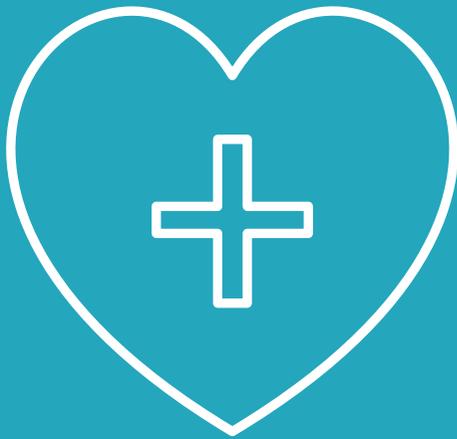


Creating a Culture of Health



The secret to a productive, resilient workforce



What is this report about?

Even before the world faced the COVID-19 pandemic, the global workforce was suffering. At the time of writing this, March 2020, the majority of the world's 3.4 billion workers are classed as unwell with 40% facing high stress in their jobs. Aside from the human cost, it is also greatly impacting businesses, with the financial burden of an unhealthy workforce representing a whopping 10% to 15% of global economic output.

But as any business leader will know, in any crisis there is opportunity. To understand the role businesses can play and where they are currently missing the mark, we commissioned research with employees in seven countries across the world (China, Colombia, France, Japan, Turkey, United States and United Kingdom), interviewed 20 global business leaders and wellbeing experts, and undertook in-depth reviews of reports on the topic.

Employers can play a pivotal role in addressing people's health and wellbeing. But despite many companies responding to this, with people seeing a surge in yoga provision, Employee Assistance Programmes, free fruit, exercise reward schemes and so on, our research shows that things are still falling woefully short.

Nearly 40% of employees told us that their employer's health and wellbeing plans are not lived throughout the organisation. So even well-intentioned wellbeing policies are not cutting through, meaning that many employers are wasting investment, resources and goodwill on a strategy that isn't making a difference and is failing the very people who are key to their success.

This is why businesses need to move away from standalone health and wellbeing policies and programmes and instead turn their attention to behaviour and culture change, nurturing a deeply rooted culture of health. This is something that is broad and flexible enough for local nuance, and compelling and relevant to the cross-section of the workforce. It should run throughout the organisation to improve long-standing attitudes and inspire genuine, sustainable action.

This report includes:

- Insights from global reports and businesses leading the way in employee health
- New research on what employees really think of their employers' efforts
- Case studies for how leading companies are transforming workforce wellbeing
- A definition for 'culture of health' and a step-by-step guide to creating it.

Whether through the case studies, or diagnostic tools at the end of this report, we want to provide you with practical advice and tools to make a change, because there is a real and exciting opportunity here to make a positive and significant impact.

A note from The Consumer Goods Forum



The Consumer Goods Forum's Collaboration for Healthier Lives Coalition aims to address some of today's biggest health and wellbeing challenges and empower healthier lives globally. With our members directly employing over 10 million people globally, businesses have the opportunity to make huge waves to improve the wellbeing of individuals they employ, which impacts business performance for the better, and the positive effects can ripple out much further to families, communities and beyond.

Working together more, whether as individuals, employers, communities, policy makers or providers, is so important for knowledge sharing, and to ultimately drive tangible action. We are committed to driving positive change in this area and encourage cross-sector collaborations that are vital to success. With the publication of this report, we look to share the latest thinking on employee health and wellbeing in the hope that it will inspire our members and other organisations to join the movement towards healthier, happier employees.

The different stages

The World Health Organization's definition of mental health is a good place to start when considering employee wellbeing as a whole: "a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to her or his community."

Some of history's most prominent businesspeople have gone to great lengths to support their employees - for example, George Cadbury and William Lever, whose belief in social responsibility led them to provide good quality, low-cost homes for their workers. But aside from the odd pioneer, employee health and wellbeing began as basic health and safety policies, broadening out to

other areas such as physical health and nutrition, to more preventative and holistic support. And the next step in that journey is now to fully embed health and wellbeing into attitudes, behaviours and culture, so that it surfaces in day-to-day decisions and commonplace leadership behaviours i.e. 'just how we do things around here'.

Basic health + safety policies

A set of written policies to ensure the right health and safety procedures, protocols and policies are in place, covering off what are now considered basics in terms of critical illness cover, workplace safety and so on.

Broader health + wellbeing support

Here, more consideration is given to wellbeing and perks offered to improve this e.g. discounted healthy food or gym memberships, and support lines available to staff with medical queries.

Preventative + holistic approach

This covers programmes that look at health in the round i.e. nutrition, physical wellbeing, mental wellbeing. These are still disconnected, standalone programmes that people actively choose to engage with, and so uptake can be lower.

A culture of health

A culture of health is about creating a system or an environment in which it is acceptable and actively encouraged for employees to prioritise their self-care and wellbeing. Employees should feel supported and this should be apparent in the behaviours and everyday actions of their colleagues, role modelled by both managers and senior leaders.

In our interviews, we heard varying definitions of employee health and wellbeing. Companies such as Johnson & Johnson, Walmart and PepsiCo all view their programmes as a reflection of their culture and purpose. For Migros Ticaret, it is about having ‘a healthy body and a healthy mind.’ At Barilla, the name of their programme does what it says: People Care.

“Ask yourself this question: how do you address the physical, mental, emotional and financial well-being of employees?”

