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

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

Arcelor S.A., Luxembourg
Steel Manufacturing and Processing,
aprox. 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 approx. 131,000 employees in Germany

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

Royal Dutch Shell plc, The Netherlands
Mineral Oil 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
Successful, Healthy Enterprises in Europe
Successful, Healthy Enterprises in Europe
Preface

Enterprise for Health – an investment in the future

Corporate culture and health – learning from one another

Enterprise for Health – Members

18  Akzo Nobel nv
20  Alcoa-Kőfém Kft.
22  Arcelor S.A.
24  Bertelsmann AG
26  Caixa Geral de Depósitos
28  E.ON Ruhrgas AG
30  Ford-Werke GmbH
32  GlaxoSmithKline
34  HÅG a.s.a.
36  HILTI AG
38  Grupo Maier
40  MTU Aero Engines GmbH
42  REWE AG
44  RWE Rhein-Ruhr AG
46  SCR Couronnaise de Raffinage Raffinerie Shell
48  Stora Enso Oyj
50  Volkswagen AG
52  Zakład Energetyczny Toruń S.A.

The need for healthy enterprises – a look to the future

European Network of Enterprise for Health
Member-Addresses
Preface
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 important focal points of the member companies of EfH and is aimed at encouraging other enterprises to appreciate and grasp the opportunities for their company development through policies specifically geared to health. These examples 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.
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 re-alignment 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.
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 Enterprise for Health have performed valuable, innovative work in this respect.
The European Union is the largest single market in the western world with 25 member states and 450 million inhabitants. In global competition with China, India, the USA and other countries, high pay and social standards in the EU are being increasingly put to the test.

Enterprise for Health – an investment in the future

A health-promoting corporate culture based on partnership is a crucial investment for the future of any organisation. This fundamental principle led to the creation and development of the pan-European Enterprise for Health (EfH) network.

The network unites member companies with a single goal: to safeguard the long-term competitiveness and cost-effectiveness of their organisations. This is only possible with a motivated and efficient workforce with commitment to corporate goals.

Founded in 2000, the EfH now comprises a network of 19 major companies from 13 European countries and is coordinated by the Bertelsmann Stiftung of Germany and the Federal Association of Company Health Insurance Funds (Bundesverband BKK).

Companies recognise that they need to use the best available tools to meet the challenges of the rapid and high-impact changes in the world of work. The EfH has become a valuable platform for decision-makers from member companies to share their experiences of designing and implementing a range of partnership and health-promoting corporate policies.

The progressive worldwide removal of trade barriers and the rapid dissemination of new information technologies present an ever-changing environment for companies in their battle to survive and prosper.

Companies regularly undergo radical reorganisations in which production facilities are relocated, services outsourced and jobs lost. Management hierarchies are becoming flatter. Companies must satisfy greater demands in a shorter time with fewer employees. The development of new products and services requires flexible, innovative workers who are prepared to undergo further training.

In addition, European companies in particular face the demographic “time-bomb” of an ageing society which makes a longer working life for individuals highly probable. They also face issues around the increasing diversity of workforces in terms of age, gender, nationality and other characteristics. This applies to enterprises of all sizes and their suppliers and customers.

The key to business success in such changeable market conditions is a well-trained, highly motivated and efficient workforce.
Studies conducted among EfH member companies have shown that economic success, job performance, innovation and willingness to take responsibility are directly linked to job satisfaction and depend heavily on healthy living and working conditions.

The experience of EfH member companies confirms that companies are able to create the conditions essential to achieve a healthy corporate culture. These include:

• An incentive-based human resources policy which rewards performance and gives employees a feeling of responsibility
• The introduction of programmes for specific target groups, reflecting the growing diversity in the population structure and in the workforce, to help maintain and encourage employees’ contributions throughout their entire working lives
• Programmes to promote work-life balance, reconciling the demands of professional and family-oriented activities
• Education programmes to increase health awareness and healthy behaviour.

A health-promoting corporate culture should be based on partnership, with employees fully involved in decisions on issues such as job design and work organisation and the performance of the company, with open communication throughout all management levels.

The question nowadays is no longer “whether” but “how” a company is preparing for the future by fostering and implementing a corporate culture based on partnership and promotion of health.

The EfH provides a platform for sharing and exchanging experience for organisations to help them decide the most effective, best practice tools and techniques to suit their workforces.

EfH member companies are pleased to share their knowledge with other organisations, in the sure knowledge that, for everyone, it is an investment that will pay handsome dividends in the future.
Corporate culture and health – learning from one another

Every health-promoting corporate culture based on a partnership between the company and its workers is unique. It reflects the particular spirit of an enterprise and includes programmes and tools which are matched exactly to the respective company objectives, the workforce, the services and products. It is the foundation for sustainable economic success – provided that it is flexible and reacts sensitively to developments.

The wide range of companies represented in the EfH network provides a valuable insight into the effectiveness of different approaches and philosophies in diverse working environments. The regular exchange of information means standards become transparent, trends become visible.

The debate about the future design of corporate culture inspires companies to create a vision for their work environment, embracing the needs of employees while aligned to achieving organisational goals.

This vision is influenced by the analysis of current issues and trends in society and industry, especially the following:

- leadership based on partnership; the promotion of work motivation and the innovative capabilities of employees, geared to common values
- psychological strains; the increase in stress resulting from the flood of information, work intensification and the shift from manual to mental work
- safety and health; the challenge to maintain awareness, focus and commitment among employees throughout their entire working lives – which in future will be even longer
- work-life balance; the need for greater individual latitude to help reconcile work and private life

Member companies of the Enterprise for Health employ a variety of measures to maintain and continually develop their corporate cultures. The following are extracts from selected company schemes.
Listening to the views of employees and the public

Since the 1980s, the company has consulted its employees and the general public on issues regarding its safety, health and environmental policy. Detailed leadership surveys have been carried out for many years. Approximately 32,000 employees took part in the most recent survey – with a response rate of almost 80 percent. In reply to questions on the most important leadership qualities, the one-to-one between the immediate supervisor and the employee scored highly. Respondents said the capability of the executive to formulate feedback and constructive criticism was critical in order to co-develop an appropriate career plan. In view of the survey findings, leadership was given a top priority in Akzo Nobel’s central training programme – it is the employees’ opinions on good leadership that count.

Our success depends on the quality of our people – their continued growth and development. Therefore we need strong people management and strong human resources programmes in all our companies. And we need to continue to drive for a high performance culture. Therefore we implemented the Akzo Nobel Performance & Development Dialog. This is our new global performance appraisal programme aiming at ongoing improvement in performance and growth. This will help us to be a true “talent factory”.

We do not believe you can run a company on procedures. The answer is to have a values-based culture. We believe Social Responsibility is a powerful force which empowers employees to make rational, balanced decisions in the interests of all involved stakeholders. In recent years a lot of emphasis was placed on rethinking and discussing our shared values. This led to new company statements, directives, business principles training, Responsible Care® and Coatings Care®.

