



Healthy Employees in Healthy Organisations

Good Practice in
Workplace Health Promotion (WHP) in Europe

Models of good Practice



Preface

The following Models of Good Practice illustrate how it is possible to incorporate Workplace Health Promotion in the daily life of an organisation. Far from being an expensive and unrealistic exercise, the exemplary examples of good practice featured here prove that WHP is financially viable.

Implementing measures to secure the health and well-being of the workforce has resulted in substantial cost savings due to a significant reduction in absenteeism and industrial accidents, lower staff turnover and through increased productivity. Companies also report an improvement in the overall image of the company and enhanced customer satisfaction.

Creating an environment which results in a happy, satisfied workforce is not just an idealistic concept, but one which makes good business sense and is the key factor in developing a successful organisation.

The diverse range of companies featured here (from small employers with a workforce of about 40

employees, to large concerns with a workforce of thousands) demonstrate that it is feasible for each and every organisation, from top level management through to the shop floor.

The tangible benefits of WHP must surely be an incentive for other companies to follow suit. It is to be hoped that in future the business community as a whole will embrace WHP as a matter of course. Sickness and accidents due to poor working practice can then become a thing of the past.

We at BKK hope that you enjoy reading the profiles featured in this brochure and that you will find them inspirational.

We would also like to thank everyone who contributed to this publication. It is the result of a successful and enjoyable working partnership.

Essen, May 1999

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For a long time, Landesverlag Linz has been committed to a workplace health policy which goes well beyond traditional occupational health and safety. For example, the company has replaced the chemical cleaning agents for the printing rolls with natural substances. A pilot project on workplace health promotion has been conducted with the Upper Austrian Sickness Fund (OÖGK). A separate budget is available for health-related activities.

Active breaks

At Landesverlag Linz project planning for WHP is carried out by analysing data on absenteeism, evaluations of the accident reports, job descriptions, plant visits, and a staff survey . Moreover, measurements of pollution in the working environment have been taken and all hazardous substances used at the company have been analysed. This data is collated in a company health report. Health promotion at Landesverlag Linz is co-ordinated by a project steering team comprised of the safety technician, the works doctor, the chairman of the works council, the safety officer as well as the departmental and sector managers. So far three health circles have been set up in which the employees discuss stressful working conditions. The participants have identified mechanical strain on the locomotive system, back pain and pollution from solvents as the main risk factors. As the experience of health circles has been positive they will now be continued on a permanent basis. Furthermore, a programme involving short breaks for exercise and relaxation has been introduced in the company, headed by a sports scientist. Some employees have also received training as 'trainers' for such

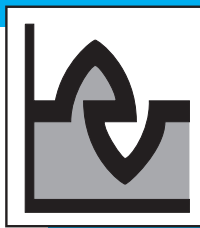
exercise programmes so that they can perform these exercises with their colleagues at various workplaces during working hours.

Better working atmosphere and less dust

The health circles at Landesverlag Linz have drawn up numerous suggestions for improving working conditions from a health-related point of view. The physical strains and ambient risks at the workplace have been reduced through improvements in the room atmosphere. There is now less pollution from paper dust and solvents as well as a new reproduction table where the height and inclination are adjustable. The time lost due to illness at Landesverlag has been reduced as a result of these measures. Other health-related projects will be presented in future in an annual health report.



Branch:
Printing industry
No. of employees:
80
Products/Services:
Printed Matter
Locations:
Linz
Miscellaneous:
9,3% women,
50% shift work with night shifts;
24 % shift work without night shifts



Health, safety and environmental protection are part of the corporate philosophy at Luzenac and are an integral element of the target agreements of the executive team. The company management sets great store by workplace health promotion in order to improve work motivation, quality and image. Health-related activities have a separate annual budget.

Health circles firmly established

The health circles at Luzenac operate in two phases: Firstly, the employees analyse a problem; then implementation steps for concrete activities are discussed together with superiors and experts. The circles meet regularly and have now become a permanent fixture.

All WHP activities are planned by a company health committee which includes, among others, the managing director and the works manager. An environment/health/safety assistant co-ordinates the company's health and safety activities.

Data analyses of absenteeism due to illness from the Upper Austrian Mining Industry's Insurance Company form a basis for planning. Information gained from staff surveys on health risks and from medical check-ups are also taken into account.

The Luzenac employees and their families can also attend one-week lifestyle workshops which deal with exercise, nutrition and relaxation. They are held at a health facility belonging to the insurance company. The company also gives every

employee two days off for this and finances child care. Luzenac also encourages employees to take part in sporting activities and makes it easier for women to return to work through various part-time work schedules.

Significant successes

At Luzenac 145 of the 158 solutions proposed in health circles have already been implemented. For example, the climatic conditions have been improved and the stress from dust, noise, gases and vapours as well as inadequate lighting has been cut back. The physical and psychosocial strains at the workplace have been reduced. Although the situation was very good even before the project began, absenteeism due to illness has continued to fall. The cases of illness have decreased by 11.9%, days lost due to illness by 14.6%.



Branch:

Mining industry

No. of employees:

230

Products/Services:

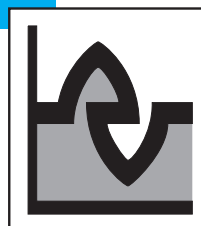
Mining of talc for use and processing in various industries

Locations:

6 locations in Austria

Miscellaneous:

48% women, 52% shift workers



OMV is currently conducting the project “PRO-FIT” on workplace health promotion in conjunction with the Upper Austrian Mining Industry’s Insurance company. The aim is to better integrate health issues into company decision-making processes and to promote employee participation.

Analysis of health issues

24 health circles analysed the work stresses in all company sectors. They determined 176 stress factors, with over one hundred alone related to mental and psychosocial risks. The health circles drew up numerous suggestions for reducing stress. The managers of the works sections were responsible for their implementation. The health committee, comprising the works management and the managers of the individual sectors, is responsible for general solutions and projects like “PRO-FIT”.

The health promotion programmes at OMV include a “back school” at the workplace, job-related lifting and carrying training as well as gymnastic and relaxation exercises for employees who work at computers. The company provides rooms for sports activities. A diet assistant provides advice on healthy food and prepares appropriate menus for the works canteen.

The employees can participate in “lifestyle weeks” at health amenities belonging to the insurance company and learn about nutrition, exercise and relaxation.

The company gives the employees two days off for this. To improve compatibility between working and family life, the company’s own buses ensure easy transport between home and the workplace. There are also extensive arrangements for flexible working hours and part-time work.

Extensive Documentation

The number of industrial accidents has been reduced through the comprehensive work with health circles. OMV has collated all analysis results and suggestions for improvements in a health report. All measures will be evaluated at the end of the project. A staff survey showed that the lifestyle workshops are especially popular.



Branch:

Energy industry

No. of employees:

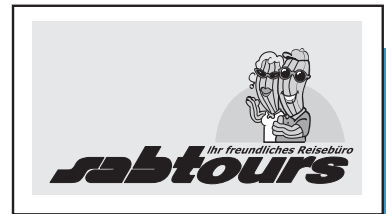
1.124

Products/Services:

Import and transport of natural gas;
development and production of oil
and gas

Miscellaneous:

Largest employer in the region;
approx. 20% women; 20% of the
employees do shift work



SAB TOURS wants to integrate the subject of health into the company culture as a permanent element. Therefore, the management has provided the momentum for a health promotion project which is aimed at reducing the physical and mental stresses of work, improving the working atmosphere and strengthening the feeling of responsibility of each employee.

Less stress for bus drivers

The health promotion project "Active Together" is co-ordinated at SAB TOURS by a project steering committee which comprises the management, industrial doctors, a safety expert, safety officers, a works council representative and two employees. The Upper Austrian Sickness Fund (OÖGK) offers support and advice and is represented on the steering committee by a specialist. The results of a staff survey form the basis for the activities.

For example, it was discovered that bus drivers are subject to particularly high levels of stress. Working together in health circles they developed ideas which would improve their working conditions. Another health circle involving travel agency staff is currently underway.

In order to reduce the work stresses of the bus drivers, the company called in more external assistance: Experts from the general accident insurance institute, a psychologist and a camera team produced a video which illustrated the particular stresses of the employees working on urban bus routes. It is to serve as a basis for discussions with the local authority and the police in order to make it easier to find a solution to

traffic problems. Moreover, the video is to be shown to school children in order to make them aware to what extent they contribute to the stress of the drivers through their behaviour. In a 2-stage plan to be completed by the end of 2001 the bus fares are no longer to be collected on the bus, but tickets are to be purchased in advance at special sales points.

SAB TOURS regularly organises health and well-being programmes for the employees, at times during working hours, and provides subsidies for them to visit a sports studio. Great consideration is given to the requests of employees to work part-time in order to improve compatibility between family and working life.

Group ideas implemented

SAB TOURS has now prepared a company health report and most of the suggestions from the health circles have already been put into practice. "Active Together" is supported by internal public relations work.



Branch:

Tourism and public transport

No. of employees:

159

Products/Services:

Travel agency, public transport, bus trips

Locations:

11 travel agencies in Upper Austria

Miscellaneous:

48 % of the employees in the commercial sector;

52 % work as bus drivers;

60 women, 99 men

Sommerhuber is committed to establishing healthy working conditions for its employees and has therefore started a workplace health promotion project.

By us - for us

Sommerhuber has set up a special team who is responsible for the organisation of the health promotion project "By us - for us". The project was commissioned by the works manager and the works council and will be headed by the safety experts. The project steering committee will consist of the works manager, the works council, the safety experts, the company doctor and two employees from the production department. The external representatives involved are from the Upper Austrian Sickness Fund (OÖGK), the General Accident Insurance Institute and the Industrial Inspection Board.

To assist in the planning, other data was taken into consideration such as surveys on work load, analysis on sickness rates and readings on workplace environmental hazards such as draughts, heat, cold and bad lighting. It became apparent that the employees at Sommerhuber were affected mainly by skeletal and muscular strain and were particularly susceptible to colds.

In the foundry and modelling and in the design department, the health circle staffs developed several measures intended to minimise the heavy physical work. The suggestions included use of better tools or the provision of seating.

Employees returning to work after a long or serious illness were given lighter work or were allowed to take more frequent breaks.

The company is also striving towards improving the opportunities for employees to combine work and family life. Generous provision has been made for flexible working hours and negotiations have taken place with the public transport authorities to adapt the routes and timetables to suit the needs of the employees.

Motivated employees

Sommerhuber has now published a company health report. Most of the suggestions put forward by the health circles have been implemented. Work motivation and satisfaction have improved in those areas in which health circles have taken place. One of the side effects has been the reduction in the waste rate in the tile production. The sickness rate has already sunk to 5.7%.



Branch:

Ceramic industry

No. of employees:

250

Products/Services:

Oven tile, ceramics, wall heating, tiled ovens

Miscellaneous:

50% women, no shift work;
largest company of its type in
Austria



The section managers at Voest-Alpine Stahl Linz GmbH are responsible for health and safety matters at the workplace. The performance-related pay of the managers is linked, among other things, to the observance of the regulations on the health and safety of employees. Workplace health promotion has a separate budget.

Broad alliance for health

In the steel company, WHP is planned and co-ordinated by a project steering committee. It consists of one member of the joint works council, the managing directors and works councils of the project departments, the managers of the occupational medical service and safety service, an external project co-ordinator, the person responsible at the Austrian Contact Office for WHP as well as an employee from the Upper Austrian Sickness Fund (OÖGK).

In order to obtain more exact details for the necessary WHP measures, a staff survey was conducted at Voest-Alpine Stahl Linz GmbH. Subsequently, health circles were introduced in the main mechanical workshop and in the works canteen. These groups drew up numerous suggestions for improvement.

In quality groups the employees participate in the continuous improvement process. As 6% of the employees (569) are disabled or have serious health problems, the company attaches particular importance to the rehabilitation of employees who have been seriously ill or have been sick for a prolonged period.

The company has set up a works nursery school to improve reconciliation between family and

working life and it offers the employees various part-time options. The employees eat in a canteen, and break and rest rooms are available. Voest-Alpine Stahl Linz GmbH provides various programmes for exercise and relaxation. An occupational medical service and the works council offer addiction and social assistance.

Almost all ideas implemented

With an implementation rate of 94% of the suggestions drawn up in the health circles, Voest-Alpine Stahl Linz GmbH has proved what major significance health has for the company. The working conditions have improved considerably and the negative impact on employee health has been greatly reduced. Staff satisfaction has risen.

Absenteeism due to illness fell from 7.9% to 7.2% and the accident rate from 0.9% to 0.8% in the last two years.

Branch:

Steel industry

No. of employees:

8.168

Products/Services:

Quality steel and sheet

Locations:

Linz

Miscellaneous:

7,6% women; 52% works shift;
largest employer in the regional
capital of Linz

Duracell Batteries places great emphasis on the promotion of employees well-being through the expansion of preventative measures and by reducing the accident rate to zero. Safety topics are regularly on the agenda at company management meetings, as they take a high priority for the company.

Three steps to well-being

At Duracell Batteries the activities relating to health and safety currently concentrate on risks in the production environment such as machine operation, unsafe behaviour, noise, chemical hazards and lifting. Decisions on procedures are taken on the basis of consultation with the employees involved. The manufacturing engineering manager has responsibility for the co-ordination of measures that promote well-being in the company. Furthermore, there is a health and safety team whose members develop programmes, communicate and report continuously on the progress of the activities.

In order to be able to detect risks at an early stage, new equipment and chemicals are only released after thorough consultation regarding their safety.

A "3-step plan" ensures the integration of measures that promote well-being into the workflows :

1. Employees can influence well-being promoting activities by submitting suggestions to the staff representatives or the "safety committee"

2. Incidents and accidents involving health risks are carefully examined so that conclusions can be drawn on how to optimise accident prevention.
3. Individual risk behaviour is analysed with the employees affected in order to develop preventative measures.

Exemplary incentives

Duracell Batteries has implemented a wide variety of measures to promote the well-being of its employees. For example roughly 200 employees have already attended a behaviour-oriented health programme. As an incentive to participate, the employees were able to acquire "health shares" in the company. Employees who successfully completed the stop-smoking and weight-reduction programmes were able to cash in these shares.



Branch:
metalworking industry
No. of employees:
1.100
Products/Services:
produces Alkaline Batteries
Locations:
Aarschot, Belgium
Miscellaneous:
Part of the Gillette Group; six other production plants in the USA, China and India



NIKE has corporate principles on workplace health promotion. The heads of department are responsible for continuous improvement in working conditions, and are supported by the management.

Employees active for health

The company determines the need for health-related activities on the basis of regular analyses of absenteeism and industrial accidents. Recently, NIKE formed a risk management team which provides continuity for the various health-related activities and programmes and which reports weekly to the management on the results. The team prepares a detailed overview containing recommendations for further activities every month. At the start of its work the team informed all employees in detail about workplace health promotion and advised them about the contribution they themselves could make.

