementation, in 2003, of its holistic occupational health management policy.

The structural changes taking place in higher education, the processes of change they entail at Freie Universität Berlin, and societal and social developments such as demographic change represent increasing challenges to the involvement and flexibility of everyone affiliated with the university. In light of this pressure, Freie Universität Berlin intends to use an array of measures to strengthen and support its employees, keep them healthy in body and mind, and provide them with opportunities for further education – all so that they can continue to successfully meet their legal mandate and face present and future challenges with flexibility, creativity, and enthusiasm.

The university's health management policy encompasses all of its groups – from faculty and executive administrators to those members of staff who support the university's academic endeavors, such as administrative assistants and animal caretakers. The agreements and measures established within the "Fundament Gesundheit" ("Healthy Foundation") steering committee – the body coordinating the initiatives aimed at promoting good health – involve the representatives of all interest groups and divisions, under the leadership of the President's Office, and are reached by consensus wherever possible. This means that it is not necessary for the university to enter into separate service agreements in order to ensure that its occupational health management policy is successfully implemented. The healthcare measures are financed using university funding and in cooperation with various health insurers. In line with the university's holistic approach, these activities are both behavior-oriented and relationship-oriented and require the active participation of employees from all university employee groups.

A sustained, comprehensive campaign aimed at enhancing occupational health cannot, however, end with individual measures. Instead, it is the campaign's connections with other structures and processes that promote health potential that show benefits to all participants.

The integration with other divisions and projects is therefore an important task area of focus within the field of occupational health. Discussion of health-related topics, such as leadership, on-the-job learning, information and participation, or demographic change has effects beyond the actual work that is performed under the occupational health program. These issues are also taken up with respect to general personnel development strategies and combined with other topics like the “family-friendly university.” Freie Universität Berlin takes its public mandate, and the social responsibility it entails, seriously. Promoting health potential plays as great a role as supporting employees and students with family obligations.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Due to the legal requirements established by the Act for the Protection of Nonsmokers (*Nichtraucherschutzgesetz*) in the State of Berlin, absolutely no smoking is permitted in public spaces, including Freie Universität Berlin.

Freie Universität Berlin supports those employees who are trying to quit smoking. For example, Health Services offers individual consulting appointments for smokers and publishes a flyer on quitting smoking that lists the various facilities and institutions that assist smokers. The Continuing Education Center (Weiterbildungszentrum) of Freie Universität Berlin also offers courses on quitting smoking. In addition, Occupational Health Management provides information on the topic through posters and on its own homepage on the university's intranet. A health letter is currently being drafted.

### **D.2. Strategy & implementation**

Please see description above

### **D.3. Evaluation & results**

Please see description above

## **E. Healthy eating**

### **E.1. Organisation & structures**

The occupational health initiative at Freie Universität Berlin also embraces the subject of a healthy diet. The measures in this area are combined with and coordinated with the Continuing Education Center, through work with the “Fundament Gesundheit” (“Healthy Foundation”) steering committee. The Continuing Education Center offers seminars aimed specifically at apprentices, for instance. The courses supported through the health management program include a four-class cooking sequence “Cooking Ideas for Young People – The Ins and Outs of Modern Cuisine.” Freie Universität Berlin pays participants’ enrollment fees. Like all continuing education courses, the cooking classes are also evaluated by the Continuing Education Center.

### **E.2. Strategy and implementation**

Please see description above

### **E.3. Evaluation and results**

Please see description above

## **F. Physical activity**

### **F.1. Organisation & structures**

The program offered is developed and coordinated by various bodies. The university's own Continuing Education Center and the Center for Recreational Sports at Freie Universität Berlin ensure that the activities offered are an integral component of the university's structure.

This structural integration offers a number of advantages:

- Activities are easily accessible to all employees. At the beginning of each semester, all employees of Freie Universität Berlin receive special program guides announcing the available courses and activities, which are also listed on the internet and the university's intranet. Registration is easy and can be done by fax or online.
- The activities and courses are developed with active employee participation and are aimed at and adjusted to their specific needs. Participants fill out course evaluation forms, ensuring that the Continuing Education Center receives direct feedback on course instructors and can make adjustments or changes, even on short notice, where appropriate.
- The programs enjoy great success, in large measure due to close cooperation between the Continuing Education Center and the Center for Recreational Sports. The activities and courses offered by the two institutions complement each other.

In addition, the occupational health management initiative uses data compiled through analysis of employee surveys as well as information collected by the Health Services and by the Occupational Safety Office to develop special offerings for specific working areas and professional groups, along with university-wide activities, which are then coordinated with the "FUndament Gesundheit" ("Healthy Foundation") steering committee.

The financing for these activities differs depending on the institution:

- Freie Universität Berlin pays the costs of participation in Continuing Education Center courses and activities aimed at occupational health promotion, meaning that these activities are available to employees at no charge.
- The Center for Recreational Sports offers its sports and exercise courses at a discount to employees. Freie Universität Berlin also assumes the costs of some courses that promote participants' health if the health insurance company in question does not cover course fees and the participant proves regular participation (up to two courses per year per employee).

## **F.2. Strategy & implementation**

The university tries to offer the broadest possible selection of seminars, courses, and training sessions available, with the aim of meeting the individual needs of all employees of Freie Universität Berlin and serving to increase physical activity and sports involvement in general while also promoting good health and behavior modification.

The activities offered by the Center for Recreational Sports encompass a broad spectrum of sports, exercise courses and disciplines, from aerobics to meditation or Nordic walking, along with health-oriented courses, such as aqua fitness, Pilates, back exercise, and yoga, which are eligible for reimbursement as stated above.

In addition, special training sessions and seminars are held so that participants can learn specific behaviors to support healthy participation in working life. For example, the occupational health and prevention courses offered by the Continuing Education Center of Freie Universität Berlin include a number of the center's own seminars and training sessions, among them vision training, health seminars on spinal mobility, and ergonomic training in work techniques aimed to reduce strain.

Particular activities are also developed and organized for specific professional groups. For instance, training sessions on lifting and carrying have been offered for animal caretakers in the Department of Veterinary Medicine and for the gardeners who work at the Botanical Garden and Botanical Museum. Workplace-specific healthy back workshops have also been held at the Central University Administration. Further courses on ergonomics in the workplace are aimed at employees of the university's library divisions.

These activities are specifically arranged for the respective needs of these groups of professionals, and most of them take place right at the workplace, either before, during, or after work hours– depending on the wishes of the employees.

In general, Freie Universität Berlin makes every effort to arrange the courses and activities offered to suit the wishes of employees and to design them to be compatible with employees' workdays. The courses offered under the continuing education program are basically considered to be job-related and count toward employees' hours worked.

The health-oriented courses and activities offered by the Center for Recreational Sports are scheduled so that employees can attend right after or before working hours. The majority of these courses are held at the university's own gym or at nearby sports facilities.

Because of the sheer size of the campus, official university bicycles are also provided for faculty and staff members to use on official business.

In addition, employees are given incentives to participate in courses and activities that promote their health outside of the university as well. Based on a cooperative agreement with the Waldfriede Hospital, the PrimaVita health center, and Kieser Training, a private company, the faculty and employees of Freie Universität Berlin enjoy reduced rates on a number of activities and courses.

The Continuing Education Center, the Center for Recreational Sports, and the "FUndament Gesundheit" ("Healthy Foundation") steering committee use the program guides and the intranet to provide employees with ongoing information on the courses and events taking place and on the health effects of physical activity and an active lifestyle.



### **F.3. Evaluation and results**

The courses and activities held by the Continuing Education Center are evaluated by participants with respect to their content, scope, and implementation. Collection of this information serves both to improve the quality of the offerings that already exist, and to develop new activities and courses. Fortunately, the evaluations of its program to promote good health and prevention were overwhelmingly positive. And yet, Freie Universität Berlin continues to make every effort to improve its offerings with regard to organization, materials, and content, as well as adding attractive new selections to the program.

The results of the surveys, feedback rounds, intensive working group meetings, and task force meetings that have been conducted as part of the health management initiative represent another important instrument for analysis. In that respect, the steering committee acts as the interface between what is offered by the Continuing Education Center and the Center for Recreational Sports on the one hand, and the analyses of demand conducted as part of the university's occupational health management program on the other. Moreover, the Health Management Office takes suggestions and requests from employees and passes them along to the appropriate parties right away.

Another aspect used for evaluation and planning of the measures to be taken is the annual integrated health reports published by the health insurance companies with the highest numbers of insured people at Freie Universität Berlin. The data presented in these reports provide information on diagnoses and numerical changes. This offers another way that implemented measures can be reviewed and new measures developed. In the 2006 health report, the most widely represented diagnosis spectrum involves diseases, disorders, and injuries of the musculoskeletal system. The response to this finding is an increased selection of workplace-specific workshops, back health training sessions, and seminars on ergonomics.

The appraisal of the occupational health management program at Freie Universität Berlin on the whole, is handled externally by the consultants of the Gesellschaft für Betriebliche Gesundheitsförderung (BGF) in an annual evaluation report.

The steering committee takes the evaluation reports and the health reports as an occasion to discuss and assess the planning and implementation of health-related measures and plan ongoing and additional measures.

Another important function performed by the steering committee is to inform the university public in general as to the status of occupational health management at Freie Universität Berlin. These evaluation and health reports are therefore published regularly on the university intranet.

## **G. Stress**

### **G.1. Organisation & structures**

Supporting the mental health of university employees as well as students is another important part in the university's promotion of occupational health.

The Center for Academic Advising and Counseling Service has offered free advising and counseling services for students and staff since 1977. The services offered include both general academic advising and psychological support during studies, in the form of training courses and workshops. Also, a team of six psychologists is available for individual, personal counseling sessions.

The various topics for "strengthening mental health" have been an integral component of the continuing education offerings for 15 years now. Employees receive a flyer listing the entire selection of courses (in conflict training, rhetoric, and more) each semester. Participation in these courses is free of charge to employees of Freie Universität Berlin.

The university's employees have had a counselor available to them since 1975. The duties of the counselor include providing assistance with workplace problems and conflicts, helping to maintain staff members' health, and coping with illness and reintegration into the working process after illness and in the case of problems with drug and alcohol abuse or dependency. The work done by the advising office is completely confidential. The office itself is not obligated to submit any mandatory reports.

Moreover, the representatives of the various interest groups are available to all staff members when they need advice and counseling.

These offerings extended to members of Freie Universität Berlin make it clear that the holistic concept of promotion of occupational health benefits all of the divisions of the university. The university administration provides permanent financing for these programs, demonstrating its commitment to these issues.

## G.2. Strategy & implementation

Freie Universität Berlin aims to systematically engage all employees and to provide them assignments that suit their aptitudes – whether they work in administrative duties or in academic pursuits. Targeted continuing education courses ensure that employees have the opportunity to broaden their career opportunities, and even to switch careers within the university. They are supported in doing so by the Central Personnel Management Department.

Worthy of attention is the further qualification of executives. The goal is to offer specific seminars to support the processes of change in German higher education through additional qualifications, exchange of information and experiences, and networking. Additionally, a coaching program was initiated in the spring of 2007. During their limited-term one-on-one coaching sessions, executives have qualified coaches from outside the university available to them to answer specific questions on how to improve their leadership skills. Freie Universität Berlin assumes the costs of these sessions.

The Family Office was established in the summer of 2006 to support all of the university's employees. Over the next few years, the university plans to establish an emergency day care program for children and other family members who require care. In addition, the employees of the Family Office serve as contacts for all questions having to do with balancing studies or a career with family life. Freie Universität Berlin was officially designated a "family-friendly university" in 2007 for its dedication to families.

A number of publications also help to ensure that all members of the faculty, staff, and student body are informed of the offerings available to them to support their mental health. The interest groups representatives also help employees who are looking for assistance to connect with the appropriate bodies.

### **G.3. Evaluation & results**

The steady development and expansion of the occupational health management program at Freie Universität Berlin, including the various types of assistance offered to promote mental health, are handled in an annual evaluation report.

The steering committee takes the evaluation reports as an occasion to discuss and assess the planning and implementation of these measures and plan further steps to take. Another important function performed by the steering committee is to inform the university public in general as to the status of occupational health management at Freie Universität Berlin. These evaluation reports are therefore published on the university intranet regularly.

The courses and activities offered within the initiative to promote occupational health and prevention are evaluated by the employees of the Continuing Education Center. Participants' evaluations of the offerings aimed at supporting mental health have been overwhelmingly positive. The courses and other offerings undergo continuous improvement with respect to their infrastructure and content in order to add attractive new selections to the program.

The feedback from the coaching sessions offered for executives has been exceedingly positive. Evaluations are scheduled to take place in the spring of 2008, after the end of the first round of coaching.

To ensure the anonymity of those seeking aid, counselors for faculty and staff members and the Center for Academic Advising and Counseling Service, which is available to students, are not obligated to submit mandatory reports. Evaluations are not possible in these areas, nor does the university administration plan to carry out evaluations of this kind.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>IBM Deutschland GmbH</b>
Address:	Pascalstrasse 100 70569 Stuttgart
Name of contact person:	Patric Philipp Traut
Function of contact person:	Health Manager
Telephone number:	+49-711 / 785-1247
Email:	patric.traut@de.ibm.com
Sector:	72
Number of employees:	19.100

Age	Sex		total
	male	female	
up to 35	2500	1200	3700
35 to 50	8300	2500	10800
50+	4000	700	4700
<b>total</b>	14800	4300	19100

## **B. Integration of WHP in the Company policy and culture**

Occupational health and safety (well-being) is part of the global IBM guidelines and the Corporate Policy 127 (Responsibility for employee well-being and product safety) is one of ten Corporate Policies. Also, it is the managers' task to take the well-being of their employees into account. Thus, IBM fulfils a fundamental requirement of the Luxemburg Declaration for Work Place Health Promotion. The implementation of the Well-being Management System in 1995 helps coordinate the Well-being strategy; it is well integrated into the operations and procedures of the entire organisation.

The global team of the IBM Integrated Health Services makes use of 30 'Significant Well-being Aspects' for planning their strategy. A Well-being Aspect is an integral element of the industrial world - including personal activities or extrinsic factors that have a negative or positive impact on the performance and productivity of the employees. Examples are ergonomics, mobile working, fire and life safety or health promotion.

The aspects are annually evaluated, using an employee questionnaire. Further relevant well-being data (e.g. accident rate, sick leave rate, main diagnoses for sick leave) are included in the evaluation. Responsible for this is the WBMS coordinator. The results are published in the intranet and their evaluation is used for planning improvement measures and corrective action.

Using a classic management cycle, the achievement of the determined objectives and targets is monitored throughout the year to achieve continuous and long-term improvement. Progress is documented in a global database and results are discussed within the framework of management reviews.

IBM employees have a vast choice of health services related to fitness and diet at their disposal. Furthermore, IBM offers a multitude of work-life balance programmes, for instance, flexible working hours, working from home ('home office'), time autonomy, and the opportunity of continuous education and trainings. The Integrated Health Services team has the overall responsibility for planning and implementation of well-being programmes.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress



## **D. Smoking prevention**

### **D.1. Organisation & structures**

IBM Germany has been offering Smoking cessation programmes - based on one of the world's most successful technique 'Allen Carr's Easyway – for many years. Along with launching the programme in 1995, IBM introduced smokefree buildings, which was revolutionary in the mid- 1990s. IBM supports its employees by sponsoring 50% of the cost of the programme costs. In addition, the courses comply with §20 "SGB V" (Social Code V) and are thus also co-funded by the German health insurance funds ("GKV").

The courses take place on site in all bigger IBM locations. Moreover, the employees have the opportunity of taking part in all Easy Way courses off-site courses at the IBM discounted rate. The classes are promoted and organised by the IBM Global Integrated Health Services team in co-operation with the firm Easywell that is responsible for running these Allen Carr's Easyway courses in Germany. The registration for the courses is smoothly carried out via an IBM internal booking tool.

A large amount of information regarding health and healthy lifestyles is easily accessible to the employees in the IBM intranet.

### **D.2. Strategy & implementation**

IBM buildings in Germany have been smoke-free since 1995. Therefore, passive smoking is no longer an issue. Moreover, lectures on the subject are available, at times in connections with the smoking cessation classes.

### **D.3. Evaluation & results**

The evaluation is carried out via an anonymous online employee questionnaire which is e-mailed to the participants some six weeks after the course. After having answered the questions, a simple mouse click transfers the answered questionnaires directly into the database, ready for evaluation.

## **E. Healthy eating**

### **E.1. Organisation & structures**

The IBM integrated health service team arranges for regular nutrition and weight reduction programmes for its employees.

An external partner runs an innovative concept on site. To record data of one's own nutrition/diet plan, every participant is given a pocket PC with a special software. Owing to this, cumbersome calorie-counting becomes redundant, facilitating the optimisation of individual counselling.

Alongside the nutritional status, the physical constitution of the participant is also determined at the beginning of the course, in order to detect all possible risk factors.

The course instructors are officially recognised diet assistants, nutritional scientists or specialists engaged in the fields of medicine or sport sciences.

The majority of the statutory health insurance funds co-fund the courses that comply with §20 SGB V.

### **E.2. Strategy and implementation**

Catering in the organisation's restaurants/bistros:

IBM offers its employees special low-fat lines in all its canteens and or bistros on site. These meals are low in calories and in fat.

Furthermore, there are always various vegetarian offers on the menu. Healthy meals are thus available to all employees who take in their meals on site.

Employees have the option of selecting their meals at various food counters comprising of a wide and versatile food assortment: Pasta-counter, vegetarian, Asia-Line/Wok, meal of the day, salad bar, anitpasti-bar. Barbecued Menus along with fresh fruits and juices are also served in the Cafeterias/Bistros.

Furthermore, water dispensers with oxygen rich water are to be found on every floor of IBM buildings.

### **E.3. Evaluation and results**

The evaluation of the nutrition classes is carried out via an anonymous online employee questionnaire which is e-mailed to the participants some days after the course. After having answered the questions, a simple mouse click transfers the answered questionnaires directly into the database, ready for evaluation.

Annual online-surveys regarding the food & catering- satisfaction are carried out on a regular bases. Here, the employees have the opportunity of submitting their comments and suggestions for improvement. Furthermore, an 'employee comment book' is placed in the organisation's restaurants, where the employees are free to air their opinion and ideas concerning the food & catering services.

## **F. Physical activity**

### **F.1. Organisation & structures**

IBM was one of the first companies that recruited a health manager. He specifically deals with questions relevant to workplace health promotion, e.g. evaluating which measures seem reasonable to offer to the IBM employees, coordination of all on-site campaigns and programmes, like physical activity classes, health fairs, that take place at least once a year within the bigger IBM locations, and so on.

Furthermore, he is the interface to health insurance funds and health care providers and is involved in health benefit planning and coordination.

### **F.2. Strategy & implementation**

The physical activity classes we offer on site comprise QiGong, Yoga, Pilates, Nordic Walking, Gymnastics for the Back and the like. All classes take place during the working hours and all employees can take part. Facilities to take a shower, lockers etc. are provided on site. The health manager is the focal point for questions regarding sports and physical activity.

In addition to the offers mentioned above, IBM provides cancer prevention campaigns. Since 2005, many screenings have been offered on site, particularly skin cancer and colon cancer screenings, which all have proved to be very popular with IBMers.

IBM has also established close cooperations with leading fitness studio chains in Germany, as well as numerous regional health clubs. This gives the mobile workforce, who often cannot take part in the activities offered on site, to engage in physical activity while travelling. Detailed information on physical activity is available in the IBM intranet.

Furthermore, we also motivate our employees to take part in the campaigns 'Mit dem Rad zur Arbeit' (Cycling to work).

The most innovative part of IBM's engagements concerning physical activity and healthy lifestyle is the programme Factor Fit, for which the IHS team was awarded the 'VBG Arbeitsschutzpreis' (Accident Prevention and Insurance Association Award) in 2006.

Factor Fit is an online based health initiative, developed by members of the IBM Integrated Health Services teams in Germany and the UK. At the heart of the programme is a web based health portal through which employees can enrol, create their profile and then take part in a little competition against themselves. Participants can access a lot of information on physical activity and healthy lifestyles (preventive medical checkups, nutrition, weight- and stress management etc. directly through the application.

For every activity listed there is a specific website with basic information: e.g. what are the positive effects, what should one be careful about, where one can play the sport and what services does the company have to offer in this field. For most of the sports training schedules are available, allowing the participant to orient himself to that respective sport without difficulty. The users can thus receive all the relevant information from one source.

After registering for the programme and reading through the websites which are of interest to them, participants set in their individual targets for both areas (what physical activities they would like to engage in and what healthy lifestyles they would like to follow) and subsequently enter their activities into the tool. Through this, they collect points. The scores collected being active depend on the duration and frequency of the activities undertaken by the participant. Each physical activity has a basic score, which is based on sport scientific facts.

Likewise, scores were also defined for healthy lifestyles. At the end of a 20-week period participants are asked to confirm their goals in the healthy lifestyles section.

At the end of the programme there is a prize draw. The winners are awarded prizes that are always related to sport, health or well-being. Eligibility for participation in the prize draw applies to all employees, who have achieved a minimum score at the end of the programme

### **F.3. Evaluation and results**

Same procedure as in the evaluation for the smoking cessation programmes, i. e online survey sent out to all participants.

## **G. Stress**

### **G.1. Organisation & structures**

IBM quarterly conducts the Global Pulse Survey. Essentially, parameters concerning the work atmosphere, the working conditions, organisational rapport, and spirit are emphasised upon (building, office, ergonomics etc.). Moreover, questions such as 'Is the IBM able to establish a comprehensive understanding of the its organisational objective, Do I have sufficient scope for my thoughts and autonomy, whilst executing my task, How efficient is team work and inter-departmental co-operation, What are my chances for development or promotion, Am I able to, optimally apply my know-how and abilities in my work, Is my work appraised and accordingly recognised and appreciated are asked.

This survey gives employees the chance of generating a picture of the current situation of the rapport and environment within the organisation, subsequently, informing the top management about it.

The Global Pulse Survey is a survey in which the participants of the sample are selected randomly (approx. 10% of the total number of employees). Over 70 countries world-wide participate and it is available in 13 different languages. Participation is voluntary and the answers anonymous. If results show that there are certain values deteriorating drastically, immediate action will be taken.

Besides the Global Pulse Survey, IBMers have to opportunity to take part in a manager survey on an annual basis. In this survey they can anonymously grade their manager and make suggestions for improvement.

Furthermore, a Manager Self- Assessment (MSA) is annually carried out by the Integrated Health Services Team. The managers are asked questions exclusively concerning the subject well-being and are simultaneously trained with the help of selective intranet links, which describe the background of the question in detail.

Since job satisfaction can have a considerable effect on the stress level, these surveys are taken very seriously.

## **G.2. Strategy & implementation**

There is a myriad of information on stress in the IBM intranet, ranging from stress management 101, over self-assessments, check lists and e-learnings, accessible to all employees .over the intranet

Furthermore, lectures on the topic are organized on a regular basis.

The IBM physicians are the focal point regarding stress management and are always willing to help employees.

Those who are in need of external help can use an EAP on demand.

## **G.3. Evaluation & results**

Refer to Global Pulse Survey. In addition, an Employee Self- Assessment is currently being set up. The process is analogous to the Manager Self Assessment and likewise, includes all Well being issues.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Der Polizeipräsident in Berlin</b>
Address:	Platz der Luftbrücke, 12101 Berlin
Name of contact person:	Michael Ippen
Function of contact person:	Zentrale Koordinierungsstelle Gesundheitsmanagement
Telephone number:	0049 (0) 30 4664 90 3311
Email:	gesundheitsmanagement@polizei.berlin.de
Sector:	Public Sector
Number of employees:	23.076

Age	Sex		total
	male	female	
up to 35	3.134	2.283	5.417
35 to 50	9.526	3.215	12.741
50+	4.050	868	4.918
<b>total</b>	16.710	6.366	23.076



## B. Integration of WHP in the company policy and culture

To implement strategies fundamentals of workplace health promotion (WHP), administrative organisationally regulatory framework had to be adopted.

The Berlin police integrated WHP structures.

Finally it became an agreement between the Chief of Police and the staff council. Gradual will be shown some extracts of implementation:

**“... The development of the Berlin Police to a modern public sector contains deep processes of change to be expressed in different activities and human resource development.**

With their emphasis in prevention, responsibility and to take voluntary WHP is an important component of modernisation and administration.

On focus is the human being, to cope optional with the challenges, being psychic fit and motivated in a good work climate. At the accrument of disease work climate plays a considerable role and studies are shown the context. Beside measurable and specific contaminations also unspecific exposures like psychosocial stress causes different discomfort. There are no measureable boundaries of impairment.

An interesting, diversified and an open causes positive effects for health. The contract partners integrated the Luxembourg Declaration about implementing WHP from 1997 and an found to an agreement to develop WHP into Berlin Administration and Berlin Police.

The EUR-LEX-31989L0654-DE contains occupational safety, occupational health, accident prevention, humanisation of work, dissemination of information and participation of employees.

In 1996 Germany passed a law of working protection.

The WHP reaches “healthy employees in healthy companies” though certain guideline:

- all employees have to take part
- all measures must be planed structural
- WHP contains behaviour and rational measures. It connects the whole approach of risk reduction and established protection

The aims of the bodies:

- prevention of health disease
- improvement of productivity and efficiency
- focuses on physical activity
- advance the health quote
- to improve company culture
- to improve leadership

- to increase job satisfaction
- to reduce the psychic stress

The employees are on focus of WHP.

The engagement of human resources guarantees the success. Therefore processes of WHP have to be implemented.

Ten divisions of the Berlin Police and one central service group implemented WHP.

Supported from the assistant chief constable.

The members of the central service group are also the chiefs of their divisions. All these facts combined secure a good information flow between the groups.

Some subjects of WHP are also united in the guidance line PDV 100.

Because of confidential reason there are only some extracts:

“... Guidance shall improve job satisfaction. Therefore you have to keep on cooperative guidance and leadership. Especially competence of decision concerning motivation and efficiency should be delegated on the executives. The different levels of the Berlin Police have been sensitised through the project “Qualifying the guidance on practice WHP...”

The effect was a more participation.

Because of the positive effect the seminar will be continued.

Through integrating the component Diversity Management and the structural connection on the whole personal management a further “milestone” of acceptance and participation was reached.

A sophisticated structure of communication makes the employee able to take part of all processes of WHP. Also different platters like intranet, internal news are implanted to spread all information.

The Berlin Police parole sounds “Acceptance through transparency”.

The regulation is at work to make work and health protection as an integrated part of WHP at workplace.

The locally divisions developed own concepts to implement WHP with special needs for their employees.

The members of the groups will be specially qualified as a coordinator for WHP and Diversity management. The qualification training takes 32 days, splitted off on different modules.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Smoking-prevention measures will be practiced individual in the divisions. All programmes and offers are published on different platters.

The single divisions have developed on their own smoking-prevention and campaigns and offers together with employee representation. They got support from the police health division and the local coordinators and external cooperation partners and bodies (health fund).

Especially the police health division started and offered special programmes concerning smoking-prevention.

Here an example of two activities of smoking-prevention:

- 1) One police division started a campaign "No smoking 2004 – how to became a successful non-smoker" in cooperation with the science group of withdraw and reduction of weight (WAREG e.V.). At the first event 25 employees took part. The effect was so positive that in the following year the campaign was repeated.
- 2) In another division consisting a high degree of employees less civil servants there were two offers of stop smoking in 2007. Following with an afterwards six months care in cooperation with the Berlin Charité. The fees for this course were paid by the health fund.

The results of evaluation are at work.

The financial resources especially for measures of smoking-prevention are not available. Therefore non-smoking-campaigns from the health fund are offered.

## **D.2. Strategy & implementation**

All employees are allowed to take part on smoking-prevention

Also internal coordinators and external consultants for WHP are taking part of informative meetings and exchange.

The coordinators have also the possibility to make an advanced training internal or off-the-job-training with other institutions.

Beside all the campaigns the Berlin Police issued a directive. It is not allowed to smoke in public buildings.

In a retraining programme there is a course called "Fit and healthy" offered, where a special aspect about danger of smoking is treated. Special trainers are involved to help employees stop smoking, if they wish. Three times a year this course will be offered.

Intensive and spreading of sensitization of employees concerning danger of smoking will be transferred through different platters.

## **D.3. Evaluation & results**

An evaluation of measure is only in a little circle carried out. Mentioned before that the Berlin Police also works together with external institutions like health fund and will be payed by the employees themselves. Only the campaign in one division was evaluated. In the result 11% of the members stopped smoking. The result was plotted by an interview. With the consequence of further measures by the external institute.

## **E. Healthy eating**

### **E.1. Organisation & structures**

In the police divisions action plans for nutrition, healthy eating and drinking are different. The police academy and the medical police service are treating this subject in their course "Fit and healthy". Including spreading information through newsletters or other platters also canteens are offering healthy eating and drinking.

A special responsibility of healthy eating is not intended for the whole Berlin Police, but the medical police service is supporting employees, if they wish.

Some departments agreed with the ministry of agriculture of Berlin-Brandenburg to make events about healthy eating during shift-work or office work.

### **E.2. Strategy and implementation**

The property management established little tearooms in each department.

A lot of canteens of the Berlin Police are offering healthy food, fruits and drinks. Thereby employees will be inspired to eat more healthy and to develop a consciousness.

Arranged events in nearly all divisions and departments of the police brought the awareness of healthy eating.

### **E.3. Evaluation and results**

In the peripheral groups of WHP the coordinators are discussing about the field healthy eating and are developing a programme.

## **F. Physical activity**

### **F.1. Organisation & structures**

The fields of physical activity in the Berlin Police got a high interest, also founded in the police officers job.

There is a high degree of physical claim.

The necessity is ruled in regulations. Special activities and exercises are in a special training programme like swimming, rescue, running, self-defence during hours of work and based upon rules.

The implementation will be trained by special sportive coaches. The police got therefore own facilities (indoor swimming, pools, sport fields).

The coaches are in contact like network coordinating and changing information and having work meetings.

Thereby the employees are still in physical activity and the offer of sport activities is multifaceted.

A cooperation agreement between the Police Union e.V. and Berlin Police offers lots of sport activities for free.

Financial support for piece of sport equipment is given by the senate and also for projects applied by the central WHP service.

In the field of disability sport activities will be offered in cooperation with the employee representation of disability and the central WHP service.

## F.2. Strategy & implementation

The offers of sport are coordinated and conceived by the central service of WHP. This field is bounded on a nationwide network.

The Berlin Police contains different employment relationships like civil servants, uniformed police and employees.

This means different challenges and needs of sports.

There are drawn distinctions:

- Uniformed police is allowed to make exercise during work hours and have a protection against accidents absorbed by the Berlin Police.
- Civil servants are also allowed to make exercises but not during work hours (have to make a break) and having no protection against accidents absorbed by the Berlin Police.
- Employees are also allowed making exercises during work hours, but they have to make a break and have a protection against accidents.

In agreement with the leadership a project started to make more equality sure.

The project aim is to offer all groups of employees' physical activity during work hours (two hours a month).

In the name of physical activity the offer became more multifaceted like preventing back problems, Pilates, chi gong and dancing lessons. This kind of sport shall give more balance and helps to reduce back problems. Therefore especially pieces of sport equipment were financed and special room were settled.

The strategy to participate employers on activities found in the result more sport groups spreading (Nordic-walking).

Currently a co-operation between Berlin Police and the Metropolitan Sport Union is at work. The aim is to improve the sport activities and to make them part of. Concerning qualifying employees they take part on a still-based pay justified on the guidelines of the German Olympic Committee, paid by the Berlin Police.

All offers of sport activities are published on all kind of platters (internet, news, flyer). In this context have to be mentioned that also the "non"-athletes were reached by all these measure and acceptance was adopted.



### F.3. Evaluation and results

The local divisions are making interviews to find out the needs of the employees. Especially for the project "Health and Prevention Activity" is planned a wide evaluation. The results will be parted into:

- kind of measure
- hours of measure (single)
- hour of measure (all)
- attendant
  - uniformed police
  - civil servant
  - employee

Afterwards the central coordinators will bring all results together and will be presented to the leadership. Regarding more accidents a climax is adopted.

## **G. Stress**

### **G.1. Organisation & structures**

The field of mental stress is fastened on the division Police Academy department of psychic services, department of construction and training to deal with stress based upon special courses and consultants on all divisions and departments.

All these employees have a special qualification and still on learning how to deal with stress. The police work challenges also very special situations.

The focus is here on courses to show the attendants possibilities how to cope with stress given on hand certain techniques like relaxed breathing, improving mental and physical fitness.

Another focus is on posttraumatic stress disorder. It is bounded into the courses with the intention to prevent employees. During police operation one psychological consultant is always present in case of emergency, escalation or conflicts.

The psychological service of the Berlin Police is focused on prevention-measures and to improve health and mental fitness.

Offers:

- seminars, trainings, courses for all employees and leadership (focused on posttraumatic stress disorder, re-integration of employees, burnout, recognise suicide symptoms, how to deal with psychic sick humans, bullying, stalker, psychological aspects to protect themselves, techniques of relaxation)
- psychological advice and consult (at job or private, how to cope with conflicts, crisis, consult after a turn back from international missions, coaching and qualify of specialists)
- internal publications (hand sheets, information, seminars, booklets, media inks)
- organisation measures (assessment center, interviews, leadership feedback, coaching, supervision).

The social care offers concerning prevention some courses for the multifaceted employees. There are regular seminars on depression, family members' addiction problems, posttraumatic stress disorder, being in mourning or case of death, private or working conflicts.

Actually employees with line function can make a course called "Helpless Aiders!?" to be trained how to deal with noticeable employees.

Beside all these domains a conflict commission is instituted since 2003 below the chief of Police.

The commission is open for all employees being in a deep situation of conflicts. The commission consists of 2 full-time members and 21 members working parallel, 3 members of staff council and 1 ambassador of the senate and 1 external member.

In 2002 was the agreement "Cooperative association at workplace" adopted between leadership and staff council.

To give all employees social and psychic support specialists were educated on each division and department called SAP. They are the connector between employee and department.

By special challenges at work Berlin Police took part on nationwide researches on the field of psychic stress. The results and valuations found place and changing and implementation in daily police work and operations.

A science research of the Crime Division in cooperation with the Free University of Berlin was carried out. The assumption was that colleagues of the department sexual abuse are having special emotional stress at work. This was the database of frame to give these colleagues special support and care.

## **G.2. Strategy & implementation**

In the Berlin Police WHP is a fixed part on personal development. It takes part on all organisational processes (like working time, union of departments). The employees are involved in these processes of development and can create own ideas, with support from health fund as a team player.

It is important to keep all processes and changes looking under aspect of a healthy workplace. In cooperation with the health fund (City-BKK/Team health) regularly seminars of work-life-balance are offered.

### **G.3. Evaluation & results**

After all seminars and courses are kept interviews are enforced to find out the needs and to modify courses.

In context with Free University of Berlin (project in Crime Division) the measures and implementations (Health-Circle-Work, regularly offer of intervention, improve motivation) were evaluated and presented the employees.

Actually the project "psychic health" a durable project started in kind of interview. All employees of the Berlin Police shall be interviewed.

In 2010 the project is expected to be finished. All 3 years it shall be repeated to have a continuously and solid database. The results and evaluation influence strategic measures and implementations. The aim is to achieve a broad and detailed health report.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SAP AG</b>
Address:	Dietmar-Hopp-Allee 16 69190 Walldorf Germany
Name of contact person:	Dr. Natalie Lotzmann; Christine Rosendahl
Function of contact person:	Head of SAP Health & Diversity; Head of Health Management
Telephone number:	+49 6227 747474
E-mail:	n.lotzmann@sap.com; christine.rosendahl@sap.com
Sector:	IT industry (enterprise application software)
Number of employees:	Around 51,000 worldwide; approximately 15,800 in Germany

Age	Sex		total
	male	female	
up to 35	300	1600	1900
35 to 50	7500	2600	10100
50+	900	250	1150
<b>total</b>	<b>8700</b>	<b>4450</b>	<b>13150</b>

## **B. Integration of WHP in the company policy and culture**

The name SAP (Systems, Applications and Products in Data Processing) has been synonymous with innovation, success, and creativity for over 35 years. As the world's leading provider of enterprise software and third largest independent software supplier, SAP develops tailored business solutions for more than 47,800 customers worldwide. The motivation, creativity, performance, and commitment of the 52,000 employees around the world are key factors in SAP's outstanding success. SAP employs more than 15,000 staff at its headquarters in Walldorf and the 15 branch offices around Germany. Since 1997, SAP has been pursuing a holistic approach to health that is implemented comprehensively and professionally by the company's internal health management.

The working lives of SAP employees today are characterized by complex, challenging assignments with a great deal of responsibility, time and performance pressures, and high expectations regarding commitment, expertise, and social skills.

SAP Health and Diversity aims to raise employees' awareness of health and resource-conscious behavior in both their professional and private lives, and to increase their sense of responsibility.

The supportive corporate culture is one of the key conditions that enable SAP Health and Diversity to implement professional measures for promoting and maintaining health and wellbeing, thus ensuring high commitment in the long term.

SAP is one of the signatories of the Luxembourg Declaration on Workplace Health Promotion, in line with its corporate culture.

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## D. Smoking prevention

### D.1. Organisation & structures

SAP Health and Diversity offers a wide range of services related to life without smoking.

Employees who want to stop smoking or obtain advice on the subject in general are offered counseling, advice, and support from a qualified company doctor. As well as being highly experienced and trained in the subject, she is a certified instructor in accordance with the “smoke-free program”.

SAP Health and Diversity plans and organizes additional measures to prevent smoking (some in collaboration with the works council committee on health). Its long-term goal is to reduce the number of smokers in the company.

Both financial and material resources, such as rooms, personnel, and so on, are in place to fund these measures.

More information about some of the offerings mentioned above:

- Anti-smoking campaign: SAP Health and Diversity has already been involved several times in the anti-smoking campaign by Germany’s Cancer Research Center (DKFZ) in Heidelberg and the German Center for Health Education (BZgA) with the support of the World Health Organization.
- CO measurements: SAP Health and Diversity gives employees the chance to have their carbon monoxide levels measured by a company doctor. Carbon monoxide is a poisonous gas without any odor, color or taste, and is produced when a cigarette is smoked, for example. Carbon monoxide penetrates into the lungs, is absorbed by the blood and impairs the release of oxygen. Raised levels of carbon monoxide can lead to health problems.
- Non-smoking seminars: SAP Health and Diversity provides a non-smoking seminar for employees who want to stop smoking. The participants (a maximum of 15 per course) meet once a week over a period of ten weeks. First, the degree of nicotine dependence is determined using the Fagerström Test. Then individual strategies are drawn up to combat the problem.
- Smokers’ hotline: The smokers’ hotline is a source of motivation and information. Employees are given telephone-based support to help them to plan a smoke-free life and make it a reality.



- Advice and support for smokers: Any employees who want to stop smoking or find out more about the subject can obtain advice and support from a qualified company doctor at one of SAP's medical centers or by telephone.

## D.2. Strategy & implementation

SAP Health and Diversity offers a wide range of services related to life without smoking.

Examples:

- Courses on giving up smoking
- Individual advice and support
- Seminars and workshops
- Anti-smoking campaigns such as "Lauf ohne Kippe" and "Rauchfrei 2008"
- Measurement of carbon monoxide (CO) levels

More information about these services can be found in section D.1.

All SAP buildings are smoke-free zones. Designated, closed-off smoking zones are provided in coffee areas inside the buildings. These are fitted with fixed ventilation systems that produce a ten-fold change of air in the smokers' booths.

Some rented premises provide smokers' booths with an active carbon filter ventilation system that purifies the air and then releases it back into the room (smoke-free system).

Information about the help available to employees who want to quit smoking is displayed in the smoking areas.

Beyond this various types of internal media are used to inform employees about smoking prevention:

- Intranet: SAP Health and Diversity has its own platform on the SAP intranet where the department presents its services. The latest campaigns and seminars are posted on the landing page.
- SAP News/headlines: Brief, succinct and informative reports about specific topical campaigns, seminars, workshops and events are presented in the SAP News to attract employees' attention.
- SAP Health and Diversity newsletter: SAP Health and Diversity publishes a quarterly newsletter containing the latest news and features.
- Display cases/notice boards: All SAP buildings have display cases with presentations by SAP Health and Diversity.

- E-mail: E-mail is one of the most common methods of communication at SAP. SAP Health and Diversity uses this medium for special campaigns.

### **D.3. Evaluation & results**

All seminars and consultations are evaluated using an anonymous, detailed questionnaire. This ensures continuous improvement and enables action plans to be tailored to the specific needs of the employees.

Employees are also provided with an online tool called Wellness Checkpoint, which they can use to analyze their own risk factors. The tool gives them the chance to record their own risk values for smoking and addiction. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can evaluate all the data records of the employees who have used the online tool. This is of course done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person. These anonymous evaluations are used to record and map changes in risk values over several months and years.

To improve the anti-smoking offerings from an interdisciplinary viewpoint, a work group (specialists from SAP Health and Diversity, the works council committee on health and occupational safety) meets regularly to discuss and implement new ideas.

## **E. Healthy eating**

### **E.1. Organisation & structures**

SAP Health and Diversity offers a wide range of healthy eating services on a regular basis.

Examples:

- Nutrition courses
- Diet courses (for the overweight)
- Individual advice
- Risk factor analyses (Wellness Checkpoint)

SAP employees can also obtain information about cholesterol and nutrition, measuring cholesterol and blood pressure, calculating body fat, own-index tests for pulse and performance rates during training, as well as sports and fitness offers and options.

SAP Health and Diversity works closely with the company's catering firm. This, along with personal nutritional advice from qualified doctors at the company's medical centers, ensures that specific issues are covered, including diet.

Furthermore SAP Health and Diversity has professional staff with different areas of expertise that work together regularly to produce new offers and measures for SAP employees.

They also collaborate regularly with the company's catering firm to draw up new concepts for a healthy and balanced diet in the SAP cafeterias.

Frequent special healthy eating days are organized as well.

SAP employees are always welcome to submit suggestions and ideas. Proposals from specific groups of employees have given rise to regular themed weeks, such as Indian or Italian weeks.

## E.2. Strategy and implementation

All SAP employees are provided with free lunches, water, and a selection of teas and coffee every day.

At lunchtime, employees are offered an abundant choice of varied and healthy salads, soups, main courses, and desserts.

Employees can choose between the following options each day:

- Meat-free dishes
- Lactose-free dishes
- Low calorie meals (400 calories or less)

Vegan food is offered once a week.

The kitchen team works to specific guidelines when producing the menus and preparing food. The catering firm also conducts regular surveys of cafeteria users. The goal is to guarantee and continuously improve the quality of the food as well as the service and advice.

The employees are provided with large cafeterias on almost every site. The cafeterias are light, modern, centrally located, and easily accessible. Employees on sites without a cafeteria are given restaurant vouchers as a substitute for the free lunches. The cafeterias also offer refreshments and snacks to purchase throughout the day, such as fruit, vegetable sticks, a choice of drinks, and so on.

Numerous healthy eating offers and campaigns are organized as well.

SAP employees can obtain in-depth advice on nutrition at the company's medical centers.

SAP Health and Diversity provides special workshops on weight loss, such as "No More Diets". This four-week course teaches participants how to modify their diets for the long-term, how to start exercising, and how to increase their ability to relax.

Nutrition is also included in the health risk assessment: Employees' individual status is calculated and used as a basis for specific advice.

### **E.3. Evaluation and results**

All workshops and in-house consultations are evaluated using detailed questionnaires. Customer surveys are also conducted at regular intervals. This ensures continuous improvement and enables the services to be designed in line with requirements and with sustainability in mind.

Employees are also provided with an online tool called Wellness Checkpoint, which they can use to analyze their own risk factors. The tool gives them the chance to record their own risk values for nutrition and weight. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can evaluate all the data records of the employees who have used the online tool. This is of course done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person. These anonymous evaluations are used to record and map changes in risk values over several months and years.

The catering firm also conducts regular surveys of cafeteria users. The goal is to guarantee and continuously improve the quality of the food as well as the service and advice.

## **F. Physical activity**

### **F.1. Organisation & structures**

Since committed and motivated employees are SAP's most valuable commodity, the company also focuses on their health. SAP Health and Diversity develops concepts to help employees to meet challenges with individually tailored resources and to thus achieve balance and happiness in their lives and stay fit, healthy, and productive.

Sport has been a fixed part of SAP's corporate culture ever since the company was founded. Around 70 courses per week, ranging from aerobics to power workouts, enable employees to create a balanced program to suit their needs at any time during the day.

The sports on offer make for happy, relaxed, and sociable employees, and influence and foster their health, wellbeing, and thus also performance.

In addition to fun and social aspects, SAP's sports program aims to keep up and improve performance, have a positive effect on the immune system and the whole locomotor system (muscles and joints), and to make employees aware of the essential aspects of staying healthy and fit in line with the slogan "prevention before rehabilitation."

## F.2. Strategy & implementation

SAP Health and Diversity offers over 39 different in-house courses (a total of 70 per week) on various health-related topics.

These include the areas of fitness, prevention and relaxation (such as yoga, hatha yoga, Pilates, tai chi (taijiquan), cycling, aqua fitness, Nordic walking, step & style, karate, meditation, relaxation, fitness & stamina, aikido, power circuit training, lower body training, fitness body and training, functional workouts, fitness coaching, skiing exercises, thairobics, qigong, training with thera-bands, step aerobics, running, spinal rehabilitation, body toning, gym supervision, fit your back, relaxation, MFT boards, power workouts, power your back, and dance classes).

These courses are spread over the day so that employees can use them during their lunch breaks and before or after work, thanks to SAP's policy of trust.

All employees have access to company fitness studios with strength training and cardio machines at the large sites. At the headquarters in Walldorf, running tracks and tennis courts are provided for use by all employees.

Diverse company sports groups offer almost all popular sports including swimming, soccer, basketball, tennis, and hiking. Sports grounds and halls in the region are rented to support them.

The funding concept means that the offers can be adapted flexibly to meet demand and regulates the quality of the courses on offer. A strict selection process for trainers and an aligned structure ensure quality and communication.

Annual sports events are also organized, such as soccer and tennis tournaments, and company running events.

### **F.3. Evaluation and results**

All of the courses that are currently on offer (70 per week) are evaluated using detailed questionnaires. This ensures continuous improvement and enables the sports, fitness, and relaxation offers to be tailored to demand.

Sports surveys are conducted regularly at random both on site (in the sports facilities) and online.

Employees can also submit feedback to a central contact person. All employee queries are checked and answered systematically.

Employees have access to an online tool that they can use to analyze their own risk factors (here: Wellness Checkpoint). The tool gives them the chance to record their own risk values for sport and exercise. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can evaluate all the data records of the employees who have used the online tool. This is of course done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person. These anonymous evaluations are used to record and map changes in risk values over several months and years.



## **G. Stress**

### **G.1. Organisation & structures**

The extent to which a company respects employees as individuals is shown by its attitude toward work-life management in particular.

Work-life management plays an important role at SAP. The company aims to make the balance between professional and private lives as simple and pleasant as possible. It looks specifically at individual phases, needs, concepts of life, family situations and lifestyle, respects employees as individuals, and eases the often difficult balance between working and private lives.

People are not machines – worries and problems have an impact on more than just subjective wellbeing. They often cause varied physical symptoms and impair concentration and performance. SAP Health and Diversity thus calls on internal and external counseling services for effective and practical assistance in solving the problems. Evaluations corroborate the quality and efficiency of these measures.

Psychological advice services offered by SAP Health and Diversity:

- Individual, confidential, one-to-one counseling (with company psychologists/counselors) or anonymous advice on an external hotline (Employee Assistance Program)
- Advice for managers
- Seminars on work-life management
- Work-life coaching
- Specific training courses for managers (“When Behavior Becomes Abnormal”) to teach them how to identify psychological disorders at an early stage and how to deal with them.

The courses offer managers help to support them in their leadership duties and raise their awareness.

Participants’ experiences and suggestions are used to improve the courses.

## G.2. Strategy & implementation

Data is collected regularly on stress, mental health, and depression from individual health risk assessments and employee surveys.

Measures are constantly adapted to meet employees' needs on the basis of internal employee suggestions and specifically requested feedback.

Measures to reduce mental stress, such as changes to work organization and responsibilities, are implemented in every department where a specific project has been carried out with SAP Health and Diversity. Improving social relationships is on the agenda alongside scheduling time for sport, fitness, healthy eating, and relaxation.

Psychological counseling at SAP:

The counseling looks into professional and private circumstances as well as direct health-related aspects, and an external network of therapists and coaches is called on if necessary. In addition to the personal in-house counseling described, employees and their families are offered an anonymous external advice program (EAP or Employee Assistance Program) around the clock – whether for occupational, personal, financial, or family problems.

Work-life management at SAP:

Along with a wide range of measures to support a work-life balance, such as flexible working hours, varied part-time models, and sport and fitness options, workshops are provided for individuals, managers, whole departments, or projects. Workshop modules: mental attitudes, time and goal management, exercise, relaxation, nutrition, and stress management.

SAP Health and Diversity also offers specific *addiction* workshops for managers.

Employees are kept informed of all permanent offers and current highlights using the internal media available:

- Detailed online information on mental health
- Flyers (to print or download)
- Posters and notices on information boards in every building
- Mails and information letters about all special events, workshops, and so on
- Company television and employee magazine "SAP World" (about departmental projects, for example).

### **G.3. Evaluation & results**

The 800 or more social and psychological counseling cases that are dealt with each year are evaluated using a detailed questionnaire. Customer surveys are also conducted at regular intervals. The goal is to ensure continuous improvement.

Long-term departmental projects (to improve time management or work-life management, for instance) are subject to complex pre and post-assessments as well as long-term follow-up surveys.

Employees have access to an online tool that they can use to analyze their own risk factors (here: Wellness Checkpoint). The tool gives them the chance to record their own risk values for stress and depression. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can also evaluate all the data records of the employees who have used the online tool (this is done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person). These evaluations are used to record and map changes in risk values over several months and years.

The company counselors meet for weekly discussions. A semiannual further training and evaluation event has also been established with all the external advisors and counselors in the network. These events have a particular theme, such as women, old age, addiction, or identity crises.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>City Wolfsburg</b>
Address:	Porschestraße 49 38440 Wolfsburg Germany
Name of contact person:	Diethelm Müller & Schneider Sylke
Function of contact person:	Coordinate workplace health promotion
Telephone number:	+495361-282177 +495361-281685
Email:	<a href="mailto:Diethelm.Mueller@stadt.wolfsburg.de">Diethelm.Mueller@stadt.wolfsburg.de</a> <a href="mailto:Sylke.schneider@stadt.wolfsburg.de">Sylke.schneider@stadt.wolfsburg.de</a>
Sector:	( LA 75.11.0 ) administration municipal
Number of employees:	2257

Age	Sex		
	male	female	total
up to 35	203	311	514
35 to 50	377	595	972
50+	402	369	771
<b>total</b>	982	1275	2257

## B. Integration of WHP in the company policy and culture

In the year 2000 the cooperative tasks industrial safety, industrial medicine, health care and support for the handicapped were insisted to *argus*. The aim of the organization forms as a management system is to link up all *argus* – subjects and *argus* – protagonists and to work comprehensive, methodical, demand – oriented and staff – oriented.

From the beginning *argus* proceeds due to the principles of participation, integration, comprehensiveness and project management as it is demanded in the Luxemburgian Declaration for the internal health care in the European Union. Some service agreements, for example the avoidance of addiction and other social awkward situations, the conflict management as well as integration pointed the way to the future and were copied by others. *argus* is the partner for new challenges made by the aging staff, work consolidation and limited resources which require new concepts, especially regarding to psychological stress. *argus* bunches the complex problems and legal positions and therefore it can use synergies for the common aim, to reach and to preserve a health world of employment in the group “city of Wolfsburg “. That means a special responsibility for the executive personnel and all organizations. The first written declaration of the internal health care is found in the employment agreement “addiction “. The way of Wolfsburg lend via industrial safety, health care, integration of the handicapped and has the specific characteristic that elements of the BGF are found in the integration arrangement, in the internal integration management and the employment agreement “ confidential report and organization of the workplace “ An overall picture of the *argus* – activities is conveyed to the executive personnel with the brochure “ healthy employees in the administration and the municipal firms of the city Wolfsburg”. Leading executives are participants in the health coaching, gains experiences and consolidate knowledge, feel health and well- being and so they will be sensitized for topics like stress, movement, nutrition, work- life- balance and other and will be able to pass on these valuable contents as multipliers.

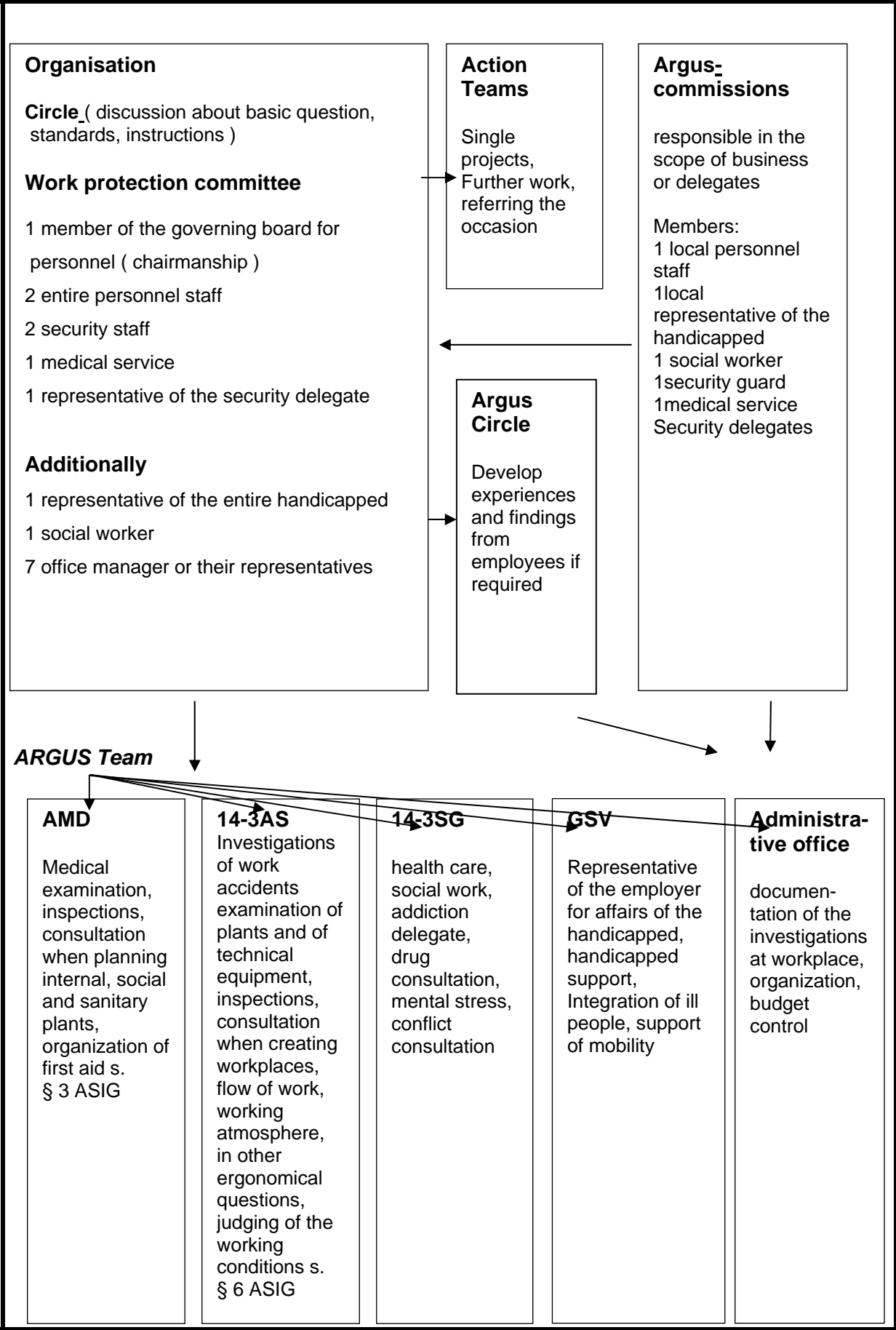
The organization instruction describes the responsibility of the competent executive, the employee attendance, the advising and deciding competences of the *argus*- commission in the scopes of business and the installation of a central circle for basic issues, standards and common instruction. The experts of *argus* ( specialists for work safety, industrial medics , qualified sports instructors, qualified social workers who are available as advisors or central service providers are adequate to their organizational or legal traditions and are accessible via a common office. For the whole *argus*- project a budget of 470.000 Euro is available. The employee attendance is managed in the regular *argus*- commissions of the single scopes of business, *argus*- routine discussions with the active personnel staff, AG health entire personnel staff and is the circle.

The staff is and will be informed about the politics of the workplace health promotion (BGF) by different ways. Notifications and results from the avail are taken to the commissions. A great information platform (established in April 2008) is our staff portal. More over events from the qualification programme and the word- of- mouth- recommendation serves for the flow of information.

#### **The common tasks**

- Industrial medicine AMD
- Work-and health protection 14-3AS
- Health support / social care 14-3SG
- Support of the handicapped GSV

Will be brought together due to a comprehensive linked up beginning into a work organization, it is called ***argus***



**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress



## **D. Smoking prevention**

### **D.1. Organisation & structures**

Wolfsburg was with his non-smoker's possession on the occasion of the introduction of the city hall enlargement 1994 forerunners in Lower Saxony. Management and staff agreed to guarantee the non-smoker protection in the urban rooms not by a general prohibition of smoking, but by creation of no-smoking zones on the one hand and by special clarification measures, on the other hand. Teaching units for trainees belonged with to the first measures. The legal changes (working place order in 2003 non-smoker's laws from Lower Saxony in 2007 have been moved on the base of these preliminary works easily. For the non-smoker protection the operational social consultation and addiction consultation which is supported by an action team *argus* is responsible. Necessary measures will consult in the principle talks between management and personnel advice or in the tax circle ARGUS. Sufficient materials (see above) are administered by the *argus* circle themselves.

### **D.2. Strategy & implementation**

Smoking or non smoking was always a subject of special explosiveness. The support of our activities was to some extent dependent as the fact if a personal manager or someone from the administrative staff was smoking himself or not. Over the years we distributed countless posters and stickers, we organized non- smokers seminars, quit and win actions and in intractable cases we organized an individual care (10). We spent hours in commissions for the installation of rooms for smokers. The attention of the staff was always great where the participation was usually small.

Our most successful actions are at present. Out and win due to the concept of the cancer research centre in Heidelberg. Steps to become a non- smoker with daily company via Internet. (100 days calendar of the BZgA). A chance for smokers (BZgA- Concept as an offer in the municipal qualification tender). We have not installed a multiplier system. The administration is manageable for *argus*.

### **D.3. Evaluation & results**

Participants of the non- smoker courses are interviewed after the qualification steps. The quit and win projects have been discussed positively within the circle and the success of the individual consultation gets around. After the instruction “no. smoking areas “was made, a considerably reduced cleaning effort was noticed in 1994. We reckon a reduced cleaning effort as well after the introduction of the non- smoking protection law in lower Saxony.

## **E. Healthy eating**

### **E.1. Organisation & structures**

This topic is coached by a qualified sports teacher from the argus- expert team under the already described general conditions.

A canteen committee has been installed at the administrative staff for many years. Here members of the staff are able to make suggestion for the improvement of the offer at the town- hall canteen. In the urban qualification programme there are offers for healthy food and practically orientated realization in the apprentice kitchen. Additionally our employees can recall monthly advice and information for the topic "health food" via intranet.

### **E.2. Strategy and implementation**

The question of healthy food is not part of the endangering analysis in all fields. For example in the certification process of the urban disposal (scope of business waste industry) the question of the arrangement of breaks (no food within the vehicles, changing of clothes) plays a particularly important role. Also other field of the "biostoff" decree with a higher health protection (for example child- day- care center, urban draining) have special regulations for the lunchtimes. Apart from the central town- hall- canteen that gets its reasonable lunch from the central kitchen of the hospital, there is a variety of non-central break rooms which are often furnished with small kitchens, microwaves ect.

Since April 2008 there has been a free water supply in the town hall for all employees.

For the individual food consultation we are supported by a self- employed nutrition consultant ( [www.diaetundernahrung.de](http://www.diaetundernahrung.de) ) and diet assistant of the hospital.

For the day of cholesterol and for other reasons (for example business health days) we offer the employees short lectures during the lunch break and / or the definition of the blood quality. The lecture "Fast nutrition in the lunch break" is held in the scope of health coaching for the executive personnel and there is our offer in the apprentice kitchen from the municipal qualification programme.

### **E.3. Evaluation and results**

Our offered steps in the business health care are all deeply checked in the argus – circle. The participants get a questionnaire at the end of the course. The downward figures are very good and let us draw some conclusions. They serve for the quality control and for the development of the programmes. The past shows us a very good use of the offered steps.

## **F. Physical activity**

### **F.1. Organisation & structures**

Illnesses of the muscles and the skeleton head the list of the unfitness for work in our organization. Slipped discs ( even or just at administrative work ) and signs of wear at the joints ( especially with physically hard work in the underground engineering and the road construction, in the field of green spaces and disposal industry ) are in the foreground of the problem cases.

After some temporary experiences we decided in 2002 to hire a qualified sports teacher with work experiences in the field of rehabilitation , especially for the area “ physical movement “. As mentioned above she belongs to the argus- expert team.

In the previous year 2007 the offer for movement was lived and used especially in the business field of disposal industry. On several dates movement coach carried out a back training, a position training and instructions for good positional behaviour at the workplace and the daily life.

In the business field “ green “ a health day, especially adjusted to the needs of the employees, referring the topics nutrition, muscle function analysis, a programme to compensate for dysbalances and a prevention training for heart and circulation took place.

For some changed employees a movement analysis is carried out in the field of disposal industry.

## F.2. Strategy & implementation

Our first experiences we collected with specifically made behaviour observation and corrections referring workplace in the business field with a high number of workers. We also worried about heart and circulation illnesses of the professional fire brigade because of less use of the sports offers in our firm.

Today consultation, company and medical care covers many field of prevention, rehabilitation ( integration and aftercare specifics groups of users : back school for apprentices, health- oriented seminars after TVöD for workers, courses about the right lifting and careering ( for example courses for caretakers ), involving observation/ consultation in special endangering areas, water gymnastics for employees in the fields of garden and cemetery, lectures in lunch breaks about the right use of the standard office chain.

Qualification programme: Health and fit in front of the screen, fit with the back, Asian health Gymnastics, elementary Tai chi, gymnastics for shoulder and neck in the lunch break, Pilates, Nordic walking, body pump, Off road skate, aqua training.

Sports at work: Gymnastics for the spinal column for beginners and professionals, Skiing condition gymnastics, summer action "to work by bike ".

Cooperation with people who offer rehabilitation seminar days, introductory courses, David-diagnostics, personal company at the rehabilitation aftercare in cooperation with industrial medics.

All generally available courses and offers are applied in the qualification programme and in the intranet. A great part of our work is a special service. We connect health circles, clarification of the work organization and team structures as well as leading behaviour and working atmosphere, participating observations and trials at work, recommendations for movement, relaxing and nutrition.

At present these offers are available for the post and messenger service, for caretakers, members of the library, for the team of the urban gallery and seasonal workers in the business field green and in the disposal industry in Wolfsburg.

### **F.3. Evaluation and results**

Basically all steps in the internal health care are checked if being effective in the argus- circle or in the argus- commissions. The well being and the positive feedback of the employees are in the foreground. there are regular interviews of the employees at the end of the course about steps that are announce in the qualification programme. They serve for the quality control and the improvement of the programmes. ( Results of an interview of employees in 2006, Results of the action “ to work by bike “ ).

## **G. Stress**

### **G.1. Organisation & structures**

This subject is looked after by a qualified social worker with experience and as additional training on the psychiatric field. For a specific consultation the supervising doctor of the social psychiatric service and other qualified personnel of the social psychiatric system are available.

Because of mental illnesses of employees the organization has always been sensitized to this topic. Here the way was from aftercare to prevention. Work agreements ( DV addiction, DV conflict management, DV work assessments, part mental burdens, point to the significance of general conditions ( work organization, leading behaviour, working atmosphere ).

### **G.2. Strategy & implementation**

You can see the special meaning of the argus- linking up at this topic. There are sensitive instruments available through the argus- commissions and circle to adjust possible dysbalances in time that are demonstrated for example in conversations with employees, in agreements for the aims of the team or in conversations for the internal integration management. Often a considerate health conversation or the endangering analysis that especially inquires about expecting too much or too less, work interruption, working atmosphere and leading behaviour show stress situations before they have a harassing effect or head to a burn out. It is important to sensitize the executive personnel and make them able to discuss these subjects.

During the health coaching our executive personnel get experiences in this field. Work- Life- Balance is a very important subject. For the employees different qualification offers, stress and coping with stress, Work- Life- Balance, time and self management, anti- trouble- training, relaxation are available in steady succession. A group of team consultants support the processes for the building teams and pre- conflict situations. If it gets worse, mediators can be set up.



