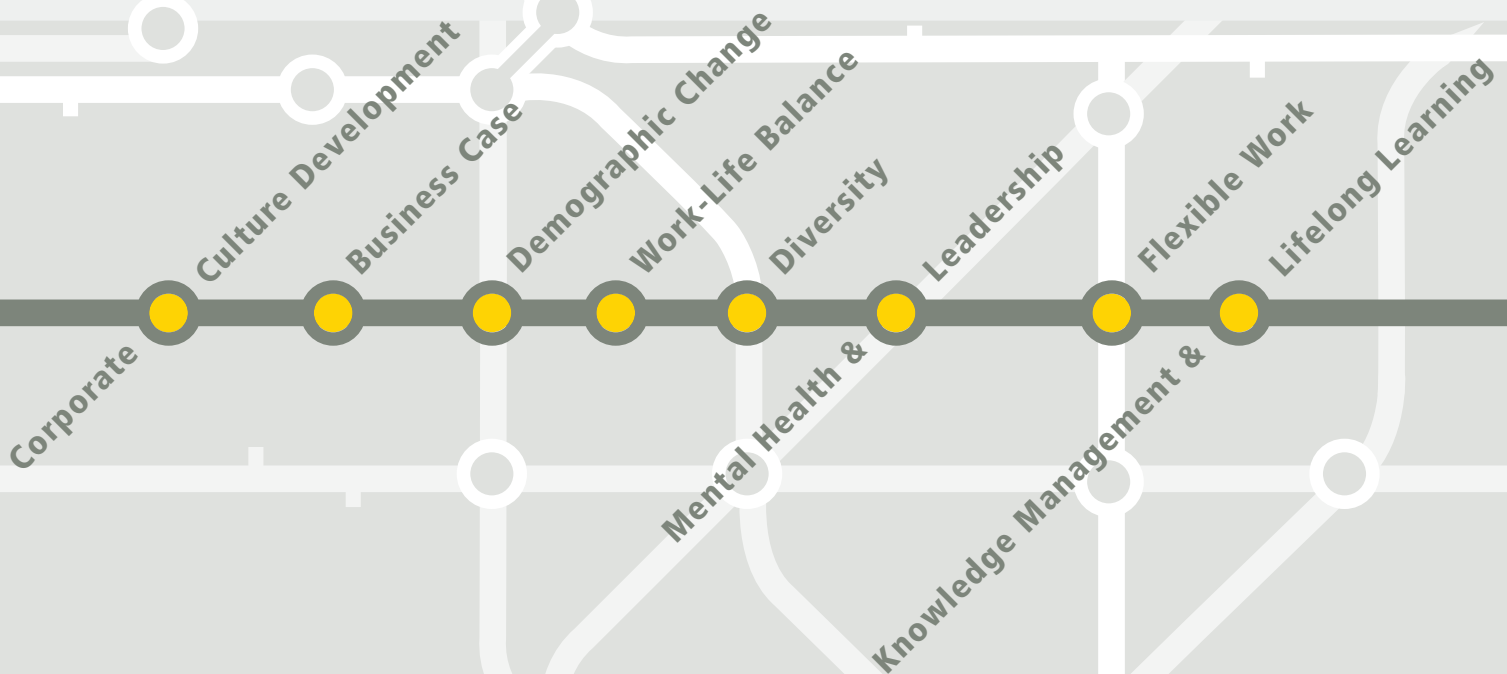


Guide to Best Practice

Driving Business Excellence
through Corporate Culture and Health



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Preface



Prof. Dr. Dr. h.c. mult.
Rita Süßmuth
*President of the European Network
Enterprise for Health,
Former President of the German
Bundestag*

The health and well-being of each individual, of families and populations as a whole, is both a precondition and the result of successful economic action and a well-functioning community.

Health cannot be viewed simply as absence of illness or the successes of medical progress. Health also embraces healthy living and working conditions. Understood holistically, health benefits employees, their families and companies. It forms the basis for the development of creative and innovative potential in enterprises and society without which the challenges which the European countries in particular are encountering – in the wake of globalisation and the host of social and demographic changes – cannot be overcome.

Enterprise for Health (EfH) is a group of European organisations which intentionally exploits the close relationship between health, motivated workers, a corporate culture based on partnership and economic development, both to increase productivity and competitiveness and to contribute towards the sustained maintenance and further development of affluence and social security in Europe.

This brochure presents the results of the EfH group activities and is aimed at encouraging other enterprises to appreciate and grasp the opportunities for their company development through policies specifically geared to health. The exemplary company contributions documented in this publication provide an overview of the wide range of different approaches in company practice and are intended to prompt questions and encourage companies to follow suit.

The experience of our network also clearly shows that corporate, economic, social and health policies should together be geared towards shaping the economic and social foundations in our countries so that economic success and social cohesion remain linked to each other.

Together with my colleagues from the EfH Network, I share the view that sustained progress in political, economic and social respects can only be achieved with healthy enterprises which have a comprehensive understanding of health.

Enterprise for Health unites us all in the view that a commitment to a company health policy and a corporate culture based on partnership must not be seen simply as a cost factor which has to be minimised, but also as an investment in the future.

I would like to thank the sponsors of the network, the Bertelsmann Stiftung and the BKK Bundesverband, for having created the necessary framework for this network and its further expansion. EfH performs pioneer work and creates many valuable stimuli to encourage healthy corporate development.

Preface



Liz Mohn
Vice-Chair of the Executive Board
Member of the Board of Trustees,
Bertelsmann Stiftung

Globalisation, rapid technological advances, the demographic shift and changes in personal values continue to be synonymous with ongoing fundamental upheavals in the world of work.

Not only do corporate strategies and structures have to address these challenges, but the very culture of an organisation is facing a test of endurance. The high level of complexity and increasing degree of difficulty in performing work tasks presents constant new problems for both management and employees.

Significantly, mental illnesses are increasingly replacing physical disorders as the main influence on sickness rates, the inability to work and early retirement. This is compounded by problems brought on by information overload, the pressure of deadlines and quality standards and the extra mobility and flexibility demands on individuals as a result of changing work processes and structures.

We cannot master these challenges with the tools of the past. Traditional company health and human resources policies no longer meet the needs of modern workforces. If our businesses are to survive and prosper in an increasingly competitive world marketplace – and at the same time play their part in building a better, healthier, more prosperous society – then we need new ways to motivate employees and capture their commitment and creativity. We must undertake a fundamental realignment in our world of work. There is much more to work-life balance than just the separation of workplace and private activities. Continuing research and the experience of the member companies of the pan-European Enterprise for Health Network has clearly shown that a corporate culture and leadership based on a partnership with all stakeholders is the best way forward. To give just one example – sickness rates are always lower among motivated and involved employees who are able to act on their own initiative.

Through the Enterprise for Health Network, the Bertelsmann Stiftung has initiated a change in paradigms in company health policy together with the BKK Bundesverband. In collaboration with the companies involved – including some of our largest, most familiar multi-nationals – it has focused attention on the correlation between corporate culture and health.

The best practices and solutions developed and collated by the Network represent exemplary practice for the working world of tomorrow. My thanks therefore go to all those involved in this innovative project and who are identified with it.



K.-Dieter Voß
*Member of the Board
of the BKK Bundesverband*

The company health insurance funds in Germany are part of the statutory health insurance system and form an important cornerstone for a high quality of social security. With their services they guarantee a high level of health care in line with needs while maintaining the principle of cost-effectiveness and strong customer orientation.

The effectiveness and efficiency of health care will in future depend more than ever on how strongly insured parties, enterprises and other organisations are committed to prevention and health promotion.

Company health insurance funds have, for many years, been supporting organisations with services for workplace health promotion while advocating the benefits of a modern, company health policy. We are convinced that healthy employees not only improve their company's performance, but help reduce the demands on our health system. Greater health awareness among individuals conserves resources in our systems, reduces ancillary wage costs and, above all, increases the individual's quality of life.

In order to win over even more companies to adopt a forward-looking company health policy, we established the initiative Enterprise for Health together with the Bertelsmann Stiftung in early 2000. Enterprises learn from other enterprises and share ideas at decision-making level on important issues influencing a healthy company organisation. The company health insurance funds not only make the results of this initiative accessible in Germany they also disseminate them as part of their activities in the European Union. Here, too, they advocate that a modern company health policy can further develop as a standard in all areas of our economic and social life.

The companies which work together in the Enterprise for Health have performed valuable, innovative work in this respect.



Akzo Nobel nv, The Netherlands
Pharmaceutical, Chemicals and Coatings Industry,
approx. 61,500 employees in more than 80 countries



Alcoa-Köfém Kft., Hungary
Aluminium Manufacturing and Processing,
approx. 130,000 employees in 41 countries



Arcelor S.A., Luxembourg
Steel Manufacturing and Processing,
approx. 95,000 employees in more than 60 countries



Bertelsmann AG, Germany
Media Industry, approx. 76,000 employees in 60 countries



Caixa Geral de Depósitos, Portugal
Financial Services/Banking Industry, approx. 18,400 employees



E.ON Ruhrgas AG, Germany
Energy Industry/Trade, approx. 13,500 employees worldwide;
of those approx. 3,600 employees in Germany



Ford-Werke GmbH, Germany
Automobile Industry, approx. 300,000 employees worldwide



GlaxoSmithKline, UK
Pharmaceutical Industry,
more than 100,000 employees worldwide



HÅG a.s.a., Norway
Office Furniture Industry, approx. 450 employees



Hilti AG, Liechtenstein
Tools and systems for the construction professional,
approx. 15,000 employees at 120 locations worldwide



Grupo Maier, Spain
Alliance of over 110 single co-operative societies
in the Basque country, approx. 71,500 employees



MTU Aero Engines GmbH, Germany
Aero engines, modules and components,
approx. 6,800 employees worldwide



REWE AG, Germany
Trade, approx. 196,000 employees in Europe;
of those 131,000 employees in Germany



RWE Rhein-Ruhr AG, Germany
Energy Industry, approx. 7,000 employees



Royal Dutch Shell plc, The Netherlands
Energy and Petrochemicals Industry,
approx. 112,000 employees in more than 140 countries



Stora Enso Oyj, Finland
Forest Industry,
approx. 46,000 employees in more than 40 countries



TITAN Cement Company S.A., Greece
Building Materials Industry,
approx. 6,000 employees worldwide



Volkswagen AG, Germany
Automobile Industry, approx. 340,000 worldwide,
of those approx. 100,000 employees in Germany



Zakład Energetyczny Toruń S.A., Poland
Energy Industry, approx. 1,400 employees

The European network

“Enterprise for Health” (EfH) was established as a joint project by the Bertelsmann Stiftung and the Bundesverband der Betriebskrankenkassen (BKK) in January 2001.

EfH is an international group of companies currently (October 2005) comprising 19 companies from a total of 13 European countries. The member companies differ in size and operate in different branches of industry.

The European Network “Enterprise for Health” (EfH)

EfH networks for a healthier world of work tomorrow

Both sponsor organisations, *Bertelsmann Stiftung* and *BKK Bundesverband*, have been involved for many years in issues relating to the development of corporate culture and health promotion.

Philosophy of the network

The sponsoring organisations see the EfH as an important contribution towards creating a healthy world of work based on partnership. The EfH was developed as a network platform for companies which see – and seek – opportunities to achieve business excellence through a corporate culture based on partnership and workplace health promotion, by learning from the experience of other companies and helping others to gain from their own experience.

Prevention and health promotion take priority

In large sections of the world of work and other sectors of our societies, principles of care, prevention and the promotion of potential are still not taken seriously enough. This applies to personal behaviour, both at the workplace and outside work, to economic decisions in companies, political action at all levels and also to the workflows and *modus operandi* of our social security systems. The lion’s share of the health expenditure, for example, is currently channelled in all countries into curative medicine and health care and only a fraction of the available resources is targeted at prevention and health promotion.

A reorientation is required towards prevention and health promotion in view of the uncontrollable rise in costs and rising deficits in public budgets. However, politicians and the management in the health system are not fully convinced that prevention and health promotion can be accepted and put into practice by the citizens and consumers and that, as a result, care processes can be designed to be more efficient and therefore cost less.

This scepticism follows a plausible logic: Up to now, new health services have generally resulted in higher costs even though they were promoted intensely beforehand with a cost-saving argument. The experience with campaigns to change people’s unhealthy habits have tended to be negative: It seems that a lack of exercise, eating habits and in particular the use of drugs and addictive substances cannot be effectively influenced by the processes of modern communications and customised advice services. Scepticism is therefore justifiable; experiences so far do not tend to support the principle of giving priority to prevention and health promotion.

Nowadays, great importance is attached in national and European politics to investments in a high quality of education. The promotion of key qualifications for knowledge-based economies is aimed at countering losses in affluence which have hit many industrialised societies as part of globalisation. At the same time, current achievements in different sectors of the education system, including vocational and further training at companies, are a long way short of meeting political expectations and targets. Many countries are recording a rising number of youths and adults without any formal certificates of education; education analyses reveal substantial shortcomings in basic fields of competence among an increasing number of pupils and trainees.

Many of the social security systems in Europe are not adequately geared to new social risks which have arisen as a result of the economic and social changes in the lives of the population. Single mothers, their children, older people with low incomes and/or low qualifications, as well as all people in gainful employment with low formal qualifications, are affected by this. A high, broad-based quality of education, a precondition for an economically and socially successful transformation to the knowledge-based society, depends on a reliable and supportive setting for the emotional and cognitive development of children and young people. This is under constant threat from changes to the traditional family unit, employment insecurity, lack of qualifications and job opportunities among certain population groups.

A profile of the BKK Bundesverband ...



The Bundesverband der Betriebskrankenkassen is the umbrella organisation of more than 200 German health insurance funds (BKK) and their eight state associations. With over 14.8 million people insured, the BKK is the oldest and third largest form of statutory health insurance in Germany. Roughly 89 percent of the population, i.e. 73 million people, are insured in the statutory health insurance system and some 57 percent of all health expenses are financed in Germany by this system. It comprises 8 different types of insurance fund, with regional, professional or branch-specific membership.

The BKK Bundesverband represents the interests of company health insurance funds in respect of national policy and the trade public and has mutually beneficial relationships with international organisations in the field of health and social policy. It assists the legislature, is involved in framework regulations and agreements with the service providers in the health service and supports the state associations and company health insurance funds in performing their functions.

The long and close working association between the BKK and companies and the great importance of prevention in this type of fund has been – and still is – the reason for numerous initiatives of the BKK Bundesverband in the field of workplace health promotion. The BKK concept of workplace health promotion focuses on the involvement of the workers and stresses the close interaction between behaviour and setting-related prevention.

The BKK Bundesverband has also assumed important functions at European level: Since 1990, it has been the Collaborating Centre Partner of the WHO in Europe and in 1995 it became the national contact office of the European Network for Workplace Health Promotion (www.enwhp.org) in Germany. The secretariat of the ENWHP has been located at the BKK Bundesverband since 1999.

Growing pressure from competition and the short-term preoccupation with protecting share prices by continuously cutting costs leads companies to progressively reduce the number of employees. Long-term business strategies have great difficulty in surviving in this competitive environment.

... the Bertelsmann Stiftung

Since its establishment in 1977, the Bertelsmann Stiftung has invested more than € 550 million in self-generated projects which encourage social advancement. The foundation's extensive work directly reflects the wishes of its founder, Reinhard Mohn. It continues the traditional, social and cultural commitment of the owner families, Bertelsmann and Mohn, but, equally, it is dedicated to maintaining company continuity.

Financing

Reinhard Mohn transferred a total of 68.8 percent of the capital shares in Bertelsmann AG to the Bertelsmann Stiftung in September 1993. He transferred his voting rights, relating to 90 percent of the capital stock, to Bertelsmann Verwaltungsgesellschaft mbH (BVG) in July 1999. Today the Bertelsmann Stiftung holds 57.6 percent of the shares in Bertelsmann AG. The two other shareholders are the Mohn family (17.3 percent) and Groupe Bruxelles Lambert (25.1 percent).

The Bertelsmann Stiftung finances its work by the earnings from its capital holding. In the 2005 financial year, the largest operational foundation in Germany has a budget of some € 70 million. The fact that the non-profit-making foun-

ation has become the largest owner of the company is the result of Reinhard Mohn's insight that large assets must be subordinated to the social obligation of ownership, as postulated by German Basic Law.

The work of the Bertelsmann Stiftung

The Bertelsmann Stiftung makes concrete contributions towards the solution of current social problems. The foundation's work is characterised by Reinhard Mohn's realisation that corporate thinking and actions make a decisive contribution towards developing such solutions and breaking down solidified structures. Its aim is to support the continuity of a viable society.

The Bertelsmann Stiftung, which has 300 employees, sees itself as an operational institution which develops concepts: It seeks to detect social problem areas at an early stage, search for the best possible solutions worldwide and develop and implement exemplary solution models, in a dialogue with those involved, right through to their practical trials. The Bertelsmann Stiftung cooperates at a national and international level with partners in scientific, state and private institutions and concentrates on four topics:

- ▶ Education
- ▶ Economics and social affairs
- ▶ Health
- ▶ International relations.

In addition, it has initiated projects on culture and foundation's development, as well as the cross-section projects "Campaign for Demographic Change" and "Balancing Work and Family". It also holds an integration competition in collaboration with the Federal Ministry of the Interior in Germany.

Centre of Competence for Corporate Culture and Leadership

Through its Centre of Competence for Corporate Culture and Leadership, the Bertelsmann Stiftung is continuing the traditions of its founder Reinhard Mohn. The Centre's aim is to improve the competitiveness of companies by concentrating on three strategic topics – the growth-orientated balance of profitability, humanity and responsibility towards society. The main focus here is corporate culture based on partnership – in both the private and public sectors – along with corporate social responsibility, and the future development of working life.

| Bertelsmann Stiftung

Present and future challenges to the economic and social development in Europe

The European Union is aware it is confronted with major challenges. In March 2000, the former 15 member states agreed on a political framework programme, known as the Lisbon Agenda 2010, which states that Europe should develop into the most dynamic and competitive knowledge-based economic region in the world, with lasting economic growth, more and better jobs, greater social cohesion and, at the same time, respect for environmental needs.

The interim conclusion of this ambitious reform agenda on the economic and social renewal of the European Communities was sobering: Only moderate progress was achieved with all 28 main and 120 subsidiary objectives, in particular in the fields of “economic growth” and “employment”.

Lively debates and detailed analyses were and still are the background to a realignment of the strategy which the European Commission had adopted, demanding the concentration and streamlining of the projects and focusing on the promotion of growth and employment.

The core priorities of the renewed Lisbon action plan include the implementation of the single market, action to reduce bureaucracy, the promotion of the transition towards a knowledge society, greater flexibilisation of the labour markets and more investment in human resources.

Healthy corporate cultures based on partnership are an important precondition for the Lisbon renewal process. In future, up to an estimated 30 percent of workers will be directly employed in the production and dissemination of knowledge, manufacturing and in the services sector. A large proportion of other workers will have to perform knowledge-based work in order to be successful. These massive changes can only be achieved in working conditions which permit and promote involvement and self-responsibility. Companies and public systems in the member states and Europe as a whole must therefore target increased investments at general and vocational education. Continuous qualification and life-long learning will decide how easy or difficult it will be for people to get new jobs.

Furthermore, companies can help to a great extent to overcome the consequences of the demographic change: Company programmes for active ageing help create an environment where employees do not have to depart too early from working life. Active ageing in employment cannot be attained without healthy working conditions based on partnership over the worker’s entire working life. Insufficient commitment in firms and enterprises to this goal will have profoundly negative effects on the future financing and efficiency of the social security systems.

The committed membership of the EfH is ideally placed to make a major contribution in this context of renewal, where the above-mentioned challenges are not limited to the European region. Other economic areas, especially in America and Asia, are confronted with similar problems, or will have to face up to them in the near future.

EfH is not alone

There are networks, forums and working groups, just like EfH, in various European countries at national and regional level, where companies and, in some cases, external experts, exchange views on different issues of company health policy and worker-oriented staff management. There is a network for workplace health promotion (www.enwhp.org), supported by the European Commission, DG Health and Consumer Protection, in which non-corporate institutions from the field of occupational safety and health and public health have been working together for about 10 years at European level. This network supports experts and practitioners by providing access to examples of exemplary practice including successful processes and tools of workplace health promotion. At national level, there are a number of different initiatives, frequently backed by industry-wide institutions in the fields of occupational safety and health and social insurance, which also support the exchange of experience between experts in companies. The European Network for Workplace Health Promotion (ENWHP) has initiated national forums in which companies and other organisations actively participate in various European countries. In response to this initiative, the German Network for Workplace Health Promotion was set up (www.dnbgf.org). The company network initiatives include the English Corporate Health and Performance network (CHAP), the Swiss association for workplace health promotion (SVBGF), the German network "Unternehmen für Gesundheit" (UfG) as well as networks in Scotland, Wales, the Czech Republic, Bulgaria and Hungary.

How the EfH works

Over the last five years, the EfH has developed and implemented a working model based on four elements:

- ▶ Identification of core issues for the future design of corporate culture and company health policy (EfH Agenda) as well as the organisation of an exchange of experience in the core issues of the agenda;
- ▶ Collection of practicable procedures, methods and concepts (EfH Toolbox);
- ▶ Identification of key arguments for the business case;
- ▶ Derivation of general recommendations for successful company practice.