These initiatives are steered by our core values – entrepreneurial spirit, personal integrity and social responsibility – that enable us to be the company we aspire to be. Practically, it means that we will always try to achieve a good balance between caring for the environment, developing our employees and contributing to the societies in which we operate, while generating sound profits. Ultimately however, we are dedicated to underlining our long-established commitment through action, not words.
Akzo Nobel manufactures and supplies products that are crucial to modern society – products that millions of people use as part of their daily routine. Akzo Nobel Pharma develops, manufactures and markets human pharmaceuticals as well as veterinary products. Akzo Nobel is also a leading chemical producer and is the world’s leading coatings company, producing paint and finishes for industrial, transport and marine markets, as well as for the DIY and professional decorating sectors. Headquartered in the Netherlands, Akzo Nobel operates in over 80 countries and employs around 61,500 people.

Support
Akzo Nobel strives to be the first choice of customers, shareholders and employees and to be a respected member of society. Akzo Nobel is very committed to creating an attractive working environment. This is all about job satisfaction and it is the responsibility of managers and executives to ensure that employees receive full support to achieve optimum results. Transparency is part of our corporate culture.

Dr. G. J. (Hans) Wijers
Chairman
Akzo Nobel nv
Maintaining corporate excellence and commitment to the community

Alcoa in Hungary has achieved a high level of corporate excellence through its successful development of key sectors of Hungarian industry coupled with the creation of a healthy workplace and a very high level of corporate citizenship in the community. Our goal is to foster the physical, mental and social health and well-being of our employees. This commitment is recognised both by our employees and our customers. Alcoa-Kőfém has been maintaining health promotion/wellness programmes since the establishment of its own medical services in 1995. Since 1999, the majority of such activities have been covered by the organisation’s annual Environment, Health and Safety Programmes, but they are also reflected in the day-to-day activities of the company.

There are four main pillars of the Alcoa HP Programmes:

- Communication/health education for individuals and groups: Using both electronic and paper-based communication, we disseminate health promotion information to employees, publishing articles in the company monthly newsletter. We have a system in place for personal consultancy during the medical evaluations.
- Structured programmes: We organise yearly programmes for smoking cessation, weight reduction and “gym for white collar workers.” We offer free dental consultation and provide free corrective glasses for shop workers and those working with computer monitors.
- Health promotion through medical screenings: The company provides free laboratory services including screenings for cholesterol and tumour bio-markers, cardiology, allergy, osteoporosis and dermatology. Alcoa was the first company in Hungary to initiate and finance mammography services before they were covered by National Insurance.
- Role in the Community Health Programmes and Networking: Our company’s EHS department plays an active role in different national and international organisations. Leadership in National Association for Healthier Workplaces, leadership in the Health Committee of the American Chamber Of Commerce in Hungary and membership of the Enterprise for Health Network are some examples of our commitment to the community’s health programmes.

Alcoa’s Employee Assistance Programme provides a full crisis intervention and support programme to employees and their families, using a professional, totally confidential, psychological support organisation. The programme includes 24-hour crisis intervention, free individual counselling for employees and their family members and training and advisory services. The main issues covered by the programme are drug and alcohol problems, handling stressful situations, family conflicts and assistance to return to work.
Alcoa is the world’s leading producer of primary aluminium, fabricated aluminium and alumina. It also has businesses manufacturing and marketing vinyl cladding, closures, fastening systems, precision castings and vehicle electrical distribution systems. The company has 131,000 employees in 41 countries and worldwide revenue of $23.5 billion in 2004. Almost 70 percent of the aluminium ever produced is still in use – 480 million tonnes of a total 690 million tonnes manufactured since 1886. In Hungary, Alcoa’s total investment has grown to over $1 billion with more than 5,000 employees, making it the country’s 12th largest employer.

Respect

Our goal is to operate worldwide in a safe and responsible manner that respects the environment and health of our employees, our customers and the communities in which we operate. We will not compromise environmental, health or safety values for profit or production. We are proud of our results and the awards we have received from independent institutes and organisations for our Environment, Health and Safety performance.

Dr. Béla Forgó
General Manager,
Country Manager of Hungary
Alcoa-Kőfém Kft.
Progress through communication and consultation

In 2002, immediately after the Group’s formation, Arcelor signed an agreement with national and European trade unions leading to the creation of the European Works Council (EWC). From the start, this agreement paved the way for social dialogue at the highest level and for effective circulation of internal information. The 57-member EWC comprises 10 employers’ representatives and 47 employees’ representatives. It serves as a sounding board for the community of interests created by Arcelor’s new European dimension and as a means of strengthening the Group’s social cohesion in the face of new challenges. The primary role of the EWC is one of information and consultation, discussing economic and social questions of a strategic and cross-border nature. Among the many topics addressed, occupational health and safety is considered top priority.

The EWC set up a Health and Safety Steering Committee to advance the thinking on these questions by all concerned. The committee began work in 2004 and has already produced a number of very significant results. One of these was the Arcelor Group’s Health and Safety Convention in Bilbao, Spain in 2004. Two days of open and constructive debate culminated in the prioritisation of four broad policy areas, namely:

- occupational disease prevention
- preventative policies to tackle major industrial hazards and safety training policy
- the Company and its co-contractors (policies and prevention)
- implementation of the European risk assessment directive.

The Convention made the following recommendations, which are currently being implemented:

- improving our contractual relations with co-contractors in the field of Health and Safety, and framing a set of safety specifications for service providers
- development and management of Health and Safety training, through three task forces (occupational doctors, psychosocial and occupational diseases, radioactivity and major hazards studies).

The social partners are unanimous in their support for these objectives. They are all fully committed to actively implementing this joint policy that must now be applied throughout Arcelor.
Arcelor was formed in February 2002 by the merger of three big steelmakers, Aceralia, Arbed and Usinor, with the objective of creating a global steel industry leader. Arcelor operates in four key sectors: flat carbon steel, long carbon steel, stainless steel and Arcelor Solutions and Steel Services. With nearly 95,000 employees in more than 60 countries, Arcelor is a significant player in the worldwide steel industry. Output in 2004 totalled 51 million tonnes of steel and revenues exceeded €30 billion. The group has a major presence in all its key markets: automotive industry, construction, household appliances, packaging and general industry.

A duty of care

Health, safety and well-being in the workplace are absolute priorities within Arcelor and are communicated and implemented as such throughout the Group, contributing to our sustainable development policy. As a corporation operating in many different countries, Arcelor firmly believes that it has a duty to give all its partners, wherever they are in the world, a share in the progress achieved collectively by the corporation. In addition, Arcelor continues to set the standard for the steel industry, pledging strict compliance with a universal code of ethics.

