

# UNITED KINGDOM



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## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>DIAGEO PLC</b>
Address:	8 Henrietta Place, London W1G 0NB, England.
Name of contact person:	Sylvia Shepherd
Function of contact person:	Occupational Health Advisor
Telephone number:	01333 432072
Email:	sylvia.shepherd@diageo.com
Sector:	Food & Drinks Industry
Number of employees:	3958

Age	Sex		total
	male	female	
up to 35	556	277	833
35 to 50	1430	754	2184
50+	680	261	941
<b>total</b>	2666	1292	3958

## **B. Integration of WHP in the company policy and culture**

Diageo PLC is the world's largest drinks manufacturer, employing around 4,000 people across eight sites in Scotland. Diageo recognise the importance to their business of creating a mentally healthy workplace and, therefore, of the need to promote mental health and wellbeing.

Since 2007 Diageo Scotland have been tackling mental health and stress in the workplace through an internally developed Wellbeing Programme, in association with the Health & Safety Executive (HSE).

Diageo also fully engaged with the Healthy Working Lives (HWL) programme and support work across all sites with the provision of time, resources and most importantly Senior Management support.

The Wellbeing Programme incorporates a combined employee health needs assessment and mental health survey with a 3-year action plan developed on a site basis. One key action is the Mental Health Training for Managers, which has been designed to educate Managers on the common mental health conditions and how to support and employ people with mental health conditions in the workplace.

Diageo PLC are working hard to fully integrate the wellbeing programme into their business culture through local HWL and wellbeing working groups. The groups ensure all levels of staff are educated and supported to raise awareness and proactively tackle stigma in the workplace. This has been achieved through the provision of information and support, i.e., local/national campaigns; promotion of the new mental health and existing family friendly policies; the in-house occupational health departments; external TK2 counselling service. Diageo PLC is a progressive, proactive organisation and has numerous plans in place to ensure employees have the opportunity in the future to train, learn and understand what mental health means.

This ongoing and exemplary work has been recognised through the HWL Programme; indeed many Diageo PLC sites have achieved the HWL Award. Diageo PLC is presently working towards the Mental Health Commendation Award, which it hopes to achieve in the near future.

**C. Described health topics**

	Smoking-prevention
	Healthy eating
	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

A stress risk survey was carried out using the HSE Management Standards Indicator Tool. Anonymous Stress Questionnaire given to all employees. Results were analysed and publicised to all Diageo employees with briefings being cascaded verbally through Diageo's normal communication channels and through company newsletters.

As a result of the survey, the following actions were identified:

- Develop an action plan to address issues identified in the survey by each of the local stress risk assessment groups.
- Action Plan to be tracked by senior managers
- All managers to be trained in Stress Management for Managers, a one-day module developed in house.
- Develop and implement a Dignity at Work policy
- Repeat stress surveys on a regular basis
- Set up a Wellbeing Risk Assessment Group to look at mental health issues
- Each site pulling together a cross-functional group of employees and managers locally - (Wellbeing Risk Assessment group)
- Set up Wellbeing Steering group to oversee the project.
- Carry out a series of Wellbeing and Health events at all sites to raise employee awareness of mental health and wellbeing issues
- Give Sponsorship at an executive level
- Host a wellbeing event with representation from a range of groups, such as alternative therapies, relaxation taster sessions, training, stress awareness and awareness-raising around other lifestyle issues.

## G.2. Strategy & implementation

The long term strategy and aim for Diageo PLC is to:

- Create a mentally healthy workplace and reduce time lost through stress-related absence from work.
- Ensure compliance with legislation, regarding stress risk assessments.
- Roll out and embed Diageo Wellbeing policy.
- Give line managers the necessary tools to address mental health issues in the workplace.
- Improve employee awareness of Mental Health and where to seek help.
- Shift cultural perceptions and remove the stigma around mental health issues.
- Continue to provide Occupational Health information and advice on-site.
- Continue to provide staff access to the tlk2 helpline which provides free, impartial advice in relation to any issue affecting staff and their immediate household members.
- Ensure a supportive working environment with flexible working is available to all staff.
- Allow informal dialogue between colleagues which can help to resolve workload issues.
- Carry out regular appraisals to ensure staff have clear objectives and are able to discuss personal development needs.

### G.3. Evaluation & results

Results have also highlighted that managers now feel much more comfortable about tackling this issue and proactively supporting staff. (Data from post training survey).

- A drugs awareness campaign carried out has been a great success, where many employees have thoroughly enjoyed the presentation and the useful information, which they can take from it.
- The Wellbeing Risk Assessment survey session was another success. All employees were given time off to attend a presentation and time to fill in the survey forms. This was a great opportunity for all employees from line operatives to senior managers to air their views both verbally and in the confidential written format. The Wellbeing Risk Assessment Group is regularly working on actions arising.
- The Wellbeing days were regarded as a great achievement; this covered the four shift patterns. On the whole employees enjoyed the variety and cross section of information, which was available. Approximately 24 exhibitors were on site. Many employees recorded an interest to learn more or participate in some of the exhibitor's courses, which were on offer.
- Wellbeing room has been set aside for staff to relax during the working day
  - A Wellbeing at Work policy was created
  - A range of training has been offered. 10 members of staff trained in Scotland's Mental Health First Aid and 1 member of staff is trained to deliver this course, with plans to offer the course to more staff. Over 500 staff were given drugs awareness training. Two managers have been on Mentally Healthy Workplaces training (February 2008) and there are plans to send more staff on this course. Wellbeing Training for Managers is offered to all senior and band 5 managers

Future plans for Diageo include:

- signing up for the 'see me' pledge to help break down the stigma and discrimination which surrounds mental ill health;
- offering ASIST and 'safetal' training to raise awareness around suicide and suicide prevention
- providing further training in Scotland's Mental Health First Aid, Mentally Healthy Workplaces training for Managers
- providing further drug awareness training.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Mars Chocolate UK</b>
Address:	Dundee Road, Slough, Berkshire, SL1 4JZ
Name of contact person:	Miss Arthi Santa
Function of contact person:	Wellness Programme Manager
Tel.:	+ 44 (0)1664 438947
Email:	Arthi.santa@eu.effem.com
Sector:	Private
Number of employees:	1326

Age	Sex		total
	male	female	
up to 35	247	235	482
35 to 50	500	239	739
50+	74	31	105
<b>total</b>	821	505	1326



## **B. Integration of WHP in the company policy and culture**

Mars takes employee health and wellbeing seriously and as such has a range of initiatives across its sites. These range from on-site Occupational Health services through to the provision of excellent on-site cafeteria facilities offering a range of healthy eating options. Mars provides education and advice on an ongoing basis on a diverse range of health issues, which include diet and exercise, alcohol awareness, smoking cessation, coping with stress, and general health awareness.

Mars Chocolate UK has a workplace health programme called Winning With Wellness. The broad aim of the Winning With Wellness Programme is to provide opportunities for all Mars Chocolate Associates to be informed about their health and make choices to live healthier lives. This programme links directly with Mars' responsibility and mutuality principles.

Mars has a vision for Winning With Wellness -

"The Winning With Wellness vision is to have an embedded workplace environmental culture that will enable Mars employees to make beneficial decisions to improve their lifestyles and thereby encourage greater levels of productivity and engagement".