EfH Business Meetings

Corporate Culture Based on Partnership and Company Health Policy

May 28 – 29, 2001

Business Case

October 29 – 30, 2001

Work-Life Balance/Business Case

April 15 – 16, 2002

Ageing Workforce

September 23 – 24, 2002

Diversity

May 19 – 20, 2003

Mental Health and Leadership

October 13 – 14, 2003

Flexible Work

May 24 – 25, 2004,
November 22 – 23, 2004

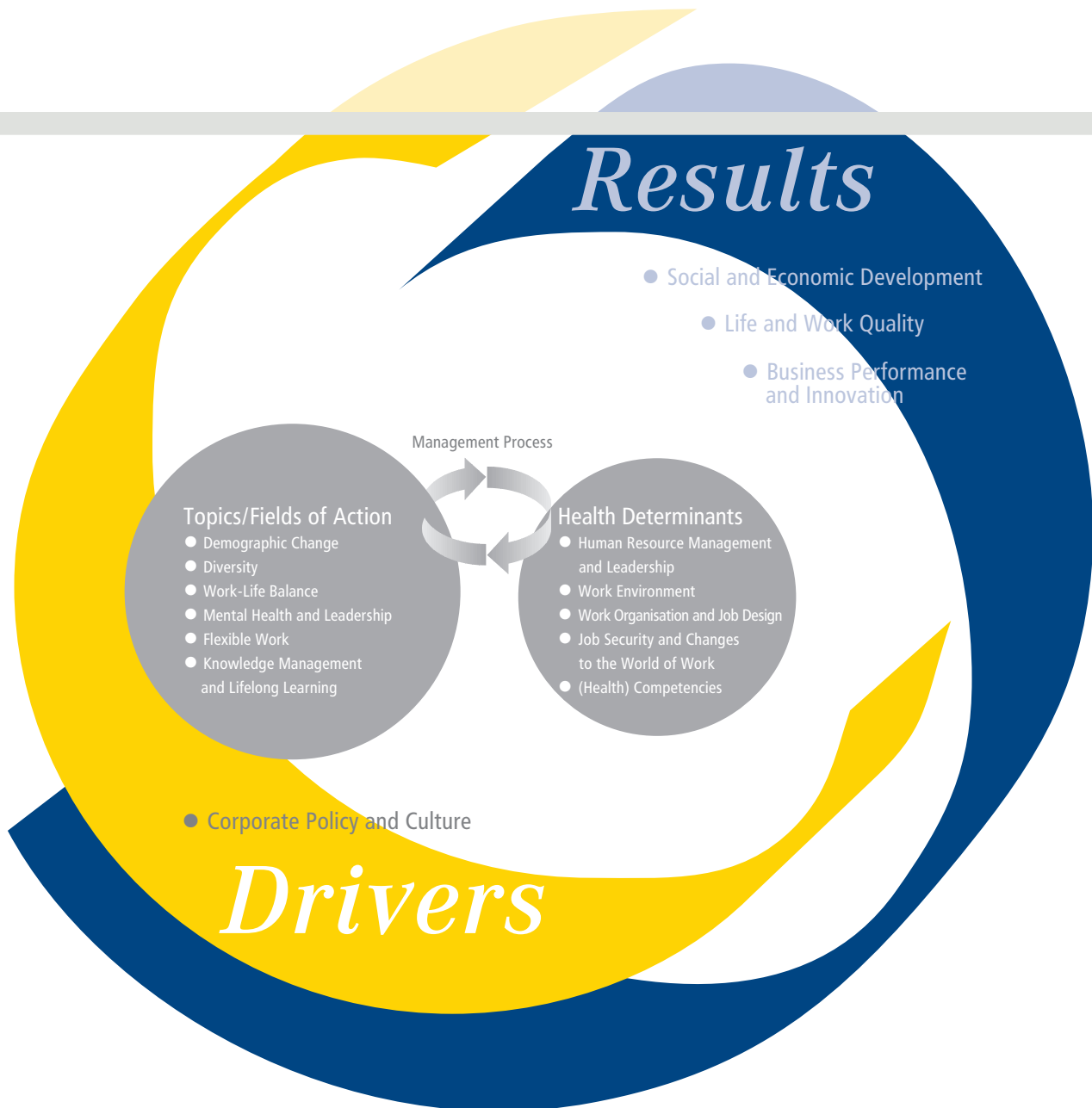
Knowledge Management and Lifelong Learning

April 18 – 19, 2005

The philosophy, objectives and working methods of the network were drawn up at the start. This led to a mission statement and an initial identification of issues from which a concrete timetable was prepared. Two working meetings are organised every year, each devoted to one key issue of the EfH agenda.

Each working meeting concentrates on a specific topic according to the EfH's agreed timetable and theme. At the start, current information on the relevant issue, successful company procedures and arguments on the benefits of particular courses of action within companies is communicated with the help of contributions from experts. This is followed by reports on the experience of the member companies. Finally, general recommendations for action in company practice are prepared.

One important result of the EfH's work is the compilation of the knowledge and experiences of companies into a general company action model. This model describes the major factors that can be introduced into a company to help develop a healthy corporate culture based on partnership. It distinguishes between health factors, fields of action, general process factors and results.



Crucial factors, and therefore the **driving forces (drivers)**, are the **company policy and the corporate culture**. The vision and business strategies of a company, as key elements of every corporate policy, reflect the significance of the workers in the value added chain; they also organise the action of all decision-makers in the company management and have a major impact on leadership behaviour.

The corporate culture comprises the values and general orientation of the organisation which may exist implicitly or in visible and written form. Corporate cultures based on partnership are characterised by the great importance of worker and customer-oriented values, supplemented by the intentional orientation towards principles of social responsibility.

Health determinants describe the most important influences on the health and sickness situation in companies. The EfH action model identifies five key sectors or general classes of factors, each of which includes a larger number of individual factors. These are the sectors “human resource management and leadership”, “work organisation and job design”, “work environment”, “job security and changes to the world of work” and “(health) competencies”.

The most important area is “work organisation and job design”, which in turn is very closely linked to the management systems in a company. Today we have adequate scientifically-based know-how on the individual design characteristics and their correlations. Important characteristics are the “completeness of tasks” (planning, control and execution elements, variety of tasks), the “degree of autonomy”, “social support” and “respect”. Whereas production demands define these factors in industrial processes, in the services sector the daily co-ordination between executives and employees is the decisive factor in workplace health. The human resources department can also influence the quality of leadership and work design by means of a number of supportive processes and internal services. These include culture development programmes, executive development and general staff development action, the development of systems of financial incentives and lots more.

The “work environment” comprises the areas of occupational safety and health and environmental protection in the company – those areas which are traditionally linked the closest with the subject “health at the workplace”.

“Job security” and coping with change processes in the company are two other key factors for the health and sickness situation. They have a particular impact on the quality of mental and social health.

Individual competencies and skills form an important protective resource with which both work demands and requirements relevant to health can be fulfilled. This also includes lifestyle competencies and skills, but goes beyond them to cover all professional competencies of the workers.

The **fields of action** describe specific practices in companies and their design in turn includes a whole series of health factors. They also reflect the EfH agenda. These include:

- ▶ Demographic change and ageing workforces
- ▶ Diversity
- ▶ Work-life balance
- ▶ Mental health and leadership
- ▶ Flexible work
- ▶ Knowledge management and lifelong learning
- ▶ Business Case.

Apart from "business case", all the fields reflect important changes in the world of work, representing challenges to the design of healthy corporate cultures based on partnership, irrespective of branches and economic sectors. Moreover, problems arise specific to branches and companies. The "business case" is a cross-sectional field and describes the need to gear investments into the above-mentioned fields of action in line with the company's objectives and justify them accordingly.

Company measures within these fields of action should be organised as a continuous **management process**, which embraces the steps "building infrastructures", "analysis and planning", "implementation", "communication" and "evaluation".

Company practice which arises from a corporate culture based on partnership and designs the key health factors in the relevant fields of action in line with the principles of the continuous improvement process, leads to **results** in quality of life and work (including health improvements) as well as business results (performance and innovation).

Management Process

Topics/Fields of Action

- Demographic Change
- Diversity
- Work-Life Balance
- Mental Health and Leadership
- Flexible Work
- Knowledge Management and Lifelong Learning

Health Determinants

- Human Resource Management and Leadership
- Work Environment
- Work Organisation and Job Design
- Job Security and Changes to the World of Work
- (Health) Competencies

- Corporate Policy and Culture

Drivers

EfH in Action

– Networking for Improved Workplace Health

The activities of the Network are centred around important trends and developments in today's world of work. These include demographic changes and ageing workforces, the increase in psychosocial stresses and the growing significance of knowledge in manufacturing and service sectors. The Network's interests also focus on flexible, new forms of work, the changed demands placed on worker-orientated leadership behaviour as workforces and markets become more diverse, as well as new solutions to conflicts between employment and other areas of life.

The understanding of company health policy on which the Network's work is based is that company health management needs to be combined with the development of corporate culture and the design of the organisation itself. Healthy workers in healthy enterprises are a key element in – and a consequence of – a company's understanding of the values of a partnership approach. This provides the framework for high quality management structures and policies, as well as best practices in the work organisation itself (especially the design of tasks, regulation of working hours and a culture of co-operation). This may also include specific health promotion programmes addressing the needs and problems of certain groups of workers or activities which generally go beyond the requirements prescribed by law in occupational safety and health and which are based on voluntary self-responsibility.

The following sections contain the results of previous work by the Network, with brief examples of practices illustrating the experiences of Network member companies.

Healthy Corporate Culture Based on Partnership

The progressive changes in the economy and society present new challenges to the competence, mobility and flexibility of all those involved in a company. The tasks and degree of complexity of leadership have undergone fundamental change. Centralistic management structures in rigid hierarchies are at best successful only in the short term – the innovation and adaptation capability of the organisation will almost certainly be jeopardised in the long term. A modern company and organisation design allows for changes in the expectations and values which have now become characteristics of broad sections of workforces. The Network is concerned with the following fundamental questions: What orientation and values is a participative management understanding based on? What role does a participative structure play for economic success? Why are corporate cultures based on partnership more healthy?

Since the 1980s, scientists and front-line experts have been examining the issue of “corporate culture”. An important trigger for this was studies on the driving forces of economically successful companies which, in addition to the well-known business success factors, also identified “soft factors” which were combined under the collective term “corporate culture”. However, these studies were followed by only a few successful design proposals which could be implemented to improve company practice, so the initial interest disappeared again quickly – almost like a fleeting fashion. The subject received new impetus as more companies restructured more often, particularly with managements seeking better ways to control the integration problems among workers following mergers and acquisitions.

Why does a company have a “culture”?

Every company has a specific corporate culture, regardless of whether philosophies and values are communicated to the public. The basis of every organisation’s culture is the fundamental, collective convictions which impact on and govern the thinking, actions and perceptions of the workers and executives and are typical of the respective organisation.

These basic convictions may be intentional or unintentional, visible or difficult to perceive. Convictions are expressed in patterns of behaviour and habits, e.g. in welcoming rituals, recurrent procedures at meetings, in clothing and lots more. These convictions may sometimes act like doctrines which are no longer questioned and are then deeply rooted in the emotions and feelings of the individual worker and entire workforces.

As companies are not uniform structures the larger they become, several subcultures may evolve beside each other which are often very closely linked to the specific professional profiles (e.g. the marketing culture versus the culture in the research and development sector).

EfH Guideline – Watchpoints

1

Explicitly developed corporate cultures open up strategic competitive advantages when they provide a credible purpose in which all company members can trust through shared values and objectives. This must permit the contribution of each individual worker towards the company result to become comprehensible and transparent. This in turn increases the chances of a high and lasting degree of identification with the company and its objectives among employees, an indispensable precondition for high quality customer orientation and as broad a development as possible of creative potential.

2

Corporate cultures are healthy when the fundamental values and standards highlight and recognise the contribution of workers to the company success, visibly reinforced by leadership behaviour every day. The degree of credibility is more important in this context than investments in professional corporate communications. Any breaches of trust damage the internal communications and very soon the quality of the company results as well.

3

The development and design of a healthy corporate culture based on partnership is a management task and can only be achieved if it is an element of everyday management routine. This starts with the talking culture in dealing with each other daily at the workplaces and covers systematic analyses of the implementation of established and recognised corporate values in all sectors of the organisation.



“A healthy and health-promoting work design is the key to healthy companies and corporate cultures based on partnership. The know-how for this is available: Workflows and tasks are to be designed so that they are as complete as possible, i. e. they include executing and planning/controlling elements; autonomous teams are suitable in many sectors of production and in the provision of services from the viewpoint of health promotion and as regards business management requirements.”

Prof. Dr. Eberhard Ulich,
Executive Project Co-Ordinator
of the EfH Network

Convictions which are jointly accepted and practised make everyday life easier, they help to cope with the flood of information and they support decision-making processes through clear orientation. Moreover, they govern the “game rules” in dealing with customers, suppliers, financial backers, employees etc. There is usually an important difference between the public culture communicated both in-house and to the outside world and the corporate culture actually experienced. Finally, corporate cultures enhance the identification of the workers with the company because they communicate, implicitly or explicitly, the sense and purpose of the company. This function of corporate cultures is probably the most important benefit with regard to economic success and the development of competitiveness.

When does a corporate culture make people healthy?

Many companies have developed values specific to and typical of the respective company, which is used as orientation for the entire corporate policy and its key fields of action. In human resources management, these values govern the choice of staff, executive development and the general development of the organisation. The implementation of the agreed values is reviewed in staff surveys, executives receive feedback about the extent to which they support everyday implementation and set an example.

Many of these values highlight customer orientation, performance orientation, the importance of employees and the social responsibility of the company to the workers, the environment and society.

Company values promote the health of companies and workers if they recognise and stress the workers’ contribution to the company success and, at the same time, communicate involvement, self-responsible action and mutual support as important basic principles for an open atmosphere of co-operation. However, the crucial factor is how credibly explicit values reflect the actual attitudes and opinions, especially of top managers. Identification with the company and its objectives, a key precondition for self-responsible commitment, creativity and innovation, is closely linked to mutual trust and the perception of fairness. Major discrepancies between the vision and reality, between the values communicated and those experienced, are detrimental to these fundamentals of motivation and reduce the efficiency and productivity of the business processes substantially. Studies into the causes of inner resignation and burn-out experiences repeatedly confirm these correlations.

What keeps corporate cultures healthy?

A key factor in the promotion of healthy corporate cultures is the quality of leadership. Crucially, top management stipulates the general conditions of corporate cultures and have a major influence on which values are experienced in everyday company life and how. Moreover, executives are examples from whom workers learn what rules and standards are actually valid in the organisation and possibly contrast them with the public face of the organisation. In creating corporate cultures, it is above all the company founders and/or members of the company management who are important; they are directly involved in the development of explicit values and philosophies. Later management generations are often not aware of why particular values were chosen and not others.

A second important factor is the quality of work and organisation design itself. This is divided into various fields of action, involving work design and human resources management. Activities in these fields maintain health when pressures and the resources to overcome them remain in equilibrium, in which the active participation of all workers is demanded, promoted and recognised and the leadership provide support and advice as part of their managerial tasks.

“The discussion on corporate culture also has an ethical dimension, which is characterised by two poles. At the one end of the spectrum there is the paradigm of the personal responsibility of every individual for his living conditions and thus also for his health. At the other end is the paradigm of solidarity emphasising the responsibility of the community.”

Prof. Dr. Jean-François Caillard,
Scientific Advisor of the EfH Network



The EfH brochure
**Corporate Culture Based on
Partnership and Company Health Policy**

is available for downloading at
www.enterprise-for-health.org

Evolving the Tradition of a Corporate Culture Based on Partnership

Bertelsmann, a media group based in Gütersloh, North Rhine-Westphalia with more than 76,000 employees worldwide, has a long tradition of “corporate culture based on partnership”, in-house health insurance and of proactive employee health policy.

Bertelsmann has taken a comprehensive approach to company health since well before the signing of the “Luxembourg Declaration.”

In fact, as early as the 1950s and 60s, *Bertelsmann* had evolved a corporate culture characterized by a sense of qualification, motivation, identification and responsibility among its employees. In 1960, *Bertelsmann’s* workforce signed a “company constitution” committing them to a philosophy that also includes a shared understanding of “partnership” as a basic value.

Even then, the aim was to create a working atmosphere in which individuals identified with their work and the company and could develop their creativity in a nurturing environment that is free of fear and tolerant of mistakes. An environment that allows employees to pursue their personal development and achieve a sense of accomplishment for themselves (and the company).

Bertelsmann believes that an environment based on partnership also promotes health in that it reduces psychological strain, the consequences of which would otherwise have to be treated with “therapy.” In over 40 years of successful co-operation with the *Bertelsmann BKK*, the company has offered its employees systematic assistance for a healthier lifestyle (e.g. various prevention and screening programs), while also maintaining the tools that ensure success and appropriate organisation. In addition to a group steering committee on health, an organisational framework has developed involving a variety of information, talks and feedback instruments which guarantees that the leadership and partnership principles are actually put into practice. For example, *Bertelsmann* greatly values employees’ opinions and regularly performs employee surveys.

The employee survey was taken to the international level in 2001 and includes issues relating to corporate culture. This not only reflects the fact that *Bertelsmann* is a decentralized worldwide organisation with a large number of independent companies (profit centers), but also indicates that the group aims to achieve a culture of learning across all its divisions and companies.

The *Bertelsmann group* has established an innovative “corporate culture learning and reporting system” as a form of self-monitoring and to initiate a process of dialogue and reciprocal learning while continuously implementing and advancing the group’s corporate culture.



Creating Healthy Workplaces for Customers and Workforce

Healthy workplaces are part and parcel of the business concept at the office furniture manufacturer's HÅG. It is no wonder that the well-being of its employees also enjoys high priority in the company.

Since 1999 the Norwegian company has had the so-called "HÅG Performance Model", which was developed together with the consulting firm "Scandinavian Leadership". It defines the company's own corporate culture and provides tools for its active maintenance.

Cause and effect are defined as follows in the so-called "HÅG chain": The organisation and its employees impact on production and the products and they in turn influence the market and the customers who determine the company's profits.

In addition to the strategies and objectives redefined every three years, the tools used include the lasting vision of being "different and better". The HÅG corporate culture makes the employees the focal point of the company; personal responsibility and esteem of the employees go hand in hand throughout the company.

The leadership quality is a central element for the daily implementation of the culture. Accordingly, the "organisation tools" belonging to the "HÅG Performance Model" deal intensively with executive development. Every manager attends a management programme and, if required, is subjected to the "Leader Style Index" which results in an evaluation of his performance.

Annual staff appraisal talks between direct managers and employees are more comprehensive at HÅG than usual and also include the company values. Moreover, an annual survey among all HÅG employees is conducted to analyse the working atmosphere.



It's Not Only Profits That Count

The example of *Mondragon* shows: Companies who do not feel primarily committed to earning profits but to the well-being of the employees can, nonetheless, achieve economic success.

The Basque conglomerate *Mondragon*, which had previously been regarded as an "exotic creature", is today one of the successful pioneers of corporate culture based on partnership and achieves worldwide sales of over 9 billion euros.

The *Mondragon* Group, actually a well organised network of 110 single co-operative societies with approximately 71,500 employees, already laid down principles for a co-operative community in 1987 and they are still valid today. They contain issues such as diversity, fairness, vocational and further training, co-determination or employee sovereignty just as much as the social commitment which obliges the Group to create jobs.

Mondragon belongs to the people who work in the co-operatives. Accordingly, the first objective of the Group is to provide work and to involve the employees, i.e. the members of the co-operatives, in the company management through a democratic organisation. However, because a multi-billion Group has to operate against international competition according to criteria such as productivity and efficiency, workplace health promotion enjoys a high status.

One dedicated co-operative, *Lagunaro-Mondragon Servicios*, is responsible for this; it plans and organises the work of roughly one hundred prevention specialists at *Lagunaro* and the co-operatives. Their task, according to the definition of the corporate objective, is to promote the health and safety of the employees of the member companies through the collective administration of the necessary resources and through additional activities of general health promotion.

The systematic alignment of the company's activities in line with the interests of the employees, both with the corporate policy and work design, has permitted the steady growth of the company despite all the fluctuations in the national and global economies.

Demographic Change

– Meeting the Needs of an Ageing Workforce

What experts discuss under the heading “demographic change” can be reduced to one simple statement: **The number of young people is decreasing rapidly, the number of older people increasing. The reason is the falling birth rate and the individual's increasing life expectancy at the same time.**

Europe is facing an historic challenge

... And for the world of work this means that the proportion of people of employable age will decline significantly in the coming decades. Falling birth rates and the fact that people are living longer will cause, in the medium and long term, a substantial change in the age structures in Europe and other industrial nations. The public is gradually becoming aware that workforces cannot continually become younger when society is increasingly getting older. The times when older people leaving employment could be easily replaced by qualified young people will soon be over. According to all the forecasts, it must be assumed that from 2007 onwards the number of apprentices /trainees will decrease and from 2010 the number of workers over 45 years of age, will for the first time, form the majority within the labourforce while at the same time, the proportion of younger workers will decline appreciably. Even high immigration rates will not be able to stop this trend.