Guy Dollé
Chairman of the Management Board, CEO
Arcelor S.A.
Leadership Through Partnership: The Foundation Of Our Success

Bertelsmann is a highly decentralised company; most of the business decisions are taken locally by autonomous profit centres. However, these profit centres are expected to adhere to our core values. At the heart of Bertelsmann’s corporate culture is the concept of a partnership, based on mutual trust and respect, participation of employees in decision-making and in the rewards of success, and the professional development of employees. Motivated individuals who find fulfillment in their jobs and identify with their company and its values are the driving force behind Bertelsmann’s growth and success. Participatory leadership is critical for creating such a work environment. Regular employee surveys and data from a “Learning and Reporting System on Corporate Culture” serve as constant cybernetic impulses to put common values into daily practice.

The responsibility for choosing and implementing the right policies and practices resides with the company’s subsidiary divisions and profit centres, who ensure that the methods chosen reflect the specific circumstances in the respective countries and cultures. Bertelsmann introduced the “Learning & Reporting System on Corporate Culture” to promote the cross-pollination of effective, profit centre-driven policies and practices throughout the group. The system also helps monitor the degree to which Bertelsmann’s culture of partnership is implemented in initiatives adopted by the profit centres.

Based on an extensive questionnaire, the profit centres’ management describes their culturally relevant policies and practices. Each profit centre then receives a report that compares its answers to the aggregate answers of all other participating profit centres. This allows each profit centre to benchmark its activities and identify its strengths and/or areas for action. Particularly effective practices are documented in greater detail on a website, and in a printed document. This documentation – “The Corporate Culture Toolbox” – is distributed to decision makers throughout Bertelsmann.

A correlation of Bertelsmann’s employee survey data and financial figures shows that companies where employees’ identification with their company and job is highest are also those with the strongest business results. Advanced empirical analysis based on employee survey data demonstrates that participatory leadership combined with on-the-job autonomy and self-actualisation are the salient factors. This kind of corporate culture also helps reduce stress, thus contributing to employees’ health.
Bertelsmann, a group of 400 independent companies with 76,000 employees in 60 countries, is synonymous with media content and services worldwide. The Group includes RTL Group, Europe’s No.1 in television and radio, the world’s biggest book-publishing group, Random House as well as Gruner + Jahr, the European leader in magazine publishing and the BMG music division. The Arvato division bundles the group’s media services, along with state-of-the-art printers, storage media production and IT-services. Direct-to-customer businesses are bundled in Direct Group: book and music clubs with more than 30 million members.

Enterprise Culture

Under the aegis of the enterprise culture system the learning opportunities that are now available are put to the best possible use, since by building on the staff’s strong sense of identification, these opportunities enable the principle of delegated responsibility to be realized on a large scale. As a result it is not only the Executive Board that has scope to make decisions but also middle management and staff in general. Problems need to be solved more effectively in all areas of a company or indeed of the state and no form of management is better at this task than enterprise culture.

Reinhard Mohn
Shareholder of the Bertelsmann Verwaltungsgesellschaft
and the Honorary Chairman
of the Bertelsmann AG Supervisory Board
Training and education helps to build a better world

As part of its commitment to creating a healthy working environment, Caixa Geral de Depósitos (CGD) carried out a wide-ranging review of the most common issues and causes of psychomental problems, based on questionnaires, medical interviews, performance assessment and absenteeism. As a result, several significant projects were set up. Training programmes were introduced, covering behaviour, negotiation and management. Through Blended-learning, CGD promotes the personal and qualitative development of employees, giving them encouragement and support when studying for further qualifications.

Performance assessment was implemented as an open communication process, contributing to a culture of personal responsibility. The Board began holding open, monthly meetings with central departments to underpin their understanding of the socio-economic environment, strengthen internal communication and Group integration. All information is accessible on the company Intranet.

Other CGD initiatives include the creation of a network of 490 media libraries in Portuguese-speaking countries, specialising in economic, financial and management information and providing free Internet access. CGD employees also have access to cultural, artistic and scientific events through a dedicated Culturgest service.

Another activity is Project NAVEG@R – a special credit line for the acquisition of computer software and hardware, aimed at assisting employees and their families to take advantage of the communication and information capabilities provided by new technologies.

Also dedicated to improving the health and well-being of employees are: Social Services: an autonomous department, managed by employee representatives. It provides medical services and assistance during illness as well as sports, recreational and cultural activities for 45,210 members. Social Services have a scholarship programme for employees and their families and organise the biggest blood donor group in Portugal.

Occupational Health Service: runs regular occupational illness prevention programmes as well as gynaecological screening, counselling for people who want to quit smoking, nutrition advice and prevention of cardiovascular diseases.

Stress Management Service: involves medical counselling and information campaigns on healthy living. The project provides training on:
- Social Competence – assertiveness, decision-making and conflict management
- Stress Prevention – the tools to identify, understand and avoid occupational stress, while embracing changes in the workplace
- Role-Plays – the analysis, through group activities, of behaviour patterns, personality structures and individual reaction in times of change

Social Action Service – the unit offers diagnosis, counselling and assistance for employees with professional, health, family, financial and other personal problems.
Caixa Geral de Depósitos has been at the forefront of Portuguese economic and social development over the last 129 years. It has been a benchmark operator in the Portuguese banking sector in terms of its support to households, companies and domestic institutions, since its formation in 1876. The parent company of a modern financial group, CGD, at the end of 2004, had more than 18,000 employees and over 1,000 branches in Portugal and other countries. Although CGD is a state-owned financial institution, it is a fully competitive organisation whose operations are based on laws regulating the private sector.

Motivation

The influence of working conditions on employees and on the competitiveness of companies has been widely recognised. Nowadays, quality of life requires an environment of well-being capable of motivating workers. This includes awareness of problems associated with the pace of work, as well as with psycho-social factors. New ways of working, which are permanently underpinned by information, training and cooperation, are needed. Caixa Geral de Depósitos has promoted projects aimed at developing, improving and harmonising the relationships that exist between work, family, health and leisure so that all employees can together overcome day-to-day challenges and maximise the performance of the company.

Dr. António Maldonado Gonelha
Vice-President of the Board and Board Member responsible for Human Resources
Caixa Geral de Depósitos S.A.
Continuous optimisation of a family-friendly personnel policy

The company concentrates its efforts to improve employee conditions under three headings – Action, Skills and Life.

Action – covers the conditions and benefits we offer, making it easier for our employees to concentrate on their work by helping them to manage other demands on their attention.

Skills – reflects confidence in the abilities and motivation of our employees. E.ON Ruhrgas is committed to promoting employees and developing their skills.

Life – has increasingly gained significance in recent years. Among other things, it represents the reconcilability of work and family and the aim is to help our staff achieve their personal and professional goals.

For family and work to be reconcilable, family-friendly working hours must be introduced along with childcare facilities. We have introduced flexible working time models, including trust-based working time and many part-time arrangements, to enable our employees to enjoy a reasonable work-life balance. Thanks to our co-operation with the charity Sozialdienst katholischer Frauen (Skf) in Essen, we can organise child-minders or emergency care as well as day places during the school holidays for our employees’ children. We also have an agreement with a church day care centre “Friede” to guarantee places for our employees’ children of nursery school age regardless of religious denomination or where they live. This year, this agreement has been extended to include crèche places. We are also setting up a group near company headquarters for the care of children from the age of four months to the start of school. In addition, since the beginning of the year, a parent/child room has been made available to our employees if they have nobody to look after their child.

