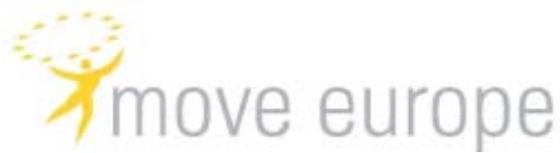


BELGIUM



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Model of Good Practice

A. General information about the company

Company/organisation:	ADMB
Address:	Sint-Clarastraat 48 8000 Brugge
Name of contact person:	Erik Van der Cruysse
Function of contact person:	Personnel manager
Telephone number:	050/ 47 41 40
Email:	Erik.vandercruysse @ admb.be
Sector:	74834
Number of employees:	1050

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and the mission is available on a specifically developed intranet site. There is a specific policy that is written in a policy document about health promotion, which is available for all employees through the intranet site. The policy document includes two topics: smoking prevention and motivation for physical activity. Management is involved and gives active support regarding this policy:

- Management signed the policy document concerning Health Promotion at work
- Management participates actively in initiatives of Health Promotion
- Management plays an important role in the implementation and the assistance of health promotion initiatives
- A budget is available for the organisation of assistance with smoking withdrawal.

The employees were asked to give their opinions about the policy through an inquiry in the intranet. They were also interviewed to know their opinion. Representatives of the employees are actively involved in the elaboration of the policy. Last but not least, the company also has an interactive 'Move at ADMB' website. Employees receive information about the Health Promotion policy by e-mail and the intranet site.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

ADMB has developed a specific action plan concerning smoking prevention at work. The plan started up in 2004 and has been fully completed by now. There is a coordinator and a workgroup for smoking prevention and an internal memo describes the role and the objectives of the workgroup. The coordinator is the doctor of the organisation and has practical experience in drug prevention. There are enough financial and material resources available to develop activities concerning smoking prevention: the budget for these activities has been specified. The employees are involved in the preparation of these activities and they have the opportunity to have withdrawal assistance. The employer has a high respect for the personal atmosphere of his employees.

D.2. Strategy & implementation

An analysis of the requirements concerning smoking prevention has been accomplished: the results are reported to the HR workgroup and the work doctor. They decided to forbid smoking in the shared workplaces and in other common compartments of the organization by

- Admitting the prohibition in the internal work regulation
- Developing a specific regulation to forbid smoking
- Sending an internal memo
- Placing prohibition signs

Information about smoking at work has been given to new employees.

There is also support available for employees who want to stop smoking: the offer to quit smoking is communicated by the intranet and employees can gather advice from a professional advisor about stopping with smoking. They also organise group sessions.

D.3. Evaluation & results

The activities and requirements concerning smoking prevention are evaluated; the output of the program is evaluated in consultation with the social committee.

E. Healthy eating

E.1. Organisation & structures

There is no action plan concerning healthy food in the organisation, but they do have a coordinator and a workgroup for healthy food. The name and function of the coordinator is written down in the organisational chart. The coordinator is an occupational physician and a dietician. The employees are involved in the preparation of the activities concerning healthy food: they organised a questionnaire to gather suggestions and ideas from the employees.

E.2. Strategy and implementation

There was no analysis of the requirements, but the organisation has an enjoyable and clean dining room with the necessary attention to nutritional safety. The dining room is well defined, the cleaning instructions are to clean the dining room every day and special attention goes to the comfort of the dining room (like appropriate relief, temperature, ventilation, plants, colours). Employees are informed about the existence of the dining room by an internal memo or because is written down in the internal work regulation.

The menu card only offers healthy nutrition and drinks; the automatic vending machines only contain healthy food and drinks. During the meetings and events, no soft drinks and alcohol are available. Free drinking water is also available to the employees. Information about healthy food is spread by the dietician and occupational physician. On demand of the employer, assistance concerning healthy food is available to the employees.

E.3. Evaluation and results

There was no evaluation concerning the activities and requirements of healthy food out of respect for the privacy of the employees.

F. Physical activity

F.1. Organisation & structures

ADMB has developed a specific action plan concerning physical activity that is updated every year. Some elements in the health and safety plan refer to physical activity and movement. The name and the function of the coordinator is written down in the organisational chart and an internal memo describes the role and the objectives of the workgroup. The workgroup regularly has meetings and the coordinator and the members of the workgroup received individual training from a physical activity expert. The budget for the activities concerning physical activity has been specified. The staff invests in initiatives concerning physical activity. A questionnaire has been developed to gather suggestions and ideas from the employees, so they are involved in the preparation of activities concerning physical activity. Representatives of the employees are also involved actively in the development of actions. The actions are prepared by the workgroup wherein the employees are represented. The employees are also involved through an interactive info site in the intranet.

F.2. Strategy & implementation

The organisation has accomplished an analysis of the requirements concerning physical movement by using a specific tool: a measurement of the individual strains of each employee through a step counter.

In order to encourage their employees to move more, they set up the move@admb campaign. This campaign's purpose is to promote physical activity amongst all employees, but especially the ones that aren't moving.

Four characteristics make it a unique project:

- The project has a scientific background, because it's supported by an occupational physician, who is a professional motional consultant;
- Low threshold to participate because the focus is on moving, not on doing sports
- A website is used as a medium to reach all employees;
- It's an interactive project.

A first initiative was the "going to Peking with move@admb" project.

Four teams travelled the distance of 12,000 km (which is the distance from Brussels to Peking) competing against each other. Each team spontaneously set up actions to increase the covered distance of their team. By the end of the initiative, 378 employees had covered the distance to Peking. The medium used to count the kilometres was a pedometer. Every employee received a pedometer, which enables them to register the number of steps they take every day.

The initiative was a success and the results were positive:

- Employees move more at work and at home
- A pleasant atmosphere was created, working in teams worked very stimulating
- Employees feel like management pays attention to them
- The management decided to make a contribution to a good cause for each km

This initiative was only the first of this successful project. Other initiatives will be organized in order to perpetuate the positive results.

The organisation also organised activities during the working hours: the work schedules have breaks to do physical activity; the employees are motivated to move more during normal work activities, like taking the stairs instead of the elevator.

There are also activities available after or before work, which are communicated by an interactive website. Employees who go to work on foot or using their bikes are rewarded. Professional advice and a work doctor are available for employees who want to start doing sports.

F.3. Evaluation and results

The activities concerning physical activity are evaluated; the output is evaluated by the workgroup and has been reported to management. The results of the program are communicated through the intranet site and have been discussed with the employees in the social committee. A questionnaire has been developed to gather feedback and results.

G. Stress

G.1. Organisation & structures

The organisation has developed a specific action plan concerning stress, which is updated every year. There is a workgroup with a coordinator and the objectives and the role of the workgroup are described by an internal memo. The coordinator is an occupational physician who is specialised in the prevention of stress. There are enough financial and material resources available to develop activities regarding stress, and staff can invest time in initiatives concerning the prevention of stress. A questionnaire has been developed to gather ideas and suggestions from the employees.

G.2. Strategy & implementation

There hasn't been an analysis of the requirements, but a questionnaire has been developed and interviews for the employees to identify the possible causes of stress. The organisation has taken provisions to adjust the workload by determining the maximum workload for each employee by specific criteria. There is a possibility to convert to a part time job. To adjust the work content, the organisation pays specific attention to 50+ employees: they can ask for adjusted work content. The organisation offers special guidance and assistance to employees who have a lot of stress by dividing the psychosocial load.

G.3. Evaluation & results

The activities and requirements concerning stress are evaluated and discussed in the workgroup. Management evaluates the program in a meeting and a questionnaire has been developed to gather feedback and results. The organisation also participates in individual actions on the initiative of the occupational physician.



Model of Good Practice

A. General information about the company

Company/organisation:	Fortisbank – medical share service
Address:	Warandeborg 3 1050 Brussels
Name of contact person:	Dr Philippe de Permentier
Function of contact person:	Occupational physician
Telephone number:	0032/2 228 63 09
Email:	Philippe.depermentier@fortis.com
Sector:	Financial sector
Number of employees:	20000

B. Integration of WHP in the company policy and culture

At Fortis, WHP is part of the mission statement, which is available for employees in the yearbook and on the web. A policy on WHP is available on the intranet. This policy is called the Vitality Campaign.

WHP is a regular item at management meetings, as shown in management reports.

In order to involve employees in the elaboration of the WHP policy, employees are interviewed to gather their opinions. They receive information on the policy through a newsletter.

In 2005, Fortis set up a programme called "Vitality." This programme consists of 5 domains: the battle against tobacco, diminishment of alcohol, eating healthier, exercising and managing stress.

All the actions of the Vitality programme are supported by diverse communications media, such as website intranet, newsletter, posters, etc.

Each year the programme will be implemented with a focus on topics typical of the sector.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

Fortis developed a specific action plan on smoking. This plan is updated yearly. A working group holds regularly meetings. The members and coordinator of the work group took a specific course on smoking prevention.

Staff is allowed to invest time in initiatives on smoking prevention.

In order to involve the employees in actions and measures on smoking prevention, a survey is organised to collect ideas/suggestions of the employees. Representatives of the employees are actively involved in the development of the actions.

D.2. Strategy & implementation

By means of the medical questionnaire, 'Fortis health check', a needs assessment on smoking prevention was performed.

Fortis decided to ban smoking in the bank, in all working areas and public areas. This is clearly stipulated in the staff handbook. They made a specific regulation concerning the total ban of smoking. An internal memo was sent out to communicate this to all employees. Prohibition signs indicate the total ban.

Information on smoking prevention is provided to the employees via a newsletter, information on the notice board and posters throughout the building.

When employees want to quit smoking, they can rely on individual smoking cessation counselling by a doctor. Fortis also provides smoking cessation incentives.

Fortis has purchased Niquitine patches at a reduced price for their employees.

They developed a 'stop smoking' site. Through this site, a follow up of the employees trying to stop smoking was possible.

D.3. Evaluation & results

The output of the smoking prevention action plan is evaluated. The results are communicated at the meeting with the direction and the unions.

The results are also discussed in the work group.

A survey is organised in order to collect feedback and results by means of the Fortis Health Check. This check can be used as a needs assessment, but it can also give information about the progress a while after the implementation of the programme.

E. Healthy eating

E.1. Organisation & structures

Fortis developed a specific action plan on healthy eating; this plan is yearly updated. In the occupational health and safety plan, some elements make reference to healthy eating.

A work group on healthy eating holds meetings regularly. Fortis has a catering committee which has a meeting once a month. Employees, direction, facility and medical service are involved in this committee.

The work group has contact with a dietician of the catering company.

The budget for actions concerning healthy eating is specified.

Employees are involved in the development of actions/measures on healthy eating in different ways. A survey is organised to collect ideas, and representatives of the employees are actively involved in the development of actions.