There is a designated full time programme manager role that manages the Wellness programme along with the support of 'champions'. Wellness Champions are volunteer associates that are allowed 2 hours per week during their core working hours to spend on the initiative.

Mars has in place many policies/benefits that support the Winning With Wellness programme. This includes flexible working, sickness management, health and safety training (including first aid), healthcare cover and physiotherapy services on site.

Mars also has official communication and involvement forums where elected employees represent the views and opinions of the office, manufacturing and sales associates. These forums are responsible for a variety of activities and act as the voice for all employees. The Wellness Programme Leader regularly attends meetings to discuss the interventions and to use the forum to cascade information to employees.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

A 1:1 NHS stop smoking service has been offered on-site for 3 years now. Employees are able to receive 4 weeks of NRT at the price of a prescription. The % of employees smoking has reduced from 18% to 15.1% since the start of the programme (over an 18-month period).

The service is available at flexible times of the day and week to cater for our shift population. The service is promoted throughout the year and national 'No Smoking Day' is also recognised with displays and activities.

### **D.2. Strategy and implementation**

For all lifestyle issues (Stress Management, Physical Activity, Smoking Cessation and Diet and Nutrition), the health needs of the associates were identified at the start of the programme using 3 separate methodologies.

Firstly, data was analysed from the positive attendance management database to ascertain the main reasons why associates were absent from work.

Secondly, a comprehensive questionnaire formulated by Loughborough University was sent to all associates. This included questions on lifestyle behaviours, selected mediating variables (e.g., self-efficacy, barriers to change), general health, work-related items and a set of demographic items.

Lastly, an in-house needs assessment was conducted for 200 associates to formulate what interventions associates wanted most.

Employees were very much included in the decision making of what activities were offered throughout the project. A needs assessment was completed at the start of the programme in which employees were asked to rate how likely they were to take part in various interventions. The activities with the highest scores were implemented. Throughout the programme, employees are invited to voice their ideas either by directly contacting the Wellness Programme Leader or via SIT (site involvement teams) representatives. The Wellness Programme Leader regularly attends the SIT meetings to communicate about the programme and to hear employee views.

Before the smoking ban, Mars Chocolate was a no-smoking site except in the designated area. After the No Smoking Ban, this designated area was re-located outside the building. Employees are not able to smoke anywhere on site, apart from this area. This area complies with legislation and is built with only 3 sides and therefore has sufficient ventilation.

### **D.3. Evaluation & results**

Loughborough University evaluated the programme for the first 2 years. Results of smoking cessation are also collected for the NHS programme. This includes the number of cigarettes smoked per day, previous attempts of quitting; NRT used (if any) and quit dates.

The results are readily available on a yearly basis, and articles appear in the in-house magazine regularly.

## E. Healthy eating

### E.1. Organisation & structures

#### Cafeteria/Vending

There is an on-site external catering company that Mars works closely with. Meetings occur on a monthly basis and the aim is to improve the range and quality of healthy options. The Wellness Programme Leader and the cafeteria manager and chef sit on this group. Representatives from the Mars site involvement teams (these are groups who represent the employees on any issues regarding the environment, working practices, etc) also sit in on the meetings.

- Cafeteria Survey: On a yearly basis the cafeteria conducts a survey on its service. Included in this survey is employees' opinions on the range and quality of healthy options
- Weight loss programmes:
  - Fat Busters: in-house weight management course run over 7 weeks including topic sessions on food labelling, psychological hunger, exercise and adapting recipes.
  - Slough's Biggest Loser: 8-week weight loss competition. In 2008, 37 participants lost 103 kg collectively.
  - Cold Turkey: a 10-week weight loss team competition planned for 2009.
- Yearly health checks: Biometrics offered including cholesterol and diabetes and blood pressures
- Tanita Scale pop in sessions (every 3 months): These scales calculate hydration, fat %, muscle mass, bone density, basal metabolic rate and metabolic age.
- Nutrition newsletters: Quarterly newsletters on various nutrition topics.

## **E.2. Strategy and implementation**

Needs assessment as per E2.

The cafeteria and cafe offer a range of 'healthy foods'. These include dried fruit and nuts, low fat cereal bars, smaller portion baguettes, healthy range of sandwiches, undressed salads, fresh smoothies, a variety of fresh vegetables, boiled potatoes as an alternative to chips and steamed fish on Fridays.

Healthy eating offers are available for employees each month. The offers are subsidized by the Winning With Wellness Programme. These offers aim to encourage employees to choose the healthier options. For example, buy a soup and get a free low fat yogurt, or buy a jacket potato and get 1 free healthy filling.

Drinking water is readily available over the whole site.

Information on healthy eating is displayed in the cafeteria and designated Wellness Boards throughout the site and on the company intranet.

## **E.3. Evaluation and results**

Evaluation is carried out dependent on the activity. For example, number of healthy eating offers taken up per month.

The results are readily available on a yearly basis, and articles appear in the in-house magazine regularly.

## **F. Physical activity**

### **F.1. Organisation and structures**

Sports and Social Council:

There is a Sports and Social Council set up within Mars. The Council organise various events throughout the year, including a mixed netball tournament and London-Brighton cycle ride. The Council also provides funding for sports/social clubs; successful applications include golf tournaments, photography clubs and football teams.

- **Exercise Classes:** There is a purpose built studio on site, where there are various classes running per week. This includes Boxercise, Pilates, Yoga and Aerobics. There is currently a 73% uptake on the classes.
- **Step Challenge:** Throughout the year, a target group of employees take part in the Step Challenge where they have to increase their step average using a step-o-meter.
- **Corporate Gym Memberships:** Various corporate gym memberships have been negotiated within the local area, plus some national chains of gyms to target sales employees.

### **F.2. Strategy and implementation**

Needs assessment as per E2

Some exercise classes are organised during lunch and organised walks also occur throughout the year. Most other exercise classes occur after working hours. There are showering/changing facilities available on site.

Employees are encouraged to cycle/walk to work via various incentives such as free breakfasts. There is a secure cycle shed on site.

Information on physical activity is displayed on various poster boards throughout the site and on the company intranet.

### **F.3. Evaluation and results**

Evaluation is carried out dependent on the activity. For example, number of increased steps over a time period.

The results are readily available on a yearly basis, and articles appear in the in-house magazine regularly.

## **G. Stress**

### **G.1 Organisation and structures**

Displays on stress management are displayed throughout the year and employees are able to make use of the Galaxy Room. This room is available to all associates on a 24-hour basis. The room can be used to take a 'time out' when feeling stressed, upset or in need of some quiet time. Within the room are various self-help guides on topics such as bereavement, controlling anger and depression.

Any cases of stress that lead to absence are carefully looked into. Support is made available to the employee via a variety of avenues, dependent on the cause of stress. For example, all on-site Occupational Health nurses are qualified in Cognitive Behavioural Therapy and use these techniques where appropriate. Employees also have access to significantly reduced healthcare cover. The healthcare company also provide a 24-hour confidential advice line that can be used by all employees and any person within their household.

On a regular basis a massage therapist visits the site and offers a range of treatments at a subsidised rate.