Jennifer Bruno, Vice President of Global Health Services, Johnson & Johnson

“The most important area of intervention for our company is the job itself. By this, I mean the autonomy of our people in managing their job, the content, the meaning and the environment in terms of cooperation and managerial skills.”

Alessandra Stasi, VP Organization and People Development, Barilla

“Mental Health is a new area for us. It’s started to become more important all over the world, especially in Latin America, UK, USA and Canada. In Mexico, our mental health programme includes a phone line that every associate and their family can call if they have a problem and would like to speak to a specialist.”

Miguel Angel Maya, Global Safety and Wellness Director, Grupo Bimbo

“Health is intrinsically linked to your state of mind and emotional wellbeing. Work is always connected to your personal life. The two go hand-in-hand and must be viewed together.”

Alexia Penent d’Izarn, Social Innovation Director, Danone

“The current financial ecosystem is creating uncertainty for people, particularly for those juggling financial pressures, who are worried about paying their rent or bills on time. Always consider starting with financial wellbeing, rather than just physical activity, when developing a strategy.”

David Hoke, Senior Director of Associate Health and Wellbeing, Walmart

Although health and wellbeing covers a complex set of issues, we uncovered three common elements that can act as the foundations of a strong strategy (not forgetting your bread and butter elements around professional development and personal growth). Most importantly, all of these focus on prevention rather than ‘cure.’



Physical wellbeing

Diet, exercise and clinical health. This was the most commonly cited focus area in our interviews. Typical programmes include medical tests, health check-ups, exercise classes and subsidised gym memberships. Improving nutrition is another way to boost employee wellbeing and productivity.



Mental wellbeing

A new space for many employers, but increasingly recognised as possibly the most important element of all - critical to building an organisation of resilient and motivated employees. Initiatives range from peer-based wellbeing networks and Employee Assistance Programmes to mindfulness, specialist stress management training and setting boundaries between work and home.



Financial wellbeing

Whether through demand or health risk assessments, some companies, such as Tesco and Walmart, are beginning to recognise this as vital to employees' overall wellbeing.

It's a bleak picture for wellbeing worldwide

The global workforce has never been in greater need of health and wellbeing support. As we said in the introduction, most of the world's 3.4 billion workers are unwell, with 76% reporting they are struggling with their wellbeing.

The causes are varied - some are demographic (18% of the workforce will be over 55 by 2030, bringing a different set of challenges for employers); some are related to physical health (over half of the global workforce is overweight or obese); and many are related to mental health (workplace burnout was officially recognised as a chronic medical condition by the World Health Organization in 2019).

Things are more challenging for younger generations. Millennials say that they are less happy than their parents in 19 out of 30 countries. Generation Z is the most likely of all generations to report poor mental health.

And aside from the human cost of this, it's also impacting businesses, with the financial burden of an unhealthy workforce representing 10% to 15% of global economic output - to put that into perspective, that's a staggering \$2.2 trillion in USA alone.



The majority of the world's 3.4 billion workers are classed as 'unwell' -

52% are overweight/obese
76% struggling with their wellbeing (Global Wellness Institute)



Depression is expected to become the leading global disease burden by 2030, costing

6 trillion USD
a year (World Economic Forum)



Cost of unwell workers represents
10-15% of global economic output (Global Wellness Institute)



40% of all workers face high stress in their jobs (Deloitte)



Only 9% of the global workforce has access to some form of wellness programme at work (Global Wellness Institute)

The business case for better

There are many, widely-acknowledged benefits to getting employee health and wellbeing right. Businesses that have found ways to make a genuine impact to their employees' health and wellbeing cite the following:

- More motivated and engaged employees
- A more productive workforce with less absenteeism / presenteeism
- Better retention and recruitment
- A workforce that is more resilient and adaptable to change

The final point is particularly relevant given today's current climate, as well as the technological revolution we're living through. There is a huge amount of change on the horizon, and for organisations to survive change, they need an adaptable and resilient workforce. Focusing on employee health and wellbeing - particularly on resilience - is likely to become even more critical in the future. The UK

Commission for Employment and Skills predicts that the global labour market in 2030 will be highly competitive: "New attitudes and behaviours will be needed by individuals and businesses. Above all, the ability to respond to continuous change will be critical." This all points to the need to address wellbeing from a deeper, behavioural perspective; future-fit organisations need to foster a culture of health.

The proof

85% of companies say wellness programmes drive employee engagement

Happiness makes people **12%** more productive

60% say wellbeing improves retention

The return on investment of workplace mental health interventions is overwhelmingly positive, with an average ROI of 4.2:1 and a Harvard University study found an average return on investment

(ROI) of more than **200%** on investments in employee health and wellness programmes.

Many are already taking action

The CGF members and other businesses around the world are already taking steps to improve employee health and wellbeing:

CGF Members

78% of the CGF members have wellbeing policies

Participation in the CGF members' health and wellness programmes has jumped **26%**

Non-CGF Members

Mental health in the workplace is the top priority for **60%** of CEOs in the UK (Reward & Employee Benefits Association)

70% of employers have improved their physical environments to encourage healthy behaviours (Willis Towers Watson)

Two-thirds of organisations say health and wellbeing programmes are a critical part of their employee culture and brand (2018 Deloitte Human Capital Trends Report).



“Focusing on health and wellbeing is really a key driver for success. Internal data like our employee engagement rate (over 70%) or the low level of absenteeism (4% overall and 2% for illness), demonstrates that having an employee health and wellbeing strategy has a real, positive impact on our business. It’s not a cost, it’s an investment.”