For its commitment in this field E.ON Ruhrgas was recognised in a national competition “Success Factor Family 2000” run by the Federal Ministry for Family, Senior Citizens, Women and Youth as one of the top 10 employers in Germany in the large company category.

The low birth rate which has prevailed for a number of years raises the prospect of greater shortages on the labour market and in the company with respect to specialised staff and management personnel. Demographic developments do not indicate any reason to hope for a change in the long term. Being able to reconcile family and career is high on the list of job applicants’ priorities. There is also a social need to unlock the great potential of female specialist and management personnel. This need can only be met if the conditions in a company are such that having a family and pursuing a career can be reconciled. This is one of the aims of our human resources philosophy “People in Focus”. It concentrates on what is most important – the people in the company. The aim of the philosophy is to ensure the continuous and sustained improvement of our corporate culture based on partnership in order to increase our attractiveness as an employer both inside and outside the Group and to raise the motivation of our employees further.
Family

The family is a pivot of our society and an important focus of each individual’s life. Nowadays, young people in particular do not want to be forced to decide between either a career or a family. Through its long-running, expanding and successful “Work and Family” initiative, E.ON Ruhrgas offers employees support and the right conditions to enable them to have children and a career. We do not regard work-life balance as a luxury but as an absolute necessity, especially if we want to recruit the most talented people and further raise our employees’ motivation in times of global competition.

Christoph Dänzer-Vanotti
Member of the Board of Management
E.ON Ruhrgas AG
Respect and appreciation for every employee

Diversity is a comprehensive approach which views the distinctions between employees as an opportunity for the company as a whole. Many Ford employees all over the world take part in activities aimed at bringing about a cultural transformation based on diversity. Most people associate disability with visible signs, such as a wheelchair. Ford’s Diversity approach takes a much broader view. Instead, it is about preventing disability and integrating people with different types of disability into the workplace. Diversity is the responsibility of each and every employee, with support from the company’s own disability officers. Over 95 percent of all disabilities are acquired during life. With increasing age, the probability of disability increases. Since companies are increasingly concerned with an ageing workforce, “age” as a dimension of diversity has to be addressed in a particular way. Ford’s “Dependent Care” employee resource group is a good example.

Ford’s Disability Management is about finding the right job for each employee affected. This process involves identifying every employee’s abilities and disabilities, which may change during their lifetimes, as may the requirements of the job. Actions such as adapting job demands or environments and the provision of special training, support the process.

Disability Management becomes even more important to maintain the highest productivity of employees in all phases of life in an ageing society. By implementing Disability Management, the company was able to place 500 less able employees into productive jobs again.

Ford’s Disability Management focuses not on what people cannot do any more, but on what they can achieve with the abilities they still possess. This positive approach has made Disability Management at Ford a great success for both the people and company. It also addresses the issue of job assurance up to retirement, an increasing challenge for companies due to an ageing labour market. In 2004, the Disability Management Team at Ford-Werke GmbH was rewarded with a special prize for “Working More Healthily Until Retirement”, awarded by industry organisations, social partners, health insurance companies and the North Rhine-Westphalian Ministry of Labour and the Economy.
Diversity represents one of the strengths of our company and Diversity Management has been a cornerstone of Ford’s worldwide corporate culture for years. It involves respect and appreciation for every employee, regardless of nationality, religious affiliation, sexual identity or social group. One of the most important manifestations of this approach is the company’s “Dignity at Work” policy, which concentrates on fostering business conduct in a spirit of partnership. By encouraging and supporting employees to always act in a fair and considerate manner, the company also benefits. As a result of approaches like this, Ford is building a reputation as an “Employer of Choice” for both staff and potential recruits.

Rainer Ludwig  
Director HR  
Ford of Germany
Building a work environment that inspires and energises

GlaxoSmithKline (GSK) recognises that we operate a complex global business in a fast-paced and continuously changing environment. The competitiveness of our industry, external legal and regulatory issues, technological advancements and changes in our society as a whole combine to create significant demands on the enterprise and its employees. While some of these issues are out of our control, we must act to minimise undue pressure that is within our control as an organisation and help GSK people to manage the reasonable pressures that are inevitable.

The GSK Mission is to improve the quality of human life by enabling people to do more, feel better, live longer.

The purpose of our Resilience programme is to provide managers with resources to engage their teams in addressing current problem areas while incorporating behaviours to promote effective ways of working and a work environment that inspires and energises people. For GSK to gain a sustainable competitive advantage, it is essential that every manager:

• understands how organisational factors within our control either enhance or hinder individual well-being and business results;
• works with his/her team to identify the organisational factors that are negatively impacting their resilience and performance;
• develops and implements action plans to create a work environment that enhances employee well-being and business results; and,
• adopts leadership behaviours to enhance organisational resilience.

The Resilience programme enables managers to achieve this by providing tools and resources to:

• assess organisational stressors and develop and implement appropriate interventions to manage them;
• promote management systems, work practices and behaviours that are essential for a healthy and productive work environment;
• increase awareness of the early warning signs and symptoms of physical and mental well being problems;
• support individuals experiencing physical and mental well being problems; and,
• assist the rehabilitation of those recovering from physical and mental ill health.

The benefits to the business and to the individual are clear and significant. GSK benefits through the creation of a work environment that is more focused, effective and productive; one where great people can do their best work. GSK People benefit through an enhanced quality of work life, contributing to improved health and well-being, increased energy and enhanced performance. It is truly a win-win programme.
GlaxoSmithKline is committed to providing a safe, healthy and productive work environment for all its employees and for others who work on, or visit, its sites. A work environment conducive to good physical, emotional and psychological health is one that is stimulating, challenging and enriching. Such a work environment strives to meet personal needs and business goals through enhancing individual health and well being and by improving the way work is accomplished. This enables individuals and teams to maximise their potential and contributes to sustainable business success. In GSK this is achieved through a partnership between the businesses which make up GSK, their line management, health, safety and human resource professionals and Corporate Shared Service Specialist support groups.

Dan Phelan
Senior Vice President, Human Resources,
Member of Corporate Executive Team
GlaxoSmithKline plc
Celebrating individuality within a welcoming team

HÅG places great emphasis on creativity, valuing unconventional solutions and methods, in a culture that is both fun and extremely generous, with an open-door approach. This has become part of our daily routine and has produced a set of unwritten rules on how to behave. People visiting or joining the company can sense a friendly, spontaneous reaction among all employees, which indicates a healthy, innovative and competitive team. New employees are easily absorbed in the team, flavouring it and strengthening it with their contributions.