NIKE implements a participatory model which includes regular surveys on working conditions. The results are incorporated into programmes which are aimed at both healthy working conditions and appropriate behaviour from the employees.

The NIKE employees get the opportunity to have a health pass filled in at the health centre, informing them about their general health status. Furthermore they can participate in an individual 10 week cardio fitness programme after performing a physical test. The programmes are overseen by professionals in the fitness room and

in the sports section (squash, basketball, badminton, volley ball). All the employees receive training about back health, which includes practical training in lifting techniques and theory. This continuous process is regarded in the company as a very effective measure to prevent accidents, strains and illnesses.

Appreciable successes

The workplace health promotion programmes at NIKE are subject to constant quality checks. The surveys at the company have shown that an increasing number of employees feel completely fit and healthy. Over 20% of them now participate in activities to promote their health. Numerous suggestions for improving working conditions have been put into practice over the last twelve months.

Absenteeism, days lost due to illness, and industrial accidents have fallen dramatically at NIKE.

Branch:

Distribution

No. of employees:

1.500

Products/Services:

Sports goods and materials

Locations:

Laakdal

At PICANOL there are corporate principles which relate to working conditions. Each employee is encouraged to take responsibility to develop his/her skills that will enable them to overcome difficult situations. The management is convinced that investment in the health and safety of the employees make a major contribution to the success of the company. The heads of the production units are responsible for safety measures. Their task is to discuss the necessary steps in their production unit and ensure the observance of safety regulations.

Safety is everything

PICANOL has trained certain individuals on the shop floor to be so-called "shop stewards" who inform the workforce about safety measures, who organise safety training courses and advise employees on the subject of safety. Furthermore, the shop stewards have the task of quickly recognising accident and health risks by observing the workflows. "In-house-monitors" assist the shop-stewards and give training to the employees.

All industrial accidents are immediately documented at PICANOL. The production unit and the employees affected analyse any risk situations which arise thoroughly, in order to eliminate these risks in the future. All incidents are discussed again in the production unit once a month to draw up further appropriate safety measures.

Since 1990 every financial year of the company has been given a particular safety or health motto. In 1998 the motto was "Fit and healthy at the workplace". This campaign included stress management and stop-smoking programmes. In addition to

this, a competition on safe driving of the delivery vehicles was organised. In order to reduce the number of back complaints, a new lifting technique was introduced at PICANOL.

Commitment is rewarded

All activities relating to health and safety are constantly evaluated and further developed at PICANOL. The employees consider it a positive aspect that health and safety enjoy such a high priority at the company and that, as a result, their working conditions, work organisation and the training methods have been improved. Co-operation with the executive team and the working atmosphere have improved through this commitment.

Last year alone the employees submitted a total of 140 suggestions for improvement and all of them have now been implemented.



Branch:

Electromechanical engineering

No. of employees:

1.309 in leper

Products/Services:

industrial weaving machines;
production, research, development
and service

Locations:

leper

Miscellaneous:

PROFERO is the founder of
PICANOL, employing an extra 443
employees.



With its corporate policy COD aims to offer the employees optimum working conditions; which is laid down in policy and guidelines. Health promotion is on the agenda at all important meetings and is pursued according to the principles of Total Quality Management. Projects are never initiated until potential health risks have been examined.

Continuous training

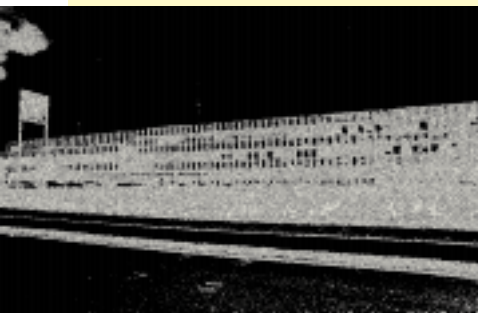
With effect from the year 2000 COD aims to have no more cases of flour dust allergies at COD. Therefore, the latest technologies which permit the flour to be processed in enclosed areas are being deployed, thus preventing any dust from being produced.

A "cleaning" project group succeeded in reducing the number of cleaning agents used from 200 to 12. These now only include two toxic agents. In order to reduce physical strain when lifting and carrying, the employees are trained to handle loads without injuring their backs. Mechanical aids are also provided at COD branches, for example, adjustable elevating trucks. The permissible weight per packing unit has been cut to 15 kg. The shops and the warehouse area have been ergonomically designed. As sales activities are regarded as being more mentally stressful, seminars on stress management are offered to the sales staff.

COD places great emphasis on further training: Every year reviews are conducted with all employees and every staff member receives five days per year further training.

Absenteeism due to illness reduced

The most significant success is the reduction of absenteeism due to illness from 9% to 4%. A programme to prevent flour dust allergies permits bakers to remain longer in their profession. Since there have been guidelines on smoking in the company, the percentage of smokers has declined. The canteen food is of a very high standard. At the company headquarters, the canteen has been awarded five "chef's hats" for quality, hygiene and prices.



Branch:
Retail trade
No. of employees:
27.000
Products/Services:
Food



For COMET safety at the workplace has a strategic significance. Therefore, the department for occupational health and safety co-operates particularly closely with the state and local authorities. In the company itself, the health promotion, occupational health and safety and staff development departments already have their own budgets.

Safety on every site

At COMET the site managers undergo on-going training in safety matters and every site meeting deals with the topic of safety. Moreover, the employees participate in safety working groups.

For reasons relating to environmental protection and occupational health a detailed programme for monitoring and reducing the dust concentration was initiated at the beginning of tunnelling work. On completion of this phase the next construction stage cannot commence until the dust concentration has fallen again to a fixed level. Moreover, the company has fitted the ventilation system with dust filters to reduce the dust emissions.

Before each new construction phase a thorough safety inspection is conducted and the on-going work constantly checked for any safety shortcomings. In campaigns and circulars the employees repeatedly receive important information on occupational safety.

The "steel-fixers" at COMET participate in a special back training programme which is also evaluated.

Furthermore, all employees working underground undergo regular medical examinations. COMET also organises first-aid courses and training activities for employees relating to the safe handling of compression gases.

Safety wins

As a result of the tremendous commitment to safety, COMET has been able to reduce the accident risk and create lower-risk working conditions for the employees. This has also had a positive impact on the working atmosphere. The work processes now run without any disruption, which helps to reduce stress. Already one hundred employees have completed the back training programme.

The accident rate has fallen since the prevention measures have been intensified.



Branch:
Below-grade construction

No. of employees:
1.200

Products/Services:
Construction of underground
railways

Locations:
Copenhagen

Miscellaneous:
The international company only exists for the duration of the construction of the Copenhagen underground railway (about 5 years). In this work the accident and injury risk is very high. Health promotion measures are therefore extremely relevant.



Health issues at Statoil are dealt with by the occupational health and safety and the human resources departments. Health issues are also integrated in both the reporting system and in quality assurance procedures. Statoil is pursuing the objective of reducing the number of industrial accidents and the number of work-related illnesses to zero.

Considerable latitude for staff initiative

At Statoil 15 “problem-solving groups” are currently working on suggestions for the continuous improvement of working conditions. The initiative for such activities always stems from the employees themselves who are also largely independent in the planning and implementation of the improvements. The management is only called in for very expensive projects. The employees receive bonuses for cost-saving suggestions.

Since January of this year all employees have been benefiting from a new study programme: This includes a staff survey on health complaints and stressful working conditions as well as a medical examination. The information obtained in this way is stored in a database to which the employees have access provided the data relates to them personally.

At Statoil the requirement profiles of individual jobs are constantly updated to determine whether they still match the skills and level of training of the employees.

In the near future the company intends to examine the office furniture and fittings from an ergonomic point of view. Another project currently being planned includes one to improve the work performance of the employees on the basis of individually prepared job descriptions.

Stress considerably reduced

All the suggestions for improvement developed by the employees are evaluated at Statoil and, on average, 75% of them are implemented. This has led to a significant reduction in stressful working conditions at the company. Behavioural measures to help smokers quit have also had an impact; and the proportion of smokers in the workforce has fallen.

The working time lost due to illness varies between 1.9 and 2.3% in the chemical industry; the average accident rate is 2.1%. In 1997 Statoil did not report one single industrial accident.



Branch:
Petrochemical industry

No. of employees:
315

Products/Services:
Petrochemicals

Locations:
Kalundborg

Miscellaneous:
The company headquarters are located in Norway.



Workplace health promotion is part of the corporate strategy at SAS. Safe and healthy working conditions are specifically mentioned as a corporate objective. The management is responsible for all matters relating to the workplace and job design. Since 1995 workplace health promotion at SAS has also been integrated into the programme for implementing Total Quality Management (TQM). Health promotion activities are controlled by means of target agreements and progress is reviewed every year. Accordingly, specific workplace health promotion projects have their own budgets. General improvements of the working conditions are integrated into production budgets.

Good planning equals success

Every department is obliged to formulate health targets and draw up action plans. Every three years health-related data is surveyed at SAS and this information serves as a basis for planning WHP. Staff surveys are conducted and job analyses performed. Talks on staff promotion and skills development are also held.

SAS places special emphasis on creating improved working conditions at the loading ramps and in the aircraft cargo compartments. For example, loading and unloading of the containers at the baggage check-in has been automated. Conveyor belts, a new baggage sorting system with lifting aids and special facilities for particularly heavy items reduce the physical work of the employees.

In a new project semiautomatic loading/unloading systems are being designed. The noise in this sector has been cut by 5 db(A) and the vibration level has also been reduced on most vehicles. SAS chairs the working group SC1/WG3 on noise and vibration under CEN TC274.

The company has rest and recuperation rooms for the staff. Moreover, SAS offers its employees a wide range of sports and cultural programmes.

Better health = Quality!

The SAS Board has effectively harmonised the flow of work in the company by introducing TQM and integrating WHP.

The staff are now exposed to less noise and chemical substances as a result of the action taken. The aircraft cabins are designed more ergonomically and the cabin air during flights has improved. Heavy lifting and unhealthy working postures when transporting baggage have been reduced.

The illness-related absenteeism rate fell from 5.7% to 4.9% between 1994 and 1997. The accident rate declined in the same period from 33.8 to 27.4.

Branch:

Airline

No. of employees:

7.900

Products/Services:

Air transport of passengers and cargo

Locations:

Copenhagen

Customer satisfaction, respect for the individual, achievement and continuous learning are treated as fundamental values at Nokia. The company has started a "Total Wellness Programme" for employees with the aim of creating an efficient and healthy workplace with healthy employees. The human resources and occupational medicine departments are responsible for workplace health promotion and prevention programmes.

Responsibility for the whole person

The employees at Nokia are encouraged to look after their family relationships and maintain social contacts and to improve their physical, social and mental condition. To this end the company promotes numerous cultural and social activities for employees and organises, for example, literature reading sessions, theatre performances and parties. The "Total Wellness Programme" aims at creating health-promoting working conditions and includes all other areas of life. The programme was developed in co-operation with the Finnish Institute of Occupational Health and Safety.

The company uses its own statistics on working days lost due to illness, industrial accidents and occupational diseases as well as data on staff satisfaction and health of employees as a basis for planning health promotion projects. The occupational medicine department regularly organises systematic medical examinations and evaluates the need for rehabilitation.

As part of a fitness survey employees are assessed on a scale from one to five on health-related aspects such as

work, physical condition, ability to cope with stress, family life, social contacts and hobbies. If the lowest score is given in one of the sections, this prompts intervention to improve the situation.

Work stresses, health and qualifications are on the agenda in the annual 'development discussion' between superiors and employees. Great emphasis is placed on the gaining of further professional qualifications. Nokia has established its own global learning centre network.

Good example has positive impact

Nokia regularly evaluates participation in the wellness programme and other WHP activities. If the results are positive, successful activities are extended to the rest of the company.

Branch:

Electrical engineering

No. of employees:

21.000

Products/Services:

Telecommunications engineering, e.g. network

Locations:

Head-office in Finland, global operations

Miscellaneous:

Nokia Telecommunication in Finland is part of the multinational Nokia Group with a total of 47.000 employees.

Metsä-Botnia views people as the most important element for efficient production. Planning of health promotion projects is the responsibility of the "health promotion working group", which comprises of staff from the human resources, occupational health and safety and occupational medicine departments as well as representatives of the workforce. An annual budget is available for workplace health promotion activities

Less hierarchy, more qualifications

Metsä-Botnia intends to create a more streamlined organisation and replace the hierarchical management principle with a system of co-operation based on negotiation.

This has already resulted in teams assuming self-control, replacing the executives in some working groups.

The company determines the need for health-related activities on the basis of statistics on industrial accidents, working time lost due to illness etc. A survey on the health condition and physical fitness of the employees was also conducted in 1995. The employees were examined and asked about their assessment of working conditions in order to ascertain whether they could satisfy the demands of their jobs. Where necessary, rehabilitation treatment was initiated.

In the same year the working atmosphere in the company was also studied. Since then appraisal interviews take place every year with all employees. As part of this appraisal all staff have individual development plans. The executive team has been specially trained to conduct these interviews in a professional manner.

The company has a canteen for the employees and supports staff sports activities.

Better leadership - Better atmosphere

At Metsä-Botnia health promotion measures, a staff-oriented leadership style and new forms of co-operation have contributed to a major improvement in the working atmosphere. Members of the management and executive team underwent an all-day programme in which their leadership qualities were ascertained. Their leadership skills have been enhanced in training courses. A manual has now been published containing suggestions for day-to-day work.

Branch:

Pulp industry

No. of employees:

300

Products/Services:

Chlorine-free (ECF) pulp for paper-making

Locations:

Central Finland

Miscellaneous:

The Company is certified to ISO 9000, ISO 14000 and BS 8800.

All health-related activities at Ruoka-Saarioinen are aimed at promoting the responsibility, initiative and skills of the employees. This is also to help increase the quality of the teamwork. A “planning group” is responsible for workplace health promotion. This group comprises the managing director, the human resources manager, staff from the department for occupational medicine and representatives of the workforce.

Reorganisation in stages

The reason for the gradual improvement in the working conditions at Ruoka-Saarioinen were, among other things, the high staff turnover rate, premature retirement and the high level of absenteeism. Most of the illnesses related to back problems and the locomotion system. Firstly, the company developed training measures for the employees aimed at helping them to cope better with the work demands and to increase physical fitness of the employees.

The second stage consisted of a training programme to prepare the employees for new production processes. The third stage involved the development of autonomous working groups. Flatter hierarchies was supposed not only to enhance productivity but also staff satisfaction by allowing employees to work more on their own responsibility. The entire restructuring process was prepared and implemented by development teams which comprised representatives of the management, the trade unions, the workforce and a supporting group of researchers.

All health-related activities are planned on the basis of data on absenteeism due to illness, industrial

accidents and injuries. The university of Tampere and the local vocational training facilities co-operate with the company.

Further training programmes, a canteen and sports amenities of the company contribute to the well-being of the employees.