At the Lisbon summit (“Lisbon Strategy”) the Europeans undertook “to make Europe the most competitive and dynamic knowledge-based economic region in the world.”

In order to achieve this objective, ideas and action are required on how the health of employees currently between 20 and 40 years of age can be maintained and improved in order to keep them longer in the work process and best exploit their potential.

EfH Guideline – Watchpoints

1

Executives and employees must be convinced that they can no longer be guided by negative, age-related prejudices but instead they must look for the benefits that greater age diversity brings. Awareness should be created among all corporate and supra-company stakeholders of the necessity to tackle the effects of the demographic changes in the world of work. All stakeholders, especially the decision-makers and those responsible for leadership in the company, need more reliable information on the development of the actual capabilities of older employees including action which promotes the employees' work ability within company practice and outside work, and maintains it for as long as possible.

2

Experience from practice shows that age diversity can only be used positively for companies and workers if the work ability of the employees is systematically promoted. This necessitates a holistic strategy which improves the conditions at the company (work organisation and leadership) as well as the personal conditions of the employees (health, efficiency and competencies). Here, the measures must not only be aimed in isolation at the group of older employees but they must take all age groups into consideration at an early stage and as a preventive action. Job design in particular can make a considerable contribution, by means of a variety of measures relating to the organisation of working hours and tasks, towards working conditions which as a whole maintain employees' working capacity throughout the course of their working lives. In particular, work-related premature ageing must be prevented. The aim must be to systematically maintain and improve work ability through work design commensurate with age and ageing, and a proactive company health policy.

3

Nowadays, most employees do not want an abrupt break between their working life and retirement; rather they would prefer a flexible transitional phase which they can determine themselves. Some companies offer programmes in which older employees can prepare for their forthcoming retirement. An increasingly important element in companies' approaches to flexible retirement practices involves possibilities for employees to continue to remain in contact with the company after re-achieving retirement age. A flexible approach which incorporates early retirement, adaptable and phased retirement as well as part-time work for those approaching pensionable age may reduce the possible negative effects of an ageing workforce on company practice in interaction with a flexible pension scheme. This means that the preconditions for this must be created, and flexible and sensible transitions into retirement implemented.



“Work ability should be promoted over a person’s entire working life and measures relating to competence, health and ergonomics must be integrated into company life. Only the proactive and sensitive handling of age-related problems can put workers in a position to exploit their full potential during their working lives. This means understanding the strengths and weaknesses of younger and older workers to the same extent and designing work requirements and tasks in such a way that they can meet the different demands.”

Prof. Dr. Juhani Ilmarinen,
Finnish Institute for Occupational Health,
FIOH, Helsinki, Finland

New philosophies: preventive, holistic and age-neutral

The discussions confirmed that the previous perception and “handling” of the consequences of the demographic change must be systematically expanded. While the issues of offering further training options, qualifications and the opportunity for older workers to acquire new competencies are important, the study of the demographic change must not be restricted solely to “today’s” older workers. Previous philosophies and one-sided focusing on “young” or the “youth” are no longer appropriate in these times. The issue is a change in paradigms from a reactive, i.e. (human resource) policy geared to the older employees, towards preventive, age-neutral action which is tailored to people’s lives and employment biographies. A holistic view of the problem and strategies to deal with the consequences of the demographic change are necessary.

As with everyone, employees experience changes in physical and mental performance as they get older, but this need not necessarily lead to a fall in productivity. Organising work in a way that takes into account the natural development of ageing employees, coupled with organisational or staff changes, maintains the productivity of the employee in question and can even increase it. It is important however that companies embrace these changes and, while doing so, involve all stakeholders.

In view of the lack of skilled workers in areas of high skill needs coupled with the unavoidable ageing of the workforce, it is insufficient for companies to simply recruit qualified and efficient employees and commit them to the required work. Rather companies should demand and promote a process of life-long competence development for all workers.

Furthermore, a long-term orientation of the human resources management is becoming necessary to be able to develop and implement a labour and human resources policy appropriate for the older workers. The question still arises as to whether the competitiveness of the European economy can also be maintained and expanded with a rising proportion of older workers. The current innovation and human resource policies of companies are still tailored to younger people and are therefore not prepared for the changing nature of the workforce. However, it is employees with many years of experience who often introduce important competencies into the work and innovation process.

The “work ability” approach

Key challenges that need to be addressed in wider societal terms are a lack of young people, an increasing demand on pension provision and increased use of health care services. For employers additional challenges include the need for proactive age management in the workplace, the need to promote work ability and the need to adapt working practices and culture to the increase in retirement age.

The so-called “work ability” approach is one example of a strategy used by companies for dealing with ageing workforce. The Work Ability Index (WAI) records the individual work ability of the workers. If one imagines the “work ability” approach metaphorically as a house with several floors, in other words the factors – health, competencies and values – which govern the work ability of a person are the first three floors, and one “builds” on top of this house a fourth floor, namely “work”, the key task of the management of the company is that of optimising this “fourth floor”.

But the size of the 4th floor is increasing all the time and the key question that needs to be answered is: Can a larger and heavier 4th floor be supported by floors 1 – 3? In other words are employees finding that the pressures of work are becoming unsustainable?

Work is designed for a workforce in the “prime” age group, i.e. between the ages of 35 – 49 and the issues of work life for younger and older workers have been ignored. Age management has to recognise the differences between older and younger workers. In order to maximise the potential of these groups, the differences must be addressed sensitively and in order to keep the house in a state of good repair, employees and managers need to work in partnership.

“Older workers are increasingly perceived as one of the core elements of future labour supply and as crucial contributors to the sustainable development of an ageing Europe.”

Prof. Dr. Juhani Ilmarinen,
Finnish Institute for Occupational Health,
FIOH, Helsinki, Finland



The Efh brochure
**Meeting the Needs
of an Ageing Workforce**

is available for downloading at
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Demographic Changes as an Opportunity for a New Design

Following a worldwide recession in the steel industry, employees were encouraged in the 1980s to enter retirement at the age of 50. This was recognised as a very expensive and unsustainable solution to a short-term problem, and from 1988 measures were introduced to end the practice. However employees were very accepting of retirement at 50 and the company recognised that any changes to the system would have to be introduced carefully and sensitively. Consequently steps were taken to identify and then build upon local innovations and practices. The pace of change was kept deliberately slow. The senior management team was actively supporting the change process but in a low-key way. Great care was taken to ensure that the idea of ending retirement at 50 was marketed to the key stakeholders. Managers were briefed through a system of “clubs” and trade unions representatives were taken to British Steel and Fiat – companies who were dealing with a similar situation, so that they could examine at first hand, the processes being adopted. One of the major issues that had to be addressed was the impact that ending retirement at fifty would have on career prospects of younger workers and therefore their motivation. To overcome this problem a decision was taken to base pay rates on skill levels and customer satisfaction. Both of which encouraged workers to improve their skill levels.

A second major change was the introduction of “managed employment”. Under this scheme no worker would be laid off once they had reached 50 years of age unless they had another job to go to, and in areas where major downsizing was taking place or plants were closing, the company would put in place employment creation programmes.

Arcelor applied a comprehensive concept for the human resources sector. This meant that the following human resources processes were introduced:

- ▶ Highly selective selection and hiring practices
- ▶ Multi skilling aiming at continuous performance improvement
- ▶ Extensive training in multiple production skills
- ▶ Flexibility in job assignment
- ▶ Teamwork at all levels
- ▶ A multi criteria bonus system
- ▶ Regular and in-depth information of all personnel on company policies and on the company’s economic and industrial performance
- ▶ Regular meetings between management and workers’ representatives
- ▶ A credible employment security pledge.

The approach has been shown to enhance performance, and also help with the raising of the retirement age. The reason for this being that workers feel better and are more motivated. A further benefit has been an increase in productivity without taking on new staff.

The approach has been monitored constantly and in the early 1990's it was found that the job security pledge was becoming difficult to manage. In 1994 it was decided to develop the practice of part-time working and in the next four years the number of employees working part-time rose from around 200 to just under 3,000. Beneficial outcomes of this change for part-timers have included a decrease in sickness absence, shift work being less tiring and a reduction in the use of drugs to treat hypertension and sleeplessness.

Arcelor has used staff surveys to monitor attitudes and evaluate its actions. These studies have shown that a key group of staff are those in the 25 – 34 years age group. To maintain their commitment to the company new challenges had to be found and one of these was using workers in this group to mentor younger workers. This had the added benefit of making the company seem less patriarchal.

Diversity

– Utilising Diversity as an Enhancement

Human resources management increasingly concentrates on companies' core business. Considerations of turnover and cost dominate business as management sees itself confronted with far-reaching changes in the economy. At the same time, society and with it labour markets, workforces, sales markets and even financial markets are undergoing dramatic changes towards increased differentiation and individualisation. This is where diversity comes in – enabling the utilisation of the growing variety of all stakeholders to better achieve business objectives in the face of a changing economic environment.

Variety, in the sense of diversity, can relate to similarities and differences, to what individuals bring with them – e.g. in characteristics and patterns of behaviour – but also to groups of employees and their origins and qualifications. Diversity depends on variety in the workforce: Workers of different sexes, age groups, nationalities, skin colours, languages and religions, healthy and disabled workers work together and therefore reflect within the company the diversity of the market, enabling a business to survive more successfully against the competition.

Monocultures no longer sustainable

In Europe, some of the long-lasting challenges facing companies have been addressed by a company philosophy which originated in the USA. There are permanent key issues which demand ever new strategies, requiring above all diversity and variety.

In view of European integration, the enlargement of the EU in eastern Europe and globalisation, the aim will be to exploit the cultural diversity of the labour and sales markets and to create international structures and co-operation. Company success will increasingly depend on co-operation with competitors and business customers, with other organisation cultures and the consideration of various attitudes and cultures in communications – external and internal.

Different corporate cultures may be advantageous in strategic alliances, in close co-operation for just-in-time solutions, outsourcing or other types of networking. Moreover, the diversity of the partners and their different needs and strengths ensure success in co-operation projects involving mergers and acquisitions.

Particularly in difficult economic times when there is a shortage of resources, the growing pressure from “shareholder value” on costs, productivity and market success requires the optimum utilisation of the entire – diverse – potential available from all employees. This resource of diversity must also not be underestimated in the marketplace and among customers.

EfH Guideline – Watchpoints

1

Successful diversity management relies on target group accuracy and participation. Systematically oriented to specific needs of a diverse workforce, workers at all levels are involved as early and completely as possible in the needs survey, analysis and implementation of improvement measures.

2

As the various areas of diversity are in some cases severely tainted with controversial values and general principles, it is crucial to clearly highlight the contribution towards achieving core objectives in an organisation from the very outset (business case). A clearly laid out, consistent and approved communications policy creates the framework for broad participation and acceptance of the business case, in particular among executives and middle management.

3

Flexible and worker-oriented measures of work design, together with culture and executive development measures, form the heart of all efforts to successfully implement diversity practices in organisations today. This includes flexible working time regulations and work design to suit a particular target group.

4

If diversity-friendly leadership and management behaviour is to be spread throughout companies at all levels, not only appropriate standard qualifications have to be offered, but also performance and success measurements must include appropriate criteria which make the results of leadership and management behaviour transparent.

In practice, a corporate culture based on partnership is the driving force behind successful diversity management.



“What worked for us and made us successful in the past will be quite different in the future. Those organisations that really understand how to manage diversity successfully will enter this new century with a major competitive advantage.

It is only in this way that every individual in the organisation is put in a position where he/she can contribute his/her full potential.”

Penny de Valk,
Ceridian Centrefile Ceridian House,
Great Britain

The strengthening of corporate identity, for example through diversity-oriented values which highlight the company’s profile, improves competitiveness in times of concentration and consolidation. Diversity acts as an image factor and helps companies to become an “employer of choice” in the “war of talents” and ultimately win the “best” for themselves.

Adaptability and efficiency in a company are put to the test above all during organisational changes. Here, key factors are not only the smooth introduction of new processes or job contents and the effective co-operation in employee teams (e.g. with different training and experience, ways of thinking and acting, communication and leadership styles). The basis is the active respect of diverse people as well as an open, fundamental attitude to change. In this way change can be exploited productively – to the company’s benefit – allowing for the potential of all those involved.

Social change, marked by rising ethnic and cultural diversity, a new relationship between the sexes, a change of generation and demographic development, describes at the same time the resultant trends impacting on the labour, sales and financial markets, business partners and not least company workforces.

Not only is the (demographic) composition of society becoming more diverse, also the cultural conditions (values, attitudes) and the interface between people (communication, interaction) show distinctive trends towards individualisation and openness.

“Diverse workforces” pay off

There is a lot of evidence that companies which internally reflect the diversity of their external stakeholders are more successful than monocultural companies.

Diversity management, the change of a monoculture to an open, diverse organisation with a diverse workforce, pays off for the companies through a number of improvements and advantages. These relate both to external and internal success factors:

- ▶ Diversity improves market coverage (larger market shares, new market segments) and customer proximity (better customer relations).
- ▶ In relation to shareholders, diversity improves the rating and leads to greater attraction.
- ▶ Diversity strengthens the company in competition for the best employees through better access to broader (labour) market segments and improved staff image.
- ▶ It serves to maintain the stock price and increase public standing.
- ▶ Diversity boosts productivity (in qualitative and quantitative terms), increases loyalty and motivation and reduces absenteeism and staff turnover.
- ▶ Diversity improves co-operation and increases team productivity, creativity, the ability to solve problems and innovative capacity.
- ▶ The efficiency of the organisation as regards changes, complex structures, processes embracing several sectors etc. is increased.
- ▶ Diversity makes co-operation with other companies (cultures) easier.

“Managing” diversity

Even if the road to a diverse company is always an individual one, in practice it is increasingly being flanked by two different diversity strategies.

In order to contribute directly towards enhancing the company’s success through the optimum exploitation of diversity, some organisations rely on the systematic orientation of diversity to its business objectives, strategic requirements and challenges.

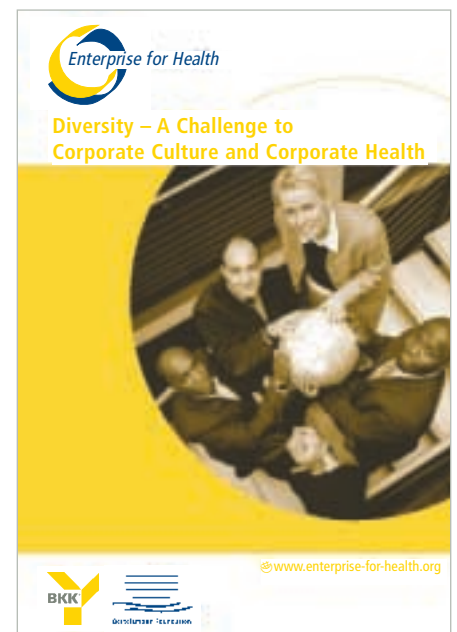
In other organisations, diversity is integrated holistically into the company systems in order to make the organisation fully compatible with diversity. With so-called diversity mainstreaming – similar to gender mainstreaming for gender issues – no additional infrastructure is required and the sustainability of the change achieved contributes towards safeguarding success.

Diversity mainstreaming in the HR sector is reflected, for example, in staff recruitment, staff development and at the level of employee relations (work-life balance). While staff recruitment systems are reviewed and modified with a view to their neutrality and transparency as regards different applicants, the incorporation of diversity issues into existing training programmes in the staff development sector represents an important strategy. Special programmes for diverse groups from the workforce – generally women, as well as ethnic or other minorities – safeguard their development through further training, their own networks or career pools. The integration of diversity into employee relations is reflected in some companies by dignity-and-respect programmes or anti-discrimination activities.

The area of “work-life balance” is particularly well developed. Flexible working time models and absenteeism guidelines, care and support programmes as well as assistance in looking after dependants, all support diversity objectives, supplemented by stress management and health promotion.

“The concept of ‘diversity’ as in the sense of differences between people infers that organisations should make allowances for existing differences between employees by tailoring or re-designing the work appropriately. For example in production, different forms of work patterns should be used to manufacture the same product (principle of differential work design).”

Prof. Dr. Eberhard Ulich,
Executive Project Co-Ordinator
of the EfH Network



The EfH brochure

Diversity – A Challenge to Corporate Culture and Corporate Health

is available for downloading at

www.enterprise-for-health.org



Diversity as a Strength

Alone the fact that the *Ford Motor Company* employs about 300,000 people worldwide in 100 production facilities and operates on 200 markets on six continents clearly illustrates the dimension of variety or diversity at *Ford*. Moreover, the corporate culture requires inter-cultural co-operation throughout its entire international group.

This particular challenge was recognised at *Ford* and what started in 1996 with the creation of a special working group on the question “What does diversity mean? What do we want to achieve?” was systematically developed further. Now diversity management has for years been the cornerstone of *Ford's* global corporate culture.

The focus of *Ford's* diversity culture is respect for every employee, regardless of nationality, religion, sexual identity or social group. This culture reflects the company's conviction that the workplace has a major role to play in wider socio-political responsibility. The values lived in the company, such as tolerance and mutual respect, are taken into society by the employees.

At *Ford-Werke*, diversity is not regarded as a programme or an initiative. It is a permanent, integrated approach which promotes understanding that diversity is an opportunity for both employees and the company.

One visible expression of this is the many activities inside and outside the company in which many employees actively participate and constantly develop new ideas which help promote diversity and bring about cultural change in the long term.

The company's own diversity organisation is supported by a diversity team – with a European and a national diversity manager – working groups of national and divisional diversity councils, resource groups and networks.

Implementation in the line organisation is the responsibility of the European and functional diversity councils.

The various units advocate, for example, work-life balance and particular needs relating to culture, ethnicity, race, gender, nationality, age, disability, religion, marital status, sexual identity and education.

A works agreement on behaviour at the workplace (“dignity at work”) based on partnership, flexible working (time) models (part-time, telework, sabbaticals etc.), initiatives to enhance females' interest for technical and engineering as part of Women@Ford, various offers of care (for children and dependents in need of care) as well as an extensive disability concept for the prevention of disabilities and the integration of employees with disabilities are just a few examples of the successful diversity practice at *Ford*.

Through diversity, *Ford* wants to create a working environment which promotes a culture in which the employees can contribute towards *Ford's* success, respects and appreciates the differences and abilities of all employees and benefits from the advantages of work teams comprising many different people.

This involves:

- ▶ Gaining more customers
- ▶ Optimum reflection of the workforce structure
- ▶ Reinforcement of external perception
- ▶ Benefitting of employee potential.

Diversity management at *Ford* is not seen as a promotion programme for minorities. It does not involve achieving and observing quotas or satisfying a charitable purpose. It is an opportunity to harness the diversity of the workforce productively and to discharge the social obligations of a major global company.

Against the backdrop of an ageing population, the changed role of women in business life and further internationalisation, diversity will continue to gain in importance for all companies and organisations.

The investment in the diversity initiatives of the company are already paying dividends for *Ford*.

The diversity culture lived in the company not only increases the motivation and productivity of the employees. Diversity has an impact on the company, and, at the same time, radiates out into society.

Ford is becoming an “employer of choice” both for the workforce and potential applicants, an employer people enjoy working for or would like to work for in the future.

Work-Life Balance

A Balanced Life – Working Healthily and More Successfully

For many years “work life balance” has been an important topic of discussion in North America, now it has become one in Europe also. The need to reconcile professional or working life with life outside work is now much more than just wishful thinking. Identifying solutions to this challenge now represents one of the crucial strategic success factors – for the workers in our ever more demanding world of work, and for the employers who are operating in an ever tougher and more competitive environment. A higher quality of life and greater satisfaction are preconditions for worker commitment and productivity and these lead to additional company benefits in the area of staff loyalty and recruitment. Taken as a whole these factors speak in favour of a corporate strategy which offers a strong work life balance for healthy employees in healthy enterprises.

The importance of a balanced relationship between work and private life must not be underestimated, particularly as it involves not only the individual, but also his or her family and friends. Special significance is also given at a societal level of the difficulty of reconciling the contrasting needs of global competitiveness, citizen well-being and national health.

What does work-life conflict look like?

There are a number of constellations and life realities which do not make it easy for employees to reconcile the variety of demands they face. For example, signs of role overload arise when there is too little time for the things that need to be done; or competing role demands and expectations (family – work – career) (role interference) can only be reconciled with great difficulty. Additional private responsibilities – such as looking after children and dependants (parenting, eldercare) – as well as financial difficulties may exacerbate the conflict even more.

Studies show that within an organisation factors such as excessive workloads, caused by factors such as downsizing, and an inability to plan and set priorities effectively; a lack of support from the supervisor (non-supportive management) as well as a corporate culture which focuses more on working hours, money or the strict separation of the different areas of life (culture of hours, culture of money, culture based on the myth of “separate worlds”) than on the needs of the employees, makes reconciling work and non working life even more difficult. Where the organisations own management does not set a good example, and where clear rules are missing, the employees are exposed to additional stresses.