### **G.2. Strategy and implementation**

As per E2

Mars have an in house system that enables data to be attained regarding reasons for absence. This data is used to tailor stress management interventions to particular groups or individuals.

All line managers are fully trained in line manager excellence and are able to support any employees with job-related stress with help from occupational health.

### **G.3. Evaluation and results**

Evaluation is carried out dependent on the activity. For example, number of day's absence due to stress.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>University of Glamorgan</b>
Address:	Pontypridd Rhondda Cynon Taf CF37 1DL
Name of contact person:	John Curtis
Function of contact person:	Head of Occupational Health & Safety Services
Telephone number:	01443 482029
Email:	jbcurtis@glam.ac.uk
Sector:	Public sector - education
Number of employees:	2184

Age	Sex		total
	male	female	
up to 35	275	390	665
35 to 50	423	477	900
50+	380	239	619
<b>total</b>	1078	1106	2184

## **B. Integration of WHP in the company policy and culture**

Health promotion and education have been regarded as very important with the view that investment in welfare would produce both personal benefits for the individual and corporate benefits for the institution. The University is committed to promoting health and well being for staff and students by encouraging the adoption of healthier lifestyles. This is referenced in the University Health and Safety Policy Statement. The philosophy which underpins this commitment is one of self help and individual responsibility within a corporate framework, promoting and supporting good practice to comply with legislation, addressing key workplace risks to health and promoting a healthy lifestyle culture.

In 2007, in recognition of its commitment and work in promoting health and well being, the University was awarded the Welsh Assembly Government's Corporate Health Standard at Silver level and in 2008 was awarded the Standard at Gold Level, the first university in Wales to achieve the Award at this level.

A Health and Well-Being Strategy has been adopted, which sets how this will be achieved. The Vice Chancellor, accountable to the Board of Governors, is ultimately responsible for ensuring the Strategy is implemented and subject to regular review and a Health and Well-Being Group assists with this.

The Health and Well-Being Group was established with the principal purpose of developing specific health and well-being policies and initiatives integral to that strategy. The Group comprises representation from support Departments and Academic Faculties within the University. Staff are also represented via Trade Union representatives. The Group also acts as a forum for two-way communication between employees and management on workplace health issues.

An Occupational Health and Safety Services unit provides an independent, impartial and confidential advice and technical support service. Other University support services also have a key role in delivering this Strategy, e.g., Sport, Health and Exercise, Hospitality Services, Staff Counselling, Human Resources and Marketing and each is represented on the Health and Well-Being Group.

A range of policies have also been covering Alcohol, Drugs and Substance Misuse, Smoking, Work Life Balance, Stress Management, Harassment, Flexible Working, Display Screen Equipment, Occupational Health, Rehabilitation, Manual Handling, Physical Activity & Exercise, Nutrition, Mediation and Green Travel Plan.

A series of University focussed Health and Well-Being events are held at intervals, and these have been integrated into co-ordinated campaigns for successive Academic Years and cover Health and Well-Being, Sports Centre Road Shows, Eating for Health, Well

Women and Men's Health. National campaigns such as National No Smoking day are also supported.

For the 2007/8 Academic Year, Health and Well Being Roadshow events have been arranged for individual Departments, normally over the lunch period, thus making this service easily accessible to both academic and support staff, and these have proved to be both popular and successful.

Health and well being is included in all published corporate documents, staff intranet and printed staff newspaper. Bespoke general health information booklets have also been produced for staff.

### C. Described health topics

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

## **D. Smoking prevention**

### **D.1. Organisation & structures**

The University has operated a smoking policy on its premises since 1990, segregating smokers from non-smokers. The original smoking policy was introduced following full consultation with all staff. The policy has been revised on two occasions since then, moving toward a smoke-free environment, with the most recent review being undertaken to ensure compliance with the Smoke Free legislation, which came into effect in Wales in 2007.

There is a total prohibition on smoking in University buildings and in the immediate vicinity of buildings, i.e., within five metres where there are entrances and windows to ensure smoke does not enter buildings. At present, the policy does not extend to a complete prohibition of smoking on any of the University sites, apart from the exclusion zone around buildings and a small number of smoking areas have been designated. Smoking may be permitted in a limited number of private study bedrooms in Halls of Residence which have been identified for occupancy by smokers.

### **D.2. Strategy and implementation**

The University actively supports national campaigns, such as the National No Smoking Day, usually by providing an information stand in one of the well-used buildings such as the Gallery Restaurant. Information and advice is also made available at other Health and Well being events which are held at intervals in Departments and other locations.

The Health and Well Being section of the staff intranet is also used to inform staff of the policy and the support and advice that is available, including web links.

Information and advice on stopping smoking is also available through the University Health Centre and Occupational Health & Safety Services.

### **D.3. Evaluation & results**

The Health and Wellbeing Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. The smoke-free policy is included in the action plan.

Health and Wellbeing events are evaluated by the organisers by means of completed evaluation forms or by direct feedback from individuals. These, in turn, are summarised and fed back to organising Departments and the Health and Well Being Group.

Occupational Health & Safety Services collates data in relation to number of consultations. The collection of such data has enabled the focussing of specific action in individual Departments.

## **E. Healthy eating**

### **E.1. Organisation & structures**

The Health and Wellbeing Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. A Nutrition Policy has been adopted in support of the Health and Well Being Strategy and is included in the action plan.

The Hospitality Services Department's mission statement is 'To provide innovative, professional and friendly service that combines quality and value for money with a high standard of care and service delivery.'

Hospitality Services is responsible for the implementation of the policy at an operational level.

Services offered by the Department throughout the University include seven Coffee Shops and 'Food on the Go' outlets, three main dining areas, vending machines in thirteen locations, plus a buffet and refreshments delivery service. Besides this, the Department caters for functions, conferences, etc.

## E.2. Strategy and implementation

The Hospitality Services Department offers a range of healthy options, but customers may not be aware of which products to choose from the extensive range, and the focus of the Nutrition Policy is to raise awareness and actively promote healthy eating.

The aims and objectives of the policy are

- To work with its suppliers to make gradual changes to dishes to make them healthier.
- To adopt a healthy choice criteria wherever operationally possible.
- To actively market healthy choices in all catering outlets.
- To incorporate healthy choices into vending machines.
- To train catering staff to enable them to inform customers about the healthy options available.
- To incorporate healthy options into corporate events and functions.
- To hold several promotional events throughout the year covering all units under the Eating for Health Banner.
- To work with the catering contractor at Merthyr College to ensure healthy choices are provided.

Below are some of the actions that have been taken:

- Healthy balanced menu using the balance of good health model
- Participated in national events, e.g., 5-a-day, Cycle to Work week (free breakfasts)
- Clearly labelled healthy food choices
- Provision of information – in-house Healthy Food options leaflet
- Healthy vending
- Active marketing of healthy options
- Healthy Eating Week held each year
- Healthy choices at corporate functions and social events
- Training of catering staff
- Extend policy to contract catering providers
- Follow minimum of eight healthy choice criteria

### **E.3. Evaluation and results**

The Nutrition Policy is reviewed at intervals by the Health and Well Being Group.