HÅG is a fun company to work for, but also demanding. We aim to be different and exceed expectations, taking action before we have a problem, attracting the best human capital and continuing to develop the best corporate culture. Being different puts enormous responsibilities on the company; everyone needs to understand why we are different and can explain why different is better.

When HÅG was a small company, the general manager could inspire the individual employee and his character and motivational leadership was transmitted easily to the rest of the team. As the company grew, the challenge was to get this company spirit translated and spread from headquarters to the rest of the organisation.

A process began in the early nineties among employees to identify the company’s spirit and we ended up with five core values. Since 1997, every HÅG unit worldwide has worked with our values and discussed the individual’s attitude towards these. The process is evaluated annually by means of an anonymous questionnaire. A “neutral” third party sums up the results and suggests important focus areas. The management group get the overall findings for their strategic planning before the budget is agreed. Individual departments compare their results with the overall picture.

Commitment through participation is the corporate concept at HÅG and it is an integral part of workplace health promotion. We have seen that the level of participation increases, along with demands for training in extra competencies and the ability to accept change. Strategies and plans give only promises and expectations; it is the people in the process that gives the results.

Competence must be strongly tied to the company culture. A definition of competence is the sum of knowledge, ability, creativity and identity. The identity is the platform and the direction: the individual’s knowledge and ability is worthless if our identity is not anchored to the company culture and the culture must be free/open enough to allow creativity to blossom.

Creating a healthy culture will have a healthy impact on individual employees as well as on the organisation at large. We need healthy leadership and active, committed and passionate employees.
HÅG is a 62-year-old Norwegian company which designs, develops, manufactures and markets award-winning seating solutions for the active working human being. The HÅG philosophy is based on the fact that people spend much time sitting down, yet are not designed to sit still. The company therefore produces seating that encompasses movement and variation. The company has subsidiaries in a number of countries and exports 80 percent of its products to approximately 30 countries. It is one of the 10 largest office chair manufacturers in Europe and is quoted on the Oslo Stock Exchange. HÅG has 450 employees worldwide.

Focus on people
The number of employees carrying out a planning, creative or administrative role is growing in modern societies. “Dynamic sitting” is therefore a basic condition for trouble-free, successful and satisfying work. People with their different abilities and limitations are the focal point at our company. This applies to our customers as well as our employees. HÅG’s healthy corporate culture gives us crucial support in the attainment of corporate objectives.

Lars I. Røiri
President
HÅG a.s.a.
Corporate culture as the basis for sustainable profitable growth

To harmonise personal and corporate growth and to be able 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 been dubbed Our Culture Journey. This journey begins with the definition of 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 embrace 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.

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 health and well-being of the staff. Continuation training measures and numerous other initiatives support personal development and enhance employee satisfaction. This also increases employee flexibility in dealing with new challenges that the market places on them and on products.

Over the last ten years, for example, twelve non-management employees at corporate headquarters have been randomly selected each month to meet a member of the executive management team over a typical European breakfast of coffee and croissants. The meeting is informal and allows for open discussion. There are no scripted remarks and no agenda. The idea is to delve into what moves employees and to discover the motivating and demotivating factors of rank-and-file employees.

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 uses this cycle to generate sustainable profitable growth. Corporate culture – and an environment that fosters health and well-being – are substantial drivers of corporate success.
Hilti is "the partner for the construction professional" around the world. The goal of the company is to enhance the productivity of customers through technologically leading products and systems and services. Customers should profit from, and receive a significant amount of added value through, innovation, comprehensive consulting and professional support. Hilti can be found in more than 120 countries around the globe and achieved sales of more than CHF 3.3 billion in 2004. This success is backed up by more than 15,000 employees worldwide, including 1,500 at corporate headquarters in Schaan, Principality of Liechtenstein. Hilti’s corporate culture strongly emphasises the personal development of employees.

**Potential**

Behaviour 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. For this reason we must also look after people and their potential. Corporate culture is subject to continuous evolution in the same way that people and the company are. Working with this topic is highly fascinating.

Michael Hilti  
*Chairman of the Board of the Hilti Corporation*
Responsible participation in company management

Maier promotes people’s involvement in the company’s management through three main channels: The General Assembly, made up of all member-workers, is the supreme body through which the social will of employees is expressed, on the basis of one person – one vote. The Governing Council is the representative governing and managing body, comprising a President and members elected by and from member-workers, while the Social Council is the workers’ participation and information body.

The Corporate Values are the heart of Maier’s business culture, providing a common sense of direction and guidelines for all worker-members. They represent the fundamental nature of the organisation and create a specific sense of identity.

Co-operation: We work for a company which we consider to be our own. We treat its problems and triumphs as things that depend on and affect us personally. Development needs and the desire for improvement have forced us to re-evaluate independent initiative, channelling this valuable resource towards co-operation in management in accordance with our conviction that the good of the group as a whole should outweigh individual concerns. Worker-member training is also a key element of our philosophy.

Participation: At Maier we believe that people are the only guarantee of our success. The element that sets us apart is the participation of members in the company capital, profits and management. Participation is not just a right, but an obligation. It enables us to channel personal potential and place it at the service of the common interest, thereby increasing staff satisfaction and fostering a sense of belonging.

Commitment: We try to ensure that personal aims are compatible with those of the company and that company objectives coincide with its social commitment. Our activities also have a notable impact on our immediate surroundings. We are therefore committed to the improvement of the areas in which we operate and to the development of our country as a whole, including respect for our environment and natural heritage.

Innovation: Commitment to an ongoing search for new opportunities in all areas is vital to business development, as well as being the key to ensuring an efficient response to the expectations generated in society. We should accept change as a necessary and essential part of our business lives and therefore foster the search for, and experimentation with, new developments and solutions within our company. Innovation is a fundamental element of our business structure and the creation of an environment that encourages and stimulates. It is one of our priority objectives, never forgetting that customers themselves are a vital source of ideas providing we learn how to listen to them.
Maier, formed in 1973, has approximately 2000 employees and is a market leader in the manufacture and finishing of plastic components for the automotive industry, household appliances and telephony. Maier is member of Mondragon Corporación Cooperativa (MCC), the biggest cooperative in the world, the seventh biggest business in Spain and the leading industrial group in the Basque Country, with sales of €10,400 million in its Industrial and Distribution activities, €10,000 million of administered assets in its Financial activity and a total workforce of 71,500.

Different
The management of Maier is committed to the company’s core values, which embrace trust, communication, participation and formation. However, we do believe there is something that makes us different: our people are Maier. We do not share the idea that in Maier the most important thing is the person, because Maier is the people. What we own are our resources (machines, raw materials, management systems), but we are Maier.

Antton Mendizabal
Human Resource Manager
Grupo Maier
As the working world is undergoing great changes, so are the challenges facing employees and companies. Trust, communication, respect, employee satisfaction and information are reflected not only in the tenets of the MTU corporate mission statement, but are also the foundation of future-orientated personnel management.