Initiative, satisfaction, health

At Ruoka-Saarioinen a fundamental process of change has taken place which has resulted in the employees now being able to exert more control themselves and influence their work. Satisfaction and work motivation have increased as a result, the degree to which they work on their own initiative has risen considerably. That has also had a positive impact on teamwork. The sickness rate has fallen in two years by 8% - 16% due to TOPTEAM-project.



Branch:

Food industry

No. of employees:

80

Products/Services:

Ready-to-serve meals

Locations:

Sahalahti

Valmet has integrated employee health promotion and the development of their professional skills into its quality assurance system. The planning of workplace health promotion measures is the joint responsibility of the management, the safety department, the department for occupational medicine and the workforce. Health-related projects are financed by the company budget.

Quality through training

Valmet pays particular attention to employees over 45 through special medical check-ups and records their work stress. Moreover, workplace studies on potential health and safety deficiencies are conducted regularly. Health problems are thus detected at an early stage and irreversible damage avoided.

A working group for health promotion co-ordinates all the activities. It includes the human resources manager, the works doctor, the safety engineer and two employee representatives. The activities are planned from data gathered on sickness absence and industrial accidents.

The company places great emphasis on the continual training of employees and personal development discussions are held annually with every employee. "Development meetings" at which quality and training issues are discussed are held every two months. The programmes on offer are well attended with each employee spending an average of 6.24 days training every year.

At Valmet the leadership qualities of the executive team are also assessed at regular intervals. Training programmes ensure the development of their skills. A canteen provides the workforce with healthy food and the company supports sports activities for employees. A physiotherapist is available for rehabilitation treatment and also offers advice on the ergonomic design of workplaces.

Fit into old age

At Valmet the various health-related measures have had a positive effect on the working atmosphere and teamwork. Owing to the special care which the older employees enjoy, far fewer of them go into early retirement than at comparable companies. The operating results also benefit from the new developments.



Branch:

Metal Industry

No. of employees:

1.300

Products/Services:

Paper finishing machinery

Locations:

**Järvenpää, Hollola, Raisio,
Delemon/CH, Appleton/USA**

Miscellaneous:

**1997 winner of the Finnish Quality
Award. ISO 9001 certified,
Environmental Management
System according to ISO 14000.**

ELF Aquitaine has been involved in workplace health promotion for many years. All activities are initiated by the department of occupational medicine. It develops campaigns and programmes for employees at the headquarters and for those who travel abroad.

Preventative action for heart and circulation

At ELF Aquitaine all health-related activities are designed for as broad a target group as possible and involve several departments in each case. For example, a prevention programme was started with the aim of preventing heart/circulation illnesses among the employees. For this purpose, tests and screenings were conducted in the sports centre while in the canteen a comprehensive programme with films and an information stand provided information on heart/circulation risks. The human resources department was also involved in these programmes.

Such topic-related projects generally last a whole year at ELF Aquitaine. The company newspaper reports constantly on the various programmes. Recently, a programme called "Health and Travel" was initiated which was aimed at those employees who "travel far and wide". It intends to provide better information on the risk of tropical diseases, in particular malaria, and to offer assistance on how employees can protect themselves against such diseases. In relation to this employees were also able to have

themselves tested for hepatitis A antibodies. It was found that only 50% of those "who travel far and wide" required an appropriate inoculation. The number of inoculations was thus reduced.

Another campaign at ELF Aquitaine focused on promoting non-smoking and this year another programme on alcohol abuse was introduced. The company has a sports centre which encourages the employees to do something for their physical fitness.

Sights on health awareness

The employees at ELF Aquitaine profit in many respects from the various health promotion programmes which are geared to more health-conscious behaviour in the workforce. The employees are therefore in a better position to prevent health risks.

Branch:

Oil industry

No. of employees:

3.000 at the headquarters in Paris

Products/Services:

Production and marketing of petrol and fuels

Locations:

Worldwide

Elis has had its own health promotion department since 1989; it operates on principles developed by its subsidiary in the USA. The department is run alongside the company's regular facilities for occupational health and safety. Its main aim is to increase employees' knowledge on health matters.

Information campaigns run during working hours

At Elis an intensive campaign was launched on the prevention and early detection of breast cancer in women. A film on the subject was made and shown to all female employees in an information session lasting 90 minutes. The film was followed by a question and answer session. At the end of the information programme the employees filled in a questionnaire to consolidate the material they had learned. The event took place during working hours.

High satisfaction

Elis has examined staff reaction to its health-related activities. According to this analysis, over 90% of the employees are satisfied with the film campaigns and the newsletter and derive personal benefits from them. At present a means of analysing the exact information gain amongst employees is being developed.

Other information campaigns have been developed and organised along the same lines. For example: As numerous employees at Elis are involved in cleaning bed linen and towels from hospitals many are worried about being infected with AIDS, so a film was produced on this topic. The film is also made available to subsidiaries in other French-speaking countries and shown to the staff there. The sales proceeds are donated to the Laënnec Hospital in Paris. The company is currently preparing other information campaigns, e.g. prevention of back complaints and how to behave in emergencies. Inoculation programmes are being planned and a "Health" newsletter is sent to all employees four times a year.



Branch:

Textile industry

No. of employees:

12.000 in the USA and Europe,
8.000 of whom in France

Products/Services:

Production and marketing of bed
linen, towels and sanitary
accessories for hospitals and
factories

Locations:

80 centres and factories in France



The restructuring of the company which started in 1990 has led to new tasks and demands. The upheaval worried many employees, above all those with a handicap and the risk of addiction increased considerably. The works doctor therefore took the initiative in 1991 to train the EVM executive team to deal with alcoholics and those at risk from alcoholism. This developed into a company infrastructure for addiction prevention and addict support as well as a comprehensive programme for workplace health promotion. A company working group controls health promotion activities. The company places great emphasis on a good working atmosphere and has drawn up guidelines against bullying.

Stress reduced through clever action

EVM evaluates the data on illness and industrial accidents as well as the results of work-place medical examinations. Target groups are identified in this way as well as important strategies for health promotion programmes. As part of a sponsorship project by the state of Saxony-Anhalt for workplace health promotion, a staff survey was also conducted and medical screenings performed.

One focal point of the activities has been the design of computer workplaces and advising employees on correct back posture. As a result of the analysis conducted under the sponsorship project, special workshops have been held for regional fitters to prepare them for their new tasks. Moreover, they have been able to influence the choice of equipment in their vehicles and their working clothes and they are given a lot of latitude in organising their work. An opportunity was created for the staff in the network control rooms to have a hot meal during the late and night shifts. Finally, at various plants,

health groups have been set up which have resulted in improved organisational workflows and a reduction in environmental stresses.

In addition to education campaigns and job-related courses on topics such as addiction, smoking, nutrition and exercise, the range of food offered in the works canteen has also been improved.

No-smoking workplaces

Medical screening in 1998 showed substantial improvements (over 1996) regarding such risk factors as obesity, high blood pressure and cholesterol. At 4%, the sickness rate has been at a very low level for years. Dealing openly with the subject of addiction has created an appreciable change in the awareness of both employees and superiors. Smoking is no longer allowed at new workplaces in eight works sectors.



Branch:

Energy industry

No. of employees:

717

Products/Services:

Power supply (distribution) in northern Saxony-Anhalt

Locations:

Magdeburg, Gardelegen, Oschersleben

Miscellaneous:

EVM Aktiengesellschaft was a state-owned energy supply utility in former East Germany and today belongs to the VEBA/PreussenElektra conglomerate.



Workplace health promotion has a long history at Mannesmannröhren-Werke and has been regulated in works agreements for over 20 years. Since the early nineties, the employees have been systematically involved in organising their working conditions through health groups. The works medical service is in charge of both analysing the health situation and in implementing concrete measures.

Health groups for a healthy workplaces

Annual health reports from the works medical service form the basis for health promotion measures. These reports incorporate the results of medical examinations and the evaluation of the figures on absenteeism due to illness from the company health insurance fund. For some years now, the employees have also been asked at their medical check-ups about job satisfaction, their workplaces and the working atmosphere. As a result, it became clear that employees who are dissatisfied with these factors suffer from certain illnesses more frequently.

Work to establish health groups was commenced in 1991. The proposals drawn up by these bodies to solve problems such as stressful working conditions have led to many ergonomic improvements and changes to work organisation. So-called multi-section jobs have been created which enable employees to earn higher wages as well as enjoy more varied work activities.

Rehabilitation talks after a prolonged period of illness are aimed at helping to clarify possible connections between working conditions and

illness. Seminars have been introduced for superiors to help them deal with their employees in a positive and constructive manner.

Mannesmannröhren-Werke makes every effort to ensure that staff have the skills to match the job. For this purpose, skills requirement profiles are matched with employee skills profiles compiled from medical examinations. Consultation with the works doctor helps a great deal with this. These measures are run in conjunction with training courses for employees on subjects such as good posture and lifting/carrying.

Better health through satisfied employees

Greater opportunities for employees to influence the organisation of their working conditions have had a positive effect on both health and job satisfaction. Moreover, the company has recorded increased productivity as a result of its comprehensive health promotion measures.

Branch:

Steel industry, services

No. of employees:

12.192

Products/Services:

Manufacture and processing of seamless and welded steel tubes of all kinds

Locations:

Headquarters in Mülheim/Ruhr

Miscellaneous:

The company belongs to the Mannesmann Group which employs 120,000 people worldwide. Awarded with the BKK prize for workplace health promotion in 1993.



REWE regards the health protection of its employees as a social obligation and an economic necessity. Matters of occupational health and safety are viewed as management tasks and are regularly dealt with in seminars and training courses.

Broad alliance and thorough planning

At REWE a national working group on health controls all health-related measures. This group comprises 25-30 members from the REWE companies, its branches and headquarters. These people include the head of the social department of the central organisation, the leading occupational safety and health officer, members of works councils, human resources branch managers, representatives of the Berufsgenossenschaft (employers' liability insurance association) and the company health insurance fund (BKK) as well as external consultants from research institutes and from the Federal Association of Company Health Insurance Funds (BKK Bundesverband).

Since 1993 health reports have been prepared every year to help detect any irregularities in the sickness profile of the company. They serve as a basis for planning health promotion, alongside industrial accident statistics and data from stress analyses.

REWE has participated in several research projects. In one project on the prevention of work-related illnesses ("KOPAG"), health risks were surveyed in the warehouse, in sales, at the cash registers and in the transport sector and the organisation of work improved accordingly.

Another project was geared to pooling all activities relating to occupational health and safety and workplace health promotion and integrating them into the company processes.

In order to make work at the cash register more ergonomic, new till stools and tables have been developed. Furthermore, health circles have been set up in work areas involving a lot of stress. Many measures for reducing stress have been introduced through improved workplace design and organisation of work.

Employees who frequently transport heavy loads are trained in good posture and the executive team attends seminars on health-promoting staff leadership.

A success for everyone

Thanks to the wide variety of health-related activities, REWE has been able to substantially reduce work stresses for its employees. As a result, working atmosphere and staff satisfaction have improved considerably, which has also been rewarded with greater customer satisfaction.

Over a period of four years, absenteeism due to illness fell by 0.8% to 5.7%, the number of industrial accidents has almost halved over the last 10 years.



Branch:

Trading

No. of employees:

210.000 in Europe,
170.000 in Germany

Products/Services:

Food, non-food and services

Locations:

12.000 branches in Europe,
9.500 in Germany

Miscellaneous:

76% women,
60% part-time workers



At Volkswagen AG, the Group Management Board and central works council have set out guidelines on occupational health and safety and health promotion which outline minimum standards worldwide. In addition to this, guidelines on health management apply to all domestic factories. About DM 260 is invested per employee in occupational health and safety and health promotion every year.

Good health at all levels

Health management at VW is controlled and co-ordinated by the health department, the occupational health and safety committees of the individual plants and - if available - the "health working groups". The health department, occupational safety department, works council and company health insurance fund (BKK) are also represented in these working groups. Moreover, discussions on occupational health and safety are held every year.

A comprehensive company health reporting system serves as the basis for planning. To this end, the results of risk analyses, occupational medical check-ups, staff surveys as well as analyses of absenteeism due to illness and incapacity to work are taken into account.

At VW the employees participate in many health related activities such as health groups, ideas management, special workshops, surveys and the "tryout" method.

The company has created a wide variety of programmes to promote health-conscious behaviour among the employees, such as back and posture courses, lifting/carrying fitness training courses and relaxation courses. A works agreement on "co-

operative behaviour at the workplace" clearly indicates that the company actively combats bullying, sexual harassment and racist actions.

Health protection pays dividends

These extensive measures are having an impact and are paying dividends: The physical stresses at the workplace have been substantially reduced, e.g. through the elimination of overhead work. Between 1991 and 1998 the health rate rose from 91.6% to 96%, the number of industrial accidents (wage-earners) fell from 13.7% to 10.7% per one million hours worked.

Targeted occupational health and safety measures have made certain medical check-up superfluous and so the financial benefit can be calculated: At the Wolfsburg works, for example, costs of DM 240,000 have been saved per year. At another factory the number of days lost due to contact dermatitis was reduced by about 1,000 days with a prevention programme "Skin". As a result of the introduction of therapeutic measures for 25 alcoholic employees, the number of sick days from this group fell within a year from 1420 to only 351 per year.



Branch:
Automobile industry

No. of employees:
104.000

Products/Services:
Cars

Locations:
6 plants in Germany, headquarters
in Wolfsburg



ELAIS states in its corporate guidelines that one of its objectives is to promote the well-being of employees and their families. The occupational health department is responsible for workplace health promotion. It reports to the human resources manager of the company. At ELAIS health promotion is incorporated into the culture of total quality management. The department has its own separate budget.

Health groups for everyone

A steering committee whose members belong to the company's executive team assesses the results of the health promotion measures and develops suggestions for improvement and further activities. Its work is supplemented by the numerous quality and health groups which all ELAIS employees participate in.

The following data is used as a basis for planning: days lost due to illness and industrial accident, the medical examination of the entire workforce (annually) as well as the results of the staff survey on job satisfaction (annually) are included. Moreover, regular studies into the work requirements and working conditions are conducted.

The human resources department constantly compares the qualifications and skills of the employees with the respective job demands. The further training needs determined in this way are satisfied by two in-house training centres.

ELAIS also promotes the reconciliation of family and working life. For mothers there are flexible working hours. Excursions lasting several days and other social events

("Women's Day", children's parties etc.) are organised every year for the employees and their families.

The company has a gymnasium with four professional trainers. Moreover, the canteen and restaurant provide high quality healthy food. Employees and their families are entitled to have a medical (dental) examination paid for by ELAIS. Treatment can be obtained at a medical advice centre.

Better satisfied, healthier employees

As a result of health-related activities, staff satisfaction at ELAIS has risen continually, the working conditions have become healthier and safer. Over the last three years the working days lost due to illness fell by 10% and the accident rate by 77.5%.