The Hospitality Services Department produces reports each term based upon:

- Sales mix analysis – healthy options as % of sales
- Customer feedback from promotional events
- Changes to menu content
- Recommendations for improvements

This information is used to enable informed decisions to be made.



## **F. Physical activity**

### **F.1. Organisation and structures**

The Health and Well Being Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. A Physical Activity and Exercise Policy has been adopted in support of the Health and Well Being Strategy and is included in the action plan. The Centre for Sport Health and Exercise is responsible for the implementation of the policy at an operational level.

A staff and student travel survey carried out in 2003 gave the indication of travel patterns to the University and provided the basis on which a strategic Travel Plan was developed and adopted. The objectives and targets in the Travel Plan are as follows:

- Inter Campus Travel: Encourage staff and students to walk, cycle or bus between the main and Glyntaff sites, rather than travel by car. Improve footpaths and cycleways around the University, ensuring they are well linked and adequately lit. Provide lockers, showers and changing facilities as well as secure cycle storage around the university.
- Travel Information and Marketing: Provide better information for travel to the University and undertake a marketing campaign to publicise alternative methods of commuting to and from the university.
- Car Planning: Set up a car sharing database for the use of both staff and students with specific benefits for those who register with the scheme. This will be supported by a guaranteed ride home scheme. Review the current car park management strategy with the aim of giving greater priority to car sharers.
- 

The Estates & Facilities Department is responsible for the implementation of the Green Travel Plan at an operational level.

## **F.2. Strategy and implementation**

The University recognises the importance of promoting and encouraging healthy and active lifestyles for both its students and staff. The Physical Activity and Exercise Policy aims to raise the awareness of the benefits of physical activity through various means including both onsite facilities and programmes and off campus. The document sets out

- Introduction
- Aims & Objectives
- Current Arrangements
- Monitoring, Evaluation & Review

A well-equipped Centre for Sport, Health and Exercise is located on the main Treforest campus and offers a wide range of quality programmes and facilities, which allows all participants the opportunities for safe, active participation in physical activity at all levels of skill and interest. The Centre provides a wide range of instructional, recreational and competitive programmes for those who wish to participate. There are also options available for staff to take up membership of external leisure facilities.

The facilities, events and programmes are communicated to staff via the staff intranet. An extensive brochure is also available to all staff which details the programmes on offer by the Sports Centre; staff are also sent individual termly newsletters. The Sports Centre also run staff-only sports sessions and hosts a three-week Inter Departmental Staff Sports Competition during the Summer.

## **F.3. Evaluation and results**

The Physical Activity and Exercise Policy is reviewed at intervals by the Health and Well Being Steering Group. Customer feedback is encouraged and there is a formal evaluation process for organised events, such as the Health and Well Being Roadshows and national campaigns. Results of evaluations are used to enable informed decisions to be made. Staff membership and use of the Centre for Sport Health and Exercise is also monitored by the Department.

The Green Travel Plan is kept under review by the Green Travel Plan Steering Group.

## G. Stress

### G.1 Organisation and structures

The Health and Well Being Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. The University has adopted a Stress Management Policy and Code of Practice in support of the Health and Well Being Strategy and this is included in the action plan.

The policy follows best practice and references guidance issued by the Universities and Colleges Employers Association and the Health and Safety Executive's Management Standards for Work-related Stress, which identifies the key areas or 'risk factors' that can be causes of work-related stress. The document sets out

- Statement of Intent
- Definition of stress
- Effects of stress and sources of stress arising from work
- Statutory responsibility
- Roles and responsibilities
- Risk assessment arrangements
- Actions to prevent harmful levels of stress
- Guidance on courses of action for employees affected by stress
- Sources of support available within the University

A Health and Well Being staff survey was undertaken in 2007. A full survey of staff was undertaken in 2008 to measure attitudes to factors that influence experience at work and was run as part of a research project, *Benchmarking Quality of Working Life in UK Universities*.

## **G.2. Strategy and implementation**

Sources of support available in the University include access to the occupational health service, staff counselling service, Harassment Advisors, mediation service and staff development courses. Stress awareness presentations have been made to Heads and training sessions have been organised for Departmental Health and Safety Co-ordinators and line managers. More specific sessions have been held in individual Departments.

Systems are also in place which would allow flexible working and staged rehabilitation to work following a period of sickness absence.

The University Staff Counselling Service provides a resource for staff on mental health issues through the various well-being events, staff development workshops and the provision of information to individuals. Students and tutors are supported by a Student Mental Health Adviser as well as the Student Counselling Service.

A Stress Awareness and Management training programme for all Managers is being developed. This will be an ambitious programme and training for managers will be regarded as mandatory. A Guidance document for managers has also been drafted in support of the training and this includes advice on specific risk assessments.

## **G.3. Evaluation and results**

The Stress Management Policy and Code of Practice is reviewed at intervals by the Health and Well Being Steering Group. The results of the two surveys undertaken in 2007 and 2008 also are used to highlight issues and can result in further and accelerated work in this area.

Feedback from earlier training and awareness sessions and focus groups has assisted in development of strategies. An evaluation of the training and the current arrangements will also be an inclusive component of the planned Stress Awareness and Management training programme for Managers and will provide information upon which decisions can be made.

Meanwhile, the Occupational Health Service and Stress Counselling Service, in conjunction with Human Resources, continue to work towards establishing a programme of risk assessments related to stress.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Mars Chocolate UK</b>
Address:	Dundee Road, Slough, Berkshire, SL1 4JZ
Name of contact person:	Miss Arthi Santa
Function of contact person:	Wellness Programme Manager
Tel.:	+ 44 (0)1664 438947
Email:	Arthi.santa@eu.effem.com
Sector:	Private
Number of employees:	1326

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Mars has a vision for Winning With Wellness -

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There is a designated full time programme manager role that manages the Wellness programme along with the support of 'champions'. Wellness Champions are volunteer associates that are allowed 2 hours per week during their core working hours to spend on the initiative.

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Mars also has official communication and involvement forums where elected employees represent the views and opinions of the office, manufacturing and sales associates. These forums are responsible for a variety of activities and act as the voice for all employees. The Wellness Programme Leader regularly attends meetings to discuss the interventions and to use the forum to cascade information to employees.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

A 1:1 NHS stop smoking service has been offered on-site for 3 years now. Employees are able to receive 4 weeks of NRT at the price of a prescription. The % of employees smoking has reduced from 18% to 15.1% since the start of the programme (over an 18-month period).

The service is available at flexible times of the day and week to cater for our shift population. The service is promoted throughout the year and national 'No Smoking Day' is also recognised with displays and activities.

### **D.2. Strategy and implementation**

For all lifestyle issues (Stress Management, Physical Activity, Smoking Cessation and Diet and Nutrition), the health needs of the associates were identified at the start of the programme using 3 separate methodologies.

Firstly, data was analysed from the positive attendance management database to ascertain the main reasons why associates were absent from work.

Secondly, a comprehensive questionnaire formulated by Loughborough University was sent to all associates. This included questions on lifestyle behaviours, selected mediating variables (e.g., self-efficacy, barriers to change), general health, work-related items and a set of demographic items.

Lastly, an in-house needs assessment was conducted for 200 associates to formulate what interventions associates wanted most.