Emmanuelle Lievremont, HR Director, L'Oréal

“A good wellbeing strategy helps colleagues feel more valued, have a sense of belonging and feel less pressure. This can help with recruitment - especially among young people.”

Toni McKay, Head of Colleague, Health, Wellness and Experience, Tesco

But, when we ask employees, businesses are still falling short

Despite good intentions from businesses to address this growing global issue, things are falling woefully short. Many employees do not feel their employer is helping improve their health and wellbeing.

We asked 3,518 employed people in seven countries (China, Colombia, France, Japan, Turkey, United States, United Kingdom) to share views on their employer's health and wellbeing efforts.

The results should act as a wake-up call, with the biggest learning being that many employers are wasting investment, resources and goodwill on a strategy that isn't making a difference and is failing the very people who are key to their success. Nearly 40% of employees told us that their employer's health and wellbeing plans are not lived throughout the organisation. Such a high percentage means there's a good chance your organisation could be one of them.

If so, you need to make a change - if reality doesn't match rhetoric, you won't deliver the outcomes you need. This is where a culture of health is needed for your approach to be truly lived and breathed throughout your organisation and have a tangible impact to the workforce and to your business.

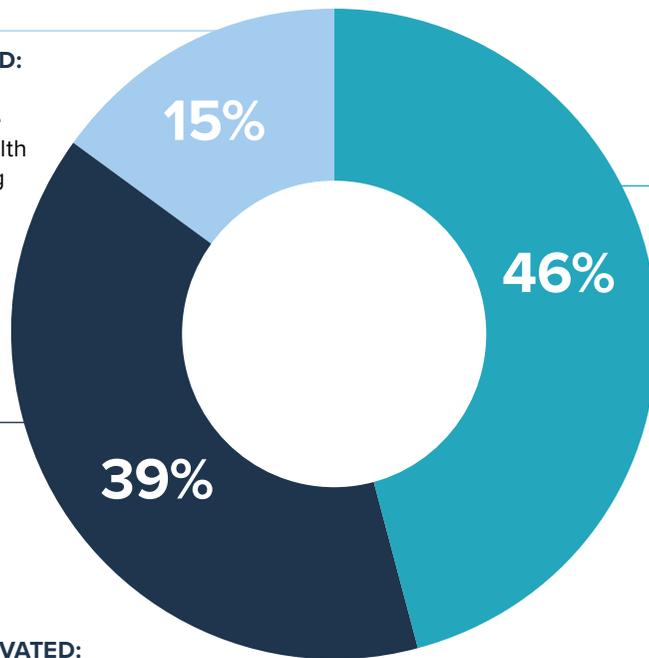


Our key findings:

4 in 10 (39%) say the culture does not reflect company intent or policies around wellbeing

3 types of employee:

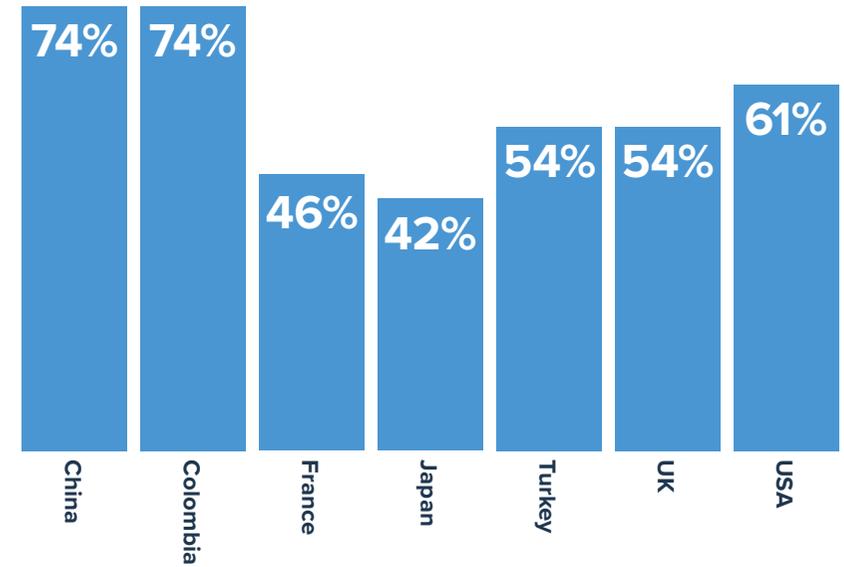
THE IGNORED:
My employer does not care about my health and wellbeing



THE ENGAGED:
The culture at my place of work supports me with my health and wellbeing

THE DEMOTIVATED:
My employer says they care about my health and wellbeing but that's not reflected in the way people act every day

67% of 18-34-year-olds have left a job / know someone who has because their employer didn't take health or wellbeing seriously



Only a quarter of all respondents (26%) say they are supported with their mental and emotional health

Three quarters (73%) say they are more likely to stay in their job if their employer improved health and wellbeing

58% of those surveyed said employers should support with mental health

The challenges businesses face in improving employee wellbeing

It's not easy for businesses to respond to this gap, as we know that just introducing a policy or a programme doesn't cut through. So, despite lots of good practice, very few leaders are creating the type of organisation that will be fit for the future. Why not?

Lack of consistency

You might have great policies, but what if behaviours are going directly against them? This spans things like line management and professional development as well as role modelling.

“Creating a culture of health and wellbeing among employees is also a question of consistency. If you are concerned about your employees' health, but their career management is not handled properly, employees will not believe that you genuinely care for them.”