### **G.3. Evaluation & results**

Basically all steps of the internal health care are checked by the argus- circle. During the examinations of workplaces 1700 workers were interviewed about mental stress ( expecting too much, expecting too less time pressure, work interruptions, leading behaviour, working atmosphere ).Referring steps that are announced in the qualification programme, regular interviews are made at the end of the course to ask the employees about the mentioned topics. They serve for the quality control and the further development of the programmes.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Aachen</b> <b>(Aachen City Administration)</b>
Address:	Büro Arbeitsschutz, Gesundheitsschutz und Soziales (Department of Occupational Health, Safety and Social Affairs) Hackländerstraße 5 52064 Aachen
Name of contact person:	Frau Dr. Brammertz; Arbeitsmedizinischer Dienst (Occupational Healthcare Service)
Function of contact person:	Leiterin Büro Arbeitsschutz, Gesundheitsschutz, Soziales (Head of Department of Occupational Health, Safety and Social Affairs)
Telephone number:	+49 (0)241 – 432 – 2861
Email:	<a href="mailto:Astrid.Brammertz@mail.aachen.de">Astrid.Brammertz@mail.aachen.de</a>
Sector:	7511
Number of employees:	4200

Age	Sex		total
	male	female	
up to 35	420 (= 10 %)	420 (= 10 %)	840 (= 20 %)
35 to 50	1.050 (= 25 %)	1.218 (= 29 %)	2.268 (= 54 %)
50+	504 (= 12 %)	588 (= 14 %)	1.092 (= 26 %)
<b>total</b>	1.974 (= 47 %)	2.226 (= 53 %)	4.200 (= 100 %)

## **B. Integration of WHP in the company policy and culture**

Company Health Management (CHM) was introduced from 01.01.2006 in the Aachen City Administration as a strategic management approach and is an integral component of corporate philosophy. CHM comprises the work areas circumstantial prevention (creation of health-promoting working conditions, especially via projects), circumstantial prevention (promotion of a healthy lifestyle/behaviour through an extensive programme of courses) and cross-cutting issues (health-appropriate staff supervision, healthy nutrition), and is regulated in the public-sector establishment agreement "Company Health Management". Of special importance is the active promotional work done by managers on all levels of the hierarchy and the involvement of the staff. Ultimately, CHM cannot succeed without the participation of the managers. The staff are actively and promptly involved (e.g. workshops, staff questionnaires, health circle, online surveys). They can contact the Healthy Administration Team at any time with their ideas and suggestions. Staff are kept up to date via intranet, pamphlets, staff magazine, noticeboards and personal talks on all current developments in the CHM sector (e.g. current status of CHM projects, courses on offer for circumstantial prevention, information on interesting, regionally offered health programmes, database on health topics). CHM activities are steered by the Healthy Administration Team. This team is organisationally subsumed to the Office for Occupational Safety, Health and Social Affairs, in which Technical Safety, Occupational Healthcare Service, Counselling Service for the Disabled and Social-Psychological Staff Counselling Service are also integrated. The office is headed by the occupational physician.

The working group Health and Work is the central steering committee for all superordinate measures of Company Health Management.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

In the CHM projects executed by the Healthy Administration Team, the topics of protection of nonsmokers and smoking prevention are handled in the framework of the evaluation of the situation (staff questionnaires, workshops, etc.) and in the development and implementation of measures (health circle; project steering committee). Certified quit smoking courses are offered to all employees in cooperation with the health insurance funds. Successful participation is financially rewarded by the Healthy Administration Team. Staff are provided with current information on the topic of protection of nonsmokers' rights via intranet, pamphlets, staff magazine and personal counselling. A qualified social worker is responsible for planning and coordinating actions and measures for smoking prevention. Qualification for the subject smoking prevention is given. There are sufficient financial and material resources available to develop and implement actions and measures for smoking prevention. Staff are involved in the development of actions and measures for smoking prevention, both directly, in particular through the projects in the various departments and the ongoing processes there (e.g. staff survey with questionnaire, health circle on developing measures), as well as indirectly through the close accompaniment of these processes by the works council. Over the past two years there has been an increase in the number of staff participating in quit smoking courses. Great care is taken to ensure that the smoking ban in public buildings stipulated in the recent protection of nonsmokers law is rigidly maintained.

## **D.2. Strategy & implementation**

Due to the protection of nonsmokers law, there is a general ban on smoking in all city administration buildings. The smoking ban naturally also applies to the city's employees. The Healthy Administration Team provides information on the topic of smoking prevention, via intranet, and for those employees without access to the intranet, via the staff magazine. Furthermore, members of staff who turn directly to the Healthy Administration Team are provided with information on corresponding topics in the form of info sheets or brochures from the health insurance funds. Quit smoking courses compliant with the quality criteria inherent in the recommendations for action pertaining to Para. 20, Section 1 and 2 of German Social Law, Book V are offered and financially subsidised by the Healthy Administration Team. On request, members of staff are advised about appropriate measures by the Social-Psychological Staff Counselling Service and the Occupational Healthcare Service.

## **D.3. Evaluation & results**

The exact need for smoking cessation measures among the staff was ascertained through an online survey via the intranet. In addition, staff could address the Healthy Administration Team via e-mail, per telephone, or directly in person. Based on the results of this survey, a special concept for smoking cessation was developed. Smoking cessation therapy is conducted externally in a therapist's practice. Discretion is guaranteed by doctor-patient confidentiality. Quit smoking courses are a regular component of the course programme. At the end of any course, participants are given a feedback sheet and asked to fill it in (anonymously if they want) and send it back to the Healthy Administration Team. Once a year, at a meeting with all cooperation partners involved in the course programme, the whole course programme, i.e. also the quit smoking courses, is evaluated on the basis of the feedback sheets and numbers of participants registered, and correspondingly adjusted to meet current needs and requirements.

## **E. Healthy eating**

### **E.1. Organisation & structures**

In the Aachen City Administration there are actions and measures for healthy nutrition. These are planned and coordinated by the Healthy Administration Team. The team has the appropriate qualifications to deal with the subject of healthy nutrition. Members of staff are involved in the development of actions and measures for healthy nutrition via online questionnaires. The Healthy Administration Team has taken up the theme of "improvement of canteen food". The so-called "DiVA" project is a first step towards the desired result. Every Tuesday is DiVA-Day in the canteens of the city administration. DiVA is short for "**D**ienstags **V**ital **A**ngebot" (Tuesday Vitality Offer) and consists of a meal planned by a qualified ecotrophologist and a regular course programme under the motto: "Essen ohne zu messen" ("eating without weight-watching"). In the framework of this action plan, on Tuesdays the canteens of all the larger administration buildings provide a special, healthy, vitamin-rich lunch. The DiVA scheme for the employees of the city administration also benefits the daycare centres and full-time schools catered for by the same nonprofit provider that supplies the canteens. Talks with the canteen leaseholder are currently taking place to extend the range on offer in the canteens. In addition, a further aim is to encourage the staff to become self-reliant regarding healthy nutrition. Since the canteen operator has recently leased an organic farm, an additional service can now be offered, namely the supply via the canteen of a "green hamper" with organically grown fruit and vegetables directly to the staff in their offices. A corresponding drinks supply service to staff offices is in preparation.



## **E.2. Strategy and implementation**

The city administration's canteens, run by a leaseholder, are easily accessible and have clean eating areas. The range of healthy food and drinks is being constantly extended (cf. E.1). The food is prepared in a central canteen kitchen and delivered to the individual canteens. This has the positive effect that the range of healthy food for the city administration staff also benefits other institutions. Salads and fresh fruit are available in the canteens, as are fair-trade products. The staff pay for the food and drinks themselves.

Regular information on healthy nutrition is provided via the intranet. In addition to the programme of courses offered, staffs also have the option of availing themselves of individual counselling in the practice of a nutrition therapist or of a nutrition counsellor, or via the city administration's occupational physician.

## **E.3. Evaluation and results**

In August / September 2006, an intranet questionnaire regarding canteen food was conducted among the staff. The findings of the survey were reported back to the staff in November 2006 and implemented from December 2006 on.

In response to the feedback, nutrition courses have been offered. The online survey conducted in spring 2007 on the course programme also explored demand for nutrition courses. On the basis of feedback sheets completed by the participants, the nutrition courses are evaluated in regular meetings with the cooperation partners involved in conducting them.

## **F. Physical activity**

### **F.1. Organisation & structures**

The Healthy Administration Team publishes a new course programme twice a year. This programme is created in cooperation with the local adult education centre and the works sport association.

The quality of course instruction is secured through collaboration with the head of the health department at the adult education centre, the manager of the works sport association, and the health insurance funds. Exploiting these resources allows a wide range of high-quality courses to be provided.

One member of the Healthy Administration Team (a qualified social worker) determines the demand, e.g. via regular online surveys, coordinates the courses offered and secures the quality via evaluation. The staffs are involved in the planning. Suggestions, e.g. from teams, are implemented group-wise. Since the course programme was introduced, more than 750 members of staff have made use of the courses on offer. Demand is rising constantly.

In view of the fact that the city administration's staff work decentralised in various administration buildings scattered around the city, the concept "Room for Health" was developed. So far it has been possible to open health rooms in three of the administration buildings; a fourth is in the pipeline. These are larger former offices that are made available for health courses and mobile massage services. The concept envisages the establishment of such rooms in all the larger administration buildings. The rooms are available to all members of staff for individual healthy breaks in between. The designation "Room for Health" also has a symbolic meaning, as what we want is not only a "room for health" for courses held in the buildings but also, in a metaphorical sense, "room for health" in interpersonal relationships and strategic processes in the workplace.

## F.2. Strategy & implementation

The course programme aims at low threshold access and high quality. The courses are inexpensively priced, take place close to work and are oriented to working hours. Registration is convenient (by e-mail or telephone) and participants are covered by statutory accident insurance. The courses take place during employees' breaks or in their freetime. Financing is secured via a special budget, subsidies and participation fees (20 € for eight x 45 minutes). In addition, a mobile massage service is offered at the workplace. The fees for this (12,50 € to 15,00 €) are paid directly to the masseur by the employee.

From September 2008 on, the action „Mitgehen am Mittwoch“ ("Walk With Us On Wednesdays") is also on offer. Every Wednesday after work, employees meet to do 3000 steps together, thus participating in a Germany-wide action on the initiative of the Federal Minister for Health.

Apart from the course programme of the Healthy Administration Team, 1000 of the 4200 city administration employees are members of the works sport association (membership fee 1,50 € per month), which offers 12 attractive sports and activity options ranging from tennis and nordic walking to swimming, all at affordable prices. The association also organises excursions and parties, which help to strengthen the community spirit.

Use of bicycles is promoted via

- provision of secure bike parking facilities in several administration buildings,
- provision of a staff bicycle for the employees of the transport and roadworks department,
- payment of 10 Eurocents per kilometer for official errands absolved on the employee's own cycle.

In the framework of a health management project, the reactivation of disused changing rooms and shower facilities is being requested and negotiated by the health circle with the support of all members of the responsible project team.

There is a regulation that official errands are to be absolved as far as possible via public transport (free service ticket) or on foot. This serves the interests of both environment and health.

### **F.3. Evaluation and results**

The course programme organised by the Healthy Administration Team is evaluated once a year. A specially developed feedback sheet is used to inquire about expectations, quality of course instruction, organisation and running, transfer of learning content to everyday life, satisfaction with the service offered and suggestions for improvements. The response rate is 50 %. The evaluation leads to important insights and responses, e.g. the programme for back training was extended to include an advanced course and participants' criticisms of the rooms led to the development of our "Room for Health" concept. The quality, range of choice and execution of the course programme as a whole was rated good to very good. Based on these evaluation findings, goals are formulated for future developments. The results of the evaluation are presented in the City of Aachen's working group Health and Work, and discussed once a year with cooperation partners and course instructors. Last year, evaluation of the mobile massage service was conducted according to two criteria: number of massages performed and regularity with which employees availed themselves of the service. Since the beginning of 2008, a feedback sheet specially developed for the massage service has been put into use.

## **G. Stress**

### **G.1. Organisation & structures**

There are various actions and measures in the city administration for dealing with psychological health and stress:

- In addition to examinations by the Occupational Healthcare Service, for over 20 years an optional Social-Psychological Staff Counselling Service has been available, planned and coordinated by a psychotherapist employed exclusively for this task. Apart from providing counselling and support in individual cases, the psychotherapist also conducts two-day seminars for staff on stress prevention and time management. The longterm efficacy of these seminars is secured by the provision of an advanced module and quality management. A dedicated budget for these measures exists.
- Personnel Development organises and conducts seminars on "Positive Thinking", personal self-development and constructive dealing with conflicts. More than 30 members of staff are currently being trained up as works-internal conflict mediators. This measure also serves stress prevention.
- Company Health Management conducts projects in which the work situation is ascertained, analysed and discussed, measures planned and implemented, and their success evaluated. In all these projects, dealing with stress and stressful working conditions is a central theme.

## G.2. Strategy & implementation

The principal protagonists of occupational health and safety and of social and psychological counselling for healthy, sick, disabled or stressed employees are centralised in an independent organisational unit, the Office for Occupational Safety, Health and Social Affairs. This affords favourable structural conditions for the evaluation of stress on individual members of staff and on whole organisational units. In the case of stress-related illnesses, an appointment with the occupational physician can be made at short notice. The occupational physician, the social-psychological counsellor and the qualified social worker from the Healthy Administration Team are all bound by professional discretion. For those members of staff from other professions, protection of confidence is also an essential principle for the work.

The Healthy Administration Team regularly distributes informational material on dealing with stress in a healthy way to the staff. In October 2008, two Health Days will be conducted on the topic: "Dealing with stress in a healthy way".

The course programme and works sport activities also offer possibilities for reducing stress. Two thirds of the 47 departmental heads have already been sensitised in a two-day training session on "health-appropriate staff supervision" to enable them to identify staff stress problems faster, e.g. through over- or underchallenging work, and to reduce this stress through organisational measures and socially competent managerial behaviour.

In January 2007, SAP was introduced as the time-recording system. This has increased the scope for individual structuring of worktimes.

A works kindergarten has been available since September 2007. In the framework of the audit "Family and Job", the voluntary additional offer was introduced of 2 weeks paid paternal leave for all fathers with children born after 01.09.2007.

### **G.3. Evaluation & results**

The social-psychological counsellor evaluates her range of counselling services by means of qualified case statistics. All seminars are evaluated via feedback sheets. In addition there is continuous quality control in the form of sector networking with the Working Group Addiction.

In the framework of CHM projects in the city, stress factors are systematically investigated and evaluated in the health report as strengths or weaknesses. These findings are discussed in special health circles with selected staff representatives, and specific measures are developed. In one department, measures for health-appropriate staff supervision were developed and successfully implemented in collaboration between managers and staff. In another department, a special health circle was established on the topic of "healthy ways to deal with stress".

The occupational physician, staff of the technical safety department, departmental managers, the staff council, the disabled employees representative and other experts like, e.g. the social-psychological staff counsellor were all involved in the projects.

The Company Health Management projects and course programme are always evaluated, e.g. by means of standardised staff questionnaires. The results are summarised in an evaluation report and publicised.

In the framework of the audit "Family-Friendly City Administration", evaluation of the measures is conducted by the external cooperation partner, the Hertie Foundation.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Dortmund (Dortmund Municipal Administration)</b>
Address:	Friedensplatz 1 D-44135 Dortmund / Germany
Name of contact person:	Dr. Egmont Baumann
Function of contact person:	Human Resources Office – Workplace Health Management (Personalamt – Betriebliches Gesundheitsmanagement)
Telephone number:	++49-231-5026388
Email:	ebaumann@stadtdo.de
Sector:	Public Service
Number of employees:	8.936

Age	Sex		total
	male	female	
up to 35	664	909	1573
35 to 50	1898	2509	4407
50+	1519	1437	2956
<b>total</b>	4081	4855	8936



## **B. Integration of WHP in the company policy and culture**

The economic success of a company is essentially dependent on its employees' knowledge, skills and willingness to work, for it is only through healthy, qualified and motivated employees that the complex challenges of the future can be met. This recognition has, precisely in companies operating in a free market economy, led to the development of health management concepts as integral components of a modern corporate strategy. Only healthy employees – healthy in the broadest sense of the word – are willing and able to give the performance expected of them. And a company is only as healthy and efficient as its employees.

This principle does of course also apply to municipal administrations. The requirements that have to be met by the Municipal Administration of Dortmund as a "service provider for its citizens" undergo constant change. Our objective is to continue to improve, on a continuous basis, the quality of our service to the people of Dortmund. To this end, the continued development of our administrative structures – here the key word is "reform" – and the improvement of the qualifications of our employees are absolutely essential.

In order to meet the increased demands on the municipal administration while preserving and promoting the job satisfaction of our employees and keeping sickness-related costs to a minimum, an efficient system of workplace health management has been gradually built up. Those components of our workplace health strategy that hitherto were to some extent isolated from one another, such as work safety and health protection, were brought together under the umbrella of Workplace Health Management using the strategies of Organization and Human Resources Development. A highly essential component of our concept is the integration of the expert knowledge of our employees through employee questionnaires and health circles, for only if health promotion, as a task of management, is understood holistically and integratively to include the needs of the employees can it contribute to the safeguarding and improvement of employee motivation and health and, by the same token, to the improvement of our efficiency as a citizen-friendly public service.

The objectives of our workplace health management concept may be summarized as follows:

- Development of employee-friendly workplaces
- Improvement in quality of work and job satisfaction
- Increase in the health competence of our employees
- Improvement in working atmosphere and corporate image

- Reduction in absenteeism

Workplace health management is the logical further development of workplace health promotion. It systematically integrates workplace health promotion into the corporate and structural policy of the organization.

In this way, the health of our employees becomes a strategic and holistic task that falls under managerial responsibility in particular.

The procedures and instruments of workplace health management are laid down in a public service agreement that was adopted after a broadly based poll conducted with all levels of management, the executive staff, the staff council and the employees (see attachment). Employees are kept regularly informed about health matters both through the printed edition of our staff newspaper and through the on-line version

Further information on our strategies, methods and instruments is to be found in the Internet under: [www.bgf.dortmund.de](http://www.bgf.dortmund.de)

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

The prevention of smoking/tobacco use is a matter with which the Municipal Administration of Dortmund has been concerned for a long time. Our Non-Smokers Protection Directive was put into force as early as 1989. Together with three other German organizations, the Municipal Administration of Dortmund took part in the European Healthy Workplaces Project "Tobacco in the Workplace: Meeting the Challenges, a Handbook for Employers." Within the scope of this project, all the employees of the Municipal Administration of Dortmund were interviewed by our trainees on the subject of smoking behaviour, following which a seminar concept was developed. A special non-smoking project was undertaken as part of a workplace health promotion project with the Dortmund Fire Brigade in collaboration with the BKK Hoesch (Hoesch Company Health Insurance Fund).

### **D.2. Strategy & implementation**

Risk assessment findings have in the past led to the need for a constructive solution to the problem posed by the potential conflict between smokers and non-smokers within the context of non-smoker protection. At the request of the employees themselves, for example, separate ventilated rooms for smokers have been provided. For almost 10 years now, we have been offering courses for employees who are trying to stop smoking. There is a high success rate (up to 70 %), but it is a scientifically established fact that the drop-out rate is relatively high in the case smokers and we have therefore begun to organize, at the request of the course participants themselves, follow-up meetings for the purpose of sustaining the success of the courses. Our non-smoking courses are organized in collaboration with the BKK Hoesch and St. John's Hospital (Johannishospital) in Dortmund. In this way we can be sure that there will always be enough people for a course at any one time. In view of the current developments in anti-smoking legislation both at a national and at a regional level, it was decided at the beginning of 2008 to introduce a total ban on smoking in the Municipal Administration of Dortmund. This ban is being accompanied by a special "quit smoking initiative" for people willing to give up smoking. Information on all non-smoker protection activities offered by the Municipal Administration is given in the health column of our on-line staff newspaper MAI. Multiplier training programmes have been implemented, especially on a social advisory level. Here, for example, we have set up a "smoker's hotline" as one of our advisory services. Articles on the subject of non-smoker protection appear regularly in our intranet staff newspaper.

### **D.3. Evaluation & results**

All the courses we offer on smoking prevention and/or giving up smoking are evaluated by way of a satisfaction questionnaire – as are all the other courses offered by us. The participants of the individual non-smoking courses also meet after the courses have finished in order to give each other strength and encouragement.

## **E. Healthy eating**

### **E.1. Organisation & structures**

All courses and seminars offered within the context of workplace health management are managed and coordinated by member of staff from the Department of Workplace Health Management. All offers are made known to our employees by way of the human resources development database, through the on-line staff magazine and through posters and leaflets. Enrolment for the courses, including Healthy Eating, may be done either by internal mail, on-line or personally. The Department of Workplace Health Management has a special budget for each of the courses and seminars offered. As a rule, courses take place outside working hours but are free of charge for all employees. The schedule of courses and seminars changes according to the wishes of the participants, as our employees also have a say in the planning of the programme. This naturally applies to all programmes, including nutrition.

## **E.2. Strategy and implementation**

Healthy eating has an important part to play in our strategy. In our generously appointed and modernly equipped canteen, for example, we always offer a vegetarian dish in addition to the normal menu and the number of calories is indicated for all dishes. The food offered in the canteen is healthy and varied and is subsidized so as to keep the costs of the meals affordable. Healthy eating is a regular topic both within the scope of the health information provided via our intranet and in the printed version of our staff magazine.

For years now, our offers of courses and seminars have always included offers of programmes for healthy eating, e.g.:

### **Sensible slimming**

Slimming begins in the mind! This is a programme based on a concept developed by the Federal Centre for Health Education that helps participants to change their eating habits without forgoing the pleasure of eating and the feeling of wellbeing. It includes such complementary aspects as movement and relaxation and introduces participants to practical and healthy cooking techniques for tasty and varied meals.

### **Dieting**

This is a special programme for overweight trainees. In recent years we have become only too aware of the fact that we have a relatively high percentage of trainees who are professionally capable but considerably overweight. In some cases their BMI is as high as the obesity category of 30. In order to avoid a "rude awakening" when it comes to their ultimate appointment as civil servants, we have for the past twelve months been offering special Weight Watchers' courses for this group of overweight trainees. Healthy eating and eating habits combined with healthy exercise are an important aspect in this context.

## **E.3. Evaluation and results**

The courses for healthy eating are, like all other courses and seminars, evaluated afterwards.

## **F. Physical activity**

### **F.1. Organisation & structures**

Physical exercise has an important part to play in our strategy on several levels. Offers of physical exercise and movement, for example, take up a large part of the programme of courses we offer. The following courses are currently available:

#### **Back training and spinal gymnastics**

Participants in this course learn how to sit, stand, lift, carry and bend down "properly" and how it is possible to strengthen, effectively yet pleasantly, the musculature of the neck, shoulder, abdomen, back, buttocks and legs. The aim of the course is the promotion of health and the prevention – not the therapy – of backache.

#### **Shoulder and neck gymnastics**

Pain in the shoulder and the neck is a widespread occurrence. One of the causes may be the increase in computer work. The aim of the course is to teach participants to acquire a better posture through correct behaviour patterns, thus taking the strain off the shoulders and neck.

Shoulder and neck massage – (Course of instruction – enrolment in pairs)

#### **Pilates exercises – for shaping the body**

Developed by Josef Pilates for dancers, these whole-body exercises serve primarily – with a minimum of physical effort – to train those muscles of the body that are otherwise neglected. With an appropriate measure of training, it is possible to obtain a well-balanced, supple and strong physical condition.

#### **Tummy, thighs and rear**

Special exercises are offered for these problem areas. They focus not only on toning the muscles and reducing fatty tissue but also on fitness.

#### **Tae Bo Dance Fun**

A mixture of kickboxing, self-defence and aerobic.

### **Nordic walking**

Nordic walking is an exercise for the whole body and ideal for overweight and joint troubles. If done correctly, this exercise involves the use of approximately 600 muscles, i.e. 90% of the body's entire musculature. Nordic walking relieves tension in the shoulders and the neck, while the use of the Nordic walking poles takes the strain off the knees, feet and back.

### **Qi Gong**

Based on traditional Chinese medicine, the slow, flowing movements of the Qi Gong exercises combine with the body's own calm breathing rhythm to strengthen both mind and body.

For particularly decentralized areas of operation, where employees have difficulty in taking part in courses on account of the distance or working hours, we also offer courses in individual parts of the city. This was the case, for example, with a back training course for teachers in one of the outlying districts of Dortmund.

In addition we have also developed an internal sports concept that is looked after by an employee of the Sports Department. A sports teacher takes care of all internal sports (see attached details) and all matters concerning equipment and indoor and outdoor facilities. At present our employees are involved in 50 different sports groups in the following disciplines:

- Aquafitness
- Badminton
- Climbing
- Faustball
- Football
- Functional gymnastics for the spinal column
- Golf
- Indoor cycling
- Inline skating
- Nordic walking
- Running
- Skittles/Bowling
- Swimming
- Table tennis
- Volley ball
- Walking



Courses, seminars and sports activities also afford the participants themselves an opportunity to obtain qualifications. In certain courses, e.g. Nordic Walking, we ask employees during the course whether they themselves would like to become trainers. If they are interested, they can qualify as trainers at our expense. As trainers of specific sports groups, e.g. Nordic Walking, these employees can then make an essential and qualified contribution to our offer of courses, seminars and sports activities.

Many employees of the Municipal Administration of Dortmund take part in our "Biking to Work" campaign. One of our members of staff has been appointed to actively promote this particularly energy-saving and healthy mode of transportation.

A pilot scheme just begun is a "Physical Fitness for Firemen" project at one of the fire stations of the Municipal Fire Brigade. This project includes a medical check-up of the firemen, carried out in collaboration with the Occupational Health Service (AMD), the results of which will serve the Fire Brigade Sports Department as a means of examining and improving its physical fitness strategies in tune with demographic developments.

## **F.2. Strategy & implementation**

Our requirement analyses always include questions concerning physical movement and exercise and any deficits in this regard. Functional movement and back training programmes have been regularly implemented ever since we began our workplace health management service. For employees wishing to keep fit outside working hours, we have signed agreements with a number of quality-certified fitness studios in Dortmund enabling our employees to train there at particularly favourable rates. The subject of physical exercise is dealt with regularly both in the printed and the on-line version of our customer magazine MAI. Indeed, MAI Online has a permanent sports column that informs its readers every two weeks about new and interesting matters regarding exercise and health!

### **F.3. Evaluation and results**

All physical exercise courses and seminars are, like all our other courses, constantly evaluated.

## **G. Stress**

### **G.1. Organisation & structures**

Also responsible – besides the managers themselves – for dealing with psychical problems such as stress and addiction is our Workplace Advisory Office (Social Service). This office is manned by three specially trained members of staff who are able to give advice on such matters as addiction, psychical problems, problems at the workplace and social problems.

Other matters on which advice is given include workplace conflicts (bullying), conflicts in relationships, moral harassment and stress. Training courses and seminars on the aforementioned problem complexes take place primarily at executive level. The Workplace Advisory Office has been conceived and organized in such a way that any employee is able to contact it for advice and support without forgoing his or her personal rights (confidentiality).

### **G.2. Strategy & implementation**

Mental strain/stress is becoming a matter of ever increasing concern, and the employees of the Dortmund Municipal Administration are by no means exempt from this circumstance. Each year, the Workplace Advisory Office (Social Service) draws up a profile of the problems about which it has been consulted. With the aid of this statistical profile we have in the course of the past few years found that psychical problems in particular are on the increase. Consequently, mental health problems arising from strain and stress are now integrated as a matter of routine into all risk assessments and all health promotion processes and in all employee questionnaires in the individual departments/offices.

A great many relevant courses and seminars are currently being offered:

- Trainees' Seminar on Mental Health
- Coping with Stress Situations at the Workplace
- Fairness at the Workplace
- Conflict Management
- Moral Harassment and Bullying
- How to Approach Mentally Sick and Psychically Conspicuous Employees
- How to Cope with Aggressive People
- How to Deal with Conflicts – for Executives

- Health-oriented Management: Successful Leadership through Emotional Competence

Workplace Health Management is currently offering the following courses aimed at helping employees to overcome their own personal stress problems:

- Autogenic Training
- Yoga
- Meditation and Painting
- Tai Chi Chuan
- Relaxation through African Drumming
- Meditative Singing

Like the courses on healthy eating and physical exercise, all the above courses are free of charge for employees.

Needs for improvement in the areas of work organization, working hours, working atmosphere and work-life balance are ascertained in particular in our three analysis procedures – Employee Questionnaires, Health Circle and Work Situation Analysis (Group Discussions) – in the WHP projects in the individual departments.

Like all other health topics, mental strain and stress are dealt with regularly in our information media (staff magazine, intranet portal).

### **G.3. Evaluation & results**

All enquiries and contacts made with the Workplace Advisory Office are evaluated every year. In this way we obtain an annual profile of the problems concerning which our employees require help and support. It was also through this annual profile that we were able to ascertain a steady increase in psychical problems and corresponding requests for help in recent years.



## Model of Good Practice

### A. General information about the company

Company/organisation:	START Zeitarbeit NRW GmbH
Address:	Beekstrasse 48-50 47051 Duisburg Germany
Name of contact person:	Ulrike Sirch
Function of contact person:	Health promotion manager
Telephone number:	+49 203 29519-55
Email:	ulrike.sirch@start-nrw.de
Sector:	Temporary work employment
Number of employees:	187 permanent staff members, app. 2600 temporary work employees

Age	Sex		total
	male	female	
up to 35	18	37	55
35 to 50	52	38	90
50+	29	13	42
<b>total</b>	99	88	187 (permanent staff)

## B. Integration of WHP in the company policy and culture

START Zeitarbeit NRW GmbH (limited liability company) is a temporary work agency that is represented by 30 branch offices in the federal state of North Rhine-Westphalia.

START was founded in 1995. The associates are among others the federal state of North Rhine-Westphalia and the confederation of German Trade Unions. Its mission according to the memorandum of association is to reintegrate unemployed people into the labour market. Thus, temporary employment is used as a means of reintegration. Considering this mission, START is concerned with the question what factors might influence the employability. The correlation between (un)employment and health are known as important factors as to (re)integration in the labour market. Temporary employees are meant to be best prepared and provided for engagement in the labour market by START. Therefore START has decided to implement health promotion as an integral part of company policy. Occupational health and safety has always been a top priority and has for some years been broadened by the aspect of health promotion in terms of a holistic as well as resource-oriented understanding of health.

Health promotion is understood as a task of those in leading positions on one hand and as a participatory, continuous process that has to be sustained by all branch offices and employees.

In order to ensure the continuous and sustainable planning, coordination and evaluation of health promotion activities, a new job position (health promotion management) was created in 2007 in addition to the function of traditional occupational health and safety.

As a temporary work agency, START faces a number of challenges that go beyond the challenges of “normal” work place health promotion:

- Two main target groups: Permanent staff and temporary work employees ( 187 permanent staff and app. 2600 temporary employees)
- High fluctuation among temporary work employees
- Restricted influence on employees' working conditions, as they work in the hiring companies
- Temporary work is characterized by different/high health related strains as to work place and personal preconditions
- Decentralized structure of the company

There are no existing examples so far for “Best Practice” in temporary work. Therefore, standardized programs or measures are difficult to be adapted for our target groups. Thus, health promotion activities necessarily have experimental character and have to be constantly developed further.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Following the recent development in Europe and specifically in Germany as to non-smoking policies, START has decided in July 2008 to implement smoke-free working places in all branch offices, starting on 1<sup>st</sup> of January 2009. Taking this step, START effectively realizes the protection of non-smokers, the health promotion of smokers and consequently puts into practice its very own health promotion policy.

The coordinator of the smoke-free project is the health promotion manager in close cooperation with an external counsellor of the Institut für Betriebliche Gesundheitsförderung (Institute of Work Place Health Promotion).

A working group has been implemented to discuss questions as to the realisation of smoke-free work places. It has been carefully paid attention to the mixture of that group: smokers as well as non-smokers and all hierarchical positions were to be represented. This working group was given the mission to deal with all questions arising and to present solutions to the management board.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.



## D.2. Strategy & implementation

The decision that a total ban on smoking has to be realised, was taken by the management board. As the branch offices are of different size and capacity, it would not have been possible to implement indoor smoking areas in all branch offices. For that reason, individual solutions for bigger branch offices were excluded.

The working group (10 participants) met twice. A third meeting is designated in January in order to evaluate the activities that have taken place until then and in order to discuss how we can ensure sustainability of the smoking ban.

The questions discussed in the working group referred, among others, to support for employees who are trying to stop smoking and the regulation of smoking breaks.

It was decided that smokers will be allowed to take smoking breaks outside of the office during working time. Members of the working group agreed that it is a question of trust and reciprocal tolerance. It was brought up that also non-smokers take their breaks and it was emphasized that such breaks are not necessarily unproductive time.

Furthermore, it was decided that support shall be offered to those smokers who are willing to cease smoking. Firstly, information meetings were offered in five branch offices. Professional health experts of the Institut für Betriebliche Gesundheitsförderung and the statutory health insurance AOK informed about the health threats of smoking in general and the benefits of smoking cessation. In addition, individual counselling was and is offered to all who were/are interested. If employees take part in any smoking cessation program supported by health insurances, START will further minimize the costs by paying 75% of the employee's own contribution.

These support possibilities will apply to all permanent staff members and, from next year on also to all temporary work employees.

Finally it was decided, that an effective marketing was needed to promote smoke-free work places. Above all, it was agreed, that negative phrasing should be avoided. Smoke-free, instead of ban on smoking for example should be used. Posters and flyers will inform about and point to the implementation of smoke-free work places.

All decisions of the working group were approved by the management board.

### **D.3. Evaluation & results**

The evaluation of the smoke-free project will be continuous.

First of all the very implementation of smoke-free work places has to be ensured. The acceptance of the management board decision was not unrestricted, as smoking was allowed until then in all offices. Clearly this is one reason why there is half a year between the announcement of the decision and the realisation. Enough time is given to “get used” to the new situation and to take part in smoking cessation activities if wished.

A further meeting of the working group in the beginning of next year will discuss and evaluate how the new situation has been dealt with by the employees. Criteria will first of all be whether the new regulation is followed by all and also how content the employees are with the situation. If difficulties arise within the branch offices, these will be discussed and solved in the working group.

A further step will be to strengthen the idea of smoking prevention, especially among the younger employees. As START also supports vocational training for disadvantaged young people, smoking prevention seems to be crucial for that target group.

Above all, START wants to give a good example as a smoke-free company and thereby actively promote healthy work-places.

## **E. Healthy eating**

### **E.1. Organisation & structures**

As to healthy eating, the health promotion manager is coordinating the activities in close cooperation with other experts and the branch office managers.

Employees can make suggestions at any time which activities they would be interested in or which activities they wish to offer for temporary work employees.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

## **E.2. Strategy and implementation**

Since December 2007, fresh fruits are offered weekly to the employees in the branch offices. Fruits are delivered on a weekly basis. Attention was paid to the quality, especially to the organic quality of the fruits.

The fruits are to be placed in a way so that all visitors in the offices are encouraged to also take some.

Likewise, drinking water is available for all permanent staff members.

In two of our branch offices, cookery courses for healthy eating were offered to all permanent and temporary employees as well as their partners. Another branch office has offered nutritional advice possibilities to the same target group.

In 2007, a series of family&health events were held at six locations. At the beginning of the series, an opening event aimed at discussing the question of how a temporary work agency can contribute to health promotion. Representatives of the health field as well as of labour market politics were invited to deal with this issue.

In the following the regional events were held. START organised these events in cooperation with health insurances, sports clubs and other health professionals. Great attention was paid to offering an event that was addressed to families. The programs were individual, depending on the cooperation partners. However, healthy eating was focused at all events. In one event, for instance, people could watch show cooking and received instant information and tips for how to use less fat and more herbs. Children were invited to try out cooking themselves.

START offers health consultancy service to temporary work employees. Permanent staff members are qualified in order to be able to give such consulting. Temporary work employees who are interested can ask for consulting at any time. The service is based on the method of "Motivational Interviewing" and it aims at firstly informing about physical activity, healthy nutrition, stress reduction and smoking cessation and secondly at giving a thought-provoking impulse. Clearly, the permanent staff members are not and cannot be health experts. Therefore temporary work employees are also given information about professional health services.

### **E.3. Evaluation and results**

The evaluation is carried out continuously.

As to the fruits in the branch offices, a lot of positive feedback has confirmed the effectiveness of this measurement. A lot of employees report that the fruit basket promotes healthy eating.

As to the other events, feedback is always asked from the participants but not on the basis of a questionnaire. The question that is more central for START concerning all health promoting activities is how to reach more people, how to increase the number of participants. START has to deal with the challenging situation that temporary work employees are at work in the customer companies, but still START is formally the employer and thus in charge of health promotion.

Activities will continue to be offered and, as pointed out earlier, different ways of reaching more people will be tried out as a continuous improvement process.

## **F. Physical activity**

### **F.1. Organisation & structures**

As to physical activity, the health promotion manager is coordinating the activities in close cooperation with other experts and the branch office managers.

Employees can make suggestions at any time which activities they would be interested in or which activities they wish to offer for temporary work employees.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

## F.2. Strategy & implementation

START supports all exercise activities, but has concentrated on the support of running. START is sponsoring different running events (CitiRun and Lichterlauf) in the city where the headquarters is located (Duisburg) and therefore we promote the participation in those events. Every employee who takes part in running events or activities receives a grant of 70 Euro for a pair of running shoes.

At the headquarters, a running group was established starting from January 2008. Two times a week the group goes running together straight after work. Once a month, a professional trainer – free of charge for the employees - conducts the training.

Within the aforementioned family&health events, the promotion of physical activity plays a great role as well. Workshops for Nordic Walking, Pilates and other activities were offered in order to motivate employees for physical activity.

Different at-work-activities have been offered in some branch offices such as training for the prevention of back pain.

START offers health consultancy service to temporary work employees. Permanent staff members are qualified in order to be able to give such consulting. Temporary work employees who are interested can ask for consulting at any time. The service is based on the method of “Motivational Interviewing” and it aims at firstly informing about physical activity, healthy nutrition, stress reduction and smoking cessation and secondly at giving a thought-provoking impulse. Clearly, the permanent staff members are not and cannot be health experts. Therefore temporary work employees are also given information about professional health services.

### **F.3. Evaluation and results**

The evaluation is carried out continuously.

As to the running event, a lot of positive feedback has confirmed the effectiveness of this measure. The rising number of participants in the running events and the rising number of employees who started running in their leisure time confirms the motivational effects of such sportive events.

As to the other events, feedback is always asked from the participants but not on the basis of a questionnaire. The question that is more central for START concerning all health promoting activities is how to reach more people, how to increase the number of participants. START has to deal with the challenging situation that temporary work employees are at work in the customer companies, but still START is formally the employer and thus in charge of health promotion.

Activities will continue to be offered and, as pointed out earlier, different ways of reaching more people will be tried out as a continuous improvement process.



## **G. Stress**

### **G.1. Organisation & structures**

As to stress, the health promotion manager is coordinating the activities in close cooperation with other experts and the branch office managers.

Employees can make suggestions at any time which activities they would be interested in or which activities they wish to offer for temporary work employees.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

Among all fields of health promotion, stress is the newest topic which will be directly addressed.

Clearly, this issue is very closely related to questions of culture, work flows, organisation of work, workload, personal resources and above all leadership.

Prior to offering measures for stress reduction, the sources of stress at work place have to be detected in order to address problems at "its roots" and not only to focus on symptom reduction. Thus, the preparations for a needs assessment are still running and will be realised in 2009.

## G.2. Strategy & implementation

Within the concept of the health consultancy service, the topic of stress has been integrated. As mentioned above, permanent staff members are qualified in order to give health consultancy. At the core of this qualification process lies the idea that prior to being ready to offer consultancy to others, permanent staff members have to deal with their own health and *they* have to be offered health promoting measures in the first place.

Therefore, before starting the methodological skill training for health consulting, **workshops** were offered to permanent staff members with topics relevant to their own health. The workshops were especially conceptualised for our company in cooperation with health expert institutions.

Three workshops were offered covering the following topics:

1. "How to gain more energy in daily working routine"
2. "Communication"
3. "How to find the balanced way"

These workshops and others shall be offered on a regular basis.

## G.3. Evaluation & results

As mentioned above, an analysis of the status quo will be carried out next year. This survey will be the point of reference for the results of future questionnaires. An important criteria for the evaluation of stress prevention methods will be employee satisfaction and the employees' subjective judgement of their own well-being.

The workshops were evaluated on the basis of a short questionnaire and suggestions for improvement were immediately realised at the following workshop.



Stiftungsklinikum  
Mittelrhein gGmbH

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stiftungsklinikum Mittelrhein</b>
Address:	Johannes Müller Str. 7 56068 Koblenz
Name of contact person:	Ms Renate Huelsmann
Function of contact person:	Health Promotion Co-ordinator
Telephone number:	0261 137 1650 or 7387 mobil 01708186406
Email:	Rhuelsmann@stiftungsklinikum.de
Sector:	Healthcare
Number of employees:	1648

Age	Sex		total
	male	female	
up to 35	98	352	450
35 to 50	166	528	694
50+	115	389	504
<b>total</b>	<b>379</b>	<b>1269</b>	<b>1648</b>

## B. Integration of WHP in the company policy and culture

The Stiftungsklinikum Mittelrhein is a medium sized health care organisation with 2 partner hospitals in Boppard and Nastaetten. It has been a member of the German Network for Health Promoting Hospitals since 1999. A member of the German Network for Workplace Health Promotion since 2001 and a member of the German Network for Smoke Free Hospitals since 2005.

Health promotion has been part of the company's policy and culture, for the last ten years. Management at all levels promote and support the policy. It is also reflected in the mission statement: staff empowerment, respect and appreciation of staff and prevention.

In 2003 a work group for health promotion in the workplace, was founded. The group members have management positions, in various departments, throughout the healthcare organisation. They act as advocates for the health of their staff. The members of the group participate in an in-house training programme once a year. All members of staff are encouraged to make suggestions and to exchange ideas with the work group.

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

The Stiftungsklinikum Mittelrhein has been a member of the German Network for Smoke Free Hospitals since 2005 and is certified with bronze. Seven members of staff, from the psychology, social work, school of nursing, sport and dietary areas were trained as smoking cessation counsellors. Since then sixteen members of medical, nursing and other healthcare professionals have been trained through our in-house training seminars to smoking cessation counsellors for the brief intervention. These in-house training seminars are also open to service, administration and voluntary members of staff.

The smoke free working group consists of the health promotion process leader, the health promotion co-ordinator (psychologist), chairman of the workers council, the cleaning services manageress, a nursing officer, a representative from the school of nursing, a representative from the physiotherapy, occupational and sport department. In addition, the leaders of the smoke free working groups, from our partner hospitals in Boppard and Nastaetten, participate in the meetings. The group has organised numerous events internally and externally, giving information on smoking cessation and prevention: power point presentations at the organisation's annual staff meetings, information stands on the yearly World No Smoking Day. and interviews given to the local television and radio stations.

The smoke free policy is regulated under the agreement of employment contract for health promotion within the healthcare organisation and is actively supported by senior management. A fixed budget has not been set. Nevertheless, there have been no problems so far, with the granting of funds for resources.

## D.2. Strategy & implementation

Inside the hospital buildings, is a total ban on smoking. Smoking is only permitted in designated areas on the hospital grounds. All entrances are smoke free. Signs give clear directions to the sheltered and unsheltered smoking zones.

Internally, the employees are informed and kept up to date with the smoke free policy through the newsletters, the healthcare organisation's own staff magazine and intranet. Over intranet is a link to the German Cancer Research Centre, where further information can be obtained on tobacco control and smoking prevention and cessation.

The in-house training courses to train smoking cessation counsellors, take place regularly, 2 - 3 times a year. Those courses are led by the health promotion co-ordinator.

The counsellors offer free smoking cessation counselling to members of staff, who are trying to stop smoking. If required, nicotine replacement products can be bought at a reduced price from the internal pharmacy. Members of staff, who have successfully quit smoking, can have their "own story, how I quit smoking" published in the staff magazine. In order, to avoid discussions and debates on discrimination between smokers and non-smokers, it is not part of the smoke free policy to award prizes, to staff members, who have successfully quit smoking.

### **D.3. Evaluation & results**

The first questionnaire on smoking took place in 2004. The second one, which was more complex, took place a year later. In structured interviews, department managers were able to express their opinions on: how many of their staff were active and passive smokers, conflicts between smokers and non-smokers, secret smoking areas, exposure and protection to tobacco smoke. The results were used to develop the questionnaire for all members of staff, which was then implemented.

After the evaluation, the members of staff were informed of the results at the annual staff meeting, in December 2006. The following measures were introduced; patient smoking rooms were closed and smoking was no longer permitted in the staff canteen. Smoking was only allowed outside, on the hospital grounds.

In general, before new measures are taken, an assessment is made and the process re-evaluated. Since 2008 the smoking zones outside have been reduced and the hospital grounds are mainly smoke free. This also applies to the two partner hospitals.

The healthcare organisation has made an application to the German Network for Smoke Free Hospitals for the silver certificate.

The certification process will take place in September / October 2008.

## **E. Healthy eating**

### **E.1. Organisation & structures**

The centre for people with overweight and obesity is staffed by 2 nutritionists and an assistant. Courses on losing weight for children and adults are available.

Together, with the dieticians from our two partner hospitals and the hospital's own catering service, activities to raise awareness about low energy foods are implemented. Members of staff receive 20% discount on special offers.

At present, the centre is undergoing a reorganisation process. The launching of a healthy eating medical centre is planned for 2009. There members of staff will be able to participate in in-house training programmes on dietary counselling.

The management of the overweight and obesity centre are also members of the health promotion work group and are qualified smoking cessation counsellors.

### **E.2. Strategy and implementation**

The staff canteen, which is open to visitors, is situated in the basement of the main hospital building. It is self service and it has a very large and comfortable eating area. At least 6 different types of dishes are offered daily. Fresh fruit and vegetables, vegetarian meals and low fat products are also available everyday. In addition, there is a wide variety of different types of sliced bread and cereals.

In co-operation with the centre for overweight and obesity, low fat diet (Pfundskur) activities take place on a regular basis. This is part of a healthy eating and fitness programme offered to members of staff. Although, staff members not involved in the programme can also buy the meals. During staff meetings, fresh fruit and mineral water are obtainable free of charge. In general, the healthy eating ideas are supported and implemented by the catering services manager.



### **E.3. Evaluation and results**

Members of staff were also asked in the staff questionnaire performed in 2007 / 2008, if there was a need for dietary advice. The evaluation was performed by the health promotion work group. It is a basic fundament, to evaluate all health promotion projects and measures taken or / and implemented.

## **F. Physical activity**

### **F.1. Organisation & structures**

Rehafit is the name of the physiotherapy, sport and occupational centre, also firmly in place in our two partner hospitals. In-patients are treated, especially paraplegic patients, seriously injured patients from our special ward for occupational accidents, neurosurgery, plastic surgery. Orthopaedic rehabilitation out-patients are also treated. There are 70 members of staff.

There are sport groups for members of staff: basketball, volleyball, football, jogging and Nordic walking. There are also water gymnastics, Tai Chi, Qigong, relaxation and aerobic classes. In addition, members of staff are allowed to use the fitness equipment in the fitness rooms.

Every year approx. 500 members of staff participate in the courses. The courses are led by experienced professionals. Members of staff receive a 20% discount.

Since 2008 a lot of staff members have taken part in the local marathon, which was promoted and supported by senior management. Throughout the year, football teams play against each other. The annual boat team race is also firmly established.

## **F.2. Strategy & implementation**

In Koblenz, the treatment rooms, gym and the fitness rooms are in the sport, physiotherapy and occupational centre. There are showers and changing rooms. In our partner hospitals, Boppard and Nastaetten, the treatment rooms are in the basement.

Members of staff can participate in the courses or sport groups after work. If professional support is needed, then the trainers are always willing to give advice. Twice a year, the various courses on offer, are published in the form of booklet and distributed to staff.

In 2007, following the staff questionnaire, a new measure was implemented. An exercise and relaxation programme for short breaks was developed. It was first introduced on the intensive care ward. At midday, a physiotherapist visited the ward and demonstrated some short physical exercises or relaxation techniques. The majority of staff took part, although participation was on a voluntary basis.

The goal is to train some members of staff, who will motivate their colleagues, to do the exercises or perform the relaxation techniques together, on a daily basis. It is planned to implement the short break exercise and relaxation programme, in all departments throughout the hospital and in the two partner hospitals. In order, to support and encourage the staff members, photographs and posters of "real colleagues" doing the exercises, in their workplace were developed and distributed.

## **F.3. Evaluation and results**

The evaluation is performed from the health promotion work group and discussed within the group. The results are published regularly in the staff magazine or in intranet. For example, how many members of staff have participated in the courses and how they rate the quality of the courses.

## **G. Stress**

### **G.1. Organisation & structures**

In 2005 the health promotion work group, decided to implement a measure on how to cope with stress and the prevention of back pain.

It was decided to involve the team of professionals from the hospital's own large psychosomatic department which treats in and out patients. They provided in-house training on depression, burn out syndrome, panic syndrome and anxiety.

Counselling is available for members of staff, on how to cope and reduce stress. The occupational health physician, together with a psychologist and the personnel department offer counselling and support. Individual coaching is also offered, by the psychologist.

Since 1999 conflict management has been available for teams, departments and management.

Since 2007 a human resources development concept has been designed and implemented in RehaFit. The staff members have received training in conflict management and communication techniques.

### **G.2. Strategy & implementation**

A lot of attention is paid to make sure that there is a good balance between work and family life. Management is informed to take into consideration, the wishes of staff members, when planning the duty rota. In some areas, it is possible to work from home.

Members of staff, returning to work after a long illness receive counselling.

In particular, when planning organisation processes, flexible solutions are sought for the older members of staff.

### **G.3. Evaluation & results**

The evaluation is carried out by the health promotion work group. The results are published in the staff magazine and senior management is informed. The results from 2007 show that stress related illness have been reduced among staff.

When the human resources development pilot project is completed, it will be evaluated and implemented in the other departments.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>VOLKSWAGEN AG</b>
Address:	Berliner Ring 2 38436 Wolfsburg
Name of contact person:	Dr. Uwe Brandenburg
Function of contact person:	Zentrales Gesundheitswesem / Leiter Arbeitswissenschaft
Telephone number:	05361 9 27 487
Email:	<a href="mailto:Uwe.oppermann-brandenburg@volkswagen.de">Uwe.oppermann-brandenburg@volkswagen.de</a>
Sector:	341
Number of employees:	82.000

Age	Sex		total
	male	female	
up to 35	12615	3324	15939
35 to 50	40973	5834	46807
50+	17590	1366	18956
<b>total</b>	71178	10524	81702

## B. Integration of WHP in the company policy and culture

At Volkswagen there has been a written concept signed by the Board and employees' representatives on health protection which goes beyond classic occupational safety and health. Health is mentioned explicitly in the VW Corporate Guidelines. In accordance with the VW health philosophy which is borne jointly by the Board and employees' representatives, protective and promotional healthcare is a social responsibility, an economic necessity and an expression of the VW corporate culture.

Minimum standards, instructions and recommendations are defined in the guidelines on protective and promotional healthcare applicable throughout the Group. The guidelines were signed by the Group Board and the Group works council.

Works-related health promotion concepts and agreements exist at the works.

In its declaration on social rights and industrial relations at Volkswagen, VW expressly commits itself to guaranteeing health and safety at the workplace.

The employees are included through information media (written, electronic, lectures, events etc.), surveys, circles/workshops, feedback from surgeries, evaluation of programmes and comprehensive involvement/participation by the employees' representatives.

With the general health check-up (different intervals for different ages) for all employees VW has adopted an innovative approach to prevention and health promotion. With this strategy existing programmes are systematised, standardised and further developed. This leads to further activities (e.g. coaching, fitness week, special health promotion programmes).

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Participation through "requirements-oriented" examination and focus of the courses offered. Inclusion of the employees in the conception/planning of smoking areas/smoke-free workplaces.

The VW objective is initially a "smoke-free" factory. The ultimate objective is the "smoke-free employee".

The programmes and courses offered are aimed at all employees with special focus being placed on the trainees/apprentices.

The Health department is the central contact point for issues relating to smoking prevention and quitting smoking. Both advice and courses as well as other measures (e.g. acupuncture, smokers surgeries) to stop smoking are offered, in some cases in co-operation with external service providers and the German BKK (company health insurance funds). Furthermore, forums are held on health with the participation of the employees' representatives.

In some cases co-ordination is performed by a steering group "Smoke-free factory".



## **D.2. Strategy & implementation**

The successful implementation of various stop-smoking activities is guaranteed by the close co-operation between the German BKK and the company. The relevant courses offered are disseminated by means of different communication channels.

The focal points are the communication of information, the implementation of internal and external specifications for the protection of non-smokers and the initiation, communication and implementation of stop-smoking activities (e.g. quit-smoking courses). Moreover, individual surgeries are offered.

Highly professional courses take priority with these concepts. Colleagues are included as multipliers so that above all prominent VW ex-smokers are presented as good examples (how they stopped smoking).

## **D.3. Evaluation & results**

Participation in the activities offered is recorded and evaluated by the Health department.

After the activity, the participants are requested to submit an assessment of the course contents and an appraisal of the efficacy of the activity. After six months another survey is conducted to determine whether the seminar participants are still non-smokers (sustained success of the activity).

## **E. Healthy eating**

### **E.1. Organisation & structures**

The employees can present their wishes and ideas on the development of measures and courses directly to the Service Unit responsible or else through the idea management and the employees' representatives.

The co-ordination and implementation of activities is performed jointly with on-site canteens, the German BKK, the Health department and other company offices. There are also special bodies (e.g. steering groups, committees).

Internal and external specialists are involved in the planning and implementation of measures.

## **E.2. Strategy and implementation**

Under the health promotion programme ProFit, one particular focus is healthy eating. As part of this campaign, special events took place (e.g. a panel discussion with prominent members) and a competition was held.

Specific campaigns on healthy eating are regularly organised in the company restaurants in co-operation with the Health department and the German BKK. These events are normally backed up by the presentation of a prize (tombola) and appropriate PR work to ensure they gain a high profile.

Within the Health department there is a possibility for the employees to obtain advice on nutrition incl. measurement of body fat.

Advice on nutrition/diets by members of the German BKK. Offers of courses on healthy eating by the German BKK.

Special advice on nutrition and special courses (weight reduction programme) are available for the trainees/apprentices.

These activities are supplemented by brochures, the Intranet and information and training events for interested employees – for example on health days, at staff meetings or at special events organised by the Health department.

## **E.3. Evaluation and results**

An evaluation is made on a case-by-case basis and in relation to target groups by means of surveys and – indirectly – medical examinations, laboratory values, function diagnosis.

Discussion of the results in the company bodies responsible (e.g. Health working circle, committees).

## **F. Physical activity**

### **F.1. Organisation & structures**

Physical activity has been a focal point of the health promotion programme ProFit since 2003.

Fitness facilities ("fitness studios") where various fitness and sports possibilities are offered exist at all factories. The participants are looked after professionally (sports teachers, physiotherapists).

"On-site" training courses, which also contain sports exercises, are held in certain sections/for special groups of people.

One key element of health coaching is physical activity.

Active exercise breaks are part of the health promotion concept in the "Work2Work" sector.

There are physiotherapy programmes in every works.

Chiropractic courses are available in various works.

Works sports groups are being established at some sites.

VW promotes sports clubs in the regions to a large extent. Many VW employees are members there. Special conditions for employees who are insured with the German BKK, in various sports studios.

### **F.2. Strategy & implementation**

In the company during work: Pedometer campaign, extensive use of bicycles.

### **F.3. Evaluation and results**

The frequency of use and the effects of the fitness facilities are evaluated.

The evaluation is partly conducted in-house, in some cases external establishments (universities) are called in.

Discussion in the working circles/committees responsible.

The range offered is changed depending on the results.

## **G. Stress**

### **G.1. Organisation & structures**

The key contact for prevention and health promotion in the field of mental loads/strains and health is the Health department. It works together with other company offices (incl. HR dept., Volkswagen coaching).

In addition to the works physicians, important contacts are the Psychological Service, the Social Service (company social work) and social coaches (information, advice, support).

There is an extensive range of courses and seminars on offer. Moreover: health coaching, special surgeries (psychosomatic), co-operation with specialist clinics, special rehabilitation programmes, crisis intervention, support for those suffering from a mental disorder, individual consultancy, research projects.

There has been a company agreement on behaviour at the workplace based on partnership for several years involving appropriate company structures.

Employee surveys are conducted when necessary. Moreover, there are workshops and health circles where health and stress can be discussed.

Health coaching for executives and foremen also includes the subject of stress.

## **G.2. Strategy & implementation**

There are working circles for health, health circles/workshops, special projects, bullying officers, social coaches, the Psychological Service, Social Service as well as specially trained works physicians.

Extensive range of different working time models. Programmes to improve the work-life balance (e.g. childcare).

Regular, self-determined rotation takes place through the well practised team/group work.

At present, we are implementing a seminar for foremen the aim of which is to sensitise the executives to have a more health-conscious and professional impact on the employees (one focal point: holding talks on sensitive health issues).

Psychosomatic surgery, graduated PMR training, regular lectures (e.g. on the subject of burn-out).

Health coaching for groups of employees at particular risk from stress.

Holding of conferences and further training events (e.g. with the Federal Institute of Occupational Safety and Health (BAuA), universities, doctors' associations, other associations).

Extensive range of qualifications on leadership for executives and company supervisors.

## **G.3. Evaluation & results**

Evaluation is performed through surveys but also through observation/monitoring of health parameters.

Evaluation sometimes takes place internally, sometimes by external establishments (universities).

Discussion in the bodies responsible.

Taken into account in restructuring processes and training activities.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>BASF SE</b>
Address:	Ludwigshafen
Name of contact person:	Dr. Stefan Lang
Function of contact person:	Ärztlicher Direktor
Telephone number:	
Email:	Stefan.lang@basf.com
Sector:	Chemical Industry
Number of employees:	31.191

Age	Sex		total
	male	female	
up to 35			5914
35 to 50			17662
50+			7615
<b>total</b>			31.191

## **B. Integration of WHP in the company policy and culture**

BASF is the world's leading chemical company. At the end of 2007, BASF employed 95,175 workers worldwide. In the corporate guidelines BASF expresses its commitment to its awareness of responsibility towards people and the environment and establishes that economic needs do not take priority over safety, health and environmental responsibility.

No health risks to employees, neighbours, customers and consumers are to arise as a result of BASF's activities. Therefore, BASF joined the chemical industry's voluntary initiative "Responsible Care® (RC)". The philosophy of RC with the clear commitment to sustainable development was defined as a business principle and integrated in an RC management system. The Competence Center RC controls the relevant activities. Moreover, BASF guarantees its employees, on the basis of corporate guidelines and company agreements, comprehensive and far-reaching prevention programmes and medical services.

The Competence Center Responsible Care, CCRC, in which the Medical Director is responsible for the relevant issue, serves as the controlling body for the global BASF Group. Controlling is performed using organisation and performance key metrics which are documented in the respective annual report.

Another major controlling and steering tool for planning objectives is the Health Report which is compiled every 2 years. All the 5 Health Reports prepared so far permit comparative observations to be made in a longitudinal cross section. Each of these Health Reports contains a catalogue of activities specifically related to different influencing factors in condition-oriented and behaviour-oriented prevention.

Regular exchanges are held at a high organisational level in the OSH committee and the "Health" working group, which comprise the competence centers Human Resources, BKK, Occupational Medicine and OSH. This co-operation also includes targeted, scientifically supported prevention campaigns, for example the BASF back pain project, colon cancer screening or the prevention of obesity.



**C. Discribed health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Stop-smoking courses are offered all year round as part of the BASF health programme. Moreover, all trainees/apprentices are informed about the negative health consequences of nicotine consumption at an information event with a lecture and a discussion with a doctor from the Occupational Medicine and Health Protection department.

In 2003, the BASF Occupational Medicine and Health Protection department conducted the health campaign "Smoke-free 2003". Based on this successful "Smoke-free" campaign in 2003, BASF started a worldwide non-smoking campaign for the first time this year. Here, the objective was set to do without smoking for one month together with as many BASF employees as possible worldwide and to increase the long-term awareness of the negative consequences of smoking. The employees who participated were supported by broad-based and innovative extra campaigns in their respective countries.

At the Ludwigshafen site information evenings, stop-smoking courses, regular opportunities to ask individual questions and obtain advice through smoker hotlines and smoker surgeries, medical support in the form of nicotine plasters and chewing gum, an exhibition with interactive media on the subject of non-smoking, brochures, literature and an Intranet platform offering useful background information, helpful links and motivation tips all to do with "not" smoking were available to the employees who wanted to give up smoking.

In addition to the "Health" working group, the "Non-smoker protection" working group also organises a regular exchange within an interdisciplinary team on specific questions all relating to smoking and "not" smoking. Here, not only important issues are discussed but necessary measures to protect the employees are also initiated and supported. Specially trained doctors are permanent contacts.

## **D.2. Strategy & implementation**

At the BASF site in Ludwigshafen smoking is no longer permitted outdoors and in all buildings and offices. Only specially designated rooms or sections can be exempted. The site management and the works council had agreed on the new version of the guideline 5-7 "Fire and smoking ban".

Stop-smoking courses are offered at regular intervals on our Intranet page and in the health programme to employees who want to give up smoking. Moreover, we offer on our "Smoke-free" Intranet pages useful background information and the possibility of a smokers surgery, personal advice on nicotine substitute therapy and a smokers hotline, which provide information and offer help for individual questions and problems.

## **D.3. Evaluation & results**

Regular employee surveys and the regular interdisciplinary exchange in the working groups form the basis for the instigation and implementation of action in relation to smoking prevention and non-smoker protection.

According to one of the last site surveys, 58% of the employees are on favour of a total ban on smoking whereas only 22% object to such an arrangement.

Both the 2003 health campaign and the 2007 survey were evaluated and published in a medical journal.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bertelsmann AG</b>
Address:	Carl-Bertelsmann-Strasse 33311 Gütersloh
Name of contact person:	Gero Hesse
Function of contact person:	Vice President HR Services
Telephone number:	05241 80 88235
Email:	<a href="mailto:gero.hesse@bertelsmann.de">gero.hesse@bertelsmann.de</a>
Sector:	Media
Number of employees:	27154

Age	Sex		total
	male	female	
up to 35	5016	5549	10565
35 to 50	5986	5914	11900
50+	2167	2612	4779
<b>total</b>	13169	14075	27244

## B. Integration of WHP in the company policy and culture

Workplace health management is an important issue at Bertelsmann. Due to the fact that the idea of partnership is the basis of Bertelsmann's corporate culture we do not think that it is necessary to focus on the topic "health" in our corporate charta or in our management guidelines.

A quote from the Bertelsmann corporate charta highlights the basic idea of cooperative behavior within the company: "In our organization we believe in comprehension and motivation. This appreciation of management requires from both employees and managers a strong identification with the company's goals and methods. Broad information and training, development opportunities, performance-based compensation, dialogue and active participation in decision-making processes provide a basis for identification and motivation. Respect for the individual employee and cooperation determine the relationship between managers and employees."

A regardful cooperation and a dialogue-oriented communication culture between managers and employees has a direct effect on employee health. We believe that the individual employee should take over sole responsibility and attach great importance to this topic. It is the company's responsibility to provide a suitable framework.

Our corporate culture of partnership represents the basis for our dedication to health related topics.

The analysis of the employee surveys that are conducted on a regular basis leads to the academically based finding that healthy and motivated employees are more productive. This led to an array of health activities at Bertelsmann, e.g.:

1957: Foundation of the Bertelsmann BKK; since then cooperations

1977: Foundation of Bertelsmann's own medical service

Since 1989: Sports and health programme

Since 2001: Check Ups for managers

Since 2004: Working team „Mensch & Gesundheit“

Since 2005: Check Ups for everybody

Since 2006: Ageing structure analysis for Bertelsmann companies

Since 2007: Project „Healthy eating“

Due to the decentralized structure of Bertelsmann and the huge decentral leeways the implementation of an integrated corporate health management is only possible with the support of all different managerial levels.

The Executive Board and the working council discuss health related topics in the yearly "Autumn talk". This discussion has been the basis for the implementation of the Check Up for everybody and the foundation of the working team "Mensch & Gesundheit". In this working team, health related topics are identified, solutions are developed and the participants (normally heads of personnel and members of the work council) then discuss the topics in the decentral units.

The central health management institutions at Bertelsmann (Bertelsmann medical service, sports and health programme, Bertelsmann social services and Bertelsmann BKK) support the working team and the health coordinators in the decentral units. Due to our cooperative culture decentral managers in our operative units support decisions made in the working team.

Employees who are interested in health-related topics can participate in the working team "Mensch & Gesundheit" and receive information via the health portal in our intranet. Thus, every employee can participate in our corporate health management system. Moreover, employees can bring in new ideas via surveys, feedback sheets distributed in check ups and our employee suggestion scheme. The regular Bertelsmann employee survey provides another possibility to add own ideas.

Of course, employees are informed about our corporate health management activities. The central communication instrument is our health portal, a Website that gives a well arranged overview of all health related topics at Bertelsmann. Apart from that, communication takes place via other channels, too, which are employee magazines, works meetings or emails.

In addition to these communication channels, we offer advanced vocational training for Bertelsmann employees in different phases of life.

Since 2008, we have also revised our yearly employee dialogues. Every dialogue explicitly refers to the topic "health". All managers take part in a special training to be prepared for this topic. Moreover, every manager training includes basic principles of demographic developments in the Bertelsmann context as a compulsory topic.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Due to our decentralized organizational structure there are no particular people in charge for smoking prevention. Instead, there are employees who take care of this topic. All activities are combined in the working team "Mensch & Gesundheit", which consists of members of the working council, employees from HR departments and health coordinators as well as the central Bertelsmann health institutions such as medical service, health and sports programme, social service and Bertelsmann BKK.

In general it can be stated for Bertelsmann in Germany that smoking is prohibited in offices at all sites and employees are only allowed to smoke in special smoking areas. In the Bertelsmann headquarter, for example, smoking is only allowed in a separated area in our cafeteria. In all offices, corridors and in the canteen smoking is strictly prohibited.

In this context it has to be stated that we avoid talking about a „smoking prohibition“, but rather focus on non-smoker protection. This difference is important because according to our cooperative corporate culture we do not focus on dictation, but on clarification, comprehension and internalisation. If an employee is forced to follow a smoking prohibition without clarification, may accept the prohibition but smoke at home. Our goal is instead to realize a change in awareness.