E.2. Strategy and implementation

The catering committee takes the needs of the employees into consideration. A comfortable and clean eating area is provided for the employees. Cleaning instructions include daily cleaning and regular intensive cleaning. This area is clearly indicated and employees are informed about its existence.

At Fortis, employees can enjoy healthy food and drinks at lower prices. Fortis promotes the nutrition of fruits, vegetables, juices through a low-fat calorie course.

Every week fruit in sufficient quantities is available at the lowest price.

Free drinking water is provided by means of water fountains.

Information on healthy nutrition is provided through a newsletter, information on the notice board, posters and information sessions (low-fat calorie course).

Professional counselling by a dietician is given together with the health check.

E.3. Evaluation and results

Fortis keeps count of the sales of healthy food and drinks. In that way, they can follow up the success of the programme. These results are evaluated and communicated in the catering committee and then discussed in the work group.

F. Physical activity

F.1. Organisation & structures

Fortis developed a specific action plan on active living, which is yearly updated. The occupational health and safety plan also makes reference to some elements of active living.

A work group on active living holds regularly meetings (work group in medical and social services).

The members of the workgroup and the coordinator go to workshops and symposia concerning active living in order to have the knowledge necessary to set up programs and take initiatives on active living.

Employees are represented in the work and, in that way, are involved in the development of actions. Actions are prepared by the work group in medical and social services.

F.2. Strategy & implementation

A needs assessment has been carried out and the results are available to the employees.

Employees are motivated to move during normal work activities. Fortis organised, for example, a stairs day to encourage workers to take the stairs instead of the elevator. They also distributed step counters and organised a 10,000-steps-a-day action.

In order to promote employees to do sports, Fortis offers a reduction for each employee on a membership card for a sports club. They also are provided with free bikes which can be used by the employees to transfer from one Fortis building in Brussels to another.

Employees can take a shower at work, which is important for the employees who want to do sports before or after work or during lunch, and for the employees that come by bike.

Guarded bike sheds are available, so employees don't have to be afraid of getting their bikes stolen.

Employees who want to start doing exercise are offered a preventive health check performed by the cardiologist of the bank.

Information on active living is provided via a newsletter, posters and flyers.

F.3. Evaluation and results

Statistics are kept on the results of the programme. These statistics are discussed in the work group. The medical and social services are always prepared to give feedback on this topic.

G. Stress

G.1. Organisation & structures

Fortis developed a specific action plan on stress, which is yearly updated. The occupational health and safety plan also makes reference to the topic.

A work group on stress holds meetings regularly.

The coordinator and members of the work group took a specific course on stress. They followed with an information session on mental health/stress.

Budget for actions on stress are specified in advance.

Employees are involved in the development of actions/measures on stress through the employee representatives who are actively involved.

G.2. Strategy & implementation

A risk assessment was carried out by means of a survey from human resources and a medical questionnaire.

Through this survey it's possible to involve employees in identifying the possible sources and causes of stress.

Fortis gives attention to acceptable deadlines, work speed and quantity of work, so that the workload is not too high. Formations on stress are organised for the employees.

In order to tackle poor job content, more interested tasks are included and employees are stimulated to learn and take on new tasks. A personal development plan is set up for each employee.

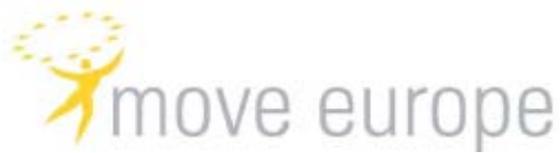
Employees also enjoy flexible working hours and breaks.

Employees who suffer from stress have the opportunity to receive counselling during or along with health checks. Group sessions accompanied by a professional counsellor are also organised.

Employees receive information on stress prevention at the workplace via a newsletter and via information sessions.

G.3. Evaluation & results

The work group follows up the programme and the outputs and discusses the results.



Model of Good Practice

A. General information about the company

Company/organisation:	NV Delhaize Group
Address:	Osseghemstraat 53 1080 Brussel
Name of contact person:	Tim Lammens
Function of contact person:	Director Health & Safety
Telephone number:	02/ 412 82 59
Email:	tlammens @ delhaize.be
Sector:	47114
Number of employees:	15634

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and is publicized in the Corporate Responsibility Report at www.delhaizegroup.com . The mission is also written down in the HR Vision Delhaize Belgium. Health has been an integral part of their strategy since 2003. They believe it's their responsibility to take care of the wellbeing of their employees by improving the quality of working life. Besides the responsibility towards the employees, Delhaize Belgium also feels responsible towards the general public as a food retailer. They acknowledge the link between food and health.

The policy document exists out of more than one topic: smoking prevention, prevention of alcohol and drugs, psychosocial strain, cardiovascular risks, exercise and movement. A general policy document is also developed in terms of an OHSAS 18001 certification.

In order to put the health strategy into practice, Delhaize has taken several initiatives to improve the health of the employees. A health check is provided. The check consists of a cardiovascular risk screening and a cholesterol screening. Furthermore, information and awareness raising campaigns are carried out to promote a healthy diet, e.g., distribution of leaflets, brochures and posters, information on healthy nutrition on the intranet and in the employees' magazine, handing out free packs of apples and bottles of water.

Besides initiatives to improve the diet of the employees, actions were taken to influence other lifestyle-related topics such as the promotion of physical activity, the quit smoking campaign, cholesterol screening, health monitoring, etc.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

Delhaize Group Belgium has developed a specific action plan about smoking prevention. This action plan is updated every year and some elements of the global prevention plan refer to the prevention of smoking.

There is a workgroup and a coordinator for the smoking prevention whose name and function are recorded in the organigram (this is the responsibility of the Health and Safety Department). An internal memo describes the role and the objectives of the workgroup, which was created at the start up of the workgroup. The workgroup regularly comes together. They also organize meetings with the Health and Safety Committee¹.

The members of the workgroup were all given education or matched information about smoking prevention. The coordinator followed a specific education about smoking prevention and an information session has been organized to inform the members of the workgroup. There is also a brochure about Stichting tegen Kanker (Foundation against Cancer) available for all the employees and has been discussed in the workgroup.

Employees are also involved in the preparation of the activities regarding smoking prevention. Representatives of the employees are actively involved in the development of actions.

¹ This is the delegation of employers and employees who give information about health and safety at work.

D.2. Strategy & implementation

An analysis of the requirements concerning smoking prevention has been accomplished by internal applications and asking questions to the members of the workgroup. They decided to forbid smoking in the shared workplaces and in other common compartments of the organization by

- Admitting the prohibition in the internal work regulation
- Developing a specific regulation to forbid smoking
- Sending an internal memo
- Placing prohibition signs

Smoking is only allowed in those places predetermined for smoking. Those places are well defined and the smoking places are ventilated enough with a ventilation system or the smoking places are outside in the open air.

Information about smoking at work has been provided by using newsletters, e-mail, information on billboards, posters and flyers, information sessions...

Support is also available for employees who want to stop smoking by incentives and consultations with the occupational health doctor.

D.3. Evaluation & results

The output of the program is evaluated, such as the number of employees who use the incentives to stop smoking, the number of employees who stopped smoking, or respect the smoking prohibition. The results of the program are communicated by a newsletter, the organization's magazine, e-learning and are discussed in the workgroup. Management evaluates the program in an HR direction meeting.

E. Healthy eating

E.1. Organisation & structures

A specific action plan for healthy food and drinks at work has been developed. There is a coordinator and a workgroup for healthy food at work. The name and the function of the coordinator are recorded in the organisational chart under the responsibility of the Department of Health and Safety. A Project Management Year action plan has also been developed. The coordinator and the members of the workgroup were given an education or matched information about healthy food. An information session about healthy food has been organized to inform and train the members of the group. There are enough financial and material resources available to develop the activities concerning healthy food at work. The budget for these actions is permanently determined and the staff can invest in initiatives on healthy food.

The employees are involved in the preparation of the activities about healthy food. There has been taken a questionnaire to collect suggestions and ideas from the employees. Employee representatives are actively involved in the development of activities and the actions are prepared by the workgroup in which the employees are represented.

E.2. Strategy and implementation

The company has accomplished an analysis of the requirements about healthy food. The results are available in 2009 for alcohol. The analysis has been accomplished by a specific tool: a questionnaire that will be finished in 2009. There is a nice and clean dining room available with the necessary attention to nutrition safety. The dining room is well defined, the cleaning instructions are to clean the dining room every day and special attention goes to the comfort of the dining room (like appropriate relief, temperature, ventilation, plants, colours). Employees are informed about the existence of the dining room by an internal memo or because it is written down in the internal work regulation. There will also be a theme in the Year Action Plan 2009 where the attention to nutritional safety will be continued by training sessions. The choice for healthy food is stimulated by free trials and the Year Action Plan 2009. The employees are also given free fruit and drinking water. Information about healthy food at work has been given by using newsletters, information on billboards, posters and flyers and an information session. Spreading information is also a part of the commercial strategy of the organisation and the communication, like press releases, management meetings, free cardiovascular risk screening... The employees also receive support regarding healthy food: the company organised an organised healthy supervision, information about the nutrition on the packages...

E.3. Evaluation and results

The activities and requirements concerning healthy food are evaluated; the output of the program was evaluated by the sequence of the BMI, cholesterol and cardiovascular risks of the population. The results of the questionnaire dealing with the nice dining room will be communicated in 2009. The results of the questionnaire about alcohol are already communicated. The results were discussed in the workgroup and management evaluates the program in a management meeting.

F. Physical activity

F.1. Organisation & structures

Some elements in the health and safety plan refer to movement and physical activity. There is a coordinator and a workgroup for physical activity at work. The name and the function of the coordinator are recorded in the organisational chart under the responsibility of the Department of Health and Safety. The coordinator and the members of the workgroup have received information and education about the topic. There are also enough financial resources available to develop activities regarding physical activity. The budget for these actions is permanently determined and the staff can invest in initiatives on physical activity. The employees are involved in the preparation of the activities concerning physical activity; employee representatives are actively involved in the development of activities.

F.2. Strategy & implementation

During working hours there are organized movement and sport activities. There are breaks with movement exercises for the employees with a lack of movement, for example, people who work long times in front of a computer. Employees are being motivated to move during normal work activities, like taking the stairs instead of the elevator. There is also an offer to do movement and sport activities before or after work; they have a lot of local opportunities and cooperate with the Olympic Health Foundation of the BOIC. The organization also motivates their employees to take the bike or go to work on foot. Employees are rewarded when they do so; there are showers, supervised cycle sheds are available, and the company organized promotion campaigns. Delhaize Belgium offers advice and assistance to employees who want to do sports: employees can go to the work doctor to check their health before they start to exercise. They also have an Olympic Health Foundation Day where sports are presented and can be tried out.