Emmanuelle Lievremont,
HR Director, L'Oréal

Not enough take up

There are lots of great tactical policies in place, but people are not using them, or do not know about them.

“Convincing your associates that they can have a positive impact on their own health is key. Convince them of the value of health and wellbeing and the big impact small lifestyle changes can make.”

Miguel Angel Maya, Grupo Bimbo

Inability to flex to constant change

Wellbeing needs to change with the times; your wellbeing approach needs to be adaptable, not just with changing needs, but with different local challenges and priorities.

“There is always local nuance. Every country has its own challenges - in Mexico the biggest problem is obesity because of imbalanced diet, but in China it's heavy smoking and sodium consumption.”

Miguel Angel Maya, Global Safety and Wellness Director, Grupo Bimbo

“As a global company, we believe that it is important to develop and provide an implementation toolkit for local markets. This includes guidance and communication materials that can be easily translated in local languages and deployed.”

Luiza França de Moraes, Corporate Employee Health Manager, Nestlé

Lack of consideration of long-term behaviour change

Flash in the pan programmes or policies might get initial take up but then they fizzle if they're not connected to long-term change, rooted in healthy behaviours.

“You cannot launch a short-term strategy. It won't last if it's only active for a few weeks. It's hard work but you have to make it a priority.”

Anne Marte Sneve, Project manager and coach for SportyMENY, Norgesgruppen

“It's a long journey, you must repeat, repeat, repeat. You need to take a systemic approach and take it seriously. You're changing habits so you need to invest time.”

Alessandra Stasi, VP Organization and People Development, Barilla

So, what's the solution?

Smart businesses are already moving away from standalone policies and programmes and towards a deeply rooted culture of health and wellbeing.

What do we mean by 'culture of health'?

A culture of health is about creating a system or an environment in which it is acceptable and actively encouraged for employees to prioritise their self-care and wellbeing. Employees should feel supported and this should be apparent in the behaviours and everyday actions of their colleagues, role modelled by both managers and senior leaders.

Written policies are one thing, changing mindsets and day-to-day behaviours are another. This isn't about measuring take up of policies on a tactical level but looking at your culture as a whole.

This demands a flexible approach, where no matter what the specific health challenge or risk is - whether that's new, or niche, or if there is an existing policy - it is prioritised and addressed in its microcosm because that's the working culture. This is about having a consistent set of attitudes and behaviours, role modelled at all levels, from Board to factory floor, and something that is obvious to new starters. You must also be prepared to commit for the long-term. A culture of health is not about quick fixes or papering over the cracks with short-term solutions.

This is what we mean by a culture of health. It is deeply rooted in behaviours and acted on daily.

Clearly, stating this is the easy part, doing it is where the hard work is.

How? 5 steps to creating a culture of health



1.

Align to business purpose and strategy



2.

Listen to your audiences and bake in behavioural psychology



3.

Agree strategic framework and overarching principles



4.

Task teams with local interventions



5.

Use tech to measure, track success and scale



1. Align to business purpose and strategy

- Begin by ensuring you are clear on your business purpose and the overall strategy. How does a culture of health slot into this? How does it support it and help make it happen?
- Wellbeing mustn't be sidelined, it is a strategic driver of your business objectives and critical to achieving your purpose.
- Take time to connect with the senior team and look for ways to tether the approach to as many elements of the business strategy as possible. It matters to the CEO and should be intrinsic to the strategy. We heard this from many of the CGF members already leading the way on this.

“Commitment by a CEO to a strong policy as a company is essential.”

Yuuko Moriya, Human Resources Manager, Kao Corporation

“Change has to happen from the top. You've got to walk the talk.”

Laura Flavin, VP Human Resources, Colgate-Palmolive



2. Listen to your audiences and bake in behavioural psychology

- Once you have the strategic business and purpose context, take time to listen to your employees. Don't just note what they say they need, but listen to their barriers and motivators, understand what influences them.
- A successful approach leans on behavioural psychology. Without this ingredient, even the best plans are liable to fall flat. It's amazing how few organisations truly use behavioural insights generated by a deep understanding of their audiences (in this case, your employees).
- You can do this listening stage in a light touch way or deep dive, depending on your ambition and resources. Either way, ensure that you listen to a cross-section of employees throughout your organisation. For this, you could do a combination of surveys, 1:1s and focus groups. Pattern what you find, surface the key insights.
- Identify a structure for role modelling or ambassadors within the organisation.



3. Agree strategic framework and overarching principles

- Based on the insights you get from listening to your employees, create a strategic framework for your approach.
- Set overarching principles that give global direction and resonate no matter whether you're applying them to an office in Mexico, a factory in Berlin or a shop floor in China.
- Try to get out of the detail and co-create broad, agreed ways of working that resonate across the organisation.
- This is the backbone of what you do and should be simple and rooted in insight. And it should be something that lasts a good three years.

“It's about creating an aspirational idea that anyone can join vs telling people what you think is right for them.”

David Hoke, Senior Director of Associate Health and Wellbeing, Walmart



4. Task teams with local interventions

- Allow for local nuance. This can be particularly difficult for some businesses, depending on the structure, but a key ingredient is to let go of power and central control. You can't hold all the strings, particularly if you're a large global business with multiple locations and different sub-cultures. Set a global direction and allow for individual innovation and local nuance when it comes to tactics.
- Often the best ideas only work in a specific area of context or are born from grassroots thinking then scaled across the right areas of the business where appropriate. Trust your people to come up with what's best for them - and allow for failures along the way.
- Depending on your structure, you may beef up specific teams in different countries, or appoint a central lynchpin to ensure the local activities are strategic, while allowing for local nuance.
- If possible, adopt a pilot and test approach to see what works in practice and apply learnings iteratively as you go. This is also a great use of minimal resources, because you can run small, nimble pilots, and scale what works.