Branch:
Food

No. of employees:
400

Products/Services:
Margarine, oils, teas and other foodstuffs

Locations:
Athens

Miscellaneous:
ELAIS S.A. belongs to the multinational Unilever corporation.
Proportion of women: 18%, in managerial positions 24%



HAI's corporate principles specify that the employees are the most important element in production and highlight health protection as an express objective. Total quality management principles are applied to workplace health promotion activities and this sector has its own budget.

More safety through job rotation

At HAI employees are qualified for several jobs from the outset. Frequent job rotation counteracts lapses in concentration and reduces the risk of accidents. Having the expertise to carry out as many jobs as possible and knowledge of the resultant stresses and health risks have also had a positive effects on occupational safety. A working group for health and safety reviews the workplaces for health risks, collects complaints and employees' requests for changes and supports the management in WHP. Seven elected employee representatives belong to this working group. HAI plans health-related activities on the basis of data on absenteeism and industrial accidents. Knowledge gained from screening, examinations of risk groups and the needs expressed by the workforce are also taken into account.

Staff surveys are conducted regularly and there is also a company "suggestions for improvement scheme"; employees also have the opportunity to participate in "topical working groups" which develop suggestions on more specific aspects of health in the workplace.

The company offers its staff medical check-ups, healthy canteen food, break and rest rooms, sports facilities and various courses on health topics. Employees exposed to hazardous substances are always examined every year.

Active employees

HAI has a good working atmosphere and a low staff turnover. The proportion of suggestions for improvement which are implemented is high. Better ventilation systems, lower noise levels, the replacement of the hazardous material trichloroethylene and many other improvements were brought about at the initiative of employees. Roughly 90% of the staff make use of the medical check-ups. Absenteeism due to illness is 3.62%, the accident rate 0.9%.



Branch:

Aerospace industry / Air traffic

No. of employees:

2.944

Products/Services:

Services in the aircraft maintenance sector, parts for aircraft and telecommunications products, air traffic training activities

Locations:

Viotia region

Miscellaneous:

Largest company in Viotia, one of the branch leaders in Europe.

Occupational health and safety as well as health promotion have been part of the corporate philosophy at Naoussa Spinning Mills since 1986. This embraces both social and economic objectives. At all five locations, a health management system ensures that health aspects are taken into account in workplace design, work organisation, technology etc. Moreover, the principles of total quality management apply.

Monotonous work is out

The company's health and safety committee regulates occupational health and safety as related to the various work tasks. Works managers, the works council and representatives of the company's occupational health and safety department belong to this body.

At NAOUSSA, the WHP activities are planned on the basis of absenteeism and accident data analysis, supplemented by risk assessments, results of medical check-ups and aftercare as well as staff surveys.

In co-operation with the university of Thessaloniki, a new shift work system has been developed with the aim of promoting better compatibility between working life and family life. For example, when both spouses are employed by the company, their respective work shifts are synchronised in accordance with their family life requirements and/or preferences. Work time models aimed at the complete elimination of night work are also under evaluation.

Employees' qualifications and skills are systematically compared with the work assignment requirements. NAOUSSA intends to create highly

diversified occupational activities aiming at the elimination of monotonous work assignments.

While lifting aids do reduce the need to handle heavy loads, it is important for employees to acquire a basic knowledge of ergonomics and to learn how to lift and carry properly.

The company has its own medical facilities and social consultant. After a prolonged illness an employee is gradually rehabilitated under medical supervision.

At each one of the company's industrial locations, canteen and break room facilities are available.

Total commitment pays off

From a level of 5% in 1988, the absenteeism rate was down to 3% for 1998. Over 55% of the employees' suggestions for improvement were implemented, namely, air changes every hour as well as noise and dust pollution reduction. The employees do behave in a more health-conscious manner. At NAOUSSA, a cost/benefit analysis has shown that the actions undertaken have "paid off".



Branch:

Textile industry

No. of employees:

692

Products/Services:

Cotton and blended yarns

Locations:

Five different plants in Greece

Miscellaneous:

Largest private employer in northern Greece, the country's most important cotton and blended yarn producer

For TITAN good working conditions and the promotion of the health of its employees are fundamental elements of its corporate policy. Relevant principles are also laid down in writing. The department for occupational medicine is responsible for the health-related activities and it has its own budget for this.

Competition for accident rates

TITAN organises competitions on accident prevention in order to anchor aspects of occupational safety and workplace health protection more firmly in the minds of its employees. Attractive prizes can also be won.

The workplace health promotion activities are assessed at TITAN in annual reports using benchmarks. For planning purposes, job and behaviour-related risks are identified by evaluating absenteeism due to illness, industrial accidents, the results of medical examinations and a survey of the needs and demands of the employees.

A staff development programme at TITAN ensures that the skills of the employees meet the requirements of their jobs. Occupational physicians and health experts are involved early as in the development of new workplaces and production processes.

TITAN has break and rest rooms for the workforce. Moreover, there are sports amenities and a canteen with healthy food. The employees have regular medical examinations and they can make use of a wide variety of information programmes, e.g. on nutritional matters, AIDS, drugs etc.

Less dust - Better atmosphere

The dust pollution was substantially reduced through the installation of electrostatic precipitators. The employees are exposed to less noise pollution and substances hazardous to health owing to various measures.

At TITAN the health-related activities have increased the well-being of the employees and considerably improved the working atmosphere. This has also had a positive impact on productivity and the company image.

The illness-related absenteeism rate was reduced from 10.5% to 8.8%, the accident rate from 6.2 (frequency index) to 3.78 between 1990 and 1997.

Branch:

Building materials

No. of employees:

1.314, spread over four locations and the company headquarters

Products/Services:

Cement

Locations:

4 factories: 2 in the region of Attica, 1 in the region of Patras and 1 in the region of Thessaloniki. The administration is in Athens.

Miscellaneous:

The company produces materials for the domestic and foreign markets.



The workplace health promotion (WHP) principles were developed jointly by the management, the human resources department, staff representatives and the health and safety experts on the basis of a resolution of the Bridgend County Borough Council. A steering group covering all departments is responsible for the health-oriented activities, for which a separate budget is available.

In search of work-related health risks

Back related illnesses as well as stress are the main reasons for sickness leave in the workforce. The relationships between certain fields of activity and work-related illnesses and health risks can be analysed with the aid of a new "personal information system". Staff representatives are always involved in the planning and implementation of WHP programmes. The employees are involved through staff surveys, for example, or questionnaires on the assessment of the projects implemented. The employees participate in the planning of new work areas and workflows etc. Experts check materials, new technologies or workflows for potential health risks. Risk profiles are drawn up for individual work areas and ergonomic analyses were conducted at the workplaces. More than 1,500 employees who frequently have to lift and carry heavy loads have already attended a training programme for coping with loads without sustaining back injuries. Flexible working hours which take the school timetables of children and the opening times of the crèches into account permit better reconciliation of working and family life.

Leisure time and sports facilities are available to the employees at reduced prices. Healthy food in the company's canteen is also available.

The municipality together with Bradford in England has been selected to undertake a national project on stress and its management with the University of Hertfordshire. Additionally, the Head of the Council's health promotion team has been sharing workplace health promotion policies with municipalities in Russia in arrangement with the Netherlands School of Public Health.

Success after a short time

A positive impact of the varied and extensive programmes on health promotion has already been felt after a very short time. Since 1996/97 absenteeism due to illness has fallen from 11.0% to 4.1%: The costs relating to time lost due to illness have been reduced by 60% in the last two years. The staff turnover rate has decreased. The image of the authority has improved considerably through its commitment to WHP.



Branch:

Local authority

No. of employees:

8.139

Products/Services:

Housing, engineering, highways and environmental protection, social services, education and leisure/cultural services

Locations:

Bridgend, Wales

Miscellaneous:

The catchment area of the council covers 140,000 inhabitants.

The Driver and Vehicle Licensing Agency (DVLA), Wales Great Britain



DVLA's Executive Board is committed to best management practice which includes caring for its employees. The Agency places great emphasis on promoting good health in the workplace. Provision of workplace health promotion services and facilities have been an integral part of corporate strategy since the mid 1980s.

Minimising the risks

As a matter of routine, the Agency carries out risk assessments to a level which exceeds the minimum legal requirement. Special attention is paid to employees who are exposed to particular health risks in their work, for example, those who lift and carry heavy loads, work with Visual Display Units, work in noisy environments or handle hazardous substances. The Agency has introduced a variety of measures to minimise risks and safeguard the health of its employees. Advice and training on matters related to health and safety is also available to staff and managers

entitlements and are invited to attend personal assessment sessions with the Occupational Health Department. In addition, the Agency supports self-help groups, for example for those who take care of elderly or infirm relatives.

The effects of DVLA's success

Success in winning awards for commitment to the health and well-being of employees has resulted in DVLA being recognised as one of the best employers in Wales. Due to the excellent working conditions and a good working atmosphere, job satisfaction in the Agency is generally high. Since 1984, when DVLA first introduced measures to promote the good health of its employees, absenteeism due to illness has fallen from 7,9% to the current level of 3,5%.

Support for employees

To help staff balance their personal and professional lives, DVLA offers a range of part-time and job share working patterns, flexible working hours, an on-site Nursery for pre-school age children, and a Holiday Playscheme. Additional (paid and unpaid) leave is also available to help staff cope with a range of domestic problems/circumstances. Pregnant employees are well looked after. They receive individual advice from Personnel Group on their rights and



Branch:

A government Agency of the department of the Environment, Transport and the Regions (DETR)

No. of employees:

around 4.900

Products/Services:

Responsible for maintaining the registers of Great Britain's drivers and vehicles

Locations:

Headquarters in Swansea, South Wales and 40 offices located in regional centres across Great Britain

Miscellaneous:

Received several awards for exemplary workplace health promotion activities; holds the "Charter Mark" for excellent customer service

Eimskip is convinced that corporate success depends on the health and well-being of its employees. Therefore, the working conditions for the employees are continually improved. Emphasis is placed on further training, a good working atmosphere and an exemplary leadership style as well as on safety.



Employees want responsibility

Eimskip's aim is to systematically record all the facts relating to health and safety in order to use this information as a basis for health-related improvements within the company. The employees are involved in this process. The safety system on the vessels is based on the standards of "International Safety Management" (ISM).

Staff surveys on issues such as satisfaction, working conditions, social relationships at the workplace and leadership behaviour have already been conducted at Eimskip since 1993. The results of these surveys lead directly to improvements.

Every year talks are held between each employee and his/her superior during which the working conditions, career plans and the desire for further training are discussed. On average, every employee attends two to three company training programmes each year. Topics include communications and co-operation, handling hazardous goods, foreign languages and preparations for retirement.

Before new workplaces are established or new working practices introduced, health and safety is always examined first. Employees

participate in quality group sessions, which are also a forum for them to initiate other activities of their own choice. Staff also make suggestions to improve the organisation of the work so that it is healthy.

The company organises sports and social programmes for the workforce, such as fishing excursions, an annual family festival, and a Christmas dinner dance.

Change is healthy

The 1998 staff survey showed that the employees are satisfied with their working conditions. Particular strengths of the company are the clearly formulated objectives and areas of responsibility, the high level of independence of the employees and the varied work. Therefore, it is no surprise that on average the employees are only absent 1.6% per year.

Branch:

Transport

No. of employees:

790

Products/Services:

Transport by ship and truck

Locations:

Reykjavik

Miscellaneous:

The company uses standard sea routes to 27 ports in 14 countries.



Branch:

Energy industry

No. of employees:

282

Products/Services:

Generates, transmits and sells electricity wholesale

Locations:

Reykjavik and 12 power stations around Iceland

Miscellaneous:

Landsvirkjun generates 93% of the electricity consumed in Iceland. The task of the company is to produce electricity and promote the exploitation of domestic energy sources. The company does research and development and builds hydrothermal and geothermal power stations.

The corporate principles guarantee the employees a pleasant working environment and good working conditions. The company believes that affluence and company success depend on qualified employees who are prepared to accept responsibility and take the initiative. The improvement of the working conditions is an integral part of the annual plans. Every manager estimates the financial resources his department needs for this purpose. After a review, this amount is included in the annual budget.

Working conditions and safety are the focus of attention

At Landsvirkjun the objectives relating to safety, health and environmental protection are drawn up by a "quality council" which comprises of the directors of company divisions, the quality and environmental manager and the safety manager. In order to obtain information on work-related health problems, this council makes use of the human resources department and the medical findings of the company doctor.

Foremen and safety officers also regularly inspect the working conditions in the areas that they are responsible for. This permits them to detect health risks in good time and where necessary, to organise improvements. The safety manager organises a general meeting once a year to identify weaknesses and eliminate them.

Every new employee is informed and familiarised with the work in detail. All employees have attended a course on improving one's ability to communicate and co-operate. Positive relations and attitudes to one another are a fundamental objective at the company.

In addition to various sports programmes, Landsvirkjun also organises a host of social activities for the employees including excursions which promote a community spirit.

Label proves high safety standard

In 1997 Landsvirkjun was the first company on Iceland to be certified according to the International Safety Rating System (ISRS). The test label proves that the company has achieved a high standard of safety, health protection of the employees and environmental protection. Staff satisfaction with the working conditions and occupational safety has increased due to the various health promotion measures. Moreover, they have become more aware of work-related health risks.

Sjóvá-Almennar regards a health-promoting working environment, staff relations based on solidarity and work satisfaction as factors which have a crucial impact on corporate success. Large sums of money have so far been invested in the ergonomic design and organisation of the working conditions and in health promotion programmes.

An ideas bank is set up

At Sjóvá-Almennar employees are requested to contribute suggestions for improvement to an “ideas bank” which are then evaluated by the quality assurance committee. Employees are asked for their advice when new jobs or new workflows are being established. Staff appraisal meetings are held every year in which everything relating to work and the workplace is discussed.

The employees have developed guidelines for dealing with each other which are based on honesty, respect, fairness and a willingness to help. The leadership style is therefore characterised by the fact that the employees organise their work themselves and are able to take decisions. In 1998 a comprehensive staff survey on leadership style, well-being at the workplace, work stresses and environmental protection was conducted and its results have led to direct improvements in working conditions.

The managers are expected to set an example with regards to health matters. They attend the course programmes and have undertaken to actively support the campaign to walk up stairs instead of taking the lift.

In addition to extensive further training programmes which are well attended, Sjóvá-Almennar offers numerous health and fitness activities, including massages and physiotherapy. For this purpose a gymnasium has been set up on the ground floor. The company also gives employees time off work so that they can make use of the programmes on offer.

The company not only offers flexible working hours to achieve greater reconciliation between working and family life; 50 employees have a company computer at home which permits them to work at home when members of their families are ill.

Employees approve measures

Since Sjóvá-Almennar has been involved in workplace health promotion, the employees have been more satisfied with the working atmosphere, leadership, the working conditions and safety at the company. The results of a trade union survey prove this. Furthermore, the staff turnover rate has fallen while the work morale has increased. Absenteeism due to illness is 3.1%.