Regarding the topic smoking prevention there are also Bertelsmann BKK services that all employees can use. An example would be the "BKK Quitline", a service hotline that provides employees with responses for all questions concerning (Non-)Smoking. Moreover, the consultants can focus on individual possibilities to stop smoking and they can provide information about regional offers.

Consultation is free of charge. Moreover, there is the possibility to do an individual coaching with a special focus on quitting smoking.

All different Bertelsmann companies decide for their unit if they want to support the employee financially. There are companies that refund the costs for those courses after the employee has successfully finished it. Other companies contribute a partial refund.

If the employee takes part in an individual coaching, the Bertelsmann BKK pays half of the costs.

If employees want to take part in a smoking prevention programme they can use all different channels mentioned before. From our point of view, smoking is not a topic that occurs in a certain phase of life. Thus, we support young employees as well as elder employees have to pay regard to the smoking prohibitions.



## D.2. Strategy & implementation

The topic "Smoking" is explicitly mentioned in manager check ups and employee check ups. On the one hand, there are questionnaires for anamnesis dialogues, that have to be completed by both employees and managers prior to the check up.

Regarding the managers check ups (participation rate 65%) we know that currently 23% of all managers are smokers. Since the introduction of check ups for managers 10% of all managers have quit smoking. The analysis for employees is different: currently there are 7% heavy smokers (> 20 cigarettes per day), 30% regular smokers and 70% non-smokers. These figures are analysed every two years (for managers) and every year (for employees). Dependent on the results, preventive methods are offered.

Once again, this topic requires the cross-linkage between all Bertelsmann health institutions. If a check up, for example, shows that an employee has a smoking problem, the Bertelsmann BKK evaluates different preventive activities and the social service as well as the health and sports programme can serve as additional partners to discuss the topic.

There is a multitude of offers for employees to support them to stop smoking. This example elucidates why Bertelsmann has founded its own BKK over 50 years ago. Today, 80% of all employees in the German-speaking region are covered by the Bertelsmann BKK. The example smoking shows that the BKK offers a wide range of prevention possibilities and preventive programmes that could not be offered by a company without a BKK.

If an employee is member of the Bertelsmann BKK, the subsidy for these programmes is 85%.

- Telephone consultation - BKK Quitline
- Coaching via telephone
- Subsidised courses all over Germany – Course database "easy" on Bertelsmann BKK Website
- Weekly programme – BKK subsidy
- Allen Carr's easyway – BKK subsidy
- Online Special "Nie mehr Rauchen!" on BKK Website

Apart from the BKK subsidy, there can be another subsidy paid by the company. This varies from company to company due to our decentralised structure and also depends on fiscal aspects.

### **D.3. Evaluation & results**

Our Bertelsmann employee survey, carried out every four years, does not focus on the topic „smoking“ as the survey is a general survey that does not focus on a specific topic.

We are currently working on a questionnaire regarding the topic „health“, where smoking is mentioned, too (considering the BKK working team “Gesundheitskennzahlen”).

There is also an evaluation with a focus on smoking prevention that is carried out in check ups for managers and employees. Participants are confronted with the topic in the anamnesis dialogue as well as in the discussion of the findings.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bezirksamt (District Office) Friedrichshain-Kreuzberg, Berlin</b>
Address:	Frankfurter Alle 35/37, 10247 Berlin, Germany
Name of contact person:	Sabine Schweele
Function of contact person:	Co-ordinator of the health management
Telephone number:	+49-30-90298-2493
Email:	Sabine.Schweele@ba-fk.verwalt-berlin.de
Sector:	Civil Service
Number of employees:	1996

Age	Sex		total
	male	female	
up to 35	27	66	93
35 to 50	261	760	1021
50+	308	574	882
<b>total</b>	596	1400	1996

## **B. Integration of WHP in the company policy and culture**

In 2001, the political administration of the District Office Friedrichshain-Kreuzberg decided to strengthen the operational health management and to take up the goal of a healthy company which is now part of the internally and externally represented company's policy. Another decision was adopted in 2008, determining that the health management forms a principle of the district office's personnel policy. In spite of dramatic retrenchments, a half-time job for the coordination of the workplace health promotion has been financed since 2004. This position is administered by a health specialist (Master of Public Health) who works in a team with two human resources managers and one addiction counselor. This work is supported by a central committee, the Health and Personnel Management Consortium (AG Gesundheits- und Personalmanagement, AG GPM) in which the department's management, top executives, staff representatives and experts for occupational safety and health protection regulate the overall process. The foundations of the strategic and operative regulation are, inter alia, databases and coverages that are collected and analysed. This information is then used for the development of strategic concepts and specific action plans. The implemented measures are evaluated and accompanied actively.

Since 2004, there is a concept for integrated health management that cross-links the different players and departments (top executives, staff representatives, workplace protection, company physician, safety engineers, addiction counselors, conflict counselors, inhouse sports activities). A common basic understanding was generated in order to develop appropriate offers and link the activities. In 2007, health and personnel management were concentrated in a concept for health-oriented regulation and operational integration management; this concept implements that health-relevant aspects are part of the management's day-to-day duties and emphasises the preemptive approach in the communication culture between executive managers and employees. Furthermore there is a works agreement concerning flexible labour time, addiction and conflict regulation, which is supplemented by directives for non-smoker protection and guidelines for the human resource development and staff guidance. Once a year, all relevant facts, evaluations and reports are summarised in the file "Health Report" (Gesundheitsbericht) and made available to the members of the AG GPM, the borough councillors and the top management. All activities of the health and personnel management are subject to a holistic examination and, completing the file "Health Report", regularly updated materials are provided in a "Handbook Personnel Management" (Handbuch Personalmanagement). The overall process of the workplace health management is supported by the CityBKK according to § 20 SGB V. In

addition it is constantly accompanied and taken care of by a trained employee from the health team. The medical and safety-related supervision is carried out by a specialist company.

Together with the upper management and the staff representatives, the political management discusses specific tasks to be implemented by the AG GPM, their implementation and the effectiveness of the measures taken. The measures developed by the consortium are coordinated with the top management and made obligatory through the decisions adopted by the political district office. The occupational health management provides the relevant data and support. However, the top managers keep the responsibility for the arrangement of health-improving working conditions and are in charge of the active exertion of influence. The manifold interactions between top managers and their colleagues on issues relating to health at the workplace has led to an alteration of the upper management's self-conception and the corporate culture. Promotion of health has become an integral part of the managerial functions.

The employees participate in the planning and implementation of the measures of the health management, for instance by participating in a team for the development of concepts and the implementation of operational integration management, health committees or through the decentralised processing of analytical findings relating to specific fields and the planning of concrete measures. The essential goals in this respect are: improvement of working conditions, reduction of workload, promotion of health resources, strengthening of personal responsibility, maintenance and increase of productive efficiency and work satisfaction. As a result (after prioritisation by the AG GPM) concrete projects take place, for example team development processes, stress recovery seminars, trainings for the handling of aggressive customers, organisation development, coaching of executive managers.

All activities and reports of the health management are published in the district office's intranet. Information is sent regularly to all employees, the AG GPM presents itself at plenary meetings and articles about occupational health promotion are published periodically in the employees' journal.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

There has been a ban on smoking in all buildings of the District Office Friedrichshain-Kreuzberg since January 1, 2005 applicable to employees as well as visitors. There were exceptions for some separated smoking rooms. In connection with the law on the protection of non-smokers that has been in force in Berlin since January 1, 2008, the political district office determined several methods to implement the law consequently in office rooms and district administration institutions: the smoking rooms have been disestablished and smoking is now generally prohibited inside office buildings. Along with the introduction of the smoking ban in rooms of the District Office Friedrichshain-Kreuzberg, individual consultations, participation in groups and various information material has been offered to those smokers willing to quit and/or searching for advice.

When the smoking ban was introduced initially there was a temporary workgroup in the district office; by now, all actions are determined and coordinated by the Health and Personnel Management Consortium.

Specialists represented in the Health and Personnel Management Consortium are the company physician, an addiction counselor and, operating as co-ordinator of the health management, a health scientist. All are well qualified as regards smoking prevention and protection of non-smokers. The concepts for events and offers concerning smoking prevention are worked out by the addiction counselor and the health management co-ordinator.

In order to carry out smoking prevention events, consulting services and training courses for executive managers, specialised staff from the district office as well as a budget provided by the State Berlin for the operational health management and the support through the City-BKK are available. The offered smoking prevention and non-smoker protection activities take place within the premises of the district office and can be attended during office hours.

The employees can express and discuss their own ideas and requests at any time with the co-ordinator of the health management, the addiction counselor and the staff representatives. These kinds of suggestions will then be discussed and assessed by the Health and Personnel Management Consortium. The results of the staff survey that dealt with disturbances due to cigarette smoke have been evaluated and taken into account before decisions were adopted.

## D.2. Strategy and implementation

The workplaces are inspected regularly. On those occasions also the compliance with the ban on smoking is observed. The Health and Personnel Management Consortium regularly picks up the smoking prevention issue within its requirements analyses, action plans and evaluation.

Since January 1, 2005, there has been a ban on smoking in all buildings (and vehicles) of the District Office Friedrichshain-Kreuzberg affecting employees as well as visitors. Smoking is generally prohibited inside all buildings. However, where this was possible architecturally, outdoor roofings were constructed.

2.5 All employees have been provided with detailed information material, containing details about information centres, contact persons at health insurance companies and offers for stop smoking seminars. Furthermore, information material has been made available in the intranet. During plenary meetings additional information material, for example handouts published by the Federal Centre for Health Education (Bundeszentrale für gesundheitliche Aufklärung), is passed out and there is an information session with a doctor, acting as consultant for employees interested in smoking prevention.

In addition there are advisory services for individuals or groups in the department, offered to those employees that wish to quit smoking. On demand, they can also be passed on to external advisory or support groups.

It has been incorporated in the works agreement on addiction that specially trained employees of the district office act as so-called addict counselors extraofficially. Within the different organisation units they operate as contact persons and direct confidants, offering confidential conversations concerning various aspects of all kinds of addictions. All of the executive managers are obliged to visit an addiction prevention training.



### **D.3. Evaluation & results**

The outcome of a staff survey on non-smoker protection has shown that the ban on smoking is complied with and that the goal to reduce health impairment due to passive smoking has been achieved effectively, regarding employees as well as visitors of the district office. While implementing the ban on smoking the executive managers are supported and advised if necessary. The Health and Personnel Management Consortium evaluates the compliance with the smoking ban in order to inform the respective executive in case the consortium becomes acquainted with sporadic violations of the ban. The smoking prevention offers are evaluated by the consortium, too. The feedback given by staff representatives or in individual advisory services has shown that, for example, the smoking withdrawal courses offered externally are accepted more often than those taking place within the department. Therefore we have increased the procurement of external advisory services.



# DAIMLER

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Daimler AG</b>
Address:	HPC: 096 E650 70546 Stuttgart
Name of contact person:	Ursula Spellenberg
Function of contact person:	Head of Health & Safety Policy
Telephone number:	+49 711 17 56406
Email:	<a href="mailto:ursula.spellenberg@daimler.com">ursula.spellenberg@daimler.com</a>
Sector:	Automotive industry
Number of employees:	141.600 (currently working, including fixed-term contracts)

Age	Sex		total
	male	female	
up to 35	26.700	5.500	32.200
35 to 50	64.600	8.700	73.300
50+	29.600	2.800	32.400
total	120.900	17.000	<b>137.900</b>

**B. Integration of WHP in the company policy and culture**

1.	General	Yes	No
1.1	Is workplace health promotion (wellness in the workplace, promotion of a healthy lifestyle / healthy practices, OHS, etc) part of your corporate mission and/or written corporate philosophy statement?	[x]	[ ]
1.2	Does your company policy / constitution contain a written statement on workplace health promotion (e.g. in the form of a works or employment agreement)?	[x]	[ ]
1.3	Do management at various levels support the company policy for workplace health promotion?	[x]	[ ]
1.4	Do employees have active input into the formulation of workplace health promotion policy?	[x]	[ ]
1.5	Have the staff of your organization been briefed on our workplace health promotion policy?	[x]	[ ]

**Please comment on the above questions on the corporate policy and culture in your company (approx. one DIN A4 page)**

Occupational safety and health remains one of the pillars of corporate responsibility at Daimler. To meet the challenges this involves, Daimler AG has further developed and enhanced its strategy for comprehensive OHS processes, and adopted a number of group-wide mission objectives in this area. These OHS statements were implemented in practice last year, and now form an integral part of Daimler's corporate strategy aimed at sustainable value enhancement. The related reorganization of OHS processes is prompting a greater concentration of activities, the coordination of action areas, and more intensive communication. This includes close cooperation with the employees, drawing on their knowledge and know-how as experts on their own workplace, and also a close cooperation with employee representatives that is constantly being enhanced and extended. The aim is to significantly boost the effectiveness of processes and initiatives. Our OHS statements complement and consolidate Daimler's corporate social responsibility principles, with a view to the continuous improvement of working conditions. The focus is on prevention. Daimler already has a successful record of creating a work environment in which employees can do their work without impairing their health.

The "healthy employees in a healthy company" vision has also been defined as a significant

priority in 2008. The mission objectives provide the basis for embedding holistic OHS processes within the company, thereby contributing to ergonomic workstations and the sustainable success of the company. Our OHS mission objectives, like the social responsibility principles, are based on an agreement between Daimler and the employee representatives, and are progressively enhanced and extended over time. We encourage all staff to take the initiative, and we expect health and safety-conscious behavior in the workplace. We also welcome such behavior in their personal lives.

These mission statements emphasize that occupational health and safety is important both globally and at the level of each individual employee.

Holistic, integrated OHS is an essential component of our overall corporate responsibility. This core principle is focused on the goals set out in the Daimler vision, and is also a binding yardstick of our performance in the context of the Daimler social responsibility principles.

Protecting our employees from health impairments, injuries, and occupational diseases forms part of our corporate objectives, and is therefore an integral part of our value-oriented corporate strategy.

- These mission statements represent a continuation of our systematic efforts to prevent work-related health risks.
- The mission statements position a holistic, integrated OHS within value-oriented business management.
- The mission statements are binding for all management and employees, enabling them to work together in an atmosphere of trust.
- We provide the required resources and funding for the implementation of these mission statements, within the limits of our financial capacity.
- Together with employee representatives, we ensure that these mission statements are adhered to, by means of advisory services and monitoring.

The health management advisory process plays a crucial part in workplace health promotion. This process is used to provide advice to specific locations, tailored to their requirements through the use of appropriate performance indicators. As an integral part of the health management advisory process, the "Health experience" concept blueprint was introduced in 2007/2008, in the form of a portfolio.

The aim of this concept blueprint is encourage staff to adopt and maintain a healthy lifestyle through quality-assured initiatives experienced as genuinely useful and effective.

We operate on the basis of the following core principles:

\* The action areas for workplace health promotion are prevention, treatment and rehabilitation, and special programs.

\* Workplace health promotion analyzes, designs, and implements initiatives for employees in good health and those suffering from acute or chronic disorders.

\* All company employees should be empowered to identify health enhancement opportunities at the workplace and in their private lives, and to act accordingly.

<b>Documents</b>	<b>[x]</b>
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*	Company mission	[x]
*	Management policies	[x]
*	Agreements and protocols setting out the focus of workplace health promotion	[x]
*	Works/employment agreement text	[x]
*	Other (please specify:	
	Works agreements: - Health prevention - Düsseldorf - Bremen - Germersheim	

Health & Safety Report 2007

Health Management Advisory Process

Example of a WHP Portfolio (prevention, treatment, rehabilitation, special programs), from Stuttgart

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## D. Smoking prevention

### D.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have smoking prevention measures and programs in place?	[x]	[ ]
1.2	Are smoking prevention measures and programs planned and coordinated by a specific manager or working group?	[x]	[ ]
1.3	Is/are this manager / the working group members suitably qualified to address the issue of smoking prevention effectively?	[x]	[ ]
1.4	Are adequate financial and/or material resources available for the development of smoking prevention measures and programs (e.g. budget, infrastructure)?	[x]	[ ]
1.5	Are employees involved in the development of smoking prevention measures and programs?	[x]	[ ]

**Please comment on the above questions on your organization and structures in the area of “smoking prevention” (approx. one DIN A4 page)**

Each location has a working group comprising planners, Health & Safety representatives, and works council members.

They have jointly decided on appropriate exterior smoking shelters.

A group-wide agreement has been reached to offer "EasyWay Allen Car" stop smoking programs at the various locations. Other proven programs are also run at our locations, including smoker discussion groups, "Praxis Doppelpunkt," and "10 steps towards being smoke-free." These courses are run by experts from the provider.

Workplace Health Promotion coordinators are responsible for the delivery of stop smoking courses.

Regular exchanges also take place at group-wide level. This working group again includes representatives from Health & Safety (company doctors, health policy advisers) and representatives of the company health insurance fund (BKK). The Board of Management has approved a budget for the construction of smoking shelters, to be taken from the

existing planning budget.

Prevention courses are funded by the health insurance funds, with a part contribution from the employee.

The Daimler company health insurance fund (BKK) provides communications support.

## D.2. Strategy & implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include smoking prevention?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2	Is smoking prohibited in all work areas and common use areas?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.3	If not, is smoking restricted to designated smoking zones?	<input type="checkbox"/>	<input type="checkbox"/>
2.4	If smoking is permitted only in designated smoking zones, is sufficient ventilation provided?	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Does your organization communicate information on smoking prevention (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6	Is support or advice provided for employees trying to quit smoking (e.g. counseling on giving up smoking, therapy programs, incentives to quit)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7	Is training provided for “ambassadors” who will then spread the word and help their colleagues to stop smoking?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on strategy and implementation in the area of “smoking prevention” in your organization (approx. one DIN A4 page)**

Daimler’s main focus is on protecting non-smokers, for example the protection of non-smoking employees from the effects of passive smoking. Accordingly, smoking has been prohibited in all Daimler AG buildings, as set down in a protocol to this effect (see appendix, agreement on addition to the general works agreement on the code of discipline).

Employees and management were notified of the ban on smoking inside buildings in a joint circular e-mail from the Board of Management and the works council.



In 2007, standardized stop smoking courses were introduced as a therapy initiative in the Germany-wide WHP portfolio (see WHP portfolio, under point A).

All senior managers also received a set of argumentation guidelines to help them get the non-smoking message across to their staff. The package also referred to the various ways to quit smoking. Opportunities were offered to attend courses, and key websites and telephone contact numbers were also provided. A flier on giving up smoking was also developed and distributed as a joint project with the Daimler health insurance fund (BKK). On World Non-smoking Day in 2007, cafeteria campaigns on this subject were organized at all plants in the form of information booths, along with details of stop smoking courses available.

All senior managers are given the opportunity to invite the company medical service to address group meetings, etc. on this subject. The medical service has been provided with a set of slides for this purpose, as the basis for lecture-style presentations.

All company doctors offer staff advice on quit smoking strategies and the courses available, and organize enrolments where necessary, at the time of medical examinations and doctor's appointments.

### D.3. Evaluation & results

3.	Evaluation & outcomes	Yes	No
3.1	Are smoking prevention initiatives evaluated (e.g. discussion in a working group, staff survey)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please describe how and when smoking prevention initiatives are evaluated, and who performs this role.**

How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future smoking prevention initiatives? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (*approx. one DIN A4 sheet*)

Following the stop smoking courses held in 2007, feedback briefings were received from all locations as the basis for a review of the overall process and the level of acceptance of the initiatives. Feedback from locations was based on answers to the following questions, provided by WHP coordinators by e-mail:

1. What courses have been offered or are still running at your location in fall/winter 2007?
2. How many courses/meetings have been held to date?
3. How many people in total have attended the courses?
4. At this point in time, do you see a need for further support or courses, information material, or publicity?

The general findings from this process were the approximately 20 courses that took place last year, reaching around 200 employees.

According to feedback received from senior managers, company doctors, and employees, an estimated 15% of employees have quit smoking. Many employees are also smoking significantly less than before.

The protection of non-smokers was initially seen as a very complex area to address, but in spite of some major apprehensions at the outset it is now clear, one year later, that the staff have taken this issue on board, so that compliance with these rules on a day-to-day basis in the workplace is now seen as a matter of course. This is confirmed by the central e-mail "complaints address" set up last year, which is now no longer receiving any messages.

<b>Documents</b>		[x]
*	Company regulations	[x]
*	Workplace/employment agreement texts on smoking prevention	[x]
*	Smoking prevention measures and outcomes (e.g. reports, brochures, articles in newsletters, Webpages, etc.)	[x]
*	Other (please specify): - Agreement on additions to the General Works Agreement rules - Non-smoker protection implementation at senior management level (ppt) - WHP portfolio for the "treatment" action area (see Appendix, point A)	
<p>- Planning and implementation of smoking shelters:  Concept plan for smoking shelters  Non-smoker protection implementation – "Smokefree buildings," Möhringen HQ</p>		



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Bahn AG</b>
Address:	Potsdamer Platz 2 10785 Berlin
Name of contact person:	Dr. Christian Gravert
Function of contact person:	Head of Health and Social Policy department
Telephone number:	+49 30 2 97 3 33 67
Email:	Christian.gravert@bahn.de
Sector:	Mobility and Logistics
Number of employees:	193,277

Age	Sex		total
	male	female	
up to 35	20,335	9,623	29,958
35 to 50	79,040	20,498	99,538
50+	54,014	9,767	63,781
<b>total</b>	<b>153,389</b>	<b>39,888</b>	<b>193,277</b>

## B. Integration of WHP in the company policy and culture

Deutsche Bahn has a total workforce of 253,289 worldwide (of whom 193,277 work in Germany) and for many years has actively encouraged workplace health promotion, as long-term corporate success is ultimately dependent on healthy employees who are able to cope with pressure.

At the Group management level, the Health and Social Policy department is responsible for the coordination of workplace health promotion at the DB Group and for the optimum management, networking and promotion of the services and measures offered in that connection. The department acts as coordinator, initiator and contact for all questions relating to strategies and contents.

Workplace health promotion is regarded as a joint task of management, employees and the corporate health promotion experts.

Management executives, HR management and interested employees have recourse to comprehensive projects and information, all of which are published on the DB Intranet.

These are allocated to four different categories:

Drafting, updating and communicating the fundamental principles of workplace health promotion

Development and promotion of a systematic health management system

Drafting and communicating individual personal measures

Initiation, execution and communication of campaigns

The health structure entitled "DB Health World" was established in the interests of maintaining and promoting the working capacity of our employees in future. This consists of nine individual modules which cover all aspects of health promotion.

## C. Described health topics

⊗	Smoking-prevention
⊗	Healthy eating
⊗	Physical activity
⊗	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Since 2000, Deutsche Bahn has paid increasing attention to the topics of smoking prevention and giving up smoking. Again, the Health and Social Policy department (9 employees and one medical superintendent) is responsible for project coordination and implementation. Depending on the individual campaign involved, this department works in close cooperation with the workplace health officers and the sports managers. There is also an intensive consultation process with the company medical officers.

In view of the ongoing relevance of the subject of giving up smoking, Deutsche Bahn has provided a separate budget for projects dealing with this subject. The Deutsche Bahn policy is to boost its employees' own responsibility for their health in the long run; the company consequently actively encourages the exchange of ideas and experience with employees and management staff. Ideas from employees and management staff are appraised by health circles, working groups and in surveys and taken into account then planning new projects. In addition to measures addressed to all smoking employees to help them break the habit, Deutsche Bahn also initiates and supports campaigns aimed at specified age groups and occupational groups. For example, Deutsche Bahn offers a special health conference on the subject of addictive diseases for its trainees to raise the awareness of young employees for that topic and thus counteract addictive behaviour at an early stage.

As our aim is to achieve systematic implementation and widespread participation by the workforce, smoking bans are not issued as mandatory rules from above by the corporate management, but evolve individually at the different operational levels.

## **D.2. Strategy & implementation**

As part of an HR initiative, the focus was placed more strongly on the connection between smoking prevention and health prevention measures, especially in view of the increasing average age of the workforce.

The ban on smoking imposed by law on all public transport vehicles and at passenger stations operated by public railways has been enforced without exception since 1 September 2007. This means that the ban on smoking also applies to many DB employees whose workplace is at a station or on a train. Although Deutsche Bahn has not issued a total ban on smoking, individual business locations have actively dealt with the subject of protection for non-smokers and introduced their own individual regulations. Some company locations have introduced separate designated rooms for smokers, which comply with the structural regulations required for smokers' rooms.

Deutsche Bahn conducted a comprehensive survey on the subject of smoking prevention amongst HR managers in order to develop measures and services on the basis of these findings. Since 2002, Deutsche Bahn has actively supported the nationwide non-smoking campaign "Rauchfrei". It also takes that campaign as a starting point for motivating its own employees to give up smoking. The campaign is publicised at the health centres, canteens, DB catering outlets and the rail workers' sports clubs. In addition to printed and electronic information material for its employees, Deutsche Bahn has also signed cooperation agreements with external companies which enable employees to take part in free or inexpensive programmes aimed at helping them to give up smoking.

### D.3. Evaluation & results

Depending on the scope and extent of the project, Deutsche Bahn uses the following methods for the evaluation of projects aimed at helping employees to stop smoking:

- e-mail surveys
- multiple-choice surveys on the Intranet
- interviews with randomly selected management executives and employees
- online surveys
- appeal to employees to communicate their impressions and experience to the project management

The key ratio for assessing the success of such programmes is the growing number of non-smokers at the company.

The specific criteria for the evaluation of a project vary, depending on whether the project was aimed at changes in behaviour patterns or preventive measures.

In order to indicate the consequences of the demographic trends more transparently, Deutsche Bahn has decided to implement a “Demography Monitor”, an early-warning system for HR management, personnel development, university and trainee marketing and occupational health and safety. This is based on a catalogues of indicators which records the key demographic parameters (e.g. health status trends broken down according to age and occupational groups).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Rentenversicherung Bund Abteilung Rehabilitation</b>
Address:	Hohenzollerndamm 46/47  10713 Berlin
Name of contact person:	Gabriele Sandner
Function of contact person:	Ärztliche Dezernentin Stellvertretende Abteilungsärztin der Abt. Rehabilitation Projektleitung betriebliches Gesundheitsmanagement
Telephone number:	030 – 865 81509
Email:	<a href="mailto:Gabriele.sandner@drv-bund.de">Gabriele.sandner@drv-bund.de</a>
Sector:	Abteilung Rehabilitation
Number of employees:	<b>6 565</b> Abteilung Rehabilitation incl. Rehabilitations- Zentren der Deutschen Rentenversicherung Bund

Age	Sex		total	
	male	female		
up to 35	77	333	410	793
35 to 50	203	1 076	1 279	1 975
50+	106	422	528	1 580
<b>total</b>	<b>386</b>	<b>1 831</b>	<b>2 217</b>	<b>4 348</b>

## **B. Integration of WHP in the company policy and culture**

The Deutsche Rentenversicherung Bund is undergoing change. Teamwork, integrated processing, client-orientated services are only some concepts which are typical for such changes. In all departments, work or project teams are engaged in preparing or implementing organisational changes.

Such changes can only be successful, if they rest upon common values and concepts. To achieve such aims, our management has formulated six principles of action and intensively discussed their implementation with the heads of department in various workshops. These principles are based on a climate of openness in dealing with each other and are supported by the concepts of responsible partnership.

These principles are awareness of the role in society, future and client orientated as well as efficient services, guaranteed employment as well as management and cooperation based on partnership.

Workplace health management (WHP) is an important instrument within our institution to implement such principles.

In August 2007 the management of the Deutsche Rentenversicherung and our central staff council signed an agreement on WHP. All levels of management of our institution support WHP and stand by its respective projects.

The staff members take an active part in the development of WHP by their statements given in staff surveys or by direct contact with the respective contact persons. Any information and the agreement on WHP can be accessed by all staff members via the intranet.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

By the changes in the workplace regulations on 23.11.2003 our institution established rules for the protection of non-smokers and since 01.09.2007 a general smoking ban has applied in all our office buildings.

Employees who intend to stop smoking are supported by WHP. Therefore we offer courses for breaking nicotine addiction, trained nicotine advisers in all departments who support the staff members, an internet access to the programme for breaking nicotine addiction of the "Bundeszentrale für gesundheitliche Aufklärung (BzgA - federal centre for health education) and the information on telephone advice for smokers, whereby advice is given free of charge in cooperation with the "Nichtraucherbund" (association of non-smokers).

The offers are planned and coordinated by the WHP team under the supervision of the medical adviser of the directorate of the department and by introduction of specialised experts. The courses for breaking nicotine addiction are moderated by a specialised group therapist, who is acting as consulting physician in the fields of neurology, psychiatry and psychotherapy.

All offers are financed by the annual budget of WHP and/or by a co-payment of the employees, but if the courses are certified and the employees are members of a statutory health fund, they are entitled to an 80% refund of the costs under the regulations of Art. 20 of the fifth volume of the German Social Code (§ 20 SGB V).

The rooms for the courses are made available free of charge by our management.

At the end of the course, the employees participate in the further development of the offers by evaluation questionnaires. For further information, please refer to *evaluation and results*.

## **D.2. Strategy & implementation**

The medical service for staff members of our institution gives advice to all staff members within the framework of work and health protection in case of health problems and conflicts, but is also responsible for advising the management on the advantages and requirements of preventive health protection within our institution. This includes giving support on smoking prevention.

Since 01.09.2007 a general smoking ban has applied in all buildings, at all workplaces, in the conference rooms and in the areas open to the public. On account of the costs involved, smoking rooms are not made available.

The smoking ban does not apply in open spaces, since the smoke can escape and as a result the dangers of passive smoking are reduced.

Our staff members are informed via the intranet on our media breaking smoking addiction. Special offers are given by information letters, e-mails and posters on information boards to the staff members.

Those who wish to try to stop smoking receive support and advice by trained smoking prevention advisers and courses for breaking smoking addiction by specialised therapists. Low threshold access to the possibilities of advice is provided by the intranet to the staff members.

Selected staff members are trained to give advice to their colleagues. Thus, they will be able to advise practically and with empathy on breaking smoking addiction. Former smokers who are familiar with the problems and stumbling blocks are in particular suited for this.

### **D.3. Evaluation & results**

The measures are evaluated in a short questionnaire. This is specified for each individual offer, but contains comparable categories. The first question is how the staff members were informed on the offer. Then the organisation of the course is evaluated, followed by questions on the content of the course. The questionnaire also includes questions on the requested date of the course and is concluded by questions on the overall evaluation, including proposals for improvements.

The most important instrument for the evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown.

On the other hand the perception of all measures of WHP, the assessment of quality and effectiveness are included. The results obtained have an influence on the improvements and the further development of future offers.

The result of the evaluation of the courses for breaking smoking addiction was that they have a low acceptance rate. Therefore, the new offer will aim at supporting smokers who wish to stop smoking by trained smoking prevention advisers and by facilitating access to the external offers.



## Model of Good Practice

### A. General information about the company

Company/organization:	<b>E.ON Ruhrgas AG</b>
Address:	Huttropstraße 60 45138 Essen Germany
Name of contact person:	Vali Chan
Function of contact person:	Head of HR Marketing
Telephone number:	+49 (0) 201/184-3832
Email:	vali.chan@eon-ruhrgas.com
Sector:	Energy (402)
Number of employees:	2,548

Age	Sex		total
	male	female	
up to 35	856	279	1,135
35 to 50	634	184	818
50+	417	178	595
<b>total</b>	<b>1,907</b>	<b>641</b>	<b>2,548</b>

## **B. Integration of WHP in the company policy and culture.**

Company health management (Betriebliches Gesundheitsmanagement - BGM) has been a firmly established element of E.ON Ruhrgas's HR strategy for many years now. The company, which is based in Essen, signed the Luxembourg Declaration on Workplace Health Promotion in the European Union and adopted its principles in 2005. Only healthy and well-trained employees can give of their best and thus contribute to the success of the company. This is one of the core principles of the company philosophy OneE.ON.

OneE.ON defines responsibility for colleagues, customers and suppliers, and for our environment, encapsulated in special values that are firmly anchored in the E.ON philosophy.

Responsibility for the health of our employees is implemented in a company agreement. This states that company health management should be consolidated through the establishment of a company health management team 'BGM', headed by the company physician, as an element of the company strategy.

The BGM team develops measures for the maintenance of employee health. This includes promoting health through comprehensive prevention programmes, for example for the early diagnosis of skin, colon and breast cancer, and through vaccinations, fitness programmes and targeted health-related information. Our goal is not so much to cure diseases as to maintain health and detect health risks early. The projects are planned, implemented and evaluated by the BGM team, the company health insurance E.ON BKK and HR.

But the BGM also receives support at the executive level. Thus the second international E.ON Health & Safety Conference was held in September. In the course of three days roughly 170 executives, managers and health & safety experts discussed model projects in the Group relating to health topics.

E.ON Ruhrgas AG achieves a high degree of participation when implementing measures within the BGM. The positive resonance from the latest employee survey reflects the satisfaction with health provision.

The subject of health is reported on through numerous in-house media such as the intranet, which has its own sport and health portal. Flyers, the I-Journal, the newspaper *E.ON World*, posters, the annual HR report and other publications contribute to a high degree of aware-



ness within the company. And the annual Health Day offers good opportunities to communicate on health and to motivate employees to participate in health measures (e.g. stress testing).

### C. Described health topics

x	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Smoking can cause diseases of the respiratory organs and the cardiovascular system and is thus statistically the most frequent cause of incapacity. For this reason E.ON Ruhrgas has adopted an active smoking-prevention strategy.

Not just active but also passive smoking represents a great threat to health. The primary aim of the measures introduced in the area of smoking prevention is to protect the non-smoking workforce in particular. To achieve and guarantee this protection of non-smokers, smoking cubicles were installed in the company in early 2007. In the course of installing the cubicles, employees were also called upon not to smoke in the corridors, staircases or other communal spaces. In addition smoking is not permitted in any of the meeting rooms.

Furthermore, free non-smoking seminars in cooperation with Easywell GmbH are offered to E.ON BKK members. Free supplementary courses for participants of the main seminar emphasise the long-term character of the preventive measures.

Active smoking prevention is also pursued by means of implementation of an annual Health Day as well as the programme 'FIT bis ins hohe Alter' [Fit Well into Old Age]. During the last Health Day in August 2007 every employee could have their lungs examined. The program 'FITt bis ins hohe Alter' is implemented in cooperation with E.ON BKK and the 'BodyGuard' centre for preventive medicine in Essen, and offers every employee an opportunity for a comprehensive medical examination.

Responsibility for smoking prevention lies with the BGM. BGM plans, implements and evaluates measures in close cooperation with E.ON BKK. They receive financing from the company. Furthermore, a bonus agreement exists between E.ON Ruhrgas AG and E.ON BKK, which also allocates funds.

Through our idea management employees can submit suggestions to improve workflow and work safety and are also able to make suggestions on health-specific topics online. The suggestions are processed centrally and sent to the competent staff for appraisal.

These then decide how the improvements will be introduced.

In addition the works council represents the interests of employees. It is involved in the planning of all measures. Comments and suggestions that can be taken into consideration when developing measures further are always gratefully accepted.

## D.2. Strategy & implementation

E.ON Ruhrgas has at its disposal various instruments for determining a need for action in the area of WHP. Among the most important are the Health Report which is prepared annually by E.ON BKK, and the analysis of examinations by a centre for preventive medicine, BodyGuard Zentrum für Präventionsmedizin GmbH, in Essen.

The annual Health Report contains analyses of incapacity from the data collected by E.ON BKK. These link the frequency and duration of incidences of incapacity to specific medical conditions. The BGM uses the findings to delineate areas for action.

BodyGuard prepares anonymous analytical reports as part of the E.ON Ruhrgas campaign "FIT bis ins hohe Alter". All employees over 45 who are insured with E.ON BKK <sup>1</sup> can go to BodyGuard for a free health examination. These reports have revealed the areas in which there is a need for further action.

At present, however, the only place smoking is completely prohibited is in meeting rooms. In order to protect non-smokers, smoking is limited to the installed smoking cubicles of the Smoke Free System. Smoke is captured near the cigarette, before it has time to spread around the room. A filter system developed especially for tobacco purifies the polluted air permanently before it is returned to the ambient air, completely free of odour and harmful substances.

As a further measure for smoking prevention the company, in cooperation with E.ON BKK, offers its employees an opportunity to take part in stop-smoking seminars. A trainer discusses a series of new insights about smoking and illustrates why it has been so difficult to give up smoking until now.

Numerous in-house media are used to increase awareness of the stop-smoking campaigns among employees. A detailed list of all internal means of communication can be found under "Company Policies and Culture: General Principles".

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<sup>1</sup> To increase participation it is intended to lower the age limit to 42.

### D.3. Evaluation & results

Evaluation and its outcomes are the prerequisites for the further development of measures and provision in the area of smoking prevention. Testing effectiveness is a special focus. The installation of the smoking cubicles brought forth a positive response on the part of the workforce and the utilisation of the cubicles reflects their popularity. Because of this positive reaction around 40 more cubicles will be purchased, and the "Smoke Free System" will be extended to other E.ON Ruhrgas AG buildings. The same applies to the stop-smoking seminars. The number of participants (80) in these seminars shows clearly that there is much interest in them and the help they offer is welcomed.

An anonymous employee survey is another suitable means of obtaining feedback from employees. The BGM can draw conclusions from its results and develop new, improved measures on this basis.

In addition, all employees can make their comments and assessments of measures known at any time, verbally or in writing, to the responsible contact persons. In the HR offices there is also a suggestion and complaints box for the use of anyone wishing to comment anonymously.

More information on idea management can be found under "Smoking Prevention: Organisation and Structures".

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Freie Universität Berlin</b>
Address:	Kaiserswerther Str. 16-18 1495 Berlin Germany
Name of contact person:	Mrs. Regina Adolphs
Function of contact person:	Head of workplace health promotion office
Telephone number:	0049/30/838 -53304
Email:	bgm@fu-berlin.de
Sector:	80305
Number of employees:	6117

Age	Sex		total
	male	female	
up to 35	1.337	1.485	2.822
35 to 50	769	989	1.758
50+	739	798	1.537
<b>total</b>	2.845	3.272	

## **B. Integration of WHP in the company policy and culture**

Freie Universität Berlin, a center of instruction, learning, and research, is one of Berlin's largest employers, with a staff of 6,117 and 32,160 students. Promotion of occupational health is a tradition at Freie Universität Berlin, culminating in the university's implementation, in 2003, of its holistic occupational health management policy.

The structural changes taking place in higher education, the processes of change they entail at Freie Universität Berlin, and societal and social developments such as demographic change represent increasing challenges to the involvement and flexibility of everyone affiliated with the university. In light of this pressure, Freie Universität Berlin intends to use an array of measures to strengthen and support its employees, keep them healthy in body and mind, and provide them with opportunities for further education – all so that they can continue to successfully meet their legal mandate and face present and future challenges with flexibility, creativity, and enthusiasm.

The university's health management policy encompasses all of its groups – from faculty and executive administrators to those members of staff who support the university's academic endeavors, such as administrative assistants and animal caretakers. The agreements and measures established within the "Fundament Gesundheit" ("Healthy Foundation") steering committee – the body coordinating the initiatives aimed at promoting good health – involve the representatives of all interest groups and divisions, under the leadership of the President's Office, and are reached by consensus wherever possible. This means that it is not necessary for the university to enter into separate service agreements in order to ensure that its occupational health management policy is successfully implemented. The healthcare measures are financed using university funding and in cooperation with various health insurers. In line with the university's holistic approach, these activities are both behavior-oriented and relationship-oriented and require the active participation of employees from all university employee groups.

A sustained, comprehensive campaign aimed at enhancing occupational health cannot, however, end with individual measures. Instead, it is the campaign's connections with other structures and processes that promote health potential that show benefits to all participants.

The integration with other divisions and projects is therefore an important task area of focus within the field of occupational health. Discussion of health-related topics, such as leadership, on-the-job learning, information and participation, or demographic change has effects beyond the actual work that is performed under the occupational health program. These issues are also taken up with respect to general personnel development strategies and combined with other topics like the “family-friendly university.” Freie Universität Berlin takes its public mandate, and the social responsibility it entails, seriously. Promoting health potential plays as great a role as supporting employees and students with family obligations.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Due to the legal requirements established by the Act for the Protection of Nonsmokers (*Nichtraucherschutzgesetz*) in the State of Berlin, absolutely no smoking is permitted in public spaces, including Freie Universität Berlin.

Freie Universität Berlin supports those employees who are trying to quit smoking. For example, Health Services offers individual consulting appointments for smokers and publishes a flyer on quitting smoking that lists the various facilities and institutions that assist smokers. The Continuing Education Center (Weiterbildungszentrum) of Freie Universität Berlin also offers courses on quitting smoking. In addition, Occupational Health Management provides information on the topic through posters and on its own homepage on the university's intranet. A health letter is currently being drafted.

### **D.2. Strategy & implementation**

Please see description above

### **D.3. Evaluation & results**

Please see description above





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>IBM Deutschland GmbH</b>
Address:	Pascalstrasse 100 70569 Stuttgart
Name of contact person:	Patric Philipp Traut
Function of contact person:	Health Manager
Telephone number:	+49-711 / 785-1247
Email:	patric.traut@de.ibm.com
Sector:	72
Number of employees:	19.100

Age	Sex		total
	male	female	
up to 35	2500	1200	3700
35 to 50	8300	2500	10800
50+	4000	700	4700
<b>total</b>	14800	4300	19100

## **B. Integration of WHP in the Company policy and culture**

Occupational health and safety (well-being) is part of the global IBM guidelines and the Corporate Policy 127 (Responsibility for employee well-being and product safety) is one of ten Corporate Policies. Also, it is the managers' task to take the well-being of their employees into account. Thus, IBM fulfils a fundamental requirement of the Luxemburg Declaration for Work Place Health Promotion. The implementation of the Well-being Management System in 1995 helps coordinate the Well-being strategy; it is well integrated into the operations and procedures of the entire organisation.

The global team of the IBM Integrated Health Services makes use of 30 'Significant Well-being Aspects' for planning their strategy. A Well-being Aspect is an integral element of the industrial world - including personal activities or extrinsic factors that have a negative or positive impact on the performance and productivity of the employees. Examples are ergonomics, mobile working, fire and life safety or health promotion.

The aspects are annually evaluated, using an employee questionnaire. Further relevant well-being data (e.g. accident rate, sick leave rate, main diagnoses for sick leave) are included in the evaluation. Responsible for this is the WBMS coordinator. The results are published in the intranet and their evaluation is used for planning improvement measures and corrective action.

Using a classic management cycle, the achievement of the determined objectives and targets is monitored throughout the year to achieve continuous and long-term improvement. Progress is documented in a global database and results are discussed within the framework of management reviews.

IBM employees have a vast choice of health services related to fitness and diet at their disposal. Furthermore, IBM offers a multitude of work-life balance programmes, for instance, flexible working hours, working from home ('home office'), time autonomy, and the opportunity of continuous education and trainings. The Integrated Health Services team has the overall responsibility for planning and implementation of well-being programmes.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

IBM Germany has been offering Smoking cessation programmes - based on one of the world's most successful technique 'Allen Carr's Easyway – for many years. Along with launching the programme in 1995, IBM introduced smokefree buildings, which was revolutionary in the mid- 1990s. IBM supports its employees by sponsoring 50% of the cost of the programme costs. In addition, the courses comply with §20 "SGB V" (Social Code V) and are thus also co-funded by the German health insurance funds ("GKV").

The courses take place on site in all bigger IBM locations. Moreover, the employees have the opportunity of taking part in all Easy Way courses off-site courses at the IBM discounted rate. The classes are promoted and organised by the IBM Global Integrated Health Services team in co-operation with the firm Easywell that is responsible for running these Allen Carr's Easyway courses in Germany. The registration for the courses is smoothly carried out via an IBM internal booking tool.

A large amount of information regarding health and healthy lifestyles is easily accessible to the employees in the IBM intranet.

### **D.2. Strategy & implementation**

IBM buildings in Germany have been smoke-free since 1995. Therefore, passive smoking is no longer an issue. Moreover, lectures on the subject are available, at times in connections with the smoking cessation classes.

### **D.3. Evaluation & results**

The evaluation is carried out via an anonymous online employee questionnaire which is e-mailed to the participants some six weeks after the course. After having answered the questions, a simple mouse click transfers the answered questionnaires directly into the database, ready for evaluation.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Der Polizeipräsident in Berlin</b>
Address:	Platz der Luftbrücke, 12101 Berlin
Name of contact person:	Michael Ippen
Function of contact person:	Zentrale Koordinierungsstelle Gesundheitsmanagement
Telephone number:	0049 (0) 30 4664 90 3311
Email:	gesundheitsmanagement@polizei.berlin.de
Sector:	Public Sector
Number of employees:	23.076

Age	Sex		total
	male	female	
up to 35	3.134	2.283	5.417
35 to 50	9.526	3.215	12.741
50+	4.050	868	4.918
<b>total</b>	<b>16.710</b>	<b>6.366</b>	<b>23.076</b>

## B. Integration of WHP in the company policy and culture

To implement strategies fundamentals of workplace health promotion (WHP), administrative organisationally regulatory framework had to be adopted.

The Berlin police integrated WHP structures.

Finally it became an agreement between the Chief of Police and the staff council. Gradual will be shown some extracts of implementation:

**“... The development of the Berlin Police to a modern public sector contains deep processes of change to be expressed in different activities and human resource development.**

With their emphasis in prevention, responsibility and to take voluntary WHP is an important component of modernisation and administration.

On focus is the human being, to cope optional with the challenges, being psychic fit and motivated in a good work climate. At the accrument of disease work climate plays a considerable role and studies are shown the context. Beside measurable and specific contaminations also unspecific exposures like psychosocial stress causes different discomfort. There are no measureable boundaries of impairment.

An interesting, diversified and an open causes positive effects for health. The contract partners integrated the Luxembourg Declaration about implementing WHP from 1997 and an found to an agreement to develop WHP into Berlin Administration and Berlin Police.

The EUR-LEX-31989L0654-DE contains occupational safety, occupational health, accident prevention, humanisation of work, dissemination of information and participation of employees.

In 1996 Germany passed a law of working protection.

The WHP reaches “healthy employees in healthy companies” though certain guideline:

- all employees have to take part
- all measures must be planed structural
- WHP contains behaviour and rational measures. It connects the whole approach of risk reduction and established protection

The aims of the bodies:

- prevention of health disease
- improvement of productivity and efficiency
- focuses on physical activity
- advance the health quote
- to improve company culture
- to improve leadership

- to increase job satisfaction
- to reduce the psychic stress

The employees are on focus of WHP.

The engagement of human resources guarantees the success. Therefore processes of WHP have to be implemented.

Ten divisions of the Berlin Police and one central service group implemented WHP.

Supported from the assistant chief constable.

The members of the central service group are also the chiefs of their divisions. All these facts combined secure a good information flow between the groups.

Some subjects of WHP are also united in the guidance line PDV 100.

Because of confidential reason there are only some extracts:

“... Guidance shall improve job satisfaction. Therefore you have to keep on cooperative guidance and leadership. Especially competence of decision concerning motivation and efficiency should be delegated on the executives. The different levels of the Berlin Police have been sensitised through the project “Qualifying the guidance on practice WHP...”

The effect was a more participation.

Because of the positive effect the seminar will be continued.

Through integrating the component Diversity Management and the structural connection on the whole personal management a further “milestone” of acceptance and participation was reached.

A sophisticated structure of communication makes the employee able to take part of all processes of WHP. Also different platters like intranet, internal news are implanted to spread all information.

The Berlin Police parole sounds “Acceptance through transparency”.

The regulation is at work to make work and health protection as an integrated part of WHP at workplace.

The locally divisions developed own concepts to implement WHP with special needs for their employees.

The members of the groups will be specially qualified as a coordinator for WHP and Diversity management. The qualification training takes 32 days, splitted off on different modules.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress



## **D. Smoking prevention**

### **D.1. Organisation & structures**

Smoking-prevention measures will be practiced individual in the divisions. All programmes and offers are published on different platters.

The single divisions have developed on their own smoking-prevention and campaigns and offers together with employee representation. They got support from the police health division and the local coordinators and external cooperation partners and bodies (health fund).

Especially the police health division started and offered special programmes concerning smoking-prevention.

Here an example of two activities of smoking-prevention:

- 1) One police division started a campaign “No smoking 2004 – how to became a successful non-smoker” in cooperation with the science group of withdraw and reduction of weight (WAREG e.V.). At the first event 25 employees took part. The effect was so positive that in the following year the campaign was repeated.
- 2) In another division consisting a high degree of employees less civil servants there were two offers of stop smoking in 2007. Following with an afterwards six months care in cooperation with the Berlin Charité. The fees for this course were paid by the health fund.

The results of evaluation are at work.

The financial resources especially for measures of smoking-prevention are not available. Therefore non-smoking-campaigns from the health fund are offered.

## **D.2. Strategy & implementation**

All employees are allowed to take part on smoking-prevention

Also internal coordinators and external consultants for WHP are taking part of informative meetings and exchange.

The coordinators have also the possibility to make an advanced training internal or off-the-job-training with other institutions.

Beside all the campaigns the Berlin Police issued a directive. It is not allowed to smoke in public buildings.

In a retraining programme there is a course called "Fit and healthy" offered, where a special aspect about danger of smoking is treated. Special trainers are involved to help employees stop smoking, if they wish. Three times a year this course will be offered.

Intensive and spreading of sensitization of employees concerning danger of smoking will be transferred through different platters.

## **D.3. Evaluation & results**

An evaluation of measure is only in a little circle carried out. Mentioned before that the Berlin Police also works together with external institutions like health fund and will be payed by the employees themselves. Only the campaign in one division was evaluated. In the result 11% of the members stopped smoking. The result was plotted by an interview. With the consequence of further measures by the external institute.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SAP AG</b>
Address:	Dietmar-Hopp-Allee 16 69190 Walldorf Germany
Name of contact person:	Dr. Natalie Lotzmann; Christine Rosendahl
Function of contact person:	Head of SAP Health & Diversity; Head of Health Management
Telephone number:	+49 6227 747474
E-mail:	n.lotzmann@sap.com; christine.rosendahl@sap.com
Sector:	IT industry (enterprise application software)
Number of employees:	Around 51,000 worldwide; approximately 15,800 in Germany

Age	Sex		total
	male	female	
up to 35	300	1600	1900
35 to 50	7500	2600	10100
50+	900	250	1150
<b>total</b>	<b>8700</b>	<b>4450</b>	<b>13150</b>

## **B. Integration of WHP in the company policy and culture**

The name SAP (Systems, Applications and Products in Data Processing) has been synonymous with innovation, success, and creativity for over 35 years. As the world's leading provider of enterprise software and third largest independent software supplier, SAP develops tailored business solutions for more than 47,800 customers worldwide. The motivation, creativity, performance, and commitment of the 52,000 employees around the world are key factors in SAP's outstanding success. SAP employs more than 15,000 staff at its headquarters in Walldorf and the 15 branch offices around Germany. Since 1997, SAP has been pursuing a holistic approach to health that is implemented comprehensively and professionally by the company's internal health management.

The working lives of SAP employees today are characterized by complex, challenging assignments with a great deal of responsibility, time and performance pressures, and high expectations regarding commitment, expertise, and social skills.

SAP Health and Diversity aims to raise employees' awareness of health and resource-conscious behavior in both their professional and private lives, and to increase their sense of responsibility.

The supportive corporate culture is one of the key conditions that enable SAP Health and Diversity to implement professional measures for promoting and maintaining health and wellbeing, thus ensuring high commitment in the long term.

SAP is one of the signatories of the Luxembourg Declaration on Workplace Health Promotion, in line with its corporate culture.

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## D. Smoking prevention

### D.1. Organisation & structures

SAP Health and Diversity offers a wide range of services related to life without smoking.

Employees who want to stop smoking or obtain advice on the subject in general are offered counseling, advice, and support from a qualified company doctor. As well as being highly experienced and trained in the subject, she is a certified instructor in accordance with the “smoke-free program”.

SAP Health and Diversity plans and organizes additional measures to prevent smoking (some in collaboration with the works council committee on health). Its long-term goal is to reduce the number of smokers in the company.

Both financial and material resources, such as rooms, personnel, and so on, are in place to fund these measures.

More information about some of the offerings mentioned above:

- Anti-smoking campaign: SAP Health and Diversity has already been involved several times in the anti-smoking campaign by Germany’s Cancer Research Center (DKFZ) in Heidelberg and the German Center for Health Education (BZgA) with the support of the World Health Organization.
- CO measurements: SAP Health and Diversity gives employees the chance to have their carbon monoxide levels measured by a company doctor. Carbon monoxide is a poisonous gas without any odor, color or taste, and is produced when a cigarette is smoked, for example. Carbon monoxide penetrates into the lungs, is absorbed by the blood and impairs the release of oxygen. Raised levels of carbon monoxide can lead to health problems.
- Non-smoking seminars: SAP Health and Diversity provides a non-smoking seminar for employees who want to stop smoking. The participants (a maximum of 15 per course) meet once a week over a period of ten weeks. First, the degree of nicotine dependence is determined using the Fagerström Test. Then individual strategies are drawn up to combat the problem.
- Smokers’ hotline: The smokers’ hotline is a source of motivation and information. Employees are given telephone-based support to help them to plan a smoke-free life and make it a reality.

- Advice and support for smokers: Any employees who want to stop smoking or find out more about the subject can obtain advice and support from a qualified company doctor at one of SAP's medical centers or by telephone.

## D.2. Strategy & implementation

SAP Health and Diversity offers a wide range of services related to life without smoking.

Examples:

- Courses on giving up smoking
- Individual advice and support
- Seminars and workshops
- Anti-smoking campaigns such as "Lauf ohne Kippe" and "Rauchfrei 2008"
- Measurement of carbon monoxide (CO) levels

More information about these services can be found in section D.1.

All SAP buildings are smoke-free zones. Designated, closed-off smoking zones are provided in coffee areas inside the buildings. These are fitted with fixed ventilation systems that produce a ten-fold change of air in the smokers' booths.

Some rented premises provide smokers' booths with an active carbon filter ventilation system that purifies the air and then releases it back into the room (smoke-free system).

Information about the help available to employees who want to quit smoking is displayed in the smoking areas.

Beyond this various types of internal media are used to inform employees about smoking prevention:

- Intranet: SAP Health and Diversity has its own platform on the SAP intranet where the department presents its services. The latest campaigns and seminars are posted on the landing page.
- SAP News/headlines: Brief, succinct and informative reports about specific topical campaigns, seminars, workshops and events are presented in the SAP News to attract employees' attention.
- SAP Health and Diversity newsletter: SAP Health and Diversity publishes a quarterly newsletter containing the latest news and features.
- Display cases/notice boards: All SAP buildings have display cases with presentations by SAP Health and Diversity.

- E-mail: E-mail is one of the most common methods of communication at SAP. SAP Health and Diversity uses this medium for special campaigns.

### **D.3. Evaluation & results**

All seminars and consultations are evaluated using an anonymous, detailed questionnaire. This ensures continuous improvement and enables action plans to be tailored to the specific needs of the employees.

Employees are also provided with an online tool called Wellness Checkpoint, which they can use to analyze their own risk factors. The tool gives them the chance to record their own risk values for smoking and addiction. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can evaluate all the data records of the employees who have used the online tool. This is of course done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person. These anonymous evaluations are used to record and map changes in risk values over several months and years.

To improve the anti-smoking offerings from an interdisciplinary viewpoint, a work group (specialists from SAP Health and Diversity, the works council committee on health and occupational safety) meets regularly to discuss and implement new ideas.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>City Wolfsburg</b>
Address:	Porschestraße 49 38440 Wolfsburg Germany
Name of contact person:	Diethelm Müller & Schneider Sylke
Function of contact person:	Coordinate workplace health promotion
Telephone number:	+495361-282177 +495361-281685
Email:	<a href="mailto:Diethelm.Mueller@stadt.wolfsburg.de">Diethelm.Mueller@stadt.wolfsburg.de</a> <a href="mailto:Sylke.schneider@stadt.wolfsburg.de">Sylke.schneider@stadt.wolfsburg.de</a>
Sector:	( LA 75.11.0 ) administration municipal
Number of employees:	2257

Age	Sex		
	male	female	total
up to 35	203	311	514
35 to 50	377	595	972
50+	402	369	771
<b>total</b>	982	1275	2257

## B. Integration of WHP in the company policy and culture

In the year 2000 the cooperative tasks industrial safety, industrial medicine, health care and support for the handicapped were insisted to *argus*. The aim of the organization forms as a management system is to link up all *argus* – subjects and *argus* – protagonists and to work comprehensive, methodical, demand – oriented and staff – oriented.

From the beginning *argus* proceeds due to the principles of participation, integration, comprehensiveness and project management as it is demanded in the Luxemburgian Declaration for the internal health care in the European Union. Some service agreements, for example the avoidance of addiction and other social awkward situations, the conflict management as well as integration pointed the way to the future and were copied by others. *argus* is the partner for new challenges made by the aging staff, work consolidation and limited resources which require new concepts, especially regarding to psychological stress. *argus* bunches the complex problems and legal positions and therefore it can use synergies for the common aim, to reach and to preserve a health world of employment in the group “city of Wolfsburg “. That means a special responsibility for the executive personnel and all organizations. The first written declaration of the internal health care is found in the employment agreement “addiction “. The way of Wolfsburg lend via industrial safety, health care, integration of the handicapped and has the specific characteristic that elements of the BGF are found in the integration arrangement, in the internal integration management and the employment agreement “ confidential report and organization of the workplace “ An overall picture of the *argus* – activities is conveyed to the executive personnel with the brochure “ healthy employees in the administration and the municipal firms of the city Wolfsburg”. Leading executives are participants in the health coaching, gains experiences and consolidate knowledge, feel health and well- being and so they will be sensitized for topics like stress, movement, nutrition, work- life- balance and other and will be able to pass on these valuable contents as multipliers.

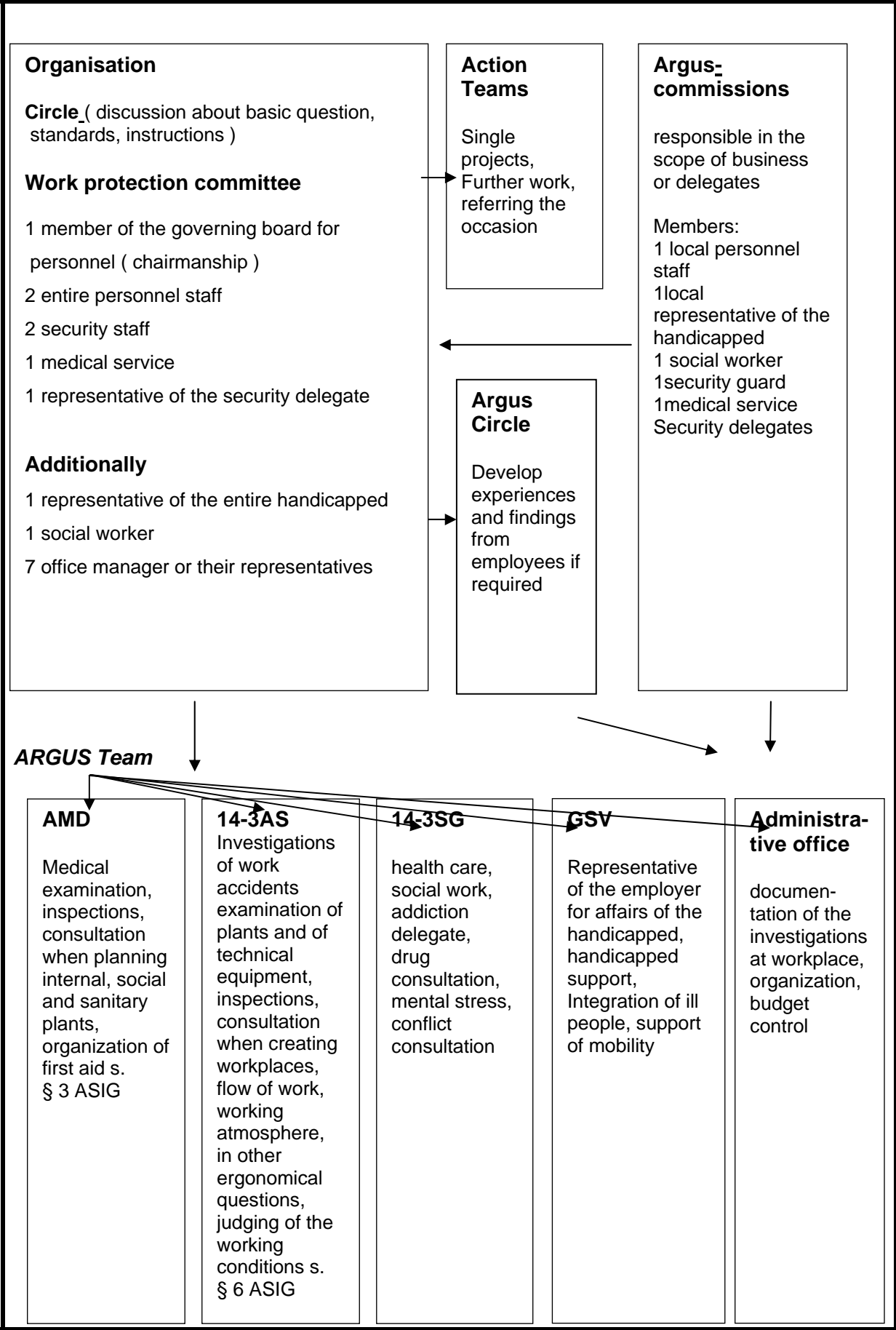
The organization instruction describes the responsibility of the competent executive, the employee attendance, the advising and deciding competences of the *argus*- commission in the scopes of business and the installation of a central circle for basic issues, standards and common instruction. The experts of *argus* ( specialists for work safety, industrial medics , qualified sports instructors, qualified social workers who are available as advisors or central service providers are adequate to their organizational or legal traditions and are accessible via a common office. For the whole *argus*- project a budget of 470.000 Euro is available. The employee attendance is managed in the regular *argus*- commissions of the single scopes of business, *argus*- routine discussions with the active personnel staff, AG health entire personnel staff and is the circle.

The staff is and will be informed about the politics of the workplace health promotion (BGF) by different ways. Notifications and results from the avail are taken to the commissions. A great information platform (established in April 2008) is our staff portal. More over events from the qualification programme and the word- of- mouth- recommendation serves for the flow of information.

#### **The common tasks**

- Industrial medicine AMD
- Work-and health protection 14-3AS
- Health support / social care 14-3SG
- Support of the handicapped GSV

Will be brought together due to a comprehensive linked up beginning into a work organization, it is called ***argus***



**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Wolfsburg was with his non-smoker's possession on the occasion of the introduction of the city hall enlargement 1994 forerunners in Lower Saxony. Management and staff agreed to guarantee the non-smoker protection in the urban rooms not by a general prohibition of smoking, but by creation of no-smoking zones on the one hand and by special clarification measures, on the other hand. Teaching units for trainees belonged with to the first measures. The legal changes (working place order in 2003 non-smoker's laws from Lower Saxony in 2007 have been moved on the base of these preliminary works easily. For the non-smoker protection the operational social consultation and addiction consultation which is supported by an action team *argus* is responsible. Necessary measures will consult in the principle talks between management and personnel advice or in the tax circle ARGUS. Sufficient materials (see above) are administered by the *argus* circle themselves.

### **D.2. Strategy & implementation**

Smoking or non smoking was always a subject of special explosiveness. The support of our activities was to some extent dependent as the fact if a personal manager or someone from the administrative staff was smoking himself or not. Over the years we distributed countless posters and stickers, we organized non- smokers seminars, quit and win actions and in intractable cases we organized an individual care (10). We spent hours in commissions for the installation of rooms for smokers. The attention of the staff was always great where the participation was usually small.

Our most successful actions are at present. Out and win due to the concept of the cancer research centre in Heidelberg. Steps to become a non- smoker with daily company via Internet. (100 days calendar of the BZgA). A chance for smokers (BZgA- Concept as an offer in the municipal qualification tender). We have not installed a multiplier system. The administration is manageable for *argus*.

### **D.3. Evaluation & results**

Participants of the non- smoker courses are interviewed after the qualification steps. The quit and win projects have been discussed positively within the circle and the success of the individual consultation gets around. After the instruction “no. smoking areas “was made, a considerably reduced cleaning effort was noticed in 1994. We reckon a reduced cleaning effort as well after the introduction of the non- smoking protection law in lower Saxony.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Aachen</b> <b>(Aachen City Administration)</b>
Address:	Büro Arbeitsschutz, Gesundheitsschutz und Soziales (Department of Occupational Health, Safety and Social Affairs) Hackländerstraße 5 52064 Aachen
Name of contact person:	Frau Dr. Brammertz; Arbeitsmedizinischer Dienst (Occupational Healthcare Service)
Function of contact person:	Leiterin Büro Arbeitsschutz, Gesundheitsschutz, Soziales (Head of Department of Occupational Health, Safety and Social Affairs)
Telephone number:	+49 (0)241 – 432 – 2861
Email:	<a href="mailto:Astrid.Brammertz@mail.aachen.de">Astrid.Brammertz@mail.aachen.de</a>
Sector:	7511
Number of employees:	4200



Age	Sex		total
	male	female	
up to 35	420 (= 10 %)	420 (= 10 %)	840 (= 20 %)
35 to 50	1.050 (= 25 %)	1.218 (= 29 %)	2.268 (= 54 %)
50+	504 (= 12 %)	588 (= 14 %)	1.092 (= 26 %)
<b>total</b>	1.974 (= 47 %)	2.226 (= 53 %)	4.200 (= 100 %)

## **B. Integration of WHP in the company policy and culture**

Company Health Management (CHM) was introduced from 01.01.2006 in the Aachen City Administration as a strategic management approach and is an integral component of corporate philosophy. CHM comprises the work areas circumstantial prevention (creation of health-promoting working conditions, especially via projects), circumstantial prevention (promotion of a healthy lifestyle/behaviour through an extensive programme of courses) and cross-cutting issues (health-appropriate staff supervision, healthy nutrition), and is regulated in the public-sector establishment agreement "Company Health Management". Of special importance is the active promotional work done by managers on all levels of the hierarchy and the involvement of the staff. Ultimately, CHM cannot succeed without the participation of the managers. The staff are actively and promptly involved (e.g. workshops, staff questionnaires, health circle, online surveys). They can contact the Healthy Administration Team at any time with their ideas and suggestions. Staff are kept up to date via intranet, pamphlets, staff magazine, noticeboards and personal talks on all current developments in the CHM sector (e.g. current status of CHM projects, courses on offer for circumstantial prevention, information on interesting, regionally offered health programmes, database on health topics). CHM activities are steered by the Healthy Administration Team. This team is organisationally subsumed to the Office for Occupational Safety, Health and Social Affairs, in which Technical Safety, Occupational Healthcare Service, Counselling Service for the Disabled and Social-Psychological Staff Counselling Service are also integrated. The office is headed by the occupational physician.