F.3. Evaluation and results

The activities and requirements with regard to physical activity aren't evaluated.

G. Stress

G.1. Organisation & structures

Delhaize Group Belgium has developed a specific action plan concerning stress. This action plan is updated every year and some elements of the health and safety plan refer to the prevention of smoking.

There is a workgroup and a coordinator for smoking prevention whose name and function are recorded in the organisational chart (this is the responsibility of the Health and Safety Department). The workgroup regularly has meetings and they have a Psychosocial Platform. The members of the workgroup were all given education or matched information about stress. The coordinator and the members of the workgroup underwent specific training in mental health and stress.

The budget for these actions is determined in advance and the staff can invest in initiatives on stress.

The employees are involved in the preparation of stress prevention activities. Employee representatives are actively involved in the development of actions and a questionnaire has been developed to gather ideas and suggestions from the employees.

G.2. Strategy & implementation

An analysis of the requirements concerning stress has been accomplished by a specific tool: a questionnaire based on the theory of Karasek. The employees also participated in the Belstress I and II. The results are presented in meetings of the Committee of Health and Prevention at work and are available for the employees through a report. The employees are involved in the identification of possible causes and resources of stress by the availability of a questionnaire and information sessions. Provisions are made to adjust the workload by paying attention to acceptable deadlines, the working speed and the amount of work by project management. They also adjust the job content and there are provisions to take care of the control that employees have about their job. The organisation has support and assistance available for employees who have stress: they are accompanied by a professional mentor; they use checklists concerning health and are developing group sessions. The organisation also disseminates information about stress by newsletters, information on billboards, posters, medical checks and cultivation.

G.3. Evaluation & results

The activities and requirements concerning stress are evaluated; the output of the program was evaluated by questionnaires and risk analysis after the training.

The results of the questionnaire concerning stress are communicated through the reports of the Committee for Prevention at Work. The results were discussed in the workgroup and management evaluates the program in a management meeting. A questionnaire to gather feedback and results has been developed.



Model of Good Practice

A. General information about the company

Company/organisation:	Procter & Gamble Services CY
Address:	Temselaan 100 1835 Strombeek Bever
Name of contact person:	Koen Van Gestel
Function of contact person:	Head of Department, Prevention & Environment
Telephone number:	02/ 456 37 79
Email:	Vangestel.k @ pg.com
Sector:	20411
Number of employees:	1659

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the company’s mission statement and the mission is available at the Brussels Innovation Center. Strategy and priorities of the HR organisation also play an important role. A specific policy has been developed in a policy document about health promotion at work. The policy consists of more than one topic concerning health: the organisation focused on mental and physical health and placed it under the global name ‘Well being’. Management gives active support in the policy:

- Health promotion is a regular item during management meetings
- Management signed the policy document concerning health promotion at work
- Management actively participates in health promotion initiatives
- Management plays an important role in the implementation and the assistance of initiatives regarding health promotion
- Health promotion is a part of the policy vision of the Brussels Innovation Center

The employees were asked to give their opinions about the policy during the development of health promotion by establishing ambassadors for Well Being. Employee representatives are actively involved in the preparation of the health promotion policy and the employees are informed about it by email, newsletters and billboards.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

E. Healthy eating

E.1 Organisation & structures

The organisation has developed a specific action plan concerning healthy food at work. Some elements in the health and safety plan refer to healthy food. The occupational physician (coordinator) and general management and technical services and the responsible person of COMPASS have regular meetings. Sometimes the employee delegation is involved in the campaign. The coordinator and the members of the workgroup have taken a specific training course on healthy food. Prevention advisors also participate regularly in training concerning healthy food and movement. The staff can always invest in healthy food initiatives and the budget for site events are specified every year. The actions are prepared by the workgroup in which employees are represented.

E.2. Strategy and implementation

The company has accomplished an analysis of the requirements about healthy food. The results are available and are communicated through the intranet site. Regularly the employees are asked for information by means of a medical questionnaire. There is a nice and clean dining room available with the necessary attention to nutrition safety. The dining room is well defined and cleaned every day and special attention goes to the comfort of the dining room (like appropriate relief, temperature, ventilation, plants, colours). Employees are informed about the existence of the dining room by an internal memo or because it is written down in the internal work regulation. The organisation offers healthy food and drinks on the menu cards. They also offer Well Being menus during lunch and there are specific machines with healthy food available at the centre of the company's campus. Healthy food and drinks are available at low prices and they also organised free trials for healthy food and drinks. The company also offers free drinking water by the presence of water fountains and information about healthy food is spread by newsletters, e-mail, information on billboards, posters, flyers, information sessions and information cards at the tables in the restaurant. Group sessions are organised by professional advisors to help employees with healthy eating.

E.3. Evaluation and results

The activities and requirements concerning healthy food are evaluated; the output of the program is evaluated in frame of the yearly Well-Being weeks. The results of the programme are communicated and discussed in the workgroup. Management evaluates the program at a management meeting.

F. Physical activity

F.1. Organisation & structures

Some elements in the health and safety plan refer to movement and physical activity. They developed a specific action plan which is evaluated every year. There is a coordinator and a workgroup for physical activity at work. The workgroup organises meetings regularly and the global coordinator of Well-Being is the internal communication and relations manager. She received specific training for prevention advisors. There is a budget specified for action concerning physical activity and the staff can invest in movement and physical activity initiatives.

The employees are involved in the preparation of activities concerning physical activity:

- A survey has been developed to gather suggestions and ideas from the employees
- Employee representatives are actively involved in the development
- The actions are prepared by the workgroup in which the employees are represented

F.2. Strategy & implementation

There has been an analysis of the requirements concerning physical activity and the results are available. The work schedules contain breaks for physical movement. Employees are motivated to move more during normal work activities, like taking the stairs instead of the elevator. Fitness centres, running tracks, etc., are also available.

No activities are available before or after work, but the employees have access to sports facilities on-site and they get discount on a season ticket at a fitness centre. Employees can also shower and change clothes at work. Professional advice is available for employees who want to do sports. The communication about that advice is spread by the internal communication manager and consists of an offer to have a medical check before starting with any sport. External speakers are also available. The information is spread by newsletters, e-mail, information on billboards, posters, flyers and information sessions.

F.3. Evaluation and results

The activities and requirements concerning healthy food are evaluated; the output of the program is evaluated by demanding and uptake provisions. The results of the program are communicated and discussed in the workgroup. Management evaluates the program at a meeting.

G. Stress

G.1. Organisation & structures

The organisation doesn't have a global action plan concerning stress, but for every initiative a specific action plan is developed. Some elements of the health and safety plan refer to the prevention of smoking.

The coordinator is the health and safety officer concerned with Psychosocial Aspects and the occupational physician as a member of the Well-Being workgroup. The coordinator and the members of the workgroup received special education about mental health and a information session was organised to inform and train the members of the group. The budget to prepare stress-fighting activities is specified and the staff can invest time in stress-prevention initiatives.

A questionnaire has been developed to gather ideas and suggestions from the employees. Representatives of the employees are actively involved in the development of actions and the actions are prepared by a workgroup that represent the employees.

G.2. Strategy & implementation

A risk analysis concerning stress has been done. A questionnaire and interviews are also developed to identify the possible causes of stress. Participative risk analyses and work fiches will be available in 2009.

The organisation tries to adjust the workload of his employees by giving them acceptable deadlines, work speed and amount of work. There are also work and development programs. To check the job content, the organisation gives attention to:

- Job rotation: the work schedules contain rotational hours
- Job enrichment: the employees get more interesting tasks
- Job enlargement: employees are stimulated to learn and do new tasks
- Flexible hours, the possibility to work at home to improve the work-life balance

The organisation offers assistance for employees with stress and this is communicated by the division for prevention and the division of employees. The employees can rely on guidance when they suffer from stress:

- by a professional assistant
- by using checklists concerning health
- by group sessions accompanied by professional assistants
- by the Employee Assistance program for employees and their families

Information related to stress has been spread through e-mail, newsletters, information at billboards, posters, flyers and information sessions (for example, the session about burn out).

G.3. Evaluation & results

The activities and requirements related to stress has been evaluated. The results of the program have been evaluated through yearly research on employee satisfaction. The results of the program are communicated by the division of employees and in the meetings of the several divisions. Management evaluated the program in a management meeting and a questionnaire has been developed to gather feedback and results.



Model of Good Practice

A. General information about the company

Company/organisation:	Solvay Research & Technology + Solvay corporate headquarters
Address:	Rue de Ransbeek 310, Brussels
Name of contact person:	Pierre Depret
Function of contact person:	HSE advisor
Telephone number:	0032/2 264 33 10
Email:	Pierre.depret@solvay.com
Sector:	Chemical and pharmaceutical sector
Number of employees:	1050 + 1050

B. Integration of WHP in the company policy and culture

In Solvay, workplace health promotion is part of the mission statement. This mission statement is published in a yearbook and is also available at the website. A policy on WHP is available for the employees via the intranet. The management is committed and shows this by signing a charter for safety, health and environment and the policy on WHP. Employees receive information on WHP in Solvay via intranet and conferences organised during the healthy week.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
	Stress

E. Healthy eating

E.1. Organisation & structures

In the occupational health and safety plan of Solvay, some elements make reference to healthy eating, so they established an action plan on this topic in the organisation. A working group on healthy eating is assigned – this is the Mess committee. They hold meetings regularly and initiate and follow-up projects concerning nutrition. The members of this work group are informed and trained through an information session on healthy eating.

In order to achieve good results, staff can invest time in initiatives on healthy eating. For example: they can invest time in meetings, conferences, presentations of the dietician on-site, etc. In the work group employees are well-represented and therefore involved in developing actions on healthy eating.

E.2. Strategy and implementation

A comfortable and clean eating area is available for the employees. This eating area is clearly indicated. Cleaning instructions include daily cleaning and regularly intensive cleaning. Employees are informed about the existence of the eating area via an internal memo and the staff handbook. Special attention is given to provide a comfortable eating area, meaning adequate lighting, acoustics, temperature, ventilation, plants, colours, etc.

In Solvay, employees can choose healthy food and drinks which are available at lower prices. Free trials of healthy food and drinks are also provided to promote healthy nutrition among the employees. Solvay works together with COMPASS (restaurant society) in order to promote a balanced diet ('balanced choices' programme) and offer dietetic advice.

Fruit is available in the canteen at very low prices and is offered with each sandwich. Sometimes fruit is also available for free. Solvay makes sure that fruit is bought in sufficient quantities every week.

Employees of Solvay can enjoy free drinking water in water fountains.

During the 'Health Week', which has been held yearly since 2004, different activities concerning the offer of healthy food are organised.