This is where health management makes a vital contribution, since protection and promotion of good health are important prerequisites for the motivation, commitment, performance and efficiency of employees. As part of the company’s health promotion campaign, health management offers programmes such as manager checkups, smoking-cessation seminars, thyroid, glaucoma and colon cancer screenings as well as annual flu shots. The MSN Health Seminar plays a central role, following the principle “To be healthy is a gift – to stay healthy takes some effort.” The seminar is based on the following three pillars:

• Movement (M) Theory and practice involving jogging, walking and ergometer training
• Stress Management (S) Relaxation exercises and relaxation techniques
• Nutrition (N) Tips and information on balanced and tasty nutrition

All MTU employees have the opportunity to approach the subject of health from a practical angle. In a relatively short time, managers and employees learn how to treat their health sensibly and competently.

Based on scientific findings and under the watchful eye of the company physicians, the participants learn how to bring out the strengths each one of us has in easy ways. To prepare for the seminar, we offer a physical examination by a company physician. This, together with a questionnaire, forms the basis for an individual interview, during which each participant will receive suggestions and recommendations, tailored to his/her physical condition and the results of the examination. This helps to map out a personal road to well-being and increase efficiency in the performance of everyday duties.

MTU Aero Engines is one of the world’s biggest companies in this highly-specialised sector. Since the beginning of motorised aviation more than 100 years ago, the company, with its long tradition and outstanding pedigree, has made a major contribution to air travel. Predecessor companies helped get the first aircraft into the air, while today MTU and its global co-operation partners – including all the leading companies in the field – develop the latest generation of increasingly sophisticated aircraft engines. When it comes to maintaining civilian aircraft engines, MTU Maintenance is – in terms of sales – the world’s largest independent service provider.
Holistic

The health and safety of everybody is a basic principle for all our activities worldwide. Promoting health and safety is the aim of our company culture and reflects our sense of responsibility for the people and the business. Pooling the know-how from the areas of health, occupational and environmental safety as well as social services consultations, we are able to view the person in the workplace in a holistic manner, that focuses not only on single, isolated facts, but takes into consideration the needs of body, mind and soul. Using a continuing learning and improvement process based on benchmarks and exchange of experiences, we strive to achieve and maintain a leading position in this area.

Reiner Winkler
Executive Vice President responsible for Finance/
Human Resources/Information Technology
MTU Aero Engines GmbH
REWE is particularly committed to safety and health at the workplace. Prevention programmes mean the accident figures of the REWE Group have been considerably reduced to below the German average. This success is a powerful incentive for the Group to continue with the same determined approach. For example, we are now analysing what further improvements in working conditions and the working environment can be implemented for employees. With 2,269 notifiable accidents, REWE is well below the average in comparison tables. However, every accident means pain for the person affected; if that person has to take time off, it means additional work for their colleagues and leads to enormous costs for the company.

Employees who have an accident are unfit for work for an average of 10 days. Every day costs the company some Euro 500, corresponding to roughly Euro 20 million of downtime costs in the REWE Group as a whole. New employees are particularly at risk – more than 30 percent of accidents take place in the first two years of their employment. The demographic change, which means a higher proportion of older people in the total population and more employees working into relatively old age, also has implications for companies, making preventative occupational safety and health a social necessity.

At REWE, the motto is: Know your own responsibility – Exercise leadership responsibility. Every executive is responsible for the safety of staff and is expected to set an example. In retail sales areas, for example, hazards involving the display and storage of goods on shelves require particular attention to prevent falls and injuries. The company provides courses in lifting and carrying techniques and the safe way to layout and stock shelves, handle different contents and instruction in the correct use of ladders and steps. A research project with the Federal Institute for Occupational Safety and Health (BAuA) to reduce potential musculo-skeletal injuries caused by the physical strains of handling heavy loads at store checkouts, is a trend-setting prevention project.

The basic REWE principles for improving occupational safety are:

- All employees must follow occupational safety requirements
- Supervisors bear special responsibility
- All equipment is designed, installed and used with safety in mind
- Activities are carefully planned and prudently performed
- Information and training on occupational health and safety is essential
- Health and the prevention of injuries take priority in cases of doubt
Now in its 78th year, the co-operative REWE Group is one of the leading companies in the German and European food trade. The Group, founded by 17 purchasing co-operatives, started its activities in Cologne in 1927. Today, the REWE Group includes various sectors of business, from its core activities in food wholesale and retail, through specialist stores to tourism. In Germany, the Group has 9,841 stores with 131,032 employees and a retail trade turnover of more than €24.17 billion (net). In Europe 196,224 full-time employees in 11,665 stores recorded a total external turnover of more than €40.8 billion.

**Development**

Qualified and satisfied employees are becoming increasingly important to organisations facing tough competition in the modern world. They are the interface with our customers, who need to be convinced anew every day. We therefore need employees who take responsibility for their own personal development and activities, in order to face up to the major challenges. One of the key factors in REWE’s economic success is the targeted and systematic development of our employees’ competence. Treating each other fairly and possessing specialised and social skills are the basic conditions for the successful co-operation of all workers.

Dr. Achim Egner

*Board spokesman*

*REWE AG*
Workplace atmosphere depends on individual well-being

At RWE Rhein-Ruhr, as in many other companies, both field and office work have been increasingly characterised by work consolidation and information overload for several years. The loss of familiar work relationships in the course of restructuring places additional burdens on the individual, which often leads to stress. This situation requires executive staff to play a special integrative role. However, executives are often under particular pressure themselves. That is why the prevention project “Great Atmosphere – Well-Being at Work” has been supporting a comprehensive corporate culture in which executive staff and their employees talk about avoidable stress factors at work. The project combines various organisation units such as further training, integration management, occupational medicine, social consulting and company sports. The project started in Essen. It has been produced in a manual and will now move on from headquarters to the rest of the company.

The project starts with a moderated “kick-off” meeting for executive staff. Apart from information on stress at work and the importance of balancing leadership behaviour, a theatre play and a short film shot in the company are used to stimulate discussions; a member of the Executive Board is available to answer questions. A subsequent action programme with a multitude of information and presentations both on the subject of stress and well-being at work invites employees and their families to deal more actively with the subject. At the same time, information is given about how to increase individual well-being, covering such things as sports, relaxation and a balanced diet.

Employees are encouraged to table proposals to improve their well-being. Some executive staff will be given the opportunity to test a modern stress measuring procedure on themselves with personal advice.

With its prevention project, RWE Rhein-Ruhr has been responding to the proven, long-term damage to health caused by permanent stress. Apart from the personal losses that illness brings for those concerned, the costs incurred by a company are considerable. This is illustrated by the following example:

- In a company with a total staff of 7,000 employees and a health rate of 95 percent, a total of 300 employees are absent every day.
- Taking an average wage and average non-wage labour costs as a basis, the company loses a total of euros 22.5 million every year.
- If the health rate is raised by 1 percent to 96 percent, this would result in savings of euros 4.5 million per year.