5. Use tech to measure, track success and scale

- This may seem obvious, but use technology to measure, track and scale what works (as well as drop what doesn't).
- While we've included this as the fifth step, it's important to establish your main metrics at the outset in order to benchmark these, but continual tracking is equally important.
- Tracking progress is critical to a strategy rooted in behavioural psychology because you need to follow changes in awareness and attitude as well as actual behaviours and action.
- There are plenty of great new tools from fitness apps to wearables, to measure behaviours, impact, culture and attitudes. For example:
 - To assess take-up of healthier food options in its canteens, Barilla measures and tracks everything that is taken and paid for via a special app at the tills.
 - Kao's GENKI project enables employees to take a positive look at their work and life, while living vigorously. As part of this, the company has a walking initiative that provides employees with a fitness app, which sets individual targets and allows employees to record their steps and daily living walking speed. Using this tech encourages a sense of accomplishment, which in turn has improved engagement levels.
 - Nestlé is currently exploring a wearable tech pilot to monitor employees' health. Amongst other things, this tech is allowing them to see how certain individuals cope with stress and the impact of sleep on health.
 - Tesco is set to trial a healthy rewards digital app with 1000 colleagues in 2020, in order to understand health from an always-on perspective with moment-in-time data. We think this will prove to be more effective than an annual snapshot survey, which can become out of date quickly.

In conclusion

The global wellbeing problem isn't going away. Businesses must act for two main reasons: firstly, to manage risks, and secondly, to unlock untapped potential. We're moving into unprecedented times across the globe and your workforce must be resilient. The solution is to move from tactics and policies to a living, breathing culture of health and wellbeing. This means it is lived by leaders and cleaning staff alike, where people moderate their own peers, where good practice is championed and bad practice is called out without fear of retribution. These steps will set you on a solid path, but as with all culture change, it's not straightforward, and you will need to adjust along the way. Listen, learn, adapt and don't be afraid to embrace technology.

Collectively, we have the power to transform the way we work for the better, and that's something to be incredibly excited about.

The case studies on the following pages bring this thinking to life and demonstrate how some of these principles can be drawn on in order to create a more holistic culture of health.

Case study #1

Walmart and the ZP Challenge: using behavioural insights to create a movement around health

Challenge

After an intensive six-month listening process, Walmart uncovered how employees often encountered psycho-social and personal issues as obstacles to job performance. The discovery highlighted the need for a holistic approach to improving health and wellbeing, led and role-modelled by employees, rather than a narrow focus just on physical health.

“The industry has failed to significantly change the engagement model. We have leaned on quid pro quo incentives and remained anchored to medical plan funding with little to no population level results. If we fail to embrace the growing body of work related to behaviour change and apply these learnings more rapidly, we run the risk of medicalising wellbeing. Employee wellbeing matters for employees and it matters for our business.”

David Hoke, Senior Director, Associate Health and Well-being, Walmart

Solution

Informed by this six-month listening process, Walmart took a deep dive into behavioural science. The team shifted their attention to the barriers that kept people from changing behaviours. They combined past learnings with the employee insights to build a movement within the workplace community, drawing on behaviour change principles. The major insights informed our approach were as follows:

- Associates don't automatically trust a company or leaders with their personal information.
- People are tired of 'experts' telling them what to do – they want support not lectures when they are trying to change behaviors.
- People are driven by emotion not logic.

The ZP Challenge is a competition where employees make better choices in 1 of 4 areas: fitness, food, family and money. Employees record their better choices in any or all of these categories, each day for 21 days. 23 champions are chosen every six months and awards range from \$5,000 to \$25,000. The champions' stories are amplified across the business and in social media, encouraging more to take part. Over 45 million better choices have been made to date and Walmart has awarded over \$2 million dollars in prizes.

The programme is designed around four core behaviour change principles, which elevate it from being just a 'programme' and inspire real action throughout the workforce, making it an integral part of the culture:

- 1. Build a movement**, don't just offer a single programme.
- 2. People follow people.** Social norming and peer-to-peer influence is a core factor when it comes to changing behaviours.
- 3. Small, simple steps make a big difference.** The challenge embraces the idea of mindfulness. By checking a box or pushing a button, participants are forced to think about what they actually did to make a better choice, helping many people simplify their approach to better nutrition by making one small improvement each day.
- 4. Trust + authenticity + relevance = results.** People want to feel cared for by their employer, and they want to be inspired in a way that's genuine, inclusive and relatable.

Results

Walmart's goal was to create a scalable approach that would positively impact and engage employees in wellbeing programmes, then measure the impact of this participation on unit or store level outcomes. The ZP Challenge has not only benefited employees but the business too. While direct attribution is difficult, Walmart found that stores which had participated in the ZP Challenge performed better.



Case study #2

NorgesGruppen and SportyMENY: co-creating a holistic culture of health

Challenge

MENY is a Norwegian and Danish supermarket chain, with a large workforce spread across 200 stores. It has over 10,000 employees, aged 16 to 70, with a spectrum of health problems and interests. Addressing this had been a challenge to date, so the organisation was looking for a new approach that would cut through and be relevant to its diverse workforce.