New values – changed labour market

Issues of the reconcilability of family, private life and work in politics and industry have been gaining increasing attention since the 80s. Enabling the employees in a company to reconcile work and private life has developed in recent years into a key field of management action.

EfH Guideline – Watchpoints

1

The work-life balance is an important core area of a corporate culture based on partnership. The relevant issues no longer deal solely with the needs of mothers and families but increasingly with the social responsibility and private ties of all employees throughout their working lives. Companies which recognise and respect the needs of their employees at different stages in life are best positioned and prepared to meet the challenges of the changing world of work.

2

Corporate strategies to improve the work-life balance should take specific national and regional circumstances into account. Sociodemographic changes as well as changes in the labour market situation have an impact on the make-up of the workforce in terms of gender, age, ethnicity, family, health and lifestyle. These differences create different individual needs to which strategies to improve the work-life balance must respond.

3

Companies can organize a broad range of external support mechanisms providing care and other resources to specific needs of the workforce. If these activities are to have a substantial impact on important business targets (retention, recruitment, employee motivation and performance), they must be grounded on culture change which adopts a partnership approach. Furthermore, for work-life balance to be implemented successfully it needs to be an integral part of the management system. Only on this basis can investments in work-life balance be seen to be contributing to the business case. Finally, work-life balance practices should not only consider balance in terms of employees and their families but also consider the wider impact on society and the environment. Companies who facilitate the involvement of their employees in community activities not only demonstrate their social responsibility but also strengthen social networks in a wider sense, in turn contributing to a higher level of employability of the workforce.



“Research clearly shows that work-life policies have an impact on retention, motivation and productivity.”

Gisela Erler, pme Familienservice GmbH,
Germany

The need to develop work-life balance concepts emerged throughout Europe in the early 90s when an increasing number of well qualified women entered the labour market. And the increasing desire of many men for committed fatherhood and that of single people for more space for their private lives contributed towards this development. Accordingly, work-life balance relates to all target groups in a company – women and men, couples and singles, those with care responsibilities and those without.

Moreover, the labour and recruitment market is becoming increasingly challenging for companies. The lack of skilled workers and executives is ever more widespread and in times when people-related factors such as innovation capability, creativity, experience and commitment are increasingly important, special activities are in demand to support and increasingly exploit this employee potential. In this respect, achieving balance between work and private life can improve an organisations profile in a competitive labour market (war of talents) and enables employers to become employers of choice for highly qualified and skilled workers. Giving work life balance its proper place in the organisation of work can make a significant contribution to retention issues, and as evidence from a number of surveys shows, the reconcilability of work and private life is one of the crucial criteria used by high potential, prospective employees, when choosing an organisation to join.

The relevance of the issue is highlighted by the recent flood of publications and events, the strong demand for company practice to evolve quickly and the growth in individual coaching in consultancy practice. New approaches for the reconcilability of work and leisure, time management etc. are being developed with top priority. And that for good reason!

Why invest in work-life balance?

An imbalance between work and private life leads to employees experiencing very specific stressful situations with negative health consequences. A lack of reconcilability, however, ultimately impacts not only on the employees but in many respects also on the success of the employers.

The reasons why profit-oriented companies include strategies on work-life balance in their corporate culture and actively invest in this field are many and varied, but are underpinned by empirical studies. These demonstrate that in addition to benefiting the recruitment of staff, linked most strongly to the much-sought-after “high potential” prospective employees, there are also benefits with regard to existing staff. Savings are achieved through lower staff fluctuation as, for example, parents can be won back to work after taking time out to raise a family.

The employees are more motivated and productive, showing greater flexibility and “inner absence” can be prevented. Levels of sickness absence in the company fall, partly owing to the genuine drop in stress, e.g. through childcare possibilities, and partly due to the higher degree of loyalty towards the employer.

The image of a company that also discharges its social responsibility gains in attraction in society and among customers and shareholders.

More balance through greater flexibility

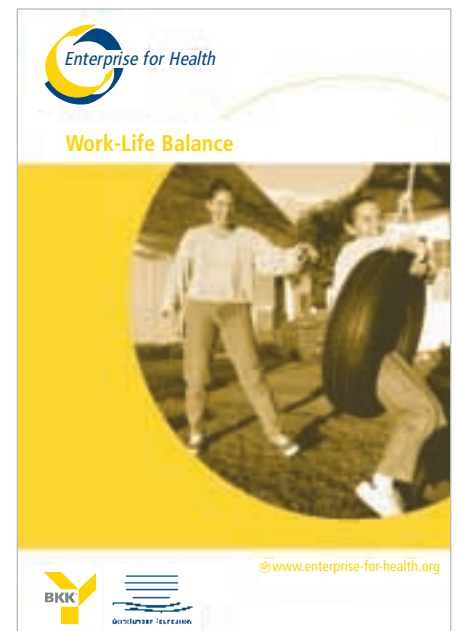
Work-life balance strategies are varied and, depending on the company, target and needs-oriented. Possible activities and action fall into the fields of work design, human resources and health policy. They primarily serve to increase work flexibility and promote the desired work life balance balance and therefore reduce stressors and strengthen resources.

Work-life balance activities include for example:

- ▶ flexible working hours (e.g. flexitime, part time, annual/life working time accounts, release programmes such as special holidays, sabbaticals)
- ▶ flexible place of work (e.g. working from home and teleworking)
- ▶ flexible design of work processes and work content (e.g. team formation, job sharing, job rotation)
- ▶ provision of financial and social support (e.g. providing childcare, care arrangements for family members in need of care/eldercare, childcare and child bonus allowances, household/concierge services)
- ▶ qualifications to encourage work-life balance and staff development (incl. management development and career design) (e.g. reintegration programmes, support for women, management training, coaching, mentoring)
- ▶ stress management (time and self-management), health circles, workplace and sport programmes.

“Culture change means that work-life policies are strongly supported from the top-down and are regarded as an integral part of management with setting and communicating clear goals.”

Gisela Erler, pme Familienservice GmbH,
Germany



The EfH brochure
Work-Life Balance

is available for downloading at
www.enterprise-for-health.org

Focusing on People with a Family-Friendly Staff Policy

E.ON Ruhrgas has been devoting particular attention to the issue of family and work for some years.

In view of the changes in the competitive situation in national and European markets, *E.ON Ruhrgas AG* is placing its hopes on an employee-oriented corporate structure. It shares the *E.ON Group's* guiding principles and focuses on putting the corporate values and behaviours into practice. Under the motto "People in Focus", the personnel department has pooled various activities to achieve a continuous and lasting improvement in the co-operative corporate culture. The project activities which are offered support the personal health of the employee and promote employee-oriented leadership and communication behaviour as well as the participation of the employees in the company's success.

In order to reconcile work and family life, *E.ON Ruhrgas* offers its employees a variety of supporting activities. These include flexible working practice, the provision of childcare places and looking after children in emergencies.

The "Family & Work" audit of the non-profit Hertie Foundation, which *E.ON Ruhrgas* successfully underwent and for which it was awarded the basic certificate in the summer of 2004, is a management tool to optimise a family-friendly human resources policy.

The aim is to achieve a viable balance between company interests and employee needs. The audit records the status of the activities on offer to improve the balance of work and family life and, with the aid of a criteria checklist, systematically determines the potential for individual company development in nine relevant fields of action: working hours, work contents and workflows, work location, information and communications policy, leadership competence, personnel development, pay components and benefits in kind, services for families and company-specific issues.

Using objective-oriented suggestions from the auditor which are identified during the auditing process, the company obtains ideas on the development of company-specific personnel policy strategies and on the implementation of concrete aims and activities. In this way a process is initiated to integrate and practice family awareness in the long term.

E.ON Ruhrgas has long since been aware that the variety of measures relating to work-life balance serves to attain the company objectives. They not only increase the flexibility of the entire company but also its cost-effectiveness as well.

E.ON's commitment to a family-friendly corporate policy has not only met with attention and recognition within the company but also within the public eye and expert circles. Of the companies with over 1,000 employees who received an award, *E.ON Ruhrgas AG* is one of the top 30 employers in the European Union.

In Germany, *E.ON* was rewarded for its commitment in the German competition "Success Factor Family 2005" of the Federal Ministry for Family, the Elderly, Women and Youth being placed among the top 10 companies in the category "major concerns".

Mental Health and Leadership

– Stress Reduction and Healthy Leadership

Work-related stress now represents one of the greatest occupational health problems in the European Union. With half of the 150 million or so employees in Europe now feeling exposed to substantial pressure at work the damage to companies and the economy is considerable. The EU estimates that the material costs alone which are caused by stress at the workplace equate to approximately € 20 billion annually in the Community. The international work organisation (ILO) estimates the total cost of psychological strain at work at 3 percent of the community's GDP.

However, what causes work-related stress and how can it be coped with? According to the European Commission, work-related stress is defined as “the emotional and psychophysiological reaction to unfavourable and detrimental aspects of work, the working environment and the work organisation. Stress is a condition which is characterised by high activity and workload levels and is often linked to the feeling that the situation cannot be overcome”.

Increasing work intensification, excessive work and pressure from deadlines mean that increasing numbers of employees no longer feel they can cope with the work assigned to them. Equally, too little work, monotony and a lack of communication and information also cause stress. Often workers feel there is no sense in their work and that they are not appropriately “rewarded” by their employer for their commitment.

Stress at work – a crucial factor in damage to health

In all industrialised countries there is now strong evidence that a large percentage of the working population is exposed to high levels of occupational stress. This is often attributed to high-pressure workloads combined with the individual employee's feeling of lack of control. Relentless – and sometimes conflicting – job demands, coupled with little influence over the pace or method of working, have an accumulative effect on employees. Other significant work stressors include a lack of support from co-workers or supervisors, job insecurity and the physical demands of some occupations.

These pressures are increasing with work intensification. Economic conditions are forcing more companies to adopt a range of measures to improve productivity, including staff reductions, the introduction of non-standard working hours and higher individual and team performance expectations.

If employees sense of “self efficacy” (self efficacy concept) is insufficient and if they have the feeling that they are not receiving the reward or gratification they believe they deserve for giving their utmost efforts in work, then serious consequences can arise.

EfH Guideline – Watchpoints

1

Work intensification has a considerable impact on levels of health in a company, and also on productivity and competitiveness. While the health consequences are already being discussed in depth in the public debate, the effects on innovation and learning have so far been neglected: People under great pressure from work are finding less and less time for learning and personal development. New and innovative ideas therefore fall by the wayside.

2

Political and company decision-makers have long since agreed that qualifications and knowledge have become the decisive competitive advantage worldwide. People are the bearers of this valuable capital. With their abilities and creativity “knowledge workers” represent a crucial competitive factor: adapting to unforeseen changes. If companies do not look after the health of their employees appropriately in view of the increasing work strains, they are exacerbating the vulnerability of their own economic basis – the quality of human potential.

3

A leadership declaration is necessary on the development, design and maintenance of health-promoting work which enables the workforce to meet the demands imposed on it by work and other areas of life and which will, at the same time, ensure ongoing and successful company development. Management and a leadership styles which are based on appropriate values, set the course for everyone in the company and create a common identity. Value-oriented companies are based on cost-efficiency as well as on trust and fairness. This successful combination is the cornerstone of all business relationships, whether internal as regards the employees, or external as regards the customers or shareholders. Trust and fairness are the key resources for sustainable success in the economy and society and are the mainstays for company health.

4

In the past, workplace health promotion often concentrated on the individual behaviour of the employees. Healthy companies are now going one step further: They are also looking after the ability of each individual not only to be and remain prepared for change in times of upheaval but also to be able to actively support such change. This approach combines work design and work organisation, supportive leadership, learning, innovation and health.



“The economies of companies – and ultimately countries – depend more and more on the contribution of ‘knowledge workers’. If organisations fail to recognise, or take appropriate steps to mitigate, the damaging effects of work intensification and other stressors on these and other employees, then it follows that the organisation’s future could be in jeopardy.”

Dr. Graham Lowe,
The Graham Lowe Group Inc., Canada

Stress makes people ill and prevents learning and innovation

The significance of psycho-social illnesses, which has long been underestimated, is no longer being denied. Up to 50 percent of absenteeism can be a result of mental disorders and since 1990, the number of people who have fallen ill at work due to stress has more than doubled. The effects on the physical and psychological health of these people differ, ranging from diseases of the heart, circulatory and digestive systems to psychological problems, and above all depressive moods.

However, not only health-related absenteeism is of significance for the success and business excellence of the organisations. When companies only concentrate on absenteeism, they neglect the fact that one of the causes of a drop in performance and productivity may be due to the fact that although employees are present they are not healthy and completely efficient (presenteeism).

Companies which are undergoing restructuring and downsizing processes now frequently display the trend of not only of risking their employees’ health and quality of life through increased performance demands, but are also limiting the capability of the organisation to develop and improve the competencies and knowledge base for their business activities. At the same time, potential for change is lost, which entails negative consequences for innovation and the overall performance of the company.

The only effective approach for organisations to counteract the negative effects of stress at work is to invest in healthy and health-promoting work design and create worker-friendly working methods and working environments.

How can work-related stress be reduced?

Companies nowadays not only support workers with stress management programmes but are also increasingly allowing for the working conditions, e.g. work organisation, equipment and the working environment to change in a supportive manner.

Strategies to reduce stress not only focus the spotlight on all work activities but also on the organisation as a whole. A workplace environment which is designed to include a participation-oriented and participative management, together with measures such as staff development and career planning, agreed targets, team building and appropriate reward/pay systems, can help to promote health and avoid mental stresses. In addition to a supportive climate in an organisation in the sense of a corporate culture based on partnership, specific jobs can allow for an individual’s personality and have a health-promoting and motivating effect if the following criteria are satisfied: completeness, performing a variety of tasks, creating the possibility of social interaction, individual autonomy, creating opportunities for learning and development and having a sense of purpose.

All in all, the support of individual resources and the healthy design of work are becoming key management tasks.

Leadership for health – how to create healthy organisations

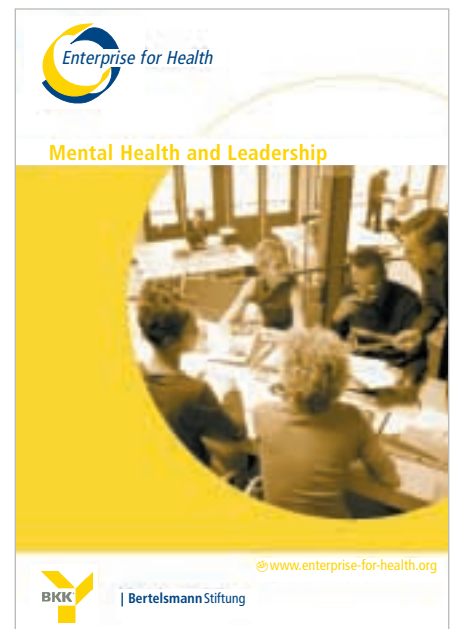
In times of increasing loss of purpose and control and the intensification of work, the prevention of stress is one of the elementary challenges to management. Investment in a corporate culture based on partnership and a company health policy ensure success on the road to better health.

Strong leadership is a fundamental prerequisite for developing healthy organisations. The critical question challenging business leaders is how to create the trust that the organisation needs to embark on change. Managers need to address the following questions: What is your vision of a healthy organisation? What values support this vision? How can you live these values? How can executives be a catalyst and an enabler for change?

It isn't only executives – often the designers of work – who assume a key role in this process. Supervisors exert a crucial influence on employees' experience of stress. It is important that they act as good examples and multipliers by adopting the principles of "healthy" leadership and thus reduce levels of stress.

“The feeling among an increasing number of workers nowadays is ‘In fact, I can’t produce anything!’ This feeling frequently leads to stress, which may not only entail depressive moods but is closely connected with cardiovascular illnesses.”

Prof. Dr. Eberhard Ulich,
Executive Project Co-Ordinator
of the EfH Network



The EfH brochure

Mental Health and Leadership

is available for downloading at

www.enterprise-for-health.org



Promoting Stress Management, Diversity and Performance Orientation

GlaxoSmithKline (GSK) (UK) recognises that, to succeed in a highly competitive environment, it needs a corporate culture that protects and enhances the resilience of its workforce.

Poor resilience among employees can adversely affect *GSK* in many areas, such as lack of engagement/commitment, impaired business performance, burnout and in the area of compliance/litigation. The company has therefore developed “Team Resilience” – an important strategy and set of management tools to enhance performance and provide human sustainability within *GSK*.

The team and its supervisor are particularly important when considering employees’ experience of workplace stress. Stress management at *GSK* means not only supporting the individual but also focusing on teams. As well as covering psychological or mental well-being issues, it also addresses a broader resilience – i.e. the ability to succeed personally and professionally in the midst of a high-pressured, fast-moving and continuously changing environment.

As part of the company’s overall Team Resilience Strategy, a Team Resilience Process has been developed, based on a contract agreed by all members of the team. Comprehensive assessments of team resilience and the effects of workplace pressure then become the foundation for team action planning. Activities designed to promote resilience and reduce stress are implemented and evaluated.

The Resilience Strategy represents a preventive, proactive and participative approach. Driven by top management, it involves the use of simple and standard *GSK* process improvement tools.

Management at all levels are responsible for addressing pressure at *GSK*, with support from a group dedicated to dealing with employee health, in partnership with Human Resources.

Managers are given support to foster team resilience and promote the psychosocial well-being of their employees. This is achieved through open communication on the sources of pressure and the understanding of roles, objectives and priorities of the individual and the company.

Over 2000 people are currently actively participating in the Team Resilience Process in the UK and this is growing daily and spreading across *GSK* in Europe and worldwide.

The “*GSK* Team Resilience and Mental Well-Being Questionnaire” is used at the start of the process – as an online version or on paper. This identifies potential causes of stress in the team which not only affect the individual employee’s well-being but also have operational consequences for activities such as innovation, sales and delivery punctuality.

It also covers relationships, work demands, corporate culture, career and development, control of work, management practices and individual factors such as attitudes and characteristics of team members.

To ensure confidentiality, the questionnaire is only used for teams of eight people or more.

After evaluation of the questionnaires, the supervisor receives a detailed report on the results which disclose the team stressors and provide information on their effects on health, well-being, engagement, motivation and work in the company. The report therefore also contains statements on the identification and affinity of the employees with the company, employee satisfaction, the work-life balance experience and the innovation climate.

During a team meeting, the identified key stressors and their sources are discussed and focal areas defined for the improvement process.

An action plan is worked out, implemented and then evaluated together. The plan not only enables a team to address any impediments to optimal performance, but also has implications for the success of the whole organisation.

Flexible Work

– Approaching the Age of Flexibility in Good Health

The world of work is becoming increasingly flexible and private lives increasingly varied. The keyword “flexibilisation” covers very different aspects of new forms of lifestyle and work. For example, we speak nowadays of flexible labour markets, flexible companies and flexible workers all in one breath.

What does flexibilisation mean?

Expressed in general terms flexibilisation embraces the different tools and processes with which the supply and demand of workers can be better co-ordinated, with the use of the term “better co-ordinated” being dependent on the respective objectives being pursued. Taking the three aspects mentioned previously – labour market, companies and employees, labour market policy aims at improving the structure and qualification level of the labour market and keeping unemployment as low as possible; companies want to be economically successful and to this end pursue certain objectives in their human resources policy; and workers are interested in good and safe working conditions and want to reconcile working life and private life.

The most important regulating tools and approaches for flexibilisation are:

- ▶ The regulations and protection standards under social law with regard to occupational health, safeguarding income, pension security, job security and health care provision;
- ▶ The provisions of collective agreements and individual agreements on working time, contract term and status, income, work contents and tasks, further training and career possibilities;
- ▶ The company work organisation, in particular the organisation of work and tasks;
- ▶ The company human resources policy with regard to qualifications and a variety of types of employment contract;
- ▶ Individual training and professional development activities;
- ▶ latitude with regard to the reconcilability of work and private requirements.

Flexibilisation strategies are often differentiated in company practice by whether they have a quantitative or qualitative character and whether they are organised internally or externally. Quantitative or numerical flexibility uses working time flexibilisation, part-time employment and temporary agency work to permit the volume of workers to be adapted to fluctuations in demand. Qualitative or functional flexibility uses procedures of work organisation and qualifications to permit workers to be deployed for different tasks, job enrichment and job rotation being included here. External flexibilisation comprises temporary agency and seasonal work, outsourcing and subcontracting. Quantitative approaches can achieve improvements in productivity through cost benefits, but with qualitative approaches the emphasis is on improvements in efficiency.

External flexibilisation strategies are frequently assumed to be based on purely cost considerations because less would be invested in temporary agency, part-time and seasonal employees. In practice, however, there are, as a rule, combinations involving different flexibilisation elements.

EfH Guideline – Watchpoints

1

The different forms of flexibilisation in the world of work offer new opportunities but also risks for the health of workers and therefore also for the efficiency of the work processes and the long-term security of competitiveness. Company health management should therefore systematically control the health-related effects of flexibilisation strategies and regulate them with the customary routines. With this information not only can company solutions for the reconcilability of flexibility and social (health) security be found but at the same time they are the basis for safeguarding economic success.