In order to promote healthy nutrition among the employees, information sessions are organised to inform them. The offer on healthy eating is regularly communicated and the professional counselling of a dietician is provided together with a health check.

E.3. Evaluation and results

The results of the actions on healthy eating are evaluated by management in a management meeting.

F. Physical activity

F.1. Organisation & structures

In Solvay, some elements of the occupational health and safety plan make reference to active living/exercise. They also developed a specific action plan on the topic, which is yearly updated. A chart related to the promotion of using the bike is made up in cooperation with 'Bruxelles Mobilité'. (Brussels Mobility)

A coordinator and work group (Fitness Committee) on the topic exist in Solvay. The name and function of the coordinator are shown in the organisational chart, and an internal memo describes the role and objectives of the work group. This work group regularly meets, and reports of these meetings are available. The Fitness Committee works out projects and provides animation concerning fitness activities.

The coordinator and the work group took a specific course on the topic 'active living/exercise' and an information session was organised in order to inform them about the topic.

Staff can invest time in initiatives on active living. Employees are involved in the development of actions in different ways. A survey is organised to collect ideas and suggestions. Employee representatives are represented in the work group and actively involved in the development of actions.

F.2. Strategy & implementation

A needs assessment was carried out on the topic of 'active living'.

Employees are being motivated to exercise during work activities (e.g., taking the stairs instead of elevators).

Solvay offers its employees exercise activities outside working times. They have a partnership with ULTIMATE SKILL for the fitness activities.

Solvay promotes coming to work on foot or bicycle by providing an incentive. By providing showers and guarded bicycle sheds, the idea of coming by bike or on foot is made more achievable. Solvay has been participating in activities which promote coming by bike, such as DRING DRING (since 2001) and FRIDAY BIKEDAY (since 2007).

Solvay has a fitness and gym room available for the employees before and after work and during the lunch period. These exercise facilities are on-site and easy accessible. After exercising, they can use the showers, which are maintained regularly.

Employees who want to start taking exercise are offered a health check, which is obligatory if they want to use the fitness facilities. Professional support and counselling is provided.

Information on the topic is provided for the employees.

During the 'healthy week' different activities are organised. This is a yearly activity. Employees can participate in different sports such as volleyball, jogging, walking, ping-pong, etc. They also can ask for a health check. Conferences are organised during this week on the prevention of cardio-vascular diseases, sleep, and VDU ergonomics.

F.3. Evaluation and results

Surveys are organised among the employees to collect feedback and results. The output of the programme is evaluated and the results are discussed in a working group.

The fitness programme has been in existence since 2003 and there are 300 regular participants. 500 persons have been taken part at least once.

The survey on employee satisfaction shows that they are interested and that there are positive effects on the health and physical condition of the employees.

About 35 to 150 persons participate in the conferences, organised during the health week.



Model of Good Practice

A. General information about the company

Company/organisation:	ADMB
Address:	Sint-Clarastraat 48 8000 Brugge
Name of contact person:	Erik Van der Cruysse
Function of contact person:	Personnel manager
Telephone number:	050/ 47 41 40
Email:	Erik.vandercruysse @ admb.be
Sector:	74834
Number of employees:	1050

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and the mission is available on a specifically developed intranet site. There is a specific policy that is written in a policy document about health promotion, which is available for all employees through the intranet site. The policy document includes two topics: smoking prevention and motivation for physical activity. Management is involved and gives active support regarding this policy:

- Management signed the policy document concerning Health Promotion at work
- Management participates actively in initiatives of Health Promotion
- Management plays an important role in the implementation and the assistance of health promotion initiatives
- A budget is available for the organisation of assistance with smoking withdrawal.

The employees were asked to give their opinions about the policy through an inquiry in the intranet. They were also interviewed to know their opinion. Representatives of the employees are actively involved in the elaboration of the policy. Last but not least, the company also has an interactive 'Move at ADMB' website. Employees receive information about the Health Promotion policy by e-mail and the intranet site.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

ADMB has developed a specific action plan concerning smoking prevention at work. The plan started up in 2004 and has been fully completed by now. There is a coordinator and a workgroup for smoking prevention and an internal memo describes the role and the objectives of the workgroup. The coordinator is the doctor of the organisation and has practical experience in drug prevention. There are enough financial and material resources available to develop activities concerning smoking prevention: the budget for these activities has been specified. The employees are involved in the preparation of these activities and they have the opportunity to have withdrawal assistance. The employer has a high respect for the personal atmosphere of his employees.

D.2. Strategy & implementation

An analysis of the requirements concerning smoking prevention has been accomplished: the results are reported to the HR workgroup and the work doctor. They decided to forbid smoking in the shared workplaces and in other common compartments of the organization by

- Admitting the prohibition in the internal work regulation
- Developing a specific regulation to forbid smoking
- Sending an internal memo
- Placing prohibition signs

Information about smoking at work has been given to new employees.

There is also support available for employees who want to stop smoking: the offer to quit smoking is communicated by the intranet and employees can gather advice from a professional advisor about stopping with smoking. They also organise group sessions.

D.3. Evaluation & results

The activities and requirements concerning smoking prevention are evaluated; the output of the program is evaluated in consultation with the social committee.



Model of Good Practice

A. General information about the company

Company/organisation:	Fortisbank – medical share service
Address:	Warandeberg 3 1050 Brussels
Name of contact person:	Dr Philippe de Permentier
Function of contact person:	Occupational physician
Telephone number:	0032/2 228 63 09
Email:	Philippe.depermentier@fortis.com
Sector:	Financial sector
Number of employees:	20000

B. Integration of WHP in the company policy and culture

At Fortis, WHP is part of the mission statement, which is available for employees in the yearbook and on the web. A policy on WHP is available on the intranet. This policy is called the Vitality Campaign.

WHP is a regular item at management meetings, as shown in management reports.

In order to involve employees in the elaboration of the WHP policy, employees are interviewed to gather their opinions. They receive information on the policy through a newsletter.

In 2005, Fortis set up a programme called "Vitality." This programme consists of 5 domains: the battle against tobacco, diminishment of alcohol, eating healthier, exercising and managing stress.

All the actions of the Vitality programme are supported by diverse communications media, such as website intranet, newsletter, posters, etc.

Each year the programme will be implemented with a focus on topics typical of the sector.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

Fortis developed a specific action plan on smoking. This plan is updated yearly. A working group holds regularly meetings. The members and coordinator of the work group took a specific course on smoking prevention.

Staff is allowed to invest time in initiatives on smoking prevention.

In order to involve the employees in actions and measures on smoking prevention, a survey is organised to collect ideas/suggestions of the employees. Representatives of the employees are actively involved in the development of the actions.

D.2. Strategy & implementation

By means of the medical questionnaire, 'Fortis health check', a needs assessment on smoking prevention was performed.

Fortis decided to ban smoking in the bank, in all working areas and public areas. This is clearly stipulated in the staff handbook. They made a specific regulation concerning the total ban of smoking. An internal memo was sent out to communicate this to all employees.

Prohibition signs indicate the total ban.

Information on smoking prevention is provided to the employees via a newsletter, information on the notice board and posters throughout the building.

When employees want to quit smoking, they can rely on individual smoking cessation counselling by a doctor. Fortis also provides smoking cessation incentives.

Fortis has purchased Niquitine patches at a reduced price for their employees.

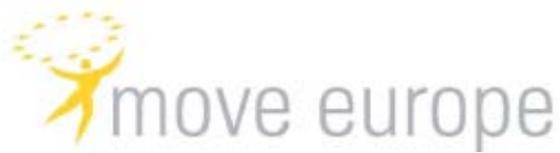
They developed a 'stop smoking' site. Through this site, a follow up of the employees trying to stop smoking was possible.

D.3. Evaluation & results

The output of the smoking prevention action plan is evaluated. The results are communicated at the meeting with the direction and the unions.

The results are also discussed in the work group.

A survey is organised in order to collect feedback and results by means of the Fortis Health Check. This check can be used as a needs assessment, but it can also give information about the progress a while after the implementation of the programme.



Model of Good Practice

A. General information about the company

Company/organisation:	NV Delhaize Group
Address:	Osseghemstraat 53 1080 Brussel
Name of contact person:	Tim Lammens
Function of contact person:	Director Health & Safety
Telephone number:	02/ 412 82 59
Email:	tlammens @ delhaize.be
Sector:	47114
Number of employees:	15634

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and is publicized in the Corporate Responsibility Report at www.delhaizegroup.com . The mission is also written down in the HR Vision Delhaize Belgium. Health has been an integral part of their strategy since 2003. They believe it's their responsibility to take care of the wellbeing of their employees by improving the quality of working life. Besides the responsibility towards the employees, Delhaize Belgium also feels responsible towards the general public as a food retailer. They acknowledge the link between food and health.

The policy document exists out of more than one topic: smoking prevention, prevention of alcohol and drugs, psychosocial strain, cardiovascular risks, exercise and movement. A general policy document is also developed in terms of an OHSAS 18001 certification.

In order to put the health strategy into practice, Delhaize has taken several initiatives to improve the health of the employees. A health check is provided. The check consists of a cardiovascular risk screening and a cholesterol screening. Furthermore, information and awareness raising campaigns are carried out to promote a healthy diet, e.g., distribution of leaflets, brochures and posters, information on healthy nutrition on the intranet and in the employees' magazine, handing out free packs of apples and bottles of water.

Besides initiatives to improve the diet of the employees, actions were taken to influence other lifestyle-related topics such as the promotion of physical activity, the quit smoking campaign, cholesterol screening, health monitoring, etc.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

Delhaize Group Belgium has developed a specific action plan about smoking prevention. This action plan is updated every year and some elements of the global prevention plan refer to the prevention of smoking.

There is a workgroup and a coordinator for the smoking prevention whose name and function are recorded in the organigram (this is the responsibility of the Health and Safety Department). An internal memo describes the role and the objectives of the workgroup, which was created at the start up of the workgroup. The workgroup regularly comes together. They also organize meetings with the Health and Safety Committee¹.

The members of the workgroup were all given education or matched information about smoking prevention. The coordinator followed a specific education about smoking prevention and an information session has been organized to inform the members of the workgroup. There is also a brochure about Stichting tegen Kanker (Foundation against Cancer) available for all the employees and has been discussed in the workgroup.

Employees are also involved in the preparation of the activities regarding smoking prevention. Representatives of the employees are actively involved in the development of actions.

¹ This is the delegation of employers and employees who give information about health and safety at work.