The working group Health and Work is the central steering committee for all superordinate measures of Company Health Management.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

In the CHM projects executed by the Healthy Administration Team, the topics of protection of nonsmokers and smoking prevention are handled in the framework of the evaluation of the situation (staff questionnaires, workshops, etc.) and in the development and implementation of measures (health circle; project steering committee). Certified quit smoking courses are offered to all employees in cooperation with the health insurance funds. Successful participation is financially rewarded by the Healthy Administration Team. Staff are provided with current information on the topic of protection of nonsmokers' rights via intranet, pamphlets, staff magazine and personal counselling. A qualified social worker is responsible for planning and coordinating actions and measures for smoking prevention. Qualification for the subject smoking prevention is given. There are sufficient financial and material resources available to develop and implement actions and measures for smoking prevention. Staff are involved in the development of actions and measures for smoking prevention, both directly, in particular through the projects in the various departments and the ongoing processes there (e.g. staff survey with questionnaire, health circle on developing measures), as well as indirectly through the close accompaniment of these processes by the works council. Over the past two years there has been an increase in the number of staff participating in quit smoking courses. Great care is taken to ensure that the smoking ban in public buildings stipulated in the recent protection of nonsmokers law is rigidly maintained.

## **D.2. Strategy & implementation**

Due to the protection of nonsmokers law, there is a general ban on smoking in all city administration buildings. The smoking ban naturally also applies to the city's employees. The Healthy Administration Team provides information on the topic of smoking prevention, via intranet, and for those employees without access to the intranet, via the staff magazine. Furthermore, members of staff who turn directly to the Healthy Administration Team are provided with information on corresponding topics in the form of info sheets or brochures from the health insurance funds. Quit smoking courses compliant with the quality criteria inherent in the recommendations for action pertaining to Para. 20, Section 1 and 2 of German Social Law, Book V are offered and financially subsidised by the Healthy Administration Team. On request, members of staff are advised about appropriate measures by the Social-Psychological Staff Counselling Service and the Occupational Healthcare Service.

## **D.3. Evaluation & results**

The exact need for smoking cessation measures among the staff was ascertained through an online survey via the intranet. In addition, staff could address the Healthy Administration Team via e-mail, per telephone, or directly in person. Based on the results of this survey, a special concept for smoking cessation was developed. Smoking cessation therapy is conducted externally in a therapist's practice. Discretion is guaranteed by doctor-patient confidentiality. Quit smoking courses are a regular component of the course programme. At the end of any course, participants are given a feedback sheet and asked to fill it in (anonymously if they want) and send it back to the Healthy Administration Team. Once a year, at a meeting with all cooperation partners involved in the course programme, the whole course programme, i.e. also the quit smoking courses, is evaluated on the basis of the feedback sheets and numbers of participants registered, and correspondingly adjusted to meet current needs and requirements.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Dortmund (Dortmund Municipal Administration)</b>
Address:	Friedensplatz 1 D-44135 Dortmund / Germany
Name of contact person:	Dr. Egmont Baumann
Function of contact person:	Human Resources Office – Workplace Health Management (Personalamt – Betriebliches Gesundheitsmanagement)
Telephone number:	++49-231-5026388
Email:	ebaumann@stadtdo.de
Sector:	Public Service
Number of employees:	8.936

Age	Sex		total
	male	female	
up to 35	664	909	1573
35 to 50	1898	2509	4407
50+	1519	1437	2956
<b>total</b>	4081	4855	8936

## **B. Integration of WHP in the company policy and culture**

The economic success of a company is essentially dependent on its employees' knowledge, skills and willingness to work, for it is only through healthy, qualified and motivated employees that the complex challenges of the future can be met. This recognition has, precisely in companies operating in a free market economy, led to the development of health management concepts as integral components of a modern corporate strategy. Only healthy employees – healthy in the broadest sense of the word – are willing and able to give the performance expected of them. And a company is only as healthy and efficient as its employees.

This principle does of course also apply to municipal administrations. The requirements that have to be met by the Municipal Administration of Dortmund as a "service provider for its citizens" undergo constant change. Our objective is to continue to improve, on a continuous basis, the quality of our service to the people of Dortmund. To this end, the continued development of our administrative structures – here the key word is "reform" – and the improvement of the qualifications of our employees are absolutely essential.

In order to meet the increased demands on the municipal administration while preserving and promoting the job satisfaction of our employees and keeping sickness-related costs to a minimum, an efficient system of workplace health management has been gradually built up. Those components of our workplace health strategy that hitherto were to some extent isolated from one another, such as work safety and health protection, were brought together under the umbrella of Workplace Health Management using the strategies of Organization and Human Resources Development. A highly essential component of our concept is the integration of the expert knowledge of our employees through employee questionnaires and health circles, for only if health promotion, as a task of management, is understood holistically and integratively to include the needs of the employees can it contribute to the safeguarding and improvement of employee motivation and health and, by the same token, to the improvement of our efficiency as a citizen-friendly public service.

The objectives of our workplace health management concept may be summarized as follows:

- Development of employee-friendly workplaces
- Improvement in quality of work and job satisfaction
- Increase in the health competence of our employees
- Improvement in working atmosphere and corporate image

- Reduction in absenteeism

Workplace health management is the logical further development of workplace health promotion. It systematically integrates workplace health promotion into the corporate and structural policy of the organization.

In this way, the health of our employees becomes a strategic and holistic task that falls under managerial responsibility in particular.

The procedures and instruments of workplace health management are laid down in a public service agreement that was adopted after a broadly based poll conducted with all levels of management, the executive staff, the staff council and the employees (see attachment). Employees are kept regularly informed about health matters both through the printed edition of our staff newspaper and through the on-line version

Further information on our strategies, methods and instruments is to be found in the Internet under: [www.bgf.dortmund.de](http://www.bgf.dortmund.de)

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress



## **D. Smoking prevention**

### **D.1. Organisation & structures**

The prevention of smoking/tobacco use is a matter with which the Municipal Administration of Dortmund has been concerned for a long time. Our Non-Smokers Protection Directive was put into force as early as 1989. Together with three other German organizations, the Municipal Administration of Dortmund took part in the European Healthy Workplaces Project "Tobacco in the Workplace: Meeting the Challenges, a Handbook for Employers." Within the scope of this project, all the employees of the Municipal Administration of Dortmund were interviewed by our trainees on the subject of smoking behaviour, following which a seminar concept was developed. A special non-smoking project was undertaken as part of a workplace health promotion project with the Dortmund Fire Brigade in collaboration with the BKK Hoesch (Hoesch Company Health Insurance Fund).

### **D.2. Strategy & implementation**

Risk assessment findings have in the past led to the need for a constructive solution to the problem posed by the potential conflict between smokers and non-smokers within the context of non-smoker protection. At the request of the employees themselves, for example, separate ventilated rooms for smokers have been provided. For almost 10 years now, we have been offering courses for employees who are trying to stop smoking. There is a high success rate (up to 70 %), but it is a scientifically established fact that the drop-out rate is relatively high in the case smokers and we have therefore begun to organize, at the request of the course participants themselves, follow-up meetings for the purpose of sustaining the success of the courses. Our non-smoking courses are organized in collaboration with the BKK Hoesch and St. John's Hospital (Johannishospital) in Dortmund. In this way we can be sure that there will always be enough people for a course at any one time. In view of the current developments in anti-smoking legislation both at a national and at a regional level, it was decided at the beginning of 2008 to introduce a total ban on smoking in the Municipal Administration of Dortmund. This ban is being accompanied by a special "quit smoking initiative" for people willing to give up smoking. Information on all non-smoker protection activities offered by the Municipal Administration is given in the health column of our on-line staff newspaper MAI. Multiplier training programmes have been implemented, especially on a social advisory level. Here, for example, we have set up a "smoker's hotline" as one of our advisory services. Articles on the subject of non-smoker protection appear regularly in our intranet staff newspaper.

### **D.3. Evaluation & results**

All the courses we offer on smoking prevention and/or giving up smoking are evaluated by way of a satisfaction questionnaire – as are all the other courses offered by us. The participants of the individual non-smoking courses also meet after the courses have finished in order to give each other strength and encouragement.



## Model of Good Practice

### A. General information about the company

Company/organisation:	START Zeitarbeit NRW GmbH
Address:	Beekstrasse 48-50 47051 Duisburg Germany
Name of contact person:	Ulrike Sirch
Function of contact person:	Health promotion manager
Telephone number:	+49 203 29519-55
Email:	ulrike.sirch@start-nrw.de
Sector:	Temporary work employment
Number of employees:	187 permanent staff members, app. 2600 temporary work employees

Age	Sex		total
	male	female	
up to 35	18	37	55
35 to 50	52	38	90
50+	29	13	42
<b>total</b>	99	88	187 (permanent staff)

## B. Integration of WHP in the company policy and culture

START Zeitarbeit NRW GmbH (limited liability company) is a temporary work agency that is represented by 30 branch offices in the federal state of North Rhine-Westphalia.

START was founded in 1995. The associates are among others the federal state of North Rhine-Westphalia and the confederation of German Trade Unions. Its mission according to the memorandum of association is to reintegrate unemployed people into the labour market. Thus, temporary employment is used as a means of reintegration. Considering this mission, START is concerned with the question what factors might influence the employability. The correlation between (un)employment and health are known as important factors as to (re)integration in the labour market. Temporary employees are meant to be best prepared and provided for engagement in the labour market by START. Therefore START has decided to implement health promotion as an integral part of company policy. Occupational health and safety has always been a top priority and has for some years been broadened by the aspect of health promotion in terms of a holistic as well as resource-oriented understanding of health.

Health promotion is understood as a task of those in leading positions on one hand and as a participatory, continuous process that has to be sustained by all branch offices and employees.

In order to ensure the continuous and sustainable planning, coordination and evaluation of health promotion activities, a new job position (health promotion management) was created in 2007 in addition to the function of traditional occupational health and safety.

As a temporary work agency, START faces a number of challenges that go beyond the challenges of “normal” work place health promotion:

- Two main target groups: Permanent staff and temporary work employees ( 187 permanent staff and app. 2600 temporary employees)
- High fluctuation among temporary work employees
- Restricted influence on employees' working conditions, as they work in the hiring companies
- Temporary work is characterized by different/high health related strains as to work place and personal preconditions
- Decentralized structure of the company

There are no existing examples so far for “Best Practice” in temporary work. Therefore, standardized programs or measures are difficult to be adapted for our target groups. Thus, health promotion activities necessarily have experimental character and have to be constantly developed further.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Following the recent development in Europe and specifically in Germany as to non-smoking policies, START has decided in July 2008 to implement smoke-free working places in all branch offices, starting on 1<sup>st</sup> of January 2009. Taking this step, START effectively realizes the protection of non-smokers, the health promotion of smokers and consequently puts into practice its very own health promotion policy.

The coordinator of the smoke-free project is the health promotion manager in close cooperation with an external counsellor of the Institut für Betriebliche Gesundheitsförderung (Institute of Work Place Health Promotion).

A working group has been implemented to discuss questions as to the realisation of smoke-free work places. It has been carefully paid attention to the mixture of that group: smokers as well as non-smokers and all hierarchical positions were to be represented. This working group was given the mission to deal with all questions arising and to present solutions to the management board.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

## D.2. Strategy & implementation

The decision that a total ban on smoking has to be realised, was taken by the management board. As the branch offices are of different size and capacity, it would not have been possible to implement indoor smoking areas in all branch offices. For that reason, individual solutions for bigger branch offices were excluded.

The working group (10 participants) met twice. A third meeting is designated in January in order to evaluate the activities that have taken place until then and in order to discuss how we can ensure sustainability of the smoking ban.

The questions discussed in the working group referred, among others, to support for employees who are trying to stop smoking and the regulation of smoking breaks.

It was decided that smokers will be allowed to take smoking breaks outside of the office during working time. Members of the working group agreed that it is a question of trust and reciprocal tolerance. It was brought up that also non-smokers take their breaks and it was emphasized that such breaks are not necessarily unproductive time.

Furthermore, it was decided that support shall be offered to those smokers who are willing to cease smoking. Firstly, information meetings were offered in five branch offices. Professional health experts of the Institut für Betriebliche Gesundheitsförderung and the statutory health insurance AOK informed about the health threats of smoking in general and the benefits of smoking cessation. In addition, individual counselling was and is offered to all who were/are interested. If employees take part in any smoking cessation program supported by health insurances, START will further minimize the costs by paying 75% of the employee's own contribution.

These support possibilities will apply to all permanent staff members and, from next year on also to all temporary work employees.

Finally it was decided, that an effective marketing was needed to promote smoke-free work places. Above all, it was agreed, that negative phrasing should be avoided. Smoke-free, instead of ban on smoking for example should be used. Posters and flyers will inform about and point to the implementation of smoke-free work places.

All decisions of the working group were approved by the management board.

### **D.3. Evaluation & results**

The evaluation of the smoke-free project will be continuous.

First of all the very implementation of smoke-free work places has to be ensured. The acceptance of the management board decision was not unrestricted, as smoking was allowed until then in all offices. Clearly this is one reason why there is half a year between the announcement of the decision and the realisation. Enough time is given to “get used” to the new situation and to take part in smoking cessation activities if wished.

A further meeting of the working group in the beginning of next year will discuss and evaluate how the new situation has been dealt with by the employees. Criteria will first of all be whether the new regulation is followed by all and also how content the employees are with the situation. If difficulties arise within the branch offices, these will be discussed and solved in the working group.

A further step will be to strengthen the idea of smoking prevention, especially among the younger employees. As START also supports vocational training for disadvantaged young people, smoking prevention seems to be crucial for that target group.

Above all, START wants to give a good example as a smoke-free company and thereby actively promote healthy work-places.





Stiftungsklinikum  
Mittelrhein gGmbH

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stiftungsklinikum Mittelrhein</b>
Address:	Johannes Müller Str. 7 56068 Koblenz
Name of contact person:	Ms Renate Huelsmann
Function of contact person:	Health Promotion Co-ordinator
Telephone number:	0261 137 1650 or 7387 mobil 01708186406
Email:	Rhuelsmann@stiftungsklinikum.de
Sector:	Healthcare
Number of employees:	1648

Age	Sex		total
	male	female	
up to 35	98	352	450
35 to 50	166	528	694
50+	115	389	504
<b>total</b>	<b>379</b>	<b>1269</b>	<b>1648</b>

## B. Integration of WHP in the company policy and culture

The Stiftungsklinikum Mittelrhein is a medium sized health care organisation with 2 partner hospitals in Boppard and Nastaetten. It has been a member of the German Network for Health Promoting Hospitals since 1999. A member of the German Network for Workplace Health Promotion since 2001 and a member of the German Network for Smoke Free Hospitals since 2005.

Health promotion has been part of the company's policy and culture, for the last ten years. Management at all levels promote and support the policy. It is also reflected in the mission statement: staff empowerment, respect and appreciation of staff and prevention.

In 2003 a work group for health promotion in the workplace, was founded. The group members have management positions, in various departments, throughout the healthcare organisation. They act as advocates for the health of their staff. The members of the group participate in an in-house training programme once a year. All members of staff are encouraged to make suggestions and to exchange ideas with the work group.

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

The Stiftungsklinikum Mittelrhein has been a member of the German Network for Smoke Free Hospitals since 2005 and is certified with bronze. Seven members of staff, from the psychology, social work, school of nursing, sport and dietary areas were trained as smoking cessation counsellors. Since then sixteen members of medical, nursing and other healthcare professionals have been trained through our in-house training seminars to smoking cessation counsellors for the brief intervention. These in-house training seminars are also open to service, administration and voluntary members of staff.

The smoke free working group consists of the health promotion process leader, the health promotion co-ordinator (psychologist), chairman of the workers council, the cleaning services manageress, a nursing officer, a representative from the school of nursing, a representative from the physiotherapy, occupational and sport department. In addition, the leaders of the smoke free working groups, from our partner hospitals in Boppard and Nastaetten, participate in the meetings. The group has organised numerous events internally and externally, giving information on smoking cessation and prevention: power point presentations at the organisation's annual staff meetings, information stands on the yearly World No Smoking Day. and interviews given to the local television and radio stations.

The smoke free policy is regulated under the agreement of employment contract for health promotion within the healthcare organisation and is actively supported by senior management. A fixed budget has not been set. Nevertheless, there have been no problems so far, with the granting of funds for resources.

## **D.2. Strategy & implementation**

Inside the hospital buildings, is a total ban on smoking. Smoking is only permitted in designated areas on the hospital grounds. All entrances are smoke free. Signs give clear directions to the sheltered and unsheltered smoking zones.

Internally, the employees are informed and kept up to date with the smoke free policy through the newsletters, the healthcare organisation's own staff magazine and intranet. Over intranet is a link to the German Cancer Research Centre, where further information can be obtained on tobacco control and smoking prevention and cessation.

The in-house training courses to train smoking cessation counsellors, take place regularly, 2 - 3 times a year. Those courses are led by the health promotion co-ordinator.

The counsellors offer free smoking cessation counselling to members of staff, who are trying to stop smoking. If required, nicotine replacement products can be bought at a reduced price from the internal pharmacy. Members of staff, who have successfully quit smoking, can have their "own story, how I quit smoking" published in the staff magazine. In order, to avoid discussions and debates on discrimination between smokers and non-smokers, it is not part of the smoke free policy to award prizes, to staff members, who have successfully quit smoking.

### **D.3. Evaluation & results**

The first questionnaire on smoking took place in 2004. The second one, which was more complex, took place a year later. In structured interviews, department managers were able to express their opinions on: how many of their staff were active and passive smokers, conflicts between smokers and non-smokers, secret smoking areas, exposure and protection to tobacco smoke. The results were used to develop the questionnaire for all members of staff, which was then implemented.

After the evaluation, the members of staff were informed of the results at the annual staff meeting, in December 2006. The following measures were introduced; patient smoking rooms were closed and smoking was no longer permitted in the staff canteen. Smoking was only allowed outside, on the hospital grounds.

In general, before new measures are taken, an assessment is made and the process re-evaluated. Since 2008 the smoking zones outside have been reduced and the hospital grounds are mainly smoke free. This also applies to the two partner hospitals.

The healthcare organisation has made an application to the German Network for Smoke Free Hospitals for the silver certificate.

The certification process will take place in September / October 2008.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>VOLKSWAGEN AG</b>
Address:	Berliner Ring 2 38436 Wolfsburg
Name of contact person:	Dr. Uwe Brandenburg
Function of contact person:	Zentrales Gesundheitswesem / Leiter Arbeitswissenschaft
Telephone number:	05361 9 27 487
Email:	<a href="mailto:Uwe.oppermann-brandenburg@volkswagen.de">Uwe.oppermann-brandenburg@volkswagen.de</a>
Sector:	341
Number of employees:	82.000

Age	Sex		total
	male	female	
up to 35	12615	3324	15939
35 to 50	40973	5834	46807
50+	17590	1366	18956
<b>total</b>	71178	10524	81702

## B. Integration of WHP in the company policy and culture

At Volkswagen there has been a written concept signed by the Board and employees' representatives on health protection which goes beyond classic occupational safety and health. Health is mentioned explicitly in the VW Corporate Guidelines. In accordance with the VW health philosophy which is borne jointly by the Board and employees' representatives, protective and promotional healthcare is a social responsibility, an economic necessity and an expression of the VW corporate culture.

Minimum standards, instructions and recommendations are defined in the guidelines on protective and promotional healthcare applicable throughout the Group. The guidelines were signed by the Group Board and the Group works council.

Works-related health promotion concepts and agreements exist at the works.

In its declaration on social rights and industrial relations at Volkswagen, VW expressly commits itself to guaranteeing health and safety at the workplace.

The employees are included through information media (written, electronic, lectures, events etc.), surveys, circles/workshops, feedback from surgeries, evaluation of programmes and comprehensive involvement/participation by the employees' representatives.

With the general health check-up (different intervals for different ages) for all employees VW has adopted an innovative approach to prevention and health promotion. With this strategy existing programmes are systematised, standardised and further developed. This leads to further activities (e.g. coaching, fitness week, special health promotion programmes).

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Participation through "requirements-oriented" examination and focus of the courses offered. Inclusion of the employees in the conception/planning of smoking areas/smoke-free workplaces.

The VW objective is initially a "smoke-free" factory. The ultimate objective is the "smoke-free employee".

The programmes and courses offered are aimed at all employees with special focus being placed on the trainees/apprentices.

The Health department is the central contact point for issues relating to smoking prevention and quitting smoking. Both advice and courses as well as other measures (e.g. acupuncture, smokers surgeries) to stop smoking are offered, in some cases in co-operation with external service providers and the German BKK (company health insurance funds). Furthermore, forums are held on health with the participation of the employees' representatives.

In some cases co-ordination is performed by a steering group "Smoke-free factory".



## **D.2. Strategy & implementation**

The successful implementation of various stop-smoking activities is guaranteed by the close co-operation between the German BKK and the company. The relevant courses offered are disseminated by means of different communication channels.

The focal points are the communication of information, the implementation of internal and external specifications for the protection of non-smokers and the initiation, communication and implementation of stop-smoking activities (e.g. quit-smoking courses). Moreover, individual surgeries are offered.

Highly professional courses take priority with these concepts. Colleagues are included as multipliers so that above all prominent VW ex-smokers are presented as good examples (how they stopped smoking).

## **D.3. Evaluation & results**

Participation in the activities offered is recorded and evaluated by the Health department.

After the activity, the participants are requested to submit an assessment of the course contents and an appraisal of the efficacy of the activity. After six months another survey is conducted to determine whether the seminar participants are still non-smokers (sustained success of the activity).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>BASF SE</b>
Address:	Ludwigshafen
Name of contact person:	Dr. Stefan Lang
Function of contact person:	Ärztlicher Direktor
Telephone number:	
Email:	Stefan.lang@basf.com
Sector:	Chemical Industry
Number of employees:	31.191

Age	Sex		total
	male	female	
up to 35			5914
35 to 50			17662
50+			7615
<b>total</b>			31.191

## **B. Integration of WHP in the company policy and culture**

BASF is the world's leading chemical company. At the end of 2007, BASF employed 95,175 workers worldwide. In the corporate guidelines BASF expresses its commitment to its awareness of responsibility towards people and the environment and establishes that economic needs do not take priority over safety, health and environmental responsibility.

No health risks to employees, neighbours, customers and consumers are to arise as a result of BASF's activities. Therefore, BASF joined the chemical industry's voluntary initiative "Responsible Care® (RC)". The philosophy of RC with the clear commitment to sustainable development was defined as a business principle and integrated in an RC management system. The Competence Center RC controls the relevant activities. Moreover, BASF guarantees its employees, on the basis of corporate guidelines and company agreements, comprehensive and far-reaching prevention programmes and medical services.

The Competence Center Responsible Care, CCRC, in which the Medical Director is responsible for the relevant issue, serves as the controlling body for the global BASF Group. Controlling is performed using organisation and performance key metrics which are documented in the respective annual report.

Another major controlling and steering tool for planning objectives is the Health Report which is compiled every 2 years. All the 5 Health Reports prepared so far permit comparative observations to be made in a longitudinal cross section. Each of these Health Reports contains a catalogue of activities specifically related to different influencing factors in condition-oriented and behaviour-oriented prevention.

Regular exchanges are held at a high organisational level in the OSH committee and the "Health" working group, which comprise the competence centers Human Resources, BKK, Occupational Medicine and OSH. This co-operation also includes targeted, scientifically supported prevention campaigns, for example the BASF back pain project, colon cancer screening or the prevention of obesity.

**C. Discribed health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

BASF formulates the following principle in its corporate guidelines: "We challenge and promote the safety, environmental and health awareness of all employees". In addition to continuous improvement processes regarding the respective working conditions, which relate to ergonomics, safety, organisation, leadership behaviour (condition-oriented prevention) in order to prevent health complaints and illnesses, the health skills and the health behaviour of every single employee must also be improved (behaviour-oriented prevention). This also includes activities and programmes on healthy eating. The health promotion centre of BASF – an interdisciplinary co-operation of professionals from occupational medicine and health protection, a sports officer, on-site canteens and the BASF social advice office and pronova BKK – has been implementing programmes and activities on the subjects of nutrition, exercise, medical check-ups and lifestyle since 1996.

This health promotion centre of BASF in Ludwigshafen offers more than 25 different courses all to do with the subject of health. These include courses on healthy eating, e.g. "Losing weight sensibly", "Eating properly on rotating shifts", "Nutrition – Theory and Practice", "How to eat sensibly and relax".

Health seminars for industrial and pay-scale employees have been held in the company's own centre in Breitnau in the Black Forest since 1957. They last one week and focus on ergonomics, lifting and carrying loads, VDU work, mental strains, vigilance (control stations, pressure from deadlines), specific working hours (rotating shifts) and nutrition. In order to achieve efficient learning, the number of people is limited to 20. Some 1,300 employees take part in these one-week seminars every year.

A one-day health seminar is offered to the group of non-pay-scale employees in a special fitness studio of the company in Ludwigshafen. These seminars focus on healthy eating, optimised endurance training with pulse measurements and stress reduction strategies.

A 1½ -day seminar is provided for the top management in a conference and congress hotel with the same focal issues, i.e. nutrition, exercise and stress reduction.

## **E.2. Strategy and implementation**

The requirements analysis is derived from different data sources:

- Regular opinion surveys of the employees
- Evaluation of the occupational medical check-ups by the Occupational Medicine Documentation and Information System (AMEDIS) with regard to nutrition-related illnesses such as diabetes and obesity.
- From the biannual health report of BASF SE, which is prepared under the supervision of the Occupational Medicine and Health Protection department together with other departments, e.g. pronova BKK.

The BASF on-site canteens are responsible for the food served every day and play a key role in the implementation of healthy eating habits of all BASF employees.

In total, there are 7 works restaurants (BGs) on the site premises. One objective is to offer the same food of constant and good quality in all BGs. That can be achieved by the 'Cook & Chill' production method. Every day, 8,000 to 10,000 meals are sold. The guest has the possibility of making up his own meals from various elements.

Additional activities all relating to healthy eating are, for example:

1. Campaigns in co-operation with CMA (central marketing company of German agriculture).
2. All meals are specified with calories per 100 g and per portion.
3. There is a nutrition dictionary on the Intranet, e.g. with an indication of the "Food of the Month": The positive properties of various foods (e.g. "contains secondary plant compounds") are described in detail.
4. Individual advice on nutrition: in close co-operation with pronova BKK

## **E.3. Evaluation and results**

As measuring tools and assessment criteria, the BASF on-site canteens exploit the possibility of taking into account opinions, ideas and wishes as regards the meals offered and the works restaurants for the employees using 'opinion cards'. They are processed and documented immediately. An evaluation is made every quarter.

Health campaigns are evaluated and there are regular post-surveys at certain intervals.

The company's "own" quality assurance tool, i.e. the survey of participant satisfaction, is evaluated after every seminar and the results collated every six months.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bertelsmann AG</b>
Address:	Carl-Bertelsmann-Strasse 33311 Gütersloh
Name of contact person:	Gero Hesse
Function of contact person:	Vice President HR Services
Telephone number:	05241 80 88235
Email:	<a href="mailto:gero.hesse@bertelsmann.de">gero.hesse@bertelsmann.de</a>
Sector:	Media
Number of employees:	27154

Age	Sex		total
	male	female	
up to 35	5016	5549	10565
35 to 50	5986	5914	11900
50+	2167	2612	4779
<b>total</b>	13169	14075	27244

## B. Integration of WHP in the company policy and culture

Workplace health management is an important issue at Bertelsmann. Due to the fact that the idea of partnership is the basis of Bertelsmann's corporate culture we do not think that it is necessary to focus on the topic "health" in our corporate charta or in our management guidelines.

A quote from the Bertelsmann corporate charta highlights the basic idea of cooperative behavior within the company: "In our organization we believe in comprehension and motivation. This appreciation of management requires from both employees and managers a strong identification with the company's goals and methods. Broad information and training, development opportunities, performance-based compensation, dialogue and active participation in decision-making processes provide a basis for identification and motivation. Respect for the individual employee and cooperation determine the relationship between managers and employees."

A regardful cooperation and a dialogue-oriented communication culture between managers and employees has a direct effect on employee health. We believe that the individual employee should take over sole responsibility and attach great importance to this topic. It is the company's responsibility to provide a suitable framework.

Our corporate culture of partnership represents the basis for our dedication to health related topics.

The analysis of the employee surveys that are conducted on a regular basis leads to the academically based finding that healthy and motivated employees are more productive. This led to an array of health activities at Bertelsmann, e.g.:

1957: Foundation of the Bertelsmann BKK; since then cooperations

1977: Foundation of Bertelsmann's own medical service

Since 1989: Sports and health programme

Since 2001: Check Ups for managers

Since 2004: Working team „Mensch & Gesundheit“

Since 2005: Check Ups for everybody

Since 2006: Ageing structure analysis for Bertelsmann companies

Since 2007: Project „Healthy eating“



Due to the decentralized structure of Bertelsmann and the huge decentral leeways the implementation of an integrated corporate health management is only possible with the support of all different managerial levels.

The Executive Board and the working council discuss health related topics in the yearly "Autumn talk". This discussion has been the basis for the implementation of the Check Up for everybody and the foundation of the working team "Mensch & Gesundheit". In this working team, health related topics are identified, solutions are developed and the participants (normally heads of personnel and members of the work council) then discuss the topics in the decentral units.

The central health management institutions at Bertelsmann (Bertelsmann medical service, sports and health programme, Bertelsmann social services and Bertelsmann BKK) support the working team and the health coordinators in the decentral units. Due to our cooperative culture decentral managers in our operative units support decisions made in the working team.

Employees who are interested in health-related topics can participate in the working team "Mensch & Gesundheit" and receive information via the health portal in our intranet. Thus, every employee can participate in our corporate health management system. Moreover, employees can bring in new ideas via surveys, feedback sheets distributed in check ups and our employee suggestion scheme. The regular Bertelsmann employee survey provides another possibility to add own ideas.

Of course, employees are informed about our corporate health management activities. The central communication instrument is our health portal, a Website that gives a well arranged overview of all health related topics at Bertelsmann. Apart from that, communication takes place via other channels, too, which are employee magazines, works meetings or emails.

In addition to these communication channels, we offer advanced vocational training for Bertelsmann employees in different phases of life.

Since 2008, we have also revised our yearly employee dialogues. Every dialogue explicitly refers to the topic "health". All managers take part in a special training to be prepared for this topic. Moreover, every manager training includes basic principles of demographic developments in the Bertelsmann context as a compulsory topic.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

At Bertelsmann in Germany there are currently 14 canteens, which are run by the Bertelsmann subsidiary Cultina. All canteens offer healthy food on a daily basis. According to VO (EWG) No. 2092/91 Cultina is certified for ecologically produced food, for Bio Menues and Bio Menue components.

Since healthy eating is one of the most important factors for health maintenance of employees apart from exercise, a project was run to identify the status quo of the canteens' food and if applicable an optimization at all 14 locations in Germany in 2007. This project contains a detailed status quo analysis of the 14 canteens and the offered food and beverages. In order to analyse the outcome even more precisely and to optimize the existing range we will further develop the offered menus in cooperation with the canteens. This project is directed and coordinated by the working team "Mensch & Gesundheit". Additionally, several canteens in Gütersloh participate in the „LIV“ Campaign. This was designed by an external partner who has developed a new food concept. An extraordinary healthy meal is cooked every day and its nutritional value is displayed as well. For the moment the campaign is limited to last four weeks. Depending on employees' responses to "LIV", it could become a permanent offer in the canteen.

Employees can help forming the corporate health management policy by contacting the health coordinator from the working team via the health portal of the Bertelsmann Intranet, when participating in the working team "Mensch & Gesundheit". Via surveys and feedbacksheets of the health check ups, the corporate suggestion scheme and the regular employee surveys, employees also have the opportunity to introduce their ideas regarding the topic "Eating".

## E.2. Strategy and implementation

All locations are equipped with an easy approachable and clean dining section. In the Bertelsmann context the canteen is not only a place for dining, but also a place for communication and networking between employees and executives. Thus it is rather usual to see the founder Reinhard Mohn with his wife Liz Mohn in the canteen of the Corporate Center at lunch time.

A large variety of dishes and beverages is offered every lunch, whereby the emphasis is put on wholesome dishes and beverages. Apart from freshly-squeezed juices and a large range of fruits and salads, there is also a vegetarian such as a low-calorie dish on offer. 2/3<sup>rd</sup> of all dishes and beverages are subsidized by Bertelsmann. Most Bertelsmann firms provide their employees with free drinking water; fruits are rather an exception, but also offered for free by some corporate firms.

The Bertelsmann BKK has a consulting service in terms of healthy eating. This happens in collaboration with the "Institut für Ernährungsmedizin und Diätetik mediGrata". The communication regarding all health-relevant offers and topics takes place via the health section of the Bertelsmann Intranet. Employees can find all important information there. Apart from this the communication also takes place via reports in miscellaneous employee magazines or directly via information stands in front of the canteens.

### E.3. Evaluation and results

All proposals were evaluated by the institute "mediGrata" within the project. In order to realize the status quo analysis, it was necessary to visit the firms and get an insight into the documents as well as the working procedures at every canteen on the spot. Following aspects were evaluated within the analysis:

existing recipes are examined and inspected regarding the composition of nutrients and the used additives and spices

recipes are judged and rated regarding their qualification to cater for a multitude within the "DGE Richtlinien zur Gemeinschaftsverpflegung"

listing of the recipes which are supposed to be changed in terms the judgement

the performance of working processes within the preparation of the dishes and within the presentation and release of the dishes are analysed

Working procedures and listing of the essential changes are judged

Used products regarding the DGE Richtlinien and the contained additives are judged

Listing of critical groceries and products including an argumentation

Examination of the efficiency regarding purchase and working procedures such as staff assignments

Examination of the security at work in terms of Haaccp guidelines

Examination of the observance of the Haaccp guidelines regarding hygiene regulation, product and food storage and delivery and disposal

Examination of requirement to label of dishes and beverages

As a result of this project Bertelsmann's subsidy Cultina, which runs 14 canteens nationwide, employed an ecotrophologist, who actually looks after healthy eating at Bertelsmann full-time, in July 2008. Another part of it is the adjustment to recipe-based cooking and to the labeling of the dishes via a traffic light system such as calorie information.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bezirksamt (District Office) Friedrichshain-Kreuzberg, Berlin</b>
Address:	Frankfurter Alle 35/37, 10247 Berlin, Germany
Name of contact person:	Sabine Schweele
Function of contact person:	Co-ordinator of the health management
Telephone number:	+49-30-90298-2493
Email:	Sabine.Schweele@ba-fk.verwalt-berlin.de
Sector:	Civil Service
Number of employees:	1996

Age	Sex		total
	male	female	
up to 35	27	66	93
35 to 50	261	760	1021
50+	308	574	882
<b>total</b>	596	1400	1996

## **B. Integration of WHP in the company policy and culture**

In 2001, the political administration of the District Office Friedrichshain-Kreuzberg decided to strengthen the operational health management and to take up the goal of a healthy company which is now part of the internally and externally represented company's policy. Another decision was adopted in 2008, determining that the health management forms a principle of the district office's personnel policy. In spite of dramatic retrenchments, a half-time job for the coordination of the workplace health promotion has been financed since 2004. This position is administered by a health specialist (Master of Public Health) who works in a team with two human resources managers and one addiction counselor. This work is supported by a central committee, the Health and Personnel Management Consortium (AG Gesundheits- und Personalmanagement, AG GPM) in which the department's management, top executives, staff representatives and experts for occupational safety and health protection regulate the overall process. The foundations of the strategic and operative regulation are, inter alia, databases and coverages that are collected and analysed. This information is then used for the development of strategic concepts and specific action plans. The implemented measures are evaluated and accompanied actively.

Since 2004, there is a concept for integrated health management that cross-links the different players and departments (top executives, staff representatives, workplace protection, company physician, safety engineers, addiction counselors, conflict counselors, inhouse sports activities). A common basic understanding was generated in order to develop appropriate offers and link the activities. In 2007, health and personnel management were concentrated in a concept for health-oriented regulation and operational integration management; this concept implements that health-relevant aspects are part of the management's day-to-day duties and emphasises the preemptive approach in the communication culture between executive managers and employees. Furthermore there is a works agreement concerning flexible labour time, addiction and conflict regulation, which is supplemented by directives for non-smoker protection and guidelines for the human resource development and staff guidance. Once a year, all relevant facts, evaluations and reports are summarised in the file "Health Report" (Gesundheitsbericht) and made available to the members of the AG GPM, the borough councillors and the top management. All activities of the health and personnel management are subject to a holistic examination and, completing the file "Health Report", regularly updated materials are provided in a "Handbook Personnel Management" (Handbuch Personalmanagement). The overall process of the workplace health management is supported by the CityBKK according to § 20 SGB V. In

addition it is constantly accompanied and taken care of by a trained employee from the health team. The medical and safety-related supervision is carried out by a specialist company.

Together with the upper management and the staff representatives, the political management discusses specific tasks to be implemented by the AG GPM, their implementation and the effectiveness of the measures taken. The measures developed by the consortium are coordinated with the top management and made obligatory through the decisions adopted by the political district office. The occupational health management provides the relevant data and support. However, the top managers keep the responsibility for the arrangement of health-improving working conditions and are in charge of the active exertion of influence. The manifold interactions between top managers and their colleagues on issues relating to health at the workplace has led to an alteration of the upper management's self-conception and the corporate culture. Promotion of health has become an integral part of the managerial functions.

The employees participate in the planning and implementation of the measures of the health management, for instance by participating in a team for the development of concepts and the implementation of operational integration management, health committees or through the decentralised processing of analytical findings relating to specific fields and the planning of concrete measures. The essential goals in this respect are: improvement of working conditions, reduction of workload, promotion of health resources, strengthening of personal responsibility, maintenance and increase of productive efficiency and work satisfaction. As a result (after prioritisation by the AG GPM) concrete projects take place, for example team development processes, stress recovery seminars, trainings for the handling of aggressive customers, organisation development, coaching of executive managers.

All activities and reports of the health management are published in the district office's intranet. Information is sent regularly to all employees, the AG GPM presents itself at plenary meetings and articles about occupational health promotion are published periodically in the employees' journal.



**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Balanced diet was one of the key aspects at the Health Day 2005. Adipose analyses and individual nutrition counseling were amongst the offers; fresh fruit, healthy non-alcoholic drinks and an extremely tasty salad buffet were also provided. Since then there have been information events on health-related issues taking place regularly, providing information about maintaining a balanced diet at the workplace. Apart from that the canteen at work offers a wide range of well-balanced and varied food, following the principles of a healthy diet. Of course this includes a considerable salad buffet.

The Health and Personnel Management Consortium and the full-time co-ordinator of the health management are responsible for the planning and coordination of steps taken to increase healthy ways of eating. There is a canteen commission that reappraises the food offered at the canteen.

The co-ordinator of the health management is a trained health scientist and there is a diet physician operating in the occupational medicine service for our district office.

The means for health improving activities are also used for the financing of healthy eating offers. The three canteens operated in the biggest premises are subsidised considerably. As a result the tenants oblige themselves to offer high quality food that is healthy as well as low-priced.

The employees can express their wishes and own ideas at any time by consulting the co-ordinator of the health management, the addiction counselor and the staff representatives. These requests are then considered by the Health and Personnel Management Consortium. Furthermore there are letter boxes hanging in the canteens so that employees can leave their feedback behind.

## E.2. Strategy and implementation

The Health and Personnel Management Consortium regularly considers the topic “balanced diet“ within its requirements analyses, action plans and evaluations.

Some premises have tearooms/kitchenettes which all employees can access throughout the day. There the employees can prepare and warm up drinks as well as small meals. Taking standards of hygiene of foodstuffs into account, these kitchens are inspected regularly. In some office buildings separate canteen areas are available.

The subsidisation of the canteens enables the district administration to influence the composition of offers - regarding quality that is appropriate in terms of nutritional science as well as reasonable pricing structures.

It is not possible to provide the employees with fresh fruit paid with means from the communal budget (taxpayers' money!). However, in the meantime several executive managers have started to buy fresh fruit for their employees which is paid out of their own pocket and which the executives bring along to the meetings.

Fresh drinking water is available in all premises at any time and to all employees - free of charge of course. Furthermore it has also become a custom that several executives themselves pay for other drinks such as tea or mineral water which they offer at meetings. Apart from that, those employees taking care of the horticulture are provided with tea gratuitously during the warmer seasons.

Employees are informed about how to follow a healthy diet during events such as the Health Day, informative meetings or through information given in the staff journal. During all events, trainings or workgroups of the health management the benefits of, for example, replacing biscuits by fresh fruit are – amongst other related aspects – emphasised and it is pointed out how pleasant it is to drink enough fresh water during the day.

For those employees that are interested there are advisory services on healthy nutrition. In case employees have to deal with more serious diet difficulties they are advised to consult appropriate external advisory services.

### **E.3. Evaluation and results**

There are letter boxes hanging in the canteens to provide the opportunity for employees to leave proposals, complaints or requests behind. The feedback given by the canteen visitors is evaluated and dealt with by the canteen commission. The evaluation of the staff survey has shown that there are several employees wishing to have further canteens, especially in the smaller premises. However, momentarily this request cannot be fulfilled because the local conditions are inappropriate in this respect.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Daimler AG</b>
Address:	HPC: 096 E650 70546 Stuttgart
Name of contact person:	Ursula Spellenberg
Function of contact person:	Head of Health & Safety Policy
Telephone number:	+49 711 17 56406
Email:	<a href="mailto:ursula.spellenberg@daimler.com">ursula.spellenberg@daimler.com</a>
Sector:	Automotive industry
Number of employees:	141.600 (currently working, including fixed-term contracts)

Age	Sex		total
	male	female	
up to 35	26.700	5.500	32.200
35 to 50	64.600	8.700	73.300
50+	29.600	2.800	32.400
total	120.900	17.000	<b>137.900</b>

**B. Integration of WHP in the company policy and culture**

1.	General	Yes	No
1.1	Is workplace health promotion (wellness in the workplace, promotion of a healthy lifestyle / healthy practices, OHS, etc) part of your corporate mission and/or written corporate philosophy statement?	[x]	[ ]
1.2	Does your company policy / constitution contain a written statement on workplace health promotion (e.g. in the form of a works or employment agreement)?	[x]	[ ]
1.3	Do management at various levels support the company policy for workplace health promotion?	[x]	[ ]
1.4	Do employees have active input into the formulation of workplace health promotion policy?	[x]	[ ]
1.5	Have the staff of your organization been briefed on our workplace health promotion policy?	[x]	[ ]

**Please comment on the above questions on the corporate policy and culture in your company (approx. one DIN A4 page)**

Occupational safety and health remains one of the pillars of corporate responsibility at Daimler. To meet the challenges this involves, Daimler AG has further developed and enhanced its strategy for comprehensive OHS processes, and adopted a number of group-wide mission objectives in this area. These OHS statements were implemented in practice last year, and now form an integral part of Daimler's corporate strategy aimed at sustainable value enhancement. The related reorganization of OHS processes is prompting a greater concentration of activities, the coordination of action areas, and more intensive communication. This includes close cooperation with the employees, drawing on their knowledge and know-how as experts on their own workplace, and also a close cooperation with employee representatives that is constantly being enhanced and extended. The aim is to significantly boost the effectiveness of processes and initiatives. Our OHS statements complement and consolidate Daimler's corporate social responsibility principles, with a view to the continuous improvement of working conditions. The focus is on prevention. Daimler already has a successful record of creating a work environment in which employees can do their work without impairing their health.

The "healthy employees in a healthy company" vision has also been defined as a significant

priority in 2008. The mission objectives provide the basis for embedding holistic OHS processes within the company, thereby contributing to ergonomic workstations and the sustainable success of the company. Our OHS mission objectives, like the social responsibility principles, are based on an agreement between Daimler and the employee representatives, and are progressively enhanced and extended over time. We encourage all staff to take the initiative, and we expect health and safety-conscious behavior in the workplace. We also welcome such behavior in their personal lives.

These mission statements emphasize that occupational health and safety is important both globally and at the level of each individual employee.

Holistic, integrated OHS is an essential component of our overall corporate responsibility. This core principle is focused on the goals set out in the Daimler vision, and is also a binding yardstick of our performance in the context of the Daimler social responsibility principles.

Protecting our employees from health impairments, injuries, and occupational diseases forms part of our corporate objectives, and is therefore an integral part of our value-oriented corporate strategy.

- These mission statements represent a continuation of our systematic efforts to prevent work-related health risks.
- The mission statements position a holistic, integrated OHS within value-oriented business management.
- The mission statements are binding for all management and employees, enabling them to work together in an atmosphere of trust.
- We provide the required resources and funding for the implementation of these mission statements, within the limits of our financial capacity.
- Together with employee representatives, we ensure that these mission statements are adhered to, by means of advisory services and monitoring.

The health management advisory process plays a crucial part in workplace health promotion. This process is used to provide advice to specific locations, tailored to their requirements through the use of appropriate performance indicators. As an integral part of the health management advisory process, the "Health experience" concept blueprint was introduced in 2007/2008, in the form of a portfolio.

The aim of this concept blueprint is encourage staff to adopt and maintain a healthy lifestyle through quality-assured initiatives experienced as genuinely useful and effective.

We operate on the basis of the following core principles:

\* The action areas for workplace health promotion are prevention, treatment and rehabilitation, and special programs.

\* Workplace health promotion analyzes, designs, and implements initiatives for employees in good health and those suffering from acute or chronic disorders.

\* All company employees should be empowered to identify health enhancement opportunities at the workplace and in their private lives, and to act accordingly.

<b>Documents</b>	<b>[x]</b>
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*	Company mission	[x]
*	Management policies	[x]
*	Agreements and protocols setting out the focus of workplace health promotion	[x]
*	Works/employment agreement text	[x]
*	Other (please specify:	
	Works agreements: - Health prevention - Düsseldorf - Bremen - Germersheim	

Health & Safety Report 2007

Health Management Advisory Process

Example of a WHP Portfolio (prevention, treatment, rehabilitation, special programs), from Stuttgart



**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## E. Healthy eating

### E.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have healthy nutrition measures and programs in place?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2	Are healthy nutrition measures and programs planned and coordinated by a specific manager or working group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.3	Is/are this manager / the working group members suitably qualified to address the issue of nutrition effectively?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.4	Are adequate financial and/or material resources available for the development of healthy nutrition measures and programs (e.g. budget, infrastructure)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.5	Are employees involved in the development of healthy nutrition measures and programs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on your organization and structures in the area of “healthy nutrition” in your organization (approx. one DIN A4 page)**

Recent years have seen an increased focus on healthy nutrition initiatives and programs in Daimler AG.

Initiatives are planned and coordinated by a CoC (center of competence) for healthy nutrition within the Health & Safety department at group headquarters in Stuttgart. Several plants in Germany also have their own local "nutrition competence teams" for the implementation of initiatives and campaigns developed by the CoC, and to provide feedback on the outcomes. These local expert groups include econutritionists from the workplace restaurant, sports scientists, medical practitioners specializing in nutrition from company medical services, and representatives from the Daimler company health insurance fund assigned to assist with specific projects.

The objectives are as follows:

- To provide optimum nutrition for the maintenance and enhancement of staff productivity and motivation

- To create and encourage an awareness of healthy nutrition at all levels of management and among the employees
- To make healthy food taste good (enjoyment rather than avoidance)
- To help to raise the health status of the company's staff overall.

Competence teams plan programs and activities, including linkages with other health-related campaigns, e.g. cardiovascular campaigns, anti-diabetes initiatives, weight-loss menus for weight reduction programs, etc. The nutritional blueprints formulated for this purpose draw on the position paper on workplace catering put out by German health insurance funds (in connection with the implementation of Article 20 of the fifth book of the Social Security Code [SGB V]).

Further activities include:

- The introduction of “vitality buffets” in workplace restaurants
- For example, the "vitality buffet" at Sindelfingen includes:
  - Two or three local or Mediterranean vegetables, including a vegetable quiche
  - Potatoes, rice, and noodles in rotation
  - Alternating selection of light, theme-based sauces
  - Small 60-g poultry or fish steaks as additions to the usual menu
  - Sesame seeds, pumpkin seeds, sunflower seeds, and olive oil
  - Restaurant guests choose their own portion size
  - Availability of half portions
  - Healthy nutrition checks on take-out range
  - Offering nutritional advice in plants, by arrangement with the company health insurance fund
  - Addressing nutrition topics at senior management seminars and the publication of nutrition recommendations and information.

Employees are involved in the process through customer surveys in workplace restaurants, e-mail polls, and interviews.

In 2008, a “Move and Eat” activity program has been set up for overweight employees looking to improve their fitness and shed a few kilograms. This is a group training course comprising 12 sessions of 90 minutes each, held outside work hours in company health

centers close to the participants' workplaces. This course aims to motivate employees to change their lifestyle. Eight sessions on exercise and four on diet focus on making participants aware of the connection between their food intake and use of energy, and to experience this as a reality in their own lives. Funding is based on the provisions of Section 20 of the SGB V regulations, with up to 90% of the cost being picked up by statutory health insurance providers. The nutrition-related content offers a wide range of practical information on carbohydrates, fats, and proteins, and also highlights the links between diet and mental wellbeing / stress.

The "1+12" workplace program is an initiative addressing the "treatment" action area in the WHP portfolio. This is a clinic and community-based professional interdisciplinary weight loss program aimed at employees who are obese (= BMI of 28 or higher) or with a BMI of <28 and diabetes (type 2), and/or high blood pressure. The program runs for one year.

Under the program, a one-week stay in a clinic set up for the above indications (= "1") is followed by 12 sport training units completed in the factory sports grounds near the patient's workplace (two sessions of 90 minutes per week, = "12"). This community-based phase is then followed by a six-month self-management phase without any further intervention, during which the participant is expected to continue to follow the newly learned exercise and dietary behaviors on his or her own initiative. Also included in this phase are two refresher weekends back in the rehab clinic, after three and six months, respectively. This is an opportunity for a professionally supervised review of the behavior changes achieved over the past six months.

The main focus of this program is on cardiovascular training, nutritional advice, medicinal training therapy, and various medical (and sports-medicine) tests.

## E.2. Strategy and implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include nutrition?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2	Do employees have an easily accessible and clean eating area, in terms of food safety?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.3	Does your organization offer mainly healthy food and drinks?	<input type="checkbox"/>	<input type="checkbox"/>
2.4	Is the selection of healthy food and drinks supported in the workplace (e.g. via low prices, free portions)?	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Is fruit provided free of charge?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6	Is drinking water provided free of charge?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7	Does your organization communicate information on healthy nutrition (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.8	Is support and advice on healthy nutrition available to employees requiring this service (e.g. advice from dietetics assistants, nutritionists)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on strategy and implementation in the area of “smoking prevention” in your organization (approx. one DIN A4 page)**

Modern cafeterias are provided for employees at all plants.

The main priority is to offer healthy food and beverages. The primary focus of the nutritional policy adopted across all Daimler factory catering facilities throughout Germany is on practical and economically viable solutions, and on making our staff aware of the benefits of a healthy diet rather than forcing them to give up their preferred dietary choices.

May 2008 saw the launching of a quality offensive at cafeterias at Mercedes-Benz locations, aimed at delivering multifaceted “better value” outcomes for the customer:

Better value in terms of processes and serving:

- Food-friendly, just-in-time preparation, and production processes
- Serving processes optimized to meet customer requirements

Better value on the plate:

- Commitment to comply with agreed guidelines

- Daily offer of "better value" nutrition

Better value in terms of the customer experience

- Consistent and genuine commitment to customer service

- Suitably qualified staff (subject knowledge / appropriate behaviors).

No flavor enhancers or additives subject to mandatory declaration are used in soups and sauces. Organic products are used wherever possible and appropriate for convenience soup, sauce, and stock products. The general rule is to use the stock naturally generated from the cooking process. Fat and cream levels in recipes are reduced. Fruit and vegetables are generally seasonal and as fresh as possible. Legumes and full grain products are regularly on the menu (at least once a week). The offering of fried dishes has been substantially reduced. Alternative sweeteners are used (e.g. honey, natural sugar). Fresh convenience products are given preference over deep-frozen convenience foods. Dishes are prepared only a short time before use, and wherever possible *in situ*. Product presentation is seen as an essential part of the overall concept (dotting the "i's"). Regular contact with suppliers and supplier surveys underpin the "better value" concept at that level. Catering is ultimately a balancing act!

The favorite dish – and therefore the most profitable – is curried sausage!

But every day, we also offer a salad buffet, etc., as a "healthy" choice.

Healthy choices are encouraged by special prices, or through specially recruited campaign partners, e.g. at Untertürkheim the "Fish Week" organized in cooperation with the German seafood manufacturer Deutsche See, or the Andechs dairy company's dairy products campaign at our take-out counters. Free apples are handed out at special events and campaigns such as "Health Days" and the annual 'flu vaccination program. Nutrition recommendations are given at information events/seminars on health days, at lectures/seminars in the various departments, at senior management presentations, through articles in staff newsletters, individual advisory services in the Company Medical Service, and in the form of recipe postcards (see Appendix for the postcard campaign on health nutrition) displayed in our workplace cafeterias.

Employees wanting to find out more can receive advice from econutritionists from the company health insurance fund, or from company doctors (registrars and general practitioners, some of whom are also qualified as nutrition practitioners).

During the hot summer months, water is provided free of charge, and the same applies to

meetings arranged for clerical staff.

Employees can obtain information on nutrition issues from the Company Medical Service at all locations, and for this purpose the company medical team includes practitioners trained specifically in the nutrition area. In addition, the Daimler health insurance fund offers all members free nutrition advice from an econutritionist.

### E.3. Evaluation and results

3.	Evaluation & outcomes	Yes	No
3.1	Are healthy nutrition initiatives evaluated (e.g. discussion in a working group, staff survey)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please describe how and when healthy nutrition campaigns and initiatives are evaluated, and who performs this role.**

How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future healthy nutrition initiatives? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (*approx. one DIN A4 sheet*)

The Nutrition competency team carries out evaluations using cafeteria customer questionnaires jointly developed with workplace catering services. These questionnaires are distributed and analyzed, leaving a relatively long period between each survey. Aspects covered include the following:

- Level of variety
- Flavor of the food offered
- Temperature of the food
- Innovative dishes ("Dream Steam")
- Process flows
- Level of interest in special campaign weeks
- Restaurant hygiene
- Friendliness of the staff

Employees are also given an Internet e-mail address for submitting their constructive

criticisms or appreciation. The team discusses and replies to each comment individually, and takes action where applicable.

An evaluation of the 1+12 obesity program by Stuttgart University (Prof. Schlicht) showed a significant improvement in almost all the health parameters in this introductory program (see Appendix). Our project partners (Daimler health insurance fund and the Baden-Württemberg AOK, and the pension fund Deutsche Rentenversicherung Baden-Württemberg) were also included in the evaluation design and assessment of the initiative, including adjustments for future programs. In the light of the favorable evaluation outcomes, the program will now be introduced at other locations, and has been accredited with the Daimler quality seal.

By addressing this particular issue, the company is endeavoring to stem the tide of the potential diabetes epidemic resulting from an increasingly overweight population, particularly in view of the need for long-term investments in employee health and wellness to cope with the aging workforce.

<b>Documents</b>	<input checked="" type="checkbox"/>
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*	Company regulations	<input type="checkbox"/>
*	Workplace/employment agreement texts on healthy nutrition	<input type="checkbox"/>
*	Healthy nutrition measures and outcomes (e.g. reports, brochures, articles in newsletters, info pages, etc.)	<input checked="" type="checkbox"/>
*	Other (please specify): "Eating better" catering service (ppt) Cafeteria flier on "Eating better – *knowing the ingredients"	



“Move & Eat” prevention program:

- Poster
- “Inside” (internal press report)
- Concept description (ppt)
- “Move & Eat” postcard campaign (ppt)
- WHP portfolio for the “prevention” action area (see Appendix, point A)

“1+12” therapy initiative:

- Workbook, “It’s up to us! We have to do it ourselves!”
- Concept description (ppt)
- Information sheet for employees
- WHP portfolio for the “prevention” and “treatment” action areas (see Appendix, point A)
- Final report from Prof. Schlicht, Stuttgart University (word + ppt)



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Bahn AG</b>
Address:	Potsdamer Platz 2 10785 Berlin
Name of contact person:	Dr. Christian Gravert
Function of contact person:	Head of Health and Social Policy department
Telephone number:	+49 30 2 97 3 33 67
Email:	Christian.gravert@bahn.de
Sector:	Mobility and Logistics
Number of employees:	193,277

Age	Sex		total
	male	female	
up to 35	20,335	9,623	29,958
35 to 50	79,040	20,498	99,538
50+	54,014	9,767	63,781
<b>total</b>	<b>153,389</b>	<b>39,888</b>	<b>193,277</b>

## B. Integration of WHP in the Company policy and culture

Deutsche Bahn has a total workforce of 253,289 worldwide (of whom 193,277 work in Germany) and for many years has actively encouraged workplace health promotion, as long-term corporate success is ultimately dependent on healthy employees who are able to cope with pressure.

At the Group management level, the Health and Social Policy department is responsible for the coordination of workplace health promotion at the DB Group and for the optimum management, networking and promotion of the services and measures offered in that connection. The department acts as coordinator, initiator and contact for all questions relating to strategies and contents.

Workplace health promotion is regarded as a joint task of management, employees and the corporate health promotion experts.

Management executives, HR management and interested employees have recourse to comprehensive projects and information, all of which are published on the DB Intranet.

These are allocated to four different categories:

Drafting, updating and communicating the fundamental principles of workplace health promotion

Development and promotion of a systematic health management system

Drafting and communicating individual personal measures

Initiation, execution and communication of campaigns

The health structure entitled "DB Health World" was established in the interests of maintaining and promoting the working capacity of our employees in future. This consists of nine individual modules which cover all aspects of health promotion.

## C. Described health topics

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Deutsche Bahn has integrated the subject of healthy eating in its workplace health promotion measures as a central element of a healthy lifestyle. Campaigns are organised in close cooperation with DB Gastronomie, who ensure and structure practical implementation at the restaurants for the DB employees.

A separate budget has been provided for the preparation and dissemination of information material. As employees cannot be persuaded to change their own eating habits solely on the basis of information, an additional range of diverse measures aimed at changing behaviour patterns is offered within the scope of the "DB Health World". These focus not only on healthy eating, but also on the subject of exercise, as Deutsche Bahn attaches great importance to the overall health of its employees.

One example is the project entitled "Healthy and Fit", a research project which was organised in cooperation with Freie Universität Berlin and involves the development of individually tailored programmes to promote health. As part of this measure, employees are given advice on the subjects of healthy eating and exercise and are subsequently given support and backup to help them follow through the change in behaviour patterns. This simultaneous change in both exercise and eating habits can achieve a far greater reduction in the risk of developing diabetes or cardio-vascular diseases than if only one of these two factors is improved.

In all these measures on the subject of "healthy eating", Deutsche Bahn pursues the target of strengthening the employees' own sense of responsibility and actively encouraging and facilitating a long-term change in eating habits.

## E.2. Strategy and implementation

The Deutsche Bahn initiatives on the subject of healthy eating support employees who are trying to improve their eating habits at work and to promote their health and working capacities. Information material provides employees with practical advice, background information and suggestions.

Healthy eating is one of the focal areas of the Deutsche Bahn "Health World".

DB Gastronomie runs a project "Conscious eating" in which it influences employees' eating habits by offering healthy food at its employee restaurants throughout Germany. A colour-coding system based on the traffic lights concept indicates the content and composition of the individual dish. The "Healthy Canteen" keynote of the DB catering programme responds to the wishes and requirements of employees. The "Vitality Menu" satisfies the recommendations of the German Nutrition Society and offers the ideal balance between healthy ingredients, sensible side dishes, as well as fish and meat components.

In future, a "Vitality Island" will also be available in response to employee requests. These will offer fresh juice, freshly prepared wholemeal and organic bakery products as well as vegetarian snacks.

Deutsche Bahn provides financial support for DB Gastronomie with an annual sum running into tens of millions, in the form of subsidies for the individual meals to ensure that our employees can be offered good quality and healthy food at affordable prices.

### **E.3. Evaluation and results**

Deutsche Bahn uses the following methods for evaluation of the measures implemented for health promotion in general, and therefore also in the field of healthy eating. Depending on the scope and extent of the project concerned, the following methods may be used:

- e-mail surveys
- multiple-choice surveys on the Intranet
- interviews with randomly selected management executives and employees
- online surveys
- appeal to employees to communicate their impressions and experience to the project management

The decision as to whether, when and in what form evaluation is conducted is made by the steering committee of the project concerned. As the findings of a project are always discussed and evaluated by the steering committee on conclusion of the project, this means that evaluation of all projects is always guaranteed.

Depending on the duration and focus of the project, the steering committee can respond to any feedback from employees and management staff within the course of the project.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Rentenversicherung Bund Abteilung Rehabilitation</b>
Address:	Hohenzollerndamm 46/47  10713 Berlin
Name of contact person:	Gabriele Sandner
Function of contact person:	Ärztliche Dezernentin Stellvertretende Abteilungsärztin der Abt. Rehabilitation Projektleitung betriebliches Gesundheitsmanagement
Telephone number:	030 – 865 81509
Email:	<a href="mailto:Gabriele.sandner@drv-bund.de">Gabriele.sandner@drv-bund.de</a>
Sector:	Abteilung Rehabilitation
Number of employees:	<b>6 565</b> Abteilung Rehabilitation incl. Rehabilitations- Zentren der Deutschen Rentenversicherung Bund

Age	Sex		total	
	male	female		
up to 35	77	333	410	793
35 to 50	203	1 076	1 279	1 975
50+	106	422	528	1 580
<b>total</b>	<b>386</b>	<b>1 831</b>	<b>2 217</b>	<b>4 348</b>

## **B. Integration of WHP in the company policy and culture**

The Deutsche Rentenversicherung Bund is undergoing change. Teamwork, integrated processing, client-orientated services are only some concepts which are typical for such changes. In all departments, work or project teams are engaged in preparing or implementing organisational changes.

Such changes can only be successful, if they rest upon common values and concepts. To achieve such aims, our management has formulated six principles of action and intensively discussed their implementation with the heads of department in various workshops. These principles are based on a climate of openness in dealing with each other and are supported by the concepts of responsible partnership.

These principles are awareness of the role in society, future and client orientated as well as efficient services, guaranteed employment as well as management and cooperation based on partnership.

Workplace health management (WHP) is an important instrument within our institution to implement such principles.

In August 2007 the management of the Deutsche Rentenversicherung and our central staff council signed an agreement on WHP. All levels of management of our institution support WHP and stand by its respective projects.

The staff members take an active part in the development of WHP by their statements given in staff surveys or by direct contact with the respective contact persons. Any information and the agreement on WHP can be accessed by all staff members via the intranet.



**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Nowadays healthy eating is difficult for many persons. We therefore aim at offering preventive measures, which will as far as possible avert short- and long-term illnesses (such as decrease in performance, obesity). In this context, offers which support individual and health-orientated changes in the eating habits are particularly important. A further measure and a great challenge are the optimisation of the meals offered in our staff canteen.

Our offers include:

- Lectures and information events on healthy eating,
- Cooking courses for a health-orientated (e.g. Mediterranean) diet,
- Eating and diet consulting,
- Health weeks in the staff canteen with special offers of food.

The WHP team plans and organises the different offers with specialised staff and lecturers. Only qualified persons, such as dieticians, nutritionists, cooks are selected as course instructors.

All offers are financed by the annual budget of WHP and/or by a co-payment of the employees, but if the courses are certified and the employees are members of a statutory health fund they are entitled to an 80% refund of the costs up to a maximum amount of 75.00 € per course under the regulations of Art. 20 of the fifth volume of the German Social Code (§ 20 SGB V). The rooms for the consultations, lectures and cooking courses are made available free of charge by our management

At the end of the course, the employees participate in the development of the offers by completing evaluation questionnaires.

## **E.2. Strategy and implementation**

Approximately every tenth lunch in Germany is eaten in staff canteens. Therefore, whole food nutrition provided by the canteen is important for eating and public health. Balanced food and drink keeps fit and helps to overcome the increasing demands of everyday working life. Therefore, we have made healthy eating a priority of our WHP.

In all office buildings spacious canteens are available to our staff. Unfortunately, the normal standard food is still predominantly offered. A buffet with salads was introduced as the first step towards a healthy diet.

WHP was successful in making aware both the staff members as well as the staff of the canteens of a health orientated diet.

The staff members are supported by advice and information material in relation to healthy eating. Financial support in particular in the form of price reductions does not exist.

Our intranet offers for our staff members provide comprehensive advice on healthy eating, such as recipes for healthy meals. The WHP team is always prepared to answer questions and also establishes contacts to external partners.

Up-to-date topics are published on the intranet, offers for courses and lectures are given as information letters by e-mails and posters on the information boards to the staff members. During events detailed consultation is also offered. To deal with the personal needs of individual persons, nutritionists and dieticians provide individual advice in our rehabilitation clinics.