Branch:

Insurance industry

No. of employees:

130

Products/Services:

Insurances

Locations:

Reykjavik

Miscellaneous:

The staff turnover is 5-7% p.a.

All workplace health promotion (WHP) measures at Aer Rianta can be used by all employees in accordance with the equality principle of the company. That includes part-time and temporary staff. WHP is the responsibility of the Employee Assistance Department and a separate budget is provided for it.

Co-determination included

Aer Rianta has introduced “constructive co-determination” as part of the total quality management. Each team - from the crew in the security service down to the shop staff - also submit suggestions for improvement relating to the ergonomic design of workplaces, questions of occupational safety, social relations and other health-relevant aspects. In order to give the employees the necessary skills (such as how to solve problems and conflicts) for this type of group work, further training programmes have been specially established. The suggestions of the teams are then assessed at departmental level by a body which includes representatives of the management, the employees and the trade unions. As a result of this system, the employees and trade unions can help to deal with issues relating to health and occupational safety at all levels.

Employee assistance programmes have been dealing with many of the employees' concerns at Aer Rianta for 20 years. Furthermore, the company establishes the need for health-related programmes on the basis of the results of a staff survey and the further training requirement established every year. This has previously resulted in measures to

prevent stress, continuous health screening, courses on stopping smoking and cookery classes for healthy eating. Other programmes on offer are focused on coping with shift work and how to lift and carry heavy loads correctly. Flexible working hours, job sharing, the company's own nursery and a pilot project to try out teleworking have been established to facilitate the reconciliation of family and working life. Sports facilities are also available to the staff.

Employees now more aware

The employees at Aer Rianta profit in many ways from the participation and equality culture of the company, enjoy exemplary human resources care and have a marked health awareness owing to the host of WHP programmes.

Branch:

Airport

No. of employees:

1.600

Products/Services:

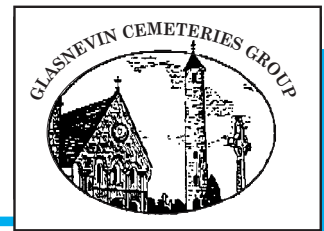
Airport Management

Locations:

Dublin, Cork, Shannon

Miscellaneous:

Within the airports, Aer Rianta has achieved both ISO 9002 and ISO 14001.



Although the Glasnevin Cemeteries Group does not have any written guidelines on workplace health promotion, the healthy organisation of the work is firmly anchored in the daily workflows. The atmosphere is marked by open and frank communications, and every employee is asked about new improvements. As a rule, all improvements are implemented. The company invests heavily in the health, well-being and further training of the employees, and has fared well with this strategy.

Ideas are in demand

When the business was taken over more than 10 years ago by the present management, absenteeism due to illness was very high. Productivity and earnings, on the other hand, were very low. The new management initiated numerous measures including a significant increase in pay, substantial investments in tools and equipment, extensive training courses on increasing safety and intensive assistance for staff with addiction problems. The atmosphere is marked by an honest interest of the management in the needs and problems of the employees. This encourages the staff to actively co-operate in improving working conditions and in communicating their ideas.

Health and safety are always subjects at the work meetings. Moreover, great emphasis is placed on vocational and further training on these and other topics. Monthly appraisal meetings with the employees are held.

All employees are trained in first aid, and a GP looks after the workforce. Everything related to health may be carried out during working hours. Employees who have had alcohol or

drug problems have been given time off to undergo treatment. The company has paid of this treatment, and those involved are still working at the Glasnevin Cemeteries Group today.

Visible success

Overall, the various health-related activities since the change in management have considerably improved the employees' relationship with their managers, and the working atmosphere. This has also had a positive impact on productivity and working time lost due to illness. Absenteeism due to illness is now 1%, occasionally even less.

Branch:

Horticulture and landscaping, undertakers

No. of employees:

42

Products/Services:

cemetery, crematory, monumental works, community initiative and training

Locations:

Dublin

The standards for health and safety are laid down at the company headquarters in Canada. They are binding on all branches and contains guidelines on workplace health promotion (WHP). The company has integrated the relevant programmes into its quality management system and they are subjected to internal and external audits every year. There is a separate budget for workplace health promotion programmes. The human resources manager is responsible for workplace health promotion which has guaranteed a wealth of health promotion activities.

Tailor-made programmes for target groups

There are special information and training programmes for employees with particular health risks. For example, those who frequently have to travel on behalf of the company are informed about how they can better cope with the stresses and strains of travelling. Employees who have to lift and carry heavy loads learn how they can perform this work without injuring their backs. After a number of Nortel employees had complained about pains in their shoulders and arms, an action team was set up to eliminate ergonomic deficiencies at workplaces. For women after the menopause there is a special advice programme in the company and female staff can, for example, have breast cancer screening every two years.

immediately informed.

In addition, the company offers a number of health promotion courses, e.g. on stopping smoking, or coping with stress better, and it supports various sports and other leisure time activities of the workforce. Last year, a week of health and safety awareness was organised during which a quiz was held on the subject and an information stand set up in the canteen.

High staff participation

There has been a positive response from the workforce to the various programmes on health promotion. This has mainly been reflected in the high rate of participation in the various campaigns on the subject of health promotion.

The annual performance appraisal system is intended to ensure that the employees can also meet the requirements placed on them. These appraisals are also taken into account in the planning of health-related activities, as are accident statistics, data from the health insurance companies etc. If particular accident or safety risks are discovered in the company, the workforce is

Branch:
Telecommunication
No. of employees:
1.261 (in Nothern Ireland)
Products/Services:
Transmission and switching technology
Locations:
Belfast
Miscellaneous:
Nortel is one of the world's leading manufacturers in its branche.

The written guidelines on workplace health promotion (WHP) are intended to offer all employees safety and protection at the workplace to promote a healthy lifestyle and prevent potential environmental hazards. They were developed jointly by the management, the human resources department, staff representatives, the safety department and the occupational medical service. The plant manager is responsible for the implementation of action related to health and safety. With a separate budget for workplace health promotion the company invests in the health of its employees.

Strong emphasis placed on further training

The executive team controls the activities relating to the health and safety of its employees while the staff representatives ensure that risks are detected and appropriate preventative action taken. Staff surveys are conducted twice a year at Acroplastica. They focus on work requirements and staff needs. In addition to statistics on days lost due to illness and industrial accidents, and occupational medical reports, these surveys represent an important basis for planning WHP activities. Thanks to in-house "promotion programmes" and further training courses for the staff, the employees are given a chance to learn and refine their health-promoting skills. On average, every employee spends 204 hours a year on further training courses which deal with quality management as well as health- and safety-related issues. The need for further training is reviewed regularly. The employees are also involved in the planning of new jobs and work processes. These measures are assisted by working groups which deal with quality issues an health and

safety matters. The company also provides rest and break rooms for employees, and organises drug support programmes and various sport and leisure time events.

Better working conditions influence working atmosphere

Acroplastica is a good example of how even small companies can promote the health of employees. Since the company adopted this strategy, the employees are more satisfied with their working conditions, with the executive team and the working atmosphere. Industrial accidents have fallen and productivity has increased. The rise in customer satisfaction has also had a positive impact on the company image.



Branch:
Thermoplastic and thermosetting
industry

No. of employees:
69

Products/Services:
Assembly and molding of parts for
domestic electrical appliances

Locations:
Caserta

Angelantoni's guidelines on the health of its employees have been formulated jointly by the management, the human resources department, staff representatives, the occupational safety service, occupational doctors and external consultants. Responsibility for workplace health promotion is held by the management, the human resources department, the occupational health and safety officers and the works doctor. The management provides a separate budget for all health promotion measures.

High employee participation

At Angelantoni the employees are surveyed every six months on their job requirements and needs. The knowledge gained from these surveys as well as the data on time lost due to illness and industrial accidents serve, together with results of job analyses and an internal audit, as a basis for planning health-related activities.

The management regularly and systematically reviews how the various projects on health promotion can be improved. The employees are involved in the planning and set-up of new workplaces through the company's "suggestions for improvement scheme". Staff involvement also includes health groups and the participation of staff representatives in steering committees throughout the organisation.

A "staff development scheme" aims to help employees refine their health-related skills. Appropriate training courses are offered for this purpose.

The employees are regularly informed about new concepts and strategies on workplace health promotion at

staff meetings and in discussions with the executive team. Furthermore, written documentation on health promotion activities and the 'open door' policy of those responsible for these measures make the progress readily understood by the workforce.

At Angelantoni the employees undergo regular medical check-ups. The company provides special rest and break rooms for the workforce and also offers employees various opportunities for sports activities.

A good atmosphere and positive image

The need for health promotion is constantly reviewed at Angelantoni. All the activities implemented are also evaluated. Better working conditions and changes in leadership style have had a positive impact on staff satisfaction, the working atmosphere and the company's image.



Branch:
Medical technology
No. of employees:
178
Products/Services:
Equipment for biomedical
technology and research
Locations:
Massa Martana

Etnoteam Industry SpA has formulated its own guidelines for workplace health promotion. They were jointly drawn up by the managing director, the human resources department, the staff representatives and the departments of occupational health and safety and occupational medicine. The management provides a separate budget for health-related activities.

Responsibility for employee health promotion is taken by the company management, the human resources department, the department for occupational health and safety and a project steering committee.

Surveys determine needs

At Etnoteam the health promotion measures are formulated on the basis of staff surveys on work requirements and the needs of employees. Planning of health promotion projects includes information on occupational safety and the health of the workforce, knowledge which is gained from other information sources within the company. The projects implemented are analysed to obtain starting points for further improvements in occupational health and safety and the health promotion of employees. In addition, the company has organised numerous courses and training seminars on issues relating to health and safety. First-aid courses are also held and there are also special programmes for handicapped employees.

Productivity increased

The activities to protect and promote health at Etnoteam have greatly improved the working atmosphere. The employees are now much more satisfied with the working and safety conditions as well as with the leadership style. As a result, staff turnover has also fallen. Another bonus for Etnoteam is an improved image and increased productivity.



Branch:

Computers / EDP

No. of employees:

348

Products/Services:

Software systems

Locations:

Milan



Workplace health promotion and staff development are an integral part of the corporate philosophy. A special Hilti company culture has been maintained for more than 50 years, where values such as tolerance and initiative are highly respected and employees are encouraged to learn and explore new avenues. Workplace health promotion is granted a separate budget every year.

Quality circles against health risks

Staff participation in what happens at the company plays a major role at Hilti AG. Employees are represented both in working groups in the "continuous improvement process" (CIP) as well as in quality circles which have been set up in work areas with particularly high health risks. Furthermore, there are regular staff talks and surveys on staff satisfaction.

The staff representative is responsible for all health-related issues. Depending on the task on hand, external bodies, e.g. medical facilities of the country in question, are called in.

The company determines the need for WHP measures on the basis of regular staff surveys, company statistics and analyses of working conditions and stresses. The workforce is informed in writing or at meetings specially held for this purpose on planned health promotion schemes and their results.

Furthermore, Hilti AG has a canteen with a well-balanced range of food for employees as well as break rooms. There is addiction and social consultancy for employees and addicts receive rehabilitation

assistance. The employees can also make use of a host of programmes relating to behaviour-oriented health promotion in the sports and leisure time sector.

Greater work satisfaction

Hilti AG has improved the working conditions of its employees with its various health-related activities. The results of regular staff surveys show that the work satisfaction has increased considerably and the trend continues to rise.



Branch:

Metal-working

No. of employees:

1.400 in Schaan, 12.000 worldwide

Products/Services:

A wide range of products in fastening and demolishing technology (e.g. drilling machines)

Multinational corporation, represented in over 100 countries, Group management and head-quarters in Schaan, Liechtenstein

Miscellaneous:

Hilti is certified both to ISO 9001 and ISO 14001. 2/3 of its 12,000 employees worldwide work in sales, consultancy and service.

Ivoclar-Vivadent expressly mentions workplace health promotion and staff development in its corporate guidelines. Health-related measures specific to the workplaces are controlled and implemented by the line departments. Projects embracing the whole company are initiated, supported and implemented by the human resources department. A separate annual budget is available for these activities.

Focus on staff development

All the employees at Ivoclar-Vivadent have access to further training programmes. Staff development is also on the agenda at the annual staff appraisal meetings and in the performance agreements. The need for further training is constantly surveyed and the success of the measures implemented is evaluated. The executive team regularly attends training courses on leadership and conducting interviews. All the employees have the opportunity in quality circles to continuously improve themselves and their work area. Health-related topics are also on the agenda here.

The concepts for WHP projects are drawn up on the basis of staff appraisal meetings, statistics and, more recently, also on company health reports. A report department collates all the results attained.

All employees can participate in various sports and leisure time programmes and attend courses and lectures on health. These include, for example, events on back and neck complaints, strengthening the heart and circulation, and seminars on stress management. Advice on occupational medicine, addiction and

social problems is also on offer. Addicts are assisted in rehabilitation programmes. Working mothers with small children have the opportunity to work at home.

Employees are more satisfied

A large majority of the employees state in surveys that they are very satisfied with the development possibilities in the company and also with their work in general. Absenteeism due to illness fell from 4.61% to 3.63% from 1996 to 1998, the accident rate is only 0.12%. The most recent activities in the health sector have so far met with a very positive response and interest is constantly growing. Systematic questions on this will be included in the next staff survey.



Branch:

Dental sector

No. of employees:

650 in Schaan, 2.100 worldwide

Products/Services:

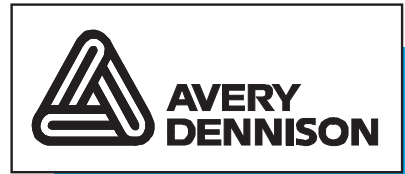
Comprehensive solutions for healthy teeth and paradontium

Locations:

Multinational corporation, head office in Schaan, Liechtenstein

Miscellaneous:

Has one of the largest research and development departments in the dental sector



Special attention was paid to safety and health protection even in the planning of the new branch of the AVERY DENNISON GROUP. The company management draws up guidelines and actively supports the branches to implement them. The ambitious target of reducing the number of industrial accidents to zero has been formulated for the year 2000. DuPont de Nemours supervised the introduction of the "STOP" programme (Sécurité au Travail par l'Observation Préventive - occupational safety through preventive observation) as an external body.

Health in all languages

At AVERY DENNISON LUXEMBOURG, process-controlled production plants have reduced physical strain at work to a minimum. The entire production flow is free of solvents and only health-compatible substitute materials are deployed.

The employees at AVERY DENNISON LUXEMBOURG come from eleven different countries. Respecting the special needs of a multicultural workforce, the company is highly committed to overcoming language barriers. This applies in particular to the areas of health and safety. Overall, great store is set by transparency and efficient communication of health-related activities throughout the workforce. Topical information and data can also be retrieved on the company's intranet.