2

From a health perspective, approaches involving functional flexibilisation, continuous qualification, work structures that promote learning, job rotation and job enrichment gain major importance. Work design, the variety of requirements, autonomy, complete tasks linked with opportunities for life-long learning promote employability, internal flexibility potential and the health of the workers.

3

Certain forms of employment, temporary agency work and the use of subcontractors frequently lead to work which is mainly "poor" and risky being relocated from the core workforce to these marginal workforces. This may lead to the accumulation of risks detrimental to health and, viewed overall, reduce employability. It is exactly these cases that need protective regulations, be it at company or supra-company level.

4

Moreover, workers can then better cope with rising flexibility expectations when work organisation and the culture experienced highlight and recognise the contribution of the employee to the company success.



“Functional flexibility seems to provide opportunities for sustainable employment. Companies that try to increase this type of flexibility are characterised by human resource management and production structures which are usually positively associated with sustainability. At the level of the employees, functional flexibility is positively related to working conditions, such as skill development, active jobs and involvement in decision-making and is also positively related to long-term skill retention.”

Dr. Anneke Goudswaard, TNO Work and Employment, The Netherlands

What is more relevant in practice is the time horizon of quantitative flexibilisation. Ad hoc flexibilisation – reacting at short notice to peak demand or absenteeism – uses overtime and temporary agency workers; long-term flexibilisation strategies are based on working time flexibilisation and flexible forms of contract (time-limited and part-time employment contracts, seasonal work etc).

From the workers’ point of view the crucial aspects are the form of the contract and working time regulations. Flexible forms of employment comprise time-limited and part-time employment contracts, work on-call and temporary agency contracts. Working time flexibilisation relates to the duration, location and distribution of working time.

Functional flexibility is closely connected to the production structure of a company and in practice demands group work as well as a company human resources policy. This places an emphasis on company training and working conditions.

Short-term, quantitative flexibilisation processes tend to be found more in tight labour markets, long-term ones more in the service sector and, in general in suppliers. The quantitative approaches still depend on the degree of technology and the age structure of the company.

What is the right medicine: Free play of the markets or state labour market policy?

Two diametrically opposed positions confront each other in both political and company practice. The liberal position sees the best engine for economic growth, employment and affluence in market mechanisms and competition. According to this thinking, high social standards threaten sustainable economic growth and promote high unemployment.

Advocates of a state-promoted active labour market policy on the other hand, consider the reconciliation of high standards of protection with greater flexibilisation to be an important issue (greater flexibilisation being based on the principle of “challenge and promote”). This is also highlighted in specific approaches to functional flexibilisation which have an emphasis on continuous training and life-long learning. This attitude is also represented at present in the European Union. The English coinage “flexicurity” – as a combination of flexibility and security – expresses the expectation of being able to reconcile flexibilisation and social security.

Practicable elements of a flexicurity-oriented strategy already used comprise the creation of transitional labour markets, the greater dissemination of a working time policy that safeguards employment, the concept of life-long learning as well as basic security elements for the stage of life after employment.

Transitional labour markets are aimed at facilitating and socially securing the transition between employment and non-employment in order to better distribute the lack of work. The transitions comprise the building of bridges between part-time and full-time employment, between freelance and salaried employment, between unemployment and employment, between the education and employment systems as well as between gainful employment and pension. Working time accounts, sabbaticals, pools of workers outside the company and the use of outplacement services are the well-known approaches already being used in practice. And the promotion of time-limited employment contracts for certain groups of unemployed who are difficult to employ can also be included.

At present, the best known concepts of collective bargaining and in particular working time policy to safeguard jobs are those which are based on internal flexibilisation strategies. When demand fluctuates, it is not the number of workers that is changed but their working time. For this strategy the image of the “breathing factory” was created. Companies can avoid redundancy and recruitment costs incurred as a result and at the same time increase team productivity.

Functional flexibilisation requires life-long learning and an improvement in employability. For this greater investment – from the company and the individual worker’s view – is required in company training programmes and in particular in the creation of work cultures which promote learning.

Finally, flexible forms of employment can have a negative impact on pensions as the social security systems are closely linked to continuous full employment. Here, basic security tools can remedy the situation and lower the risk of new age poverty as a result of employment for many years in atypical employment conditions.

Atypical and precarious working conditions: Risks to health?

As part of flexibilisation, the number of so-called atypical employment contracts is rising although with very different development trends for the individual forms of employment. They are atypical because they differ in some key features from a normal employment contract (full-time activity, permanency of the employment contract and close link to the social security systems). Atypical forms of employment such as part-time work, time-limited employment, temporary agency work and bogus self-employment may become precarious if social security provision is inadequate during both the phase of gainful employment and subsequently.

According to European studies, temporary agency work and time-limited employment contracts appear to be linked to higher health risks. This applies in relation to greater physical work stresses and higher exposure to harmful environmental conditions such as noise or hazardous vapours. Workers with a limited contract and temporary agency workers also report more frequently about physical complaints than others. These are indications of possible negative consequences which may arise in the wake of flexibilisation processes.



The EfH brochure

Approaching the Age of Flexibility in Good Health

is available for downloading at

www.enterprise-for-health.org



Flexibility Through Active HR Policy Approaches

The active HR policy at the Volkswagen Group is characterised by its flexibility. The concept of the “breathing company” as well as group work are just as much examples of this, as are the continuous improvement process, creative employment concepts, a dynamic pay system (time-asset bonds/profit-sharing pension scheme) and the concept of “demographic working time”.

A milestone in the history of the active HR policy at *Volkswagen (VW)* was the introduction in 1994 of a 4-day working week of 28.8 hours – a 20 percent reduction in previous working time and at the same time a reduction in personnel costs – as a reaction to economic difficulties and the threat to 31,000 jobs.

In the following years, *Volkswagen* gradually introduced the concept of the “breathing company” in the form of a cascade of options. These included flexibility in hours (working time sovereignty), shifts (1 to 4 shifts), working days per week (4 to 6 days), working days per year (up to 300 days), holiday planning (holiday corridor), flexibility covering more than one year (time accounts) and flexibility in working life (time asset bond scheme).

At *Volkswagen*, workers can invest elements of pay and working time in a bond which bears interest. The return on the time-asset bond from the time it was invested is considerable. With this bond the working life can be shortened, part-time retirement exploited and a higher pension achieved.

Another milestone is the project “5000 x 5000”. *Auto 5000 GmbH*, which belongs to the *Volkswagen Group*, took on 5,000 unemployed people who are paid DM 5,000 (approx. € 2,300) per month on the basis of their own collective bargaining agreement, which is separate from the parent group’s. They can also participate in the profit-sharing scheme.

All employees had to be registered as unemployed and available to the labour market. A 3-month pre-qualification phase by the labour administration was followed by a 6-month basic qualification course organised by *Auto 5000 GmbH*.

Average working time is 35 hours/week with a flexible time frame. Additional flexibility is available by working up to 30 Saturdays, plus reworking operations.

Where employees are responsible for production defects, they are obliged to carry out the appropriate reworking under a programme remuneration agreement.

Half of the agreed qualification time, comprising three hours per week, has to be financed by the workers themselves. Recently, the first employees qualified as car workers by passing a Chamber of Industry and Commerce examination following the two-stage fit for industry and automobile industry worker qualifications.

The basis of the active HR policy approach at *Volkswagen* is a philosophy founded on common values, as laid down in the Group guidelines which contain seven core values and 14 principles. Moreover, the company has concluded a declaration on the social rights and industrial relations at *Volkswagen* with the *VW worldwide Group* works council and the International Metalworkers' Federation.

Guidelines on occupational health and health promotion at the *Volkswagen Group* also define minimum health-related standards, instructions for action and recommendations which are applicable throughout the Group.

Knowledge Management and Lifelong Learning

– Intellectual Capital for a Healthy and Successful Future

“Knowledge management” and “lifelong learning” are terms which characterize the ever more important role of production and propagation of knowledge in developed economies. It is estimated that in future as many as 30 percent of employees in Europe will work directly in the production and propagation of knowledge, both in goods production and in the service sector. There is no doubt that the level of expenditure for research and development – a major aspect of the knowledge-based economies – has a crucial effect on the growth in productivity. Studies show that up to 40 percent of work productivity depends on research and development expenditure.

Discussions of the “knowledge society”, “information society” or “post-industrial economy” indicate changes in the basic elements of competitiveness of companies. They are increasingly no longer determined by material and financial assets, but by non-financial, intangible assets.

The production processes in our economies have changed fundamentally: traditional production factors such as natural resources, labour and finance capital have declined in significance, while at the same time intangible factors such as knowledge and information become steadily more important. The traditional accounting and controlling procedures have to date not taken account of these changes, which has led to the declining significance of financial accounting and macro-economic analyses.

What does knowledge management mean in practice?

Intellectual capital incorporates the intangible assets of an organisation. It is the product of interactions between three components: human capital, organisation-related capital (structural capital), (processes, procedures, culture, databases) and relationship capital (customer relationships, supplier relationships, other external stakeholder relationships).

In corporate practice three fields of action emerge for which knowledge management and lifelong learning can offer useful concepts:

- ▶ the management of information and communication technologies,
- ▶ the research and development domain, and
- ▶ competence management (including initial occupational training and corporate continuous training).

These three fields of action will in future determine the competitiveness of companies, and national and supranational economic regions, both in terms of national economics and business economics. One driving force is the quality of the utilization of new information technologies and the general profile of the research and development investments. The second driving force is the quality of **all** employees’ competencies, not just those of the key experts in the crucial new technologies.

EfH Guideline – Watchpoints

1

Intangible factors such as information and communication technologies, research and development and competence profiles will in future become steadily more important for competitiveness and the value creation process. They must be made a core element of the management process.

2

The components of intellectual capital – human, structural and relationship capital (employees, organisation and external stakeholders) can be improved continuously using methods and procedures of knowledge management and lifelong learning.

3

A healthy work and organisation design based on a corporate culture based on partnership is the crucial starting point for the value creation of intangible factors and for making possible the use of latent potential.

4

Without healthy living and working conditions the enduring, continuous renewal of corporate resources is not possible. Corporate principles and a management which proactively implements this paradigm change, create access to concealed potential and the conditions for innovation.



“The discussion on basic and continuous training in the world of work is full of myths. For example, the half-life for skills and knowledge is not decreasing, as is always being asserted. Most of the general skills such as languages and mathematical skills endure for a whole lifetime.”

Prof. Dr. Gerhard Bosch,
Institut Arbeit und Technik, Germany

Top quality in research and development assumes that researchers and developers can utilize attractive framework conditions. An extremely intensive competition for researchers and developers has emerged, both between companies and between whole economic regions. In this competition it is in particular the professional, income-related development possibilities and the quality of the working conditions that are decisive.

The effects of the introduction and propagation of new information technologies in the world of work on the quality of working conditions do not appear as a uniform phenomenon. Although there has been an overall improvement in the general competence level of employees, there are areas in which there has been a reduction or devaluation of existing competencies.

High quality workplaces are often restricted to highly qualified personnel. Furthermore the labour markets are breaking down increasingly into sub-markets for well paid and poorly paid personnel, new forms of work are spreading, often involving greater social risks with respect to qualifications, health, income and old-age provision. The growing significance of employee competencies is also reflected in the approaches and endeavours to develop a lifelong learning culture.

Lifelong learning: Concept and implementation

Repeated reference is made to the large number of adults without any formal educational qualification – early school leavers – as a warning with regard to the deficiencies of current learning quality. Both those directly affected and the family households that are subsequently established are exposed to considerable risks. On the one hand this reduces, in business management terms, the quality of the labour market and, on the other, it creates a cost to the national economy for the necessary support measures.

The concept of lifelong learning encompasses the totality of all formal, non-formal and informal learning over the whole life-cycle of an individual. Ideally lifelong learning proceeds along permeable and interconnected education routes and is learning on one's personal responsibility. Lifelong learning is seen as individual, corporate and social investment.

Lifelong learning in the corporate environment begins with initial occupational training, includes continuous occupational training and encompasses all informal learning processes within the framework of day-to-day work organisation. In corporate practice there are great differences with regard to the conceptual basis of the practice in continuous training and its financing formalities. Participation in continuous training varies from sector to sector and depends on the size of company – the smaller the workforce, the weaker the participation in training.

Learning time accounts currently constitute an important instrument for ensuring that the time-related conditions for lifelong learning after initial training can be created. This means that time quotas for continuous training can be created, reserved or guaranteed. Companies which introduce learning time accounts are characterized by a higher level of participation in training and they also more fully integrate employees with lower qualifications in continuous training.

The employment rates are influenced to a major extent by the individual level of education; the higher the educational qualification, the higher the employment rate. Furthermore the actual average working time is also influenced by the level of education; the higher the level, the longer the average weekly working time. Reductions in personnel and the loss of competence this involves are normally made up for by an intensification of the working time and its extension.

A study recently drawn up on behalf of the European Commission quantifies the individual benefit of formal education as on average 6.5 percent income increase per additional year spent at school and the macro-economic benefit as a 5 percent increase in productivity.

Knowledge and learning can then unfold effectively and efficiently in the corporate environment if they are part of the general management process, are thus aligned with the corporate goals and are promoted by a co-operative and healthy organisational structure. The principles that apply here are the same as those in a work design that promotes personality. Participation, adequate, transparent and accepted scopes for action and working requirements which contain planning and co-ordinating elements which go beyond pure implementation are important characteristics of a work culture that promotes learning and prevents work-related premature ageing.

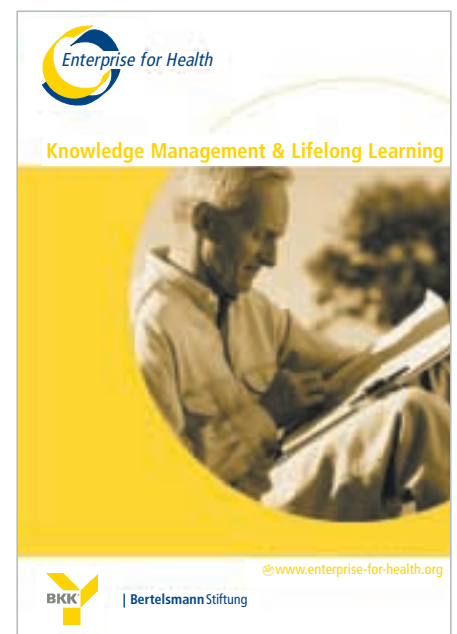
Knowledge management and lifelong learning create values

The recognition of intangible factors in the value creation process demands new thinking in strategy development and management, whether corporate or extra-corporate. In terms of management, new methods of analysis and measurement are required which can fully assess the current and potential assets of organisations. Such procedures have already been developed and their use should be increased. A policy of increasing value through the planned cultivation of intellectual capital geared to corporate goals can make use of existing procedures for the design of a healthy corporate culture based on partnership.

The varied facets of such an organisation design enhance the value of the human capital and in particular structural capital. They create the personal and organisational conditions for continuous renewal and innovation. This increase in value will then have a positive effect on the relationship capital.

“One major challenge is to shape the balance between intelligence and ignorance. We concern ourselves almost exclusively with what we know, and not with what we don’t know. Companies should, in an intelligent way, exploit concealed or unknown resources and abilities. This is something different from traditional knowledge management; I call it knowledge navigation.”

Prof. Leif Edvinsson,
Universal Networking Intellectual Capital,
UNIC; University of Lund, Sweden



The EfH brochure
**Knowledge Management
& Lifelong Learning**

is available for downloading at
www.enterprise-for-health.org

Driving Business Excellence – Why EfH Companies Invest

Results

- Social and Economic Development
- Life and Work Quality
- Business Performance and Innovation

Management Process

Health Determinants

- Human Resource Management and Leadership
- Work Environment
- Work Organisation and Job Design
- Job Security and Changes to the World of Work
- (Health) Competencies

through Corporate Culture and Health in Workplace Partnership and Corporate Health

This section summarises the main arguments for investing in workplace partnership and corporate health. These convictions are commonly shared by all EfH companies and reflect the unique experience and approach of each individual company whilst incorporating the results of working together within the European Network of Enterprise for Health (EfH).

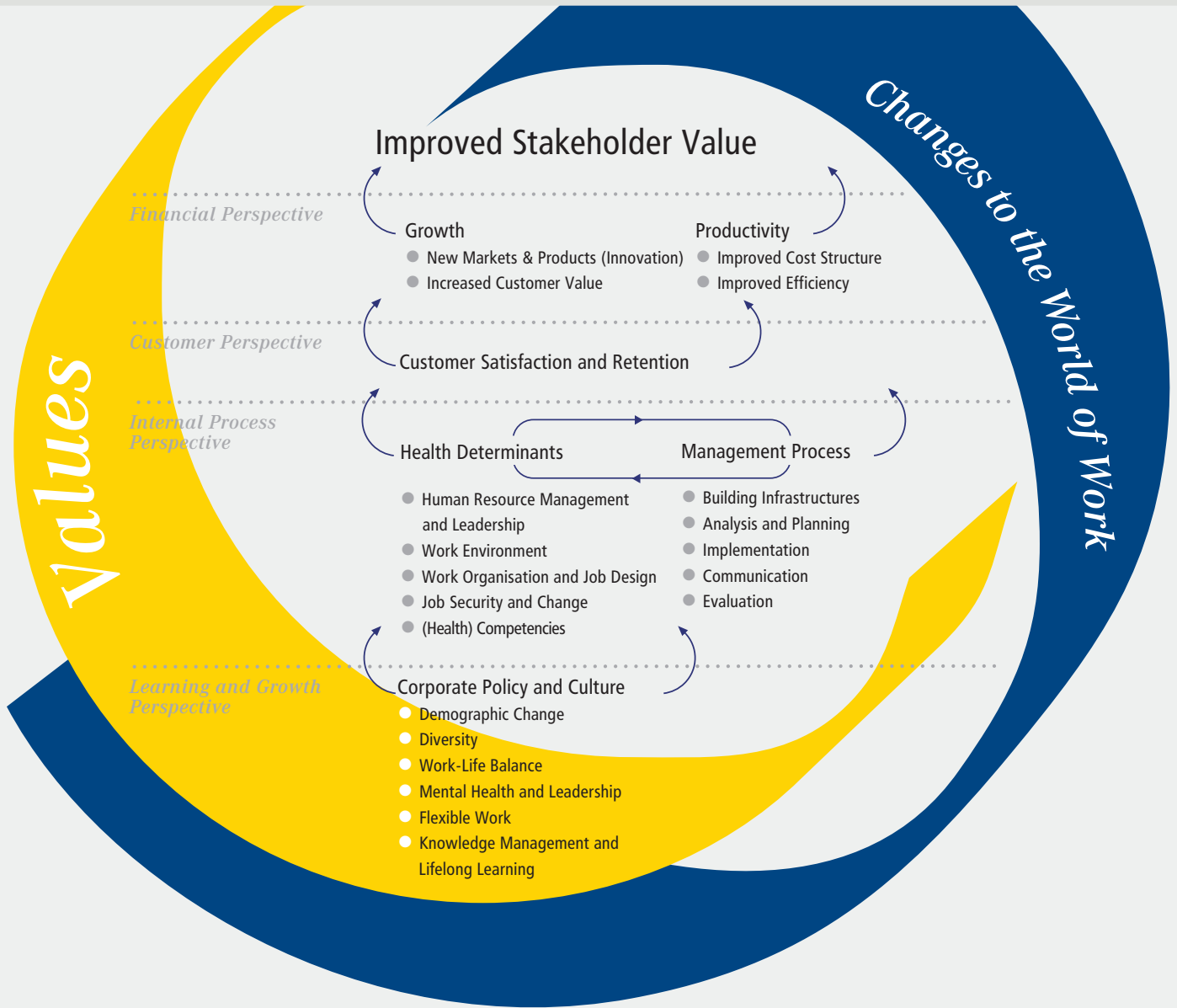
The EfH Business Case

EfH companies are convinced that there is a strong need for a new direction in the development of business strategy which can be best described by the notion of a **healthy organisation**. A healthy organisation is defined as one whose culture, management, working climate and other business practices create an environment that promotes the health, effectiveness and performance of its employees. Healthy organisations are financially successful and have healthy workforces. Healthy organisations are able to balance economic performance goals with employee health and wellness goals and can adapt the balance within the context of a continuously changing economic and social environment.

This conviction is driven by commonly shared values and both practical and scientific evidence. This central value is expressed by EfH's commonly shared belief that **the quality in work including the human capital is THE decisive factor for the economic and social success of our companies and society at large**.

Practical experience and research evidence clearly show that both employee health, economic growth and productivity can be improved by tackling the critical factors, which means making changes to job design, production systems, organisational systems, human resource management practice and the overall corporate culture.

EfH Scorecard



EfH bases its convictions on three central arguments

A

Values

The values of the company justify investments in a corporate culture based on partnership and company health policy.

B

Changes to the world of work

Social, demographic and technological changes lead to new requirements being placed on the workers which in turn require healthy conditions based on partnership. These conditions in turn are becoming increasingly necessary to remain attractive in the competition for well qualified and motivated employees on the labour market.