“We have created a holistic culture of health and wellbeing with lots of opportunities for our employees. SportyMENY is not a project with a start and end date - it is part of a long-term strategy and fundamental to our values. For us, it’s a win-win. By understanding what works and putting their needs first, we’re not only having a positive impact on our employees’ health, they actively want to work for us.”

Anne Marte Sneve, SportyMENY
Project Manager.

Solution

When 10 employees, including the CEO Vegard Kjuus, were selected to take part in a TV show to improve their health and fitness, the results were so impressive that Kjuus was inspired to launch a similar programme for all employees.

It was essential to create a holistic programme, co-created by employees, that would address the complexities that come with a diverse workforce. Co-creation was a key ingredient to inspiring ownership, and boost uptake among employees. At the heart was the idea that a healthy choice has to be an easy choice.

Rather than focusing on one initiative, SportyMENY offers a variety of activities, designed to engage different people at different life stages. Some MENY employees have specific issues that need customised programmes, whereas others prefer to focus on their diet or would like to do more exercise. People can self-select under different categories.

Importantly, the programme’s approach to health and wellbeing extends far beyond diet and exercise, including follow-up programmes for pregnant women as well as ergonomic and stop smoking courses.

Results

This culture of health has been cemented by role modelling and buy-in from senior leadership - which are key to the programme’s success, demonstrating that the behaviours are lived by those in senior roles, and encouraging the same behaviours in their teams. Spearheaded by the CEO, the project has a loyal team of ambassadors - trained employees who work closely with colleagues in individual stores to lead on activities and promote healthier lifestyle choices.

By deliberately rejecting a one-size-fits-all approach, the SportyMENY programme has seen high participation rates, reduced sick leave, and crucially, happier and more motivated employees. The Sporty philosophy has become one of the company’s four core values - testament to its strategic importance and rooting it into the core culture.



Nestlé: using big data to support broad principles and set targeted interventions

Challenge

With 308,000 employees operating in 190 countries, Nestlé has a responsibility to support a growing workforce with multiple needs and health risks. This is even greater when you consider its employees are based in different markets with their own cultural nuances and health challenges.

Although 97% of Nestlé's markets already had a health and wellness programme in place, the company wanted to boost engagement and contribute towards sustainable performance, by putting more of a unified structure behind these programmes, inspiring a global culture, and improving effectiveness through robust data.

Solution

Through the Nestlé Framework for Employee Health, the team came up with a set of global principles to sit at the heart of their culture of health, allowing space for local innovation and nuance. They are:

- 1. Learn:** help employees enhance their health knowledge and make more informed decisions to enhance their quality of life
- 2. Feel:** help employees access information about and take ownership of their own health
- 3. Choose:** help employees develop and maintain healthy lifestyles

To deliver on its public commitment to advocate for healthy workplaces and healthier employees, Nestlé needed a strong evidence base. The team designed the Know Your Numbers Program (KYNP) as a way to better understand employee health risks and measure the overall risks across the workforce. They also map propensity to take action on key health issues as well as priorities and risks, to understand where employees are most likely to engage. The programme has resulted in a clear employee health profile and an understanding of how health impacts productivity.

Results

Nestlé's health and wellbeing strategy is rooted in the belief that healthier employees are more resilient, more engaged and more productive. So far, the programme has been offered to more than 73% of employees, and over 84,000 have participated. Crucial to its success has been the ability to pilot and test the programme in different markets before rolling out globally.

Nestlé's data-driven approach has ensured that the three broad principles that inform the global health framework are anchored in insights from individual employees and local markets, allowing for greater success and more robust interventions.

“In an increasingly competitive environment, employee health has become a key differentiator for us. Nestlé's Know Your Numbers programme is enabling us to ensure our global framework is rooted in evidence and is being embedded effectively across our markets.”

Luiza Moraes, Corporate Employee Health, Nestlé.

Case study #4

RB: strengthening employees' emotional wellbeing

Challenge

With recognition of the growing challenge society faces on mental health, in 2019, RB strengthened its existing Liveyourbest campaign with a focus on emotional wellbeing. Liveyourbest began in 2017 with 4 pillars of emotional, physical, community and financial support for RB teams around the world.

Solution

Liveyourbest was a multifaceted campaign with one of the measures being to train over 60 mental health first aiders across their UK sites. These mental health first aiders are available to talk to anyone whenever there is a need and form an ambassadors network for mental wellbeing. First aiders are involved in monthly meetings where they discuss actions on how to improve wellbeing at work including: understanding what triggers stress or poor mental health in order to help anticipate and solve problems; how to better connect, positively, with others to help deal with sadness or anger; how to better manage hours and switch off to create the right balance in life; how health is holistic, where exercise, diet and sleep contribute to better health.

Results

While it's early days, this new approach has raised awareness of mental health and emotional wellbeing, to support people both at work and at home.



Further case studies

Unilever

Digitalisation of Unilever's wellbeing services is one of their important ambitions. In 2017 they launched the Unilever Clickwell app in the UK, Ireland and Turkey, bringing wellbeing services and information to employees anywhere, anytime. Clickwell provides access to our wellbeing services such as their global Employee Assistance Programme. It can be used to set health challenges and track goals and offers culturally-appropriate healthy recipes. Each country business can translate the app into their chosen language and customise it to best fit their workforce. In 2018 they introduced Clickwell to a further 21 countries as far apart as the Philippines, the Dominican Republic, Kenya, Bangladesh and Russia.