The company's database and its updating have been based on the quality management (QM) system ISO 9002 since 1995. AVERY DENNISON has its own expert in occupational health who is also responsible for looking after the QM system.

The company records absenteeism and the accident rate at regular intervals and evaluates both statistically. Moreover, all accidents and safety-related incidents are investigated in detail for their possible causes.

Absenteeism quickly reduced

AVERY DENNISON LUXEMBOURG has not only performed exemplary work in the field of occupational health. It has made an equally large contribution towards strengthening the community spirit in the workforce. Both employer and employees have profited from this: The working atmosphere has improved considerably, motivation and job satisfaction of the employees have risen. The time lost due to accidents fell from 11.74% to 2% between 1993 and 1998. The average absenteeism rate due to illness is currently 2.6%.

Branch:

Labelling industry

No. of employees:

155

Products/Services:

Self-adhesive tapes

Locations:

AVERY DENNISON LUXEMBOURG belongs to the multinational corporation AVERY DENNISON GROUP with its headquarters in the USA.

Miscellaneous:

5.8% women,

94.2% skilled workers;

certified to ISO 9002 since 1995



The management of Garage Demuth has a fundamental philosophy that the satisfaction of both customers and staff is paramount. Occupational health and safety activities are viewed as an important part of company strategy and are no longer seen as a tedious cost factor. The company operates an open and flexible policy to the needs of its employees and several disabled workers are employed in the workshop in suitable jobs.

Safety has right of way

Daily meetings between management and the workforce ensure a good flow of information between the two and create numerous opportunities for working together to improve working conditions and quality of service. The wide range of activities relating to the safety of the employees and customers have so far included warning signs at all hazardous locations and signs about hazardous substances, action taken to eliminate the risk of slipping and falling, and combating dust and exhaust fumes with a high-performance extraction system. The machinery is "state of the art" as far as safety is concerned - more machines and equipment are also being purchased to make work easier.

The company is advised by the occupational safety service STI in matters of health and safety. Expert proposals are naturally put into practice. To ensure the employees feel 'at home' in the workshop, great emphasis is placed on cleanliness both in the workshop, the rest room and in the sanitation facilities.

The comfort and safety of the customers is taken into account in many respects. For example, clearly

identified parking spaces which are permanently under surveillance have been provided in front of the salesroom. Moreover, a speed limit has been introduced as an extra measure.

Small but beautiful

The activities pursued have resulted in a reduction in risk from dust and exhaust fumes as well as in back strain. As a result, the time lost due to illness has been cut to 3 days per year for each employee. Another success which Garage Demuth can point to is that the working atmosphere has improved and the satisfaction of both customers and employees has risen.

Branch:

Motor vehicles

No. of employees:

40

Products/Services:

Car sales and repair workshop

Locations:

Junglinster

Miscellaneous:

7,5% women,

92,6% skilled workers

The company has an Eko-Audit label and is trying to be certified to ISO 9002, including its occupational health and safety activities.

GENERAL TECHNIC OTIS operates a policy which states that every single employee is to be included in matters of health and safety protection. In relation to this a safety manual and a safety charter have been drawn up. The company has also installed a remote control elevator monitoring system for the safety of its customers.

Easily understood procedures

The guidelines on health and safety protection are explained to every employee. There are also exact instructions on how to behave in hazardous situations. The guidelines are reviewed regularly so that they can be adapted to suit the day-to-day experiences and problems of employees. Furthermore, the company provides work sheets for the administration staff and field representatives. Detailed building site documents deal specifically with aspects of health and safety protection. All field representatives also receive pocket-sized memory cards as constant reminders on environmental protection issues. The company places special emphasis on the clear division of tasks and following instructions accurately as this helps to reduce conflict and stressful situations.

to improve their behaviour. This applies throughout the company structure including top level management.

Lower staff turnover

Owing to the various health and safety activities at GENERAL TECHNIC OTIS, the time lost due to illness has been reduced and is now only 2.8%. The commitment to WHP has also had a positive impact on the working atmosphere as well as the motivation and job satisfaction of employees. This has also cut staff turnover and increased productivity.



Branch:

Plant construction

No. of employees:

115

Products/Services:

Planning, production, installation and maintenance of elevators

Locations:

Howald

Miscellaneous:

Belongs to OTIS ELEVATOR Company of New Jersey

7.8% women,

92.2% skilled workers

The building sites are regularly inspected to see whether the safety standards and the occupational health and safety regulations are being observed. These inspections also serve to promote exemplary behaviour among the workforce. Employees who take risks are asked

SOLUDEC S.A. committed itself at an early stage to the occupational health and safety of its employees and the company is viewed in its own country as a pioneer in this field. Even before there were any statutory requirements in this sector, the company had made occupational health and safety an integral element of its corporate policy.

Concentrating on the employees' safety

SOLUDEC S.A. had already called in an officially registered test institute in the sixties to inspect the building sites long before this was prescribed by law. This was followed by the provision of helmets and safety shoes for the building workers. Since 1985 the company has had a department of occupational safety. It organises weekly visits to the building sites, prepares written reports and evaluates all this statistically. A safety register is kept as a supplementary measure. In 1991 a safety service was set up which organises, under the supervision of a safety engineer, training seminars and life-long learning courses on safety issues. New employees also go on introductory courses. Moreover, the safety instructions are revised at regular intervals and communicated to the workforce. Close co-operation is maintained between the occupational doctors, the safety officers and the co-ordinators of occupational health and safety.

The construction company allows those employees who suffer a loss in their capabilities due to illness or

accident to change over to easier work. Moreover, SOLUDEC S.A. is committed to addiction prevention and has issued a ban on alcohol at all building sites.

Competitiveness improved

With the introduction of the safety service at SOLUDEC S.A. in 1991 and the resultant activities, the time lost due to illness fell in the same year by 20% and in the following year by 26%. Owing to the increase in measures to protect the employees, job satisfaction and the working atmosphere have improved substantially. This has also had a positive impact on the competitiveness of the construction company.



Branch:

Construction industry

No. of employees:

466

Products/Services:

Above and below-grade construction

Locations:

Luxembourg

Miscellaneous:

Activities on domestic and foreign markets;

5.4% women,

94.6% skilled workers;

certified to ISO 9002 since 1997

Dienst Waterbeheer en Riolering (DWR)

The Netherlands



DWR pursues a holistic corporate philosophy which is aimed at interlinking optimum healthy working conditions with environmental protection and high product quality. Appropriate guidelines have been laid down in writing. The topics of quality, working conditions and environmental protection are also on the agenda at all meetings. A steering committee which is responsible for monitoring the individual projects has been established for workplace health promotion activities. There is also a "health working group" in every sector of the company.

All risks discussed

Responsibility and skills of the employees in relation to quality, working conditions and environmental protection are set out in the job descriptions. Potential health hazards relating to the activity in question are also referred to. All materials used in the work process are examined for their health compatibility. In addition to health experts, employees who are affected by changes in work structures are consulted in the planning and creation of new work areas.

The absenteeism analyses and the results of staff surveys serve as a basis for planning health-related activities. The starting point for all measures is stress, and the ability to cope with it. Staff satisfaction with the projects implemented is reviewed every two years.

The company aims to encourage employees to undergo further training. The need for this is surveyed at regular intervals and the programmes implemented are evaluated. Management, too undergo

training.

The company's health related activities include medical examinations, consultancy on drug problems, a canteen with healthy food, courses and information events on health topics as well as an annual health day when fitness and nutrition play a central role. The employees' families are also invited to attend this event.

Evaluation proves success

All WHP measures at DWR are evaluated. The results show that work satisfaction and the working atmosphere as well as the leadership style have improved considerably since the introduction of the health promotion measures. The changes have also had a positive impact on the company image and the vitality of the organisation. Absenteeism due to illness has declined dramatically from almost 15% to 7.8%.



Branch:

Water industry

No. of employees:

900

Products/Services:

Surface water supplies and waste water disposal

Locations:

Amsterdam



DuPont has set itself ambitious targets for occupational health and safety: They aim to make industrial accidents and work-related illnesses to be a thing of the past, and to ensure that the employees are to be physically and mentally fit. Convinced that a company can no longer survive nowadays without workplace health promotion, responsibility for the health sector was assigned to the management.

Wellness Checkpoint - Test bed for well-being

DuPont has developed a process, the so-called "Wellness Checkpoint", to enable it to analyse the health and well-being of the employees. The employees can thus assess the health risks in their jobs and their lifestyles and, based on this, develop strategies for change. In addition, the "Safety off-the-job Commission", a working group with representatives from every department, looks after the welfare of the staff - even outside working hours.

All the materials and processes used at the company are examined in advance so that their safety can be guaranteed. When new jobs and production processes are being planned, health experts are called in. The employees are also involved through the company's 'suggestions for improvement' scheme. All employees are to undergo further training for at least six days every year so that they can also cope with future requirements.

Medical examinations, assistance with drug and alcohol problems, healthy food in the canteen, stop-smoking programmes, stress management courses, sports and

relaxation opportunities and many more activities are a matter of course at DuPont. There are additional schemes for particular risk groups, such as shift workers or workers who have to carry heavy loads.

A long list of successes

DuPont evaluates all WHP measures, and the management keeps informed of plans and results. The list of what has been achieved so far is now very long: Job satisfaction and the working atmosphere have improved as a result of better working conditions and changes in the styles of leadership. The high implementation rate of the suggestions for improvement submitted by the employees (in 1997: 292 out of 451) has contributed to improved health and satisfaction. On the profit side, the company has made savings of roughly 1 million Euros, increased productivity, gained a more attractive image and recorded a lower staff turnover.

Absenteeism has fallen by 0.5% since 1994, and the accident rate is only one tenth of the average for the chemical industry.



Branch:
Chemical industry
No. of employees:
1.500
Products/Services:
Fibres and polymers
Locations:
Dordrecht

The corporate policy at Siemens aims at promoting the health and well-being of the employees and preventing damage to the environment. The department for occupational medicine and the social medicine working group are responsible for developing workplace health promotion programmes. A separate budget guarantees the financing of the relevant activities.

Satisfaction pays

The company surveys a host of data on health and working conditions in order to establish the need for health promotion measures. Staff satisfaction is thoroughly reviewed every two years. It was discovered, for example, that the workload is too high for many employees. At present, a programme is being developed to remedy the situation.

Siemens draws up risk profiles for the workplaces and checks the materials and processes used for their health compatibility. Safety experts are called in to help plan workplaces and production processes. A working group regularly assesses the health-related activities.

10 % of the employees can increase their know-how through job rotation and learn to view the company in a more holistic way.

In 1998 coaching was introduced as a new management instrument. The aim of this is to create a relationship between executives and employees which is based on trust and the delegation of responsibility. The objective of this scheme is to create more satisfied employees.

Siemens promotes sports activities and stress management in its own programmes and through a "personal health card". In this way employees throughout the country can make use of reduced entrance prices for sports and fitness amenities. Moreover, this also makes it easier for employees who live far away to pursue sports near where they live.

Low absenteeism

Health promotion has increased morale and the job satisfaction of the employees. This is also reflected in higher customer satisfaction. The absenteeism rate fell from 4.3% to 2.95% between 1993 and 1997, the number of accidents declined from 55 (1994) to 40 (1997).



Branch:

Electrotechnical and electronics industry

No. of employees:

3.000

Products/Services:

Electrotechnic and electronic products

Locations:

The Hague

Miscellaneous:

Siemens Groep Nederland is part of Siemens AG with a central management in Germany.

The activities of the company should not harm anyone – neither the employees, contractors, neighbours nor customers. This is Uniqema's objective and it is fully aware that a successful outcome can only be achieved with employee involvement. Corporate principles on which the guidelines for workplace health promotion measures are also outlined in the ICI SHE Corporate Standards and Guidelines.

No more allergies or noise – induced hearing loss

By the end of the year 2000 there will be no new cases of job-related allergies and loss of hearing among employees. Moreover, the injury rate is to be reduced to a minimum. All materials, processes and new technologies are examined in advance for any health risks and health experts are involved in the planning of new work areas and workflows.

As part of a wide set of occupational health programmes at Uniqema Gouda, periodical medical examination programmes are in place. Moreover, proactive training is given on a number of issues related to health at the workplace, like screen ergonomics, lifting instructions, sitting instructions, travel safety etc.

Health-related measures are developed on the basis of company data, such as analyses of the working conditions and the results of occupational medical examinations. In order to prevent health risks, risk profiles of the jobs are prepared and the requirements placed on the employees compared with their skills.

The health promotion measures are assessed with the participation of the management as part of the reporting

system. A safety working group also discusses health-related topics once a month. Staff surveys are conducted at regular intervals. The employees also participate in workplace health promotion and are involved in the company's suggestions for improvement scheme.

Uniqema facilitates the reconciliation of family and working life and to this end offers its employees child care and part-time work.

For older employees Uniqema has introduced the "flexible retirement" scheme, where two employees can share one job until they retire at the age of 62.



Branch:

Chemical industry

No. of employees:

550

Products/Services:

Oleochemicals, made from natural oils and fats

Locations:

Gouda

Miscellaneous:

Uniqema is part of the ICI GROUP.



Workplace health promotion at Aker Stord is part of the corporate strategy: Quality, health, environment and safety are on a par with cost-effectiveness and productivity. The aim is that all employees actively participate in creating health-promoting working conditions.

Aker Stord is a member of the company network “Health, safety, environment as a global learning task”, which aims at developing strategies and models for WHP.

Employees’ opinions valued

Health promotion is planned at Aker Stord by working groups comprising of executives and employees. They obtain advice and assistance from the department of health, environment and safety, as well as from the human resources department. Data on industrial illnesses, accident rate and staff satisfaction and the working hours lost due to illness serve as a basis for decision-making.

Headed by the foreman, each team discusses health and safety problems once a month and works out solutions together. Courses on health and safety issues are available so that employees and the executive team can obtain qualifications in these subjects.

Ideas from employees are very welcome; so the company has put up numerous “suggestions boxes” where suggestions can be handed in. All ideas for improvement are examined, each employee receives feedback on his/her suggestion. Particularly good ideas are rewarded with prizes.

For the prevention and rehabilitation of muscle and skeleton disorders among the workforce, Aker Stord has

established a training centre where physiotherapists carry out preventative and rehabilitation work. The employees can also use the centre’s facilities for wood-working, pottery and metal-working as part of their rehabilitation activities. A bicycle workshop is also provided in the centre.

Commitment and success

Aker Stord has done a lot to make working conditions healthier. The employees are fully committed to the development of suggestions for improvement. Many of these suggestions have already been implemented, helping to reduce accident risks. The working days lost due to illness have fallen from 8% to 6%.



Branch:

Oil industry/fabrication, assembly and hook-up yard

No. of employees:

1.800

Products/Services:

Assembly and hook-up of offshore oil and gas production units

Locations:

Stord, Norway

Miscellaneous:

Subsidiary of the Aker Maritime Group

HÅG aims at changing working culture, by shifting the emphasis onto the needs of employees. We believe that the success of a company is dependent on the culture within it. We also know that having the best products is not enough, we also need the best employees.