C

Contribution to the stakeholder value

Companies with a healthy organisation based on partnership can achieve optimised processes, a higher degree of customer satisfaction and loyalty, additional advantages with regard to the development of productivity and business growth (contribution to the stakeholder value, including the shareholder value).

These three key arguments can stand alone and, in combination, also form the business case for appropriate action and programmes.

Values which Matter: Driving Socially Responsible Leadership

EfH member companies share a set of fundamental beliefs which drive action in the field of corporate culture and corporate health. These beliefs are reflected in the individual values of member companies.

Successful leadership today needs a clear value base which provides direction and offers a sense of coherence to all stakeholders. The key value is centered in the belief that social cohesion and successful economic performance need each other. This includes all levels of action: enterprises, local communities, countries and supra-national regions like the European Union. This value base leads to different views on the role of human resources, management practices and corporate culture: they become critical fields for investment which help ensure the necessary flexibility and capabilities to manage change and continuously adapt to new environments.

A

Social, Demographic and Technological Changes to the World of Work

Addressing the challenge of an ageing workforce

Workforce Ageing is one of the most powerful trends in all developed economies and societies around the globe. Apart from the impacts of the demographic pressures on our social welfare systems, there is no doubt that economic performance will more and more depend on the capability of management to actively involve an increasing group of older employees. Therefore, employers need to recognize the strategic role of the quality of jobs and work environments which must respond to these demographic changes. Workplace health, as an important ingredient of work quality, thus becomes a fundamental basis on which to recruit, develop and retain workers.

Technological change

The technological change primarily results from the transition from the industrial society to the information or knowledge society. Information and knowledge are becoming the critical success factors in addition to the raw materials and the financial resources. Therefore, the purchasing, processing and refining of information will mainly dominate the future world of work. The number of workers in knowledge-intensive services is rising continuously whereas employment in manufacturing and production is falling and will continue to do so. The technological basis of this change is the continuing penetration of the world or work by the various applications of information and communication technologies. Digitisation, miniaturisation (even smaller terminals) and multifunctional, integrated applications are becoming the basis for new, more flexible and decentralised work structures. Even today the knowledge lead for many companies is their most important competitive advantage. Research and development, lifelong learning and, in general, a continuous co-ordination and further development of the organisation itself, its technology and human resources, are becoming the crucial fields of action in increasing competitiveness for many enterprises.

Driving Economic Growth and Productivity: Reducing Costs of Ill-Health and Poor Work Quality (Contribution to the Stakeholder Value)

Poor work quality and unhealthy work environments cause substantial, preventable costs to business. People who are ill and need to stay away from work because of an unhealthy work environment need to make use of health care services and thus contribute to the general health care costs. Depending on the financing of the national health care system employers either directly or indirectly (i.e. as part of a social insurance contribution or as part of the tax system) cover these costs or parts of them.

Ill-health and work related absenteeism also cause a loss of output and in most cases require additional expenditure to manage replacement in order to ensure undisturbed production and/or service delivery. They also frequently lead to increased costs due to wage compensation.

Far more important, however, are costs linked to those people who are at work but perform at lower efficiency rates due to work-related health problems. These are “hidden” costs and substantially impact on productivity and performance.

Moreover both cases lead to additional financial burdens on the social welfare systems which in most cases are co-financed through employers (tax based or based on contributions to social insurance systems). The increase in public expenditure due to unhealthy work environments reduces the general investment capability of the public system and thus undermines the quality of the public infrastructure, which in turn deteriorates the economic framework conditions for economic growth and development.

EfH member companies confirm the mounting evidence that those corporate strategies and management practices, which strengthen workplace partnership and health, actually produce significant cost savings and even result in a positive return on investment.

Improving productivity, innovation and growth

Future competitive advantages will be based on management strategies and organisational practices that ensure an efficient development of knowledge and the use thereof. In particular, corporate values and human resource management practices that encourage employee involvement are central to high performance workplaces. Evidence confirms that employee involvement (i.e. self-directed work teams, flexible job design, continuous training, profit- and gainsharing) improves productivity in the range of 2 percent to 5 percent. Knowledge development and knowledge use highly depend on a general learning culture, which in turn requires investment in healthy work environments.

High performance workplaces ensure that people are enabled to get involved in continuous learning proactively. Work intensification – and its impact on the level of stress and health – is known to be the most important barrier to implementing a learning culture in many businesses. In particular, highly educated professionals, technical workers, managers and other knowledge workers, who are regarded as the most strategic contributors to innovation and productivity improvements yet who are simultaneously affected by high levels of job stress and work intensification, require a high level of work quality, which in turn includes a healthy work environment.

Efficient processes, satisfied employees, customers, shareholders and public stakeholders

The shareholder value principle needs to be complemented by a human resource value and social responsibility perspective. There is strong evidence, based on both research and daily business practice, that sustainable economic success is driven along the employee-customer-profit-chain. Satisfied and committed employees serve satisfied and loyal customers, which in turn pays off and ensures a financially stable performance. One of the keys to initiate this chain is linked to the principles of fairness and trust. Employees who feel treated in a fair and trustful way will commit themselves to achieve business targets thus building up a continuous success cycle.

The link between workers and customers is formed by process optimisation. Programmes which tackle the fields of action “Work-Life Balance”, “Ageing Workforce”, “Diversity”, “Flexible Work”, “Knowledge Management and Lifelong Learning” improve

- ▶ the employees’ work motivation,
- ▶ their deployment flexibility,
- ▶ their identification with the company,
- ▶ their general willingness to perform,
- ▶ their own initiative to improve workflows and environmental conditions,
- ▶ creativity with respect to product and service improvements.

With these effects on the workers their contribution can be increased especially in the critical value added processes through

- ▶ improved planning capability of the processes as a result of lower sickness rates and reduced staff turnover,
- ▶ shorter development times for products and services,
- ▶ reduced likelihood of faults or errors.

EfH Guideline – Watchpoints

1

The proof of the operational benefit of investments in a healthy corporate culture based on partnership is derived from three sources: the trust in values as a precondition for economic success; the awareness that the position of the company in the labour markets depends, in the present circumstances of continuous change, on a healthy corporate culture; and finally, the knowledge that appropriate investments also pay off along the functional chain of “improved business processes – higher customer loyalty – better productivity and more growth”.

2

The individual business case is always company-specific and will exploit the three above-mentioned lines of argument (“values”, “change in the world of work” and “productivity and growth advantages”) in different ways and in some cases by combining them. In company practice methodology is being used to record the current situation with regard to corporate culture and workplace health promotion and is often integrated into staff surveys whose results can be linked to customer satisfaction data. This approach not only produces valuable information which helps to underpin the benefit but also incorporates health issues in the normal leadership and management processes.

3

The development of the business case for the development of a corporate culture based on partnership will always be synonymous with convincing corporate decision-makers and is therefore a question of corporate policy. Here, the crucial aspect is the role which is assigned to human resources in the value added chain and how important the quality of co-operation – internally and externally – is assessed.



Impacts of Healthy Work Organisation and Job Design on Business Excellence

Although the importance of condition-related intervention, i.e. changing working conditions, especially through the design of workplace activities, has increasingly been highlighted in recent times, the focus of workplace health promotion continues to be placed on people-related intervention, i.e. changing their behaviour. However, the different cost estimates, for example, of the Federal Institute for Occupational Safety and Health in Germany, show that in fact a major proportion of the causes of work-related illnesses are to be found in working conditions. This also applies to the mental workloads at the workplace which are increasing both in relative and absolute terms.

The significance of company work design can be illustrated through the example of musculoskeletal diseases. These forms of illness are the primary cause of sickness-related absenteeism. The reasons for this are, on the one hand, the lack of exercise and one-sided physical stress over a prolonged period, as can be found in numerous cases, for example, working at VDUs. On the other hand, characteristics such as a lack of work completeness and little latitude for activity obviously also play an important role in this connection. For example, Lundberg (1996) in Sweden shows that musculoskeletal diseases occur less frequently in group work structures with corresponding autonomy than in divided-work structures where the same products or services have to be created.

It was shown here as well that physiological stress reactions and self-estimates of the fatigue experienced increased in the divided-work structures during a shift and peaked at the end of the shift, whereas in the flexible group work structure “a moderate and more stable level throughout the shift”¹ was found. In a study of workers who assembled the same product in a different production environment, Melin et al. (1999) found that those working in partially autonomous groups exhibited more favourable physiological characteristics and a better ability to relax after the shift compared with those working a partialised work pattern from the beginning to the end of the shift.

Finally, Peter, Geissler and Siegrist (1998) were able to show in a company engaged in public commuter transport in Germany, that so-called gratification crises – which result from a lack of recognition of an individual’s efforts despite a great willingness to perform – are correlated with a distinctive rise in musculoskeletal disorders, gastro-intestinal disorders and symptoms of fatigue and sleeping difficulties. This statement is also backed up by the studies of Maintz et al. (2000) who identified low social support, monotony, pressure from time and insufficient relaxation breaks as the predictors for “shoulder-neck pains” in public administrations in Germany.

Conversely, references like these show that an insufficient intensity of the characteristics of personality-promoting work design which creates work orientation (Table 1) may mean a risk to health. Naturally, this not only applies to the above-mentioned musculoskeletal diseases but also, for example, to dealing with potential company stressors.

Characteristics of personality and health-promoting work design² (Table 1)

Design characteristic	Assumed effect	Achieved through ...
Completeness	<ul style="list-style-type: none"> ▶ Employees recognise importance and significance of their activity ▶ Employees receive feedback on their own work progress from the activity itself 	... tasks with planning, executing and controlling elements and the possibility of checking the results of their own activity for compliance with the set requirements
Variety of requirements	<ul style="list-style-type: none"> ▶ Different skills, know-how and abilities can be used ▶ one-sided strains can be avoided 	... tasks with different requirements placed on body functions and senses
Possibilities of social interaction	<ul style="list-style-type: none"> ▶ Difficulties can be overcome together ▶ Reciprocal support helps to cope with stresses better 	... task where their execution requires or presupposes co-operation
Autonomy	<ul style="list-style-type: none"> ▶ Strengthens feeling of self-esteem and willingness to assume responsibility ▶ Communicates the experience of not being without influence and importance 	... task with possibilities of planning and decision-making
Possibilities of learning and developing	<ul style="list-style-type: none"> ▶ General mental flexibility is retained ▶ Professional qualifications are obtained and developed further 	... problematic tasks for the performance of which existing qualifications have to be used and expanded or new qualifications have to be obtained
Time flexibility and ability to regulate stress-free	<ul style="list-style-type: none"> ▶ Counteracts unreasonable work intensification ▶ Creates latitude for stress-free reflection and self-chosen interaction 	... the creation of time buffers in determining specified times
Sense and purpose	<ul style="list-style-type: none"> ▶ Imparts the feeling of participating in the creation of socially useful products ▶ Ensures the reconcilability of individual and social interests 	<p>... products whose social benefit is not questioned</p> <p>... products and production processes whose ecological safety can be examined and ensured</p>

² Ulich 2005 (translation of the original German text)

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Within the field of work psychology, there is now agreement that the concepts formulated for the promotion of personality within work design are, at the same time, crucial elements in workplace health promotion. Accordingly, high demands are placed on independent thinking, planning and making decisions – in conjunction with possibilities of communication and co-operation – complete tasks and broad latitude for activities as important characteristics of healthy work design (Table 2). Whereas high demands are therefore described as an important source of health, high stress levels, in particular regulation barriers, are classified as potentially harmful to health.

Workplace health promotion: behaviour and circumstance-oriented intervention³ (Table 2)

	Workplace health promotion	
	People-related intervention = behaviour-oriented	Condition-related intervention = circumstance-oriented
related to	Individuals ▶ individual-oriented	Work systems/groups of people ▶ structure-oriented
Examples of activities	Back school, stress immunisation training	Complete tasks, group work, working time organisation
Action level	Individual behaviour	Organisational, social and individual behaviour
People-related effects	Health, efficiency	Positive feeling of self-esteem, competence, experiencing cohesion, self-efficacy, internal control, health, motivation, efficiency
Economic effects	Reduction in illness-related absenteeism	Improvement in productivity, quality, flexibility and innovation capability, fewer days lost and lower staff turnover
Duration of effect	short to medium-term	medium to long-term

Calculations presented by the Federal Institute for Occupational Safety and Health (2001) in Germany clearly show what savings possibilities there are if such know-how is systematically taken into account. “In 1998, DM 20.3 billion direct costs were attributed to treating illnesses arising from ‘heavy labour/lifting loads’, DM 18.1 billion to ‘little latitude for action’ and DM 10.5 billion to ‘low mental requirements’. These figures describe the savings possibilities for the health insurance funds. The indirect costs – they describe the savings possibilities of the companies – amount to more or less the same figures; this is comparatively little and underestimated because only lost years of production as a result of sickness-related absenteeism are taken into account in the indirect costs.”⁴

Conversely, these data confirm that expanding the latitude for action and increasing the mental requirements not only represent important elements in workplace health promotion but also offer considerable savings possibilities. Table 3 shows correlations between individual work characteristics and sickness rates and economic success factors in German IT companies.

Subjectively assessed work characteristics, economic success, sickness rates and staff turnover in 28 German IT companies with 2,856 employees (Spearman rank correlations)⁵
(Table 3)

Work characteristics	Success criteria					
	Profit	Turn-over	Value added	Equity return	Sickness-rate	Staff turnover
Completeness	.80	.78	.77	.78	-.82	-.82
Qualification requirements	.74	.74	.78	.74	-.78	-.76
Qualification potential	.75	.73	.75	.73	-.76	-.75
Variety of tasks	.77	.78	.80	.77	-.80	-.80
Latitude for activity	.73	.73	.77	.74	-.76	-.75
Participation possibilities	.72	.74	.73	.73	-.74	-.75

Among the above work characteristics, key importance is attached to task completeness; the possibility of fulfilling or not fulfilling a number of the other characteristics governs the degree of work completeness. For instance, only complete tasks permit corresponding latitude for activity (cf. box 1).

Box 1: Health consequences of a lack of completeness of work tasks

“With increasing restrictions on the sequential completeness, i.e. a rise in the limitation to externally organised performance due to a lack of preparation and control stages to be performed by oneself, the frequency of gastro-intestinal disorders and the feeling of ‘mental saturation’, i.e. an affective aversion to the activity, increases. ... A broader variety of requirements may also offer more extensive permanent possibilities for learning than a narrow latitude. The entire lack of learning opportunities creates the risk of forgetting, i.e. the premature decline in mental capacity and shortcomings in motivation owing to a lack of activity-internal motivation possibilities. This entails decreasing freshness, a reduction in encouragement and pleasure of work or, vice versa, increasing fatigue, monotony and mental saturation.”⁶

⁴ BAuA, p. 1 ff.,

⁵ acc. to: Degener, 2004 (translation of the original German text)

⁶ Hacker 1991, 54 (translation of the original German quotation)

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Conversely, results of Swedish studies show that, if there are degrees of freedom and latitude for activity, high levels of stress can also be managed without detrimental consequences. German studies showed that employees with an extended latitude for activity during the night shift exhibited a significantly greater decrease in their heart rate and systolic blood pressure than workers with a narrow latitude for activity. This also raises the question of possible health effects of the work in more or less self-regulating groups. English studies show that group work with high group cohesion and a good team atmosphere results in an improved feeling well-being among individuals. They also found correlations between the introduction of partially autonomous work groups and lower emotional stress, greater motivation, job satisfaction and performance. The data of a European 10-country study shows, in addition, that very positive effects on absenteeism and staff turnover are found with the implementation of concepts of group work (cf. Table 4). It is obvious that the reasonable use of degrees of freedom and latitude for activity require corresponding qualifications.

DP workplaces without GD and different forms of GD workplaces by reported effects of the introduction of direct participation on indirect labour costs (N=5525; percentages)⁷ (Table 4)

	Decrease in sickness	Decrease in absenteeism
Team-based	48	52
Medium GD	33	38
Weak GD	36	35
Other DP	33	34

DP = Direct Participation

GD = Group Decision

High demands, complete activities, autonomy and collective self-regulation are *circumstance*-oriented characteristics of health and personality-promoting work design. However, at the same time, they produce or permit orientations and *patterns of behaviour* which stabilise or even strengthen the effects resulting from the working conditions.

Corporate culture and the behaviour of executives are also very significant factors. In this context, the model of professional gratification crises (Siegrist 1996) is of major significance. Gratifications result from the three “transmitter systems” financial reward, respect and professional status control (chances of promotion, job security and employment commensurate with training). Gratification crises may arise if an imbalance is perceived between professional effort and, in return, the reward received over a prolonged period of time. Studies in various countries show that gratification crises may result in musculoskeletal disorders, depressive moods and cardiovascular illnesses. The results of prospective longitudinal studies are shown in table 5.

Professional gratification crises and cardiovascular risks incl. CHD: Results from longitudinal studies⁸ (Table 5)

Author (year)	Dependent variables	Independent variables	Odds ratio
Siegrist (1990)	Acute heart attack, sudden heart death, subclinical coronary heart disease	ERI	3.42
Lynch (1997)	Progression of arteriosclerosis of the carotid artery	ERI*	significant main effect (p=.04)
Bosma (1998)	New CHD	ERI and OC*	2.15
Joksimovic (1999)	Renewed constriction of coronary vessels after PTCA	OC	2.86
Kuper (2002)	Angina pectoris, CHD (fatal), heart attack (non-fatal)	ERI* OC*	1.3 1.3
Kivimäki (2002)	Cardiovascular mortality	ERI*	2.42

ERI = Effort-Reward Imbalance
 OC = Overcommitment
 * = Proximity mass to original scales of the model

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The evidence presented here leads to the conclusion that health management, as a component of overall company management and an important element of “corporate social responsibility”, should always be an integral part of any company evaluation. There is also a responsibility on individuals to contribute, as far as they can through their lifestyle and behaviour, towards maintaining and promoting their own health – and possibly also that of their family. There is no doubt that many also require professional support for this.

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⁸ modified acc. to: Siegrist et al. 2003

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Prof. Dr. Jean-François Caillard

Impacts of Good Corporate Health Practices on Business Excellence

Development of occupational health services

The first medical care interventions given to workers are as old as history. In 2500 BC the medical doctor and architect Imhotep described acute lumbago of a slave working on the construction of the pyramids¹. In ancient Greece, Hippocrates described cases of work-related illnesses and put in place personal protective equipment². In 1700 Bernardino Ramazzini in Italy wrote the first treatise on occupational diseases, which was promptly translated into several European languages³.

But the concept of an organised occupational health service aimed at the health of workers is a modern approach dating back to the end of the nineteenth century, and it was in 1906 that the first knowledge-based system dedicated to the prevention of occupational illnesses and accidents⁴ was established on the initiative of a group of medical doctors from several continents. At the end of the Second World War some European countries developed such services, which at the time were collectively called “services of occupational medicine”; and in France they became mandatory for all employees as a result of a law passed in October 1946.

Throughout the 20th century, occupational medicine, at the intersection of several disciplines, slowly grew into a proper specialised medical field, passing through various phases:

- ▶ The fight against health epidemics and social evils, especially those afflicting the working classes.
- ▶ The identification of occupational risk factors in the context of compensation closely linked with primary research work and preventive medical and technical actions which occurred simultaneous with the development of toxicology and industrial hygiene.
- ▶ Research into how best to fit the work to the employee and protect employees from endangering themselves or others, thus making the worker productive in employment.
- ▶ The adaptation of work to man, in effect the development of the opposite notion, and the introduction of ergonomics, enabled consideration to be given to working conditions and the organisation of work so as to ensure optimum levels of productivity, safety, and the preservation of physical and mental health;
- ▶ Over the course of many years the epidemiology of occupational risks has become more and more vital with its aim of learning about the effects of risks and working conditions on health, in particular in connection with low exposure levels and prevention of long-term effects (as, for example, exposure to carcinogenic, mutagenic or toxic agents adverse to reproduction) and to help enterprises to establish their occupational health and safety policies and necessary technical and organisational investments on the most sound scientific grounds.
- ▶ These new competencies, the fruits of spontaneous progress in knowledge and necessary for the development of enterprises and society, have led to the notion of multi-disciplinary occupational safety and health services, linking doctors and nurses as well as other occupational health professionals such as engineers, industrial hygienists, ergonomists, psychologists and physiotherapists. This concept was officially recognised

¹ The Edwin Smith Papyrus.

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⁴ International Commission on Occupational Health.

www.lemongraphics.com.br/icohnew/about.html

by the International Labour Organisation in 1985⁵; since then it has been the inspiration for a number of new national legislations. The EU Occupational Safety and Health Framework Directive and the following directives published that charge the employer with the responsibility to prevent the occupational risk effects have implicitly admitted this principle⁶.

Today in many developed countries and in a growing number of newly industrialised states, such services exist according to the size of enterprises, under forms that may be very different and very flexible in their organisations – in-company services (the case in large enterprises) or external services (in small and medium enterprises), organised according to national legislation, in public or para-public (depending, for example, on the social security systems) or private services, which cover the entirety or only part of the workers⁷. Depending on national law, they may come under the responsibility of either health or employment ministries.