D.2. Strategy & implementation

An analysis of the requirements concerning smoking prevention has been accomplished by internal applications and asking questions to the members of the workgroup. They decided to forbid smoking in the shared workplaces and in other common compartments of the organization by

- Admitting the prohibition in the internal work regulation
- Developing a specific regulation to forbid smoking
- Sending an internal memo
- Placing prohibition signs

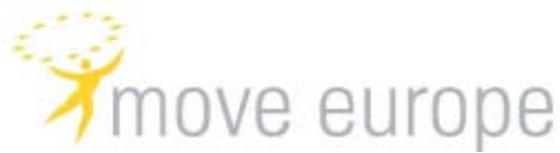
Smoking is only allowed in those places predetermined for smoking. Those places are well defined and the smoking places are ventilated enough with a ventilation system or the smoking places are outside in the open air.

Information about smoking at work has been provided by using newsletters, e-mail, information on billboards, posters and flyers, information sessions...

Support is also available for employees who want to stop smoking by incentives and consultations with the occupational health doctor.

D.3. Evaluation & results

The output of the program is evaluated, such as the number of employees who use the incentives to stop smoking, the number of employees who stopped smoking, or respect the smoking prohibition. The results of the program are communicated by a newsletter, the organization's magazine, e-learning and are discussed in the workgroup. Management evaluates the program in an HR direction meeting.



Model of Good Practice

A. General information about the company

Company/organisation:	ADMB
Address:	Sint-Clarastraat 48 8000 Brugge
Name of contact person:	Erik Van der Cruysse
Function of contact person:	Personnel manager
Telephone number:	050/ 47 41 40
Email:	Erik.vandercruysse @ admb.be
Sector:	74834
Number of employees:	1050

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- Management signed the policy document concerning Health Promotion at work
- Management participates actively in initiatives of Health Promotion
- Management plays an important role in the implementation and the assistance of health promotion initiatives
- A budget is available for the organisation of assistance with smoking withdrawal.

The employees were asked to give their opinions about the policy through an inquiry in the intranet. They were also interviewed to know their opinion. Representatives of the employees are actively involved in the elaboration of the policy. Last but not least, the company also has an interactive 'Move at ADMB' website. Employees receive information about the Health Promotion policy by e-mail and the intranet site.

C. Described health topics

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

E. Healthy eating

E.1. Organisation & structures

There is no action plan concerning healthy food in the organisation, but they do have a coordinator and a workgroup for healthy food. The name and function of the coordinator is written down in the organisational chart. The coordinator is an occupational physician and a dietician. The employees are involved in the preparation of the activities concerning healthy food: they organised a questionnaire to gather suggestions and ideas from the employees.

E.2. Strategy and implementation

There was no analysis of the requirements, but the organisation has an enjoyable and clean dining room with the necessary attention to nutritional safety. The dining room is well defined, the cleaning instructions are to clean the dining room every day and special attention goes to the comfort of the dining room (like appropriate relief, temperature, ventilation, plants, colours). Employees are informed about the existence of the dining room by an internal memo or because is written down in the internal work regulation.

The menu card only offers healthy nutrition and drinks; the automatic vending machines only contain healthy food and drinks. During the meetings and events, no soft drinks and alcohol are available. Free drinking water is also available to the employees. Information about healthy food is spread by the dietician and occupational physician. On demand of the employer, assistance concerning healthy food is available to the employees.

E.3. Evaluation and results

There was no evaluation concerning the activities and requirements of healthy food out of respect for the privacy of the employees.



Model of Good Practice

A. General information about the company

Company/organisation:	Fortisbank – medical share service
Address:	Warandeberg 3 1050 Brussels
Name of contact person:	Dr Philippe de Permentier
Function of contact person:	Occupational physician
Telephone number:	0032/2 228 63 09
Email:	Philippe.depermentier@fortis.com
Sector:	Financial sector
Number of employees:	20000

B. Integration of WHP in the company policy and culture

At Fortis, WHP is part of the mission statement, which is available for employees in the yearbook and on the web. A policy on WHP is available on the intranet. This policy is called the Vitality Campaign.

WHP is a regular item at management meetings, as shown in management reports.

In order to involve employees in the elaboration of the WHP policy, employees are interviewed to gather their opinions. They receive information on the policy through a newsletter.

In 2005, Fortis set up a programme called "Vitality." This programme consists of 5 domains: the battle against tobacco, diminishment of alcohol, eating healthier, exercising and managing stress.

All the actions of the Vitality programme are supported by diverse communications media, such as website intranet, newsletter, posters, etc.

Each year the programme will be implemented with a focus on topics typical of the sector.

C. Described health topics

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

E. Healthy eating

E.1. Organisation & structures

Fortis developed a specific action plan on healthy eating; this plan is yearly updated. In the occupational health and safety plan, some elements make reference to healthy eating.

A work group on healthy eating holds meetings regularly. Fortis has a catering committee which has a meeting once a month. Employees, direction, facility and medical service are involved in this committee.

The work group has contact with a dietician of the catering company.

The budget for actions concerning healthy eating is specified.

Employees are involved in the development of actions/measures on healthy eating in different ways. A survey is organised to collect ideas, and representatives of the employees are actively involved in the development of actions.

E.2. Strategy and implementation

The catering committee takes the needs of the employees into consideration. A comfortable and clean eating area is provided for the employees. Cleaning instructions include daily cleaning and regular intensive cleaning. This area is clearly indicated and employees are informed about its existence.

At Fortis, employees can enjoy healthy food and drinks at lower prices. Fortis promotes the nutrition of fruits, vegetables, juices through a low-fat calorie course.

Every week fruit in sufficient quantities is available at the lowest price.

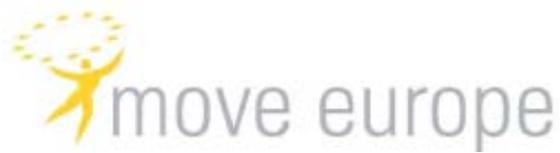
Free drinking water is provided by means of water fountains.

Information on healthy nutrition is provided through a newsletter, information on the notice board, posters and information sessions (low-fat calorie course).

Professional counselling by a dietician is given together with the health check.

E.3. Evaluation and results

Fortis keeps count of the sales of healthy food and drinks. In that way, they can follow up the success of the programme. These results are evaluated and communicated in the catering committee and then discussed in the work group.



Model of Good Practice

A. General information about the company

Company/organisation:	NV Delhaize Group
Address:	Osseghemstraat 53 1080 Brussel
Name of contact person:	Tim Lammens
Function of contact person:	Director Health & Safety
Telephone number:	02/ 412 82 59
Email:	tlammens @ delhaize.be
Sector:	47114
Number of employees:	15634

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and is publicized in the Corporate Responsibility Report at www.delhaizegroup.com . The mission is also written down in the HR Vision Delhaize Belgium. Health has been an integral part of their strategy since 2003. They believe it's their responsibility to take care of the wellbeing of their employees by improving the quality of working life. Besides the responsibility towards the employees, Delhaize Belgium also feels responsible towards the general public as a food retailer. They acknowledge the link between food and health.

The policy document exists out of more than one topic: smoking prevention, prevention of alcohol and drugs, psychosocial strain, cardiovascular risks, exercise and movement. A general policy document is also developed in terms of an OHSAS 18001 certification.

In order to put the health strategy into practice, Delhaize has taken several initiatives to improve the health of the employees. A health check is provided. The check consists of a cardiovascular risk screening and a cholesterol screening. Furthermore, information and awareness raising campaigns are carried out to promote a healthy diet, e.g., distribution of leaflets, brochures and posters, information on healthy nutrition on the intranet and in the employees' magazine, handing out free packs of apples and bottles of water.

Besides initiatives to improve the diet of the employees, actions were taken to influence other lifestyle-related topics such as the promotion of physical activity, the quit smoking campaign, cholesterol screening, health monitoring, etc.

C. Described health topics

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

E. Healthy eating

E.1. Organisation & structures

A specific action plan for healthy food and drinks at work has been developed. There is a coordinator and a workgroup for healthy food at work. The name and the function of the coordinator are recorded in the organisational chart under the responsibility of the Department of Health and Safety. A Project Management Year action plan has also been developed. The coordinator and the members of the workgroup were given an education or matched information about healthy food. An information session about healthy food has been organized to inform and train the members of the group. There are enough financial and material resources available to develop the activities concerning healthy food at work. The budget for these actions is permanently determined and the staff can invest in initiatives on healthy food.

The employees are involved in the preparation of the activities about healthy food. There has been taken a questionnaire to collect suggestions and ideas from the employees. Employee representatives are actively involved in the development of activities and the actions are prepared by the workgroup in which the employees are represented.

E.2. Strategy and implementation

The company has accomplished an analysis of the requirements about healthy food. The results are available in 2009 for alcohol. The analysis has been accomplished by a specific tool: a questionnaire that will be finished in 2009. There is a nice and clean dining room available with the necessary attention to nutrition safety. The dining room is well defined, the cleaning instructions are to clean the dining room every day and special attention goes to the comfort of the dining room (like appropriate relief, temperature, ventilation, plants, colours). Employees are informed about the existence of the dining room by an internal memo or because it is written down in the internal work regulation. There will also be a theme in the Year Action Plan 2009 where the attention to nutritional safety will be continued by training sessions. The choice for healthy food is stimulated by free trials and the Year Action Plan 2009. The employees are also given free fruit and drinking water. Information about healthy food at work has been given by using newsletters, information on billboards, posters and flyers and an information session. Spreading information is also a part of the commercial strategy of the organisation and the communication, like press releases, management meetings, free cardiovascular risk screening... The employees also receive support regarding healthy food: the company organised an organised healthy supervision, information about the nutrition on the packages...

E.3. Evaluation and results

The activities and requirements concerning healthy food are evaluated; the output of the program was evaluated by the sequence of the BMI, cholesterol and cardiovascular risks of the population. The results of the questionnaire dealing with the nice dining room will be communicated in 2009. The results of the questionnaire about alcohol are already communicated. The results were discussed in the workgroup and management evaluates the program in a management meeting.



Model of Good Practice

A. General information about the company

Company/organisation:	Procter & Gamble Services CY
Address:	Temselaan 100 1835 Strombeek Bever
Name of contact person:	Koen Van Gestel
Function of contact person:	Head of Department, Prevention & Environment
Telephone number:	02/ 456 37 79
Email:	Vangestel.k @ pg.com
Sector:	20411
Number of employees:	1659

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the company's mission statement and the mission is available at the Brussels Innovation Center. Strategy and priorities of the HR organisation also play an important role. A specific policy has been developed in a policy document about health promotion at work. The policy consists of more than one topic concerning health: the organisation focused on mental and physical health and placed it under the global name 'Well being'. Management gives active support in the policy:

- Health promotion is a regular item during management meetings
- Management signed the policy document concerning health promotion at work
- Management actively participates in health promotion initiatives
- Management plays an important role in the implementation and the assistance of initiatives regarding health promotion
- Health promotion is a part of the policy vision of the Brussels Innovation Center

The employees were asked to give their opinions about the policy during the development of health promotion by establishing ambassadors for Well Being.