Employees were very much included in the decision making of what activities were offered throughout the project. A needs assessment was completed at the start of the programme in which employees were asked to rate how likely they were to take part in various interventions. The activities with the highest scores were implemented. Throughout the programme, employees are invited to voice their ideas either by directly contacting the Wellness Programme Leader or via SIT (site involvement teams) representatives. The Wellness Programme Leader regularly attends the SIT meetings to communicate about the programme and to hear employee views.

Before the smoking ban, Mars Chocolate was a no-smoking site except in the designated area. After the No Smoking Ban, this designated area was re-located outside the building. Employees are not able to smoke anywhere on site, apart from this area. This area complies with legislation and is built with only 3 sides and therefore has sufficient ventilation.



### **D.3. Evaluation & results**

Loughborough University evaluated the programme for the first 2 years. Results of smoking cessation are also collected for the NHS programme. This includes the number of cigarettes smoked per day, previous attempts of quitting; NRT used (if any) and quit dates.

The results are readily available on a yearly basis, and articles appear in the in-house magazine regularly.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>University of Glamorgan</b>
Address:	Pontypridd Rhondda Cynon Taf CF37 1DL
Name of contact person:	John Curtis
Function of contact person:	Head of Occupational Health & Safety Services
Telephone number:	01443 482029
Email:	jbcurtis@glam.ac.uk
Sector:	Public sector - education
Number of employees:	2184

Age	Sex		total
	male	female	
up to 35	275	390	665
35 to 50	423	477	900
50+	380	239	619
<b>total</b>	1078	1106	2184

## **B. Integration of WHP in the company policy and culture**

Health promotion and education have been regarded as very important with the view that investment in welfare would produce both personal benefits for the individual and corporate benefits for the institution. The University is committed to promoting health and well being for staff and students by encouraging the adoption of healthier lifestyles. This is referenced in the University Health and Safety Policy Statement. The philosophy which underpins this commitment is one of self help and individual responsibility within a corporate framework, promoting and supporting good practice to comply with legislation, addressing key workplace risks to health and promoting a healthy lifestyle culture.

In 2007, in recognition of its commitment and work in promoting health and well being, the University was awarded the Welsh Assembly Government's Corporate Health Standard at Silver level and in 2008 was awarded the Standard at Gold Level, the first university in Wales to achieve the Award at this level.

A Health and Well-Being Strategy has been adopted, which sets how this will be achieved. The Vice Chancellor, accountable to the Board of Governors, is ultimately responsible for ensuring the Strategy is implemented and subject to regular review and a Health and Well-Being Group assists with this.

The Health and Well-Being Group was established with the principal purpose of developing specific health and well-being policies and initiatives integral to that strategy. The Group comprises representation from support Departments and Academic Faculties within the University. Staff are also represented via Trade Union representatives. The Group also acts as a forum for two-way communication between employees and management on workplace health issues.

An Occupational Health and Safety Services unit provides an independent, impartial and confidential advice and technical support service. Other University support services also have a key role in delivering this Strategy, e.g., Sport, Health and Exercise, Hospitality Services, Staff Counselling, Human Resources and Marketing and each is represented on the Health and Well-Being Group.

A range of policies have also been covering Alcohol, Drugs and Substance Misuse, Smoking, Work Life Balance, Stress Management, Harassment, Flexible Working, Display Screen Equipment, Occupational Health, Rehabilitation, Manual Handling, Physical Activity & Exercise, Nutrition, Mediation and Green Travel Plan.

A series of University focussed Health and Well-Being events are held at intervals, and these have been integrated into co-ordinated campaigns for successive Academic Years and cover Health and Well-Being, Sports Centre Road Shows, Eating for Health, Well

Women and Men's Health. National campaigns such as National No Smoking day are also supported.

For the 2007/8 Academic Year, Health and Well Being Roadshow events have been arranged for individual Departments, normally over the lunch period, thus making this service easily accessible to both academic and support staff, and these have proved to be both popular and successful.

Health and well being is included in all published corporate documents, staff intranet and printed staff newspaper. Bespoke general health information booklets have also been produced for staff.

### C. Described health topics

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

## **D. Smoking prevention**

### **D.1. Organisation & structures**

The University has operated a smoking policy on its premises since 1990, segregating smokers from non-smokers. The original smoking policy was introduced following full consultation with all staff. The policy has been revised on two occasions since then, moving toward a smoke-free environment, with the most recent review being undertaken to ensure compliance with the Smoke Free legislation, which came into effect in Wales in 2007.

There is a total prohibition on smoking in University buildings and in the immediate vicinity of buildings, i.e., within five metres where there are entrances and windows to ensure smoke does not enter buildings. At present, the policy does not extend to a complete prohibition of smoking on any of the University sites, apart from the exclusion zone around buildings and a small number of smoking areas have been designated. Smoking may be permitted in a limited number of private study bedrooms in Halls of Residence which have been identified for occupancy by smokers.

### **D.2. Strategy and implementation**

The University actively supports national campaigns, such as the National No Smoking Day, usually by providing an information stand in one of the well-used buildings such as the Gallery Restaurant. Information and advice is also made available at other Health and Well being events which are held at intervals in Departments and other locations.

The Health and Well Being section of the staff intranet is also used to inform staff of the policy and the support and advice that is available, including web links.

Information and advice on stopping smoking is also available through the University Health Centre and Occupational Health & Safety Services.

### **D.3. Evaluation & results**

The Health and Wellbeing Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. The smoke-free policy is included in the action plan.

Health and Wellbeing events are evaluated by the organisers by means of completed evaluation forms or by direct feedback from individuals. These, in turn, are summarised and fed back to organising Departments and the Health and Well Being Group.

Occupational Health & Safety Services collates data in relation to number of consultations. The collection of such data has enabled the focussing of specific action in individual Departments.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Mars Chocolate UK</b>
Address:	Dundee Road, Slough, Berkshire, SL1 4JZ
Name of contact person:	Miss Arthi Santa
Function of contact person:	Wellness Programme Manager
Tel.:	+ 44 (0)1664 438947
Email:	Arthi.santa@eu.effem.com
Sector:	Private
Number of employees:	1326

Age	Sex		total
	male	female	
up to 35	247	235	482
35 to 50	500	239	739
50+	74	31	105
<b>total</b>	821	505	1326

## **B. Integration of WHP in the company policy and culture**

Mars takes employee health and wellbeing seriously and as such has a range of initiatives across its sites. These range from on-site Occupational Health services through to the provision of excellent on-site cafeteria facilities offering a range of healthy eating options. Mars provides education and advice on an ongoing basis on a diverse range of health issues, which include diet and exercise, alcohol awareness, smoking cessation, coping with stress, and general health awareness.

Mars Chocolate UK has a workplace health programme called Winning With Wellness. The broad aim of the Winning With Wellness Programme is to provide opportunities for all Mars Chocolate Associates to be informed about their health and make choices to live healthier lives. This programme links directly with Mars' responsibility and mutuality principles.

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### C. Described health topics

X	Smoking prevention
X	Healthy eating
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## E. Healthy eating

### E.1. Organisation & structures

#### Cafeteria/Vending

There is an on-site external catering company that Mars works closely with. Meetings occur on a monthly basis and the aim is to improve the range and quality of healthy options. The Wellness Programme Leader and the cafeteria manager and chef sit on this group. Representatives from the Mars site involvement teams (these are groups who represent the employees on any issues regarding the environment, working practices, etc) also sit in on the meetings.