The functions of the workplace health services

These are many and varied and aim at the prevention of risk effects at the workplace on human health, promotion of the health of workers and in consequence maintain their best possible level of work ability during the course of their active life which has self-evident consequences on their state of health after retirement and especially on the productivity of companies.

An occupational health service conforming to international standards is responsible for:

- 1 The evaluation of workplace health risks according to the current understanding of dangers present in work situations (exposure to chemical, physical or biological agents, to postural constraints or repetitive movements, to atypical working hours, to adverse mental and psychological workloads and the measurement of exposure levels of individual workers or groups).
- 2 The supervision of the health of workers, through regular medical check-ups focussing on existing dangers. In certain countries (for example in France) such medical check-ups result in the issue of a legally recognised certificate of medical fitness to work.
- 3 Health education in the form of individual advice or programmes organised for health training and health protection. These may be specifically prioritised towards protection against existing dangers at the workplace; such programmes in certain enterprises are also dedicated to the prevention of individual and behavioural risks (for example programmes to combat nicotine addiction, obesity, sedentary lifestyle, cardiovascular diseases, stress.)
- 4 Rehabilitation and providing work for disabled persons with the aim of avoiding prolonged unemployment or their exclusion from the company.
- 5 Coordination of emergency health care, especially in sectors with activities associated with a high risk of accidents for individuals or groups.
- 6 Collection of survey data on the risks and health of workers with the objective of sanitary inspection, epidemiological knowledge and concern over the effects of new risks.
- 7 Evaluation of preventative measures and risk control at the workplace and protective measures for groups and individuals.

⁵ The Occupational Health Services Convention, 1985 (No.161) www.ilo.org/public/english/protection/safework/

⁶ Directive 89/391/EEC on the introduction of measures to encourage improvements in the safety and health of workers at work, adopted by the Council of Ministers (Labour and Social Affairs) on 12 June 1989 (Official Journal of the European Communities N° L 183, 29.6.1989, p. www.europa.eu.int/eur-lex/).

⁷ Country reports of the preparatory consultation for the International Symposium "Occupational health for Europeans", J Rantanen, S Lehtinen. 28 – 29 September 1998, Espoo' (People and work. Research reports; 29) Helsinki: FIOH. 1999, 119p. Fig., Bibl. ISBN: 951-802-319-0

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- 8 Producing guidance for employers and employees in such areas as:
 - ▶ work organisation and work design,
 - ▶ the products used,
 - ▶ the selection of certain work tools, materials or technologies,
 - ▶ the choice of personal protective equipment.
- 9 Participation in:
 - ▶ the development of programmes to improve the working conditions and working methods,
 - ▶ the analysis of work and study of its method and its organisation with the view for a better adaptation for the workers,
 - ▶ the development and implementation of policies to prevent accidents at work,
 - ▶ the preparation of programmes in the field of occupational safety and health,
 - ▶ the establishment of procedures for emergency treatment,
 - ▶ the production of knowledge, especially epidemiologically, in occupational safety and health,
 - ▶ the study of risks created by the processes and techniques used in the general environment as well as potential risks in manufactured products,
 - ▶ the establishment of human resource management policies in so far as they concern health.
- 10 The treatment of diseases and injuries caused by work or with consequences on the ability to work, either through the direct provision of an in-house health care service or through the use of an external health care provider.

All these functions are encapsulated by legislation and regulations, the complexity of which varies in degree according to the country requirements as well as by rules of good practice developed by specialist scientific societies⁸. The function of health care (item 10) in the many countries where occupational health services are merely preventative is not the general rule and depends on the type of organisation and the method of financing health systems in the different countries.

In-house occupational health services in enterprises are under the administrative control of the management of these enterprises, often attached to the human resources departments or to the health and safety services or better still to the services integrating occupational health and environmental protection. They are usually financed by the enterprises themselves.

Occupational health professionals are subject to an international code of ethics⁹ published by the International Commission on Occupational Health. These ethical principles principally guarantee the technical competence and independence of professionals, the respect of confidentiality towards individuals and industrial procedures, the impartiality vis-à-vis conflict of interests.

The impact of occupational health services on the smooth running of enterprises

For a long time, no one has seriously questioned the social usefulness of policies for the prevention of occupational risks and setting up services to implement them because in industrial sectors the effects of occupational risks were very visible both in terms of their frequency of occurrence and the seriousness of work accidents and occupational diseases.

⁸ Survey of the quality and effectiveness of occupational health services in the European Union, Norway and Switzerland. Hämäläinen, RM; Husman K; Westerholm P; Rantanen J; Räsänen K. People and work. Research reports; 45. Helsinki. FIOH. 2001, 272 p.

⁹ International Code of Ethics for Occupational Health Professionals.
http://www.lemongraphics.com.br/icohnew/core_docs/code_ethics_

The improvement of working conditions in the industrialised countries, which these services have to a large extent promoted, has raised the standard of living worldwide, and significantly reduced the level of occupational mortality and injuries, particularly in the second half of the twentieth century. This phenomenon, in addition to the search for a long-lasting improvement in company productivity and in the implementation of methods of increasingly exact comparative analysis, explains in part why occupational health is nowadays being questioned and why there is a tendency to try to discover the impact, notably in financial terms, of occupational health services.

From the economic and financial point of view, a certain amount of knowledge relating to costs incurred by work-related health problems has been produced in recent years and there has been a tendency to apply methodologies of cost-benefit analysis to questions of health at the workplace. The economic impact of the number of programmes of prevention and workplace health promotion has been the subject of a very large number of studies.

An assessment of overall costs, both direct and indirect, and of illnesses and accidents related to work has been found to be between 2.6 and 3.8 percent of the gross national product of the 15 European Union countries, i.e. total costs of between 185 and 270 billion euros, according to the latest report from the European Agency for Safety and Health at Work¹⁰. For its part, the ILO puts the figure at around 4 percent of GNP worldwide¹¹. In spite of the calculating difficulties and the absence, not only in Europe, of common standards for producing comparative statistical information and also in spite of the important differences in health care organisation and the systems responsible for health insurance and compensation, it can be assumed that this figure describes a situation which can be considered to be near the truth.

The north European countries have tried at national level to determine most precisely the costs of poor health and here in particular the costs of work-related illness. The estimate of the total costs of illnesses was between 15 and 22 percent of the gross national product, with a variable percentage according to country of between 1.5 percent and 5 percent for work-related diseases, most of the costs being due to musculoskeletal disorders, respiratory and cardiovascular diseases and accidents¹².

The USA also reported a figure of 3 percent of GNP, corresponding to annual expenditure of \$ 155.5 billion, of which \$ 51.8 billion are attributable to direct costs (cost of health care and insurance) and \$ 103.7 billion to indirect costs for ill persons and enterprises¹³. An interesting comparison is made by the authors of the report cited above: These costs represent almost five times the cost of AIDS, three times the cost of Alzheimer's disease and almost the same as the cost of cancer for the entire population of the United States.

At company level, it is quite clear that these percentages cannot be applied because of the huge diversity of the situations encountered. There are, however, some methods of analysing the costs relating to accidents and illnesses, whether work-related or not, which take into account, at each level, direct and indirect costs. The costs incurred by spending on occupational safety and health (costs of services, protective equipment, investments, insurances, programmes of prevention or return to work) can also be calculated. But the main difficulty is to establish the relationship between expenditure incurred and the resultant benefits and to try and translate the results into monetary terms and, yet again, to establish a relationship between health, prevention programmes and productivity of workers.

¹⁰ Economic Impact of Occupational Safety and Health in the Member States of the European Union (EU) <http://osha.eu.int/data/products/oshinfo>

¹¹ Decent work – Safe work, Introductory report to the XVth World Congress on Safety and Health at Work. J Takala. ILO. 02/03. www.ilo.org/public/english/protection/safework/intro/

¹² Economic appraisal in occupational health. J Rantanen. P 210 – 219. In Evaluation in Occupational Health Practice. E. Menckel; P. Westerholm. Butterworth-Heinemann. 1999. ISBN 0-7506-4303-X

¹³ Cost of occupational injuries and illnesses. P. Leigh, S Markowitz, M Fahs, Ph Landrigan. Excerpted. University of Michigan Press, 2000. www.pbs.org/wgbh/pages/frontline

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- ¹⁴ The Financial Impact of Corporate Health Policy. Results from the USA, ron.goetzel@medstat.com
- ¹⁵ Financial incentives, participation in employer-sponsored health promotion, and changes in employee health and productivity: HealthPlus Health Quotient Program. Stein AD, Shakour SK, Zuidema RA. *J Occup Environ Med.* 2000 Dec; 42(12): 1148–55.
- ¹⁶ The impact of a worksite migraine intervention program on work productivity, productivity costs, and non-workplace impairment among Spanish postal service employees from an employer perspective. Vicente-Herrero T, Burke TA, Lainez MJ. *Med Res Opin.* 2004 Nov; 20(11): 1805–14.
- ¹⁷ An intervention to promote appropriate management of allergies in a heavy manufacturing workforce: evaluating health and productivity outcomes. Allen HM Jr, Borden S 4th, Pikelny DB, Paralkar S, Slavina T, Bunn WB 3rd. *J Occup Environ Med.* 2003 Sep; 45 (9): 956–72.
- ¹⁸ Worksite physical activity—a useful, but not sufficient action for promoting work-related health and productivity. Harma M. *Scand J Work Environ Health.* 2002 Apr; 28(2): 73–4.
- ¹⁹ Post offer screening. Scott LR. *AAOHN J* 2002; 50(12): 559–63.
- ²⁰ Disability management: corporate medical department management of employee health and productivity. Burton WN, Conti DJ. *J Occup Environ Med.* 2000 Oct; 42(10): 1006–12.
- ²¹ General principles and implementation in OHS evaluation. K Husman. P 8–20. In *Evaluation in Occupational Health Practice.* E. Menckel; P. Westerholm. Butterworth-Heinemann. 1999. ISBN 0-7506-4303-X
- ²² Design and evaluation of a back injury prevention program within a geriatric hospital. Wood D. *Spine* 1987; 12: 77–82.
- ²³ Consequences of good work ability on absenteeism and work. Bergström and Ahonen 2000. www.employmentweek.com/store/documents/Discussion

There is a wealth of scientific literature which attempts to demonstrate the beneficial effects of prevention programmes which seek to control individual risk factors or to prevent those illnesses not specifically due to work even if one fraction attributable to work constitutes a risk. During a meeting of “Enterprise for Health” in Berlin in October 2001, Ron Z. Goetzel, PhD, presented the results of 32 evaluation studies into the financial outcome of health promotion programmes, of which 28 had had a positive impact in terms of health care costs with a mean rate of return on investment of 3.48. Out of 14 studies examined, only four did not have any positive impact in terms of absenteeism, and the mean rate of return on investment was 5.82¹⁴.

Some studies show positive results in health, morale, absenteeism rate and medical claims from health promotion programmes financed by the employer from employees’ contributions, with those who had the highest risk factors being particularly keen to participate¹⁵. Certain studies have focussed on controlling specific pathologies, such as migraine, and demonstrate the effectiveness of interventions at the workplace¹⁶.

The results of the studies are sometimes contradictory or insufficient; so the application of an identical programme for the control of allergies in two different enterprises reveals positive effects on the state of health and productivity in one, and negative effects in the other, thus proving the difficulty of controlling all the variables in the evaluation.¹⁷ Another case deals with physical exercise at the workplace, which was however insufficient to improve employees’ work ability or their productivity¹⁸.

On the other hand, many studies which aim at proactive detection of health problems, for example by screening¹⁹ or by global return-to-work programmes after health-related absences²⁰ prove to be effective. But many of these programmes, even if well conducted, are more often centred on one or two individual health problems than on the real questions of occupational risks and working conditions.

There is consensus that interventions are more effective if they relate both to personal risk factors and risks in terms of the profession. This is the case in the evaluation of the medium-term results of the creation of occupational health services intended for Finnish farmers which conducted an overall strategy of risk management and training of workers²¹. As regards the prevention of lumbago, one of the most frequent occupational illnesses in the world, it was shown that effective interventions were those which included the ergonomic arrangement of work equipment, the training of employees and modifications in work organisation²².

The example provided by programmes promoting and maintaining the work ability of older employees, also in Finland, is particularly demonstrative in this respect. 200 companies of different sizes and sectors pursued a global occupational safety and health programme, justifying it by the economic evaluation method of Tervus. This programme, written into a national policy for ageing workers, has established a link between interventions on working conditions and work organisation (including the organisation of the working time), and industrial relations and the behaviour and attitudes of individuals towards health and work. The results have shown a cost/benefit ratio of between 3 and 20, a reduction in absenteeism rate and work incapacity of 50 percent and an increase in productivity of 50 percent²³.

Thus, using these examples, the impression is created that there is a strong case demonstrating a relationship between occupational risk prevention activities and workplace health promotion and their outcomes in terms of the health of employees and indicators of productivity. However, a point that cannot be ignored is that the methodology behind these studies is extremely complex²⁴, their cost is high²⁵ and it is often difficult to translate the results into monetary terms²⁶.

These real difficulties should oblige all key stakeholders to pursue methodological research in this area in order to evaluate occupational health services and enable their implementation in enterprises and in the inspection and supervision structures of the tools that allow their application. But they also re-enforce the essential idea that from a moral and ethical standpoint, the issues of health in general and occupational health in particular cannot be solely considered from an economic point of view.

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²⁴ The effect of disease prevention and health promotion on workplace productivity: a literature review. Riedel JE, Lynch W, Baase C, Hymel P, Peterson KW. *Am J Health Promot.* 2001 Jan-Feb; 15(3): 167-91

²⁵ Shining lights: studies that have most influenced the understanding of health promotion's financial impact. Golaszewski T. *Am J Health Promot* 2001; 15(5): 332-40

²⁶ A review of health-related workplace productivity loss instruments. J H. Lofland, L Pizzi, KD Frick. *Pharmacoeconomics* 2004; 22(3): 165-184

Learning and Reporting System on Corporate Culture

In the past five decades, Bertelsmann has grown to become a leading international media company. The company's corporate culture of partnership has played an essential role in this. The basic concept is that employees who are granted on-the-job freedom and comprehensive information and who experience leadership in partnership from their direct supervisors and from senior management will develop a whole new degree of creativity and dedication in their work. This in turn boosts the company's business success.

Therefore the *Bertelsmann* Executive Board and Supervisory Board not only regularly monitor the development of key financials, but also of the corporate culture. This has been done since 1977 by means of employee surveys, enhanced in the past three years by an additional tool: The "Corporate Culture Learning and Reporting System". Beyond providing information to the Executive and Supervisory Boards, it serves mainly to communicate insights to executives at *Bertelsmann* companies as to which instruments their colleagues elsewhere in the group have found useful in shaping a corporate culture of partnership. The fact that *Bertelsmann* consists of 400 very autonomous companies in over 60 countries makes for a particularly rich and appealing basis for this reciprocal learning system. By initiating a process of reciprocal learning, the "Corporate Culture Learning and Reporting System" contributes to an ongoing evolution of the corporate culture. In a first step, the "*Bertelsmann* Cultural/Partnership Index" indicates where a given company stands in relation to other companies in the group. It rates eight dimensions, e.g. delegation, leadership, information/communication and employee development. At a more detailed level, the system points up examples of "Best Practice" for worldwide information and know-how transfer within the group.

However, the actual effectiveness of the chosen measures and instruments doesn't become apparent until employees have rated them. Accordingly, employee surveys on topics including workplace autonomy, employee health and satisfaction, and job design provide a regular opportunity to identify weak points and propose measures for remedying them. The following conclusion can be drawn from the results of the employee survey: The corporate culture of partnership plays a large role in employee identification with their company. Companies that scored in the top 25 percent for their corporate culture of partnership and employee identification with job and company also showed a significantly higher return on sales (again in the top 25 percent) than companies with low scores. Profit Centers in the bottom 25 percent of the corporate culture scores also were in the 25 percent with the lowest returns on sales.

The survey team went on to explore the question of which elements in the corporate culture of partnership are especially conducive to employee identification. It turned out that on-the-job freedom and self-fulfillment, along with opportunities for personal growth and development are crucial. In short: Leadership by partnership creates identification. Identification leads to success.

Companies



The Development of the Business Case GlaxoSmithKline

GlaxoSmithKline (GSK) invests significant resources in a corporate culture based on partnership and health because of the returns for individuals and the company. A healthy, engaged and innovative workforce is a prerequisite for all companies striving to achieve optimum performance; but GSK is also a leading player in the global pharmaceuticals industry, making it doubly important for the company to be seen at the forefront of healthcare for its 100,000 employees, as well as an exemplary corporate citizen.

From a rather paternalistic, pre-merger culture, *GSK* has matured its original Occupational Health provision – often regarded as a cost centre rather than a benefit centre into a comprehensive in-house Employee Health Management service (EHM), which contributes to the company’s overall performance. It is an active and fully integrated approach, which seeks the willing cooperation of employees through partnership, communication and practical support.

At the core of EHM is the company’s conviction that wellness means more than just traditional health protection; it is a philosophy that embraces the complete “biopsychosocial model” – the whole person. The company’s mission – “to improve the quality of life by enabling people to do more, feel better and live longer” – applies to its own employees, as well as to its markets.

GSK’s policies on such issues as smoking, flexible working etc, are based on population health management, but are geared to take account of individual needs. EHM professionals gather data, identify trends and problems and produce action plans, programmes and frameworks. Managers are required to lead by example and the service enjoys increasing involvement and backing from trade unions and the European Works Council.

Well-being programmes benefit the individual, but also need a business case justification. *GSK* is an innovation-driven company, spending £ 2.4 billion on R&D in the UK alone. Its success requires employees to be present and “switched on” – the key to tackling sub-optimal performance, capturing new ideas and avoiding costly errors. Shareholders have shown a close interest in workplace health issues.

GSK points to an influential survey, the Watson Wyatt Human Capital Index, which reported how workplace policies could enhance the market value of a company, such as flexible working arrangements (3.5 percent), high employee satisfaction (1.6 percent) and trust in leadership (1.2 percent). As a result of its own policies, *GSK* recently recorded a 20 percent drop in mental ill-health and a similar reduction in sickness absence lasting more than a week. EHM has developed an independently validated work-life survey, including a self-reported performance impact measure. Counselling is also evaluated, enabling comparisons on effectiveness.

GSK fosters a supportive and responsive environment where people can do their best work. EHM strives to demonstrate the link between health and performance. The all-round benefits are appreciated by well-informed and engaged employees.



Motivated Employees Ensure Sustained Company Success

Great emphasis is placed on corporate culture in Liechtenstein. The world group *Hilti* domiciled there successfully uses employee satisfaction as a crucial engine for driving company success. *Hilti* views itself worldwide as “the partner for construction professionals” who not only supplies his customers with products but also in-depth advice.

Hilti puts its stakes on working in partnership, on health and well-being at the workplace and on the personal development of each individual employee. *Hilti* views the corporate culture as the basis for sustainable profitable growth. Corporate culture drives employee satisfaction and working morale. Employee satisfaction and working morale drive customer satisfaction and loyalty. Satisfaction is not merely a significant driver of business but also an important factor for inner balance and good health. Positive corporate culture, and by extension a positive working environment, is therefore also a major contribution to sound health. *Hilti* unleashes this cycle and generates sustainable profitable growth. Corporate culture – and an environment that fosters health and well-being – are substantial drivers of corporate success.

Partnerships made up of interdisciplinary and international teams, bonus systems and premiums create impetus for good performance. A secure working environment, attractive conditions and a balance in work and personal life form the basis for the health and well-being of the staff.

Continuation training measures and numerous other initiatives support personal development and enhance employee satisfaction. But this also increases employee flexibility in dealing with new challenges that the market places on them and on products.

To harmonize personal and corporate growth and to focus on common values and goals, *Hilti* has defined a clear corporate culture. *Hilti* views corporate culture as a never-ending voyage that has dubbed Our Culture Journey. This journey begins with the definition of the values that are decisive for the corporate culture. One of the four values is the courage to face change. Employees are encouraged to break old habits and make new experiences. But breaking old habits both advances and challenges the individual and the company. Proactive activity, where mistakes are allowed, is the only way to gain experience and ensure ongoing development. The other principles consist of integrity, teamwork and commitment. The goal is to have many entrepreneurs within the company, mature employees who exercise entrepreneurial thought and action and who are independent and responsible. Behavior and values are strongly influenced by people. It is people, after all, who have the final say as to whether we move among the middle of the pack or whether we stand at the top.

A comprehensive survey system on the satisfaction of both employees and customers and on the costs and successes of all activities justifies the *Hilti* culture: The better the satisfaction of the employees (“employee morale”), the higher the profits.



The Stora Enso Business Case for Health

With 46,000 employees in 40 countries, paper, packaging and forest products company Stora Enso provides a classic case study of the benefits that a healthy corporate culture can bring to a business.

Following the formation of *Stora Enso* when two large forest products companies – the *Enso Group* and *Stora Kopparberg* – merged in 1999, considerable work went into developing a culture based on five core values – Customer Focus, Performance, Responsibility (including corporate social commitment), Emphasis on People and Focus on the Future. The company regards these as fundamental to its success.