However, these calculations only show the tip of an iceberg. A poor state of health and demotivation caused by the workplace environment already reduce staff performance and efficiency even before a sick certificate is submitted. The full impact of the effects can only be guessed at. Therefore, all parties in the company are called upon to make an effort and pool their strengths to cushion these effects.
RWE Rhein-Ruhr AG, headquartered in Essen, was created in the wake of the RWE Group’s restructuring in 2003. It has a total workforce of approximately 7,000 employees. The corporate venture capital fund of RWE invests in enterprises involved in rivers, water, natural gas, environmental services and in high-tech industries. The safe handling of electricity and other energy sources requires employees to act with great care at work, which has been supported by safety and health programmes for years.

Responsibility

The Management Board of RWE Rhein-Ruhr AG takes its responsibility towards its employees very seriously, especially in times when the individual is faced with ever more tasks. We know that the success of our company depends crucially on the motivation and efficiency of our workers. Therefore, RWE Rhein Ruhr AG developed the prevention project “Great Atmosphere – Well-Being at Work”. This programme serves to provide support in the case of psychosocial stresses.

Dr. Heinz-Willi Mölders
Member of the Executive Board
responsible for Human Resources
RWE Rhein-Ruhr AG
Raising the profile of health management

The Shell group introduced new, comprehensive health management standards in 2001 as an extension of its health, safety and environment management system. These standards address Health Risk Assessment, Health Performance Reporting, Health Impact Assessment, Human Factors Engineering, Product Stewardship, Fitness to Work, and Local Health Facilities and Medical Emergency Response.

**Health Risk Assessment**
Programmes should be in place to assess, control and document health risks arising from chemical, physical, biological, ergonomic and psychological hazards associated with the work environment.

**Health Performance Reporting**
Occupational Illnesses should be reported. All health incidents with significant impact, including non-accidental death cases, should be investigated.

**Health Impact Assessment**
Health Impact Assessment is required for all new projects, major modifications and prior to abandonment of existing projects where there is potential for direct or indirect impact on the health of the local community.

**Human Factors Engineering**
Human factors engineering principles should be applied during the early design stage of new facilities where design can have a critical impact on equipment usability and user safety or health.

**Product Stewardship**
The hazards relating to manufacturing, storage, transportation, use and disposal of existing, new, reformulated and re-branded products are to be assessed prior to marketing or supply. Employees, contractors and customers should receive the information and advice that are necessary to minimise risks.

**Fitness to Work**
Minimum fitness for duty standards should be established and applied for specific work and working conditions where there are critical health or safety requirements. There should also be appropriate health-related policies in place encompassing, as a minimum, the use of alcohol and drugs and other substances that may impair performance.

**Local Health Facilities and Medical Emergency Response**
Company employees should be given access to medical services which meet acceptable standards in relation to risks posed by the special nature or location of their employment.
The Shell Group is best known by the general public for its service stations and for producing oil and natural gas. The group operates in over 140 countries and employs more than 112,000 staff. Shell operates in a business environment where the forces driving the need for good health management have not only rapidly changed, but have also exponentially increased over the past years. Societal and individual expectations towards health issues have increased. Supranational standards (International Labour Organization ILO, World Health Organization WHO) have intensified. Human health issues are drivers for new environmental legislation impacting on industry operations.

Health management
Shell recognises its responsibility to provide its employees with healthy and safe conditions of work, to observe the laws of the countries in which it operates, and to give due regard to health, safety and the environment consistent with its commitment to contribute to sustainable development. Shell companies have a systematic approach to Health, Safety and Environmental management in order to achieve continuous performance improvement. To this end Shell companies manage these matters as any other critical business activity, set targets for improvement and measure, appraise and report performance.

Good health management is good business; it meets the requirements of Shell’s policy and the expectations of Shell’s staff and of society and helps to make the world a better place.

Bernard Huisman
Chief Health Adviser
Shell Group
Emphasis on People

Stora Enso is committed to developing its business towards ecological, social and economic sustainability. This commitment is demonstrated through its values and its environmental and social responsibility policy. Employee well-being is a top priority in Stora Enso. "Emphasis on People" is one of our five corporate values. We know that motivated people create success. We appreciate the work done within the Enterprise for Health network. Sharing best practices and learning from good examples is beneficial for promoting employee well-being in an international company like Stora Enso and – seen from a larger perspective – in the whole industrial and business community.

The development of corporate culture and employee well-being in Stora Enso is followed up by regular surveys, utilising a web-based survey system. Corporate culture, management practices and working atmosphere – the three top target areas – are assessed by annual value and attitude surveys. The results of these indicate that the corporate culture has developed positively and the organisational culture perceived by the respondents is now meeting their expectations more fully. Employee well-being is monitored by a standardised 52-item questionnaire, available in 16 languages. In addition to the standard questions, it is possible to add unit-specific and open-ended questions to the survey. The results are benchmarked internally and also externally against different national or employee group norms.

Employee well-being is also followed up using conventional measures like accident and absenteeism rates and we also report accident figures pertaining to contractors’ employees working at our premises. We have established concrete targets for our units both for accident rates and absenteeism.

Our experience shows that it is not only essential but also quite possible to follow up the development of corporate culture and employee well-being in a structured way in order to identify areas in need of improvement. This approach also complies well with the corporate social responsibility principles which are gaining growing importance in modern business life.
Commitment

When Stora Enso was formed in a merger between two large forest industry companies, Stora and Enso, in 1999, we had a strong focus on corporate culture and human performance from the very beginning. This was not only natural because both of the merging companies had long traditions in these areas, but it was also necessary for sustainable and profitable operations in an ever-challenging business environment. A safe and healthy workplace is one of the most important commitments we have to our employees. Stora Enso is striving for world-class performance in health and safety, even though we are fully aware that there is still a lot to do in this area.

Christer Ågren
Senior Executive Vice President
Corporate IT, HR and Business Excellence
Member of the Executive Management Group
Stora Enso Oyj
The social and economic case for workability policies

Maintaining and promoting workability and employability are social obligations and economic necessities. Related actions also take into account the demographic change in the world of work, allowing older workers with health problems to continue to be employed to a reasonable extent.

Preventative health care and health promotion are not only forward-looking, sustainable instruments for looking after staff, they are also elements in personnel and organisational development. Under the company’s holistic health management system, employees who, as a result of illness or accident, have reduced ability levels, are not excluded from the work process at Volkswagen. Instead they are systematically integrated into the work process, taking their individual ability levels into consideration. An individual reintegration and support concept is worked out together with the employee affected.

Within the framework of “occupational medicine in cooperation with a hospital”, the rehabilitation process starts at the hospital with the aim of optimum reintegration into working life. Intensive contacts between the company health system and rehabilitation institutions and the support of an occupational physician contribute towards this. Employees in rehabilitation or undergoing physiotherapy are cared for in corporate training centres (for example “health parks”). For employees who are deemed fit for rehabilitation by the doctor and are suitably motivated, there is a range of options for becoming reintegrated into the work process.