- Cafeteria Survey: On a yearly basis the cafeteria conducts a survey on its service. Included in this survey is employees' opinions on the range and quality of healthy options
- Weight loss programmes:
  - Fat Busters: in-house weight management course run over 7 weeks including topic sessions on food labelling, psychological hunger, exercise and adapting recipes.
  - Slough's Biggest Loser: 8-week weight loss competition. In 2008, 37 participants lost 103 kg collectively.
  - Cold Turkey: a 10-week weight loss team competition planned for 2009.
- Yearly health checks: Biometrics offered including cholesterol and diabetes and blood pressures
- Tanita Scale pop in sessions (every 3 months): These scales calculate hydration, fat %, muscle mass, bone density, basal metabolic rate and metabolic age.
- Nutrition newsletters: Quarterly newsletters on various nutrition topics.

## **E.2. Strategy and implementation**

Needs assessment as per E2.

The cafeteria and cafe offer a range of 'healthy foods'. These include dried fruit and nuts, low fat cereal bars, smaller portion baguettes, healthy range of sandwiches, undressed salads, fresh smoothies, a variety of fresh vegetables, boiled potatoes as an alternative to chips and steamed fish on Fridays.

Healthy eating offers are available for employees each month. The offers are subsidized by the Winning With Wellness Programme. These offers aim to encourage employees to choose the healthier options. For example, buy a soup and get a free low fat yogurt, or buy a jacket potato and get 1 free healthy filling.

Drinking water is readily available over the whole site.

Information on healthy eating is displayed in the cafeteria and designated Wellness Boards throughout the site and on the company intranet.

## **E.3. Evaluation and results**

Evaluation is carried out dependent on the activity. For example, number of healthy eating offers taken up per month.

The results are readily available on a yearly basis, and articles appear in the in-house magazine regularly.



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### C. Described health topics

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X	Healthy eating
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X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The Health and Wellbeing Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. A Nutrition Policy has been adopted in support of the Health and Well Being Strategy and is included in the action plan.

The Hospitality Services Department's mission statement is 'To provide innovative, professional and friendly service that combines quality and value for money with a high standard of care and service delivery.'

Hospitality Services is responsible for the implementation of the policy at an operational level.

Services offered by the Department throughout the University include seven Coffee Shops and 'Food on the Go' outlets, three main dining areas, vending machines in thirteen locations, plus a buffet and refreshments delivery service. Besides this, the Department caters for functions, conferences, etc.

## E.2. Strategy and implementation

The Hospitality Services Department offers a range of healthy options, but customers may not be aware of which products to choose from the extensive range, and the focus of the Nutrition Policy is to raise awareness and actively promote healthy eating.

The aims and objectives of the policy are

- To work with its suppliers to make gradual changes to dishes to make them healthier.
- To adopt a healthy choice criteria wherever operationally possible.
- To actively market healthy choices in all catering outlets.
- To incorporate healthy choices into vending machines.
- To train catering staff to enable them to inform customers about the healthy options available.
- To incorporate healthy options into corporate events and functions.
- To hold several promotional events throughout the year covering all units under the Eating for Health Banner.
- To work with the catering contractor at Merthyr College to ensure healthy choices are provided.

Below are some of the actions that have been taken:

- Healthy balanced menu using the balance of good health model
- Participated in national events, e.g., 5-a-day, Cycle to Work week (free breakfasts)
- Clearly labelled healthy food choices
- Provision of information – in-house Healthy Food options leaflet
- Healthy vending
- Active marketing of healthy options
- Healthy Eating Week held each year
- Healthy choices at corporate functions and social events
- Training of catering staff
- Extend policy to contract catering providers
- Follow minimum of eight healthy choice criteria



### **E.3. Evaluation and results**

The Nutrition Policy is reviewed at intervals by the Health and Well Being Group.

The Hospitality Services Department produces reports each term based upon:

- Sales mix analysis – healthy options as % of sales
- Customer feedback from promotional events
- Changes to menu content
- Recommendations for improvements

This information is used to enable informed decisions to be made.



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## **F. Physical activity**

### **F.1. Organisation and structures**

Sports and Social Council:

There is a Sports and Social Council set up within Mars. The Council organise various events throughout the year, including a mixed netball tournament and London-Brighton cycle ride. The Council also provides funding for sports/social clubs; successful applications include golf tournaments, photography clubs and football teams.

- **Exercise Classes:** There is a purpose built studio on site, where there are various classes running per week. This includes Boxercise, Pilates, Yoga and Aerobics. There is currently a 73% uptake on the classes.
- **Step Challenge:** Throughout the year, a target group of employees take part in the Step Challenge where they have to increase their step average using a step-o-meter.
- **Corporate Gym Memberships:** Various corporate gym memberships have been negotiated within the local area, plus some national chains of gyms to target sales employees.

### **F.2. Strategy and implementation**

Needs assessment as per E2

Some exercise classes are organised during lunch and organised walks also occur throughout the year. Most other exercise classes occur after working hours. There are showering/changing facilities available on site.

Employees are encouraged to cycle/walk to work via various incentives such as free breakfasts. There is a secure cycle shed on site.

Information on physical activity is displayed on various poster boards throughout the site and on the company intranet.

### **F.3. Evaluation and results**

Evaluation is carried out dependent on the activity. For example, number of increased steps over a time period.

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## **F. Physical activity**

### **F.1. Organisation and structures**

The Health and Well Being Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. A Physical Activity and Exercise Policy has been adopted in support of the Health and Well Being Strategy and is included in the action plan. The Centre for Sport Health and Exercise is responsible for the implementation of the policy at an operational level.

A staff and student travel survey carried out in 2003 gave the indication of travel patterns to the University and provided the basis on which a strategic Travel Plan was developed and adopted. The objectives and targets in the Travel Plan are as follows:

- Inter Campus Travel: Encourage staff and students to walk, cycle or bus between the main and Glyntaff sites, rather than travel by car. Improve footpaths and cycleways around the University, ensuring they are well linked and adequately lit. Provide lockers, showers and changing facilities as well as secure cycle storage around the university.
- Travel Information and Marketing: Provide better information for travel to the University and undertake a marketing campaign to publicise alternative methods of commuting to and from the university.
- Car Planning: Set up a car sharing database for the use of both staff and students with specific benefits for those who register with the scheme. This will be supported by a guaranteed ride home scheme. Review the current car park management strategy with the aim of giving greater priority to car sharers.
- 

The Estates & Facilities Department is responsible for the implementation of the Green Travel Plan at an operational level.