Employee representatives are actively involved in the preparation of the health promotion policy and the employees are informed about it by email, newsletters and billboards.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

E. Healthy eating

E.1 Organisation & structures

The organisation has developed a specific action plan concerning healthy food at work. Some elements in the health and safety plan refer to healthy food. The occupational physician (coordinator) and general management and technical services and the responsible person of COMPASS have regular meetings. Sometimes the employee delegation is involved in the campaign. The coordinator and the members of the workgroup have taken a specific training course on healthy food. Prevention advisors also participate regularly in training concerning healthy food and movement. The staff can always invest in healthy food initiatives and the budget for site events are specified every year. The actions are prepared by the workgroup in which employees are represented.

E.2. Strategy and implementation

The company has accomplished an analysis of the requirements about healthy food. The results are available and are communicated through the intranet site. Regularly the employees are asked for information by means of a medical questionnaire. There is a nice and clean dining room available with the necessary attention to nutrition safety. The dining room is well defined and cleaned every day and special attention goes to the comfort of the dining room (like appropriate relief, temperature, ventilation, plants, colours). Employees are informed about the existence of the dining room by an internal memo or because it is written down in the internal work regulation. The organisation offers healthy food and drinks on the menu cards. They also offer Well Being menus during lunch and there are specific machines with healthy food available at the centre of the company's campus. Healthy food and drinks are available at low prices and they also organised free trials for healthy food and drinks. The company also offers free drinking water by the presence of water fountains and information about healthy food is spread by newsletters, e-mail, information on billboards, posters, flyers, information sessions and information cards at the tables in the restaurant. Group sessions are organised by professional advisors to help employees with healthy eating.

E.3. Evaluation and results

The activities and requirements concerning healthy food are evaluated; the output of the program is evaluated in frame of the yearly Well-Being weeks. The results of the programme are communicated and discussed in the workgroup. Management evaluates the program at a management meeting.



Model of Good Practice

A. General information about the company

Company/organisation:	Solvay Research & Technology + Solvay corporate headquarters
Address:	Rue de Ransbeek 310, Brussels
Name of contact person:	Pierre Depret
Function of contact person:	HSE advisor
Telephone number:	0032/2 264 33 10
Email:	Pierre.depret@solvay.com
Sector:	Chemical and pharmaceutical sector
Number of employees:	1050 + 1050

B. Integration of WHP in the company policy and culture

In Solvay, workplace health promotion is part of the mission statement. This mission statement is published in a yearbook and is also available at the website. A policy on WHP is available for the employees via the intranet. The management is committed and shows this by signing a charter for safety, health and environment and the policy on WHP. Employees receive information on WHP in Solvay via intranet and conferences organised during the healthy week.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
	Stress

E. Healthy eating

E.1. Organisation & structures

In the occupational health and safety plan of Solvay, some elements make reference to healthy eating, so they established an action plan on this topic in the organisation. A working group on healthy eating is assigned – this is the Mess committee. They hold meetings regularly and initiate and follow-up projects concerning nutrition. The members of this work group are informed and trained through an information session on healthy eating.

In order to achieve good results, staff can invest time in initiatives on healthy eating. For example: they can invest time in meetings, conferences, presentations of the dietician on-site, etc. In the work group employees are well-represented and therefore involved in developing actions on healthy eating.

E.2. Strategy and implementation

A comfortable and clean eating area is available for the employees. This eating area is clearly indicated. Cleaning instructions include daily cleaning and regularly intensive cleaning. Employees are informed about the existence of the eating area via an internal memo and the staff handbook. Special attention is given to provide a comfortable eating area, meaning adequate lighting, acoustics, temperature, ventilation, plants, colours, etc.

In Solvay, employees can choose healthy food and drinks which are available at lower prices. Free trials of healthy food and drinks are also provided to promote healthy nutrition among the employees. Solvay works together with COMPASS (restaurant society) in order to promote a balanced diet ('balanced choices' programme) and offer dietetic advice.

Fruit is available in the canteen at very low prices and is offered with each sandwich. Sometimes fruit is also available for free. Solvay makes sure that fruit is bought in sufficient quantities every week.

Employees of Solvay can enjoy free drinking water in water fountains.

During the 'Health Week', which has been held yearly since 2004, different activities concerning the offer of healthy food are organised.

In order to promote healthy nutrition among the employees, information sessions are organised to inform them. The offer on healthy eating is regularly communicated and the professional counselling of a dietician is provided together with a health check.

E.3. Evaluation and results

The results of the actions on healthy eating are evaluated by management in a management meeting.



Model of Good Practice

A. General information about the company

Company/organisation:	ADMB
Address:	Sint-Clarastraat 48 8000 Brugge
Name of contact person:	Erik Van der Cruysse
Function of contact person:	Personnel manager
Telephone number:	050/ 47 41 40
Email:	Erik.vandercruysse @ admb.be
Sector:	74834
Number of employees:	1050

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and the mission is available on a specifically developed intranet site. There is a specific policy that is written in a policy document about health promotion, which is available for all employees through the intranet site. The policy document includes two topics: smoking prevention and motivation for physical activity. Management is involved and gives active support regarding this policy:

- Management signed the policy document concerning Health Promotion at work
- Management participates actively in initiatives of Health Promotion
- Management plays an important role in the implementation and the assistance of health promotion initiatives
- A budget is available for the organisation of assistance with smoking withdrawal.

The employees were asked to give their opinions about the policy through an inquiry in the intranet. They were also interviewed to know their opinion. Representatives of the employees are actively involved in the elaboration of the policy. Last but not least, the company also has an interactive 'Move at ADMB' website. Employees receive information about the Health Promotion policy by e-mail and the intranet site.

C. Described health topics

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

F. Physical activity

F.1. Organisation & structures

ADMB has developed a specific action plan concerning physical activity that is updated every year. Some elements in the health and safety plan refer to physical activity and movement. The name and the function of the coordinator is written down in the organisational chart and an internal memo describes the role and the objectives of the workgroup. The workgroup regularly has meetings and the coordinator and the members of the workgroup received individual training from a physical activity expert. The budget for the activities concerning physical activity has been specified. The staff invests in initiatives concerning physical activity. A questionnaire has been developed to gather suggestions and ideas from the employees, so they are involved in the preparation of activities concerning physical activity. Representatives of the employees are also involved actively in the development of actions. The actions are prepared by the workgroup wherein the employees are represented. The employees are also involved through an interactive info site in the intranet.

F.2. Strategy & implementation

The organisation has accomplished an analysis of the requirements concerning physical movement by using a specific tool: a measurement of the individual strains of each employee through a step counter.

In order to encourage their employees to move more, they set up the move@admb campaign. This campaign's purpose is to promote physical activity amongst all employees, but especially the ones that aren't moving.

Four characteristics make it a unique project:

- The project has a scientific background, because it's supported by an occupational physician, who is a professional motional consultant;
- Low threshold to participate because the focus is on moving, not on doing sports
- A website is used as a medium to reach all employees;
- It's an interactive project.

A first initiative was the "going to Peking with move@admb" project.

Four teams travelled the distance of 12,000 km (which is the distance from Brussels to Peking) competing against each other. Each team spontaneously set up actions to increase the covered distance of their team. By the end of the initiative, 378 employees had covered the distance to Peking. The medium used to count the kilometres was a pedometer. Every employee received a pedometer, which enables them to register the number of steps they take every day.

The initiative was a success and the results were positive:

- Employees move more at work and at home
- A pleasant atmosphere was created, working in teams worked very stimulating
- Employees feel like management pays attention to them
- The management decided to make a contribution to a good cause for each km

This initiative was only the first of this successful project. Other initiatives will be organized in order to perpetuate the positive results.

The organisation also organised activities during the working hours: the work schedules have breaks to do physical activity; the employees are motivated to move more during normal work activities, like taking the stairs instead of the elevator.

There are also activities available after or before work, which are communicated by an interactive website. Employees who go to work on foot or using their bikes are rewarded. Professional advice and a work doctor are available for employees who want to start doing sports.

F.3. Evaluation and results

The activities concerning physical activity are evaluated; the output is evaluated by the workgroup and has been reported to management. The results of the program are communicated through the intranet site and have been discussed with the employees in the social committee. A questionnaire has been developed to gather feedback and results.



Model of Good Practice

A. General information about the company

Company/organisation:	Fortisbank – medical share service
Address:	Warandeborg 3 1050 Brussels
Name of contact person:	Dr Philippe de Permentier
Function of contact person:	Occupational physician
Telephone number:	0032/2 228 63 09
Email:	Philippe.depermentier@fortis.com
Sector:	Financial sector
Number of employees:	20000

B. Integration of WHP in the company policy and culture

At Fortis, WHP is part of the mission statement, which is available for employees in the yearbook and on the web. A policy on WHP is available on the intranet. This policy is called the Vitality Campaign.

WHP is a regular item at management meetings, as shown in management reports.

In order to involve employees in the elaboration of the WHP policy, employees are interviewed to gather their opinions. They receive information on the policy through a newsletter.

In 2005, Fortis set up a programme called "Vitality." This programme consists of 5 domains: the battle against tobacco, diminishment of alcohol, eating healthier, exercising and managing stress.

All the actions of the Vitality programme are supported by diverse communications media, such as website intranet, newsletter, posters, etc.

Each year the programme will be implemented with a focus on topics typical of the sector.

C. Described health topics

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

F. Physical activity

F.1. Organisation & structures

Fortis developed a specific action plan on active living, which is yearly updated. The occupational health and safety plan also makes reference to some elements of active living.

A work group on active living holds regularly meetings (work group in medical and social services).

The members of the workgroup and the coordinator go to workshops and symposia concerning active living in order to have the knowledge necessary to set up programs and take initiatives on active living.

Employees are represented in the work and, in that way, are involved in the development of actions. Actions are prepared by the work group in medical and social services.

F.2. Strategy & implementation

A needs assessment has been carried out and the results are available to the employees.

Employees are motivated to move during normal work activities. Fortis organised, for example, a stairs day to encourage workers to take the stairs instead of the elevator. They also distributed step counters and organised a 10,000-steps-a-day action.

In order to promote employees to do sports, Fortis offers a reduction for each employee on a membership card for a sports club. They also are provided with free bikes which can be used by the employees to transfer from one Fortis building in Brussels to another.

Employees can take a shower at work, which is important for the employees who want to do sports before or after work or during lunch, and for the employees that come by bike.

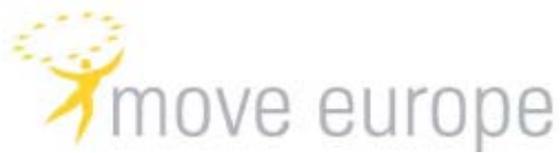
Guarded bike sheds are available, so employees don't have to be afraid of getting their bikes stolen.