### **E.3. Evaluation and results**

The measures are evaluated in a short questionnaire. This is specified for each individual offer, but contains comparable categories. Questions are asked regarding the content, the evaluation of the organisation and the date of the event, proposals for improvement, how the staff members were informed on the offer and the overall evaluation.

The most important instrument for the evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown.

On the other hand, the perception of all measures of WHP, the assessment of quality and effectiveness are included. The results obtained have an influence on the improvements and the further development of future offers.

A second important topic is the analysis of the periods of incapacity for work and/or the changes of those in incapacity during periods the different measures are carried out.

The further development of our offers will be influenced by the results obtained.

The results of our evaluation show that 98% of the participants are interested in further series of speeches and seminars. The topic of eating meets with a good response.



## Model of Good Practice

### A. General information about the company

Company/organization:	<b>E.ON Ruhrgas AG</b>
Address:	Huttropstraße 60 45138 Essen Germany
Name of contact person:	Vali Chan
Function of contact person:	Head of HR Marketing
Telephone number:	+49 (0) 201/184-3832
Email:	vali.chan@eon-ruhrgas.com
Sector:	Energy (402)
Number of employees:	2,548

Age	Sex		total
	male	female	
up to 35	856	279	1,135
35 to 50	634	184	818
50+	417	178	595
<b>total</b>	<b>1,907</b>	<b>641</b>	<b>2,548</b>

## **B. Integration of WHP in the company policy and culture.**

Company health management (Betriebliches Gesundheitsmanagement - BGM) has been a firmly established element of E.ON Ruhrgas's HR strategy for many years now. The company, which is based in Essen, signed the Luxembourg Declaration on Workplace Health Promotion in the European Union and adopted its principles in 2005. Only healthy and well-trained employees can give of their best and thus contribute to the success of the company. This is one of the core principles of the company philosophy OneE.ON.

OneE.ON defines responsibility for colleagues, customers and suppliers, and for our environment, encapsulated in special values that are firmly anchored in the E.ON philosophy.

Responsibility for the health of our employees is implemented in a company agreement. This states that company health management should be consolidated through the establishment of a company health management team 'BGM', headed by the company physician, as an element of the company strategy.

The BGM team develops measures for the maintenance of employee health. This includes promoting health through comprehensive prevention programmes, for example for the early diagnosis of skin, colon and breast cancer, and through vaccinations, fitness programmes and targeted health-related information. Our goal is not so much to cure diseases as to maintain health and detect health risks early. The projects are planned, implemented and evaluated by the BGM team, the company health insurance E.ON BKK and HR.

But the BGM also receives support at the executive level. Thus the second international E.ON Health & Safety Conference was held in September. In the course of three days roughly 170 executives, managers and health & safety experts discussed model projects in the Group relating to health topics.

E.ON Ruhrgas AG achieves a high degree of participation when implementing measures within the BGM. The positive resonance from the latest employee survey reflects the satisfaction with health provision.

The subject of health is reported on through numerous in-house media such as the intranet, which has its own sport and health portal. Flyers, the I-Journal, the newspaper *E.ON World*, posters, the annual HR report and other publications contribute to a high degree of aware-

ness within the company. And the annual Health Day offers good opportunities to communicate on health and to motivate employees to participate in health measures (e.g. stress testing).

### C. Described health topics

x	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

A balanced diet plays a major role in promoting and maintaining personal well-being, health and fitness. For this reason E.ON Ruhrgas AG supports its employees through several projects on the topic of healthy eating.

In cooperation with ESG-Consulting (from the Institut für Ernährungsberatung [Institute for Dietary Consultancy]) experts, E.ON BKK offers comprehensive advice on nutrition, which is extended to the employees' children through the 'FitKids' programme.

In addition to the advice offered, employees have access to information booklets such as "Gesund ernähren" [Healthy Eating] from E.ON BKK. The annual Health Day also contributes to awareness of the topic healthy eating. This year employees will be offered stroke prevention, a cardiovascular check-up (test for blood sugar and blood pressure, cholesterol screening).

Further, quarterly health consultations will be offered on the subject of healthy eating. Specially invited experts will talk on health-specific subjects before answering questions.

A new campaign was introduced in the spring of 2008 by E.ON BKK in cooperation with ESG-Consulting, "E.ON Ruhrgas is(s)t fit" [E.ON Ruhrgas Is (Eating) Fit]. The aim of this action month is to reduce participants' weight. In addition to a diet plan the participants are given regular theoretical training, e.g. on the subject of healthy cooking. A weekly discussion evening is designed for the exchange of experience and to sustain motivation.

As a special activity at the end of the training, a joint shopping and cooking course was organised to put the theory into practice. Participation in this programme is free to all employees.

In the company restaurant employees can purchase a healthy and inexpensive breakfast in the morning and at midday there is a choice of three meal menus daily. The extensive salad bar and fruit on offer emphasise the importance of healthy food.

As an additional option E.ON Ruhrgas AG introduced its "Fitnessteller" [Fitness Meal] in August 2007. This is designed to meet current nutritional guidelines and contains only 500 kcal.



Since all these measures are initiated and implemented by the BGM team under the leadership of the company physician and E.ON BKK, a competent professional team is always available for consultation. Furthermore, provision and activities are supported by ESG-Consulting and the company restaurant. They are financed by the company and through the bonus agreement with E.ON BKK.

## **E.2. Strategy and implementation**

In the area of healthy eating, too, the E.ON BKK health report and the analysis of Body-Guard examinations are used to determine the need for action to promote nutritional awareness. In this case, however, particular attention is paid to the risk factors high cholesterol and blood sugar levels and their associated conditions.

Healthy eating is the foundation of physical well-being. Thus E.ON BKK, in cooperation with ESG-Consulting, offers its members a personal dietary consultation. Two different courses are offered: a) “ESG-Gewichtsmanagement – erfolgreich abnehmen” [ESG Weight Management – Lose Weight Successfully], and b) “Richtig genießen – schlauer essen” [Enjoy Eating Sensibly]. Both courses deal with successful long-term weight loss and how to put together a balanced diet. The objective is to promote healthy attitudes in employees and keep them informed about the latest developments relating to healthy eating.

For the ‘FitKids’ programme the ESG-Ernährungsberatung team is developing a diet and exercise plan specifically designed for our employees’ children aged 10-13. A share of the cost is borne for all E.ON BKK members and their children.

Additionally, employees can look up our “10 Tips for a Whole Food Diet” on the sport and health portal in the intranet.

E.ON Ruhrgas AG would like to support all employees in their decision to eat a healthy and balanced diet. For this reason the company restaurant uses only high-quality ingredients. Among other healthy foods there is a large selection of salads and fruit, and the “Fitness Meal”. A lunch consisting of Fitness Meal or buffet lunch, including salad, fruit, dessert and water costs only 3 €. To finance this rich assortment of high-quality foods, E.ON Ruhrgas AG grants the company restaurant extra funding.

E.ON Ruhrgas also provides its employees with free fresh fruit and drinking water daily, even when the restaurant is closed.

Apart from the usual communication media which serve to keep the workforce informed about activities, employees can also download health-related information from the online library at Academy Online, the group-wide E.ON learning platform.

### **E.3. Evaluation and results**

Evaluation and its outcomes are prerequisites for testing effectiveness and also for further development of measures and provision in the area of healthy eating.

With regard to meals the evaluation is conducted by determining the quantity consumed in each case. The large quantity of apples and pears consumed – 100 kg within a week – reflects the popularity of this service. Particular attention is paid to the demand for the Fitness Meal in order to assess the extent to which provision available through this project is utilised. Of the approximately 1,000 lunches served on any one day in the company restaurant around 100 employees choose the Fitness Meal. This clearly demonstrates that the option is appreciated.

There was also a great deal of positive feedback in response to the campaign “E.ON Ruhrgas is (Eating) Fit”. The majority of the 100 participants registered personal success with the programme and was very appreciative of the special course on shopping and cooking together.

Further evaluation instruments include, as in the stop-smoking campaign, an employee survey and idea management. But direct communication with the responsible contact persons and use of the suggestion and complaints box are also options which employees can use to provide feedback about measures and provision and in this way influence further development and change.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Freie Universität Berlin</b>
Address:	Kaiserswerther Str. 16-18 1495 Berlin Germany
Name of contact person:	Mrs. Regina Adolphs
Function of contact person:	Head of workplace health promotion office
Telephone number:	0049/30/838 -53304
Email:	bgm@fu-berlin.de
Sector:	80305
Number of employees:	6117

Age	Sex		total
	male	female	
up to 35	1.337	1.485	2.822
35 to 50	769	989	1.758
50+	739	798	1.537
<b>total</b>	2.845	3.272	

## **B. Integration of WHP in the company policy and culture**

Freie Universität Berlin, a center of instruction, learning, and research, is one of Berlin's largest employers, with a staff of 6,117 and 32,160 students. Promotion of occupational health is a tradition at Freie Universität Berlin, culminating in the university's implementation, in 2003, of its holistic occupational health management policy.

The structural changes taking place in higher education, the processes of change they entail at Freie Universität Berlin, and societal and social developments such as demographic change represent increasing challenges to the involvement and flexibility of everyone affiliated with the university. In light of this pressure, Freie Universität Berlin intends to use an array of measures to strengthen and support its employees, keep them healthy in body and mind, and provide them with opportunities for further education – all so that they can continue to successfully meet their legal mandate and face present and future challenges with flexibility, creativity, and enthusiasm.

The university's health management policy encompasses all of its groups – from faculty and executive administrators to those members of staff who support the university's academic endeavors, such as administrative assistants and animal caretakers. The agreements and measures established within the "Fundament Gesundheit" ("Healthy Foundation") steering committee – the body coordinating the initiatives aimed at promoting good health – involve the representatives of all interest groups and divisions, under the leadership of the President's Office, and are reached by consensus wherever possible. This means that it is not necessary for the university to enter into separate service agreements in order to ensure that its occupational health management policy is successfully implemented. The healthcare measures are financed using university funding and in cooperation with various health insurers. In line with the university's holistic approach, these activities are both behavior-oriented and relationship-oriented and require the active participation of employees from all university employee groups.

A sustained, comprehensive campaign aimed at enhancing occupational health cannot, however, end with individual measures. Instead, it is the campaign's connections with other structures and processes that promote health potential that show benefits to all participants.

The integration with other divisions and projects is therefore an important task area of focus within the field of occupational health. Discussion of health-related topics, such as leadership, on-the-job learning, information and participation, or demographic change has effects beyond the actual work that is performed under the occupational health program. These issues are also taken up with respect to general personnel development strategies and combined with other topics like the “family-friendly university.” Freie Universität Berlin takes its public mandate, and the social responsibility it entails, seriously. Promoting health potential plays as great a role as supporting employees and students with family obligations.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The occupational health initiative at Freie Universität Berlin also embraces the subject of a healthy diet. The measures in this area are combined with and coordinated with the Continuing Education Center, through work with the “Fundament Gesundheit” (“Healthy Foundation”) steering committee. The Continuing Education Center offers seminars aimed specifically at apprentices, for instance. The courses supported through the health management program include a four-class cooking sequence “Cooking Ideas for Young People – The Ins and Outs of Modern Cuisine.” Freie Universität Berlin pays participants’ enrollment fees. Like all continuing education courses, the cooking classes are also evaluated by the Continuing Education Center.

### **E.2. Strategy and implementation**

Please see description above

### **E.3. Evaluation and results**

Please see description above



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>IBM Deutschland GmbH</b>
Address:	Pascalstrasse 100 70569 Stuttgart
Name of contact person:	Patric Philipp Traut
Function of contact person:	Health Manager
Telephone number:	+49-711 / 785-1247
Email:	patric.traut@de.ibm.com
Sector:	72
Number of employees:	19.100

Age	Sex		total
	male	female	
up to 35	2500	1200	3700
35 to 50	8300	2500	10800
50+	4000	700	4700
<b>total</b>	14800	4300	19100

## **B. Integration of WHP in the Company policy and culture**

Occupational health and safety (well-being) is part of the global IBM guidelines and the Corporate Policy 127 (Responsibility for employee well-being and product safety) is one of ten Corporate Policies. Also, it is the managers' task to take the well-being of their employees into account. Thus, IBM fulfils a fundamental requirement of the Luxemburg Declaration for Work Place Health Promotion. The implementation of the Well-being Management System in 1995 helps coordinate the Well-being strategy; it is well integrated into the operations and procedures of the entire organisation.

The global team of the IBM Integrated Health Services makes use of 30 'Significant Well-being Aspects' for planning their strategy. A Well-being Aspect is an integral element of the industrial world - including personal activities or extrinsic factors that have a negative or positive impact on the performance and productivity of the employees. Examples are ergonomics, mobile working, fire and life safety or health promotion.

The aspects are annually evaluated, using an employee questionnaire. Further relevant well-being data (e.g. accident rate, sick leave rate, main diagnoses for sick leave) are included in the evaluation. Responsible for this is the WBMS coordinator. The results are published in the intranet and their evaluation is used for planning improvement measures and corrective action.

Using a classic management cycle, the achievement of the determined objectives and targets is monitored throughout the year to achieve continuous and long-term improvement. Progress is documented in a global database and results are discussed within the framework of management reviews.

IBM employees have a vast choice of health services related to fitness and diet at their disposal. Furthermore, IBM offers a multitude of work-life balance programmes, for instance, flexible working hours, working from home ('home office'), time autonomy, and the opportunity of continuous education and trainings. The Integrated Health Services team has the overall responsibility for planning and implementation of well-being programmes.



**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The IBM integrated health service team arranges for regular nutrition and weight reduction programmes for its employees.

An external partner runs an innovative concept on site. To record data of one's own nutrition/diet plan, every participant is given a pocket PC with a special software. Owing to this, cumbersome calorie-counting becomes redundant, facilitating the optimisation of individual counselling.

Alongside the nutritional status, the physical constitution of the participant is also determined at the beginning of the course, in order to detect all possible risk factors.

The course instructors are officially recognised diet assistants, nutritional scientists or specialists engaged in the fields of medicine or sport sciences.

The majority of the statutory health insurance funds co-fund the courses that comply with §20 SGB V.

### **E.2. Strategy and implementation**

Catering in the organisation's restaurants/bistros:

IBM offers its employees special low-fat lines in all its canteens and or bistros on site. These meals are low in calories and in fat.

Furthermore, there are always various vegetarian offers on the menu. Healthy meals are thus available to all employees who take in their meals on site.

Employees have the option of selecting their meals at various food counters comprising of a wide and versatile food assortment: Pasta-counter, vegetarian, Asia-Line/Wok, meal of the day, salad bar, anitpasti-bar. Barbecued Menus along with fresh fruits and juices are also served in the Cafeterias/Bistros.

Furthermore, water dispensers with oxygen rich water are to be found on every floor of IBM buildings.

### **E.3. Evaluation and results**

The evaluation of the nutrition classes is carried out via an anonymous online employee questionnaire which is e-mailed to the participants some days after the course. After having answered the questions, a simple mouse click transfers the answered questionnaires directly into the database, ready for evaluation.

Annual online-surveys regarding the food & catering- satisfaction are carried out on a regular bases. Here, the employees have the opportunity of submitting their comments and suggestions for improvement. Furthermore, an 'employee comment book' is placed in the organisation's restaurants, where the employees are free to air their opinion and ideas concerning the food & catering services.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Der Polizeipräsident in Berlin</b>
Address:	Platz der Luftbrücke, 12101 Berlin
Name of contact person:	Michael Ippen
Function of contact person:	Zentrale Koordinierungsstelle Gesundheitsmanagement
Telephone number:	0049 (0) 30 4664 90 3311
Email:	gesundheitsmanagement@polizei.berlin.de
Sector:	Public Sector
Number of employees:	23.076

Age	Sex		total
	male	female	
up to 35	3.134	2.283	5.417
35 to 50	9.526	3.215	12.741
50+	4.050	868	4.918
<b>total</b>	16.710	6.366	23.076

## B. Integration of WHP in the company policy and culture

To implement strategies fundamentals of workplace health promotion (WHP), administrative organisationally regulatory framework had to be adopted.

The Berlin police integrated WHP structures.

Finally it became an agreement between the Chief of Police and the staff council. Gradual will be shown some extracts of implementation:

**“... The development of the Berlin Police to a modern public sector contains deep processes of change to be expressed in different activities and human resource development.**

With their emphasis in prevention, responsibility and to take voluntary WHP is an important component of modernisation and administration.

On focus is the human being, to cope optional with the challenges, being psychic fit and motivated in a good work climate. At the accrument of disease work climate plays a considerable role and studies are shown the context. Beside measurable and specific contaminations also unspecific exposures like psychosocial stress causes different discomfort. There are no measureable boundaries of impairment.

An interesting, diversified and an open causes positive effects for health. The contract partners integrated the Luxembourg Declaration about implementing WHP from 1997 and an found to an agreement to develop WHP into Berlin Administration and Berlin Police.

The EUR-LEX-31989L0654-DE contains occupational safety, occupational health, accident prevention, humanisation of work, dissemination of information and participation of employees.

In 1996 Germany passed a law of working protection.

The WHP reaches “healthy employees in healthy companies” though certain guideline:

- all employees have to take part
- all measures must be planed structural
- WHP contains behaviour and rational measures. It connects the whole approach of risk reduction and established protection

The aims of the bodies:

- prevention of health disease
- improvement of productivity and efficiency
- focuses on physical activity
- advance the health quote
- to improve company culture
- to improve leadership

- to increase job satisfaction
- to reduce the psychic stress

The employees are on focus of WHP.

The engagement of human resources guarantees the success. Therefore processes of WHP have to be implemented.

Ten divisions of the Berlin Police and one central service group implemented WHP.

Supported from the assistant chief constable.

The members of the central service group are also the chiefs of their divisions. All these facts combined secure a good information flow between the groups.

Some subjects of WHP are also united in the guidance line PDV 100.

Because of confidential reason there are only some extracts:

“... Guidance shall improve job satisfaction. Therefore you have to keep on cooperative guidance and leadership. Especially competence of decision concerning motivation and efficiency should be delegated on the executives. The different levels of the Berlin Police have been sensitised through the project “Qualifying the guidance on practice WHP...”

The effect was a more participation.

Because of the positive effect the seminar will be continued.

Through integrating the component Diversity Management and the structural connection on the whole personal management a further “milestone” of acceptance and participation was reached.

A sophisticated structure of communication makes the employee able to take part of all processes of WHP. Also different platters like intranet, internal news are implanted to spread all information.

The Berlin Police parole sounds “Acceptance through transparency”.

The regulation is at work to make work and health protection as an integrated part of WHP at workplace.

The locally divisions developed own concepts to implement WHP with special needs for their employees.

The members of the groups will be specially qualified as a coordinator for WHP and Diversity management. The qualification training takes 32 days, splitted off on different modules.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

In the police divisions action plans for nutrition, healthy eating and drinking are different. The police academy and the medical police service are treating this subject in their course "Fit and healthy". Including spreading information through newsletters or other platters also canteens are offering healthy eating and drinking.

A special responsibility of healthy eating is not intended for the whole Berlin Police, but the medical police service is supporting employees, if they wish.

Some departments agreed with the ministry of agriculture of Berlin-Brandenburg to make events about healthy eating during shift-work or office work.

### **E.2. Strategy and implementation**

The property management established little tearooms in each department.

A lot of canteens of the Berlin Police are offering healthy food, fruits and drinks. Thereby employees will be inspired to eat more healthy and to develop a consciousness.

Arranged events in nearly all divisions and departments of the police brought the awareness of healthy eating.

### **E.3. Evaluation and results**

In the peripheral groups of WHP the coordinators are discussing about the field healthy eating and are developing a programme.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SAP AG</b>
Address:	Dietmar-Hopp-Allee 16 69190 Walldorf Germany
Name of contact person:	Dr. Natalie Lotzmann; Christine Rosendahl
Function of contact person:	Head of SAP Health & Diversity; Head of Health Management
Telephone number:	+49 6227 747474
E-mail:	n.lotzmann@sap.com; christine.rosendahl@sap.com
Sector:	IT industry (enterprise application software)
Number of employees:	Around 51,000 worldwide; approximately 15,800 in Germany

Age	Sex		total
	male	female	
up to 35	300	1600	1900
35 to 50	7500	2600	10100
50+	900	250	1150
<b>total</b>	8700	4450	13150

## **B. Integration of WHP in the company policy and culture**

The name SAP (Systems, Applications and Products in Data Processing) has been synonymous with innovation, success, and creativity for over 35 years. As the world's leading provider of enterprise software and third largest independent software supplier, SAP develops tailored business solutions for more than 47,800 customers worldwide. The motivation, creativity, performance, and commitment of the 52,000 employees around the world are key factors in SAP's outstanding success. SAP employs more than 15,000 staff at its headquarters in Walldorf and the 15 branch offices around Germany. Since 1997, SAP has been pursuing a holistic approach to health that is implemented comprehensively and professionally by the company's internal health management.

The working lives of SAP employees today are characterized by complex, challenging assignments with a great deal of responsibility, time and performance pressures, and high expectations regarding commitment, expertise, and social skills.

SAP Health and Diversity aims to raise employees' awareness of health and resource-conscious behavior in both their professional and private lives, and to increase their sense of responsibility.

The supportive corporate culture is one of the key conditions that enable SAP Health and Diversity to implement professional measures for promoting and maintaining health and wellbeing, thus ensuring high commitment in the long term.

SAP is one of the signatories of the Luxembourg Declaration on Workplace Health Promotion, in line with its corporate culture.

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

SAP Health and Diversity offers a wide range of healthy eating services on a regular basis.

Examples:

- Nutrition courses
- Diet courses (for the overweight)
- Individual advice
- Risk factor analyses (Wellness Checkpoint)

SAP employees can also obtain information about cholesterol and nutrition, measuring cholesterol and blood pressure, calculating body fat, own-index tests for pulse and performance rates during training, as well as sports and fitness offers and options.

SAP Health and Diversity works closely with the company's catering firm. This, along with personal nutritional advice from qualified doctors at the company's medical centers, ensures that specific issues are covered, including diet.

Furthermore SAP Health and Diversity has professional staff with different areas of expertise that work together regularly to produce new offers and measures for SAP employees.

They also collaborate regularly with the company's catering firm to draw up new concepts for a healthy and balanced diet in the SAP cafeterias.

Frequent special healthy eating days are organized as well.

SAP employees are always welcome to submit suggestions and ideas. Proposals from specific groups of employees have given rise to regular themed weeks, such as Indian or Italian weeks.

## E.2. Strategy and implementation

All SAP employees are provided with free lunches, water, and a selection of teas and coffee every day.

At lunchtime, employees are offered an abundant choice of varied and healthy salads, soups, main courses, and desserts.

Employees can choose between the following options each day:

- Meat-free dishes
- Lactose-free dishes
- Low calorie meals (400 calories or less)

Vegan food is offered once a week.

The kitchen team works to specific guidelines when producing the menus and preparing food. The catering firm also conducts regular surveys of cafeteria users. The goal is to guarantee and continuously improve the quality of the food as well as the service and advice.

The employees are provided with large cafeterias on almost every site. The cafeterias are light, modern, centrally located, and easily accessible. Employees on sites without a cafeteria are given restaurant vouchers as a substitute for the free lunches. The cafeterias also offer refreshments and snacks to purchase throughout the day, such as fruit, vegetable sticks, a choice of drinks, and so on.

Numerous healthy eating offers and campaigns are organized as well.

SAP employees can obtain in-depth advice on nutrition at the company's medical centers.

SAP Health and Diversity provides special workshops on weight loss, such as "No More Diets". This four-week course teaches participants how to modify their diets for the long-term, how to start exercising, and how to increase their ability to relax.

Nutrition is also included in the health risk assessment: Employees' individual status is calculated and used as a basis for specific advice.

### **E.3. Evaluation and results**

All workshops and in-house consultations are evaluated using detailed questionnaires. Customer surveys are also conducted at regular intervals. This ensures continuous improvement and enables the services to be designed in line with requirements and with sustainability in mind.

Employees are also provided with an online tool called Wellness Checkpoint, which they can use to analyze their own risk factors. The tool gives them the chance to record their own risk values for nutrition and weight. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can evaluate all the data records of the employees who have used the online tool. This is of course done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person. These anonymous evaluations are used to record and map changes in risk values over several months and years.

The catering firm also conducts regular surveys of cafeteria users. The goal is to guarantee and continuously improve the quality of the food as well as the service and advice.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>City Wolfsburg</b>
Address:	Porschestraße 49 38440 Wolfsburg Germany
Name of contact person:	Diethelm Müller & Schneider Sylke
Function of contact person:	Coordinate workplace health promotion
Telephone number:	+495361-282177 +495361-281685
Email:	<a href="mailto:Diethelm.Mueller@stadt.wolfsburg.de">Diethelm.Mueller@stadt.wolfsburg.de</a> <a href="mailto:Sylke.schneider@stadt.wolfsburg.de">Sylke.schneider@stadt.wolfsburg.de</a>
Sector:	( LA 75.11.0 ) administration municipal
Number of employees:	2257

Age	Sex		
	male	female	total
up to 35	203	311	514
35 to 50	377	595	972
50+	402	369	771
<b>total</b>	982	1275	2257

## B. Integration of WHP in the company policy and culture

In the year 2000 the cooperative tasks industrial safety, industrial medicine, health care and support for the handicapped were insisted to *argus*. The aim of the organization forms as a management system is to link up all *argus* – subjects and *argus* – protagonists and to work comprehensive, methodical, demand – oriented and staff – oriented.

From the beginning *argus* proceeds due to the principles of participation, integration, comprehensiveness and project management as it is demanded in the Luxemburgian Declaration for the internal health care in the European Union. Some service agreements, for example the avoidance of addiction and other social awkward situations, the conflict management as well as integration pointed the way to the future and were copied by others. *argus* is the partner for new challenges made by the aging staff, work consolidation and limited resources which require new concepts, especially regarding to psychological stress. *argus* bunches the complex problems and legal positions and therefore it can use synergies for the common aim, to reach and to preserve a health world of employment in the group “city of Wolfsburg “. That means a special responsibility for the executive personnel and all organizations. The first written declaration of the internal health care is found in the employment agreement “addiction “. The way of Wolfsburg lend via industrial safety, health care, integration of the handicapped and has the specific characteristic that elements of the BGF are found in the integration arrangement, in the internal integration management and the employment agreement “ confidential report and organization of the workplace “ An overall picture of the *argus* – activities is conveyed to the executive personnel with the brochure “ healthy employees in the administration and the municipal firms of the city Wolfsburg”. Leading executives are participants in the health coaching, gains experiences and consolidate knowledge, feel health and well- being and so they will be sensitized for topics like stress, movement, nutrition, work- life- balance and other and will be able to pass on these valuable contents as multipliers.

The organization instruction describes the responsibility of the competent executive, the employee attendance, the advising and deciding competences of the *argus*- commission in the scopes of business and the installation of a central circle for basic issues, standards and common instruction. The experts of *argus* ( specialists for work safety, industrial medics , qualified sports instructors, qualified social workers who are available as advisors or central service providers are adequate to their organizational or legal traditions and are accessible via a common office. For the whole *argus*- project a budget of 470.000 Euro is available. The employee attendance is managed in the regular *argus*- commissions of the single scopes of business, *argus*- routine discussions with the active personnel staff, AG health entire personnel staff and is the circle.

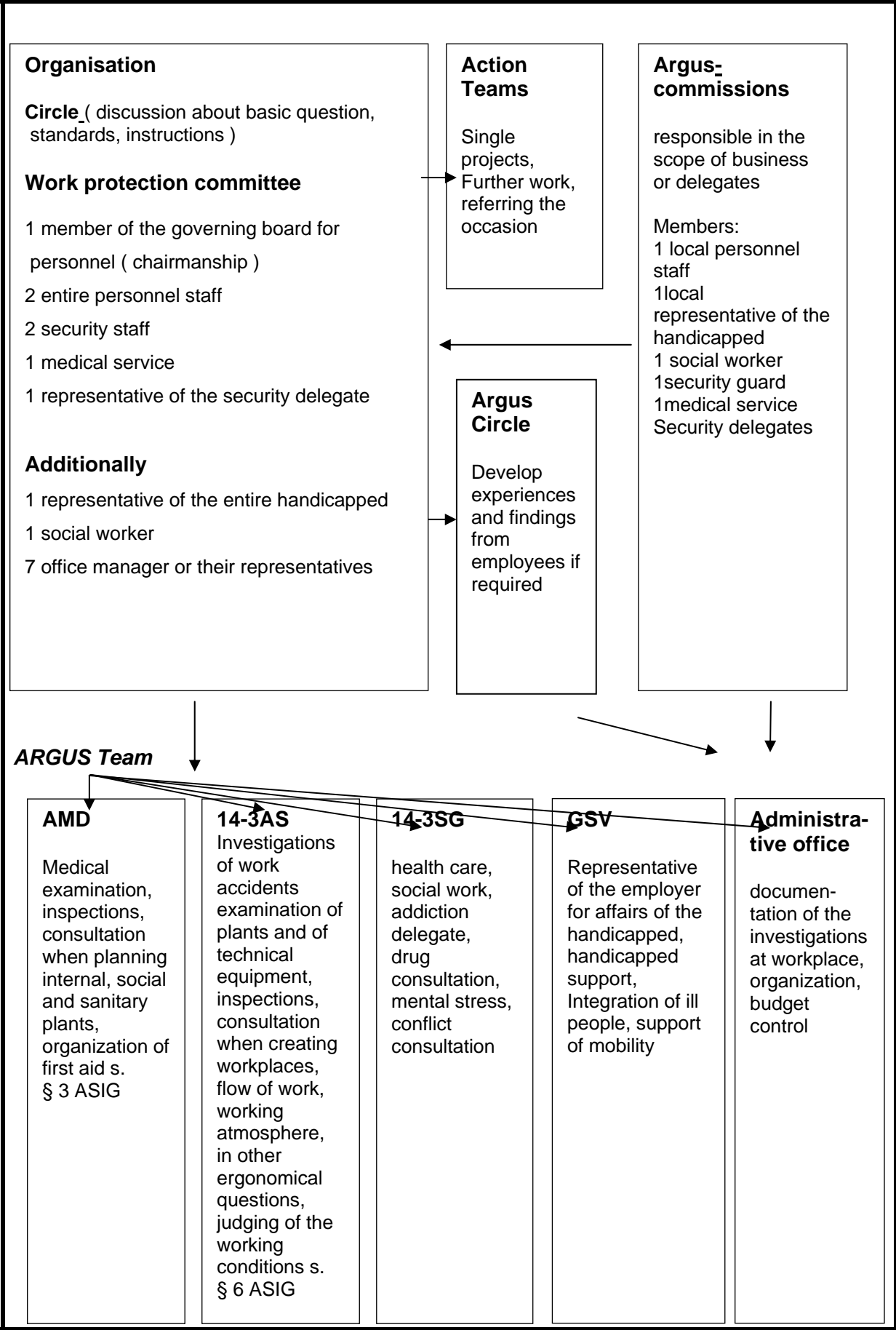


The staff is and will be informed about the politics of the workplace health promotion (BGF) by different ways. Notifications and results from the avail are taken to the commissions. A great information platform (established in April 2008) is our staff portal. More over events from the qualification programme and the word- of- mouth- recommendation serves for the flow of information.

#### **The common tasks**

- Industrial medicine AMD
- Work-and health protection 14-3AS
- Health support / social care 14-3SG
- Support of the handicapped GSV

Will be brought together due to a comprehensive linked up beginning into a work organization, it is called ***argus***



**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

This topic is coached by a qualified sports teacher from the argus- expert team under the already described general conditions.

A canteen committee has been installed at the administrative staff for many years. Here members of the staff are able to make suggestion for the improvement of the offer at the town- hall canteen. In the urban qualification programme there are offers for healthy food and practically orientated realization in the apprentice kitchen. Additionally our employees can recall monthly advice and information for the topic "health food" via intranet.

### **E.2. Strategy and implementation**

The question of healthy food is not part of the endangering analysis in all fields. For example in the certification process of the urban disposal (scope of business waste industry) the question of the arrangement of breaks (no food within the vehicles, changing of clothes) plays a particularly important role. Also other field of the "biostoff" decree with a higher health protection (for example child- day- care center, urban draining) have special regulations for the lunchtimes. Apart from the central town- hall- canteen that gets its reasonable lunch from the central kitchen of the hospital, there is a variety of non-central break rooms which are often furnished with small kitchens, microwaves ect.

Since April 2008 there has been a free water supply in the town hall for all employees.

For the individual food consultation we are supported by a self- employed nutrition consultant ( [www.diaetundernahrung.de](http://www.diaetundernahrung.de) ) and diet assistant of the hospital.

For the day of cholesterol and for other reasons (for example business health days) we offer the employees short lectures during the lunch break and / or the definition of the blood quality. The lecture "Fast nutrition in the lunch break" is held in the scope of health coaching for the executive personnel and there is our offer in the apprentice kitchen from the municipal qualification programme.

### **E.3. Evaluation and results**

Our offered steps in the business health care are all deeply checked in the argus – circle. The participants get a questionnaire at the end of the course. The downward figures are very good and let us draw some conclusions. They serve for the quality control and for the development of the programmes. The past shows us a very good use of the offered steps.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Aachen</b> <b>(Aachen City Administration)</b>
Address:	Büro Arbeitsschutz, Gesundheitsschutz und Soziales (Department of Occupational Health, Safety and Social Affairs) Hackländerstraße 5 52064 Aachen
Name of contact person:	Frau Dr. Brammertz; Arbeitsmedizinischer Dienst (Occupational Healthcare Service)
Function of contact person:	Leiterin Büro Arbeitsschutz, Gesundheitsschutz, Soziales (Head of Department of Occupational Health, Safety and Social Affairs)
Telephone number:	+49 (0)241 – 432 – 2861
Email:	<a href="mailto:Astrid.Brammertz@mail.aachen.de">Astrid.Brammertz@mail.aachen.de</a>
Sector:	7511
Number of employees:	4200

Age	Sex		total
	male	female	
up to 35	420 (= 10 %)	420 (= 10 %)	840 (= 20 %)
35 to 50	1.050 (= 25 %)	1.218 (= 29 %)	2.268 (= 54 %)
50+	504 (= 12 %)	588 (= 14 %)	1.092 (= 26 %)
<b>total</b>	1.974 (= 47 %)	2.226 (= 53 %)	4.200 (= 100 %)

## **B. Integration of WHP in the company policy and culture**

Company Health Management (CHM) was introduced from 01.01.2006 in the Aachen City Administration as a strategic management approach and is an integral component of corporate philosophy. CHM comprises the work areas circumstantial prevention (creation of health-promoting working conditions, especially via projects), circumstantial prevention (promotion of a healthy lifestyle/behaviour through an extensive programme of courses) and cross-cutting issues (health-appropriate staff supervision, healthy nutrition), and is regulated in the public-sector establishment agreement "Company Health Management". Of special importance is the active promotional work done by managers on all levels of the hierarchy and the involvement of the staff. Ultimately, CHM cannot succeed without the participation of the managers. The staff are actively and promptly involved (e.g. workshops, staff questionnaires, health circle, online surveys). They can contact the Healthy Administration Team at any time with their ideas and suggestions. Staff are kept up to date via intranet, pamphlets, staff magazine, noticeboards and personal talks on all current developments in the CHM sector (e.g. current status of CHM projects, courses on offer for circumstantial prevention, information on interesting, regionally offered health programmes, database on health topics). CHM activities are steered by the Healthy Administration Team. This team is organisationally subsumed to the Office for Occupational Safety, Health and Social Affairs, in which Technical Safety, Occupational Healthcare Service, Counselling Service for the Disabled and Social-Psychological Staff Counselling Service are also integrated. The office is headed by the occupational physician.

The working group Health and Work is the central steering committee for all superordinate measures of Company Health Management.



### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

In the Aachen City Administration there are actions and measures for healthy nutrition. These are planned and coordinated by the Healthy Administration Team. The team has the appropriate qualifications to deal with the subject of healthy nutrition. Members of staff are involved in the development of actions and measures for healthy nutrition via online questionnaires. The Healthy Administration Team has taken up the theme of "improvement of canteen food". The so-called "DiVA" project is a first step towards the desired result. Every Tuesday is DiVA-Day in the canteens of the city administration. DiVA is short for "**D**ienstags **V**ital **A**ngebot" (Tuesday Vitality Offer) and consists of a meal planned by a qualified ecotrophologist and a regular course programme under the motto: "Essen ohne zu messen" ("eating without weight-watching"). In the framework of this action plan, on Tuesdays the canteens of all the larger administration buildings provide a special, healthy, vitamin-rich lunch. The DiVA scheme for the employees of the city administration also benefits the daycare centres and full-time schools catered for by the same nonprofit provider that supplies the canteens. Talks with the canteen leaseholder are currently taking place to extend the range on offer in the canteens. In addition, a further aim is to encourage the staff to become self-reliant regarding healthy nutrition. Since the canteen operator has recently leased an organic farm, an additional service can now be offered, namely the supply via the canteen of a "green hamper" with organically grown fruit and vegetables directly to the staff in their offices. A corresponding drinks supply service to staff offices is in preparation.

## **E.2. Strategy and implementation**

The city administration's canteens, run by a leaseholder, are easily accessible and have clean eating areas. The range of healthy food and drinks is being constantly extended (cf. E.1). The food is prepared in a central canteen kitchen and delivered to the individual canteens. This has the positive effect that the range of healthy food for the city administration staff also benefits other institutions. Salads and fresh fruit are available in the canteens, as are fair-trade products. The staff pay for the food and drinks themselves.

Regular information on healthy nutrition is provided via the intranet. In addition to the programme of courses offered, staffs also have the option of availing themselves of individual counselling in the practice of a nutrition therapist or of a nutrition counsellor, or via the city administration's occupational physician.

## **E.3. Evaluation and results**

In August / September 2006, an intranet questionnaire regarding canteen food was conducted among the staff. The findings of the survey were reported back to the staff in November 2006 and implemented from December 2006 on.

In response to the feedback, nutrition courses have been offered. The online survey conducted in spring 2007 on the course programme also explored demand for nutrition courses. On the basis of feedback sheets completed by the participants, the nutrition courses are evaluated in regular meetings with the cooperation partners involved in conducting them.



**DORTMUND**

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Dortmund (Dortmund Municipal Administration)</b>
Address:	Friedensplatz 1 D-44135 Dortmund / Germany
Name of contact person:	Dr. Egmont Baumann
Function of contact person:	Human Resources Office – Workplace Health Management (Personalamt – Betriebliches Gesundheitsmanagement)
Telephone number:	++49-231-5026388
Email:	ebaumann@stadtdo.de
Sector:	Public Service
Number of employees:	8.936

Age	Sex		total
	male	female	
up to 35	664	909	1573
35 to 50	1898	2509	4407
50+	1519	1437	2956
<b>total</b>	4081	4855	8936

## **B. Integration of WHP in the company policy and culture**

The economic success of a company is essentially dependent on its employees' knowledge, skills and willingness to work, for it is only through healthy, qualified and motivated employees that the complex challenges of the future can be met. This recognition has, precisely in companies operating in a free market economy, led to the development of health management concepts as integral components of a modern corporate strategy. Only healthy employees – healthy in the broadest sense of the word – are willing and able to give the performance expected of them. And a company is only as healthy and efficient as its employees.

This principle does of course also apply to municipal administrations. The requirements that have to be met by the Municipal Administration of Dortmund as a "service provider for its citizens" undergo constant change. Our objective is to continue to improve, on a continuous basis, the quality of our service to the people of Dortmund. To this end, the continued development of our administrative structures – here the key word is "reform" – and the improvement of the qualifications of our employees are absolutely essential.

In order to meet the increased demands on the municipal administration while preserving and promoting the job satisfaction of our employees and keeping sickness-related costs to a minimum, an efficient system of workplace health management has been gradually built up. Those components of our workplace health strategy that hitherto were to some extent isolated from one another, such as work safety and health protection, were brought together under the umbrella of Workplace Health Management using the strategies of Organization and Human Resources Development. A highly essential component of our concept is the integration of the expert knowledge of our employees through employee questionnaires and health circles, for only if health promotion, as a task of management, is understood holistically and integratively to include the needs of the employees can it contribute to the safeguarding and improvement of employee motivation and health and, by the same token, to the improvement of our efficiency as a citizen-friendly public service.

The objectives of our workplace health management concept may be summarized as follows:

- Development of employee-friendly workplaces
- Improvement in quality of work and job satisfaction
- Increase in the health competence of our employees
- Improvement in working atmosphere and corporate image

- Reduction in absenteeism

Workplace health management is the logical further development of workplace health promotion. It systematically integrates workplace health promotion into the corporate and structural policy of the organization.

In this way, the health of our employees becomes a strategic and holistic task that falls under managerial responsibility in particular.

The procedures and instruments of workplace health management are laid down in a public service agreement that was adopted after a broadly based poll conducted with all levels of management, the executive staff, the staff council and the employees (see attachment). Employees are kept regularly informed about health matters both through the printed edition of our staff newspaper and through the on-line version

Further information on our strategies, methods and instruments is to be found in the Internet under: [www.bgf.dortmund.de](http://www.bgf.dortmund.de)

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

All courses and seminars offered within the context of workplace health management are managed and coordinated by member of staff from the Department of Workplace Health Management. All offers are made known to our employees by way of the human resources development database, through the on-line staff magazine and through posters and leaflets. Enrolment for the courses, including Healthy Eating, may be done either by internal mail, on-line or personally. The Department of Workplace Health Management has a special budget for each of the courses and seminars offered. As a rule, courses take place outside working hours but are free of charge for all employees. The schedule of courses and seminars changes according to the wishes of the participants, as our employees also have a say in the planning of the programme. This naturally applies to all programmes, including nutrition.

Healthy eating has an important part to play in our strategy. In our generously appointed and modernly equipped canteen, for example, we always offer a vegetarian dish in addition to the normal menu and the number of calories is indicated for all dishes. The food offered in the canteen is healthy and varied and is subsidized so as to keep the costs of the meals affordable. Healthy eating is a regular topic both within the scope of the health information provided via our intranet and in the printed version of our staff magazine.

For years now, our offers of courses and seminars have always included offers of programmes for healthy eating, e.g.:

#### **Sensible slimming**

Slimming begins in the mind! This is a programme based on a concept developed by the Federal Centre for Health Education that helps participants to change their eating habits without forgoing the pleasure of eating and the feeling of wellbeing. It includes such complementary aspects as movement and relaxation and introduces participants to practical and healthy cooking techniques for tasty and varied meals.

### **Dieting**

This is a special programme for overweight trainees. In recent years we have become only too aware of the fact that we have a relatively high percentage of trainees who are professionally capable but considerably overweight. In some cases their BMI is as high as the obesity category of 30. In order to avoid a "rude awakening" when it comes to their ultimate appointment as civil servants, we have for the past twelve months been offering special Weight Watchers' courses for this group of overweight trainees. Healthy eating and eating habits combined with healthy exercise are an important aspect in this context.

### **E.3. Evaluation and results**

The courses for healthy eating are, like all other courses and seminars, evaluated afterwards.





## Model of Good Practice

### A. General information about the company

Company/organisation:	START Zeitarbeit NRW GmbH
Address:	Beekstrasse 48-50 47051 Duisburg Germany
Name of contact person:	Ulrike Sirch
Function of contact person:	Health promotion manager
Telephone number:	+49 203 29519-55
Email:	ulrike.sirch@start-nrw.de
Sector:	Temporary work employment
Number of employees:	187 permanent staff members, app. 2600 temporary work employees

Age	Sex		total
	male	female	
up to 35	18	37	55
35 to 50	52	38	90
50+	29	13	42
<b>total</b>	99	88	187 (permanent staff)

## B. Integration of WHP in the company policy and culture

START Zeitarbeit NRW GmbH (limited liability company) is a temporary work agency that is represented by 30 branch offices in the federal state of North Rhine-Westphalia.

START was founded in 1995. The associates are among others the federal state of North Rhine-Westphalia and the confederation of German Trade Unions. Its mission according to the memorandum of association is to reintegrate unemployed people into the labour market. Thus, temporary employment is used as a means of reintegration. Considering this mission, START is concerned with the question what factors might influence the employability. The correlation between (un)employment and health are known as important factors as to (re)integration in the labour market. Temporary employees are meant to be best prepared and provided for engagement in the labour market by START. Therefore START has decided to implement health promotion as an integral part of company policy. Occupational health and safety has always been a top priority and has for some years been broadened by the aspect of health promotion in terms of a holistic as well as resource-oriented understanding of health.

Health promotion is understood as a task of those in leading positions on one hand and as a participatory, continuous process that has to be sustained by all branch offices and employees.

In order to ensure the continuous and sustainable planning, coordination and evaluation of health promotion activities, a new job position (health promotion management) was created in 2007 in addition to the function of traditional occupational health and safety.

As a temporary work agency, START faces a number of challenges that go beyond the challenges of “normal” work place health promotion:

- Two main target groups: Permanent staff and temporary work employees ( 187 permanent staff and app. 2600 temporary employees)
- High fluctuation among temporary work employees
- Restricted influence on employees' working conditions, as they work in the hiring companies
- Temporary work is characterized by different/high health related strains as to work place and personal preconditions
- Decentralized structure of the company

There are no existing examples so far for “Best Practice” in temporary work. Therefore, standardized programs or measures are difficult to be adapted for our target groups. Thus, health promotion activities necessarily have experimental character and have to be constantly developed further.

**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

As to healthy eating, the health promotion manager is coordinating the activities in close cooperation with other experts and the branch office managers.

Employees can make suggestions at any time which activities they would be interested in or which activities they wish to offer for temporary work employees.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

## E.2. Strategy and implementation

Since December 2007, fresh fruits are offered weekly to the employees in the branch offices. Fruits are delivered on a weekly basis. Attention was paid to the quality, especially to the organic quality of the fruits.

The fruits are to be placed in a way so that all visitors in the offices are encouraged to also take some.

Likewise, drinking water is available for all permanent staff members.

In two of our branch offices, cookery courses for healthy eating were offered to all permanent and temporary employees as well as their partners. Another branch office has offered nutritional advice possibilities to the same target group.

In 2007, a series of family&health events were held at six locations. At the beginning of the series, an opening event aimed at discussing the question of how a temporary work agency can contribute to health promotion. Representatives of the health field as well as of labour market politics were invited to deal with this issue.

In the following the regional events were held. START organised these events in cooperation with health insurances, sports clubs and other health professionals. Great attention was paid to offering an event that was addressed to families. The programs were individual, depending on the cooperation partners. However, healthy eating was focused at all events. In one event, for instance, people could watch show cooking and received instant information and tips for how to use less fat and more herbs. Children were invited to try out cooking themselves.

START offers health consultancy service to temporary work employees. Permanent staff members are qualified in order to be able to give such consulting. Temporary work employees who are interested can ask for consulting at any time. The service is based on the method of "Motivational Interviewing" and it aims at firstly informing about physical activity, healthy nutrition, stress reduction and smoking cessation and secondly at giving a thought-provoking impulse. Clearly, the permanent staff members are not and cannot be health experts. Therefore temporary work employees are also given information about professional health services.

### **E.3. Evaluation and results**

The evaluation is carried out continuously.

As to the fruits in the branch offices, a lot of positive feedback has confirmed the effectiveness of this measurement. A lot of employees report that the fruit basket promotes healthy eating.

As to the other events, feedback is always asked from the participants but not on the basis of a questionnaire. The question that is more central for START concerning all health promoting activities is how to reach more people, how to increase the number of participants. START has to deal with the challenging situation that temporary work employees are at work in the customer companies, but still START is formally the employer and thus in charge of health promotion.

Activities will continue to be offered and, as pointed out earlier, different ways of reaching more people will be tried out as a continuous improvement process.



Stiftungsklinikum  
Mittelrhein gGmbH

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stiftungsklinikum Mittelrhein</b>
Address:	Johannes Müller Str. 7 56068 Koblenz
Name of contact person:	Ms Renate Huelsmann
Function of contact person:	Health Promotion Co-ordinator
Telephone number:	0261 137 1650 or 7387 mobil 01708186406
Email:	Rhuelsmann@stiftungsklinikum.de
Sector:	Healthcare
Number of employees:	1648

Age	Sex		total
	male	female	
up to 35	98	352	450
35 to 50	166	528	694
50+	115	389	504
<b>total</b>	<b>379</b>	<b>1269</b>	<b>1648</b>

## B. Integration of WHP in the company policy and culture

The Stiftungsklinikum Mittelrhein is a medium sized health care organisation with 2 partner hospitals in Boppard and Nastaetten. It has been a member of the German Network for Health Promoting Hospitals since 1999. A member of the German Network for Workplace Health Promotion since 2001 and a member of the German Network for Smoke Free Hospitals since 2005.

Health promotion has been part of the company's policy and culture, for the last ten years. Management at all levels promote and support the policy. It is also reflected in the mission statement: staff empowerment, respect and appreciation of staff and prevention.

In 2003 a work group for health promotion in the workplace, was founded. The group members have management positions, in various departments, throughout the healthcare organisation. They act as advocates for the health of their staff. The members of the group participate in an in-house training programme once a year. All members of staff are encouraged to make suggestions and to exchange ideas with the work group.

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress



## **E. Healthy eating**

### **E.1. Organisation & structures**

The centre for people with overweight and obesity is staffed by 2 nutritionists and an assistant. Courses on losing weight for children and adults are available.

Together, with the dieticians from our two partner hospitals and the hospital's own catering service, activities to raise awareness about low energy foods are implemented. Members of staff receive 20% discount on special offers.

At present, the centre is undergoing a reorganisation process. The launching of a healthy eating medical centre is planned for 2009. There members of staff will be able to participate in in-house training programmes on dietary counselling.

The management of the overweight and obesity centre are also members of the health promotion work group and are qualified smoking cessation counsellors.

### **E.2. Strategy and implementation**

The staff canteen, which is open to visitors, is situated in the basement of the main hospital building. It is self service and it has a very large and comfortable eating area. At least 6 different types of dishes are offered daily. Fresh fruit and vegetables, vegetarian meals and low fat products are also available everyday. In addition, there is a wide variety of different types of sliced bread and cereals.

In co-operation with the centre for overweight and obesity, low fat diet (Pfundskur) activities take place on a regular basis. This is part of a healthy eating and fitness programme offered to members of staff. Although, staff members not involved in the programme can also buy the meals. During staff meetings, fresh fruit and mineral water are obtainable free of charge. In general, the healthy eating ideas are supported and implemented by the catering services manager.

### **E.3. Evaluation and results**

Members of staff were also asked in the staff questionnaire performed in 2007 / 2008, if there was a need for dietary advice. The evaluation was performed by the health promotion work group. It is a basic fundament, to evaluate all health promotion projects and measures taken or / and implemented.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>VOLKSWAGEN AG</b>
Address:	Berliner Ring 2 38436 Wolfsburg
Name of contact person:	Dr. Uwe Brandenburg
Function of contact person:	Zentrales Gesundheitswesem / Leiter Arbeitswissenschaft
Telephone number:	05361 9 27 487
Email:	<a href="mailto:Uwe.oppermann-brandenburg@volkswagen.de">Uwe.oppermann-brandenburg@volkswagen.de</a>
Sector:	341
Number of employees:	82.000

Age	Sex		total
	male	female	
up to 35	12615	3324	15939
35 to 50	40973	5834	46807
50+	17590	1366	18956
<b>total</b>	71178	10524	81702

**B. Integration of WHP in the company policy and culture**

At Volkswagen there has been a written concept signed by the Board and employees' representatives on health protection which goes beyond classic occupational safety and health. Health is mentioned explicitly in the VW Corporate Guidelines. In accordance with the VW health philosophy which is borne jointly by the Board and employees' representatives, protective and promotional healthcare is a social responsibility, an economic necessity and an expression of the VW corporate culture.

Minimum standards, instructions and recommendations are defined in the guidelines on protective and promotional healthcare applicable throughout the Group. The guidelines were signed by the Group Board and the Group works council.

Works-related health promotion concepts and agreements exist at the works.

In its declaration on social rights and industrial relations at Volkswagen, VW expressly commits itself to guaranteeing health and safety at the workplace.

The employees are included through information media (written, electronic, lectures, events etc.), surveys, circles/workshops, feedback from surgeries, evaluation of programmes and comprehensive involvement/participation by the employees' representatives.

With the general health check-up (different intervals for different ages) for all employees VW has adopted an innovative approach to prevention and health promotion. With this strategy existing programmes are systematised, standardised and further developed. This leads to further activities (e.g. coaching, fitness week, special health promotion programmes).

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The employees can present their wishes and ideas on the development of measures and courses directly to the Service Unit responsible or else through the idea management and the employees' representatives.

The co-ordination and implementation of activities is performed jointly with on-site canteens, the German BKK, the Health department and other company offices. There are also special bodies (e.g. steering groups, committees).

Internal and external specialists are involved in the planning and implementation of measures.

## **E.2. Strategy and implementation**

Under the health promotion programme ProFit, one particular focus is healthy eating. As part of this campaign, special events took place (e.g. a panel discussion with prominent members) and a competition was held.

Specific campaigns on healthy eating are regularly organised in the company restaurants in co-operation with the Health department and the German BKK. These events are normally backed up by the presentation of a prize (tombola) and appropriate PR work to ensure they gain a high profile.

Within the Health department there is a possibility for the employees to obtain advice on nutrition incl. measurement of body fat.

Advice on nutrition/diets by members of the German BKK. Offers of courses on healthy eating by the German BKK.

Special advice on nutrition and special courses (weight reduction programme) are available for the trainees/apprentices.

These activities are supplemented by brochures, the Intranet and information and training events for interested employees – for example on health days, at staff meetings or at special events organised by the Health department.

## **E.3. Evaluation and results**

An evaluation is made on a case-by-case basis and in relation to target groups by means of surveys and – indirectly – medical examinations, laboratory values, function diagnosis.

Discussion of the results in the company bodies responsible (e.g. Health working circle, committees).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>BASF SE</b>
Address:	Ludwigshafen
Name of contact person:	Dr. Stefan Lang
Function of contact person:	Ärztlicher Direktor
Telephone number:	
Email:	Stefan.lang@basf.com
Sector:	Chemical Industry
Number of employees:	31.191

Age	Sex		total
	male	female	
up to 35			5914
35 to 50			17662
50+			7615
<b>total</b>			31.191

## **B. Integration of WHP in the company policy and culture**

BASF is the world's leading chemical company. At the end of 2007, BASF employed 95,175 workers worldwide. In the corporate guidelines BASF expresses its commitment to its awareness of responsibility towards people and the environment and establishes that economic needs do not take priority over safety, health and environmental responsibility.

No health risks to employees, neighbours, customers and consumers are to arise as a result of BASF's activities. Therefore, BASF joined the chemical industry's voluntary initiative "Responsible Care® (RC)". The philosophy of RC with the clear commitment to sustainable development was defined as a business principle and integrated in an RC management system. The Competence Center RC controls the relevant activities. Moreover, BASF guarantees its employees, on the basis of corporate guidelines and company agreements, comprehensive and far-reaching prevention programmes and medical services.

The Competence Center Responsible Care, CCRC, in which the Medical Director is responsible for the relevant issue, serves as the controlling body for the global BASF Group. Controlling is performed using organisation and performance key metrics which are documented in the respective annual report.

Another major controlling and steering tool for planning objectives is the Health Report which is compiled every 2 years. All the 5 Health Reports prepared so far permit comparative observations to be made in a longitudinal cross section. Each of these Health Reports contains a catalogue of activities specifically related to different influencing factors in condition-oriented and behaviour-oriented prevention.

Regular exchanges are held at a high organisational level in the OSH committee and the "Health" working group, which comprise the competence centers Human Resources, BKK, Occupational Medicine and OSH. This co-operation also includes targeted, scientifically supported prevention campaigns, for example the BASF back pain project, colon cancer screening or the prevention of obesity.



**C. Discribed health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Activities and programmes for physical exercise/active living are offered by the health promotion centre. In the health programme published every year, courses are offered on the subject of physical activity, e.g. Nordic walking, basic spinning course, back training courses etc. BASF's own sports section in the Human Resources department offers a special range of sports. The company's sports programme is published new every year and it offers a wide variety of different sporting activities geared to various target groups and at flexible times.

The spectrum of courses on offer ranges from aerobics through back fitness and relaxation courses to team sports, cardio training and special courses for particular target groups.

Other programmes and courses for the physical activity of the employees and to strengthen the team spirit at BASF are major events, such as the BASF sport events, e.g. the BASF Company Cup Rhein-Neckar.

## F.2. Strategy & implementation

"Physical activity" is implemented on several levels at BASF. This takes place through the issuing of the company's own bicycles to the employees, a wide range of sports and exercise courses during and outside working hours as well as ergonomic support from the Occupational Medicine and Health Protection department. The employees obtain information on this subject from the Intranet, various information brochures, sports/health programmes and during consultations as part of the occupational medical check-ups. As part of the occupational medical works tours, the subject of physical activity is also examined from the aspect of ergonomic conditions at the workplace. There has been a special health service called ErgoPhysConsults for the works of BASF since 2002. In addition, BASF offers a wide range of possibilities for vertebral column gymnastics and for improving the sitting posture of all employees, whether in the factories or at VDU workplaces. These include offers of workplace gymnastics for active breaks which the works can request from the Occupational Medicine and Health Protection department. In addition, there are various programmes during the lunch break as well as before and after working hours in the company's own sports studio or in partner sports studios where the BASF employees receive reduced rates. The Intranet of the Occupational Medicine and Health Protection department offers a lot of information on the subject of physical activity and ergonomics, e.g. a checklist "VDU workplace". In the health promotion seminars which BASF has been holding for its employees for years, focus groups are formed which are based on the works physician's examinations of all participating workers:

- Employees with load-intensive physical activities, in particular in the production sector (e.g. lifting and carrying loads)
- Employees with a high proportion of sitting activities (e.g. VDU work)
- Employees at workplaces with high workloads from concentration and alertness (e.g. work in the control room) or from working to deadlines
- Employees with working hours which differ from the usual routine (e.g. rotating or night shifts)

### **F.3. Evaluation and results**

The BASF back pain project offers one example of evaluation. In 1994, an interdisciplinary back pain project was initiated under the supervision of the Occupational Medicine and Health Protection department. The co-operation partners were the State of Rhineland-Palatinate, the Institute for Health and Social Research in Berlin, Bundesverband der BKK, pronova BKK, the sports department and the on-site canteens of BASF.

The project started with an analysis of more than 1,000 workplaces in 21 works using works medical tours and written surveys of the employees. Then, some 200 suggestions for improvement in the work situation were prepared in 4 so-called "intervention sites" in health circles (company problem-solving groups). After 2 years, almost 80% of the suggestions had been implemented. Moreover, regular back school programmes were offered. A one-off sum of about € 500,000 had to be invested in this intervention programme. It resulted in a 2/3 reduction in the incapacity to work due to back complaints after 2 years and therefore in an annual reduction in costs of € 500,000.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bertelsmann AG</b>
Address:	Carl-Bertelsmann-Strasse 33311 Gütersloh
Name of contact person:	Gero Hesse
Function of contact person:	Vice President HR Services
Telephone number:	05241 80 88235
Email:	<a href="mailto:gero.hesse@bertelsmann.de">gero.hesse@bertelsmann.de</a>
Sector:	Media
Number of employees:	27154

Age	Sex		total
	male	female	
up to 35	5016	5549	10565
35 to 50	5986	5914	11900
50+	2167	2612	4779
<b>total</b>	13169	14075	27244

## B. Integration of WHP in the company policy and culture

Workplace health management is an important issue at Bertelsmann. Due to the fact that the idea of partnership is the basis of Bertelsmann's corporate culture we do not think that it is necessary to focus on the topic "health" in our corporate charta or in our management guidelines.

A quote from the Bertelsmann corporate charta highlights the basic idea of cooperative behavior within the company: "In our organization we believe in comprehension and motivation. This appreciation of management requires from both employees and managers a strong identification with the company's goals and methods. Broad information and training, development opportunities, performance-based compensation, dialogue and active participation in decision-making processes provide a basis for identification and motivation. Respect for the individual employee and cooperation determine the relationship between managers and employees."

A regardful cooperation and a dialogue-oriented communication culture between managers and employees has a direct effect on employee health. We believe that the individual employee should take over sole responsibility and attach great importance to this topic. It is the company's responsibility to provide a suitable framework.

Our corporate culture of partnership represents the basis for our dedication to health related topics.

The analysis of the employee surveys that are conducted on a regular basis leads to the academically based finding that healthy and motivated employees are more productive. This led to an array of health activities at Bertelsmann, e.g.:

1957: Foundation of the Bertelsmann BKK; since then cooperations

1977: Foundation of Bertelsmann's own medical service

Since 1989: Sports and health programme

Since 2001: Check Ups for managers

Since 2004: Working team „Mensch & Gesundheit“

Since 2005: Check Ups for everybody

Since 2006: Ageing structure analysis for Bertelsmann companies

Since 2007: Project „Healthy eating“

Due to the decentralized structure of Bertelsmann and the huge decentral leeways the implementation of an integrated corporate health management is only possible with the support of all different managerial levels.

The Executive Board and the working council discuss health related topics in the yearly "Autumn talk". This discussion has been the basis for the implementation of the Check Up for everybody and the foundation of the working team "Mensch & Gesundheit". In this working team, health related topics are identified, solutions are developed and the participants (normally heads of personnel and members of the work council) then discuss the topics in the decentral units.

The central health management institutions at Bertelsmann (Bertelsmann medical service, sports and health programme, Bertelsmann social services and Bertelsmann BKK) support the working team and the health coordinators in the decentral units. Due to our cooperative culture decentral managers in our operative units support decisions made in the working team.

Employees who are interested in health-related topics can participate in the working team "Mensch & Gesundheit" and receive information via the health portal in our intranet. Thus, every employee can participate in our corporate health management system. Moreover, employees can bring in new ideas via surveys, feedback sheets distributed in check ups and our employee suggestion scheme. The regular Bertelsmann employee survey provides another possibility to add own ideas.

Of course, employees are informed about our corporate health management activities. The central communication instrument is our health portal, a Website that gives a well arranged overview of all health related topics at Bertelsmann. Apart from that, communication takes place via other channels, too, which are employee magazines, works meetings or emails.

In addition to these communication channels, we offer advanced vocational training for Bertelsmann employees in different phases of life.

Since 2008, we have also revised our yearly employee dialogues. Every dialogue explicitly refers to the topic "health". All managers take part in a special training to be prepared for this topic. Moreover, every manager training includes basic principles of demographic developments in the Bertelsmann context as a compulsory topic.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress



## **F. Physical activity**

### **F.1. Organisation and structures**

The sports- and health-program at Bertelsmann exists since 1989 and offers a wide range of sports- and health-activities for 12.000 employees at the location in Gütersloh. The most important facts of the year 2007 are stated hereafter.

6.470 participations refer to 3.200 persons in 2007. Rise of 7%.

More than 3.600 participants including extra activities in 2007.

90% of all participations at the fitness- and health-activities were focused on health-based sports

All Bertelsmann firms in Gütersloh are highly involved in health-based sports. They enable their employees to participate in the activities and health courses for free. Further on the demand is rising.

The customer survey from 2005 proves a very high customer satisfaction and appreciation! Prime motives for participating are the quality and range of the activities and the closeness to the workplace (miscellaneous firms have their own gym)

The seal of quality "SPORT PRO GESUNDHEIT" by the "Deutscher Sportbund" expresses a high rate of our program.

The sports- and health-team consists of 5 staff members at the moment who are strengthened by approximately 50 free-lanced trainers, group leaders and health academics. A qualified sports scholar takes responsibility for the leadership. All Firms in Gütersloh equally absorb the costs for the sports- and health-program. Although the participation of the firms is voluntary, all firms take part. This impressively shows that the corporate culture based on partnership also works in this context.

## **F.2. Strategy and implementation**

Almost all possibilities to physically exercise take place near the workplace, but mostly beyond working time, e.g. during lunch, before or after work. Some firms also include programs, that take place during working time, e.g. midday gymnastics in a manufacturing plant, which is performed in convenient gymnastic rooms by now. There are usually showers on the spot. Moreover there are basic agreements with regional and national fitness studios that offer rather attractive terms to Bertelsmann employees. Information about the sports- and healths program is spread via a brochure, a health portal as well as via the communication at employee meetings or HR manager circles. Suggestions of employees are always accepted.

Furthermore Bertelsmann's apprentices are involved in certain exercise activities. In 2007 the "Aktivtage für Auszubildende" were introduced and are supposed to raise awareness of health and also make clear to young employees, that an active lifestyle is a meaningful aim of business companies, too.

## **F.3. Evaluation and results**

Customer surveys are conducted on a regular basis. The sports- and health program's last customer satisfaction survey took place in summer of 2005. The last general survey was conducted in the end of 2007. The background of these surveys is not least the organization and factoring of the centrally placed sports- and health program. Since the department finances itself via the apportionments of the participating firms and there ist no obligation to contract for the firms, the program has to meet the top requirements and always be up to date, e.g. regarding the integration of new trend sports such as Nordic Walking.

The survey from 2005 revealed sensational values for the program which has been existing for 19 years. Some examples are:

Question: Why did you decide to to take part in the sports- and health program?

71% due to the quality of the courses

60% due to the manifold offer of activities

56% due to the fact that it is at a reasonable price (usually free of charge for employees)

Question: Do you believe, that your participation at the sports- and health program has an influence on your health and wellbeing?