Monitoring mechanisms enable it to assess how well these values are embedded. These include regular value and attitude surveys among senior staff – which help to identify gaps between individual values and perceived organisational values. Comprehensive satisfaction surveys are carried out among employees to assess working atmosphere, management practices and culture. Promotion of the corporate values is included in training programmes, especially those that prepare managers for senior positions.

Stora Enso believes that, in the changing world of work, emphasis on people and promotion of employee well-being is the best possible avenue to the longer-term sustainability and enhanced shareholder value of a company. Its satisfaction surveys, when correlated with business performance, have convinced the company of the link between a healthy corporate culture, employee performance and financial success. Further research is planned to clarify the connection.

The health of an organisation has traditionally been measured by its profitability. The health of employees is assessed by a variety of factors, including staff turnover, accident and sickness rates etc. *Stora Enso* is in no doubt that investment in the latter has a direct impact on the former, the “hard” financial data.

The attitude and satisfaction surveys help monitor staff well-being, with the identification of trends considered to be more important than point-in-time data. The surveys contribute to the setting of targets for reductions in sickness absence and accidents. The company is also establishing concrete, measurable and achievable targets in performance culture, competence development and attracting and retaining talent.

Stora Enso believes that whatever is happening in the market place, valuing and motivating staff remains at the core of its business, including the attraction and retention of key employees. A positive corporate culture which places emphasis on open and trusting relationships and which values and seeks to enhance human performance, creates an environment in which difficult challenges can be faced with confidence, enabling all employees, staff and managers, to embrace change and move forward together. Investment in people is clearly therefore an investment in the business.

The Contribution Made by a Healthy Corporate Culture Based on Partnership to Social Security

Today, the different national social security systems offer all members of society protection against emergency and non emergency situations such as illness, disability, work accidents and occupational diseases, the need for care, loss of income and pensions. Additionally, social security also promotes vocational and further training as well as families and family life.

Against the background of sound economic growth rates in the 1960s and 70s, an increasingly tight-knit welfare state security network was established in almost all industrialised countries. However, raw material crises and environmental disasters, the start of global free trade and political changes in Eastern Europe then dominated a prolonged phase of stagnation in economic growth in many countries.

Since that time there has been much debate and dispute about reforms of the social security systems: How much welfare can we afford? Does the relationship between solidarity and self-responsibility have to be re-adjusted? How can the participation of all citizens in affluence and society be permanently secured in the long term? How can the ever greater social and economic imbalances worldwide be reduced so that wars, starvation and poverty can be effectively combated?

Above all the prolonged high level of mass unemployment in Europe has brought the social security system into a financial and legitimacy crisis. The close linking of the normal employment contract to the social security systems has additionally exacerbated these effects in countries with a high level of social insurance. Public budget deficits and relatively high labour costs have impaired the development of employment and competitiveness considerably and the series of poor positioning in international benchmarks in numerous political fields continues for a number of branches of trade and industry and national economies.

Against this backdrop and as a result of other social and economic changes – increasing ageing of the (working) population, expansion of other forms of living and family structures, creation of new work structures and forms of work – new risk situations have also arisen which are not sufficiently covered by the existing social security systems. Here, the quality of the qualification level reached is of key importance. Nowadays, education increasingly governs an individual's chance in the labour market and on access to secure employment conditions. In turn employment is still the key to achieving as high and comprehensive a social security system as possible and also guarantees participation in social life.

The symptoms of new risk situations as a result of inadequate education and qualifications includes the rising number of young adults without any formal school qualifications as well as the complaints made by companies about the inadequate basic knowledge and skills of apprenticeship candidates – especially with regard to language and mathematics.

People with a below-average level of education and qualifications predominantly live in low-income households and are more likely to experience accumulated risk situations, which in turn has a negative impact on the development of the opportunities of adolescents.

In particular, single parents and their children can face difficult life situations. The circumstances they experience act, in some cases, like a vicious circle where key risk features are passed on to the following generation who are therefore “socially bequeathed”.

One connection in particular has crystallised as being a critical factor for the quality of future labour markets, for achievement of a high level of education and qualifications is mainly governed by the quality of the development of cognitive and emotional intelligence at an early age. The world of work indirectly influences this connection which is so crucial for the future of the competitiveness of companies through the quality of the working conditions in which risk groups in particular are employed. The most effective protective action against child poverty today includes a high quality of working conditions, in particular for single mothers. Their share in short-time and part-time employment with non-challenging work profiles is, on the other hand, above average.

The social and education policies attempt – against the backdrop of declining public financial resources – to break through the vicious circles described above by setting up and extending care programmes for children, all-day schools etc. Companies can make their contribution by ensuring that the work and organisation design creates jobs of as high a quality as possible and that the supportive action a company takes enables reconciliation between raising children and pursuing gainful employment.

Taking appropriate action has a direct benefit to the company only with regard to the current workforce, the medium and long-term effects cannot be experienced directly by the individual company. In macroeconomic terms action to improve the quality of work influences the basis for innovation and competitiveness in the long term, in particular against the background of a shrinking labour market caused by demographic change.

A healthy work and organisation design based on partnership therefore makes a lasting contribution to social security in the world of work and contributes to the prevention of social emergencies. However such long-term effects and consequences do not figure in the rapidly developing workings of the economy. This results in both rising social security expenditure and negative impacts on the structure and quality of the future labour markets.

Brave, New World of Work – More Flexible, Older and Increasingly Diverse but also Healthier?

Enterprise for Health contributes towards the healthy development of the world of work. In addition to Enterprise for Health, comparable company networks and forums exist in many countries. Together these aim to develop and promote a variety of strategies which can be used at company level to make company practice become more health enhancing.

These Networks share the view that the issue of “health” must be fully integrated into corporate cultures in order for companies to be economically successful both now and in the future. But, how will the foreseeable changes in the world of work impact on the health of the employees and what role will health play for the future world of work? Is economic success in global conditions reconcilable with the sustainable care of natural and human resources?

In political statements health is always regarded as the “most important personal commodity”, the protection of which enjoys high priority. For many years, national economies have seen an increasing part of their gross national product being used to finance health care. Yet, in many situations, the quality of health care has not substantially risen as a consequence. For some time many countries have been confronted with tremendous financial problems in the provision of health care; with service rationing and an increase in individual financial contributions often being the result. This trend has been sustained by the expensive harvest of technological innovations, the ageing of societies and the change in the disease panorama caused by the continuous increase of chronic, degenerative illnesses.

The medical understanding of health, which is strongly geared to the individual, largely predominates in health care. A more broad-based understanding which includes living and working conditions as important causal factors for sickness and health is only developing slowly.

Health prevention still tends to be a marginal area in health care even though it is valued and rated very highly in political manifestos. On the other hand, a sort of “repair culture” prevails which is deeply rooted in all areas of life in our societies and also governs individual behaviour and thinking to a large extent. Individual and collective experience of failure in relation to the change in lifestyles detrimental to health, such as the example of smoking or a poor diet, also confirms the broad scepticism towards the success prospects of behaviour-related solutions compatible with health.



Health still ranks in many companies as a “private matter” for the employees, apart from work accidents and occupational diseases for which company and supra-company authorities and responsibilities are clearly defined. While the harmful effect of physical workloads and chemical/toxic environmental influences is recognised, the connection between psychosocial working conditions and illness is largely unknown or is regarded as something that is irrelevant or unchangeable.

Work-related health risks are largely based on three main areas of influence: chemical, biological and physical environmental influences, excessive physical workloads and excessive psychosocial workloads (including workloads relating to working time). In the meantime well-founded knowledge is readily available about the health effects of all three.

When examining the sickness and health situation in the world of work, two issues become noticeable: First, industrial accident figures are falling, resulting from the success of company occupational safety and health schemes and a result of the fact that the prevention of work accidents and occupational diseases has been integrated into the management routines in many, particularly large, enterprises. However, data analysis shows that in certain sectors in the world of work, above all in small and medium-sized supplier sectors, there has been a shift towards the classic occupational safety and health risks.

Second, excessive physical workloads are still to be found in many areas in the world of work, and these contribute towards cardiovascular diseases, musculoskeletal illnesses and fatigue and exhaustion phenomena. Moreover, adverse psychosocial

workloads are rising significantly, and these also have a strong link to the above-mentioned health problems. Additionally they impact on the occurrence and course of mental illnesses.

High psychosocial pressure in the world of work arises from the work organisation, the work activity itself and the social relationships. The present state of research indicates that restricted latitude for action and limited possibilities for control are the key, critical factors. When workers see their possibilities of influence, decision-making and control being restricted or threatened, this leads to intense stress reactions. Restrictions in latitude for action and decision making may relate to a number of factors, including various aspects of the work organisation – work content, expected results, time and sequence planning; the perceived relationship between commitment and reward (through wage/salary, recognition and promotion possibilities) and additional factors such as being overstretched in the performance of the work activity.

The development of a healthy design for the world of work requires that a comprehensive approach is taken with as many work activities as possible being included and would involve the independent setting of objectives, planning, performance and feedback of the result.

The current upheaval in the world of work is proceeding against a backdrop of growing economic and political interactions. The removal of trade barriers and other obstacles to trade leads to a range of new constellations in global competition on the one hand and new competitive situations at a local level on the other. The order of “winners and losers”, which was more predictable in the past, is now shifting for many enterprises. The expansion of the European Union to the east was subject to a particularly controversial debate with regard to the economic and social opportunities and risks. The advocates for political and social renewal of the European Union demand determined completion of the single market in the EU in the hope that, as a result, trade and competition will increase – a precondition for economic growth and a reaction to, though not a solution for, the serious employment problems in many member states.

Major sections of the world economy, with a focus on North America, Europe and Asia, are in a prolonged process of transition to knowledge-based economies. In addition to the raw materials and financial resources, information and knowledge are becoming increasingly important for the value added process. It is estimated that in the developed economic regions, the information professions – telecommunications, information science, media and the entertainment industry etc, will become the predominate employment sector within a few years.

A common consensus held by the otherwise intensely competitive economic regions is the importance of the transition to the knowledge society in ensuring that companies, states and regions remain economically competitive in the future.

Regions with a social system involving a high level of solidarity, such as the European Union, regard this change towards the knowledge-based society as necessary precondition for maintaining the quality of social living and the prevention of social exclusion.

In this structural change the increasing computerisation of the world of work and also of the other areas of life assume a key role. Important indicators are investment volume in research and development, the dissemination and penetration of the national economies by the new information and communication technologies, and the general conditions for high-quality research work. It can be proven that progress in these fields is an essential condition for the development of productivity and the creation of innovations.

Even today the consequences for work processes cannot be overlooked. Digitalisation, miniaturisation and the integration of separate technologies in multifunctional equipment create the conditions for new workflows, information management systems and interactive group communication media. This change is expressed, in terms of numbers, in a continuous fall in traditional production work and an equally continuous rise in the service sector.

Whether more opportunities for a high quality of work – and that includes health – will open up with these changes cannot be foreseen at present; and positive evidence is sometimes seen hand in glove with negative developments.

The technological, economic and social upheaval is changing many requirements for companies, workers and their families. Being able to cope with and satisfy these requirements will govern economic and social success in a competitive environment, and depends on the intelligent and efficient organisation of resources both in enterprises and in society, especially in the fields of education, social security, and economic and research policy.

The key new work requirements include the intensification of the work processes as a whole – linked with mental demands which are, on average, increasing – as well as the tendency towards greater importance being attached to more complex and higher-quality activities; on the other hand, new jobs will also be created for less qualified workers in certain service sectors. Furthermore, there will be an individualisation of the work processes as a result of the strong orientation towards the specific demands of the customers and the expansion of the service sector.

The continuous adaptation which has become technologically possible between market demand and the manufacture and organisation of products and services is now being followed by the adaptation of the labour force resources through various forms of flexibilisation ranging from working time, the location of work, new forms of employment (temporary agency work, part-time work, time-limited employment) and income regulations (short-time employment), to new procedures for designing work and tasks which require different use and deployment of qualifications.

As regards the forms of employment, we are now seeing a gradual decline in the so-called normal employment conditions (characterised by indefinite, full-time employment, frequently a family's sole source of income) and the new forms of employment which are evolving in very different ways and are quickly becoming more widespread. The increasing breakdown of rigid company structures towards the virtual company – a temporary network of independent companies which process a task together – will dominate future developments. In addition to the solutions designed for use in

companies, the extent to which a flexibilised world of work offers more opportunities than risks primarily depends on the likewise ever-changing circumstances in social security systems.

The consequences for the workers include the fact that leaving a company either to change a job or because of dismissal is becoming an increasingly “normal” experience. Job positions and status benefits, qualifications and tasks are becoming relative factors which can change constantly over the course of an individual’s working life. This is reflected in the development towards the so-called “patchwork biographies”. The new technologies also entail the detachment of the work from time and place. As a result, a considerable proportion of the work becomes free of boundaries, and work and leisure increasingly intermesh.

Finally, the demographic changes of the decline in the population overall, as well as the working population in particular, together with the rise in the proportion of older people and workers will permanently change the labour market structure and the composition of the workforces. It can already be seen that the opportunities on the labour market largely depend on the level of training reached. The increased participation in employment and education will soon lead in many countries to young women overtaking their male peers in terms of the qualification level attained.

How can people in this new world (of work) cope with these changes and how can the dangerous consequences of high economic and social inequality in the form of wars, violence, starvation and poverty be effectively fought worldwide?

The slant of health promotion and prevention helps to provide answers to these questions and create a starting point for design solutions in company practice. The most important resources for mastering the future include education, the quality of professional development opportunities and well-functioning and healthy “networks”, families, circles of friends and colleagues as well as communities. Here, companies can make a very important contribution by making the design of healthy corporate cultures a normal management task. Naturally these resources also depend on efficient public administration without which the high quality of school education and vocational training cannot be achieved.

Shrinking labour markets, however, will, in all probability, require that the average level of education has to be increased. However, this contrasts with a rising number of “school dropouts” who will have only a very few chances in later stages of life. There are symptoms here of new risks and social emergency situations which the present social security systems cannot prevent or reduce. The new risk groups include people with a low level of education and low household income as well as their family members, in particular children and adolescents, single parents and families with a large number of children, the long-term unemployed and the homeless. As things now stand, the most effective prevention policy is to promote as high a quality of early child development as possible. The most effective protection against “new” child poverty is a high level of education and high-quality working conditions for women, above all single mothers. This in turn requires companies to find solutions to the problem of reconcilability of work and family, but this must not be achieved at the cost of work quality.

The fields of action and design solutions presented by the EfH in this brochure support the positive management of the economic and social changes in our societies and companies. Under the motto “Enterprise for Health”, enterprises create the future basis for economic success and a productive renewal of the social foundations of our societies.

Enterprise for Health – Background Information

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Rita Süßmuth

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Prof. Rita Süßmuth is former President of the German Federal Parliament and former Federal Minister for Family Affairs, Women, Youth and Health.

Prof. Süßmuth was Chair of the Independent Council of Experts on Migration and Integration, appointed by the German Government from May 2003 until December 2004. She is also a member of the Steering Committee "Intercultural Conflict and Societal Integration" at the Social Science Research Centre Berlin and holds a series of other assignments and memberships with national and international bodies. From 2000 to 2001, Prof. Süßmuth presided over the Independent Commission on Migration to Germany which resulted in the July 2001 report on "Steering Migration and Fostering Integration". She is a member of the "Global Commission on Migration and Integration" which is preparing a report for the UN (2004/2005).

Prof. Süßmuth has a long and distinguished political and academic career. She held several senior positions including Vice President of the OSCE Parliamentary Assembly and Member of the German Federal Parliament. She has also been Director of the Research Institute "Woman and Society" and Professor of International Comparative Educational Science at the Universities of Bochum, Dortmund and Hanover. She is a member of the Board of Trustees of the Bertelsmann Stiftung.

Eberhard Ulich

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Prof. Ulich is a leading international authority in the field of work and organisational psychology and is scientific head of the Enterprise for Health network.

After graduating in studied psychology and obtaining his doctorate in 1955 at the University of Munich, Prof. Ulich spent two years at the Max Planck Institute for Work Physiology in Dortmund. During the following 15 years, his career roles included lecturer at the University of Munich and at the Munich University of Technology, lecturer and professor at the Berlin University of Technology, professor of psychology at the German Sports University in Cologne and honorary professor at the University of Heidelberg.

Between 1972 and 1998, Prof. Ulich worked at the Swiss Federal Institute of Technology (ETH) in Zurich, as professor for work and organisational psychology, as director of the Institute for Work Psychology and as head of the ETH's Centre for Integrated Production Systems.

He is also an honorary professor at the University of Potsdam, consultant professor at Tongji University in Shanghai, president of the Board of the Foundation for Work Research and senior partner in the Institute for Work Research and Organisation Consultancy. He is the author of more than 500 publications, his main work being "Arbeitspsychologie", 6th edition 2005.

Jean-François Caillard

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Prof. Caillard, a specialist in Occupational Medicine, is a past President of the International Commission on Occupational Health – the main scientific organisation in its field – and Scientific Advisor to the Enterprise for Health Network.

Prof. Caillard studied at the Universities of Rouen and Lille in France, graduating in Rheumatology, Internal Medicine and Occupational Medicine. Later, while assistant professor in Lille, he became aware of the scale and impact of work-related diseases, particularly silicosis in the coal mining industry, which led to his decision to specialise in Occupational Health. Prof. Caillard has been a full-time professor in public university-hospitals in Rouen since 1979.

Between 1998 and 2002, he was head of the Occupational Health Department of Assistance Publique-Hôpitaux de Paris, one of the world's leading public hospitals, with 90,000 employees and also Professor in Occupational Medicine at Paris VI University.

Prof. Caillard is president of the French Academic College of Occupational Medicine and a member of several scientific societies and advisory boards. More recently, the French Prime Minister asked him to take on the responsibility of preparing the National Environmental Health Plan. Prof. Caillard helped found the European Association of Schools of Occupational Medicine and promoted many teaching activities in developing countries.

His main fields of interest are occupational lung diseases, occupational health for health care workers, handicap and work and international cooperation.

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Efh Business Meetings

Topic

Keynote Speaker

Corporate Culture Based on Partnership and Company Health Policy

May 28 – 29, 2001
Berlin, Germany

Prof. Dr. Klaus J. Zink,
Technische Universität, Kaiserslautern/Germany

Business Case

October 29 – 30, 2001
Berlin, Germany

Dr. Ron Goetzel,
The MEDSTAT Group, Washington/USA

Work-Life Balance/Business Case

April 15 – 16, 2002
London, UK
GlaxoSmithKline

Gisela Erler,
pme Familienservice GmbH, Berlin/Germany
Prof. Richard Ennals,
Kingston University, United Kingdom

Ageing Workforce

September 23 – 24, 2002
Aix-en-Provence, France
Arcelor S. A.

Prof. Dr. Juhani Ilmarinen,
*Finnish Institute of Occupational Health, FIOH,
Helsinki/Finland*
Prof. Dr. Guy Ahonen,
*Swedish School of Economics and Business Administration,
Helsinki/Finland*

Diversity

May 19 – 20, 2003
Székesfehérvár, Hungary
Alcoa-Köfém Kft.

Penny de Valk,
*Ceridian Centrefile,
London/United Kingdom*

Mental Health and Leadership

October 13 – 14, 2003
Mondragon, Spain
Grupo Maier/Mondragón
Corporación Cooperativa

Dr. Graham S. Lowe,
*The Graham Lowe Group Inc.,
Kelowna/Canada*

Flexible Work

May 24 – 25, 2004
Schaan, Liechtenstein
Hilti AG
November 22 – 23, 2004
Brunswick, Germany
Volkswagen AG

Dr. Anneke Goudswaard,
TNO Work and Employment, AS Hoofddorp/The Netherlands
Greet Vermeylen,
European Foundation, Dublin/Ireland

Knowledge Management and Lifelong Learning

April 18 – 19, 2005
Toruń, Poland
Zakład Energetyczny
Toruń S. A.

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EfH Publications

The following EfH brochures are available for downloading at www.enterprise-for-health.org

European Network of Enterprise for Health

Europäisches Netzwerk Enterprise for Health

Mission Statement

Mission Statement

Corporate Culture Based on Partnership and Company Health Policy

Partnerschaftliche Unternehmenskultur und betriebliche Gesundheitspolitik

Business Case

Business Case

Work-Life Balance

Work-Life Balance – Vereinbarkeit von Beruf und Privatleben

Meeting the Needs of an Ageing Workforce

Den Bedürfnissen einer alternden Belegschaft Rechnung tragen

Diversity

Diversity – Eine Herausforderung für Unternehmenskultur und -gesundheit

Mental Health and Leadership

Psychosoziale Gesundheit und Führung

Approaching the Age of Flexibility

Gesund ins flexible Zeitalter

Knowledge Management and Lifelong Learning

Wissensmanagement und Lebenslanges Lernen

Successful, Healthy Enterprises in Europe

Erfolgreiche und gesunde Unternehmen in Europa

Guide to Best Practice

Driving Business Excellence through Corporate Culture and Health

Unternehmenskultur und betriebliche Gesundheitspolitik:

Erfolgsfaktoren für Business Excellence

Guide to Best Practice

Driving Business Excellence through Corporate Culture and Health

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Guide to Best Practice



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