Employees who want to start doing exercise are offered a preventive health check performed by the cardiologist of the bank.

Information on active living is provided via a newsletter, posters and flyers.

F.3. Evaluation and results

Statistics are kept on the results of the programme. These statistics are discussed in the work group. The medical and social services are always prepared to give feedback on this topic.



Model of Good Practice

A. General information about the company

Company/organisation:	NV Delhaize Group
Address:	Osseghemstraat 53 1080 Brussel
Name of contact person:	Tim Lammens
Function of contact person:	Director Health & Safety
Telephone number:	02/ 412 82 59
Email:	tlammens @ delhaize.be
Sector:	47114
Number of employees:	15634

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and is publicized in the Corporate Responsibility Report at www.delhaizegroup.com . The mission is also written down in the HR Vision Delhaize Belgium. Health has been an integral part of their strategy since 2003. They believe it's their responsibility to take care of the wellbeing of their employees by improving the quality of working life. Besides the responsibility towards the employees, Delhaize Belgium also feels responsible towards the general public as a food retailer. They acknowledge the link between food and health.

The policy document exists out of more than one topic: smoking prevention, prevention of alcohol and drugs, psychosocial strain, cardiovascular risks, exercise and movement. A general policy document is also developed in terms of an OHSAS 18001 certification.

In order to put the health strategy into practice, Delhaize has taken several initiatives to improve the health of the employees. A health check is provided. The check consists of a cardiovascular risk screening and a cholesterol screening. Furthermore, information and awareness raising campaigns are carried out to promote a healthy diet, e.g., distribution of leaflets, brochures and posters, information on healthy nutrition on the intranet and in the employees' magazine, handing out free packs of apples and bottles of water.

Besides initiatives to improve the diet of the employees, actions were taken to influence other lifestyle-related topics such as the promotion of physical activity, the quit smoking campaign, cholesterol screening, health monitoring, etc.

C. Described health topics

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

F. Physical activity

F.1. Organisation & structures

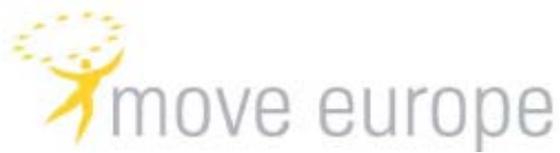
Some elements in the health and safety plan refer to movement and physical activity. There is a coordinator and a workgroup for physical activity at work. The name and the function of the coordinator are recorded in the organisational chart under the responsibility of the Department of Health and Safety. The coordinator and the members of the workgroup have received information and education about the topic. There are also enough financial resources available to develop activities regarding physical activity. The budget for these actions is permanently determined and the staff can invest in initiatives on physical activity. The employees are involved in the preparation of the activities concerning physical activity; employee representatives are actively involved in the development of activities.

F.2. Strategy & implementation

During working hours there are organized movement and sport activities. There are breaks with movement exercises for the employees with a lack of movement, for example, people who work long times in front of a computer. Employees are being motivated to move during normal work activities, like taking the stairs instead of the elevator. There is also an offer to do movement and sport activities before or after work; they have a lot of local opportunities and cooperate with the Olympic Health Foundation of the BOIC. The organization also motivates their employees to take the bike or go to work on foot. Employees are rewarded when they do so; there are showers, supervised cycle sheds are available, and the company organized promotion campaigns. Delhaize Belgium offers advice and assistance to employees who want to do sports: employees can go to the work doctor to check their health before they start to exercise. They also have an Olympic Health Foundation Day where sports are presented and can be tried out.

F.3. Evaluation and results

The activities and requirements with regard to physical activity aren't evaluated.



Model of Good Practice

A. General information about the company

Company/organisation:	Procter & Gamble Services CY
Address:	Temselaan 100 1835 Strombeek Bever
Name of contact person:	Koen Van Gestel
Function of contact person:	Head of Department, Prevention & Environment
Telephone number:	02/ 456 37 79
Email:	Vangestel.k @ pg.com
Sector:	20411
Number of employees:	1659

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the company’s mission statement and the mission is available at the Brussels Innovation Center. Strategy and priorities of the HR organisation also play an important role. A specific policy has been developed in a policy document about health promotion at work. The policy consists of more than one topic concerning health: the organisation focused on mental and physical health and placed it under the global name ‘Well being’. Management gives active support in the policy:

- Health promotion is a regular item during management meetings
- Management signed the policy document concerning health promotion at work
- Management actively participates in health promotion initiatives
- Management plays an important role in the implementation and the assistance of initiatives regarding health promotion
- Health promotion is a part of the policy vision of the Brussels Innovation Center

The employees were asked to give their opinions about the policy during the development of health promotion by establishing ambassadors for Well Being. Employee representatives are actively involved in the preparation of the health promotion policy and the employees are informed about it by email, newsletters and billboards.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

F. Physical activity

F.1. Organisation & structures

Some elements in the health and safety plan refer to movement and physical activity. They developed a specific action plan which is evaluated every year. There is a coordinator and a workgroup for physical activity at work. The workgroup organises meetings regularly and the global coordinator of Well-Being is the internal communication and relations manager. She received specific training for prevention advisors. There is a budget specified for action concerning physical activity and the staff can invest in movement and physical activity initiatives.

The employees are involved in the preparation of activities concerning physical activity:

- A survey has been developed to gather suggestions and ideas from the employees
- Employee representatives are actively involved in the development
- The actions are prepared by the workgroup in which the employees are represented

F.2. Strategy & implementation

There has been an analysis of the requirements concerning physical activity and the results are available. The work schedules contain breaks for physical movement. Employees are motivated to move more during normal work activities, like taking the stairs instead of the elevator. Fitness centres, running tracks, etc., are also available.

No activities are available before or after work, but the employees have access to sports facilities on-site and they get discount on a season ticket at a fitness centre. Employees can also shower and change clothes at work. Professional advice is available for employees who want to do sports. The communication about that advice is spread by the internal communication manager and consists of an offer to have a medical check before starting with any sport. External speakers are also available. The information is spread by newsletters, e-mail, information on billboards, posters, flyers and information sessions.

F.3. Evaluation and results

The activities and requirements concerning healthy food are evaluated; the output of the program is evaluated by demanding and uptake provisions. The results of the program are communicated and discussed in the workgroup. Management evaluates the program at a meeting.



Model of Good Practice

A. General information about the company

Company/organisation:	Solvay Research & Technology + Solvay corporate headquarters
Address:	Rue de Ransbeek 310, Brussels
Name of contact person:	Pierre Depret
Function of contact person:	HSE advisor
Telephone number:	0032/2 264 33 10
Email:	Pierre.depret@solvay.com
Sector:	Chemical and pharmaceutical sector
Number of employees:	1050 + 1050

B. Integration of WHP in the company policy and culture

In Solvay, workplace health promotion is part of the mission statement. This mission statement is published in a yearbook and is also available at the website. A policy on WHP is available for the employees via the intranet. The management is committed and shows this by signing a charter for safety, health and environment and the policy on WHP. Employees receive information on WHP in Solvay via intranet and conferences organised during the healthy week.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

In Solvay, some elements of the occupational health and safety plan make reference to active living/exercise. They also developed a specific action plan on the topic, which is yearly updated. A chart related to the promotion of using the bike is made up in cooperation with 'Bruxelles Mobilité'. (Brussels Mobility)

A coordinator and work group (Fitness Committee) on the topic exist in Solvay. The name and function of the coordinator are shown in the organisational chart, and an internal memo describes the role and objectives of the work group. This work group regularly meets, and reports of these meetings are available. The Fitness Committee works out projects and provides animation concerning fitness activities.

The coordinator and the work group took a specific course on the topic 'active living/exercise' and an information session was organised in order to inform them about the topic.

Staff can invest time in initiatives on active living. Employees are involved in the development of actions in different ways. A survey is organised to collect ideas and suggestions. Employee representatives are represented in the work group and actively involved in the development of actions.

F.2. Strategy & implementation

A needs assessment was carried out on the topic of 'active living'.

Employees are being motivated to exercise during work activities (e.g., taking the stairs instead of elevators).

Solvay offers its employees exercise activities outside working times. They have a partnership with ULTIMATE SKILL for the fitness activities.

Solvay promotes coming to work on foot or bicycle by providing an incentive. By providing showers and guarded bicycle sheds, the idea of coming by bike or on foot is made more achievable. Solvay has been participating in activities which promote coming by bike, such as DRING DRING (since 2001) and FRIDAY BIKEDAY (since 2007).

Solvay has a fitness and gym room available for the employees before and after work and during the lunch period. These exercise facilities are on-site and easy accessible. After exercising, they can use the showers, which are maintained regularly.

Employees who want to start taking exercise are offered a health check, which is obligatory if they want to use the fitness facilities. Professional support and counselling is provided.

Information on the topic is provided for the employees.

During the 'healthy week' different activities are organised. This is a yearly activity. Employees can participate in different sports such as volleyball, jogging, walking, ping-pong, etc. They also can ask for a health check. Conferences are organised during this week on the prevention of cardio-vascular diseases, sleep, and VDU ergonomics.

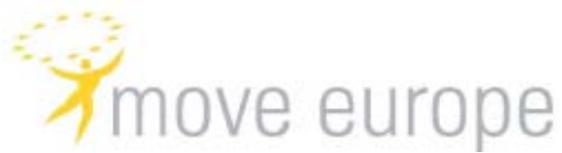
F.3. Evaluation and results

Surveys are organised among the employees to collect feedback and results. The output of the programme is evaluated and the results are discussed in a working group.

The fitness programme has been in existence since 2003 and there are 300 regular participants. 500 persons have been taken part at least once.

The survey on employee satisfaction shows that they are interested and that there are positive effects on the health and physical condition of the employees.

About 35 to 150 persons participate in the conferences, organised during the health week.



Model of Good Practice

A. General information about the company

Company/organisation:	ADMB
Address:	Sint-Clarastraat 48 8000 Brugge
Name of contact person:	Erik Van der Cruysse
Function of contact person:	Personnel manager
Telephone number:	050/ 47 41 40
Email:	Erik.vandercruysse @ admb.be
Sector:	74834
Number of employees:	1050

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and the mission is available on a specifically developed intranet site. There is a specific policy that is written in a policy document about health promotion, which is available for all employees through the intranet site. The policy document includes two topics: smoking prevention and motivation for physical activity. Management is involved and gives active support regarding this policy:

- Management signed the policy document concerning Health Promotion at work
- Management participates actively in initiatives of Health Promotion
- Management plays an important role in the implementation and the assistance of health promotion initiatives
- A budget is available for the organisation of assistance with smoking withdrawal.