59% a large influence

26% a very large influence

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bezirksamt (District Office) Friedrichshain-Kreuzberg, Berlin</b>
Address:	Frankfurter Alle 35/37, 10247 Berlin, Germany
Name of contact person:	Sabine Schweele
Function of contact person:	Co-ordinator of the health management
Telephone number:	+49-30-90298-2493
Email:	Sabine.Schweele@ba-fk.verwalt-berlin.de
Sector:	Civil Service
Number of employees:	1996

Age	Sex		total
	male	female	
up to 35	27	66	93
35 to 50	261	760	1021
50+	308	574	882
<b>total</b>	596	1400	1996

## **B. Integration of WHP in the company policy and culture**

In 2001, the political administration of the District Office Friedrichshain-Kreuzberg decided to strengthen the operational health management and to take up the goal of a healthy company which is now part of the internally and externally represented company's policy. Another decision was adopted in 2008, determining that the health management forms a principle of the district office's personnel policy. In spite of dramatic retrenchments, a half-time job for the coordination of the workplace health promotion has been financed since 2004. This position is administered by a health specialist (Master of Public Health) who works in a team with two human resources managers and one addiction counselor. This work is supported by a central committee, the Health and Personnel Management Consortium (AG Gesundheits- und Personalmanagement, AG GPM) in which the department's management, top executives, staff representatives and experts for occupational safety and health protection regulate the overall process. The foundations of the strategic and operative regulation are, inter alia, databases and coverages that are collected and analysed. This information is then used for the development of strategic concepts and specific action plans. The implemented measures are evaluated and accompanied actively.

Since 2004, there is a concept for integrated health management that cross-links the different players and departments (top executives, staff representatives, workplace protection, company physician, safety engineers, addiction counselors, conflict counselors, inhouse sports activities). A common basic understanding was generated in order to develop appropriate offers and link the activities. In 2007, health and personnel management were concentrated in a concept for health-oriented regulation and operational integration management; this concept implements that health-relevant aspects are part of the management's day-to-day duties and emphasises the preemptive approach in the communication culture between executive managers and employees. Furthermore there is a works agreement concerning flexible labour time, addiction and conflict regulation, which is supplemented by directives for non-smoker protection and guidelines for the human resource development and staff guidance. Once a year, all relevant facts, evaluations and reports are summarised in the file "Health Report" (Gesundheitsbericht) and made available to the members of the AG GPM, the borough councillors and the top management. All activities of the health and personnel management are subject to a holistic examination and, completing the file "Health Report", regularly updated materials are provided in a "Handbook Personnel Management" (Handbuch Personalmanagement). The overall process of the workplace health management is supported by the CityBKK according to § 20 SGB V. In

addition it is constantly accompanied and taken care of by a trained employee from the health team. The medical and safety-related supervision is carried out by a specialist company.

Together with the upper management and the staff representatives, the political management discusses specific tasks to be implemented by the AG GPM, their implementation and the effectiveness of the measures taken. The measures developed by the consortium are coordinated with the top management and made obligatory through the decisions adopted by the political district office. The occupational health management provides the relevant data and support. However, the top managers keep the responsibility for the arrangement of health-improving working conditions and are in charge of the active exertion of influence. The manifold interactions between top managers and their colleagues on issues relating to health at the workplace has led to an alteration of the upper management's self-conception and the corporate culture. Promotion of health has become an integral part of the managerial functions.

The employees participate in the planning and implementation of the measures of the health management, for instance by participating in a team for the development of concepts and the implementation of operational integration management, health committees or through the decentralised processing of analytical findings relating to specific fields and the planning of concrete measures. The essential goals in this respect are: improvement of working conditions, reduction of workload, promotion of health resources, strengthening of personal responsibility, maintenance and increase of productive efficiency and work satisfaction. As a result (after prioritisation by the AG GPM) concrete projects take place, for example team development processes, stress recovery seminars, trainings for the handling of aggressive customers, organisation development, coaching of executive managers.

All activities and reports of the health management are published in the district office's intranet. Information is sent regularly to all employees, the AG GPM presents itself at plenary meetings and articles about occupational health promotion are published periodically in the employees' journal.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Several courses for yoga, qigong, tai chi, pilates, progressive muscle relaxation and physiotherapy for back problems are offered in different premises continuously. Apart from that the employees have the opportunity to make use of a mobile massage service. These seminars and courses are organised by the health management and take place within the premises. The employees are in fact allowed to disrupt their labour time in order to visit the courses. During informative events on health-related issues there are also several activities dealing with topics such as active lifestyle or exercise at the workplace. During a test run in 2007, a special workplace programme regarding dynamic ways of sitting, ergonomics and health-supporting behaviour was carried out for the employees working in one organisation unit. A company sports team has been active in the district office for more than 40 years. The range of offers is broad, covering aerobic, badminton, soccer, gymnastics, back training, table tennis, tennis or volleyball. Furthermore there are several local running relays, each of them composed of five employees representing the district office at the annual inter-company fun run in Berlin.

The Health and Personnel Management Consortium and the full-time co-ordinator of the health management are responsible for the planning and coordination of action plans to encourage employees to be physically active and aim for an active living. The company's sports team is, however, organised by volunteers. The running groups organise themselves individually and independently.

All course co-ordinators and massagers are trained specialists.

The means available for health-improving measures are also used to finance action plans for exercise/ active living. The premises of the district office can be used gratuitously for these purposes. Privately organised running groups consisting of district office employees were supported with tricots bearing the company logo for the annual inter-company fun run.

Before the course offers were put into practice there was a staff survey, asking the employees about their interest in exercise offers. New requests and suggestions are still considered and implemented if possible. In case there are at least ten bindingly motivated employees within one work field or office building the co-ordinator of the health management organises the specifically requested course.

## F.2. Strategy & implementation

The Health and Personnel Management Consortium regularly includes the issue exercise/ active living in its requirements analyses, action plans and evaluations. The inspections of the workplaces are also used as an opportunity to inform the employees about measures that can be taken in order to achieve a more health-improving work routine – as regards dynamic ways of sitting, alteration of seating positions or the specific occupation.

The exercise courses and the activities offered by the company's sports group take place during leisure time. However, the works agreement on flexible working hours permits the interruption of work so that the offers can be used also during office hours. Measures such as the working place programme, informative meetings and seminars take place during office hours.

Most courses take place before and after work; this applies also to activities offered by the company's sports group.

The employees' journeys to work and back home often entail commuting through the whole area of Berlin and in part also the state Brandenburg which means that the employees get to work by car, public transport, by bike or afoot. The district office has concluded an agreement on a price-reduced job ticket with Berlin's suburban train company to encourage the employees to leave their cars at home. In addition, all employees can use the district administration's secured bicycle storage rooms gratuitously for the purpose of leaving their bicycles at a safe place during the working hours.

Through the company's sports group various (non-commercial) sports facilities can be used for a marginal fee. Due to the fact that the premises of the district office can be used gratuitously, the courses offered are reasonably priced.

However, there is no possibility to take a shower after the courses operated in the district office's premises. But most courses offered by the company's sports group take place in facilities that are appropriately equipped in this respect.

Advisory meetings for active living/ exercise is available to those who are interested. In case there is a demand for activities that cannot be realised in the context of the office's health



management the respective employees are advised to get in contact with, for example, the local adult education centres.

Employees are informed about active living/ exercise through events such as the Health Day, informative meetings or the staff journal. In addition they receive information about respective courses via e-mail and the intranet. It is always emphasised during those events, trainings, work groups of the health management that deal with issues related to this topic how important physical activities are, especially as a compensation for employees carrying out office work.

### **F.3. Evaluation and results**

The degree of capacity utilisation within the sports courses is evaluated periodically and the activities offered are adapted accordingly. The workplace programme has been evaluated with the help of a staff survey and a presentation and discussion within the Health and Personnel Management Consortium.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Daimler AG</b>
Address:	HPC: 096 E650 70546 Stuttgart
Name of contact person:	Ursula Spellenberg
Function of contact person:	Head of Health & Safety Policy
Telephone number:	+49 711 17 56406
Email:	<a href="mailto:ursula.spellenberg@daimler.com">ursula.spellenberg@daimler.com</a>
Sector:	Automotive industry
Number of employees:	141.600 (currently working, including fixed-term contracts)

Age	Sex		total
	male	female	
up to 35	26.700	5.500	32.200
35 to 50	64.600	8.700	73.300
50+	29.600	2.800	32.400
total	120.900	17.000	<b>137.900</b>

**B. Integration of WHP in the company policy and culture**

1.	General	Yes	No
1.1	Is workplace health promotion (wellness in the workplace, promotion of a healthy lifestyle / healthy practices, OHS, etc) part of your corporate mission and/or written corporate philosophy statement?	[x]	[ ]
1.2	Does your company policy / constitution contain a written statement on workplace health promotion (e.g. in the form of a works or employment agreement)?	[x]	[ ]
1.3	Do management at various levels support the company policy for workplace health promotion?	[x]	[ ]
1.4	Do employees have active input into the formulation of workplace health promotion policy?	[x]	[ ]
1.5	Have the staff of your organization been briefed on our workplace health promotion policy?	[x]	[ ]

**Please comment on the above questions on the corporate policy and culture in your company (approx. one DIN A4 page)**

Occupational safety and health remains one of the pillars of corporate responsibility at Daimler. To meet the challenges this involves, Daimler AG has further developed and enhanced its strategy for comprehensive OHS processes, and adopted a number of group-wide mission objectives in this area. These OHS statements were implemented in practice last year, and now form an integral part of Daimler's corporate strategy aimed at sustainable value enhancement. The related reorganization of OHS processes is prompting a greater concentration of activities, the coordination of action areas, and more intensive communication. This includes close cooperation with the employees, drawing on their knowledge and know-how as experts on their own workplace, and also a close cooperation with employee representatives that is constantly being enhanced and extended. The aim is to significantly boost the effectiveness of processes and initiatives. Our OHS statements complement and consolidate Daimler's corporate social responsibility principles, with a view to the continuous improvement of working conditions. The focus is on prevention. Daimler already has a successful record of creating a work environment in which employees can do their work without impairing their health.

The "healthy employees in a healthy company" vision has also been defined as a significant

priority in 2008. The mission objectives provide the basis for embedding holistic OHS processes within the company, thereby contributing to ergonomic workstations and the sustainable success of the company. Our OHS mission objectives, like the social responsibility principles, are based on an agreement between Daimler and the employee representatives, and are progressively enhanced and extended over time. We encourage all staff to take the initiative, and we expect health and safety-conscious behavior in the workplace. We also welcome such behavior in their personal lives.

These mission statements emphasize that occupational health and safety is important both globally and at the level of each individual employee.

Holistic, integrated OHS is an essential component of our overall corporate responsibility. This core principle is focused on the goals set out in the Daimler vision, and is also a binding yardstick of our performance in the context of the Daimler social responsibility principles.

Protecting our employees from health impairments, injuries, and occupational diseases forms part of our corporate objectives, and is therefore an integral part of our value-oriented corporate strategy.

- These mission statements represent a continuation of our systematic efforts to prevent work-related health risks.
- The mission statements position a holistic, integrated OHS within value-oriented business management.
- The mission statements are binding for all management and employees, enabling them to work together in an atmosphere of trust.
- We provide the required resources and funding for the implementation of these mission statements, within the limits of our financial capacity.
- Together with employee representatives, we ensure that these mission statements are adhered to, by means of advisory services and monitoring.

The health management advisory process plays a crucial part in workplace health promotion. This process is used to provide advice to specific locations, tailored to their requirements through the use of appropriate performance indicators. As an integral part of the health management advisory process, the "Health experience" concept blueprint was introduced in 2007/2008, in the form of a portfolio.

The aim of this concept blueprint is encourage staff to adopt and maintain a healthy lifestyle through quality-assured initiatives experienced as genuinely useful and effective.

We operate on the basis of the following core principles:

\* The action areas for workplace health promotion are prevention, treatment and rehabilitation, and special programs.

\* Workplace health promotion analyzes, designs, and implements initiatives for employees in good health and those suffering from acute or chronic disorders.

\* All company employees should be empowered to identify health enhancement opportunities at the workplace and in their private lives, and to act accordingly.

<b>Documents</b>	<b>[x]</b>
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*	Company mission	[x]
*	Management policies	[x]
*	Agreements and protocols setting out the focus of workplace health promotion	[x]
*	Works/employment agreement text	[x]
*	Other (please specify:	
	Works agreements: - Health prevention - Düsseldorf - Bremen - Germersheim	

Health & Safety Report 2007

Health Management Advisory Process

Example of a WHP Portfolio (prevention, treatment, rehabilitation, special programs), from Stuttgart

### C. Described health topics

<input checked="" type="checkbox"/>	Smoking prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## F. Physical activity

### F.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have physical exercise / active lifestyle measures and programs in place?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2	Are physical exercise / active lifestyle measures and programs planned and coordinated by a specific manager or working group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.3	Is/are this manager / the working group members suitably qualified to address the issue of physical exercise and an active lifestyle effectively?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.4	Are adequate financial and/or material resources available for the development of physical exercise / active lifestyle measures and programs (e.g. budget, infrastructure)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.5	Are employees involved in the development of physical exercise / active lifestyle measures and programs?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on your organization and structures in the area of “physical exercise” in your organization (approx. one DIN A4 page)**

1.1

As part of workplace health promotion for our employees, we offer a wide range of activities and programs for health maintenance and enhancement. The aim is to make our staff aware of health issues, to motivate them, and encourage an ongoing commitment to health-conscious behaviors.

Daimler AG's in-house company medical centers play a key role in this overarching strategy. Most of our locations in Germany now have health facilities in the immediate vicinity of the workplace. The general concept of these facilities comprises a fitness area, including a wide range of courses, an integrated physiotherapy practice, and a rehabilitation unit. This structure reflects the concepts of prevention, treatment, and rehabilitation, which along with special programs for specific employee groups form the four main facets of workplace health promotion in our organization. Attractive prices and conditions, professional facilities meeting health insurance standards, and optimum quality of services and treatment – not to mention the convenient location close to the workplace – provide strong incentives for our

employees to participate in health promotion programs. Awareness-raising activities include health days, lectures on health topics (e.g. exercise, healthy lifestyle), and health modules in the context of team-building activities, strategy workshops, etc. conducted in the health centers.

Short-term programs and activities are used to motivate employees to take action. A good example is a special health promotion program (F<sup>3</sup> – Fit for Future) offered to our trainees during the first year of their training period, specifically designed for the needs of this target group. For trades staff, we offer a special back pain prevention program based on medicinal strength training, called the "StrengthMobile" [*Kraftwerk mobil*]. A mobile platform visits the workplace over a period of one year, so that they can strengthen their back muscles regularly without any significant time out from the working day. Many participants in this program then undertake further training programs in the health center for their workplace. There are also other device-based back training programs for employees suffering from back pain, organized in cooperation with the Daimler health insurance fund (BKK) and the AOK.

The company is less directly concerned with programs and activities focused on a long-term commitment to physical exercise and an active lifestyle, which are rather seen as a matter for each employee's own initiative and sense of responsibility for his/her own wellbeing.

Facilities are, however, provided in the in-house health centers to encourage staff to "keep up the good work" in this area. The facilities for the three facets described above (prevention, treatment, and rehabilitation) are interlinked, so that an employee successfully completing a course of therapy might switch over to the "fitness" component, for example.

## 1.2

Workplace health promotion is managed and coordinated centrally by a Center of Competence created for this purpose. The CoC performs a planning role, including relevant policy, legal, and tax implications, appropriate funding models and collaborations with external partners, such as the trade associations responsible for accident insurance [*Berufsgenossenschaften*], pension insurance funds, and health insurance funds. There are also designated contact partners at local level, known as "WHP coordinators," responsible for planning and implementing activities and programs, and for coordinating program delivery by professional service providers.

The company's programs in the area of awareness-raising and motivation for exercise and an active lifestyle are also complemented by the longer-term activities available through the presence of the "SG Stern" (or "Stuttgart star") sports club at all plant and branch locations



in Germany.

### 1.3

The WHP Center of Competence comprises an occupational health expert and a sports scientist. Most of the WHP coordinators at the various company locations are sports scientists or hold sports administration qualifications. The criteria for the selection of service providers to deliver programs and activities are set down in quality requirement profiles for each program. In the area of physical exercise, a qualification as a sports teacher, sports scientist, or sports and gymnastics teacher is generally required.

### 1.4

In the case of awareness-raising and motivational programs, most of the funding costs are borne by the company, since this is seen as a corporate responsibility. Additional funding support is arranged through collaborations with external partners such as health insurance funds and pension funds. Employees bear most of the costs for programs designed to help them maintain an active lifestyle in the long term (i.e. fitness studio membership). This is seen as a way of encouraging self-reliance in the health domain. To ensure the availability of activities close to the workplace, Daimler is further extending the system of in-house health centers as described above. These now exist at eight Daimler locations, and another center, to be located in Berlin, is currently at the planning stage.

### 1.5

Regular staff surveys conducted at the end of each program or activity provide valuable information to help the central WHP Center of Competence plan appropriate measures for the future. The performance of our in-house health centers in particular is currently being reviewed as a research project for a university dissertation, which will be completed in the near future.

## F.2. Strategy & implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include physical exercise and an active lifestyle?	[x]	[ ]
2.2	Are physical exercise / active lifestyle programs and activities provided during working hours (e.g. workstation programs, exercise pauses, back posture training)?	[x]	[ ]
2.3	Are there physical exercise / active lifestyle programs and activities conducted before or after work (e.g. back posture training, jogging, football, fitness studio)?	[x]	[ ]
2.4	Does your organization encourage staff to walk or cycle to work (e.g. through financial incentives)?	[x]	[ ]
2.5	Do staff have access to in-house sports facilities or external sport facilities provided under a collaboration arrangement (e.g. reduced fees for fitness and sports programs and activities)?	[x]	[ ]
2.6	Are shower facilities available to staff for use after physical exercise?	[x]	[ ]
2.7	Is support and advice on physical exercise and an active lifestyle available to employees requiring this service?	[x]	[ ]
2.8	Does your organization communicate information on physical exercise and a healthy lifestyle (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	[x]	[ ]

**Please comment on the above questions on strategy and implementation in the area of “physical exercise” in your organization (approx. one DIN A4 page)**

2.1

The issue of physical exercise is included in our OHS risk analyses. On the basis of the analysis results, employees are offered primary or secondary preventive measures, “lift and

pull" training sessions, and ergonomic training courses for assembly-line staff.

## 2.2

To attract employees who might otherwise be reluctant to attend, programs and activities that are directly related to the workplace or impart required job skills are sometimes offered during working hours.

## 2.3

The company offers numerous programs encouraging a healthy lifestyle both within and outside working hours. The aim is to support initiatives taken by the staff on their own behalf. Quality-assured health courses under Article 20 of SGB V, Daimler back health programs (such as the Daimler health insurance fund [BKK] back health program), and programs for employees with metabolic disorders are provided as part of WHP activities.

Employees also help each other – which is what makes the Daimler AG sports club (SG Stern) so successful.

After all, who is better placed to know what sort of activities are required than local staff who are looking to arrange more physical exercise for themselves and their colleagues? They pick up on what their friends are interested in, and, accordingly, programs and activities at local level are tailored to local needs. This is impressively demonstrated by the 60 different sports and games practiced at a similar number of venues in our plants and branches, reflecting diversity of the people in our organizations. Traditional disciplines such as handball, tennis, and volleyball stand alongside more contemporary activities such as inline, snowboarding, or outdoor sport, and health-based fitness programs.

There has also been strong growth in membership numbers in recent years. The membership of SG Stern passed the 33,000 mark in 2007, further consolidating its status as one of Germany's largest sports clubs.

SG Stern Germany recorded a total of approximately 720,000 instances of participation in sports activities in 2007 (see Appendix, image brochure for SG Stern Germany).

## 2.5

In addition to the comprehensive range of activities offered by SG Stern, the company also provides high-quality infrastructure facilities for employee sports activities as part of workplace health promotion. Over the last few years, workplace health centers have been set up at numerous plant locations, comprising a fitness module (e.g. health courses), a medicinal strength training module, and a physiotherapy and rehabilitation module. These

centers provide access to quality-assured programs for employees covering the areas of prevention, treatment, and rehabilitation (see Appendix: business plan for DC Sports World [*Sportwelt*]). Also provided in the health centers are exercise-focused health programs for specific indications or target groups (e.g. 1+12, the Daimler back health program, F<sup>3</sup> "Fit for Future"). Many locations have long-standing sports programs in place for trainees, and since 2007 these have been complemented, on a trial basis, by sports motor performance testing by Karlsruhe University as part of the F3 program. The aim is to measure the actual physical performance of the trainees, so that programs can be designed precisely according to their needs.

2.6, see 2.5

2.7

As part of workplace health promotion, all on-site WHP coordinators at plant locations advise employees and management on the programs and activities available. Company doctors also provide advice during appointments and checkups, and also in the context of information presentations to departments on health-enhancing activities. The Daimler health insurance fund [BKK] also helps employees at outpost branches to find the exercise activities best suited to their needs from the range of workplace health promotion and sports club activities on offer. Information on all programs and contact persons is provided on the Intranet and on noticeboards in production shops, and is therefore accessible to all staff.

2.8

All employees and senior managers receive regular information regarding physical exercise / active lifestyle issues, along with details of the other aspects of WHP, via internal newsletters (e.g. Daimler INSIDE), on the Intranet, by e-mail, circular letters, and noticeboards.

**F.3. Evaluation and results**

3.	Evaluation & outcomes	Yes	No
3.1	Are physical exercise / active lifestyle initiatives evaluated (e.g. discussion in a working group, staff survey)?	[x]	[ ]

**Please describe how and when healthy nutrition campaigns and initiatives are evaluated, and who performs this role.**

How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future initiatives to encourage a more active lifestyle? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (*approx. one DIN A4 sheet*)

3.1

Daimler sees evaluations as very important, with the primary aim of assessing and optimizing programs and facilities, and also our in-house health centers. Hence, scientifically based programs and concept blueprints provide the basis for our activities in all areas of WHP, including physical exercise. The Daimler Health & Safety seal is used to identify programs and activities that have been evaluated and quality-assured.

The evaluation of our initiatives and the resulting ongoing enhancement and optimization process are important objectives for what we do, also involving all the essential actors within the organization (Company Medical Service, workplace safety, OSH, ergonomics, etc.) and external cooperation partners, such as universities, trade associations (who provide accident insurance), the German Pension Insurance Fund, health insurance funds, etc.

Every step in the evaluation process is initiated by the Health & Safety management team, followed by a debriefing when the results are received. The findings provide valuable information for making adjustments and improvements to WHP programs and activities. This gives us the basis we need for effective quality assurance, from analysis, design, implementation, and delivery through to further evaluation of the activities we provide.

All evaluations are based on the quality criteria of objectivity, reliability, and validity. Daimler works closely with selected universities with a range of specializations. Our collaborations with Heidelberg University (Prof. Dr. Huber, in the Sport and Sports Science Department) and Stuttgart University (Prof. Dr. Schlicht, Sport and Exercise Science Department) have been in place for many years. A joint evaluation of the "StrengthMobile" [*Kraftwerk mobil*]

produced the following results:

Improvements in back strength, mobility, pain index, health psychology parameters, and workplace accident days and number of incidents. With regard to musculoskeletal disorders, the outcomes can be summarized as follows: significant increase in the strength of the spinal column extensors, significant increasing in lumbar spine mobility in the extension direction, reduction in perceived pain intensity and frequency, the subject's increased satisfaction with his/her own state of health, and a higher probability of proactive preventive behaviors in future. Positive impacts were also identified at business performance level in terms of time away from work, owing to the reduction in the accident days and the number of accidents. On the basis of these results, the StrengthMobile has now been implemented at six plant locations, and the next project for Düsseldorf is currently being planned.

A relationship of cooperation and close collaboration is also in place with Karlsruhe University (Prof. Dr. Bös, Sport and Sports Science Department), in the area of health promotion for trainees. The sports motor performance tests introduced in this context now form a module within Daimler's F<sup>3</sup> research project (= Fit for Future). The first roll-out of these tests, which will therefore provide the basis for further optimizations, took place at Daimler's plant in Beijing, China in March 2007. Since September 2007, the sports motor performance tests are also being carried out at Wörth and Untertürkheim as pilot locations in Germany, under the supervision of Health & Safety and the university. The evaluation process will be completed by the end of 2009. An evaluation process with regard to Daimler's in-house health centers is currently in progress, in cooperation with Tübingen University (Prof. Dr. Helmut Digel). For this purpose, a student in the

Sports Science course was recruited to carry out a survey of customer satisfaction and subjectively perceived effects on individual health among users of the in-house health centers, as a dissertation topic.

Another Health & Safety strategic partner for the evaluation of joint programs is the Daimler health insurance fund [BKK] (e.g. the Daimler health insurance fund back health program, see Appendix 4). Along with improvements in evaluation criteria such as back mobility and strength, the evaluation of the Daimler health insurance fund back health program also found a very significant decrease in subjectively perceived pain among participants. This

program, too, has therefore been accredited with the Health & Safety seal, and will now be progressively introduced at further locations.

<b>Documents</b>	<b>[x]</b>
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*	Company regulations	[x]
*	Workplace/employment agreement texts on physical exercise	[x]
*	Physical exercise measures and outcomes (e.g. reports, brochures, articles in newsletters, info pages, etc.)	[x]
*	Other (please specify): - "Health center" guidelines - Presentation on in-house health centers - Workbook for F <sup>3</sup> , "Fit for Future" - Workbook for the Daimler health insurance fund back health program "Back to back fitness" [Wieder fit im Rücken] - Image brochure for SG Stern Germany	



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Bahn AG</b>
Address:	Potsdamer Platz 2 10785 Berlin
Name of contact person:	Dr. Christian Gravert
Function of contact person:	Head of Health and Social Policy department
Telephone number:	+49 30 2 97 3 33 67
Email:	Christian.gravert@bahn.de
Sector:	Mobility and Logistics
Number of employees:	193,277

Age	Sex		total
	male	female	
up to 35	20,335	9,623	29,958
35 to 50	79,040	20,498	99,538
50+	54,014	9,767	63,781
<b>total</b>	<b>153,389</b>	<b>39,888</b>	<b>193,277</b>



## B. Integration of WHP in the Company policy and culture

Deutsche Bahn has a total workforce of 253,289 worldwide (of whom 193,277 work in Germany) and for many years has actively encouraged workplace health promotion, as long-term corporate success is ultimately dependent on healthy employees who are able to cope with pressure.

At the Group management level, the Health and Social Policy department is responsible for the coordination of workplace health promotion at the DB Group and for the optimum management, networking and promotion of the services and measures offered in that connection. The department acts as coordinator, initiator and contact for all questions relating to strategies and contents.

Workplace health promotion is regarded as a joint task of management, employees and the corporate health promotion experts.

Management executives, HR management and interested employees have recourse to comprehensive projects and information, all of which are published on the DB Intranet.

These are allocated to four different categories:

Drafting, updating and communicating the fundamental principles of workplace health promotion

Development and promotion of a systematic health management system

Drafting and communicating individual personal measures

Initiation, execution and communication of campaigns

The health structure entitled "DB Health World" was established in the interests of maintaining and promoting the working capacity of our employees in future. This consists of nine individual modules which cover all aspects of health promotion.

## C. Described health topics

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Disorders of the locomotor system are also the main cause of absences owing to sickness at Deutsche Bahn. According to sports medicine experts, exercise is the only solution to prevent diseases of the musculoskeletal system, so that the topic of exercise in relation to workplace health promotion is a key focus of interest at Deutsche Bahn.

Accordingly, employees are offered a range of information and measures aimed at promoting physical activities. These are designed in close cooperation with the workplace health officers, the sports managers and the company medical officers.

The particular features of individual occupational, gender and age groups are taken into account from the start when developing behavioural and preventive programmes in order to pay due attention to the different effects of various diseases according to age and occupational groups.

In order to facilitate access to sports and fitness courses, regional health brochures will be produced and distributed in 2008. In addition to the existing sources of information, these brochures provide a concise overview of the different health programmes, campaigns and courses available in the individual regions and by Deutsche Bahn in general. These brochures will help the employees to find where different sports are available in their own neighbourhood and will also state the times and costs of the courses.

## F.2. Strategy & implementation

Deutsche Bahn conducts regular surveys amongst management and employees, as well as individual company locations, on the subject of health awareness and behaviour. Exercise and an active lifestyle are a central aspect of these surveys. At the moment, for example, Deutsche Bahn is conducting a pilot project in cooperation with Freie Universität Berlin and Gesundheitszentrum Nordost, which involves computerised capture of the following data:

- objective data such as body mass index, blood pressure, cholesterol level,
- behavioural data (nutrition, exercise, non-smoking) and
- psychological data (e.g. motivation, self-management, competence, employees' responsibility for their own health).

The objective of the pilot project is to find the most suitable strategy for each employee on the basis of psychological counselling to make a healthy lifestyle become a habit and an integral part of the employee's daily life.

There will be a sharp increase in musculoskeletal disorders as part of the demographic change and the increasing age of the workforce. While Deutsche Bahn implements measures to make workplaces barrier-free and suitable for older employees as part of its occupational health and safety measures, it also endeavours to offer preventive measures to avoid risk factors of age-related diseases such as musculoskeletal disorders.

These measures focus on two basic elements:

physical activity patterns at the workplace

raising awareness on the part of management, HR executives and employees by means of action plans and campaigns for an active lifestyle

### F.3. Evaluation and results

Deutsche Bahn offers its employees a variety of active sports in cooperation with other partners:

- different sports at rail workers' sports clubs (around 360 clubs throughout Germany offering 50 popular sports and recreational sports activities)
- Cooperation agreements with gyms (incl. Fitnesscompany, Elixia, Kieser-Training and Interfit)
- participation in sports events and employee tournaments (cycling races, runs, football and volleyball ...)
- health courses (back exercises, yoga, Nordic walking, runner's training, snowshoe walking)

In cooperation with Vital-Kliniken, BAHN-BKK and the Railway Staff Social Services, Deutsche Bahn offers its employees 3 to 14-day health maintenance and health improvement programmes at various DB holiday centres and Vital-Kliniken. As an exercise incentive, it offers employees DB rental bicycles at special low rates.

Articles on the DB Intranet, adverts on bulletin boards and mailing campaigns inform management, companies and interested employees about these projects and programmes. There are also brochures dealing with exercise.

Deutsche Bahn uses the established corporate evaluation methods for the subject of exercise (e-mail surveys, multiple-choice Intranet surveys, etc.).

The central criterion for assessing the success of these programmes is the growing number of employees who actively pursue sports.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Rentenversicherung Bund Abteilung Rehabilitation</b>
Address:	Hohenzollerndamm 46/47  10713 Berlin
Name of contact person:	Gabriele Sandner
Function of contact person:	Ärztliche Dezernentin Stellvertretende Abteilungsärztin der Abt. Rehabilitation Projektleitung betriebliches Gesundheitsmanagement
Telephone number:	030 – 865 81509
Email:	<a href="mailto:Gabriele.sandner@drv-bund.de">Gabriele.sandner@drv-bund.de</a>
Sector:	Abteilung Rehabilitation
Number of employees:	<b>6 565</b> Abteilung Rehabilitation incl. Rehabilitations- Zentren der Deutschen Rentenversicherung Bund

Age	Sex		total	
	male	female		
up to 35	77	333	410	793
35 to 50	203	1 076	1 279	1 975
50+	106	422	528	1 580
<b>total</b>	<b>386</b>	<b>1 831</b>	<b>2 217</b>	<b>4 348</b>

## **B. Integration of WHP in the company policy and culture**

The Deutsche Rentenversicherung Bund is undergoing change. Teamwork, integrated processing, client-orientated services are only some concepts which are typical for such changes. In all departments, work or project teams are engaged in preparing or implementing organisational changes.

Such changes can only be successful, if they rest upon common values and concepts. To achieve such aims, our management has formulated six principles of action and intensively discussed their implementation with the heads of department in various workshops. These principles are based on a climate of openness in dealing with each other and are supported by the concepts of responsible partnership.

These principles are awareness of the role in society, future and client orientated as well as efficient services, guaranteed employment as well as management and cooperation based on partnership.

Workplace health management (WHP) is an important instrument within our institution to implement such principles.

In August 2007 the management of the Deutsche Rentenversicherung and our central staff council signed an agreement on WHP. All levels of management of our institution support WHP and stand by its respective projects.

The staff members take an active part in the development of WHP by their statements given in staff surveys or by direct contact with the respective contact persons. Any information and the agreement on WHP can be accessed by all staff members via the intranet.

**C. Described health topics**







X	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

## F. Physical activity

### F.1. Organisation & structures

According to the data on sickness and analyses of incapacity for work of almost all health insurance funds, orthopaedic conditions are the source of about 60% of all periods of sickness absence. As most of our staff members perform predominantly sedentary duties and as a result move too little in their daily lives, we developed a considerable number of offers, which are available to all staff members on account of the flexible organisation of the working time.

Our WHP offers the following physical activities:

-  Spinal exercises,
-  Endurance exercise and stretching,
-  Jacobson's progressive muscle relaxation,
-  Nordic walking,
-  Aqua-Fitness and
-  Exercises at the workplace.

The workplaces of our staff members can also be adapted according to orthopaedic and ergonomic aspects by staff members who were trained as advisers and can teach special exercises.

The offers are planned and coordinated by our WHP team. All course instructors are qualified sport therapists, physiotherapists or trainers who received the respective certification by the health insurance fund.

All offers are financed by the annual budget of WHP and/or by a co-payment of the employees, but if the courses are certified and the employees are members of a statutory health insurance fund, they are entitled to a up to 80 % refund of the costs but at a maximum of 75.00 € per course by their health insurance fund under the regulations of Art. 20 of the fifth volume of the German Social Code (§ 20 SGB V).

The rooms for the courses are made available free of charge by our management. At the end of the courses the employees participate in the development of the offers by completing evaluation questionnaires.



## **F.2. Strategy & implementation**

Physical inactivity is the most important source of stress in the office. On account of video screen work the employees perform 80% of their daily work in a sitting position. One third of the population aged between 35 and 50 years already suffers from chronic back troubles and one third of all periods of incapacity of work of office workers is a result of muscle and bone diseases (Source: Statistics of the company health funds). Therefore bodily exercise is a priority of WHP.

A workstation programme is offered. In this context staff members are trained in this field so that they can pass on their knowledge to their colleagues. This programme helps sensitise the staff members to health topics and to take greater care for their health. Potentials for stress are to be recognised and reduced. Basic information (such as structure and function of the spine, stress/demands/effects of stress) is provided, the workplace is optimised and individual advice is given at the workplace.

Our institution has a sports club for staff members, which at present consists of 31 departments with a wide-ranging offer of sport, including unusual types of sport such as Tai Chi, golf, line dance or snooker.

A broad spectrum of consultation is available to interested staff members on an active life style on the intranet and in our staff magazine. Various courses are offered, the course managers are prepared to give replies to any questions.

Up-to-date topics are published on the intranet, information on course offers is provided by information letters by e-mails and posters as well as on the internet to the staff members.

### **F.3. Evaluation and results**

The measures are evaluated in a short questionnaire. This is specified for each individual offer, but contains comparable categories. The questionnaire includes questions on the content, the evaluation of the organisation of the courses, the requested date of the course and proposals for improvements, how the staff members were made aware of the offer and is concluded by questions on the overall evaluation.

The most important instrument of the evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown.

On the other hand, the perception of all measures of WHP, the assessment of quality and effectiveness are included. The results obtained have an influence on the improvements and the further development of future offers.

The results of the evaluation show that 100% of the participants of the exercise courses valued the offers as very good (82.7%) or good (17.3%). On account of such good results, the fact that almost all participants request a continuation of the courses is not astonishing.



## Model of Good Practice

### A. General information about the company

Company/organization:	<b>E.ON Ruhrgas AG</b>
Address:	Huttropstraße 60 45138 Essen Germany
Name of contact person:	Vali Chan
Function of contact person:	Head of HR Marketing
Telephone number:	+49 (0) 201/184-3832
Email:	vali.chan@eon-ruhrgas.com
Sector:	Energy (402)
Number of employees:	2,548

Age	Sex		total
	male	female	
up to 35	856	279	1,135
35 to 50	634	184	818
50+	417	178	595
<b>total</b>	<b>1,907</b>	<b>641</b>	<b>2,548</b>

## **B. Integration of WHP in the company policy and culture.**

Company health management (Betriebliches Gesundheitsmanagement - BGM) has been a firmly established element of E.ON Ruhrgas's HR strategy for many years now. The company, which is based in Essen, signed the Luxembourg Declaration on Workplace Health Promotion in the European Union and adopted its principles in 2005. Only healthy and well-trained employees can give of their best and thus contribute to the success of the company. This is one of the core principles of the company philosophy OneE.ON.

OneE.ON defines responsibility for colleagues, customers and suppliers, and for our environment, encapsulated in special values that are firmly anchored in the E.ON philosophy.

Responsibility for the health of our employees is implemented in a company agreement. This states that company health management should be consolidated through the establishment of a company health management team 'BGM', headed by the company physician, as an element of the company strategy.

The BGM team develops measures for the maintenance of employee health. This includes promoting health through comprehensive prevention programmes, for example for the early diagnosis of skin, colon and breast cancer, and through vaccinations, fitness programmes and targeted health-related information. Our goal is not so much to cure diseases as to maintain health and detect health risks early. The projects are planned, implemented and evaluated by the BGM team, the company health insurance E.ON BKK and HR.

But the BGM also receives support at the executive level. Thus the second international E.ON Health & Safety Conference was held in September. In the course of three days roughly 170 executives, managers and health & safety experts discussed model projects in the Group relating to health topics.

E.ON Ruhrgas AG achieves a high degree of participation when implementing measures within the BGM. The positive resonance from the latest employee survey reflects the satisfaction with health provision.

The subject of health is reported on through numerous in-house media such as the intranet, which has its own sport and health portal. Flyers, the I-Journal, the newspaper *E.ON World*, posters, the annual HR report and other publications contribute to a high degree of aware-

ness within the company. And the annual Health Day offers good opportunities to communicate on health and to motivate employees to participate in health measures (e.g. stress testing).

### C. Described health topics

x	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

In addition to healthy eating, physical activity plays an important role in maintaining health and increasing physical fitness.

The sports association founded in 1929 offers E.ON Ruhrgas AG employees a comprehensive palette of sporting activities. Currently 2,002 members take part in 27 different types of sport. Most of these sporting activities are represented in the 46 different plants, too. Any employee can join the sports association.

The different sports are organised by voluntary leaders who are E.ON Ruhrgas AG employees, and the head of the sports association. When carrying out sporting activities many sports have competent personnel such as exercise leaders and trainers available.

Another offer in the sphere of physical fitness is the BKK Active Week. This one-week short holiday takes place in selected spas and is a particularly successful and proven health promotion measure. The participants take part in an interesting and active programme, from relaxation training, spinal exercises and walking to load testing on the cycloergometer and many other activities.

To prevent back pain as a result of lack of movement and increasingly sedentary office work, E.ON Ruhrgas AG focuses especially on the treatment of neck and lumbar complaints. In this context E.ON BKK, in cooperation with a team from Novotergum and the Forschungs- und Präventionszentrum [Research and Prevention Centre], offers employees a personal therapy concept. Its objective is to achieve and maintain long-term freedom from pain through an individualised treatment plan. E.ON BKK members who have been diagnosed as having a “chronic back condition” are given a specifically designed year-long therapy for no extra charge.

In addition, employees always receive information booklets from E.ON BKK which contain exercises for a healthy back, for example. The annual Health Day offers an ideal opportunity to look into the topic physical exercise. This year’s Health Day will include the offer of a back check-up.

The campaigns are initiated by E.ON BKK and BGM. The cost is covered by the E.ON Ruhrgas AG annual budget and, as regards the sports association, by membership fees. Apart from direct financial help the company also provides the sports activities with some equipment and even venues.

## F.2. Strategy & implementation

The trend to primarily sedentary occupations is leading to a substantial lack of exercise. This in turn is leading to ever more conditions such as chronic back pain and high blood pressure. The E.ON BKK health report and analysis of the BodyGuard examinations provide confirmation in the area for action Physical Health.

E.ON Ruhrgas offers its employees a comprehensive programme of sports to combat the lack of physical exercise which includes something for everyone. Most of the sports association groups meet in the late afternoon after work. Many of the sports groups make use of the multipurpose hall in Essen-Kray. The multipurpose hall has two separate changing rooms for men and women, each equipped with several shower cubicles. The *Sportlertreff am Baldeneysee* also offers changing rooms and showers and a wonderful opportunity to spend a few relaxing hours in pleasant surroundings after exercising.

One of the measures designed to allow a change of posture during working time is the introduction of height-adjustable desks, high desks and office chairs with adjustable backs and seats. This allows employees to alternate between sitting and standing while working.

Further, as part of the campaign 'Fitnessstudio im Taschenformat' [Pocket-Sized Gym] all employees were given a Thera-Band and an exercise booklet at the beginning of 2007. In short breaks or at home, gentle strengthening exercises can be performed to tone and firm muscles.

Since managers in particular cannot always find the time to take part in all sporting activities, management employees are being offered a free aquafitness course for a period of one year. This course takes place in cooperation with the *Kurhaus im Grugapark*. Included in the course is a voucher for a free Nordic Walking Personal Training Session.

The BGM team, those responsible for the sports association and the experts of our cooperation partners (exercise leaders, physiotherapists, etc) form a competent group of contact persons ready to answer employee questions at any time and to provide a comprehensive consultation service. Employees receive more information about measures and provision relating to Physical Exercise in particular via the sports and health portal on the intranet and via the usual channels of communication such as flyers and similar.

### **F.3. Evaluation and results**

The greatest indicator that E.ON Ruhrgas AG is on the right path with regard to physical exercise is the above-average participation in the sports association, which has 2,202 members. When it was founded the sports association offered only five categories of sport. This has now grown to 27 categories. This development shows clearly how much interest there is in such activities. New categories of sports are introduced continually. The initiative for starting up a new sport often comes from the employees themselves.

Apart from taking part in training, many employees visit competitions and national and European tournaments with their particular sports group.

In connection with the personal training and therapy concept to combat neck and lumbar complaints E.ON BKK receives feedback on the success of the therapies and can develop any other necessary measures. Ninety-nine percent of the over 90 participants in 2007 were completely cured by the therapy concept or now have only slight problems which can be treated by simple exercises. The response was therefore very positive, and it would seem worthwhile considering expanding the programme.

The instruments for the evaluation of measures once again include the suggestion and complaints box, idea management and an employee survey.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Freie Universität Berlin</b>
Address:	Kaiserswerther Str. 16-18 1495 Berlin Germany
Name of contact person:	Mrs. Regina Adolphs
Function of contact person:	Head of workplace health promotion office
Telephone number:	0049/30/838 -53304
Email:	bgm@fu-berlin.de
Sector:	80305
Number of employees:	6117

Age	Sex		total
	male	female	
up to 35	1.337	1.485	2.822
35 to 50	769	989	1.758
50+	739	798	1.537
<b>total</b>	2.845	3.272	

## **B. Integration of WHP in the company policy and culture**

Freie Universität Berlin, a center of instruction, learning, and research, is one of Berlin's largest employers, with a staff of 6,117 and 32,160 students. Promotion of occupational health is a tradition at Freie Universität Berlin, culminating in the university's implementation, in 2003, of its holistic occupational health management policy.

The structural changes taking place in higher education, the processes of change they entail at Freie Universität Berlin, and societal and social developments such as demographic change represent increasing challenges to the involvement and flexibility of everyone affiliated with the university. In light of this pressure, Freie Universität Berlin intends to use an array of measures to strengthen and support its employees, keep them healthy in body and mind, and provide them with opportunities for further education – all so that they can continue to successfully meet their legal mandate and face present and future challenges with flexibility, creativity, and enthusiasm.

The university's health management policy encompasses all of its groups – from faculty and executive administrators to those members of staff who support the university's academic endeavors, such as administrative assistants and animal caretakers. The agreements and measures established within the "Fundament Gesundheit" ("Healthy Foundation") steering committee – the body coordinating the initiatives aimed at promoting good health – involve the representatives of all interest groups and divisions, under the leadership of the President's Office, and are reached by consensus wherever possible. This means that it is not necessary for the university to enter into separate service agreements in order to ensure that its occupational health management policy is successfully implemented. The healthcare measures are financed using university funding and in cooperation with various health insurers. In line with the university's holistic approach, these activities are both behavior-oriented and relationship-oriented and require the active participation of employees from all university employee groups.

A sustained, comprehensive campaign aimed at enhancing occupational health cannot, however, end with individual measures. Instead, it is the campaign's connections with other structures and processes that promote health potential that show benefits to all participants.

The integration with other divisions and projects is therefore an important task area of focus within the field of occupational health. Discussion of health-related topics, such as leadership, on-the-job learning, information and participation, or demographic change has effects beyond the actual work that is performed under the occupational health program. These issues are also taken up with respect to general personnel development strategies and combined with other topics like the “family-friendly university.” Freie Universität Berlin takes its public mandate, and the social responsibility it entails, seriously. Promoting health potential plays as great a role as supporting employees and students with family obligations.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

The program offered is developed and coordinated by various bodies. The university's own Continuing Education Center and the Center for Recreational Sports at Freie Universität Berlin ensure that the activities offered are an integral component of the university's structure.

This structural integration offers a number of advantages:

- Activities are easily accessible to all employees. At the beginning of each semester, all employees of Freie Universität Berlin receive special program guides announcing the available courses and activities, which are also listed on the internet and the university's intranet. Registration is easy and can be done by fax or online.
- The activities and courses are developed with active employee participation and are aimed at and adjusted to their specific needs. Participants fill out course evaluation forms, ensuring that the Continuing Education Center receives direct feedback on course instructors and can make adjustments or changes, even on short notice, where appropriate.
- The programs enjoy great success, in large measure due to close cooperation between the Continuing Education Center and the Center for Recreational Sports. The activities and courses offered by the two institutions complement each other.

In addition, the occupational health management initiative uses data compiled through analysis of employee surveys as well as information collected by the Health Services and by the Occupational Safety Office to develop special offerings for specific working areas and professional groups, along with university-wide activities, which are then coordinated with the "FUndament Gesundheit" ("Healthy Foundation") steering committee.

The financing for these activities differs depending on the institution:

- Freie Universität Berlin pays the costs of participation in Continuing Education Center courses and activities aimed at occupational health promotion, meaning that these activities are available to employees at no charge.
- The Center for Recreational Sports offers its sports and exercise courses at a discount to employees. Freie Universität Berlin also assumes the costs of some courses that promote participants' health if the health insurance company in question does not cover course fees and the participant proves regular participation (up to two courses per year per employee).

## **F.2. Strategy & implementation**

The university tries to offer the broadest possible selection of seminars, courses, and training sessions available, with the aim of meeting the individual needs of all employees of Freie Universität Berlin and serving to increase physical activity and sports involvement in general while also promoting good health and behavior modification.

The activities offered by the Center for Recreational Sports encompass a broad spectrum of sports, exercise courses and disciplines, from aerobics to meditation or Nordic walking, along with health-oriented courses, such as aqua fitness, Pilates, back exercise, and yoga, which are eligible for reimbursement as stated above.

In addition, special training sessions and seminars are held so that participants can learn specific behaviors to support healthy participation in working life. For example, the occupational health and prevention courses offered by the Continuing Education Center of Freie Universität Berlin include a number of the center's own seminars and training sessions, among them vision training, health seminars on spinal mobility, and ergonomic training in work techniques aimed to reduce strain.

Particular activities are also developed and organized for specific professional groups. For instance, training sessions on lifting and carrying have been offered for animal caretakers in the Department of Veterinary Medicine and for the gardeners who work at the Botanical Garden and Botanical Museum. Workplace-specific healthy back workshops have also been held at the Central University Administration. Further courses on ergonomics in the workplace are aimed at employees of the university's library divisions.

These activities are specifically arranged for the respective needs of these groups of professionals, and most of them take place right at the workplace, either before, during, or after work hours– depending on the wishes of the employees.

In general, Freie Universität Berlin makes every effort to arrange the courses and activities offered to suit the wishes of employees and to design them to be compatible with employees' workdays. The courses offered under the continuing education program are basically considered to be job-related and count toward employees' hours worked.

The health-oriented courses and activities offered by the Center for Recreational Sports are scheduled so that employees can attend right after or before working hours. The majority of these courses are held at the university's own gym or at nearby sports facilities.

Because of the sheer size of the campus, official university bicycles are also provided for faculty and staff members to use on official business.

In addition, employees are given incentives to participate in courses and activities that promote their health outside of the university as well. Based on a cooperative agreement with the Waldfriede Hospital, the PrimaVita health center, and Kieser Training, a private company, the faculty and employees of Freie Universität Berlin enjoy reduced rates on a number of activities and courses.

The Continuing Education Center, the Center for Recreational Sports, and the "FUndament Gesundheit" ("Healthy Foundation") steering committee use the program guides and the intranet to provide employees with ongoing information on the courses and events taking place and on the health effects of physical activity and an active lifestyle.

### F.3. Evaluation and results

The courses and activities held by the Continuing Education Center are evaluated by participants with respect to their content, scope, and implementation. Collection of this information serves both to improve the quality of the offerings that already exist, and to develop new activities and courses. Fortunately, the evaluations of its program to promote good health and prevention were overwhelmingly positive. And yet, Freie Universität Berlin continues to make every effort to improve its offerings with regard to organization, materials, and content, as well as adding attractive new selections to the program.

The results of the surveys, feedback rounds, intensive working group meetings, and task force meetings that have been conducted as part of the health management initiative represent another important instrument for analysis. In that respect, the steering committee acts as the interface between what is offered by the Continuing Education Center and the Center for Recreational Sports on the one hand, and the analyses of demand conducted as part of the university's occupational health management program on the other. Moreover, the Health Management Office takes suggestions and requests from employees and passes them along to the appropriate parties right away.

Another aspect used for evaluation and planning of the measures to be taken is the annual integrated health reports published by the health insurance companies with the highest numbers of insured people at Freie Universität Berlin. The data presented in these reports provide information on diagnoses and numerical changes. This offers another way that implemented measures can be reviewed and new measures developed. In the 2006 health report, the most widely represented diagnosis spectrum involves diseases, disorders, and injuries of the musculoskeletal system. The response to this finding is an increased selection of workplace-specific workshops, back health training sessions, and seminars on ergonomics.

The appraisal of the occupational health management program at Freie Universität Berlin on the whole, is handled externally by the consultants of the Gesellschaft für Betriebliche Gesundheitsförderung (BGF) in an annual evaluation report.

The steering committee takes the evaluation reports and the health reports as an occasion to discuss and assess the planning and implementation of health-related measures and plan ongoing and additional measures.

Another important function performed by the steering committee is to inform the university public in general as to the status of occupational health management at Freie Universität Berlin. These evaluation and health reports are therefore published regularly on the university intranet.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>IBM Deutschland GmbH</b>
Address:	Pascalstrasse 100 70569 Stuttgart
Name of contact person:	Patric Philipp Traut
Function of contact person:	Health Manager
Telephone number:	+49-711 / 785-1247
Email:	patric.traut@de.ibm.com
Sector:	72
Number of employees:	19.100

Age	Sex		total
	male	female	
up to 35	2500	1200	3700
35 to 50	8300	2500	10800
50+	4000	700	4700
<b>total</b>	14800	4300	19100

## **B. Integration of WHP in the Company policy and culture**

Occupational health and safety (well-being) is part of the global IBM guidelines and the Corporate Policy 127 (Responsibility for employee well-being and product safety) is one of ten Corporate Policies. Also, it is the managers' task to take the well-being of their employees into account. Thus, IBM fulfils a fundamental requirement of the Luxemburg Declaration for Work Place Health Promotion. The implementation of the Well-being Management System in 1995 helps coordinate the Well-being strategy; it is well integrated into the operations and procedures of the entire organisation.

The global team of the IBM Integrated Health Services makes use of 30 'Significant Well-being Aspects' for planning their strategy. A Well-being Aspect is an integral element of the industrial world - including personal activities or extrinsic factors that have a negative or positive impact on the performance and productivity of the employees. Examples are ergonomics, mobile working, fire and life safety or health promotion.

The aspects are annually evaluated, using an employee questionnaire. Further relevant well-being data (e.g. accident rate, sick leave rate, main diagnoses for sick leave) are included in the evaluation. Responsible for this is the WBMS coordinator. The results are published in the intranet and their evaluation is used for planning improvement measures and corrective action.

Using a classic management cycle, the achievement of the determined objectives and targets is monitored throughout the year to achieve continuous and long-term improvement. Progress is documented in a global database and results are discussed within the framework of management reviews.

IBM employees have a vast choice of health services related to fitness and diet at their disposal. Furthermore, IBM offers a multitude of work-life balance programmes, for instance, flexible working hours, working from home ('home office'), time autonomy, and the opportunity of continuous education and trainings. The Integrated Health Services team has the overall responsibility for planning and implementation of well-being programmes.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

IBM was one of the first companies that recruited a health manager. He specifically deals with questions relevant to workplace health promotion, e.g. evaluating which measures seem reasonable to offer to the IBM employees, coordination of all on-site campaigns and programmes, like physical activity classes, health fairs, that take place at least once a year within the bigger IBM locations, and so on.

Furthermore, he is the interface to health insurance funds and health care providers and is involved in health benefit planning and coordination.

### **F.2. Strategy & implementation**

The physical activity classes we offer on site comprise QiGong, Yoga, Pilates, Nordic Walking, Gymnastics for the Back and the like. All classes take place during the working hours and all employees can take part. Facilities to take a shower, lockers etc. are provided on site. The health manager is the focal point for questions regarding sports and physical activity.

In addition to the offers mentioned above, IBM provides cancer prevention campaigns. Since 2005, many screenings have been offered on site, particularly skin cancer and colon cancer screenings, which all have proved to be very popular with IBMers.

IBM has also established close cooperations with leading fitness studio chains in Germany, as well as numerous regional health clubs. This gives the mobile workforce, who often cannot take part in the activities offered on site, to engage in physical activity while travelling. Detailed information on physical activity is available in the IBM intranet.

Furthermore, we also motivate our employees to take part in the campaigns 'Mit dem Rad zur Arbeit' (Cycling to work).

The most innovative part of IBM's engagements concerning physical activity and healthy lifestyle is the programme Factor Fit, for which the IHS team was awarded the 'VBG Arbeitsschutzpreis' (Accident Prevention and Insurance Association Award) in 2006.

Factor Fit is an online based health initiative, developed by members of the IBM Integrated Health Services teams in Germany and the UK. At the heart of the programme is a web based health portal through which employees can enrol, create their profile and then take part in a little competition against themselves. Participants can access a lot of information on physical activity and healthy lifestyles (preventive medical checkups, nutrition, weight- and stress management etc. directly through the application.

For every activity listed there is a specific website with basic information: e.g. what are the positive effects, what should one be careful about, where one can play the sport and what services does the company have to offer in this field. For most of the sports training schedules are available, allowing the participant to orient himself to that respective sport without difficulty. The users can thus receive all the relevant information from one source.

After registering for the programme and reading through the websites which are of interest to them, participants set in their individual targets for both areas (what physical activities they would like to engage in and what healthy lifestyles they would like to follow) and subsequently enter their activities into the tool. Through this, they collect points. The scores collected being active depend on the duration and frequency of the activities undertaken by the participant. Each physical activity has a basic score, which is based on sport scientific facts.

Likewise, scores were also defined for healthy lifestyles. At the end of a 20-week period participants are asked to confirm their goals in the healthy lifestyles section.

At the end of the programme there is a prize draw. The winners are awarded prizes that are always related to sport, health or well-being. Eligibility for participation in the prize draw applies to all employees, who have achieved a minimum score at the end of the programme

### **F.3. Evaluation and results**

Same procedure as in the evaluation for the smoking cessation programmes, i. e online survey sent out to all participants.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Der Polizeipräsident in Berlin</b>
Address:	Platz der Luftbrücke, 12101 Berlin
Name of contact person:	Michael Ippen
Function of contact person:	Zentrale Koordinierungsstelle Gesundheitsmanagement
Telephone number:	0049 (0) 30 4664 90 3311
Email:	gesundheitsmanagement@polizei.berlin.de
Sector:	Public Sector
Number of employees:	23.076

Age	Sex		total
	male	female	
up to 35	3.134	2.283	5.417
35 to 50	9.526	3.215	12.741
50+	4.050	868	4.918
<b>total</b>	16.710	6.366	23.076

## B. Integration of WHP in the company policy and culture

To implement strategies fundamentals of workplace health promotion (WHP), administrative organisationally regulatory framework had to be adopted.

The Berlin police integrated WHP structures.

Finally it became an agreement between the Chief of Police and the staff council. Gradual will be shown some extracts of implementation:

**“... The development of the Berlin Police to a modern public sector contains deep processes of change to be expressed in different activities and human resource development.**

With their emphasis in prevention, responsibility and to take voluntary WHP is an important component of modernisation and administration.

On focus is the human being, to cope optional with the challenges, being psychic fit and motivated in a good work climate. At the accrument of disease work climate plays a considerable role and studies are shown the context. Beside measurable and specific contaminations also unspecific exposures like psychosocial stress causes different discomfort. There are no measureable boundaries of impairment.

An interesting, diversified and an open causes positive effects for health. The contract partners integrated the Luxembourg Declaration about implementing WHP from 1997 and an found to an agreement to develop WHP into Berlin Administration and Berlin Police.

The EUR-LEX-31989L0654-DE contains occupational safety, occupational health, accident prevention, humanisation of work, dissemination of information and participation of employees.

In 1996 Germany passed a law of working protection.

The WHP reaches “healthy employees in healthy companies” though certain guideline:

- all employees have to take part
- all measures must be planed structural
- WHP contains behaviour and rational measures. It connects the whole approach of risk reduction and established protection

The aims of the bodies:

- prevention of health disease
- improvement of productivity and efficiency
- focuses on physical activity
- advance the health quote
- to improve company culture
- to improve leadership

- to increase job satisfaction
- to reduce the psychic stress

The employees are on focus of WHP.

The engagement of human resources guarantees the success. Therefore processes of WHP have to be implemented.

Ten divisions of the Berlin Police and one central service group implemented WHP.

Supported from the assistant chief constable.

The members of the central service group are also the chiefs of their divisions. All these facts combined secure a good information flow between the groups.

Some subjects of WHP are also united in the guidance line PDV 100.

Because of confidential reason there are only some extracts:

“... Guidance shall improve job satisfaction. Therefore you have to keep on cooperative guidance and leadership. Especially competence of decision concerning motivation and efficiency should be delegated on the executives. The different levels of the Berlin Police have been sensitised through the project “Qualifying the guidance on practice WHP...”

The effect was a more participation.

Because of the positive effect the seminar will be continued.

Through integrating the component Diversity Management and the structural connection on the whole personal management a further “milestone” of acceptance and participation was reached.

A sophisticated structure of communication makes the employee able to take part of all processes of WHP. Also different platters like intranet, internal news are implanted to spread all information.

The Berlin Police parole sounds “Acceptance through transparency”.

The regulation is at work to make work and health protection as an integrated part of WHP at workplace.

The locally divisions developed own concepts to implement WHP with special needs for their employees.

The members of the groups will be specially qualified as a coordinator for WHP and Diversity management. The qualification training takes 32 days, splitted off on different modules.



### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

The fields of physical activity in the Berlin Police got a high interest, also founded in the police officers job.

There is a high degree of physical claim.

The necessity is ruled in regulations. Special activities and exercises are in a special training programme like swimming, rescue, running, self-defence during hours of work and based upon rules.

The implementation will be trained by special sportive coaches. The police got therefore own facilities (indoor swimming, pools, sport fields).

The coaches are in contact like network coordinating and changing information and having work meetings.

Thereby the employees are still in physical activity and the offer of sport activities is multifaceted.

A cooperation agreement between the Police Union e.V. and Berlin Police offers lots of sport activities for free.

Financial support for piece of sport equipment is given by the senate and also for projects applied by the central WHP service.

In the field of disability sport activities will be offered in cooperation with the employee representation of disability and the central WHP service.

## F.2. Strategy & implementation

The offers of sport are coordinated and conceived by the central service of WHP. This field is bounded on a nationwide network.

The Berlin Police contains different employment relationships like civil servants, uniformed police and employees.

This means different challenges and needs of sports.

There are drawn distinctions:

- Uniformed police is allowed to make exercise during work hours and have a protection against accidents absorbed by the Berlin Police.
- Civil servants are also allowed to make exercises but not during work hours (have to make a break) and having no protection against accidents absorbed by the Berlin Police.
- Employees are also allowed making exercises during work hours, but they have to make a break and have a protection against accidents.

In agreement with the leadership a project started to make more equality sure.

The project aim is to offer all groups of employees' physical activity during work hours (two hours a month).

In the name of physical activity the offer became more multifaceted like preventing back problems, Pilates, chi gong and dancing lessons. This kind of sport shall give more balance and helps to reduce back problems. Therefore especially pieces of sport equipment were financed and special room were settled.

The strategy to participate employers on activities found in the result more sport groups spreading (Nordic-walking).

Currently a co-operation between Berlin Police and the Metropolitan Sport Union is at work. The aim is to improve the sport activities and to make them part of. Concerning qualifying employees they take part on a still-based pay justified on the guidelines of the German Olympic Committee, paid by the Berlin Police.

All offers of sport activities are published on all kind of platters (internet, news, flyer). In this context have to be mentioned that also the "non"-athletes were reached by all these measure and acceptance was adopted.

### F.3. Evaluation and results

The local divisions are making interviews to find out the needs of the employees. Especially for the project "Health and Prevention Activity" is planned a wide evaluation. The results will be parted into:

- kind of measure
- hours of measure (single)
- hour of measure (all)
- attendant
  - uniformed police
  - civil servant
  - employee

Afterwards the central coordinators will bring all results together and will be presented to the leadership. Regarding more accidents a climax is adopted.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SAP AG</b>
Address:	Dietmar-Hopp-Allee 16 69190 Walldorf Germany
Name of contact person:	Dr. Natalie Lotzmann; Christine Rosendahl
Function of contact person:	Head of SAP Health & Diversity; Head of Health Management
Telephone number:	+49 6227 747474
E-mail:	n.lotzmann@sap.com; christine.rosendahl@sap.com
Sector:	IT industry (enterprise application software)
Number of employees:	Around 51,000 worldwide; approximately 15,800 in Germany

Age	Sex		total
	male	female	
up to 35	300	1600	1900
35 to 50	7500	2600	10100
50+	900	250	1150
<b>total</b>	8700	4450	13150

## **B. Integration of WHP in the company policy and culture**

The name SAP (Systems, Applications and Products in Data Processing) has been synonymous with innovation, success, and creativity for over 35 years. As the world's leading provider of enterprise software and third largest independent software supplier, SAP develops tailored business solutions for more than 47,800 customers worldwide. The motivation, creativity, performance, and commitment of the 52,000 employees around the world are key factors in SAP's outstanding success. SAP employs more than 15,000 staff at its headquarters in Walldorf and the 15 branch offices around Germany. Since 1997, SAP has been pursuing a holistic approach to health that is implemented comprehensively and professionally by the company's internal health management.

The working lives of SAP employees today are characterized by complex, challenging assignments with a great deal of responsibility, time and performance pressures, and high expectations regarding commitment, expertise, and social skills.

SAP Health and Diversity aims to raise employees' awareness of health and resource-conscious behavior in both their professional and private lives, and to increase their sense of responsibility.

The supportive corporate culture is one of the key conditions that enable SAP Health and Diversity to implement professional measures for promoting and maintaining health and wellbeing, thus ensuring high commitment in the long term.

SAP is one of the signatories of the Luxembourg Declaration on Workplace Health Promotion, in line with its corporate culture.

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Since committed and motivated employees are SAP's most valuable commodity, the company also focuses on their health. SAP Health and Diversity develops concepts to help employees to meet challenges with individually tailored resources and to thus achieve balance and happiness in their lives and stay fit, healthy, and productive.

Sport has been a fixed part of SAP's corporate culture ever since the company was founded. Around 70 courses per week, ranging from aerobics to power workouts, enable employees to create a balanced program to suit their needs at any time during the day.

The sports on offer make for happy, relaxed, and sociable employees, and influence and foster their health, wellbeing, and thus also performance.

In addition to fun and social aspects, SAP's sports program aims to keep up and improve performance, have a positive effect on the immune system and the whole locomotor system (muscles and joints), and to make employees aware of the essential aspects of staying healthy and fit in line with the slogan "prevention before rehabilitation."



## F.2. Strategy & implementation

SAP Health and Diversity offers over 39 different in-house courses (a total of 70 per week) on various health-related topics.

These include the areas of fitness, prevention and relaxation (such as yoga, hatha yoga, Pilates, tai chi (taijiquan), cycling, aqua fitness, Nordic walking, step & style, karate, meditation, relaxation, fitness & stamina, aikido, power circuit training, lower body training, fitness body and training, functional workouts, fitness coaching, skiing exercises, thairobics, qigong, training with thera-bands, step aerobics, running, spinal rehabilitation, body toning, gym supervision, fit your back, relaxation, MFT boards, power workouts, power your back, and dance classes).

These courses are spread over the day so that employees can use them during their lunch breaks and before or after work, thanks to SAP's policy of trust.

All employees have access to company fitness studios with strength training and cardio machines at the large sites. At the headquarters in Walldorf, running tracks and tennis courts are provided for use by all employees.

Diverse company sports groups offer almost all popular sports including swimming, soccer, basketball, tennis, and hiking. Sports grounds and halls in the region are rented to support them.

The funding concept means that the offers can be adapted flexibly to meet demand and regulates the quality of the courses on offer. A strict selection process for trainers and an aligned structure ensure quality and communication.

Annual sports events are also organized, such as soccer and tennis tournaments, and company running events.

### **F.3. Evaluation and results**

All of the courses that are currently on offer (70 per week) are evaluated using detailed questionnaires. This ensures continuous improvement and enables the sports, fitness, and relaxation offers to be tailored to demand.

Sports surveys are conducted regularly at random both on site (in the sports facilities) and online.

Employees can also submit feedback to a central contact person. All employee queries are checked and answered systematically.