Commitment through participation is the corporate concept at HÅG and it is an integral part of workplace health promotion. The company places particular emphasis on the creativity and responsibility of each and every employee. It aims to create a holistic attitude which also embraces environmental protection.

Total approach to the (internal and external) environment

HÅG expends a lot of energy on enhancing the company's creativity and ability to think innovatively and boldly. HÅG looks at the organisation as a whole when deciding policy, and believes that there should be plenty of room for humour.

Employees are involved in the planning of new jobs and processes. Health promotion measures are also discussed jointly by the executive team and employees. HÅG has developed "analysis of the working atmosphere" as an instrument for its health management; which takes into account physical conditions, leadership, environmental and safety issues. The results of these analyses are intended as a basis for the executive team to make future plans and for the employees to look at in order to make further improvements.

A rehabilitation committee adapts working conditions to suit the needs of the sick and disabled employees. HÅG also has its own Academy which

offers courses for all employees (plus the executive team). Various sports activities are also available for the workforce.

Environment label obtained

In addition to the company's approach to quality, operation and design, during the last 10 years there has also been a strong emphasis on environmental issues. And in 1996 it was the first company in the Scandinavian furniture branch to receive the "Eco Management and Audit Scheme" certificate.



Branch:

Furniture Industry

No. of employees:

500

Products/Services:

Office chairs

Locations:

Corporate Headquarter in Oslo,
Production at Røros, Norway and
North Carolina (USA)
Subsidiaries in Europe and in the
USA

Miscellaneous:

HÅG is one of Scandinavia's
leading manufacturers of office
seating.

Hydro Seafood has started "Strategy 2000" of which the main element is workplace health promotion. One of the key statements in it is: The company takes responsibility for people, the salmon and the environment by offering healthy working conditions to the employees and possibilities for their personal development.

Hydro Seafood invests substantial resources in improving working conditions.

A change does everyone good

The focal point of "Strategy 2000" is to combat monotony. Hydro seafood started this project out of concern for the high level of absenteeism due to illness at the company.

Every employee takes part in a working group which looks at the working conditions and production flows. The work becomes more varied due to job rotation, repetitive physical work and monotony are reduced, and muscle and skeleton disorders are prevented. All employees are involved in planning so that they can also implement the improvements themselves.

The branch in Movik intends to reinforce the positive effects of job rotation through special training schemes.

Data on working days lost due to illness and studies of the jobs in terms of negative impacts on health by the occupational medicine department serve as a basis for planning the activities. A working group comprising representatives of the executive team and the employees assesses the results and develops solutions to remedy any deficiencies found.

In addition, Hydro Seafood offers its

employees a wide programme of sports and social activities such as dancing courses, fishing expeditions and rambling.

Workforce helps with planning

At Hydro Seafood all employees participate in the planning and implementation of healthy working conditions and also bear some of the responsibility. Owing to the job rotation system they have also gained a greater appreciation of all the company sectors. The social ties which have grown between the employees help them to deal with each other better.



Branch:

Fishing industry

No. of employees:

A total of 1.400,
64 of whom in Movik

Products/Services:

Atlantic salmon

Locations:

Movik, Bergen, another 60
production locations along the
Norwegian coast, in Scotland, on
the Shetlands and in Ireland

Miscellaneous:

HS is the world's largest producer
of Atlantic salmon.

The goals of Statoil are to have no accidents, no injury to personnel and no diseases related to work (the zero mindset). Every employee is responsible and involved in the process of reaching these ambitious goals.

Health comes first

Statoil is well aware of the important correlation between a good working environment and good health. As a consequence Statoil has a competent and well-staffed department consisting of medical doctors, industrial hygienists and physiotherapists specialising in ergonomics.

Employees continually assess their working environment and in group meetings suggest measures for improvement.

All relevant personnel undergo special training in matters relating to safety, health, working environment and environmental protection. This is an integral part of the process of quality assurance.

Statoil has a holistic attitude to the employees as both workers and private people with a wide variety of personal needs and wishes. The company has developed the concept of the "24-hours man" flexible working hours, and offers courses for employees and their partners on stress management, a good family life and lifestyle.

High-profile health and safety

A very high awareness of health and safety both at work and at home has been achieved throughout the organisation. The total sickness absence has been approx. 3% for the last 5 years. In the field of workplace environmental protection success has been achieved through a reduction in pollution of ground, water and air.

Statoil has established good relations with the local communities in the areas around their facilities. There are many examples of Statoil donating money for the development of important local infrastructure. Regular meetings are held to keep the neighbours informed.

Branch:

Oil industry

No. of employees:

17.000

Products/Services:

Exploration, production, transport, refining and marketing of crude oil and petrochemicals

Locations:

Headoffice in Norway, Stavanger

Miscellaneous:

The state-owned Statoil is the market leader in the exploitation of the Norwegian oil deposits and is one of the world's largest companies in the crude oil and gas sector. The company operates in a total of 28 countries.

All workplace health promotion (WHP) projects are actively supported by the management and the executive team. The programmes are aimed at all the employees in the company. Management philosophy caters specifically for employee participation. Much investment is aimed at on-going training of employees. The resources channelled into this field represent roughly 15% of the personnel costs.

Health promotion and environmental protection

At Bayer, the measures on occupational safety and the health promotion of the employees are very closely linked to measures to protect the environment. A quality assurance system safeguards and monitors progress in this area. All health-related schemes are communicated to the employees.

The employees regularly have medical examinations by the occupational medical service and they can attend numerous courses and training events dealing with safety issues and behavioural health promotion.

As part of health protection, the company also offers its employees a health insurance and diagnostic examinations as well as protective clothing. The company also provides programmes on physical fitness and cancer screening for its employees. Furthermore, it organises information campaigns, for example on AIDS. Employees who have to lift and carry heavy loads as part of their work are given special training on the correct handling of heavy loads.

First-aid courses are aimed at drawing the employees' attention to health and safety issues and to provide practical skills, e.g. on resuscitation .

Rewarded by satisfied employees

At Bayer the health-related measures have had a positive impact on the working conditions, the leadership style and the working atmosphere, which is also reflected in greater staff satisfaction. The days lost due to illness fell from 2.5% to 2.2% between 1996 and 1998. Staff turnover in the company is very low, and most employees have been working at the company for more than 15 years.



Branch:

Chemical industry

No. of employees:

51

Products/Services:

Pharmaceutical products
(pills/ointments, incl. aspirin)

Locations:

S. Martinho do Bispo

Miscellaneous:

High percentage of female employees, all managerial positions are held by women

CGD regards workplace health promotion (WHP) as an important addition to traditional occupational health and safety. The occupational medical service as well as the hygiene and security service are responsible for the health promotion projects. In the medical care sector the company has its own clinical/medical service embracing 23 different medical fields. The human resources department finances the WHP measures.

Emphasis on ergonomics

The planning of the health-related activities is based on the results of individual and group surveys among the employees, on medical data and results gained by the technical and health service in job analyses. External consultants conduct workplace studies twice a year. They examine, among other things, the air circulation and temperature, noise level, lighting conditions, electromagnetic radiation, and the concentration of tobacco smoke. Ergonomic criteria play a key role in workplace design. CGD intend to improve the psychosocial conditions at the company.

CGD aim to increase the employees' awareness of health issues at the workplace and to give them skills to take responsibility for their own health. Information programmes, such as films, written material and courses, are used for this purpose. The contents range from ergonomics at the workplace down to practical life-saving courses. For example, cancer prevention programmes are offered to women so that they can examine their breasts themselves.

In addition, the company supports its employees in times of economic difficulty and family crises.

The bank also encourages employees to pursue sports and cultural activities.

Awareness of health issues increased

CGD is highly committed to the health promotion of its employees through a wide variety of programmes and the workforce shows great willingness to take up these offers. Many employees now have a greater awareness of health issues and feel they, too, are responsible for healthy working conditions.



Branch:

Financial services / Bank

In addition to the customary bank business, insurances, leasing and "factoring venture capital"

No. of employees:

10.532 in Portugal, including Madeira and the Azores

Products/Services:

Locations:

Head office in Lisbon

Miscellaneous:

The bank has 552 branches in Portugal and another 400 abroad. CGD is the largest financial group in Portugal; it operates at European levels owing to its recognised stability. CGD is an "ECU clearing bank".

Companhia Portuguesa de Produção de Electricidade SA, Sines Power Station Portugal



Standards and guidelines for social and health benefits are laid down in the workers council agreement. The agreement also contains guidelines on accident prevention, medical care and rehabilitation measures after an employee has had an accident or illness.

The company's Social Affairs Department, the Medical Service and the Safety Department are responsible for Workplace Health Promotion (WHP). The Occupational Medical Service, the Safety Department and the Social Affairs Department have a joint cost centre.

Occupational doctors and safety experts control activities

All health - promoting activities are planned using information obtained from the Occupational Medical Service and the Human Resources Department. The results of analyses of industrial accidents and working conditions in the company are also taken into account. At the Power Station the Occupational Medical Service specialises in prevention, and in maintaining and promoting health at the workplace and it is responsible for preventing work related health risks and accidents.

The company organises conferences on safety which are attended by safety experts, representatives of the Social Affairs Department, and the workforce. At these conferences working conditions are discussed and action to reduce workplace health risks is outlined.

Furthermore, the social affairs department conducts information campaigns aimed at improving the lifestyle and the general quality of life amongst employees and members of their families.

Outdoor activities very popular

The company encourages employees and their families to enjoy sports, cultural and other leisure time activities through the staff club. Trips into the country help enhance the social climate and team work and also help employees to cope better with stress. Many employees particularly enjoy these outdoor activities.

Because of the numerous projects which have been organised to improve working conditions, the number of industrial accidents has fallen and the time lost due to sickness has also dropped.



Branch:

Power generation

No. of employees:

1907 (total), Sines location: 242

Products/Services:

Electricity

Locations:

Sines

Miscellaneous:

The company operates a total of 32 electricity power stations.

Healthy working conditions and the supply of healthy products to the customer are the key objectives of the company. Workplace health promotion (WHP) is viewed as an individual and joint task which demands a high level of participation and commitment. WHP is considered to be an important project for social responsibility as well as being cost effective .

The budget for WHP is 22,000 Euros and is part of the total investment in health and safety.

Health report as basis for planning

The results of job-related risk assessments and the medical examinations of employees as well as statistics on time lost due to illness are compiled in a company health report. On the basis of this report specific health problems in the workforce are identified and WHP measures developed. The most severe health problems at the company were illnesses of the respiratory tract and skin. The health-related activities are co-ordinated by the departments for work organisation, and health and safety, as well as by a committee for health and safety on which employees are also represented. Their primary efforts concentrate on the risks to employees caused by stress, noise and handling solvents and other hazardous substances. The employees also attend courses on how to lift and carry loads properly and learn stress management and relaxation techniques as well as

correct posture. The company has an improvement scheme which allows employees to contribute towards their health and the economic success of the company via a suggestion box system.

Elimination of hazardous substances reduces respiratory tract illnesses After the company had replaced hazardous substances such as phenol or dioctylphthalate with environmentally benign and health-compatible products, the costs of treating work-related illnesses, in particular those of the respiratory tract, have been substantially reduced. The days lost due to illness fell between 1994 and 1998 from 4.3% to 1.2%. The accident rate dropped in the same period from 8.6 (per one million working hours) to 5.7.

Branch:

Chemical industry

No. of employees:

25

Products/Services:

Synthetic and semi-synthetic resins

Locations:

Palmeda

Miscellaneous:

Resibras belongs to an multinational corporation with its head office in Brazil which processes cashew nuts and fruits. Resibras manufactures products made from regenerative raw material; these products can replace chemical products with high health risks (asbestos, solvent-containing adhesives etc.).

As a temporary employment agency (TEA) we have to face the fact that the incidence of occupational accidents is higher among temporary workers than permanent staff and that workers tend to be asked to complete their assignments in shorter time.

Under Spanish law (Law 31/1995 Spanish transposition of Council Directive 89/391/EEC), temporary workers should enjoy the same level of protection as permanent staff in the company where they are working. Temporary employment agencies should also guarantee medical care and training for its workers. Training should be adapted to suit each individual workplace. Each company should also inform the TEA about any relevant risks to workers.

”Continuous training...

The difficulty for TEA's to fulfil the legal requirements concerning temporary workers comes because of the need for flexibility and to be able to respond promptly to requests for workers. AGIO tries to fulfil its obligations by actively encouraging workers to participate in training programmes.

A number of manuals outlining various risks either from chemicals used by a company or from the nature of the physical work are available for employees. These are written in clear, concise language which can be readily understood. AGIO also runs a freephone line so that employees can telephone for further information.

value not only for the client but for the worker too. In all its centres, AGIO sets high standards for the protection of its workers. When a request for employees is received by the commercial department, AGIO asks for a detailed description of potential risks in the workplace and availability of protective equipment. Once a worker has been chosen for a particular job, he or she is given the specific occupational health and safety manual. The employee also has to fill in and return an evaluation test which is then looked at by AGIO's occupational risk prevention department. This department also provides telephone support for both workers and user companies.

... as a part of an integral and integrated prevention policy”

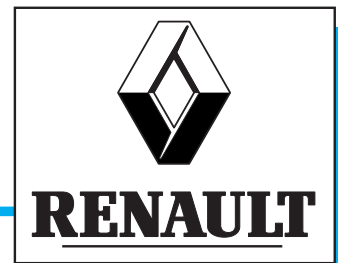
The occupational health and safety policy identifies two main goals which need to be achieved: firstly the quality of service, and secondly the added

Branch:
Temporary employment agency

No. of employees:
1.800

Products/Services:
Temporary work

Locations:
Various agencies in Spain



For FASA RENAULT the employees are a valuable production factor. Their safety and health are regarded as key preconditions for the success of the company. RENAULT makes every effort to create healthy working conditions. The management lays down targets for workplace health promotion every year and it is responsible, together with the working group for health and safety as well as the human resources department, for all health-related activities.



“Brigadas” provide fast solutions

“Brigadas” meet monthly in all departments, their task being to find quick solutions to minor shortcomings which could otherwise develop into health risks for the employees. The working groups each comprise of a foreman, members of engineering-methods, building exploitation and housekeeping groups, workers’ representative and an expert from the Prevention Service; when required, other people are called in.



At FASA RENAULT cars are manufactured under a holistic production programme. As early as in the development stage of a new vehicle, emphasis is placed on prevention and it is ensured that no health risks arise for the employees during the vehicle’s production. Moreover, health promotion experts regularly examine the working conditions. Suppliers and subcontractors are assessed by RENAULT in terms of their safety and health standards.

The medical work unit at FASA RENAULT organises the health education of the employees providing advice, for example, on drug and gambling addictions. This is independent of their legal responsibilities.