The employees were asked to give their opinions about the policy through an inquiry in the intranet. They were also interviewed to know their opinion. Representatives of the employees are actively involved in the elaboration of the policy. Last but not least, the company also has an interactive 'Move at ADMB' website. Employees receive information about the Health Promotion policy by e-mail and the intranet site.

C. Described health topics

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

G. Stress

G.1. Organisation & structures

The organisation has developed a specific action plan concerning stress, which is updated every year. There is a workgroup with a coordinator and the objectives and the role of the workgroup are described by an internal memo. The coordinator is an occupational physician who is specialised in the prevention of stress. There are enough financial and material resources available to develop activities regarding stress, and staff can invest time in initiatives concerning the prevention of stress. A questionnaire has been developed to gather ideas and suggestions from the employees.

G.2. Strategy & implementation

There hasn't been an analysis of the requirements, but a questionnaire has been developed and interviews for the employees to identify the possible causes of stress. The organisation has taken provisions to adjust the workload by determining the maximum workload for each employee by specific criteria. There is a possibility to convert to a part time job. To adjust the work content, the organisation pays specific attention to 50+ employees: they can ask for adjusted work content. The organisation offers special guidance and assistance to employees who have a lot of stress by dividing the psychosocial load.

G.3. Evaluation & results

The activities and requirements concerning stress are evaluated and discussed in the workgroup. Management evaluates the program in a meeting and a questionnaire has been developed to gather feedback and results. The organisation also participates in individual actions on the initiative of the occupational physician.



Model of Good Practice

A. General information about the company

Company/organisation:	Fortisbank – medical share service
Address:	Warandeborg 3 1050 Brussels
Name of contact person:	Dr Philippe de Permentier
Function of contact person:	Occupational physician
Telephone number:	0032/2 228 63 09
Email:	Philippe.depermentier@fortis.com
Sector:	Financial sector
Number of employees:	20000

B. Integration of WHP in the company policy and culture

At Fortis, WHP is part of the mission statement, which is available for employees in the yearbook and on the web. A policy on WHP is available on the intranet. This policy is called the Vitality Campaign.

WHP is a regular item at management meetings, as shown in management reports.

In order to involve employees in the elaboration of the WHP policy, employees are interviewed to gather their opinions. They receive information on the policy through a newsletter.

In 2005, Fortis set up a programme called "Vitality." This programme consists of 5 domains: the battle against tobacco, diminishment of alcohol, eating healthier, exercising and managing stress.

All the actions of the Vitality programme are supported by diverse communications media, such as website intranet, newsletter, posters, etc.

Each year the programme will be implemented with a focus on topics typical of the sector.

C. Described health topics

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

G. Stress

G.1. Organisation & structures

Fortis developed a specific action plan on stress, which is yearly updated. The occupational health and safety plan also makes reference to the topic.

A work group on stress holds meetings regularly.

The coordinator and members of the work group took a specific course on stress. They followed with an information session on mental health/stress.

Budget for actions on stress are specified in advance.

Employees are involved in the development of actions/measures on stress through the employee representatives who are actively involved.

G.2. Strategy & implementation

A risk assessment was carried out by means of a survey from human resources and a medical questionnaire.

Through this survey it's possible to involve employees in identifying the possible sources and causes of stress.

Fortis gives attention to acceptable deadlines, work speed and quantity of work, so that the workload is not too high. Formations on stress are organised for the employees.

In order to tackle poor job content, more interested tasks are included and employees are stimulated to learn and take on new tasks. A personal development plan is set up for each employee.

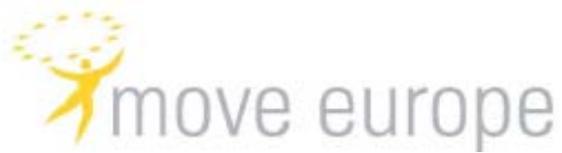
Employees also enjoy flexible working hours and breaks.

Employees who suffer from stress have the opportunity to receive counselling during or along with health checks. Group sessions accompanied by a professional counsellor are also organised.

Employees receive information on stress prevention at the workplace via a newsletter and via information sessions.

G.3. Evaluation & results

The work group follows up the programme and the outputs and discusses the results.



Model of Good Practice

A. General information about the company

Company/organisation:	NV Delhaize Group
Address:	Osseghemstraat 53 1080 Brussel
Name of contact person:	Tim Lammens
Function of contact person:	Director Health & Safety
Telephone number:	02/ 412 82 59
Email:	tammens @ delhaize.be
Sector:	47114
Number of employees:	15634

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the mission statement of the company and is publicized in the Corporate Responsibility Report at www.delhaizegroup.com . The mission is also written down in the HR Vision Delhaize Belgium. Health has been an integral part of their strategy since 2003. They believe it's their responsibility to take care of the wellbeing of their employees by improving the quality of working life. Besides the responsibility towards the employees, Delhaize Belgium also feels responsible towards the general public as a food retailer. They acknowledge the link between food and health.

The policy document exists out of more than one topic: smoking prevention, prevention of alcohol and drugs, psychosocial strain, cardiovascular risks, exercise and movement. A general policy document is also developed in terms of an OHSAS 18001 certification.

In order to put the health strategy into practice, Delhaize has taken several initiatives to improve the health of the employees. A health check is provided. The check consists of a cardiovascular risk screening and a cholesterol screening. Furthermore, information and awareness raising campaigns are carried out to promote a healthy diet, e.g., distribution of leaflets, brochures and posters, information on healthy nutrition on the intranet and in the employees' magazine, handing out free packs of apples and bottles of water.

Besides initiatives to improve the diet of the employees, actions were taken to influence other lifestyle-related topics such as the promotion of physical activity, the quit smoking campaign, cholesterol screening, health monitoring, etc.

C. Described health topics

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

G. Stress

G.1. Organisation & structures

Delhaize Group Belgium has developed a specific action plan concerning stress. This action plan is updated every year and some elements of the health and safety plan refer to the prevention of smoking.

There is a workgroup and a coordinator for smoking prevention whose name and function are recorded in the organisational chart (this is the responsibility of the Health and Safety Department). The workgroup regularly has meetings and they have a Psychosocial Platform. The members of the workgroup were all given education or matched information about stress. The coordinator and the members of the workgroup underwent specific training in mental health and stress.

The budget for these actions is determined in advance and the staff can invest in initiatives on stress.

The employees are involved in the preparation of stress prevention activities. Employee representatives are actively involved in the development of actions and a questionnaire has been developed to gather ideas and suggestions from the employees.

G.2. Strategy & implementation

An analysis of the requirements concerning stress has been accomplished by a specific tool: a questionnaire based on the theory of Karasek. The employees also participated in the Belstress I and II. The results are presented in meetings of the Committee of Health and Prevention at work and are available for the employees through a report. The employees are involved in the identification of possible causes and resources of stress by the availability of a questionnaire and information sessions. Provisions are made to adjust the workload by paying attention to acceptable deadlines, the working speed and the amount of work by project management. They also adjust the job content and there are provisions to take care of the control that employees have about their job. The organisation has support and assistance available for employees who have stress: they are accompanied by a professional mentor; they use checklists concerning health and are developing group sessions. The organisation also disseminates information about stress by newsletters, information on billboards, posters, medical checks and cultivation.

G.3. Evaluation & results

The activities and requirements concerning stress are evaluated; the output of the program was evaluated by questionnaires and risk analysis after the training.

The results of the questionnaire concerning stress are communicated through the reports of the Committee for Prevention at Work. The results were discussed in the workgroup and management evaluates the program in a management meeting. A questionnaire to gather feedback and results has been developed.



Model of Good Practice

A. General information about the company

Company/organisation:	Procter & Gamble Services CY
Address:	Temseleen 100 1835 Strombeek Bever
Name of contact person:	Koen Van Gestel
Function of contact person:	Head of Department, Prevention & Environment
Telephone number:	02/ 456 37 79
Email:	Vangestel.k @ pg.com
Sector:	20411
Number of employees:	1659

B. Integration of WHP in the company policy and culture

Health promotion at work is a part of the company’s mission statement and the mission is available at the Brussels Innovation Center. Strategy and priorities of the HR organisation also play an important role. A specific policy has been developed in a policy document about health promotion at work. The policy consists of more than one topic concerning health: the organisation focused on mental and physical health and placed it under the global name ‘Well being’. Management gives active support in the policy:

- Health promotion is a regular item during management meetings
- Management signed the policy document concerning health promotion at work
- Management actively participates in health promotion initiatives
- Management plays an important role in the implementation and the assistance of initiatives regarding health promotion
- Health promotion is a part of the policy vision of the Brussels Innovation Center

The employees were asked to give their opinions about the policy during the development of health promotion by establishing ambassadors for Well Being. Employee representatives are actively involved in the preparation of the health promotion policy and the employees are informed about it by email, newsletters and billboards.

C. Described health topics

	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

G. Stress

G.1. Organisation & structures

The organisation doesn't have a global action plan concerning stress, but for every initiative a specific action plan is developed. Some elements of the health and safety plan refer to the prevention of smoking.

The coordinator is the health and safety officer concerned with Psychosocial Aspects and the occupational physician as a member of the Well-Being workgroup. The coordinator and the members of the workgroup received special education about mental health and a information session was organised to inform and train the members of the group. The budget to prepare stress-fighting activities is specified and the staff can invest time in stress-prevention initiatives.

A questionnaire has been developed to gather ideas and suggestions from the employees. Representatives of the employees are actively involved in the development of actions and the actions are prepared by a workgroup that represent the employees.

G.2. Strategy & implementation

A risk analysis concerning stress has been done. A questionnaire and interviews are also developed to identify the possible causes of stress. Participative risk analyses and work fiches will be available in 2009.

The organisation tries to adjust the workload of his employees by giving them acceptable deadlines, work speed and amount of work. There are also work and development programs. To check the job content, the organisation gives attention to:

- Job rotation: the work schedules contain rotational hours
- Job enrichment: the employees get more interesting tasks
- Job enlargement: employees are stimulated to learn and do new tasks
- Flexible hours, the possibility to work at home to improve the work-life balance

The organisation offers assistance for employees with stress and this is communicated by the division for prevention and the division of employees. The employees can rely on guidance when they suffer from stress:

- by a professional assistant
- by using checklists concerning health
- by group sessions accompanied by professional assistants
- by the Employee Assistance program for employees and their families

Information related to stress has been spread through e-mail, newsletters, information at billboards, posters, flyers and information sessions (for example, the session about burn out).

G.3. Evaluation & results

The activities and requirements related to stress has been evaluated. The results of the program have been evaluated through yearly research on employee satisfaction. The results of the program are communicated by the division of employees and in the meetings of the several divisions. Management evaluated the program in a management meeting and a questionnaire has been developed to gather feedback and results.