Employees have access to an online tool that they can use to analyze their own risk factors (here: Wellness Checkpoint). The tool gives them the chance to record their own risk values for sport and exercise. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can evaluate all the data records of the employees who have used the online tool. This is of course done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person. These anonymous evaluations are used to record and map changes in risk values over several months and years.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>City Wolfsburg</b>
Address:	Porschestraße 49 38440 Wolfsburg Germany
Name of contact person:	Diethelm Müller & Schneider Sylke
Function of contact person:	Coordinate workplace health promotion
Telephone number:	+495361-282177 +495361-281685
Email:	<a href="mailto:Diethelm.Mueller@stadt.wolfsburg.de">Diethelm.Mueller@stadt.wolfsburg.de</a> <a href="mailto:Sylke.schneider@stadt.wolfsburg.de">Sylke.schneider@stadt.wolfsburg.de</a>
Sector:	( LA 75.11.0 ) administration municipal
Number of employees:	2257

Age	Sex		
	male	female	total
up to 35	203	311	514
35 to 50	377	595	972
50+	402	369	771
<b>total</b>	982	1275	2257

## B. Integration of WHP in the company policy and culture

In the year 2000 the cooperative tasks industrial safety, industrial medicine, health care and support for the handicapped were insisted to *argus*. The aim of the organization forms as a management system is to link up all *argus* – subjects and *argus* – protagonists and to work comprehensive, methodical, demand – oriented and staff – oriented.

From the beginning *argus* proceeds due to the principles of participation, integration, comprehensiveness and project management as it is demanded in the Luxemburgian Declaration for the internal health care in the European Union. Some service agreements, for example the avoidance of addiction and other social awkward situations, the conflict management as well as integration pointed the way to the future and were copied by others. *argus* is the partner for new challenges made by the aging staff, work consolidation and limited resources which require new concepts, especially regarding to psychological stress. *argus* bunches the complex problems and legal positions and therefore it can use synergies for the common aim, to reach and to preserve a health world of employment in the group “city of Wolfsburg “. That means a special responsibility for the executive personnel and all organizations. The first written declaration of the internal health care is found in the employment agreement “addiction “. The way of Wolfsburg lend via industrial safety, health care, integration of the handicapped and has the specific characteristic that elements of the BGF are found in the integration arrangement, in the internal integration management and the employment agreement “ confidential report and organization of the workplace “ An overall picture of the *argus* – activities is conveyed to the executive personnel with the brochure “ healthy employees in the administration and the municipal firms of the city Wolfsburg”. Leading executives are participants in the health coaching, gains experiences and consolidate knowledge, feel health and well- being and so they will be sensitized for topics like stress, movement, nutrition, work- life- balance and other and will be able to pass on these valuable contents as multipliers.

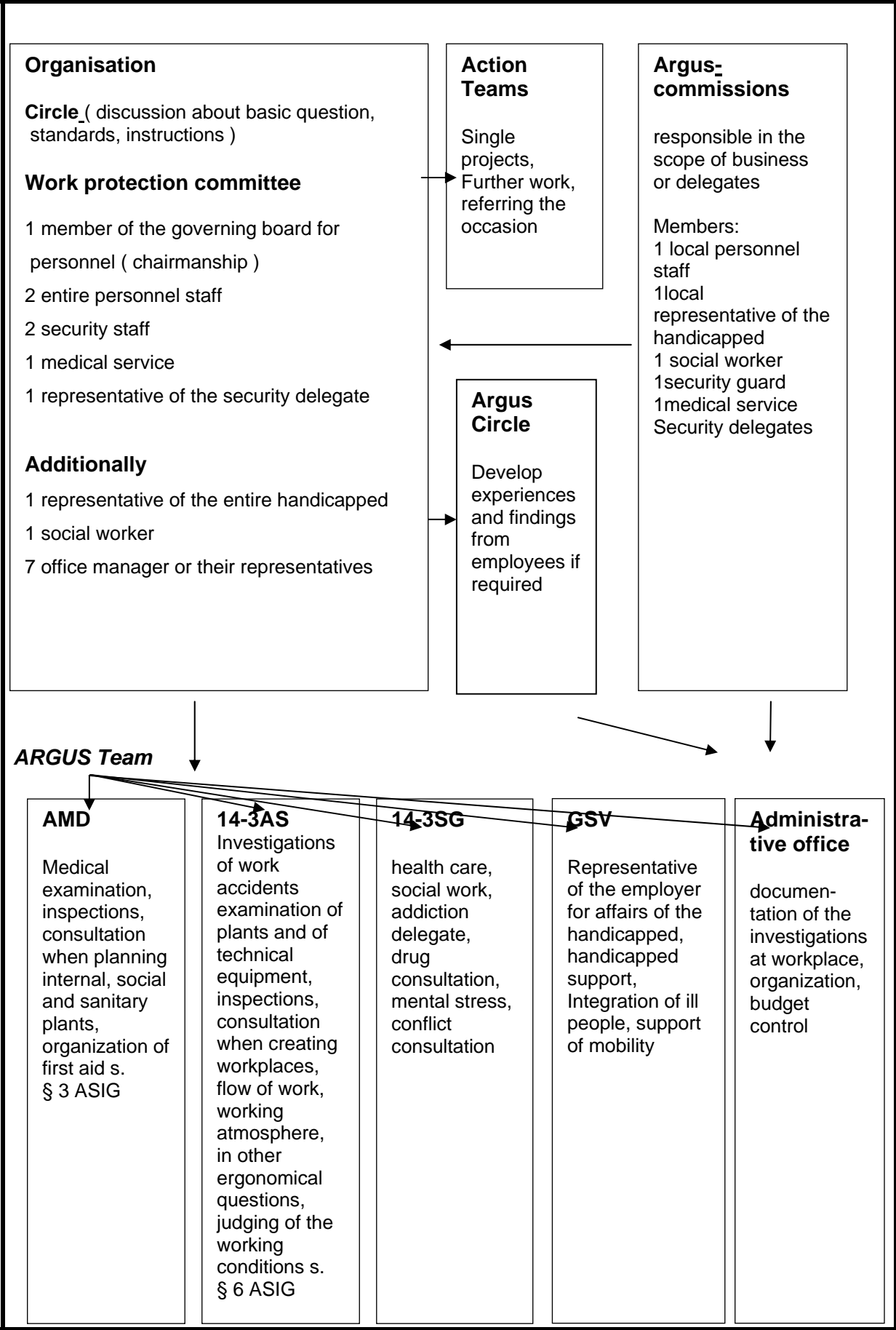
The organization instruction describes the responsibility of the competent executive, the employee attendance, the advising and deciding competences of the *argus*- commission in the scopes of business and the installation of a central circle for basic issues, standards and common instruction. The experts of *argus* ( specialists for work safety, industrial medics , qualified sports instructors, qualified social workers who are available as advisors or central service providers are adequate to their organizational or legal traditions and are accessible via a common office. For the whole *argus*- project a budget of 470.000 Euro is available. The employee attendance is managed in the regular *argus*- commissions of the single scopes of business, *argus*- routine discussions with the active personnel staff, AG health entire personnel staff and is the circle.

The staff is and will be informed about the politics of the workplace health promotion (BGF) by different ways. Notifications and results from the avail are taken to the commissions. A great information platform (established in April 2008) is our staff portal. More over events from the qualification programme and the word- of- mouth- recommendation serves for the flow of information.

#### **The common tasks**

- Industrial medicine AMD
- Work-and health protection 14-3AS
- Health support / social care 14-3SG
- Support of the handicapped GSV

Will be brought together due to a comprehensive linked up beginning into a work organization, it is called ***argus***



**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Illnesses of the muscles and the skeleton head the list of the unfitness for work in our organization. Slipped discs ( even or just at administrative work ) and signs of wear at the joints ( especially with physically hard work in the underground engineering and the road construction, in the field of green spaces and disposal industry ) are in the foreground of the problem cases.

After some temporary experiences we decided in 2002 to hire a qualified sports teacher with work experiences in the field of rehabilitation , especially for the area “ physical movement “. As mentioned above she belongs to the argus- expert team.

In the previous year 2007 the offer for movement was lived and used especially in the business field of disposal industry. On several dates movement coach carried out a back training, a position training and instructions for good positional behaviour at the workplace and the daily life.

In the business field “ green “ a health day, especially adjusted to the needs of the employees, referring the topics nutrition, muscle function analysis, a programme to compensate for dysbalances and a prevention training for heart and circulation took place.

For some changed employees a movement analysis is carried out in the field of disposal industry.



## F.2. Strategy & implementation

Our first experiences we collected with specifically made behaviour observation and corrections referring workplace in the business field with a high number of workers. We also worried about heart and circulation illnesses of the professional fire brigade because of less use of the sports offers in our firm.

Today consultation, company and medical care covers many field of prevention, rehabilitation ( integration and aftercare specifics groups of users : back school for apprentices, health- oriented seminars after TVöD for workers, courses about the right lifting and careering ( for example courses for caretakers ), involving observation/ consultation in special endangering areas, water gymnastics for employees in the fields of garden and cemetery, lectures in lunch breaks about the right use of the standard office chain.

Qualification programme: Health and fit in front of the screen, fit with the back, Asian health Gymnastics, elementary Tai chi, gymnastics for shoulder and neck in the lunch break, Pilates, Nordic walking, body pump, Off road skate, aqua training.

Sports at work: Gymnastics for the spinal column for beginners and professionals, Skiing condition gymnastics, summer action "to work by bike ".

Cooperation with people who offer rehabilitation seminar days, introductory courses, David-diagnostics, personal company at the rehabilitation aftercare in cooperation with industrial medics.

All generally available courses and offers are applied in the qualification programme and in the intranet. A great part of our work is a special service. We connect health circles, clarification of the work organization and team structures as well as leading behaviour and working atmosphere, participating observations and trials at work, recommendations for movement, relaxing and nutrition.

At present these offers are available for the post and messenger service, for caretakers, members of the library, for the team of the urban gallery and seasonal workers in the business field green and in the disposal industry in Wolfsburg.

### **F.3. Evaluation and results**

Basically all steps in the internal health care are checked if being effective in the argus- circle or in the argus- commissions. The well being and the positive feedback of the employees are in the foreground. there are regular interviews of the employees at the end of the course about steps that are announce in the qualification programme. They serve for the quality control and the improvement of the programmes. ( Results of an interview of employees in 2006, Results of the action “ to work by bike “ ).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Aachen</b> <b>(Aachen City Administration)</b>
Address:	Büro Arbeitsschutz, Gesundheitsschutz und Soziales (Department of Occupational Health, Safety and Social Affairs) Hackländerstraße 5 52064 Aachen
Name of contact person:	Frau Dr. Brammertz; Arbeitsmedizinischer Dienst (Occupational Healthcare Service)
Function of contact person:	Leiterin Büro Arbeitsschutz, Gesundheitsschutz, Soziales (Head of Department of Occupational Health, Safety and Social Affairs)
Telephone number:	+49 (0)241 – 432 – 2861
Email:	<a href="mailto:Astrid.Brammertz@mail.aachen.de">Astrid.Brammertz@mail.aachen.de</a>
Sector:	7511
Number of employees:	4200

Age	Sex		total
	male	female	
up to 35	420 (= 10 %)	420 (= 10 %)	840 (= 20 %)
35 to 50	1.050 (= 25 %)	1.218 (= 29 %)	2.268 (= 54 %)
50+	504 (= 12 %)	588 (= 14 %)	1.092 (= 26 %)
<b>total</b>	1.974 (= 47 %)	2.226 (= 53 %)	4.200 (= 100 %)

## **B. Integration of WHP in the company policy and culture**

Company Health Management (CHM) was introduced from 01.01.2006 in the Aachen City Administration as a strategic management approach and is an integral component of corporate philosophy. CHM comprises the work areas circumstantial prevention (creation of health-promoting working conditions, especially via projects), circumstantial prevention (promotion of a healthy lifestyle/behaviour through an extensive programme of courses) and cross-cutting issues (health-appropriate staff supervision, healthy nutrition), and is regulated in the public-sector establishment agreement "Company Health Management". Of special importance is the active promotional work done by managers on all levels of the hierarchy and the involvement of the staff. Ultimately, CHM cannot succeed without the participation of the managers. The staff are actively and promptly involved (e.g. workshops, staff questionnaires, health circle, online surveys). They can contact the Healthy Administration Team at any time with their ideas and suggestions. Staff are kept up to date via intranet, pamphlets, staff magazine, noticeboards and personal talks on all current developments in the CHM sector (e.g. current status of CHM projects, courses on offer for circumstantial prevention, information on interesting, regionally offered health programmes, database on health topics). CHM activities are steered by the Healthy Administration Team. This team is organisationally subsumed to the Office for Occupational Safety, Health and Social Affairs, in which Technical Safety, Occupational Healthcare Service, Counselling Service for the Disabled and Social-Psychological Staff Counselling Service are also integrated. The office is headed by the occupational physician.

The working group Health and Work is the central steering committee for all superordinate measures of Company Health Management.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

The Healthy Administration Team publishes a new course programme twice a year. This programme is created in cooperation with the local adult education centre and the works sport association.

The quality of course instruction is secured through collaboration with the head of the health department at the adult education centre, the manager of the works sport association, and the health insurance funds. Exploiting these resources allows a wide range of high-quality courses to be provided.

One member of the Healthy Administration Team (a qualified social worker) determines the demand, e.g. via regular online surveys, coordinates the courses offered and secures the quality via evaluation. The staffs are involved in the planning. Suggestions, e.g. from teams, are implemented group-wise. Since the course programme was introduced, more than 750 members of staff have made use of the courses on offer. Demand is rising constantly.

In view of the fact that the city administration's staff work decentralised in various administration buildings scattered around the city, the concept "Room for Health" was developed. So far it has been possible to open health rooms in three of the administration buildings; a fourth is in the pipeline. These are larger former offices that are made available for health courses and mobile massage services. The concept envisages the establishment of such rooms in all the larger administration buildings. The rooms are available to all members of staff for individual healthy breaks in between. The designation "Room for Health" also has a symbolic meaning, as what we want is not only a "room for health" for courses held in the buildings but also, in a metaphorical sense, "room for health" in interpersonal relationships and strategic processes in the workplace.

## F.2. Strategy & implementation

The course programme aims at low threshold access and high quality. The courses are inexpensively priced, take place close to work and are oriented to working hours. Registration is convenient (by e-mail or telephone) and participants are covered by statutory accident insurance. The courses take place during employees' breaks or in their freetime. Financing is secured via a special budget, subsidies and participation fees (20 € for eight x 45 minutes). In addition, a mobile massage service is offered at the workplace. The fees for this (12,50 € to 15,00 €) are paid directly to the masseur by the employee.

From September 2008 on, the action „Mitgehen am Mittwoch“ ("Walk With Us On Wednesdays") is also on offer. Every Wednesday after work, employees meet to do 3000 steps together, thus participating in a Germany-wide action on the initiative of the Federal Minister for Health.

Apart from the course programme of the Healthy Administration Team, 1000 of the 4200 city administration employees are members of the works sport association (membership fee 1,50 € per month), which offers 12 attractive sports and activity options ranging from tennis and nordic walking to swimming, all at affordable prices. The association also organises excursions and parties, which help to strengthen the community spirit.

Use of bicycles is promoted via

- provision of secure bike parking facilities in several administration buildings,
- provision of a staff bicycle for the employees of the transport and roadworks department,
- payment of 10 Eurocents per kilometer for official errands absolved on the employee's own cycle.

In the framework of a health management project, the reactivation of disused changing rooms and shower facilities is being requested and negotiated by the health circle with the support of all members of the responsible project team.

There is a regulation that official errands are to be absolved as far as possible via public transport (free service ticket) or on foot. This serves the interests of both environment and health.



### **F.3. Evaluation and results**

The course programme organised by the Healthy Administration Team is evaluated once a year. A specially developed feedback sheet is used to inquire about expectations, quality of course instruction, organisation and running, transfer of learning content to everyday life, satisfaction with the service offered and suggestions for improvements. The response rate is 50 %. The evaluation leads to important insights and responses, e.g. the programme for back training was extended to include an advanced course and participants' criticisms of the rooms led to the development of our "Room for Health" concept. The quality, range of choice and execution of the course programme as a whole was rated good to very good. Based on these evaluation findings, goals are formulated for future developments. The results of the evaluation are presented in the City of Aachen's working group Health and Work, and discussed once a year with cooperation partners and course instructors. Last year, evaluation of the mobile massage service was conducted according to two criteria: number of massages performed and regularity with which employees availed themselves of the service. Since the beginning of 2008, a feedback sheet specially developed for the massage service has been put into use.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Dortmund (Dortmund Municipal Administration)</b>
Address:	Friedensplatz 1 D-44135 Dortmund / Germany
Name of contact person:	Dr. Egmont Baumann
Function of contact person:	Human Resources Office – Workplace Health Management (Personalamt – Betriebliches Gesundheitsmanagement)
Telephone number:	++49-231-5026388
Email:	ebaumann@stadtdo.de
Sector:	Public Service
Number of employees:	8.936

Age	Sex		total
	male	female	
up to 35	664	909	1573
35 to 50	1898	2509	4407
50+	1519	1437	2956
<b>total</b>	4081	4855	8936

## **B. Integration of WHP in the company policy and culture**

The economic success of a company is essentially dependent on its employees' knowledge, skills and willingness to work, for it is only through healthy, qualified and motivated employees that the complex challenges of the future can be met. This recognition has, precisely in companies operating in a free market economy, led to the development of health management concepts as integral components of a modern corporate strategy. Only healthy employees – healthy in the broadest sense of the word – are willing and able to give the performance expected of them. And a company is only as healthy and efficient as its employees.

This principle does of course also apply to municipal administrations. The requirements that have to be met by the Municipal Administration of Dortmund as a "service provider for its citizens" undergo constant change. Our objective is to continue to improve, on a continuous basis, the quality of our service to the people of Dortmund. To this end, the continued development of our administrative structures – here the key word is "reform" – and the improvement of the qualifications of our employees are absolutely essential.

In order to meet the increased demands on the municipal administration while preserving and promoting the job satisfaction of our employees and keeping sickness-related costs to a minimum, an efficient system of workplace health management has been gradually built up. Those components of our workplace health strategy that hitherto were to some extent isolated from one another, such as work safety and health protection, were brought together under the umbrella of Workplace Health Management using the strategies of Organization and Human Resources Development. A highly essential component of our concept is the integration of the expert knowledge of our employees through employee questionnaires and health circles, for only if health promotion, as a task of management, is understood holistically and integratively to include the needs of the employees can it contribute to the safeguarding and improvement of employee motivation and health and, by the same token, to the improvement of our efficiency as a citizen-friendly public service.

The objectives of our workplace health management concept may be summarized as follows:

- Development of employee-friendly workplaces
- Improvement in quality of work and job satisfaction
- Increase in the health competence of our employees
- Improvement in working atmosphere and corporate image

- Reduction in absenteeism

Workplace health management is the logical further development of workplace health promotion. It systematically integrates workplace health promotion into the corporate and structural policy of the organization.

In this way, the health of our employees becomes a strategic and holistic task that falls under managerial responsibility in particular.

The procedures and instruments of workplace health management are laid down in a public service agreement that was adopted after a broadly based poll conducted with all levels of management, the executive staff, the staff council and the employees (see attachment). Employees are kept regularly informed about health matters both through the printed edition of our staff newspaper and through the on-line version

Further information on our strategies, methods and instruments is to be found in the Internet under: [www.bgf.dortmund.de](http://www.bgf.dortmund.de)

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Physical exercise has an important part to play in our strategy on several levels. Offers of physical exercise and movement, for example, take up a large part of the programme of courses we offer. The following courses are currently available:

#### **Back training and spinal gymnastics**

Participants in this course learn how to sit, stand, lift, carry and bend down "properly" and how it is possible to strengthen, effectively yet pleasantly, the musculature of the neck, shoulder, abdomen, back, buttocks and legs. The aim of the course is the promotion of health and the prevention – not the therapy – of backache.

#### **Shoulder and neck gymnastics**

Pain in the shoulder and the neck is a widespread occurrence. One of the causes may be the increase in computer work. The aim of the course is to teach participants to acquire a better posture through correct behaviour patterns, thus taking the strain off the shoulders and neck.

Shoulder and neck massage – (Course of instruction – enrolment in pairs)

#### **Pilates exercises – for shaping the body**

Developed by Josef Pilates for dancers, these whole-body exercises serve primarily – with a minimum of physical effort – to train those muscles of the body that are otherwise neglected. With an appropriate measure of training, it is possible to obtain a well-balanced, supple and strong physical condition.

#### **Tummy, thighs and rear**

Special exercises are offered for these problem areas. They focus not only on toning the muscles and reducing fatty tissue but also on fitness.

#### **Tae Bo Dance Fun**

A mixture of kickboxing, self-defence and aerobic.

### **Nordic walking**

Nordic walking is an exercise for the whole body and ideal for overweight and joint troubles. If done correctly, this exercise involves the use of approximately 600 muscles, i.e. 90% of the body's entire musculature. Nordic walking relieves tension in the shoulders and the neck, while the use of the Nordic walking poles takes the strain off the knees, feet and back.

### **Qi Gong**

Based on traditional Chinese medicine, the slow, flowing movements of the Qi Gong exercises combine with the body's own calm breathing rhythm to strengthen both mind and body.

For particularly decentralized areas of operation, where employees have difficulty in taking part in courses on account of the distance or working hours, we also offer courses in individual parts of the city. This was the case, for example, with a back training course for teachers in one of the outlying districts of Dortmund.

In addition we have also developed an internal sports concept that is looked after by an employee of the Sports Department. A sports teacher takes care of all internal sports (see attached details) and all matters concerning equipment and indoor and outdoor facilities. At present our employees are involved in 50 different sports groups in the following disciplines:

- Aquafitness
- Badminton
- Climbing
- Faustball
- Football
- Functional gymnastics for the spinal column
- Golf
- Indoor cycling
- Inline skating
- Nordic walking
- Running
- Skittles/Bowling
- Swimming
- Table tennis
- Volley ball
- Walking

Courses, seminars and sports activities also afford the participants themselves an opportunity to obtain qualifications. In certain courses, e.g. Nordic Walking, we ask employees during the course whether they themselves would like to become trainers. If they are interested, they can qualify as trainers at our expense. As trainers of specific sports groups, e.g. Nordic Walking, these employees can then make an essential and qualified contribution to our offer of courses, seminars and sports activities.

Many employees of the Municipal Administration of Dortmund take part in our "Biking to Work" campaign. One of our members of staff has been appointed to actively promote this particularly energy-saving and healthy mode of transportation.

A pilot scheme just begun is a "Physical Fitness for Firemen" project at one of the fire stations of the Municipal Fire Brigade. This project includes a medical check-up of the firemen, carried out in collaboration with the Occupational Health Service (AMD), the results of which will serve the Fire Brigade Sports Department as a means of examining and improving its physical fitness strategies in tune with demographic developments.

## **F.2. Strategy & implementation**

Our requirement analyses always include questions concerning physical movement and exercise and any deficits in this regard. Functional movement and back training programmes have been regularly implemented ever since we began our workplace health management service. For employees wishing to keep fit outside working hours, we have signed agreements with a number of quality-certified fitness studios in Dortmund enabling our employees to train there at particularly favourable rates. The subject of physical exercise is dealt with regularly both in the printed and the on-line version of our customer magazine MAI. Indeed, MAI Online has a permanent sports column that informs its readers every two weeks about new and interesting matters regarding exercise and health!

## **F.3. Evaluation and results**

All physical exercise courses and seminars are, like all our other courses, constantly evaluated.



## Model of Good Practice

### A. General information about the company

Company/organisation:	START Zeitarbeit NRW GmbH
Address:	Beekstrasse 48-50 47051 Duisburg Germany
Name of contact person:	Ulrike Sirch
Function of contact person:	Health promotion manager
Telephone number:	+49 203 29519-55
Email:	ulrike.sirch@start-nrw.de
Sector:	Temporary work employment
Number of employees:	187 permanent staff members, app. 2600 temporary work employees

Age	Sex		total
	male	female	
up to 35	18	37	55
35 to 50	52	38	90
50+	29	13	42
<b>total</b>	99	88	187 (permanent staff)



## B. Integration of WHP in the company policy and culture

START Zeitarbeit NRW GmbH (limited liability company) is a temporary work agency that is represented by 30 branch offices in the federal state of North Rhine-Westphalia.

START was founded in 1995. The associates are among others the federal state of North Rhine-Westphalia and the confederation of German Trade Unions. Its mission according to the memorandum of association is to reintegrate unemployed people into the labour market. Thus, temporary employment is used as a means of reintegration. Considering this mission, START is concerned with the question what factors might influence the employability. The correlation between (un)employment and health are known as important factors as to (re)integration in the labour market. Temporary employees are meant to be best prepared and provided for engagement in the labour market by START. Therefore START has decided to implement health promotion as an integral part of company policy. Occupational health and safety has always been a top priority and has for some years been broadened by the aspect of health promotion in terms of a holistic as well as resource-oriented understanding of health.

Health promotion is understood as a task of those in leading positions on one hand and as a participatory, continuous process that has to be sustained by all branch offices and employees.

In order to ensure the continuous and sustainable planning, coordination and evaluation of health promotion activities, a new job position (health promotion management) was created in 2007 in addition to the function of traditional occupational health and safety.

As a temporary work agency, START faces a number of challenges that go beyond the challenges of “normal” work place health promotion:

- Two main target groups: Permanent staff and temporary work employees ( 187 permanent staff and app. 2600 temporary employees)
- High fluctuation among temporary work employees
- Restricted influence on employees' working conditions, as they work in the hiring companies
- Temporary work is characterized by different/high health related strains as to work place and personal preconditions
- Decentralized structure of the company

There are no existing examples so far for “Best Practice” in temporary work. Therefore, standardized programs or measures are difficult to be adapted for our target groups. Thus, health promotion activities necessarily have experimental character and have to be constantly developed further.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

As to physical activity, the health promotion manager is coordinating the activities in close cooperation with other experts and the branch office managers.

Employees can make suggestions at any time which activities they would be interested in or which activities they wish to offer for temporary work employees.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

### **F.2. Strategy & implementation**

START supports all exercise activities, but has concentrated on the support of running. START is sponsoring different running events (CitiRun and Lichterlauf) in the city where the headquarters is located (Duisburg) and therefore we promote the participation in those events. Every employee who takes part in running events or activities receives a grant of 70 Euro for a pair of running shoes.

At the headquarters, a running group was established starting from January 2008. Two times a week the group goes running together straight after work. Once a month, a professional trainer – free of charge for the employees - conducts the training.

Within the aforementioned family&health events, the promotion of physical activity plays a great role as well. Workshops for Nordic Walking, Pilates and other activities were offered in order to motivate employees for physical activity.

Different at-work-activities have been offered in some branch offices such as training for the prevention of back pain.

START offers health consultancy service to temporary work employees. Permanent staff members are qualified in order to be able to give such consulting. Temporary work employees who are interested can ask for consulting at any time. The service is based on the method of “Motivational Interviewing” and it aims at firstly informing about physical activity, healthy nutrition, stress reduction and smoking cessation and secondly at giving a thought-provoking impulse. Clearly, the permanent staff members are not and cannot be health experts. Therefore temporary work employees are also given information about professional health services.

### **F.3. Evaluation and results**

The evaluation is carried out continuously.

As to the running event, a lot of positive feedback has confirmed the effectiveness of this measure. The rising number of participants in the running events and the rising number of employees who started running in their leisure time confirms the motivational effects of such sportive events.

As to the other events, feedback is always asked from the participants but not on the basis of a questionnaire. The question that is more central for START concerning all health promoting activities is how to reach more people, how to increase the number of participants. START has to deal with the challenging situation that temporary work employees are at work in the customer companies, but still START is formally the employer and thus in charge of health promotion.

Activities will continue to be offered and, as pointed out earlier, different ways of reaching more people will be tried out as a continuous improvement process.



Stiftungsklinikum  
Mittelrhein gGmbH

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stiftungsklinikum Mittelrhein</b>
Address:	Johannes Müller Str. 7 56068 Koblenz
Name of contact person:	Ms Renate Huelsmann
Function of contact person:	Health Promotion Co-ordinator
Telephone number:	0261 137 1650 or 7387 mobil 01708186406
Email:	Rhuelsmann@stiftungsklinikum.de
Sector:	Healthcare
Number of employees:	1648

Age	Sex		total
	male	female	
up to 35	98	352	450
35 to 50	166	528	694
50+	115	389	504
<b>total</b>	<b>379</b>	<b>1269</b>	<b>1648</b>

## B. Integration of WHP in the company policy and culture

The Stiftungsklinikum Mittelrhein is a medium sized health care organisation with 2 partner hospitals in Boppard and Nastaetten. It has been a member of the German Network for Health Promoting Hospitals since 1999. A member of the German Network for Workplace Health Promotion since 2001 and a member of the German Network for Smoke Free Hospitals since 2005.

Health promotion has been part of the company's policy and culture, for the last ten years. Management at all levels promote and support the policy. It is also reflected in the mission statement: staff empowerment, respect and appreciation of staff and prevention.

In 2003 a work group for health promotion in the workplace, was founded. The group members have management positions, in various departments, throughout the healthcare organisation. They act as advocates for the health of their staff. The members of the group participate in an in-house training programme once a year. All members of staff are encouraged to make suggestions and to exchange ideas with the work group.

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Rehafit is the name of the physiotherapy, sport and occupational centre, also firmly in place in our two partner hospitals. In-patients are treated, especially paraplegic patients, seriously injured patients from our special ward for occupational accidents, neurosurgery, plastic surgery. Orthopaedic rehabilitation out-patients are also treated. There are 70 members of staff.

There are sport groups for members of staff: basketball, volleyball, football, jogging and Nordic walking. There are also water gymnastics, Tai Chi, Qigong, relaxation and aerobic classes. In addition, members of staff are allowed to use the fitness equipment in the fitness rooms.

Every year approx. 500 members of staff participate in the courses. The courses are led by experienced professionals. Members of staff receive a 20% discount.

Since 2008 a lot of staff members have taken part in the local marathon, which was promoted and supported by senior management. Throughout the year, football teams play against each other. The annual boat team race is also firmly established.

## **F.2. Strategy & implementation**

In Koblenz, the treatment rooms, gym and the fitness rooms are in the sport, physiotherapy and occupational centre. There are showers and changing rooms. In our partner hospitals, Boppard and Nastaetten, the treatment rooms are in the basement.

Members of staff can participate in the courses or sport groups after work. If professional support is needed, then the trainers are always willing to give advice. Twice a year, the various courses on offer, are published in the form of booklet and distributed to staff.

In 2007, following the staff questionnaire, a new measure was implemented. An exercise and relaxation programme for short breaks was developed. It was first introduced on the intensive care ward. At midday, a physiotherapist visited the ward and demonstrated some short physical exercises or relaxation techniques. The majority of staff took part, although participation was on a voluntary basis.

The goal is to train some members of staff, who will motivate their colleagues, to do the exercises or perform the relaxation techniques together, on a daily basis. It is planned to implement the short break exercise and relaxation programme, in all departments throughout the hospital and in the two partner hospitals. In order, to support and encourage the staff members, photographs and posters of "real colleagues" doing the exercises, in their workplace were developed and distributed.

## **F.3. Evaluation and results**

The evaluation is performed from the health promotion work group and discussed within the group. The results are published regularly in the staff magazine or in intranet. For example, how many members of staff have participated in the courses and how they rate the quality of the courses.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>VOLKSWAGEN AG</b>
Address:	Berliner Ring 2 38436 Wolfsburg
Name of contact person:	Dr. Uwe Brandenburg
Function of contact person:	Zentrales Gesundheitswesem / Leiter Arbeitswissenschaft
Telephone number:	05361 9 27 487
Email:	<a href="mailto:Uwe.oppermann-brandenburg@volkswagen.de">Uwe.oppermann-brandenburg@volkswagen.de</a>
Sector:	341
Number of employees:	82.000

Age	Sex		total
	male	female	
up to 35	12615	3324	15939
35 to 50	40973	5834	46807
50+	17590	1366	18956
<b>total</b>	71178	10524	81702

**B. Integration of WHP in the company policy and culture**

At Volkswagen there has been a written concept signed by the Board and employees' representatives on health protection which goes beyond classic occupational safety and health. Health is mentioned explicitly in the VW Corporate Guidelines. In accordance with the VW health philosophy which is borne jointly by the Board and employees' representatives, protective and promotional healthcare is a social responsibility, an economic necessity and an expression of the VW corporate culture.

Minimum standards, instructions and recommendations are defined in the guidelines on protective and promotional healthcare applicable throughout the Group. The guidelines were signed by the Group Board and the Group works council.

Works-related health promotion concepts and agreements exist at the works.

In its declaration on social rights and industrial relations at Volkswagen, VW expressly commits itself to guaranteeing health and safety at the workplace.

The employees are included through information media (written, electronic, lectures, events etc.), surveys, circles/workshops, feedback from surgeries, evaluation of programmes and comprehensive involvement/participation by the employees' representatives.

With the general health check-up (different intervals for different ages) for all employees VW has adopted an innovative approach to prevention and health promotion. With this strategy existing programmes are systematised, standardised and further developed. This leads to further activities (e.g. coaching, fitness week, special health promotion programmes).

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation & structures**

Physical activity has been a focal point of the health promotion programme ProFit since 2003.

Fitness facilities ("fitness studios") where various fitness and sports possibilities are offered exist at all factories. The participants are looked after professionally (sports teachers, physiotherapists).

"On-site" training courses, which also contain sports exercises, are held in certain sections/for special groups of people.

One key element of health coaching is physical activity.

Active exercise breaks are part of the health promotion concept in the "Work2Work" sector.

There are physiotherapy programmes in every works.

Chiropractic courses are available in various works.

Works sports groups are being established at some sites.

VW promotes sports clubs in the regions to a large extent. Many VW employees are members there. Special conditions for employees who are insured with the German BKK, in various sports studios.

### **F.2. Strategy & implementation**

In the company during work: Pedometer campaign, extensive use of bicycles.

### **F.3. Evaluation and results**

The frequency of use and the effects of the fitness facilities are evaluated.

The evaluation is partly conducted in-house, in some cases external establishments (universities) are called in.

Discussion in the working circles/committees responsible.

The range offered is changed depending on the results.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>BASF SE</b>
Address:	Ludwigshafen
Name of contact person:	Dr. Stefan Lang
Function of contact person:	Ärztlicher Direktor
Telephone number:	
Email:	Stefan.lang@basf.com
Sector:	Chemical Industry
Number of employees:	31.191

Age	Sex		total
	male	female	
up to 35			5914
35 to 50			17662
50+			7615
<b>total</b>			31.191

## **B. Integration of WHP in the company policy and culture**

BASF is the world's leading chemical company. At the end of 2007, BASF employed 95,175 workers worldwide. In the corporate guidelines BASF expresses its commitment to its awareness of responsibility towards people and the environment and establishes that economic needs do not take priority over safety, health and environmental responsibility.

No health risks to employees, neighbours, customers and consumers are to arise as a result of BASF's activities. Therefore, BASF joined the chemical industry's voluntary initiative "Responsible Care® (RC)". The philosophy of RC with the clear commitment to sustainable development was defined as a business principle and integrated in an RC management system. The Competence Center RC controls the relevant activities. Moreover, BASF guarantees its employees, on the basis of corporate guidelines and company agreements, comprehensive and far-reaching prevention programmes and medical services.

The Competence Center Responsible Care, CCRC, in which the Medical Director is responsible for the relevant issue, serves as the controlling body for the global BASF Group. Controlling is performed using organisation and performance key metrics which are documented in the respective annual report.

Another major controlling and steering tool for planning objectives is the Health Report which is compiled every 2 years. All the 5 Health Reports prepared so far permit comparative observations to be made in a longitudinal cross section. Each of these Health Reports contains a catalogue of activities specifically related to different influencing factors in condition-oriented and behaviour-oriented prevention.

Regular exchanges are held at a high organisational level in the OSH committee and the "Health" working group, which comprise the competence centers Human Resources, BKK, Occupational Medicine and OSH. This co-operation also includes targeted, scientifically supported prevention campaigns, for example the BASF back pain project, colon cancer screening or the prevention of obesity.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

In January 2001, the Health working group decided to establish an interdisciplinary working group "Reduction of mental loads", which the Occupational Medicine and Health Protection department is in charge of. The identification of shortcomings in the risk assessment of mental loads pursuant to Section 5 of the Labour Protection Law as well as the development of activities for condition-oriented and behaviour-oriented prevention were defined as its main tasks. Another task involves identifying and pooling activities which are already pursued in the company into a management system for mental strains.

Interviews with employees were conducted to identify exemplary work sections from production, technology, sales and logistics, research and development as well as administration and services. Furthermore, results from employee surveys were used. As a consequence, measures for condition-oriented prevention, e.g. in the sense of knowledge management, the so-called Tool-Box for mental loads, were provided on the Intranet. In addition, the Human Resources competence center redesigned the staff appraisal interviews. A female doctor (specialist for psychiatry and psychosomatics) was employed in the Occupational Medicine and Health Protection department who, as a competent contact, is available to answer all specific questions relating to the subjects of stress, burn-out, depression and addictions.

### **G.2. Strategy & implementation**

This year, BASF started a major project called [Generations@Work](#) in which the prevention of psychomental loads assumes particular significance.

To ensure that possible mental loads do not lead to crippling stress, the BASF Intranet has been offering information and help on this subject in the so-called "Toolbox" since November 2002. Using a list of keywords, the user obtains a brief introduction on every point, gains access to brochures, numerous links to internal and external services and a reference to a competent contact. Knowledge available at BASF on mental loads and the various offers were pooled centrally for the first time. It is continually updated and supplemented by more keywords.

The employees can obtain information in various health seminars about more strategies on stress prevention and stress management. In addition to lectures on "Work-life balance" and relaxation techniques, tailored in-house activities are also offered which are geared specifically to the needs and problems in the company.

### **G.3. Evaluation & results**

Employee surveys serve to identify focal points of intervention. Structured employee surveys have been conducted since the mid-1980s. Since being redesigned in 2003, the so-called section questions are designed so that every year roughly one third of the workforce, broken down according to organisational sections, is completely surveyed: These employee surveys are based on the fundamental principle of voluntary participation, anonymity of the information and action orientation of the results. The evaluation of the so-called "health questions" permits conclusions to be drawn about the presence of health complaints and stresses at the workplace. If a certain threshold value is reached, the Occupational Medicine and Health Protection department actively contacts the units affected and offers professional support in the form of presentations, workshops and seminars. The results of the various interventions in the field of stress management of BASF were scientifically evaluated.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bertelsmann AG</b>
Address:	Carl-Bertelsmann-Strasse 33311 Gütersloh
Name of contact person:	Gero Hesse
Function of contact person:	Vice President HR Services
Telephone number:	05241 80 88235
Email:	<a href="mailto:gero.hesse@bertelsmann.de">gero.hesse@bertelsmann.de</a>
Sector:	Media
Number of employees:	27154

Age	Sex		total
	male	female	
up to 35	5016	5549	10565
35 to 50	5986	5914	11900
50+	2167	2612	4779
<b>total</b>	13169	14075	27244

## B. Integration of WHP in the company policy and culture

Workplace health management is an important issue at Bertelsmann. Due to the fact that the idea of partnership is the basis of Bertelsmann's corporate culture we do not think that it is necessary to focus on the topic "health" in our corporate charta or in our management guidelines.

A quote from the Bertelsmann corporate charta highlights the basic idea of cooperative behavior within the company: "In our organization we believe in comprehension and motivation. This appreciation of management requires from both employees and managers a strong identification with the company's goals and methods. Broad information and training, development opportunities, performance-based compensation, dialogue and active participation in decision-making processes provide a basis for identification and motivation. Respect for the individual employee and cooperation determine the relationship between managers and employees."

A regardful cooperation and a dialogue-oriented communication culture between managers and employees has a direct effect on employee health. We believe that the individual employee should take over sole responsibility and attach great importance to this topic. It is the company's responsibility to provide a suitable framework.

Our corporate culture of partnership represents the basis for our dedication to health related topics.

The analysis of the employee surveys that are conducted on a regular basis leads to the academically based finding that healthy and motivated employees are more productive. This led to an array of health activities at Bertelsmann, e.g.:

1957: Foundation of the Bertelsmann BKK; since then cooperations

1977: Foundation of Bertelsmann's own medical service

Since 1989: Sports and health programme

Since 2001: Check Ups for managers

Since 2004: Working team „Mensch & Gesundheit“

Since 2005: Check Ups for everybody

Since 2006: Ageing structure analysis for Bertelsmann companies

Since 2007: Project „Healthy eating“

Due to the decentralized structure of Bertelsmann and the huge decentral leeways the implementation of an integrated corporate health management is only possible with the support of all different managerial levels.

The Executive Board and the working council discuss health related topics in the yearly "Autumn talk". This discussion has been the basis for the implementation of the Check Up for everybody and the foundation of the working team "Mensch & Gesundheit". In this working team, health related topics are identified, solutions are developed and the participants (normally heads of personnel and members of the work council) then discuss the topics in the decentral units.

The central health management institutions at Bertelsmann (Bertelsmann medical service, sports and health programme, Bertelsmann social services and Bertelsmann BKK) support the working team and the health coordinators in the decentral units. Due to our cooperative culture decentral managers in our operative units support decisions made in the working team.

Employees who are interested in health-related topics can participate in the working team "Mensch & Gesundheit" and receive information via the health portal in our intranet. Thus, every employee can participate in our corporate health management system. Moreover, employees can bring in new ideas via surveys, feedback sheets distributed in check ups and our employee suggestion scheme. The regular Bertelsmann employee survey provides another possibility to add own ideas.

Of course, employees are informed about our corporate health management activities. The central communication instrument is our health portal, a Website that gives a well arranged overview of all health related topics at Bertelsmann. Apart from that, communication takes place via other channels, too, which are employee magazines, works meetings or emails.

In addition to these communication channels, we offer advanced vocational training for Bertelsmann employees in different phases of life.

Since 2008, we have also revised our yearly employee dialogues. Every dialogue explicitly refers to the topic "health". All managers take part in a special training to be prepared for this topic. Moreover, every manager training includes basic principles of demographic developments in the Bertelsmann context as a compulsory topic.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

In 1989 the Social Service at Bertelsmann was founded. In 2007 the Social Service counselled 370 employees. The counselling was utilized by 366 executives and office-holders. Furthermore there were 61 participants at training events and workshops by the Social Service. The contents of such counsellings are for example stress-handling and topics about psychological health. In addition to that the Social Service also supports those employees, who have already experienced disfunctions of psychological areas. A transfer to an appropriate treatment and companionship to the clients are part of the offer. Moreover the Social Service supports former employees and the company with an occupational rehabilitation, it offers stabilizing dialogues and crisis intervention. First diagnostics and a coordination and cooperation with the partners of the treatments also belong to the tasks of the Social Service.

At the moment the position is occupied with 2,26 full-time employees. For now the professions consist of a social pedagogue (management) and social worker and a secretary for administrative tasks. There is no own budget. A consulting position is refinanced by the company (apportionment).

### **G.2. Strategy & implementation**

The different activities of the Social Service refer to an individual outcome with the affected employee.

### **G.3. Evaluation & results**

In 2003 a customer survey was conducted by the Social Service. The focus lied on customer satisfaction and changes after a consultation. The aim of the survey was for quality securement.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Bezirksamt (District Office) Friedrichshain-Kreuzberg, Berlin</b>
Address:	Frankfurter Alle 35/37, 10247 Berlin, Germany
Name of contact person:	Sabine Schweele
Function of contact person:	Co-ordinator of the health management
Telephone number:	+49-30-90298-2493
Email:	Sabine.Schweele@ba-fk.verwalt-berlin.de
Sector:	Civil Service
Number of employees:	1996

Age	Sex		total
	male	female	
up to 35	27	66	93
35 to 50	261	760	1021
50+	308	574	882
<b>total</b>	596	1400	1996

## **B. Integration of WHP in the company policy and culture**

In 2001, the political administration of the District Office Friedrichshain-Kreuzberg decided to strengthen the operational health management and to take up the goal of a healthy company which is now part of the internally and externally represented company's policy. Another decision was adopted in 2008, determining that the health management forms a principle of the district office's personnel policy. In spite of dramatic retrenchments, a half-time job for the coordination of the workplace health promotion has been financed since 2004. This position is administered by a health specialist (Master of Public Health) who works in a team with two human resources managers and one addiction counselor. This work is supported by a central committee, the Health and Personnel Management Consortium (AG Gesundheits- und Personalmanagement, AG GPM) in which the department's management, top executives, staff representatives and experts for occupational safety and health protection regulate the overall process. The foundations of the strategic and operative regulation are, inter alia, databases and coverages that are collected and analysed. This information is then used for the development of strategic concepts and specific action plans. The implemented measures are evaluated and accompanied actively.

Since 2004, there is a concept for integrated health management that cross-links the different players and departments (top executives, staff representatives, workplace protection, company physician, safety engineers, addiction counselors, conflict counselors, inhouse sports activities). A common basic understanding was generated in order to develop appropriate offers and link the activities. In 2007, health and personnel management were concentrated in a concept for health-oriented regulation and operational integration management; this concept implements that health-relevant aspects are part of the management's day-to-day duties and emphasises the preemptive approach in the communication culture between executive managers and employees. Furthermore there is a works agreement concerning flexible labour time, addiction and conflict regulation, which is supplemented by directives for non-smoker protection and guidelines for the human resource development and staff guidance. Once a year, all relevant facts, evaluations and reports are summarised in the file "Health Report" (Gesundheitsbericht) and made available to the members of the AG GPM, the borough councillors and the top management. All activities of the health and personnel management are subject to a holistic examination and, completing the file "Health Report", regularly updated materials are provided in a "Handbook Personnel Management" (Handbuch Personalmanagement). The overall process of the workplace health management is supported by the CityBKK according to § 20 SGB V. In

addition it is constantly accompanied and taken care of by a trained employee from the health team. The medical and safety-related supervision is carried out by a specialist company.

Together with the upper management and the staff representatives, the political management discusses specific tasks to be implemented by the AG GPM, their implementation and the effectiveness of the measures taken. The measures developed by the consortium are coordinated with the top management and made obligatory through the decisions adopted by the political district office. The occupational health management provides the relevant data and support. However, the top managers keep the responsibility for the arrangement of health-improving working conditions and are in charge of the active exertion of influence. The manifold interactions between top managers and their colleagues on issues relating to health at the workplace has led to an alteration of the upper management's self-conception and the corporate culture. Promotion of health has become an integral part of the managerial functions.

The employees participate in the planning and implementation of the measures of the health management, for instance by participating in a team for the development of concepts and the implementation of operational integration management, health committees or through the decentralised processing of analytical findings relating to specific fields and the planning of concrete measures. The essential goals in this respect are: improvement of working conditions, reduction of workload, promotion of health resources, strengthening of personal responsibility, maintenance and increase of productive efficiency and work satisfaction. As a result (after prioritisation by the AG GPM) concrete projects take place, for example team development processes, stress recovery seminars, trainings for the handling of aggressive customers, organisation development, coaching of executive managers.

All activities and reports of the health management are published in the district office's intranet. Information is sent regularly to all employees, the AG GPM presents itself at plenary meetings and articles about occupational health promotion are published periodically in the employees' journal.



**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

Mental health belongs to the main topics of the health management in the District Office Friedrichshain-Kreuzberg. The next ten years will bring along the following changes: the demographic development and staff reductions due to retirements, further staff cutbacks, structural changes and increasing work concentration.

Updated data material is the basis for analyses; the data refers to specific areas as well as particular target groups (considering age, sex, status, professional categories etc.) and was (and is) evaluated accordingly. This information is also used by the Health and Personnel Management Consortium for various action plans. The enormous pressure to adapt to new circumstances has already increased the strain resulting, for example, from stress or burnout.

Analyses that have been carried out continuously show clearly that the number of people at the age of 55 to 65 suffering from mental diseases has increased. The interest in informative meetings, seminars on topics like change processes, ageing and maintaining productivity, dealing with stress/burnout and managing the crossover from working to retirement is very big.

Detailed action plans for 2008/2009 dealing with diversity management/ demographic development/ gender have been developed in order to master upcoming challenges. An age and ageing management has been launched, considering preventive factors especially.

An analysis of the age structure has been carried out in advance. The goal is to inform all age groups about physical and psychological change processes taking place throughout the course on one's life; changing stress situations can then be dealt with appropriately and adequately in terms of age. The operational integration management with the integration team raises this issue in individual advisory sessions. If necessary, the team will also draw up an estimation of the kinds of threats arising at the particular workplace, especially considering psychological strains emerging from the daily work.

The human resources development of new qualified executives focuses on the own health, on the one hand, and on health-oriented management of the company, on the other hand.

In that context also the differences in guiding different age groups are clarified, especially by pointing out possible peculiarities arising. The employees and executives have the opportunity to take advantage of individual consultations.

Often unsolved conflicts are the cause for stress experiences. In that case there are possibilities to consult voluntary conflict counselors in order to support actions taken to manage arising conflicts. Coaching on this topic is offered to executive managers.

The Health and Personnel Management Consortium and the co-ordinator of the health management are responsible for the planning and coordination of measures/ action plans on mental health.

All measures/ action plans on mental health are arranged and held by specialists trained accordingly.

The realisation of events concerning mental health, corresponding trainings for executives and the realisation of projects in particular fields are rendered possible especially due to the support given by the City-BKK, the Unfallkasse Berlin (public sector accident insurer) and the means provided by the state Berlin for the occupational health management. Advisory offers made available to employees and executive managers are guaranteed through the office's own staff capacities. Apart from that the free offers of the public service's education centres (e.g. the activities offered by the institute for administration management) are utilised.

On request, measures other than the regular seminars on stress prevention are realised within the particular sectors. Under those circumstances, also offers adapted especially to the employees' particular stress situations are developed, giving the parties involved the chance to participate in the respective alignment.

## G.2. Strategy & implementation

The issue “mental health” is regularly picked up by the Health and Personnel Management Consortium within its requirements analyses, action plans and evaluations.

If required, employees and executive managers can express their own ideas and needs via the co-ordinator of the health management, the addiction counselor or the staff representatives. These are then brought forward to the Health and Personnel Management Consortium.

Within different sectors of the district office measures such as process optimisation procedures, health groups, team development, improvement of organisation processes, formation of executives, executive meetings, workshops on stress management or work-life-balance etc. are carried out. Especially popular events are seminars on stress prevention/management and burnout prevention. This impression has been confirmed by a staff survey and the obviously increasing demand. Therefore these aspects are amongst the Health and Personnel Management Consortium’s major concerns. Behavioural- as well as context-related aspects of stress reduction and coping with stress are dealt with in this context.

Especially the permanently increasing workload, various legal amendments and the ongoing staffing cutbacks in the public service in Berlin require that the changing working conditions and their perception through the employees are taken into account permanently. That is why the tasks are always adapted to the requirements and determined once a year in an updated organisational chart. The cooperation between different specialists is organised in periodical conferences, project teams and organisation committees within the fields of responsibility. In case of larger transformation processes coming up (e.g. structural changes in the youth welfare offices, local health authorities or regulatory agencies) these are discussed and developed under participation of the employees. The given possibilities of flexible labour time enable a personally susceptible work-life-balance.

However, rotations have so far only taken place occasionally; successful rotations occurred in the health office and at the reception.

The works agreement on flexible working hours has been regarded as being very positive for the configuration of work plans by nearly all of the employees interviewed in the staff

survey. The increased room for manoeuvres thanks to delegation of responsibility, for example, is perceived as positive in general. However, in times of increasing workload it can occasionally cause feelings of overload. This aspect has to be considered permanently and observed by the persons in charge; intensive communication is also required under those circumstances. The required communication structures such as meetings taking place between staff and supervisors have been established in the borough administration.

All employees have the opportunity to visit individual advisory sessions. In case of serious mental problems the parties concerned are advised to seek further external advice through specialist counselors. Due to the assignment of an internal addiction specialist and further voluntary addict assistants, arising psychological strains in case of given addiction problems can be dealt with. There are various offers dealing with stress management (please see above for details). The issue "violence towards colleagues" was discussed in an inter-department health group in 2008 in order to improve protective measures and aftercare.

The employees are informed about possibilities and offers for dealing with stress and mental problems in events like workshops, seminars and information sessions or through articles published in the staff journal. Apart from that, information on upcoming events is published regularly in the intranet or sent to the employees via e-mail.

### **G.3. Evaluation & results**

All measures on mental health are evaluated in statistics; in seminars and workshops the participants are questioned about their degree of satisfaction with the offers. An evaluation of all measures taken by the occupational health management is carried out regularly by the Health and Personnel Management Consortium. The results are then considered in the further planning.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Daimler AG</b>
Address:	HPC: 096 E650 70546 Stuttgart
Name of contact person:	Ursula Spellenberg
Function of contact person:	Head of Health & Safety Policy
Telephone number:	+49 711 17 56406
Email:	<a href="mailto:ursula.spellenberg@daimler.com">ursula.spellenberg@daimler.com</a>
Sector:	Automotive industry
Number of employees:	141.600 (currently working, including fixed-term contracts)

Age	Sex		total
	male	female	
up to 35	26.700	5.500	32.200
35 to 50	64.600	8.700	73.300
50+	29.600	2.800	32.400
total	120.900	17.000	<b>137.900</b>

**B. Integration of WHP in the company policy and culture**

1.	General	Yes	No
1.1	Is workplace health promotion (wellness in the workplace, promotion of a healthy lifestyle / healthy practices, OHS, etc) part of your corporate mission and/or written corporate philosophy statement?	[x]	[ ]
1.2	Does your company policy / constitution contain a written statement on workplace health promotion (e.g. in the form of a works or employment agreement)?	[x]	[ ]
1.3	Do management at various levels support the company policy for workplace health promotion?	[x]	[ ]
1.4	Do employees have active input into the formulation of workplace health promotion policy?	[x]	[ ]
1.5	Have the staff of your organization been briefed on our workplace health promotion policy?	[x]	[ ]

**Please comment on the above questions on the corporate policy and culture in your company (approx. one DIN A4 page)**

Occupational safety and health remains one of the pillars of corporate responsibility at Daimler. To meet the challenges this involves, Daimler AG has further developed and enhanced its strategy for comprehensive OHS processes, and adopted a number of group-wide mission objectives in this area. These OHS statements were implemented in practice last year, and now form an integral part of Daimler's corporate strategy aimed at sustainable value enhancement. The related reorganization of OHS processes is prompting a greater concentration of activities, the coordination of action areas, and more intensive communication. This includes close cooperation with the employees, drawing on their knowledge and know-how as experts on their own workplace, and also a close cooperation with employee representatives that is constantly being enhanced and extended. The aim is to significantly boost the effectiveness of processes and initiatives. Our OHS statements complement and consolidate Daimler's corporate social responsibility principles, with a view to the continuous improvement of working conditions. The focus is on prevention. Daimler already has a successful record of creating a work environment in which employees can do their work without impairing their health.

The "healthy employees in a healthy company" vision has also been defined as a significant

priority in 2008. The mission objectives provide the basis for embedding holistic OHS processes within the company, thereby contributing to ergonomic workstations and the sustainable success of the company. Our OHS mission objectives, like the social responsibility principles, are based on an agreement between Daimler and the employee representatives, and are progressively enhanced and extended over time. We encourage all staff to take the initiative, and we expect health and safety-conscious behavior in the workplace. We also welcome such behavior in their personal lives.

These mission statements emphasize that occupational health and safety is important both globally and at the level of each individual employee.

Holistic, integrated OHS is an essential component of our overall corporate responsibility. This core principle is focused on the goals set out in the Daimler vision, and is also a binding yardstick of our performance in the context of the Daimler social responsibility principles.

Protecting our employees from health impairments, injuries, and occupational diseases forms part of our corporate objectives, and is therefore an integral part of our value-oriented corporate strategy.

- These mission statements represent a continuation of our systematic efforts to prevent work-related health risks.
- The mission statements position a holistic, integrated OHS within value-oriented business management.
- The mission statements are binding for all management and employees, enabling them to work together in an atmosphere of trust.
- We provide the required resources and funding for the implementation of these mission statements, within the limits of our financial capacity.
- Together with employee representatives, we ensure that these mission statements are adhered to, by means of advisory services and monitoring.

The health management advisory process plays a crucial part in workplace health promotion. This process is used to provide advice to specific locations, tailored to their requirements through the use of appropriate performance indicators. As an integral part of the health management advisory process, the "Health experience" concept blueprint was introduced in 2007/2008, in the form of a portfolio.

The aim of this concept blueprint is encourage staff to adopt and maintain a healthy lifestyle through quality-assured initiatives experienced as genuinely useful and effective.

We operate on the basis of the following core principles:



\* The action areas for workplace health promotion are prevention, treatment and rehabilitation, and special programs.

\* Workplace health promotion analyzes, designs, and implements initiatives for employees in good health and those suffering from acute or chronic disorders.

\* All company employees should be empowered to identify health enhancement opportunities at the workplace and in their private lives, and to act accordingly.

<b>Documents</b>	<b>[x]</b>
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*	Company mission	[x]
*	Management policies	[x]
*	Agreements and protocols setting out the focus of workplace health promotion	[x]
*	Works/employment agreement text	[x]
*	Other (please specify:	
	Works agreements: - Health prevention - Düsseldorf - Bremen - Germersheim	

Health & Safety Report 2007

Health Management Advisory Process

Example of a WHP Portfolio (prevention, treatment, rehabilitation, special programs), from Stuttgart

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## G. Stress

### G.1. Organisation & structures

1.	Organization & structures	Yes	No
1.1	Does your organization have measures and programs in place for addressing mental wellbeing and stress management issues?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.2	Are mental wellbeing / stress management measures and programs planned and coordinated by a specific manager or working group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.3	Is/are this manager / the working group members suitably qualified to address the issue of mental wellbeing and stress management effectively?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.4	Are adequate financial and/or material resources available for the development of measures to promote mental wellbeing and stress management (e.g. budget, infrastructure)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.5	Are employees involved in the development of measures and programs relating to mental wellbeing and stress management?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on your organization and structures in the area of “mental wellbeing/stress” (approx. one DIN A4 page)**

All Daimler AG locations provide professional support to help management and employees cope with psychosocial issues, through a counseling service. Strategy and implementation in this area is coordinated via a central Center of Competence. Counseling services form part of the overall portfolio of health management activities at Daimler, and are primarily designed to complement preventive services with quality and timely intervention in acute situations when psychological issues reach crisis point.

## G.2. Strategy & implementation

2.	Strategy & implementation	Yes	No
2.1	Does your needs and/or risk analysis for workplace health promotion include mental wellbeing and stress management?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2	Are employees involved in the development of mental wellbeing and stress management programs and activities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.3	Are measures implemented to reduce the level of work-related mental stress (e.g. organization of work processes, working hours, social interactions, work-life balance)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.4	Are measures implemented to make jobs more interesting or for better cooperative relationship (e.g. job rotation, inclusion of different activities, flexible allocation of activities)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.5	Are measures implemented to give employees greater autonomy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6	Does your organization provide confidential advice or support for employees suffering from mental pressure or stress?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7	Does your organization communicate information on mental wellbeing and stress management (e.g. via newsletters, Intranet, e-mail, circulars, noticeboard)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Please comment on the above questions on strategy and implementation in the area of “mental wellbeing/stress” in your organization (approx. one DIN A4 page)**

Daimler AG provides counseling services at all locations to ensure a basic level of support in this area. Management make effective and frequent use of this service (with over 50% of all cases being referred to the counselor by management). This provides valuable support for employees facing a crisis situation, and meets the confidentiality requirement under Article 203 of the Criminal Code [*StGB*]. Statistics also show a high level of "self-referrals" for these in-house counseling services.

This reflects the good level of acceptance for the service, based on the assurance of confidentiality and also favorable perceptions of the effectiveness of the counseling and support service for management and staff.

During the current year, existing services have been complemented by the joint

development of a process with the central works council and an academic institution (Heidelberg University) to analyze mental stress in the workplace. The "mental stress risk assessment" process (abbreviated in German to "GPB") is based on Karasek's model, and is used to assess objective working conditions in terms of various dimensions of work-related mental stress. The development of the GPB process had due regard for the need to ensure compliance with the principles and requirements set down in DIN EN ISO 10075-3 in the given workplace environment. The working conditions are then evaluated by an interdisciplinary team of experts, comprising representatives from the Company Medical Service, OHS, and the works council.

This analysis forms part of the overall context of the general works agreement on risk assessment, and in combination with the other assessment modules will provide the basis for holistic risk assessment.

An agreement has also been reached for 2009 for the joint evaluation of the process and its implementation with the central works council, once the start-up phase has been completed.

### G.3. Evaluation & results

3.	Evaluation & outcomes	Yes	No
3.1	Are mental wellbeing / stress management initiatives evaluated (e.g. discussion in a working group, staff survey)?	[x]	[ ]
<p><b>Please describe how and when stress-related campaigns and initiatives are evaluated, and who performs this role.</b></p>			
<p>How do you carry out the evaluation process? On the basis of what criteria (health outcomes, cost/benefit, productivity, etc.)? To what extent are the results used to improve future initiatives for enhanced mental wellbeing? What measures, including remedial actions, are implemented following the evaluation? In what form does discussion of the results within the company take place? (<i>approx. one DIN A4 sheet</i>)</p>			
<p>Counseling services at our locations in Germany conduct standard seminars focused on mental wellbeing among other issues. Management are made aware of the importance of the issue of psychosocial problems in the work environment, and act accordingly. The practical relevance of this training is evaluated through seminar feedback, and regular customer surveys are also going to be introduced.</p>			
<b>Documents</b>			<b>[x]</b>
*	Company regulations	[ ]	
*	Workplace/employment agreement texts on mental wellbeing / stress	[ ]	
*	Measures and outcomes relating to mental wellbeing and stress management (e.g. reports, brochures, articles in newsletters, info pages, etc.)	[ ]	
*	Other (please specify): - Protocol to the "general works agreement on the implementation of risk assessments at Daimler AG pursuant to the German OSH Act" - Appendix to the protocol in the form of a ppt: "Process for the assessment of mental stress – risk assessment of mental stress (GBP)"		
<p>- Information brochure on "risk assessment of mental stress (GBP)"</p>			



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Bahn AG</b>
Address:	Potsdamer Platz 2 10785 Berlin
Name of contact person:	Dr. Christian Gravert
Function of contact person:	Head of Health and Social Policy department
Telephone number:	+49 30 2 97 3 33 67
Email:	Christian.gravert@bahn.de
Sector:	Mobility and Logistics
Number of employees:	193,277

Age	Sex		total
	male	female	
up to 35	20,335	9,623	29,958
35 to 50	79,040	20,498	99,538
50+	54,014	9,767	63,781
<b>total</b>	<b>153,389</b>	<b>39,888</b>	<b>193,277</b>

## B. Integration of WHP in the Company policy and culture

Deutsche Bahn has a total workforce of 253,289 worldwide (of whom 193,277 work in Germany) and for many years has actively encouraged workplace health promotion, as long-term corporate success is ultimately dependent on healthy employees who are able to cope with pressure.

At the Group management level, the Health and Social Policy department is responsible for the coordination of workplace health promotion at the DB Group and for the optimum management, networking and promotion of the services and measures offered in that connection. The department acts as coordinator, initiator and contact for all questions relating to strategies and contents.

Workplace health promotion is regarded as a joint task of management, employees and the corporate health promotion experts.

Management executives, HR management and interested employees have recourse to comprehensive projects and information, all of which are published on the DB Intranet.

These are allocated to four different categories:

Drafting, updating and communicating the fundamental principles of workplace health promotion

Development and promotion of a systematic health management system

Drafting and communicating individual personal measures

Initiation, execution and communication of campaigns

The health structure entitled "DB Health World" was established in the interests of maintaining and promoting the working capacity of our employees in future. This consists of nine individual modules which cover all aspects of health promotion.

## C. Described health topics

⊗	Smoking-prevention
⊗	Healthy eating
⊗	Physical activity
⊗	Stress



## **G. Stress**

### **G.1. Organisation & structures**

Deutsche Bahn also organises a number of measures aimed at maintaining or improving the mental health of its employees.

The ideas and wishes of the employees are identified by means of working groups, health circles and health dialogues and then taken into account when drawing up campaigns/measures.

One example of the implementation of employee ideas is the "ideas competition" run in September 2007 on the subject of "Reconcilability of Career and Family", where the individual DB locations could submit projects and measures. The objective was to raise the flexibility of working hours and work organisation and integrate the ideas submitted for the competition into the structures of the DB Group.

Deutsche Bahn also responds to changing demographic trends and challenges in the area of mental health. A key strategy for the promotion of mental health is aimed at establishing and encouraging the concept of a cross-generational corporate culture which is geared to the different potential of the different employee groups.

The HR initiatives "Employment opportunities in the demographic change process" and "50plus" have enabled more accurate identification of the interests and needs of employees for special age-related aspects. For example, these draw up measures for age-driven management policies, growing employment capacity, staff motivation and loyalty, as well as qualification opportunities and physical and mental fitness programmes.

## **G.2. Strategy & implementation**

As part of the regular assessment of risks required under occupational safety legislation, analyses are conducted of work-induced mental stress and the circumstances relating to work organisation.

As a partial aspect of the work-life balance, the “Reconcilability of Career and Family” project makes an important contribution to increasing the flexibility of working hours and organisation, promoting return to the workplace after family-related leave, and providing support in matters of childcare and caring for dependent relatives.

The management is obliged to take immediate and decisive action to eliminate the causes of mobbing, sexual harassment and any other discriminatory behaviour at the workplace. Assistance is available from the company medical officers, psychological support service and social welfare departments.

Contact addresses are published on the Intranet and brochures are also available with tips on the subject of preventing and coping with stress.

Seminars and special programmes relating to mental health for specific occupational groups have been designed to establish constructive conflict management procedures. Selected occupational groups are given training to enable them to cope better with work-induced stress. In the case of traumatising events, a trauma primary prevention programme is available in addition to emergency support and integrated therapy concepts.

When drawing up regulations on working hours, requests from employees for more flexible arrangement of their working hours are implemented as far as possible.

A job rotation model increases employees’ practical and theoretical skills and also averts monotony at work.