Accenture

Accenture offers employee assistance programmes which provide confidential support for issues like stress, substance abuse, depression, and anxiety. Additionally, employees are offered Teladoc services, where they can ask a physician any health-related question 24/7. As for fitness, Accenture's innovative wellness programme allows employees to set health goals and offers rewards for completing healthy activities. They also have an online fitness programme so employees can workout anytime.

Asana

At Asana you can get paid to sleep in one of their "nap rooms," made so employees can recharge and de-stress. Asana also offers unlimited personal time off (PTO) to help employees achieve work-life balance. Daily yoga programmes and free gym memberships are also offered at the software company. They also offer mentor programmes that provide free executive coaching, along with monthly workshops with different health-themed focuses, such as a "Debunking Detox" workshop and an immunity workshop before flu season.

Draper

Draper understands that working out and being healthy is not as fun when done alone. The manufacturing company holds 10-week weight loss challenges that include cash prizes and weekly gift cards as well as regular walking contests to keep things fun and competitive. Additionally, Draper offers onsite Zumba and Weight Watchers classes and holds annual health fairs filled with fun activities.

Further case studies

Intuit

Intuit's Fit for Life programme offers meditation and mindfulness classes as reimbursable expenses as well as incentives for employees engaging in stress-reduction habits, like taking a walk, practicing breathing exercises, or listening to calming music. The company's website provides mindfulness resources, but employees can also find "mindful moment" tips on the whiteboards in the conference rooms.

Microsoft

Microsoft holds Know Your Numbers health screening events that provide employees and spouses with screenings for heart disease, diabetes, cholesterol, and blood pressure, along with mammograms and flu shots. The Microsoft CARES employee assistance programme also offers free personal and family counseling, stress management, and referrals for child and elder care. Microsoft has a mentorship programme, employee source groups, networks, and social groups to build a sense of community and camaraderie among co-workers.

Bupa

At the core of Bupa's activity is their global wellbeing programme Smile, which has several components, including a performance energy initiative that has been developed with a clinical psychologist to help people manage their energy levels, feel more in control and be better able to deal with daily pressures. Their Bupa Boost wellbeing app facilitates nutrition, personal fitness, mindfulness and relaxation goals. It also gathers in health data so Bupa's better placed to pinpoint health concerns of employees.

Hilton

Hilton's Thrive@Hilton wellbeing initiative that was launched in 2017. It's the first hospitality company to partner with Ariana Huffington's Thrive Global startup which delivers, amongst other things, wellness corporate training. Thrive@Hilton is aimed at everyone in the organisation and helps employees feel more resilient, focused and optimistic about their work. A self-guided e-learning course led by Ariana Huffington supports the mind pillar of the mind, body, spirit model. Subjects like yoga, mindfulness, and meditation are regularly explored and directors are provided with in-person global training from Thrive Global experts.

Diagnostic tool

Here's a quick diagnostic for you to take away and see how well health and wellbeing is embedded into your culture right now.

These questions will help you to think about how much your company's approach to wellbeing flows through into day-to-day behaviours and action across the organisation. Have a think or observe your workplace for a week and give yourself a score from 1 to 5 for each question, with 5 being the highest.

Are you on the path to a culture of health?	Your score (1 to 5, 5 being great)
Do you and your team feel listened to when it comes to health and wellbeing?	
Have you seen someone role model a health and wellbeing policy in the last week?	
Have you role modelled a health and wellbeing policy in the last week?	
Do your policies translate into easy and realistic behaviours?	
Would a new starter immediately be able to tell you take health and wellbeing seriously? If so, how?	
Do your health and wellbeing efforts connect to one or more of your values, or your wider purpose?	
TOTAL SCORE (highest possible: 30)	

If you scored 0 to 10: Nail the basics

There's some work to be done, and you should start by getting the basics right. In order to figure out where to start, take a step back and consider whether the policies and intentions are there, and if they are, what's blocking them from being more widely adopted? Go back to our five steps and start at the top - have a conversation with your CEO and look for how health and wellbeing supports the wider company purpose and strategy. Meet with other senior leaders across the business and find ways to connect health and wellbeing to other facets of the strategy. Draw on the business case for better in this report if you need to, to demonstrate the clear value in creating a culture of health.

If you scored 11 to 20: Level up

Not bad, but room for improvement. Where did you fall short? Is it a lack of role modelling? Is there a simple framework that facilitates local adoption? What is preventing health and wellbeing being part of your culture? Who can you connect to outside of the business to gain some outside perspective? If it's in your remit to make changes, who can you connect to in the business to start going about embedding a culture of health? If not, share this report with whoever can make changes, because there is a lot to be gained by improving things!

If you scored 21 to 30: Lead the way

If you're at the lower end of this bracket, there's a fair bit of room for improvement, but it sounds like the right things are in place. What element of the five steps are you falling short on and what can you put in place to bolster your approach, which is already working very well? Maybe look around for inspiration from others who are leading the way to see how you can kick things up a notch? If you're close to, or at 30, well done you - we'd love to hear more and I'm sure the CGF network would, too.

Mythbusting

Our research puts to rest some myths about employee health and wellbeing that are often used as reasons for inaction.

Myth 1: Wellbeing is just a millennial fad.

It is often thought of as an issue only impacting young people, in line with the damaging stereotype that younger generations are less resilient. But our stats show they are only a little more likely to care about their employer's approach towards their wellbeing. This is an issue that all generations want tackled.