Priority is placed on the employee returning to the former place of work. If this is not feasible, the workplace is redesigned to include ergonomic devices or the employee is moved to a suitable workplace within the company. If reintegration is only initially possible on an hourly basis, the employee is reintroduced to his former work by gradually increasing the number of hours worked per day under the supervision of the medical team.

The Volkswagen factory in Wolfsburg has had a rehabilitation centre since 1973 where different production parameters prevail: targets are matched to suit the individual, work is varied in line with the progress made in rehabilitation, workplaces are designed for good ergonomics and employees participate in rehabilitation sport during working hours. Moreover, the employees learn relaxation techniques and participate in behavioural therapy.

The WORK2WORK (W2W) programme has been developed in Wolfsburg for employees who, for health reasons, are not able to return to their former workplace. These employees are able to work in special jobs which are appropriate to their ability levels and where they can contribute to the profitability of the company. The reintegration programmes have demonstrated a greater ability to work, a greater willingness to work and better health in affected employees.
Resource

Creative, motivated and committed employees are a company’s most important resource; they are also a decisive competitive factor. Successful companies draw their strength, innovation and dynamism from their human resources. A company cannot be healthier and more productive than its workforce.

Dr. Bodo Marschall
Corporate Executive Director
Health Division
Volkswagen AG
Empowering people generates pride

The Safety at Work Committee acts as a counselling and opinion-forming body for the management of the company. It is composed of a representative of the employer who acts as chairman; employees of the Department of Safety at Work, an occupational physician and representatives of workers appointed by trade unions (nine people in total). The Committee is appointed by the General Director of the company and meets at least once every quarter. The activities of the Committee are addressed to all company employees with particular attention being paid to network operators. All costs related to the activities of the Committee are borne by the employer.

The Committee has accomplished, among other things, the following tasks:
- an analysis of employee satisfaction
- an empirical investigation of the way employees evaluate the engineering organisation and the conditions of safety at work
- a selective investigation to identify patterns for achievements and motivation to meet the provisions of safety at work
- an analysis of absenteeism and its reasons
- initiating and conducting continued health-orientated activities, such as smoking cessation

Their reports form the basis of a robust strategy and policy regarding relations between employer and employees. They also provide information to facilitate personnel decision-making, such as the appointment of people to appropriate positions and the re-location of employees. In addition, the reports influence the formulation and implementation of health policies and well-being programmes.

The activities of the Committee have, among other things, addressed issues regarding the security of employment in some areas, promoted employees’ awareness of safety at work, improved individual equipment for network operators and extended health services for employees. Investment in employee care has increased. For example, Zakład has an extensive staff care programme that includes such things as:
- A comprehensive vaccination programme
- Mammography programme (100 percent take-up)
- Sports activities arranged for employees and their families
- Compulsory five-year medical examinations for managers
- Holidays for employees’ children
- The provision of courses on how to cope with “professional burnout”
- The provision of care for retired workers

These are currently standard activities and have helped create an extremely high level of pride in the company among employees.
Toruń Electricity Board is an electricity generation and distribution company, operating a 162 Megawatt hydropower plant. The Electricity Board has an 80-year tradition in Polish power engineering. It employs over 1,400 employees and supplies 400,000 customers. Since January 2005, it has been part of the ENEA Power Engineering Group, which has its head office in Gdansk. It is the only company in Poland that carries out live wire work on electricity lines ranging from 220 Volts to 400,000 Volts.

**Asset**

Employees are the most important asset in the complicated working processes and structures within an organisation. In the power engineering industry, the two most important issues are the working safety of the employees and the working safety of facilities. In this industry, the health of employees is of enormous importance because of the nature of the tasks they have to fulfil, which are often difficult, complex and dangerous. In this situation, the employer must take particular care of its people, ensuring safe and environmentally conducive working conditions for them, making use of all available achievements of science and engineering.

Marek Ruciński  
Commercial Director and  
Deputy to the General Director  
Toruń Electricity Board  
Poland
The need for healthy enterprises – a look to the future

Affluence is a goal pursued with increasing intensity across the globe. States with less developed economies are striving to achieve economic progress, which brings with it the promise of a higher quality of life.

Technical progress permits the geographical uncoupling of raw material and energy production, manufacturing, sales, logistics and services and permits new forms of work and work processes worldwide, characterised by change and unpredictability.

Competition boosts business, but it also makes it tougher. This applies equally to established, companies in Europe, affecting everyone working there through the constant demand for improved efficiency and reduction in costs, particularly for personnel.

More companies are choosing to relocate production and telephone service facilities in less economically developed countries to take advantage of lower labour costs. More work is being outsourced, workplaces are being changed into log-in stations or moved to employees' homes. Homebased jobs save property and rental costs for companies struggling in tough trading conditions.

Many European enterprises are questioning how they can still afford to pay for social services and investments in their employees and the company culture. What are the costs and benefits?

The European economic region has many long-term benefits as a business location. It is the largest single market in the western world, it is climatically and politically moderate, with a well-developed infrastructure. Companies can usually recruit highly-qualified staff for their more demanding positions.

Should the demographic change result in a deficit of qualified young people at some future stage, Europe will continue to attract key workers from other parts of the world, as long as they are able to find career opportunities and attractive living conditions.

Companies should be aware of this, because knowledge and ability, job motivation and commitment, creativity, flexibility and loyalty of well-qualified employees are all fundamental conditions for the success of high-performance organisations, especially in economically turbulent times.
It is still difficult to measure precisely the proportion of company profits attributable to a well-motivated workforce. Equally, statistics cannot paint the full picture of company losses due to a lack of efficiency, poor motivation and illness resulting from stressful and uncertain working conditions.

However, experience and studies within the Enterprise for Health do confirm that the jobs designed to encourage incentive and based on partnership, result in better performance, loyalty and economic success of the organisation.

Quality of work often reflects the quality of the workplace. This does not just mean workplace furnishings and the physical environment, but also the company interventions which enhance the whole work-life balance, strengthen team spirit and generate a communication culture, geared to include any home-based workers. Foresight and sensitivity can provide a better solution to a company’s needs than simple outsourcing.

Health is not only the foundation of the personal way of life but also the basis for successful business activities of enterprises. It is becoming increasingly apparent that health protection and promotion can only be realised through personal responsibility and the active commitment of employees and enterprises alike. Prevention and health promotion will help to define the future course, respond to the limits of financing medical-technical progress in health care and support the assumption of greater personal responsibility. This re-orientation and the associated change of attitude are increasingly becoming the accepted standard and the relatively economical prevention measures at the workplace are considered to be a sound investment in the future of an enterprise.

Affluence is no longer measured in terms of material goods; nowadays it also means access to happier, healthier lifestyles and the opportunity for personal development – in and out of work. Companies recognising and planning this, can release tremendous potential in their workforces and secure a healthy and successful future.
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