### **G.3. Evaluation & results**

Out of consideration for the integrity of its employees, Deutsche Bahn does not conduct any targeted evaluation of the measures provided in the mental health sector. Irrespective of this, the diagnostic procedures and consultancy services available from the psychological support service and social welfare department are improved and differentiated on the basis of general evaluation and concomitant research. In some cases new methods are also developed and evaluated.

In respect of the campaigns organised by Deutsche Bahn to raise awareness of its employees for the subjects of conflict management, mental health, stress management and prevention, it should be emphasised that the steering committees of the individual projects assess the success of the measures using different methods according to the different project structures and contents. As the findings of a project are always assessed by the steering committee on conclusion of the project, this means that evaluation of all projects is always guaranteed. Depending on the duration and focus of the project, the steering committee can respond to any feedback from employees and management staff within the course of the project.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Deutsche Rentenversicherung Bund Abteilung Rehabilitation</b>
Address:	Hohenzollerndamm 46/47  10713 Berlin
Name of contact person:	Gabriele Sandner
Function of contact person:	Ärztliche Dezernentin Stellvertretende Abteilungsärztin der Abt. Rehabilitation Projektleitung betriebliches Gesundheitsmanagement
Telephone number:	030 – 865 81509
Email:	<a href="mailto:Gabriele.sandner@drv-bund.de">Gabriele.sandner@drv-bund.de</a>
Sector:	Abteilung Rehabilitation
Number of employees:	<b>6 565</b> Abteilung Rehabilitation incl. Rehabilitations- Zentren der Deutschen Rentenversicherung Bund

Age	Sex		total	
	male	female		
up to 35	77	333	410	793
35 to 50	203	1 076	1 279	1 975
50+	106	422	528	1 580
total	386	1 831	2 217	4 348

## **B. Integration of WHP in the company policy and culture**

The Deutsche Rentenversicherung Bund is undergoing change. Teamwork, integrated processing, client-orientated services are only some concepts which are typical for such changes. In all departments, work or project teams are engaged in preparing or implementing organisational changes.

Such changes can only be successful, if they rest upon common values and concepts. To achieve such aims, our management has formulated six principles of action and intensively discussed their implementation with the heads of department in various workshops. These principles are based on a climate of openness in dealing with each other and are supported by the concepts of responsible partnership.

These principles are awareness of the role in society, future and client orientated as well as efficient services, guaranteed employment as well as management and cooperation based on partnership.

Workplace health management (WHP) is an important instrument within our institution to implement such principles.

In August 2007 the management of the Deutsche Rentenversicherung and our central staff council signed an agreement on WHP. All levels of management of our institution support WHP and stand by its respective projects.

The staff members take an active part in the development of WHP by their statements given in staff surveys or by direct contact with the respective contact persons. Any information and the agreement on WHP can be accessed by all staff members via the intranet.

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

## **G. Stress**

### **G.1. Organisation & structures**

To keep up the psychological health of our staff members we offer a wide range of courses. The various existing possibilities shall assist in coping better with psychological stress and reactions of strain and to overcome them.

Thus, courses for overcoming stress are available in which the areas of strain are recognised and solutions are found. Furthermore, we offer autogenic training, laughter yoga, yoga, and GREAT (health, resources and atmosphere management). In GREAT focus groups, the participants perform a type of "staff spiritual exercises" and can talk about everything according to the principle of multidimensionality, which the individual members of the group consider to be relevant. The aim is not to look for mistakes or problems but to examine and optimise a functioning institution and to identify risk factors. Lectures are given every month to inform on questions such as burn-out and phobias but also on prevention and other health topics. In team training (workshops), the different situations that arise in the course of work are analysed and proposals for improvements are made.

The WHP team plans and organises the courses. The medical adviser of the directorate of the rehabilitation department is responsible for a particularly careful selection of the trainers.

The measures are financed by a budget provided by our management and a co-payment of the participants.

## **G.2. Strategy & implementation**

As the greatest pension insurance and rehabilitation institution we consider ourselves particularly obliged in fulfilling the aims of WHP in order to keep the staff members healthy. The agreement between our management and the staff council in relation to WHP aims at maintaining and improving the health and the ability to work as well as the improved motivation of all staff members, in particular with regard to changes at the workplace and the demographic development.

WHP cannot be successful unless the staff members show responsibility for their own health behaviour but also for the good behaviour towards their colleagues. As one measure for reducing the psychological stress caused by work, workshops for the analysis and the improvement of the working situation are organised, in which both staff members and managers take part. Newly created structures facilitate a more individual organisation of the workload.

For each personal situation, individual solutions are sought to balance work and family. In the year 2005, the Deutsche Rentenversicherung Bund was honoured for the third time for family-friendly ways of working.

If problems arise, various possibilities of contact exist, such as the medical staff service, the representative for gender equality, but also doctors can be asked for consultation and support. Information and offers are provided to our staff members by e-mail, posters, the staff magazine or on the intranet.



### **G.3. Evaluation & results**

The measures are evaluated in a short questionnaire adapted to the course offers.

The most important instrument for evaluation of the results are repeated questions to the staff members, whereby trends for changes in comparison to the opinions given at the beginning regarding the topics are to be shown, but also the perception of the total measures of WHP, quality assessment and effectiveness are to be included. The results obtained have an influence on the improvements and the further development of future offers

The evaluation results of the GREAT focus groups show that a total of three thirds (75.9%) of the participants think that such an offer is useful. Questions are asked regarding the fulfilment of the expectations, the motivation to change of behaviour and the perceptions of the participants in relation to the programme. Regarding the atmosphere, three thirds declared that an open exchange of problems was possible and 86% stated that problems can be solved. Following these results the programme is offered for all teams and should be repeated within a defined time period.



## Model of Good Practice

### A. General information about the company

Company/organization:	<b>E.ON Ruhrgas AG</b>
Address:	Huttropstraße 60 45138 Essen Germany
Name of contact person:	Vali Chan
Function of contact person:	Head of HR Marketing
Telephone number:	+49 (0) 201/184-3832
Email:	vali.chan@eon-ruhrgas.com
Sector:	Energy (402)
Number of employees:	2,548

Age	Sex		total
	male	female	
up to 35	856	279	1,135
35 to 50	634	184	818
50+	417	178	595
<b>total</b>	<b>1,907</b>	<b>641</b>	<b>2,548</b>

## **B. Integration of WHP in the company policy and culture.**

Company health management (Betriebliches Gesundheitsmanagement - BGM) has been a firmly established element of E.ON Ruhrgas's HR strategy for many years now. The company, which is based in Essen, signed the Luxembourg Declaration on Workplace Health Promotion in the European Union and adopted its principles in 2005. Only healthy and well-trained employees can give of their best and thus contribute to the success of the company. This is one of the core principles of the company philosophy OneE.ON.

OneE.ON defines responsibility for colleagues, customers and suppliers, and for our environment, encapsulated in special values that are firmly anchored in the E.ON philosophy.

Responsibility for the health of our employees is implemented in a company agreement. This states that company health management should be consolidated through the establishment of a company health management team 'BGM', headed by the company physician, as an element of the company strategy.

The BGM team develops measures for the maintenance of employee health. This includes promoting health through comprehensive prevention programmes, for example for the early diagnosis of skin, colon and breast cancer, and through vaccinations, fitness programmes and targeted health-related information. Our goal is not so much to cure diseases as to maintain health and detect health risks early. The projects are planned, implemented and evaluated by the BGM team, the company health insurance E.ON BKK and HR.

But the BGM also receives support at the executive level. Thus the second international E.ON Health & Safety Conference was held in September. In the course of three days roughly 170 executives, managers and health & safety experts discussed model projects in the Group relating to health topics.

E.ON Ruhrgas AG achieves a high degree of participation when implementing measures within the BGM. The positive resonance from the latest employee survey reflects the satisfaction with health provision.

The subject of health is reported on through numerous in-house media such as the intranet, which has its own sport and health portal. Flyers, the I-Journal, the newspaper *E.ON World*, posters, the annual HR report and other publications contribute to a high degree of aware-

ness within the company. And the annual Health Day offers good opportunities to communicate on health and to motivate employees to participate in health measures (e.g. stress testing).

### C. Described health topics

x	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

Almost everyone experiences stress, but hardly anyone looks into the causes in depth. Serious illness can be the consequence. This is why the topic Stress Management is an area for action in the 2008 personnel strategy and a very important topic for the company health management.

The development and implementation of campaigns on the subject of Stress are carried out by BGM with the involvement of E.ON BKK. When dealing with Stress Management the team is joined by qualified psychotherapists.

The existing measures for stress management include diverse seminars at the Zentrum für Training und Weiterbildung [Centre for Training and Continuing Training – ZTW]. The ZTW is E.ON Ruhrgas's own continuing training centre. The range of provision relating to Stress includes seminars such as "Umgang mit Belastungen, persönliches Stressmanagement" [Dealing with pressure, personal stress management]. In most cases the seminars are led by external qualified personnel.

Additionally, employees have the option of taking part in autogenic training (Relaxation through Self-Hypnosis) courses. The courses are led by a trained and qualified psychotherapist.

It is also possible to call up information and tips on stress management on the intranet or read about it in the E.ON BKK booklets. The spectrum ranges from instant relaxation exercises to information about progressive muscle relaxation and yoga.

The subject of Stress was also represented at the last Health Day, by four introductory courses: Autogenic Training, Progressive Muscle Relaxation, Instant Relaxation and Fantasy Journey. Employees could also take part in a stress screening.

Responsibility for employees lies with management. As a consequence, it is management's task to limit the exposure of their staff to stress. For this reason, from November 2008 the training programme 'Beurteilungen psychosomatischer Erkrankungen' [Assessments of Psychosomatic Conditions] has been introduced for managers so that they can act as in-house advisors and become sensitive to the stress load on their staff.

Costs are covered by E.ON Ruhrgas and the bonus agreement with E.ON BKK. Expenses arising from the seminars at the ZTW are borne by E.ON Ruhrgas through the costing point of each department. In addition the company provides rooms for the seminars and Autogenic Training.

Participation by the workforce in the further or new development of measures and provision is, as with the other areas of WHP, via idea management, the representation of interests through the works council or through direct contact with the appropriate contact person in BGM.

## **G.2. Strategy & implementation**

To reveal the need for action to reduce the cardiovascular threat from stress or other psychological pressures, information is gathered from the Health Report and evaluation of the BodyGuard examinations, but also from the stress screenings carried out on the Health Day. This provides an opportunity to recognise areas for action relating to mental and emotional health.

The family-friendly orientation of company policies is the basis for a better balance of work and family and thus an important step towards reducing stress and maintaining mental and emotional health. Among the possibilities offered by E.ON Ruhrgas are, apart from part-time job opportunities, the flexible hours model and child-minding facilities.

The flexible hours model means that employees can choose which hours they work. "Alternating teleworking", introduced in 2007, contributes to achieving this balance by making it possible to work either in the office or from home.

Of course, employees who do not have children but wish to decrease their workload for other reasons can also take advantage of the flexible hours model, teleworking and the option of working part-time.

The measures with regard to childcare include putting parents in contact with daycare workers through the *pme Familienservice* and allocating kindergarten places in cooperation with the *Friede* kindergarten. To meet short-term childcare needs working mothers and fathers can also take their children to work with them. A specially equipped parent-child room is available for this purpose.

Relatives often find it difficult to find a viable solution when a member of the family is in need of care or assistance. The *pme Familienservice* offers personal advice in such situations and puts relatives in contact with caregivers. E.ON Ruhrgas AG bears the cost of consultation and mediation.

Varied and interesting tasks as along with opportunities for further development are also important for maintaining mental and emotional health. For this reason employees can opt for job rotation. Within the framework of this provision employees have opportunities to get to know other companies, countries and people throughout the E.ON group and in this way to develop their own potential. In particular this can be achieved by a longer-term position abroad.

If employees wish to have a confidential consultation because they are suffering from pressure or stress, they can at any time approach the company physician who will give them addresses of external specialists.

Awareness of these measures and provision among employees is achieved through the usual channels, such as the distribution of flyers, publicising on the Intranet and so on.

### **G.3. Evaluation & results**

In addition to the usual means of evaluating measures, such as the use of the suggestion and complaints box, the E.ON employee survey, idea management and verbal or written feedback by means of direct contact with those responsible, feedback sheets are being distributed as an instrument for evaluation. All these techniques allow employees to influence the further development of programmes and campaigns.

Feedback sheets provide an excellent means for the evaluation of courses. They are used in the evaluation of seminars that take place in the ZTW. At the conclusion of a series of courses, questionnaires are distributed to the participants asking about satisfaction with the content of the seminars and the speakers. The feedback sheet is filled in anonymously and handed in at the end of the course. The insights gained in this way are used to optimise measures relating to mental and emotional health or to expand the provision of courses. The results of the questionnaires are also forwarded to the speakers to pass on praise, constructive criticism or suggestions for improvements, and thus to enlist the help of speakers in the further the development of the seminars .

Observation also plays an important role here, in the evaluation of the procedures for maintaining and promoting mental and emotional health. Thus the number of participants in seminars reflects demand and gives an insight into the benefit and use of each.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Freie Universität Berlin</b>
Address:	Kaiserswerther Str. 16-18 1495 Berlin Germany
Name of contact person:	Mrs. Regina Adolphs
Function of contact person:	Head of workplace health promotion office
Telephone number:	0049/30/838 -53304
Email:	bgm@fu-berlin.de
Sector:	80305
Number of employees:	6117

Age	Sex		total
	male	female	
up to 35	1.337	1.485	2.822
35 to 50	769	989	1.758
50+	739	798	1.537
<b>total</b>	2.845	3.272	

## **B. Integration of WHP in the company policy and culture**

Freie Universität Berlin, a center of instruction, learning, and research, is one of Berlin's largest employers, with a staff of 6,117 and 32,160 students. Promotion of occupational health is a tradition at Freie Universität Berlin, culminating in the university's implementation, in 2003, of its holistic occupational health management policy.

The structural changes taking place in higher education, the processes of change they entail at Freie Universität Berlin, and societal and social developments such as demographic change represent increasing challenges to the involvement and flexibility of everyone affiliated with the university. In light of this pressure, Freie Universität Berlin intends to use an array of measures to strengthen and support its employees, keep them healthy in body and mind, and provide them with opportunities for further education – all so that they can continue to successfully meet their legal mandate and face present and future challenges with flexibility, creativity, and enthusiasm.

The university's health management policy encompasses all of its groups – from faculty and executive administrators to those members of staff who support the university's academic endeavors, such as administrative assistants and animal caretakers. The agreements and measures established within the "Fundament Gesundheit" ("Healthy Foundation") steering committee – the body coordinating the initiatives aimed at promoting good health – involve the representatives of all interest groups and divisions, under the leadership of the President's Office, and are reached by consensus wherever possible. This means that it is not necessary for the university to enter into separate service agreements in order to ensure that its occupational health management policy is successfully implemented. The healthcare measures are financed using university funding and in cooperation with various health insurers. In line with the university's holistic approach, these activities are both behavior-oriented and relationship-oriented and require the active participation of employees from all university employee groups.

A sustained, comprehensive campaign aimed at enhancing occupational health cannot, however, end with individual measures. Instead, it is the campaign's connections with other structures and processes that promote health potential that show benefits to all participants.

The integration with other divisions and projects is therefore an important task area of focus within the field of occupational health. Discussion of health-related topics, such as leadership, on-the-job learning, information and participation, or demographic change has effects beyond the actual work that is performed under the occupational health program. These issues are also taken up with respect to general personnel development strategies and combined with other topics like the “family-friendly university.” Freie Universität Berlin takes its public mandate, and the social responsibility it entails, seriously. Promoting health potential plays as great a role as supporting employees and students with family obligations.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

Supporting the mental health of university employees as well as students is another important part in the university's promotion of occupational health.

The Center for Academic Advising and Counseling Service has offered free advising and counseling services for students and staff since 1977. The services offered include both general academic advising and psychological support during studies, in the form of training courses and workshops. Also, a team of six psychologists is available for individual, personal counseling sessions.

The various topics for "strengthening mental health" have been an integral component of the continuing education offerings for 15 years now. Employees receive a flyer listing the entire selection of courses (in conflict training, rhetoric, and more) each semester. Participation in these courses is free of charge to employees of Freie Universität Berlin.

The university's employees have had a counselor available to them since 1975. The duties of the counselor include providing assistance with workplace problems and conflicts, helping to maintain staff members' health, and coping with illness and reintegration into the working process after illness and in the case of problems with drug and alcohol abuse or dependency. The work done by the advising office is completely confidential. The office itself is not obligated to submit any mandatory reports.

Moreover, the representatives of the various interest groups are available to all staff members when they need advice and counseling.

These offerings extended to members of Freie Universität Berlin make it clear that the holistic concept of promotion of occupational health benefits all of the divisions of the university. The university administration provides permanent financing for these programs, demonstrating its commitment to these issues.

## **G.2. Strategy & implementation**

Freie Universität Berlin aims to systematically engage all employees and to provide them assignments that suit their aptitudes – whether they work in administrative duties or in academic pursuits. Targeted continuing education courses ensure that employees have the opportunity to broaden their career opportunities, and even to switch careers within the university. They are supported in doing so by the Central Personnel Management Department.

Worthy of attention is the further qualification of executives. The goal is to offer specific seminars to support the processes of change in German higher education through additional qualifications, exchange of information and experiences, and networking. Additionally, a coaching program was initiated in the spring of 2007. During their limited-term one-on-one coaching sessions, executives have qualified coaches from outside the university available to them to answer specific questions on how to improve their leadership skills. Freie Universität Berlin assumes the costs of these sessions.

The Family Office was established in the summer of 2006 to support all of the university's employees. Over the next few years, the university plans to establish an emergency day care program for children and other family members who require care. In addition, the employees of the Family Office serve as contacts for all questions having to do with balancing studies or a career with family life. Freie Universität Berlin was officially designated a "family-friendly university" in 2007 for its dedication to families.

A number of publications also help to ensure that all members of the faculty, staff, and student body are informed of the offerings available to them to support their mental health. The interest groups representatives also help employees who are looking for assistance to connect with the appropriate bodies.

### **G.3. Evaluation & results**

The steady development and expansion of the occupational health management program at Freie Universität Berlin, including the various types of assistance offered to promote mental health, are handled in an annual evaluation report.

The steering committee takes the evaluation reports as an occasion to discuss and assess the planning and implementation of these measures and plan further steps to take. Another important function performed by the steering committee is to inform the university public in general as to the status of occupational health management at Freie Universität Berlin. These evaluation reports are therefore published on the university intranet regularly.

The courses and activities offered within the initiative to promote occupational health and prevention are evaluated by the employees of the Continuing Education Center. Participants' evaluations of the offerings aimed at supporting mental health have been overwhelmingly positive. The courses and other offerings undergo continuous improvement with respect to their infrastructure and content in order to add attractive new selections to the program.

The feedback from the coaching sessions offered for executives has been exceedingly positive. Evaluations are scheduled to take place in the spring of 2008, after the end of the first round of coaching.

To ensure the anonymity of those seeking aid, counselors for faculty and staff members and the Center for Academic Advising and Counseling Service, which is available to students, are not obligated to submit mandatory reports. Evaluations are not possible in these areas, nor does the university administration plan to carry out evaluations of this kind.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>IBM Deutschland GmbH</b>
Address:	Pascalstrasse 100 70569 Stuttgart
Name of contact person:	Patric Philipp Traut
Function of contact person:	Health Manager
Telephone number:	+49-711 / 785-1247
Email:	patric.traut@de.ibm.com
Sector:	72
Number of employees:	19.100

Age	Sex		total
	male	female	
up to 35	2500	1200	3700
35 to 50	8300	2500	10800
50+	4000	700	4700
<b>total</b>	14800	4300	19100

## **B. Integration of WHP in the Company policy and culture**

Occupational health and safety (well-being) is part of the global IBM guidelines and the Corporate Policy 127 (Responsibility for employee well-being and product safety) is one of ten Corporate Policies. Also, it is the managers' task to take the well-being of their employees into account. Thus, IBM fulfils a fundamental requirement of the Luxemburg Declaration for Work Place Health Promotion. The implementation of the Well-being Management System in 1995 helps coordinate the Well-being strategy; it is well integrated into the operations and procedures of the entire organisation.

The global team of the IBM Integrated Health Services makes use of 30 'Significant Well-being Aspects' for planning their strategy. A Well-being Aspect is an integral element of the industrial world - including personal activities or extrinsic factors that have a negative or positive impact on the performance and productivity of the employees. Examples are ergonomics, mobile working, fire and life safety or health promotion.

The aspects are annually evaluated, using an employee questionnaire. Further relevant well-being data (e.g. accident rate, sick leave rate, main diagnoses for sick leave) are included in the evaluation. Responsible for this is the WBMS coordinator. The results are published in the intranet and their evaluation is used for planning improvement measures and corrective action.

Using a classic management cycle, the achievement of the determined objectives and targets is monitored throughout the year to achieve continuous and long-term improvement. Progress is documented in a global database and results are discussed within the framework of management reviews.

IBM employees have a vast choice of health services related to fitness and diet at their disposal. Furthermore, IBM offers a multitude of work-life balance programmes, for instance, flexible working hours, working from home ('home office'), time autonomy, and the opportunity of continuous education and trainings. The Integrated Health Services team has the overall responsibility for planning and implementation of well-being programmes.



### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

IBM quarterly conducts the Global Pulse Survey. Essentially, parameters concerning the work atmosphere, the working conditions, organisational rapport, and spirit are emphasised upon (building, office, ergonomics etc.). Moreover, questions such as 'Is the IBM able to establish a comprehensive understanding of the its organisational objective, Do I have sufficient scope for my thoughts and autonomy, whilst executing my task, How efficient is team work and inter-departmental co-operation, What are my chances for development or promotion, Am I able to, optimally apply my know-how and abilities in my work, Is my work appraised and accordingly recognised and appreciated are asked.

This survey gives employees the chance of generating a picture of the current situation of the rapport and environment within the organisation, subsequently, informing the top management about it.

The Global Pulse Survey is a survey in which the participants of the sample are selected randomly (approx. 10% of the total number of employees). Over 70 countries world-wide participate and it is available in 13 different languages. Participation is voluntary and the answers anonymous. If results show that there are certain values deteriorating drastically, immediate action will be taken.

Besides the Global Pulse Survey, IBMers have to opportunity to take part in a manager survey on an annual basis. In this survey they can anonymously grade their manager and make suggestions for improvement.

Furthermore, a Manager Self- Assessment (MSA) is annually carried out by the Integrated Health Services Team. The managers are asked questions exclusively concerning the subject well-being and are simultaneously trained with the help of selective intranet links, which describe the background of the question in detail.

Since job satisfaction can have a considerable effect on the stress level, these surveys are taken very seriously.

## **G.2. Strategy & implementation**

There is a myriad of information on stress in the IBM intranet, ranging from stress management 101, over self-assessments, check lists and e-learnings, accessible to all employees .over the intranet

Furthermore, lectures on the topic are organized on a regular basis.

The IBM physicians are the focal point regarding stress management and are always willing to help employees.

Those who are in need of external help can use an EAP on demand.

## **G.3. Evaluation & results**

Refer to Global Pulse Survey. In addition, an Employee Self- Assessment is currently being set up. The process is analogous to the Manager Self Assessment and likewise, includes all Well being issues.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Der Polizeipräsident in Berlin</b>
Address:	Platz der Luftbrücke, 12101 Berlin
Name of contact person:	Michael Ippen
Function of contact person:	Zentrale Koordinierungsstelle Gesundheitsmanagement
Telephone number:	0049 (0) 30 4664 90 3311
Email:	gesundheitsmanagement@polizei.berlin.de
Sector:	Public Sector
Number of employees:	23.076

Age	Sex		total
	male	female	
up to 35	3.134	2.283	5.417
35 to 50	9.526	3.215	12.741
50+	4.050	868	4.918
<b>total</b>	16.710	6.366	23.076

## B. Integration of WHP in the company policy and culture

To implement strategies fundamentals of workplace health promotion (WHP), administrative organisationally regulatory framework had to be adopted.

The Berlin police integrated WHP structures.

Finally it became an agreement between the Chief of Police and the staff council. Gradual will be shown some extracts of implementation:

**“... The development of the Berlin Police to a modern public sector contains deep processes of change to be expressed in different activities and human resource development.**

With their emphasis in prevention, responsibility and to take voluntary WHP is an important component of modernisation and administration.

On focus is the human being, to cope optional with the challenges, being psychic fit and motivated in a good work climate. At the accrument of disease work climate plays a considerable role and studies are shown the context. Beside measurable and specific contaminations also unspecific exposures like psychosocial stress causes different discomfort. There are no measureable boundaries of impairment.

An interesting, diversified and an open causes positive effects for health. The contract partners integrated the Luxembourg Declaration about implementing WHP from 1997 and an found to an agreement to develop WHP into Berlin Administration and Berlin Police.

The EUR-LEX-31989L0654-DE contains occupational safety, occupational health, accident prevention, humanisation of work, dissemination of information and participation of employees.

In 1996 Germany passed a law of working protection.

The WHP reaches “healthy employees in healthy companies” though certain guideline:

- all employees have to take part
- all measures must be planed structural
- WHP contains behaviour and rational measures. It connects the whole approach of risk reduction and established protection

The aims of the bodies:

- prevention of health disease
- improvement of productivity and efficiency
- focuses on physical activity
- advance the health quote
- to improve company culture
- to improve leadership

- to increase job satisfaction
- to reduce the psychic stress

The employees are on focus of WHP.

The engagement of human resources guarantees the success. Therefore processes of WHP have to be implemented.

Ten divisions of the Berlin Police and one central service group implemented WHP.

Supported from the assistant chief constable.

The members of the central service group are also the chiefs of their divisions. All these facts combined secure a good information flow between the groups.

Some subjects of WHP are also united in the guidance line PDV 100.

Because of confidential reason there are only some extracts:

“... Guidance shall improve job satisfaction. Therefore you have to keep on cooperative guidance and leadership. Especially competence of decision concerning motivation and efficiency should be delegated on the executives. The different levels of the Berlin Police have been sensitised through the project “Qualifying the guidance on practice WHP...”

The effect was a more participation.

Because of the positive effect the seminar will be continued.

Through integrating the component Diversity Management and the structural connection on the whole personal management a further “milestone” of acceptance and participation was reached.

A sophisticated structure of communication makes the employee able to take part of all processes of WHP. Also different platters like intranet, internal news are implanted to spread all information.

The Berlin Police parole sounds “Acceptance through transparency”.

The regulation is at work to make work and health protection as an integrated part of WHP at workplace.

The locally divisions developed own concepts to implement WHP with special needs for their employees.

The members of the groups will be specially qualified as a coordinator for WHP and Diversity management. The qualification training takes 32 days, splitted off on different modules.

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

The field of mental stress is fastened on the division Police Academy department of psychic services, department of construction and training to deal with stress based upon special courses and consultants on all divisions and departments.

All these employees have a special qualification and still on learning how to deal with stress. The police work challenges also very special situations.

The focus is here on courses to show the attendants possibilities how to cope with stress given on hand certain techniques like relaxed breathing, improving mental and physical fitness.

Another focus is on posttraumatic stress disorder. It is bounded into the courses with the intention to prevent employees. During police operation one psychological consultant is always present in case of emergency, escalation or conflicts.

The psychological service of the Berlin Police is focused on prevention-measures and to improve health and mental fitness.

Offers:

- seminars, trainings, courses for all employees and leadership (focused on posttraumatic stress disorder, re-integration of employees, burnout, recognise suicide symptoms, how to deal with psychic sick humans, bullying, stalker, psychological aspects to protect themselves, techniques of relaxation)
- psychological advice and consult (at job or private, how to cope with conflicts, crisis, consult after a turn back from international missions, coaching and qualify of specialists)
- internal publications (hand sheets, information, seminars, booklets, media inks)
- organisation measures (assessment center, interviews, leadership feedback, coaching, supervision).

The social care offers concerning prevention some courses for the multifaceted employees. There are regular seminars on depression, family members' addiction problems, posttraumatic stress disorder, being in mourning or case of death, private or working conflicts.

Actually employees with line function can make a course called "Helpless Aiders!?" to be trained how to deal with noticeable employees.

Beside all these domains a conflict commission is instituted since 2003 below the chief of Police.



The commission is open for all employees being in a deep situation of conflicts. The commission consists of 2 full-time members and 21 members working parallel, 3 members of staff council and 1 ambassador of the senate and 1 external member.

In 2002 was the agreement "Cooperative association at workplace" adopted between leadership and staff council.

To give all employees social and psychic support specialists were educated on each division and department called SAP. They are the connector between employee and department.

By special challenges at work Berlin Police took part on nationwide researches on the field of psychic stress. The results and valuations found place and changing and implementation in daily police work and operations.

A science research of the Crime Division in cooperation with the Free University of Berlin was carried out. The assumption was that colleagues of the department sexual abuse are having special emotional stress at work. This was the database of frame to give these colleagues special support and care.

## **G.2. Strategy & implementation**

In the Berlin Police WHP is a fixed part on personal development. It takes part on all organisational processes (like working time, union of departments). The employees are involved in these processes of development and can create own ideas, with support from health fund as a team player.

It is important to keep all processes and changes looking under aspect of a healthy workplace. In cooperation with the health fund (City-BKK/Team health) regularly seminars of work-life-balance are offered.

### **G.3. Evaluation & results**

After all seminars and courses are kept interviews are enforced to find out the needs and to modify courses.

In context with Free University of Berlin (project in Crime Division) the measures and implementations (Health-Circle-Work, regularly offer of intervention, improve motivation) were evaluated and presented the employees.

Actually the project "psychic health" a durable project started in kind of interview. All employees of the Berlin Police shall be interviewed.

In 2010 the project is expected to be finished. All 3 years it shall be repeated to have a continuously and solid database. The results and evaluation influence strategic measures and implementations. The aim is to achieve a broad and detailed health report.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SAP AG</b>
Address:	Dietmar-Hopp-Allee 16 69190 Walldorf Germany
Name of contact person:	Dr. Natalie Lotzmann; Christine Rosendahl
Function of contact person:	Head of SAP Health & Diversity; Head of Health Management
Telephone number:	+49 6227 747474
E-mail:	n.lotzmann@sap.com; christine.rosendahl@sap.com
Sector:	IT industry (enterprise application software)
Number of employees:	Around 51,000 worldwide; approximately 15,800 in Germany

Age	Sex		total
	male	female	
up to 35	300	1600	1900
35 to 50	7500	2600	10100
50+	900	250	1150
<b>total</b>	8700	4450	13150

## **B. Integration of WHP in the company policy and culture**

The name SAP (Systems, Applications and Products in Data Processing) has been synonymous with innovation, success, and creativity for over 35 years. As the world's leading provider of enterprise software and third largest independent software supplier, SAP develops tailored business solutions for more than 47,800 customers worldwide. The motivation, creativity, performance, and commitment of the 52,000 employees around the world are key factors in SAP's outstanding success. SAP employs more than 15,000 staff at its headquarters in Walldorf and the 15 branch offices around Germany. Since 1997, SAP has been pursuing a holistic approach to health that is implemented comprehensively and professionally by the company's internal health management.

The working lives of SAP employees today are characterized by complex, challenging assignments with a great deal of responsibility, time and performance pressures, and high expectations regarding commitment, expertise, and social skills.

SAP Health and Diversity aims to raise employees' awareness of health and resource-conscious behavior in both their professional and private lives, and to increase their sense of responsibility.

The supportive corporate culture is one of the key conditions that enable SAP Health and Diversity to implement professional measures for promoting and maintaining health and wellbeing, thus ensuring high commitment in the long term.

SAP is one of the signatories of the Luxembourg Declaration on Workplace Health Promotion, in line with its corporate culture.

**C. Described health topics**

<input checked="" type="checkbox"/>	Smoking-prevention
<input checked="" type="checkbox"/>	Healthy eating
<input checked="" type="checkbox"/>	Physical activity
<input checked="" type="checkbox"/>	Stress

## **G. Stress**

### **G.1. Organisation & structures**

The extent to which a company respects employees as individuals is shown by its attitude toward work-life management in particular.

Work-life management plays an important role at SAP. The company aims to make the balance between professional and private lives as simple and pleasant as possible. It looks specifically at individual phases, needs, concepts of life, family situations and lifestyle, respects employees as individuals, and eases the often difficult balance between working and private lives.

People are not machines – worries and problems have an impact on more than just subjective wellbeing. They often cause varied physical symptoms and impair concentration and performance. SAP Health and Diversity thus calls on internal and external counseling services for effective and practical assistance in solving the problems. Evaluations corroborate the quality and efficiency of these measures.

Psychological advice services offered by SAP Health and Diversity:

- Individual, confidential, one-to-one counseling (with company psychologists/counselors) or anonymous advice on an external hotline (Employee Assistance Program)
- Advice for managers
- Seminars on work-life management
- Work-life coaching
- Specific training courses for managers (“When Behavior Becomes Abnormal”) to teach them how to identify psychological disorders at an early stage and how to deal with them. The courses offer managers help to support them in their leadership duties and raise their awareness.

Participants’ experiences and suggestions are used to improve the courses.

## G.2. Strategy & implementation

Data is collected regularly on stress, mental health, and depression from individual health risk assessments and employee surveys.

Measures are constantly adapted to meet employees' needs on the basis of internal employee suggestions and specifically requested feedback.

Measures to reduce mental stress, such as changes to work organization and responsibilities, are implemented in every department where a specific project has been carried out with SAP Health and Diversity. Improving social relationships is on the agenda alongside scheduling time for sport, fitness, healthy eating, and relaxation.

Psychological counseling at SAP:

The counseling looks into professional and private circumstances as well as direct health-related aspects, and an external network of therapists and coaches is called on if necessary. In addition to the personal in-house counseling described, employees and their families are offered an anonymous external advice program (EAP or Employee Assistance Program) around the clock – whether for occupational, personal, financial, or family problems.

Work-life management at SAP:

Along with a wide range of measures to support a work-life balance, such as flexible working hours, varied part-time models, and sport and fitness options, workshops are provided for individuals, managers, whole departments, or projects. Workshop modules: mental attitudes, time and goal management, exercise, relaxation, nutrition, and stress management.

SAP Health and Diversity also offers specific *addiction* workshops for managers.

Employees are kept informed of all permanent offers and current highlights using the internal media available:

- Detailed online information on mental health
- Flyers (to print or download)
- Posters and notices on information boards in every building
- Mails and information letters about all special events, workshops, and so on
- Company television and employee magazine "SAP World" (about departmental projects, for example).

### **G.3. Evaluation & results**

The 800 or more social and psychological counseling cases that are dealt with each year are evaluated using a detailed questionnaire. Customer surveys are also conducted at regular intervals. The goal is to ensure continuous improvement.

Long-term departmental projects (to improve time management or work-life management, for instance) are subject to complex pre and post-assessments as well as long-term follow-up surveys.

Employees have access to an online tool that they can use to analyze their own risk factors (here: Wellness Checkpoint). The tool gives them the chance to record their own risk values for stress and depression. The employees can reenter their data at regular intervals and thus gain an overview of any changes or improvements in their risk values.

As far as regular evaluations and requirements analyses are concerned, SAP Health and Diversity can also evaluate all the data records of the employees who have used the online tool (this is done in accordance with the relevant data privacy regulations so that the data cannot be traced back to any one person). These evaluations are used to record and map changes in risk values over several months and years.

The company counselors meet for weekly discussions. A semiannual further training and evaluation event has also been established with all the external advisors and counselors in the network. These events have a particular theme, such as women, old age, addiction, or identity crises.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>City Wolfsburg</b>
Address:	Porschestraße 49 38440 Wolfsburg Germany
Name of contact person:	Diethelm Müller & Schneider Sylke
Function of contact person:	Coordinate workplace health promotion
Telephone number:	+495361-282177 +495361-281685
Email:	<a href="mailto:Diethelm.Mueller@stadt.wolfsburg.de">Diethelm.Mueller@stadt.wolfsburg.de</a> <a href="mailto:Sylke.schneider@stadt.wolfsburg.de">Sylke.schneider@stadt.wolfsburg.de</a>
Sector:	( LA 75.11.0 ) administration municipal
Number of employees:	2257

Age	Sex		
	male	female	total
up to 35	203	311	514
35 to 50	377	595	972
50+	402	369	771
<b>total</b>	982	1275	2257

## B. Integration of WHP in the company policy and culture

In the year 2000 the cooperative tasks industrial safety, industrial medicine, health care and support for the handicapped were insisted to *argus*. The aim of the organization forms as a management system is to link up all *argus* – subjects and *argus* – protagonists and to work comprehensive, methodical, demand – oriented and staff – oriented.

From the beginning *argus* proceeds due to the principles of participation, integration, comprehensiveness and project management as it is demanded in the Luxemburgian Declaration for the internal health care in the European Union. Some service agreements, for example the avoidance of addiction and other social awkward situations, the conflict management as well as integration pointed the way to the future and were copied by others. *argus* is the partner for new challenges made by the aging staff, work consolidation and limited resources which require new concepts, especially regarding to psychological stress. *argus* bunches the complex problems and legal positions and therefore it can use synergies for the common aim, to reach and to preserve a health world of employment in the group “city of Wolfsburg “. That means a special responsibility for the executive personnel and all organizations. The first written declaration of the internal health care is found in the employment agreement “addiction “. The way of Wolfsburg lend via industrial safety, health care, integration of the handicapped and has the specific characteristic that elements of the BGF are found in the integration arrangement, in the internal integration management and the employment agreement “ confidential report and organization of the workplace “ An overall picture of the *argus* – activities is conveyed to the executive personnel with the brochure “ healthy employees in the administration and the municipal firms of the city Wolfsburg”. Leading executives are participants in the health coaching, gains experiences and consolidate knowledge, feel health and well- being and so they will be sensitized for topics like stress, movement, nutrition, work- life- balance and other and will be able to pass on these valuable contents as multipliers.

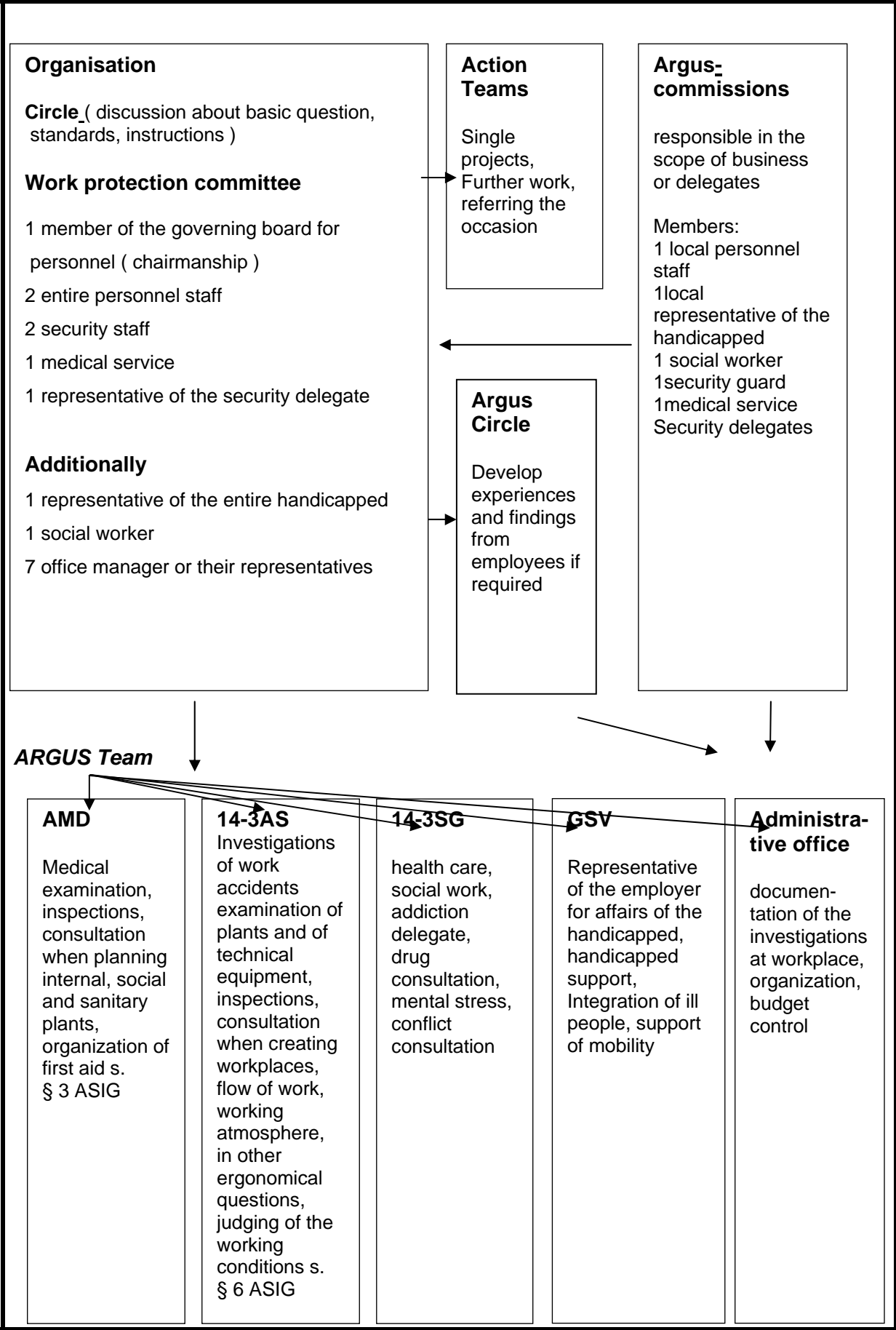
The organization instruction describes the responsibility of the competent executive, the employee attendance, the advising and deciding competences of the *argus*- commission in the scopes of business and the installation of a central circle for basic issues, standards and common instruction. The experts of *argus* ( specialists for work safety, industrial medics , qualified sports instructors, qualified social workers who are available as advisors or central service providers are adequate to their organizational or legal traditions and are accessible via a common office. For the whole *argus*- project a budget of 470.000 Euro is available. The employee attendance is managed in the regular *argus*- commissions of the single scopes of business, *argus*- routine discussions with the active personnel staff, AG health entire personnel staff and is the circle.

The staff is and will be informed about the politics of the workplace health promotion (BGF) by different ways. Notifications and results from the avail are taken to the commissions. A great information platform (established in April 2008) is our staff portal. More over events from the qualification programme and the word- of- mouth- recommendation serves for the flow of information.

#### **The common tasks**

- Industrial medicine AMD
- Work-and health protection 14-3AS
- Health support / social care 14-3SG
- Support of the handicapped GSV

Will be brought together due to a comprehensive linked up beginning into a work organization, it is called ***argus***



**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **G. Stress**

### **G.1. Organisation & structures**

This subject is looked after by a qualified social worker with experience and as additional training on the psychiatric field. For a specific consultation the supervising doctor of the social psychiatric service and other qualified personnel of the social psychiatric system are available.

Because of mental illnesses of employees the organization has always been sensitized to this topic. Here the way was from aftercare to prevention. Work agreements ( DV addiction, DV conflict management, DV work assessments, part mental burdens, point to the significance of general conditions ( work organization, leading behaviour, working atmosphere ).

### **G.2. Strategy & implementation**

You can see the special meaning of the argus- linking up at this topic. There are sensitive instruments available through the argus- commissions and circle to adjust possible dysbalances in time that are demonstrated for example in conversations with employees, in agreements for the aims of the team or in conversations for the internal integration management. Often a considerate health conversation or the endangering analysis that especially inquires about expecting too much or too less, work interruption, working atmosphere and leading behaviour show stress situations before they have a harassing effect or head to a burn out. It is important to sensitize the executive personnel and make them able to discuss these subjects.

During the health coaching our executive personnel get experiences in this field. Work- Life- Balance is a very important subject. For the employees different qualification offers, stress and coping with stress, Work- Life- Balance, time and self management, anti- trouble- training, relaxation are available in steady succession. A group of team consultants support the processes for the building teams and pre- conflict situations. If it gets worse, mediators can be set up.

### **G.3. Evaluation & results**

Basically all steps of the internal health care are checked by the argus- circle. During the examinations of workplaces 1700 workers were interviewed about mental stress ( expecting too much, expecting too less time pressure, work interruptions, leading behaviour, working atmosphere ).Referring steps that are announced in the qualification programme, regular interviews are made at the end of the course to ask the employees about the mentioned topics. They serve for the quality control and the further development of the programmes.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Aachen</b> <b>(Aachen City Administration)</b>
Address:	Büro Arbeitsschutz, Gesundheitsschutz und Soziales (Department of Occupational Health, Safety and Social Affairs) Hackländerstraße 5 52064 Aachen
Name of contact person:	Frau Dr. Brammertz; Arbeitsmedizinischer Dienst (Occupational Healthcare Service)
Function of contact person:	Leiterin Büro Arbeitsschutz, Gesundheitsschutz, Soziales (Head of Department of Occupational Health, Safety and Social Affairs)
Telephone number:	+49 (0)241 – 432 – 2861
Email:	<a href="mailto:Astrid.Brammertz@mail.aachen.de">Astrid.Brammertz@mail.aachen.de</a>
Sector:	7511
Number of employees:	4200



Age	Sex		total
	male	female	
up to 35	420 (= 10 %)	420 (= 10 %)	840 (= 20 %)
35 to 50	1.050 (= 25 %)	1.218 (= 29 %)	2.268 (= 54 %)
50+	504 (= 12 %)	588 (= 14 %)	1.092 (= 26 %)
<b>total</b>	1.974 (= 47 %)	2.226 (= 53 %)	4.200 (= 100 %)

## **B. Integration of WHP in the company policy and culture**

Company Health Management (CHM) was introduced from 01.01.2006 in the Aachen City Administration as a strategic management approach and is an integral component of corporate philosophy. CHM comprises the work areas circumstantial prevention (creation of health-promoting working conditions, especially via projects), circumstantial prevention (promotion of a healthy lifestyle/behaviour through an extensive programme of courses) and cross-cutting issues (health-appropriate staff supervision, healthy nutrition), and is regulated in the public-sector establishment agreement "Company Health Management". Of special importance is the active promotional work done by managers on all levels of the hierarchy and the involvement of the staff. Ultimately, CHM cannot succeed without the participation of the managers. The staff are actively and promptly involved (e.g. workshops, staff questionnaires, health circle, online surveys). They can contact the Healthy Administration Team at any time with their ideas and suggestions. Staff are kept up to date via intranet, pamphlets, staff magazine, noticeboards and personal talks on all current developments in the CHM sector (e.g. current status of CHM projects, courses on offer for circumstantial prevention, information on interesting, regionally offered health programmes, database on health topics). CHM activities are steered by the Healthy Administration Team. This team is organisationally subsumed to the Office for Occupational Safety, Health and Social Affairs, in which Technical Safety, Occupational Healthcare Service, Counselling Service for the Disabled and Social-Psychological Staff Counselling Service are also integrated. The office is headed by the occupational physician.

The working group Health and Work is the central steering committee for all superordinate measures of Company Health Management.

### C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **G. Stress**

### **G.1. Organisation & structures**

There are various actions and measures in the city administration for dealing with psychological health and stress:

- In addition to examinations by the Occupational Healthcare Service, for over 20 years an optional Social-Psychological Staff Counselling Service has been available, planned and coordinated by a psychotherapist employed exclusively for this task. Apart from providing counselling and support in individual cases, the psychotherapist also conducts two-day seminars for staff on stress prevention and time management. The longterm efficacy of these seminars is secured by the provision of an advanced module and quality management. A dedicated budget for these measures exists.
- Personnel Development organises and conducts seminars on "Positive Thinking", personal self-development and constructive dealing with conflicts. More than 30 members of staff are currently being trained up as works-internal conflict mediators. This measure also serves stress prevention.
- Company Health Management conducts projects in which the work situation is ascertained, analysed and discussed, measures planned and implemented, and their success evaluated. In all these projects, dealing with stress and stressful working conditions is a central theme.

## G.2. Strategy & implementation

The principal protagonists of occupational health and safety and of social and psychological counselling for healthy, sick, disabled or stressed employees are centralised in an independent organisational unit, the Office for Occupational Safety, Health and Social Affairs. This affords favourable structural conditions for the evaluation of stress on individual members of staff and on whole organisational units. In the case of stress-related illnesses, an appointment with the occupational physician can be made at short notice. The occupational physician, the social-psychological counsellor and the qualified social worker from the Healthy Administration Team are all bound by professional discretion. For those members of staff from other professions, protection of confidence is also an essential principle for the work.

The Healthy Administration Team regularly distributes informational material on dealing with stress in a healthy way to the staff. In October 2008, two Health Days will be conducted on the topic: "Dealing with stress in a healthy way".

The course programme and works sport activities also offer possibilities for reducing stress. Two thirds of the 47 departmental heads have already been sensitised in a two-day training session on "health-appropriate staff supervision" to enable them to identify staff stress problems faster, e.g. through over- or underchallenging work, and to reduce this stress through organisational measures and socially competent managerial behaviour.

In January 2007, SAP was introduced as the time-recording system. This has increased the scope for individual structuring of worktimes.

A works kindergarten has been available since September 2007. In the framework of the audit "Family and Job", the voluntary additional offer was introduced of 2 weeks paid paternal leave for all fathers with children born after 01.09.2007.

### **G.3. Evaluation & results**

The social-psychological counsellor evaluates her range of counselling services by means of qualified case statistics. All seminars are evaluated via feedback sheets. In addition there is continuous quality control in the form of sector networking with the Working Group Addiction.

In the framework of CHM projects in the city, stress factors are systematically investigated and evaluated in the health report as strengths or weaknesses. These findings are discussed in special health circles with selected staff representatives, and specific measures are developed. In one department, measures for health-appropriate staff supervision were developed and successfully implemented in collaboration between managers and staff. In another department, a special health circle was established on the topic of "healthy ways to deal with stress".

The occupational physician, staff of the technical safety department, departmental managers, the staff council, the disabled employees representative and other experts like, e.g. the social-psychological staff counsellor were all involved in the projects.

The Company Health Management projects and course programme are always evaluated, e.g. by means of standardised staff questionnaires. The results are summarised in an evaluation report and publicised.

In the framework of the audit "Family-Friendly City Administration", evaluation of the measures is conducted by the external cooperation partner, the Hertie Foundation.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stadtverwaltung Dortmund (Dortmund Municipal Administration)</b>
Address:	Friedensplatz 1 D-44135 Dortmund / Germany
Name of contact person:	Dr. Egmont Baumann
Function of contact person:	Human Resources Office – Workplace Health Management (Personalamt – Betriebliches Gesundheitsmanagement)
Telephone number:	++49-231-5026388
Email:	ebaumann@stadtdo.de
Sector:	Public Service
Number of employees:	8.936

Age	Sex		total
	male	female	
up to 35	664	909	1573
35 to 50	1898	2509	4407
50+	1519	1437	2956
<b>total</b>	4081	4855	8936

## **B. Integration of WHP in the company policy and culture**

The economic success of a company is essentially dependent on its employees' knowledge, skills and willingness to work, for it is only through healthy, qualified and motivated employees that the complex challenges of the future can be met. This recognition has, precisely in companies operating in a free market economy, led to the development of health management concepts as integral components of a modern corporate strategy. Only healthy employees – healthy in the broadest sense of the word – are willing and able to give the performance expected of them. And a company is only as healthy and efficient as its employees.

This principle does of course also apply to municipal administrations. The requirements that have to be met by the Municipal Administration of Dortmund as a "service provider for its citizens" undergo constant change. Our objective is to continue to improve, on a continuous basis, the quality of our service to the people of Dortmund. To this end, the continued development of our administrative structures – here the key word is "reform" – and the improvement of the qualifications of our employees are absolutely essential.

In order to meet the increased demands on the municipal administration while preserving and promoting the job satisfaction of our employees and keeping sickness-related costs to a minimum, an efficient system of workplace health management has been gradually built up. Those components of our workplace health strategy that hitherto were to some extent isolated from one another, such as work safety and health protection, were brought together under the umbrella of Workplace Health Management using the strategies of Organization and Human Resources Development. A highly essential component of our concept is the integration of the expert knowledge of our employees through employee questionnaires and health circles, for only if health promotion, as a task of management, is understood holistically and integratively to include the needs of the employees can it contribute to the safeguarding and improvement of employee motivation and health and, by the same token, to the improvement of our efficiency as a citizen-friendly public service.

The objectives of our workplace health management concept may be summarized as follows:

- Development of employee-friendly workplaces
- Improvement in quality of work and job satisfaction
- Increase in the health competence of our employees
- Improvement in working atmosphere and corporate image



- Reduction in absenteeism

Workplace health management is the logical further development of workplace health promotion. It systematically integrates workplace health promotion into the corporate and structural policy of the organization.

In this way, the health of our employees becomes a strategic and holistic task that falls under managerial responsibility in particular.

The procedures and instruments of workplace health management are laid down in a public service agreement that was adopted after a broadly based poll conducted with all levels of management, the executive staff, the staff council and the employees (see attachment). Employees are kept regularly informed about health matters both through the printed edition of our staff newspaper and through the on-line version

Further information on our strategies, methods and instruments is to be found in the Internet under: [www.bgf.dortmund.de](http://www.bgf.dortmund.de)

### C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

Also responsible – besides the managers themselves – for dealing with psychical problems such as stress and addiction is our Workplace Advisory Office (Social Service). This office is manned by three specially trained members of staff who are able to give advice on such matters as addiction, psychical problems, problems at the workplace and social problems.

Other matters on which advice is given include workplace conflicts (bullying), conflicts in relationships, moral harassment and stress. Training courses and seminars on the aforementioned problem complexes take place primarily at executive level. The Workplace Advisory Office has been conceived and organized in such a way that any employee is able to contact it for advice and support without forgoing his or her personal rights (confidentiality).

### **G.2. Strategy & implementation**

Mental strain/stress is becoming a matter of ever increasing concern, and the employees of the Dortmund Municipal Administration are by no means exempt from this circumstance. Each year, the Workplace Advisory Office (Social Service) draws up a profile of the problems about which it has been consulted. With the aid of this statistical profile we have in the course of the past few years found that psychical problems in particular are on the increase. Consequently, mental health problems arising from strain and stress are now integrated as a matter of routine into all risk assessments and all health promotion processes and in all employee questionnaires in the individual departments/offices.

A great many relevant courses and seminars are currently being offered:

- Trainees' Seminar on Mental Health
- Coping with Stress Situations at the Workplace
- Fairness at the Workplace
- Conflict Management
- Moral Harassment and Bullying
- How to Approach Mentally Sick and Psychically Conspicuous Employees
- How to Cope with Aggressive People
- How to Deal with Conflicts – for Executives

- Health-oriented Management: Successful Leadership through Emotional Competence

Workplace Health Management is currently offering the following courses aimed at helping employees to overcome their own personal stress problems:

- Autogenic Training
- Yoga
- Meditation and Painting
- Tai Chi Chuan
- Relaxation through African Drumming
- Meditative Singing

Like the courses on healthy eating and physical exercise, all the above courses are free of charge for employees.

Needs for improvement in the areas of work organization, working hours, working atmosphere and work-life balance are ascertained in particular in our three analysis procedures – Employee Questionnaires, Health Circle and Work Situation Analysis (Group Discussions) – in the WHP projects in the individual departments.

Like all other health topics, mental strain and stress are dealt with regularly in our information media (staff magazine, intranet portal).

### **G.3. Evaluation & results**

All enquiries and contacts made with the Workplace Advisory Office are evaluated every year. In this way we obtain an annual profile of the problems concerning which our employees require help and support. It was also through this annual profile that we were able to ascertain a steady increase in psychical problems and corresponding requests for help in recent years.



## Model of Good Practice

### A. General information about the company

Company/organisation:	START Zeitarbeit NRW GmbH
Address:	Beekstrasse 48-50 47051 Duisburg Germany
Name of contact person:	Ulrike Sirch
Function of contact person:	Health promotion manager
Telephone number:	+49 203 29519-55
Email:	ulrike.sirch@start-nrw.de
Sector:	Temporary work employment
Number of employees:	187 permanent staff members, app. 2600 temporary work employees

Age	Sex		total
	male	female	
up to 35	18	37	55
35 to 50	52	38	90
50+	29	13	42
<b>total</b>	99	88	187 (permanent staff)

## B. Integration of WHP in the company policy and culture

START Zeitarbeit NRW GmbH (limited liability company) is a temporary work agency that is represented by 30 branch offices in the federal state of North Rhine-Westphalia.

START was founded in 1995. The associates are among others the federal state of North Rhine-Westphalia and the confederation of German Trade Unions. Its mission according to the memorandum of association is to reintegrate unemployed people into the labour market. Thus, temporary employment is used as a means of reintegration. Considering this mission, START is concerned with the question what factors might influence the employability. The correlation between (un)employment and health are known as important factors as to (re)integration in the labour market. Temporary employees are meant to be best prepared and provided for engagement in the labour market by START. Therefore START has decided to implement health promotion as an integral part of company policy. Occupational health and safety has always been a top priority and has for some years been broadened by the aspect of health promotion in terms of a holistic as well as resource-oriented understanding of health.

Health promotion is understood as a task of those in leading positions on one hand and as a participatory, continuous process that has to be sustained by all branch offices and employees.

In order to ensure the continuous and sustainable planning, coordination and evaluation of health promotion activities, a new job position (health promotion management) was created in 2007 in addition to the function of traditional occupational health and safety.

As a temporary work agency, START faces a number of challenges that go beyond the challenges of “normal” work place health promotion:

- Two main target groups: Permanent staff and temporary work employees ( 187 permanent staff and app. 2600 temporary employees)
- High fluctuation among temporary work employees
- Restricted influence on employees' working conditions, as they work in the hiring companies
- Temporary work is characterized by different/high health related strains as to work place and personal preconditions
- Decentralized structure of the company

There are no existing examples so far for “Best Practice” in temporary work. Therefore, standardized programs or measures are difficult to be adapted for our target groups. Thus, health promotion activities necessarily have experimental character and have to be constantly developed further.

**C. Described health topics**

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

## **G. Stress**

### **G.1. Organisation & structures**

As to stress, the health promotion manager is coordinating the activities in close cooperation with other experts and the branch office managers.

Employees can make suggestions at any time which activities they would be interested in or which activities they wish to offer for temporary work employees.

The field of health promotion could operate with a total budget of 300 000 Euros in the year 2008. This budget includes all activities of health promotion.

Among all fields of health promotion, stress is the newest topic which will be directly addressed.

Clearly, this issue is very closely related to questions of culture, work flows, organisation of work, workload, personal resources and above all leadership.

Prior to offering measures for stress reduction, the sources of stress at work place have to be detected in order to address problems at "its roots" and not only to focus on symptom reduction. Thus, the preparations for a needs assessment are still running and will be realised in 2009.

## G.2. Strategy & implementation

Within the concept of the health consultancy service, the topic of stress has been integrated. As mentioned above, permanent staff members are qualified in order to give health consultancy. At the core of this qualification process lies the idea that prior to being ready to offer consultancy to others, permanent staff members have to deal with their own health and *they* have to be offered health promoting measures in the first place.

Therefore, before starting the methodological skill training for health consulting, **workshops** were offered to permanent staff members with topics relevant to their own health. The workshops were especially conceptualised for our company in cooperation with health expert institutions.

Three workshops were offered covering the following topics:

1. "How to gain more energy in daily working routine"
2. "Communication"
3. "How to find the balanced way"

These workshops and others shall be offered on a regular basis.

## G.3. Evaluation & results

As mentioned above, an analysis of the status quo will be carried out next year. This survey will be the point of reference for the results of future questionnaires. An important criteria for the evaluation of stress prevention methods will be employee satisfaction and the employees' subjective judgement of their own well-being.

The workshops were evaluated on the basis of a short questionnaire and suggestions for improvement were immediately realised at the following workshop.





Stiftungsklinikum  
Mittelrhein gGmbH

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Stiftungsklinikum Mittelrhein</b>
Address:	Johannes Müller Str. 7 56068 Koblenz
Name of contact person:	Ms Renate Huelsmann
Function of contact person:	Health Promotion Co-ordinator
Telephone number:	0261 137 1650 or 7387 mobil 01708186406
Email:	Rhuelsmann@stiftungsklinikum.de
Sector:	Healthcare
Number of employees:	1648

Age	Sex		total
	male	female	
up to 35	98	352	450
35 to 50	166	528	694
50+	115	389	504
<b>total</b>	<b>379</b>	<b>1269</b>	<b>1648</b>

## B. Integration of WHP in the company policy and culture

The Stiftungsklinikum Mittelrhein is a medium sized health care organisation with 2 partner hospitals in Boppard and Nastaetten. It has been a member of the German Network for Health Promoting Hospitals since 1999. A member of the German Network for Workplace Health Promotion since 2001 and a member of the German Network for Smoke Free Hospitals since 2005.

Health promotion has been part of the company's policy and culture, for the last ten years. Management at all levels promote and support the policy. It is also reflected in the mission statement: staff empowerment, respect and appreciation of staff and prevention.

In 2003 a work group for health promotion in the workplace, was founded. The group members have management positions, in various departments, throughout the healthcare organisation. They act as advocates for the health of their staff. The members of the group participate in an in-house training programme once a year. All members of staff are encouraged to make suggestions and to exchange ideas with the work group.

## C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

In 2005 the health promotion work group, decided to implement a measure on how to cope with stress and the prevention of back pain.

It was decided to involve the team of professionals from the hospital's own large psychosomatic department which treats in and out patients. They provided in-house training on depression, burn out syndrome, panic syndrome and anxiety.

Counselling is available for members of staff, on how to cope and reduce stress. The occupational health physician, together with a psychologist and the personnel department offer counselling and support. Individual coaching is also offered, by the psychologist.

Since 1999 conflict management has been available for teams, departments and management.

Since 2007 a human resources development concept has been designed and implemented in RehaFit. The staff members have received training in conflict management and communication techniques.

### **G.2. Strategy & implementation**

A lot of attention is paid to make sure that there is a good balance between work and family life. Management is informed to take into consideration, the wishes of staff members, when planning the duty rota. In some areas, it is possible to work from home.

Members of staff, returning to work after a long illness receive counselling.

In particular, when planning organisation processes, flexible solutions are sought for the older members of staff.

### **G.3. Evaluation & results**

The evaluation is carried out by the health promotion work group. The results are published in the staff magazine and senior management is informed. The results from 2007 show that stress related illness have been reduced among staff.

When the human resources development pilot project is completed, it will be evaluated and implemented in the other departments.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>VOLKSWAGEN AG</b>
Address:	Berliner Ring 2 38436 Wolfsburg
Name of contact person:	Dr. Uwe Brandenburg
Function of contact person:	Zentrales Gesundheitswesem / Leiter Arbeitswissenschaft
Telephone number:	05361 9 27 487
Email:	<a href="mailto:Uwe.oppermann-brandenburg@volkswagen.de">Uwe.oppermann-brandenburg@volkswagen.de</a>
Sector:	341
Number of employees:	82.000

Age	Sex		total
	male	female	
up to 35	12615	3324	15939
35 to 50	40973	5834	46807
50+	17590	1366	18956
<b>total</b>	71178	10524	81702

**B. Integration of WHP in the company policy and culture**

At Volkswagen there has been a written concept signed by the Board and employees' representatives on health protection which goes beyond classic occupational safety and health. Health is mentioned explicitly in the VW Corporate Guidelines. In accordance with the VW health philosophy which is borne jointly by the Board and employees' representatives, protective and promotional healthcare is a social responsibility, an economic necessity and an expression of the VW corporate culture.

Minimum standards, instructions and recommendations are defined in the guidelines on protective and promotional healthcare applicable throughout the Group. The guidelines were signed by the Group Board and the Group works council.

Works-related health promotion concepts and agreements exist at the works.

In its declaration on social rights and industrial relations at Volkswagen, VW expressly commits itself to guaranteeing health and safety at the workplace.

The employees are included through information media (written, electronic, lectures, events etc.), surveys, circles/workshops, feedback from surgeries, evaluation of programmes and comprehensive involvement/participation by the employees' representatives.

With the general health check-up (different intervals for different ages) for all employees VW has adopted an innovative approach to prevention and health promotion. With this strategy existing programmes are systematised, standardised and further developed. This leads to further activities (e.g. coaching, fitness week, special health promotion programmes).

**C. Described health topics**

X	Smoking-prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

The key contact for prevention and health promotion in the field of mental loads/strains and health is the Health department. It works together with other company offices (incl. HR dept., Volkswagen coaching).

In addition to the works physicians, important contacts are the Psychological Service, the Social Service (company social work) and social coaches (information, advice, support).

There is an extensive range of courses and seminars on offer. Moreover: health coaching, special surgeries (psychosomatic), co-operation with specialist clinics, special rehabilitation programmes, crisis intervention, support for those suffering from a mental disorder, individual consultancy, research projects.

There has been a company agreement on behaviour at the workplace based on partnership for several years involving appropriate company structures.

Employee surveys are conducted when necessary. Moreover, there are workshops and health circles where health and stress can be discussed.

Health coaching for executives and foremen also includes the subject of stress.

## **G.2. Strategy & implementation**

There are working circles for health, health circles/workshops, special projects, bullying officers, social coaches, the Psychological Service, Social Service as well as specially trained works physicians.

Extensive range of different working time models. Programmes to improve the work-life balance (e.g. childcare).

Regular, self-determined rotation takes place through the well practised team/group work.

At present, we are implementing a seminar for foremen the aim of which is to sensitise the executives to have a more health-conscious and professional impact on the employees (one focal point: holding talks on sensitive health issues).

Psychosomatic surgery, graduated PMR training, regular lectures (e.g. on the subject of burn-out).

Health coaching for groups of employees at particular risk from stress.

Holding of conferences and further training events (e.g. with the Federal Institute of Occupational Safety and Health (BAuA), universities, doctors' associations, other associations).

Extensive range of qualifications on leadership for executives and company supervisors.

## **G.3. Evaluation & results**

Evaluation is performed through surveys but also through observation/monitoring of health parameters.

Evaluation sometimes takes place internally, sometimes by external establishments (universities).

Discussion in the bodies responsible.

Taken into account in restructuring processes and training activities.