Younger employees (18-34 year-olds) are only **6%** more inclined to say employers should support them with their physical health and **5%** more likely to say employers should support them with their mental and emotional health versus older employees (35-54 year-olds).

Myth 2: Wellbeing is about 'perks' like mindfulness, chill-out areas and barista coffee.

Our research shows that employees are less interested in fashionable, initiatives such as yoga classes, gym memberships or a trendy office. [Only **5%** of employees surveyed in our seven markets said a fun and well-designed office and subsidised gym memberships were most valuable to them. Even fewer (2%) said self-care programmes such as yoga and meditation were important to them]. Things have to run deeper in order to feel authentic, connected to the identity of the organisation, and for employees to engage and ultimately take steps to improve their wellbeing.

As we've outlined in this report, to genuinely change employee wellbeing for the better, simultaneously boosting employee retention, productivity and adaptability, your approach needs to resonate across the organisation, role modelled at all levels, and connected to behaviours and actions. Creating a culture of health is how you can ensure your organisation is fit for the future, as well as making a positive impact on society.

About this report

Global survey of employees

In September 2019, we surveyed a total of 3,518 employed people, aged 18-54, in seven countries (China, Colombia, France, Japan, Turkey, United States and United Kingdom).

The survey was conducted by OnePulse and respondents were asked a total of six questions on employee health and wellbeing.

Interviews with leaders and experts

We interviewed 20 global business leaders and health and wellbeing experts throughout August and September 2019:

Yukiko Takatori, General Manager for Science, Ajinomoto

Alessandra Stasi, VP Organization and People Development, Barilla

Laura Flavin, VP Human Resources, Colgate-Palmolive

Alexia Penent d'Izarn, Social Innovation Director, Danone

Bärbel Weiligmann, Senior Advisor for Workforce Nutrition, GAIN

Christina Nhyus Dhillon, Senior Technical Specialist, GAIN

Kathleen O'Driscoll, Vice President, Global Business Group on Health

Miguel Angel Maya, Global Safety and Wellness Director, Grupo Bimbo

Jennifer Bruno, Vice President of Global Health Services, Johnson & Johnson

Yuuko Moriya, Human Resources Manager, Kao Corporation

Emmanuelle Lievremont, HR Director, L'Oréal

Liz Acornley, Compensation and Benefits Director EMEA, McCormick

Serdar Kaşıkçı, Industrial Relations and Administrative Affairs Director, Migros Ticaret

Luiza Moraes, Director of Corporate Employee Health, Nestlé

Saliha Barlatey, Head of Corporate Industry Affairs, Nestlé

Anne Marte Sneve, Project manager and coach for SportyMENY, Norgesgruppen

Erik Sossa, Vice President Global Benefits and Wellness, PepsiCo

Toni McKay, Head of Colleague, Health, Wellness and Experience, Tesco

Tom Sondergeld, Vice President HRIS, Global Benefits & Mobility, Walgreens

David Hoke, Senior Director of Associate Health and Wellbeing, Walmart

Thank you to everyone who contributed to this report.

About the report authors

About The Consumer Goods Forum

The Consumer Goods Forum (“CGF”) is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. It brings together the CEOs and senior management of some 400 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 3.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises more than 50 manufacturer and retailer CEOs. For more information, visit: www.theconsumergoodsforum.com

About Kin&Co

Kin&Co is a multi-award winning next generation management consultancy, specialising in purpose, culture change, and employee engagement. With offices in London and Toronto, it has worked with some of the world’s most influential brands to embed productive and resilient cultures through happy, healthy and motivated employees. Find out more about Kin&Co at www.kinandco.com

Partnerships

The CGF and the Global Chief Medical Officer Network (GCMON) recently contributed to a toolkit under development by the Global Business Group on Health (GBGH) to respond to the need for increased awareness around issues of mental health in the workplace and the key role that employers can play.

And, on workplace nutrition, the CGF has a strategic partnership with the Global Alliance for Improved Nutrition (GAIN). The partnership is focused on addressing the main challenges around workforce nutrition, sharing best practices and learnings regarding implementation of programmes in the workplace, and in looking to the future to seek shared opportunities.

Digging Deeper

No matter where you are on your health and wellbeing journey, there are plenty of resources available to help get you on the right track:

- **The Global Alliance for Improved Nutrition (GAIN)** is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with governments, business and civil society, it aims to transform food systems so that they deliver more nutritious food for all people, especially the most vulnerable. GAIN joined forces with CGF on a convening paper for Better Nutrition for a Healthier Workforce, offering key insights in improving employee nutrition, best practices and learnings regarding the implementation of programmes in the workplace: www.theconsumergoodsforum.com

- **The Global Business Group on Health** is a non-profit organisation that convenes employers and thought leaders to collaborate on health and wellbeing. Resources include extensive research and exploration on how barriers to mental health, such as access and stigma, vary between countries and the importance for employer programmes to balance global strategy with local applicability. The Business Group is working with The Consumer Goods Forum and the Global Chief Medical Officers Network to bring together the collective membership of all three organisations for the purpose of participating in a global mental health survey and to share employer examples: www.businessgrouphealth.org/global
- **Engage for Success** is a voluntary movement promoting employee engagement as a better way to work that benefits individual employees, teams, and whole organisations: engageforsuccess.org
- **Deloitte** publishes its Global Human Capital Trends report every year with key insights on the employee experience and employee wellbeing: www2.deloitte.com
- **The CIPD** offers numerous guides and frameworks for developing effective employee wellbeing programmes: www.cipd.co.uk