Cost/benefit analysis: Positive results

FASA RENAULT evaluates the results of its health promotion measures. The yardsticks of success include data on absenteeism, industrial accidents, staff satisfaction and suggestions for improvements.

Today, FASA RENAULT is the car factory with the fewest industrial accidents in Spain. In the last year, 88.681 suggestions for improvement were submitted by the employees, of which 75.408 were implemented. In the same year “Brigadas” met 396 times and have already eliminated 88% of the shortcomings detected with 1.297 “fast solutions”.

Using a “working atmosphere survey”, the company tests at regular intervals how satisfied the employees are with the health promotion activities. A monthly prevention brochure informs the employees in detail about all projects.

Branch:
Manufacture of motor vehicles

No. of employees:
12.400

Products/Services:
Cars

Locations:
Valladolid – Palencia - Sevilla

Miscellaneous:
FASA RENAULT is a part of a multinational corporation with its head office in Madrid, three factories in Spain and its headquarters in France.

Fomento de Construcciones y Contratas (FCC) Spain



Workplace health promotion and accident prevention are integrated in the quality management system at FCC. It has been laid down that the prevention of health risks is to be allowed for even in the planning phase of projects and co-ordinated with the specific peculiarities of the construction sites. The company management supports and finances all activities which may reduce health risks for all employees.

Safety at all sites

Even before construction sites are developed, FCC plans appropriate occupational safety and health measures. These not only include technical protective facilities, safety equipment etc. but also the instruction of the employees on safety-conscious behaviour. Moreover, each building worker always carries a brochure with the most important safety regulations with him and every new construction phase is flanked by special safety training for the employees. The site managers and foremen supervise the working conditions of the employees. Additional checks by the occupational safety and health officers ensure that rapid action can be taken in the event of risks. They also become active when the workforce starts to show behaviour involving any safety risks. New machines may only be deployed after the person responsible has checked and approved them. FCC is supported by the insurance company, FREMAP, in its health promotion endeavours. FREMAP provides occupational safety and health experts who investigate industrial accidents and illnesses, determine the need for training as well as plan

and implement intervention schemes. Subcontractors must also satisfy quality, safety and environmental standards for FCC. The company has set up its own addiction advice office for its employees.

Accident rate greatly reduced

All safety-relevant aspects are evaluated at FCC: This includes the personal protective equipment, the technical preconditions, the protection of third parties and the performance of those responsible for occupational safety and health. In view of the wide variety of programmes relating to safety and health in the company, the time lost due to illness as well as the risk of accidents have dropped rapidly. Furthermore, over the last ten years the consumption of alcohol by the employees has fallen substantially.



Branch:

Construction industry

No. of employees:

6.000

Products/Services:

Construction engineering and public works

Miscellaneous:

FCC is one of the largest construction companies in Spain and also operates in other sectors.

OPEL's Occupational Health Service (OHS) is determined to develop a culture of prevention amongst its permanent staff (from management to individual workers) and external providers. OPEL is a firm supporter of WHP measures.

WHP measures relate not only to the area of prevention (safety, hygiene, ergonomics and occupational health) but also to health promotion and quality of life. This incorporates social and health related services, drugs and gambling addiction programmes, immunisation plans and chronic disease surveillance...

As established under Law 31/1995 (Spanish transposition of the Council Directive 89/391/EEC) occupational health and safety should be integrated in business activities and workers should actively participate in its implementation. In relation to this point, OPEL has incorporated the CRUZ VERDE (Green Cross) as a means of improving the culture of prevention and promoting worker participation.

The Green Cross

Production teams consisting of 8-12 workers have outlined goals which should be achieved each year.

A Green Cross shaped calendar has been created, where incident free days are coloured green, health problems and injuries which do not require a day off work are marked in yellow and occupational injuries in red. Each incident is commented on in group meetings and suggestions are made to avoid such events in the future. In 1998, 8,053 proposals were made and 62% of these were implemented.

A tool to enhance occupational health and safety culture and promote worker's participation

The Green Cross helps to evaluate the results of WHP measures and to underline the importance of

preventative health measures for the organisation. It also promotes active worker participation not only in monitoring working conditions but in submitting solutions and in enhancing their awareness of these topics.

Successful co-operation

The Green Cross is a good example of successful collaboration between the company, the insurance company (FREMAP) and autonomous and national administration. The project's main goal is to increase awareness of WHP tools amongst OPEL providers (mainly small and medium sized enterprises) through occupational health and safety training programmes.



Branch:
Manufacture of motor vehicles

No. of employees:
8.998

Products/Services:
Cars

Locations:
Figuer elas (Zaragoza)

Miscellaneous:
85% of the employees work shifts;
13.4% of the employees are
disabled



The slogan at Astra AB is: “Everything that’s good can be made better!”. Therefore, the company has also set itself high quality standards for workplace health. Astra has separate guidelines for workplace health promotion, occupational health and safety, smoking, alcohol, drugs and pregnancy.

Health starts at breakfast

The management, those responsible for occupational health and safety, human resources and environmental protection as well as the works council are involved in the planning and implementation of workplace health promotion measures. The employees participate in the design of their workplace through project groups and quality groups.

As part of Astra’s quality assurance system, absenteeism, industrial accidents and the results of staff surveys are analysed and documented on a on-going basis. The company uses the results as a basis for planning the continuous improvement of working conditions.

Astra invests heavily in the development of its employees’ skills base - particularly health skills. For this purpose, a ‘skills development plan’ is drawn up for each employee. A regular ‘breakfast meeting’ has been set up for the further training of the executive team. This meeting includes a healthy breakfast, and also opens up opportunities for other activities such as water aerobics training, and seminars on health related subjects.

In addition, the company looks after its employees through a staff care project, keep-fit exercises at the workplace, social, sports and cultural programmes as well as courses on health topics.

A number of activities are aimed at improving compatibility between family and work. These include flexible, individual working hours and the possibility of telework.

Healthy employees, satisfied customers

The evaluation of the health promotion measures has shown that currently about 60% of all employees make use of the programmes on offer. Working hours lost due to illness, industrial accidents and staff turnover have fallen while productivity and both staff and customer satisfaction have increased. The employees smoke less, do more exercise and are better able to cope with stress. Absenteeism due to illness now averages 2.5%.

Branch:
Pharmaceutical industry
No. of employees:
5.760 in Södertälje
Products/Services:
Research, production, marketing and administration
Locations:
Headquarters in Södertälje
Miscellaneous:
High proportion of women (56%)

At the Civil Aviation Administration, the working conditions are viewed from a holistic perspective, which embraces physical, mental, social and organisational aspects. The company has guidelines on health protection and health promotion and their observance is reviewed in annual audits. The company management and employees are responsible for workplace health promotion. Some of the WHP measures are financed by a separate budget.

Encouraging health

Forty employees of the Civil Aviation Administration have been trained as “health inspirers”. Their task is to promote their colleagues’ awareness of healthy working conditions and health promotion activities and to develop appropriate programmes. Health promotion officers are active in the company; drawing up “personal health programmes”. Using this tool, knowledge is gained both of the individual work situation (e.g. demands, decision-making skills, satisfaction) and of eating habits, leisure time behaviour, stress, condition of health and well-being of the individual employee. This knowledge is used to create special measures for each current working team. These measures can be planned in co-operation with the occupational medicine department, the safety engineers and staff representatives. The employees can participate in these programmes during working hours.

Staff surveys are conducted regularly and their results serve as a basis for planning WHP. The surveys relate to staff satisfaction with superiors and health-related measures which have already been implemented.

The Civil Aviation Administration offers its employees a wide variety of programmes covering sports, leisure time activities and a healthy lifestyle. Alcohol and drug programmes also exist. The staff pay reduced prices in the airport restaurants.

In order to promote greater compatibility between family life and working life it is possible for some professions to work from home for part of the week.

Success with health promotion

All WHP measures are evaluated once a year at the Civil Aviation Administration. According to these evaluations, numerous successes are attributable to the health-oriented activities: improved working atmosphere, lower staff turnover, enhanced company image and an increase in productivity.



Branch:

Civil aviation

No. of employees:

790

Products/Services:

Running of airports

Locations:

Stockholm



The Malmö fire brigade is convinced that people like doing well. The company wants to create a climate in which the employees can enjoy their work. Their ideas on work organisation are taken on board as it is assumed that they themselves can best solve the problems which arise. Trust and support play a crucial role in the leadership style.

“People want to achieve something...”

The development of the WHP principles at the Malmö fire brigade including the on-going planning, supervision, control and evaluation of the measures implemented is the responsibility of specifically designated committees. In addition to this, the “departmental council” meets once a month to discuss topics relevant to health and safety and to plan appropriate campaigns. Staff representatives work in steering committees on the design, implementation and evaluation of WHP measures. Outside these committees employees actively discuss possible improvements in working conditions - supported by a good information flow and an open atmosphere. Staff development plays an important role at the company. At least once a year superiors discuss personal and professional development with each employee. Colleagues with alcohol or drug problems receive qualified counselling with the aim of being treated and returning to his/her workplace. Another group deals with the prevention and treatment of traumatic stress caused by very difficult call-outs.

... People are capable of this.”

The great commitment of the employees has contributed towards firmly anchoring health promotion within the company. The working atmosphere and image have improved, staff turnover and absenteeism are low at an average of 9 days. Participation in fitness programmes is very high. The addiction programmes have also made savings. The accident rate fell from 70 to 22 between 1981 and 1997.

Branch:

Public service

No. of employees:

349

Products/Services:

fire-fighting, rescue services

Locations:

Malmö

Miscellaneous:

67% of the employees work shifts (incl. night shifts)



LWAB has corporate guidelines on workplace health promotion (WHP). The departmental managers take the main responsibility for workplace health promotion and there is a separate budget allocated for this purpose. The activities are carried out by the department for health promotion together with external doctors and nurses, physiotherapists and communications and management consultants. The close co-operation between these four groups is regulated by agreements.

Satisfaction pays dividends

LWAB uses a system of “internal control” to methodically analyse and document the working conditions within the company. The number of working days lost and industrial accidents are evaluated. An audit on the entire company is conducted every year. The results of these audits form the basis of the health promotion strategies and for planning of health-related measures.

In order to determine health risks at the workplace and to learn more about the needs and level of satisfaction of the employees, “health and work profiles” are also drawn up. Many departmental managers also work with this device. LWAB aims to work through co-operation and consensus, and not conflict.

Each employee has an ergonomically designed workplace and can have a medical examination at any time. In addition to a wide variety of courses on offer, such as back training or stress management, there is a programme to combat alcohol and drug abuse. Participation in health promotion measures is generally free of charge to the employees.

LWAB has its own training centre. In addition to this, a canteen provides healthy food. A swimming pool and sports facilities are available and employees are encouraged to do some physical exercise.

Better working atmosphere, higher productivity

The host of workplace health promotion measures has had a positive impact on the company image and working atmosphere and productivity has improved. The accident risks have been substantially reduced in the canteen, printing shop and the post department. Because of training in safety matters, employees are now much more aware of the risks.

Take-up of health promotion programmes by employees is very high: about 85% of the employees use these facilities.

The rate of absenteeism due to illness at the company is about 3%.



Branch:

Insurance

No. of employees:

1.700

Products/Services:

Health-related services

Locations:

Stockholm

Protecting and promoting the health of its employees are the most important corporate objectives of ABB Hochspannungstechnik AG both for economic reasons and as part of its social responsibility. ABB has established a workplace health management system at its Swiss locations for which the respective human resources and health departments are jointly responsible.

Highly varied and systematic

Workplace health promotion is planned and co-ordinated by a body which comprises an external industrial physician who is regularly responsible for the works, the human resources manager, the executive team, the works council, the social assistance department and external occupational safety experts. In close co-operation they analyse the risk factors at the workplace and advise the various departments on the ergonomic organisation of the work.

One special feature is the “ethics discussion” initiated by the company: Employees collect topics, such as being overtaxed by their work and age, which they discuss together. The proposals drawn up here are subsequently presented. Staff participation also includes quality circles on workplace design and in the “ideas management system”. Staff surveys on job satisfaction are conducted regularly and the results lead systematically to the implementation of the improvements found by this instrument to be necessary. Staff appraisal meetings on performance agreements are designed so that they serve to match (future) job requirements and skills.

At ABB, future executives attend a training programme to promote social skills and where they learn above all to recognise physical, mental and social stresses. Focal points of health-related programmes and campaigns are also addiction prevention and assistance, help with mobbing, stress, stopping smoking, healthy food and the early detection of heart/circulation risks. Measures to improve reconciliation between working and family life, a fitness centre on the works premises and cultural programmes round off the variety of events for the employees.

An all-round success

The ABB health management system can book improvements in the working atmosphere, work motivation and job satisfaction as successes. Moreover, the time lost due to illness over the last five years has fallen by 40% (currently 2.3%) and the accident rate is 0.4%.

Branch:

Electrical industry

No. of employees:

1.033

Products/Services:

High-voltage switchgear

Locations:

Zurich

Miscellaneous:

Certified to ISO 9001 and ISO 14001; 10% women, 36% graduate engineers / academics

Druckzentrum Bern initiated the project "Work PLUS Health" as far back as in 1993 at the instigation of the city of Bern. The project is supported by the PLUS office for health promotion and addiction prevention and its aim is to maintain and promote the health of the employees of Druckzentrum Bern. The corporate guidelines and a co-operation agreement with the PLUS office regulate the WHP details.

External specialists provide assistance

A project steering committee develops and co-ordinates workplace health promotion at Druckzentrum, receiving advice from the PLUS office as well as assistance with implementation. The company specifically determines the needs by analysing staff surveys, absenteeism, industrial accident statistics, and employee interviews.

In the meantime the working conditions have been improved in various respects. For example, the start of the shift has been moved by one hour. Action has also been taken to ensure better air circulation and temperature control. Campaigns have been carried out aimed at making employees more aware of health risks caused by noise and to increase their willingness to wear protective equipment.

Furthermore, campaigns such as "Treating each other with more respect" have had a positive impact on the working atmosphere.

Berner Druckzentrum supports its employees to have healthier lifestyles by offering programmes on nutritional food, how to stop smoking, and healthy canteen food. The company

offers its employees qualified social and addiction assistance and addicts also receive rehabilitation support following detoxification.

Employees are rarely ill

At Druckzentrum all health-related activities were evaluated between 1993 and 1995. The company was also interested in whether the employees accept the action taken. Moreover, data on job satisfaction and other company documents were assessed. This information showed that the wide variety of health promotion measures have improved both the working atmosphere as well as job motivation and staff satisfaction.

Absenteeism due to illness has been reduced to 1.97%, the time lost due to accidents is 0.11%.



Branch:
Printing industry
No. of employees:
112
Products/Services:
Newspapers
Locations:
Bern

Miscellaneous:
Druckzentrum Bern is a subsidiary
of Berner Tagblatt Medium AG.
95% shift work, 25% part-time work

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