## **F.2. Strategy and implementation**

The University recognises the importance of promoting and encouraging healthy and active lifestyles for both its students and staff. The Physical Activity and Exercise Policy aims to raise the awareness of the benefits of physical activity through various means including both onsite facilities and programmes and off campus. The document sets out

- Introduction
- Aims & Objectives
- Current Arrangements
- Monitoring, Evaluation & Review

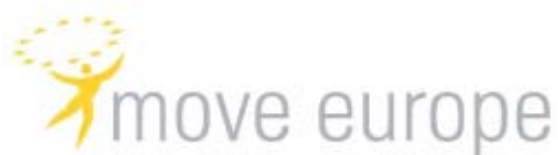
A well-equipped Centre for Sport, Health and Exercise is located on the main Treforest campus and offers a wide range of quality programmes and facilities, which allows all participants the opportunities for safe, active participation in physical activity at all levels of skill and interest. The Centre provides a wide range of instructional, recreational and competitive programmes for those who wish to participate. There are also options available for staff to take up membership of external leisure facilities.

The facilities, events and programmes are communicated to staff via the staff intranet. An extensive brochure is also available to all staff which details the programmes on offer by the Sports Centre; staff are also sent individual termly newsletters. The Sports Centre also run staff-only sports sessions and hosts a three-week Inter Departmental Staff Sports Competition during the Summer.

## **F.3. Evaluation and results**

The Physical Activity and Exercise Policy is reviewed at intervals by the Health and Well Being Steering Group. Customer feedback is encouraged and there is a formal evaluation process for organised events, such as the Health and Well Being Roadshows and national campaigns. Results of evaluations are used to enable informed decisions to be made. Staff membership and use of the Centre for Sport Health and Exercise is also monitored by the Department.

The Green Travel Plan is kept under review by the Green Travel Plan Steering Group.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>DIAGEO PLC</b>
Address:	8 Henrietta Place, London W1G 0NB, England.
Name of contact person:	Sylvia Shepherd
Function of contact person:	Occupational Health Advisor
Telephone number:	01333 432072
Email:	sylvia.shepherd@diageo.com
Sector:	Food & Drinks Industry
Number of employees:	3958

Age	Sex		total
	male	female	
up to 35	556	277	833
35 to 50	1430	754	2184
50+	680	261	941
<b>total</b>	2666	1292	3958

## **B. Integration of WHP in the company policy and culture**

Diageo PLC is the world's largest drinks manufacturer, employing around 4,000 people across eight sites in Scotland. Diageo recognise the importance to their business of creating a mentally healthy workplace and, therefore, of the need to promote mental health and wellbeing.

Since 2007 Diageo Scotland have been tackling mental health and stress in the workplace through an internally developed Wellbeing Programme, in association with the Health & Safety Executive (HSE).

Diageo also fully engaged with the Healthy Working Lives (HWL) programme and support work across all sites with the provision of time, resources and most importantly Senior Management support.

The Wellbeing Programme incorporates a combined employee health needs assessment and mental health survey with a 3-year action plan developed on a site basis. One key action is the Mental Health Training for Managers, which has been designed to educate Managers on the common mental health conditions and how to support and employ people with mental health conditions in the workplace.

Diageo PLC are working hard to fully integrate the wellbeing programme into their business culture through local HWL and wellbeing working groups. The groups ensure all levels of staff are educated and supported to raise awareness and proactively tackle stigma in the workplace. This has been achieved through the provision of information and support, i.e., local/national campaigns; promotion of the new mental health and existing family friendly policies; the in-house occupational health departments; external TK2 counselling service. Diageo PLC is a progressive, proactive organisation and has numerous plans in place to ensure employees have the opportunity in the future to train, learn and understand what mental health means.

This ongoing and exemplary work has been recognised through the HWL Programme; indeed many Diageo PLC sites have achieved the HWL Award. Diageo PLC is presently working towards the Mental Health Commendation Award, which it hopes to achieve in the near future.

**C. Described health topics**

	Smoking-prevention
	Healthy eating
	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation & structures**

A stress risk survey was carried out using the HSE Management Standards Indicator Tool. Anonymous Stress Questionnaire given to all employees. Results were analysed and publicised to all Diageo employees with briefings being cascaded verbally through Diageo's normal communication channels and through company newsletters.

As a result of the survey, the following actions were identified:

- Develop an action plan to address issues identified in the survey by each of the local stress risk assessment groups.
- Action Plan to be tracked by senior managers
- All managers to be trained in Stress Management for Managers, a one-day module developed in house.
- Develop and implement a Dignity at Work policy
- Repeat stress surveys on a regular basis
- Set up a Wellbeing Risk Assessment Group to look at mental health issues
- Each site pulling together a cross-functional group of employees and managers locally - (Wellbeing Risk Assessment group)
- Set up Wellbeing Steering group to oversee the project.
- Carry out a series of Wellbeing and Health events at all sites to raise employee awareness of mental health and wellbeing issues
- Give Sponsorship at an executive level
- Host a wellbeing event with representation from a range of groups, such as alternative therapies, relaxation taster sessions, training, stress awareness and awareness-raising around other lifestyle issues.

## G.2. Strategy & implementation

The long term strategy and aim for Diageo PLC is to:

- Create a mentally healthy workplace and reduce time lost through stress-related absence from work.
- Ensure compliance with legislation, regarding stress risk assessments.
- Roll out and embed Diageo Wellbeing policy.
- Give line managers the necessary tools to address mental health issues in the workplace.
- Improve employee awareness of Mental Health and where to seek help.
- Shift cultural perceptions and remove the stigma around mental health issues.
- Continue to provide Occupational Health information and advice on-site.
- Continue to provide staff access to the tlk2 helpline which provides free, impartial advice in relation to any issue affecting staff and their immediate household members.
- Ensure a supportive working environment with flexible working is available to all staff.
- Allow informal dialogue between colleagues which can help to resolve workload issues.
- Carry out regular appraisals to ensure staff have clear objectives and are able to discuss personal development needs.

### G.3. Evaluation & results

Results have also highlighted that managers now feel much more comfortable about tackling this issue and proactively supporting staff. (Data from post training survey).

- A drugs awareness campaign carried out has been a great success, where many employees have thoroughly enjoyed the presentation and the useful information, which they can take from it.
- The Wellbeing Risk Assessment survey session was another success. All employees were given time off to attend a presentation and time to fill in the survey forms. This was a great opportunity for all employees from line operatives to senior managers to air their views both verbally and in the confidential written format. The Wellbeing Risk Assessment Group is regularly working on actions arising.
- The Wellbeing days were regarded as a great achievement; this covered the four shift patterns. On the whole employees enjoyed the variety and cross section of information, which was available. Approximately 24 exhibitors were on site. Many employees recorded an interest to learn more or participate in some of the exhibitor's courses, which were on offer.
- Wellbeing room has been set aside for staff to relax during the working day
  - A Wellbeing at Work policy was created
  - A range of training has been offered. 10 members of staff trained in Scotland's Mental Health First Aid and 1 member of staff is trained to deliver this course, with plans to offer the course to more staff. Over 500 staff were given drugs awareness training. Two managers have been on Mentally Healthy Workplaces training (February 2008) and there are plans to send more staff on this course. Wellbeing Training for Managers is offered to all senior and band 5 managers

Future plans for Diageo include:

- signing up for the 'see me' pledge to help break down the stigma and discrimination which surrounds mental ill health;
- offering ASIST and 'safetal'' training to raise awareness around suicide and suicide prevention
- providing further training in Scotland's Mental Health First Aid, Mentally Healthy Workplaces training for Managers
- providing further drug awareness training.





## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Mars Chocolate UK</b>
Address:	Dundee Road, Slough, Berkshire, SL1 4JZ
Name of contact person:	Miss Arthi Santa
Function of contact person:	Wellness Programme Manager
Tel.:	+ 44 (0)1664 438947
Email:	Arthi.santa@eu.effem.com
Sector:	Private
Number of employees:	1326

Age	Sex		total
	male	female	
up to 35	247	235	482
35 to 50	500	239	739
50+	74	31	105
<b>total</b>	821	505	1326

## **B. Integration of WHP in the company policy and culture**

Mars takes employee health and wellbeing seriously and as such has a range of initiatives across its sites. These range from on-site Occupational Health services through to the provision of excellent on-site cafeteria facilities offering a range of healthy eating options. Mars provides education and advice on an ongoing basis on a diverse range of health issues, which include diet and exercise, alcohol awareness, smoking cessation, coping with stress, and general health awareness.

Mars Chocolate UK has a workplace health programme called Winning With Wellness. The broad aim of the Winning With Wellness Programme is to provide opportunities for all Mars Chocolate Associates to be informed about their health and make choices to live healthier lives. This programme links directly with Mars' responsibility and mutuality principles.

Mars has a vision for Winning With Wellness -

"The Winning With Wellness vision is to have an embedded workplace environmental culture that will enable Mars employees to make beneficial decisions to improve their lifestyles and thereby encourage greater levels of productivity and engagement".

There is a designated full time programme manager role that manages the Wellness programme along with the support of 'champions'. Wellness Champions are volunteer associates that are allowed 2 hours per week during their core working hours to spend on the initiative.

Mars has in place many policies/benefits that support the Winning With Wellness programme. This includes flexible working, sickness management, health and safety training (including first aid), healthcare cover and physiotherapy services on site.

Mars also has official communication and involvement forums where elected employees represent the views and opinions of the office, manufacturing and sales associates. These forums are responsible for a variety of activities and act as the voice for all employees. The Wellness Programme Leader regularly attends meetings to discuss the interventions and to use the forum to cascade information to employees.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1 Organisation and structures**

Displays on stress management are displayed throughout the year and employees are able to make use of the Galaxy Room. This room is available to all associates on a 24-hour basis. The room can be used to take a 'time out' when feeling stressed, upset or in need of some quiet time. Within the room are various self-help guides on topics such as bereavement, controlling anger and depression.

Any cases of stress that lead to absence are carefully looked into. Support is made available to the employee via a variety of avenues, dependent on the cause of stress. For example, all on-site Occupational Health nurses are qualified in Cognitive Behavioural Therapy and use these techniques where appropriate. Employees also have access to significantly reduced healthcare cover. The healthcare company also provide a 24-hour confidential advice line that can be used by all employees and any person within their household.

On a regular basis a massage therapist visits the site and offers a range of treatments at a subsidised rate.

### **G.2. Strategy and implementation**

As per E2

Mars have an in house system that enables data to be attained regarding reasons for absence. This data is used to tailor stress management interventions to particular groups or individuals.

All line managers are fully trained in line manager excellence and are able to support any employees with job-related stress with help from occupational health.

### **G.3. Evaluation and results**

Evaluation is carried out dependent on the activity. For example, number of day's absence due to stress.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>University of Glamorgan</b>
Address:	Pontypridd Rhondda Cynon Taf CF37 1DL
Name of contact person:	John Curtis
Function of contact person:	Head of Occupational Health & Safety Services
Telephone number:	01443 482029
Email:	jbcurtis@glam.ac.uk
Sector:	Public sector - education
Number of employees:	2184

Age	Sex		total
	male	female	
up to 35	275	390	665
35 to 50	423	477	900
50+	380	239	619
<b>total</b>	1078	1106	2184

## **B. Integration of WHP in the company policy and culture**

Health promotion and education have been regarded as very important with the view that investment in welfare would produce both personal benefits for the individual and corporate benefits for the institution. The University is committed to promoting health and well being for staff and students by encouraging the adoption of healthier lifestyles. This is referenced in the University Health and Safety Policy Statement. The philosophy which underpins this commitment is one of self help and individual responsibility within a corporate framework, promoting and supporting good practice to comply with legislation, addressing key workplace risks to health and promoting a healthy lifestyle culture.

In 2007, in recognition of its commitment and work in promoting health and well being, the University was awarded the Welsh Assembly Government's Corporate Health Standard at Silver level and in 2008 was awarded the Standard at Gold Level, the first university in Wales to achieve the Award at this level.

A Health and Well-Being Strategy has been adopted, which sets how this will be achieved. The Vice Chancellor, accountable to the Board of Governors, is ultimately responsible for ensuring the Strategy is implemented and subject to regular review and a Health and Well-Being Group assists with this.

The Health and Well-Being Group was established with the principal purpose of developing specific health and well-being policies and initiatives integral to that strategy. The Group comprises representation from support Departments and Academic Faculties within the University. Staff are also represented via Trade Union representatives. The Group also acts as a forum for two-way communication between employees and management on workplace health issues.

An Occupational Health and Safety Services unit provides an independent, impartial and confidential advice and technical support service. Other University support services also have a key role in delivering this Strategy, e.g., Sport, Health and Exercise, Hospitality Services, Staff Counselling, Human Resources and Marketing and each is represented on the Health and Well-Being Group.

A range of policies have also been covering Alcohol, Drugs and Substance Misuse, Smoking, Work Life Balance, Stress Management, Harassment, Flexible Working, Display Screen Equipment, Occupational Health, Rehabilitation, Manual Handling, Physical Activity & Exercise, Nutrition, Mediation and Green Travel Plan.

A series of University focussed Health and Well-Being events are held at intervals, and these have been integrated into co-ordinated campaigns for successive Academic Years and cover Health and Well-Being, Sports Centre Road Shows, Eating for Health, Well

Women and Men's Health. National campaigns such as National No Smoking day are also supported.

For the 2007/8 Academic Year, Health and Well Being Roadshow events have been arranged for individual Departments, normally over the lunch period, thus making this service easily accessible to both academic and support staff, and these have proved to be both popular and successful.

Health and well being is included in all published corporate documents, staff intranet and printed staff newspaper. Bespoke general health information booklets have also been produced for staff.

### C. Described health topics

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

## G. Stress

### G.1 Organisation and structures

The Health and Well Being Steering Group has adopted an action plan which lists objectives, target start and completion dates and managers responsible for action. Progress against each objective is monitored at each meeting. The University has adopted a Stress Management Policy and Code of Practice in support of the Health and Well Being Strategy and this is included in the action plan.

The policy follows best practice and references guidance issued by the Universities and Colleges Employers Association and the Health and Safety Executive's Management Standards for Work-related Stress, which identifies the key areas or 'risk factors' that can be causes of work-related stress. The document sets out

- Statement of Intent
- Definition of stress
- Effects of stress and sources of stress arising from work
- Statutory responsibility
- Roles and responsibilities
- Risk assessment arrangements
- Actions to prevent harmful levels of stress
- Guidance on courses of action for employees affected by stress
- Sources of support available within the University

A Health and Well Being staff survey was undertaken in 2007. A full survey of staff was undertaken in 2008 to measure attitudes to factors that influence experience at work and was run as part of a research project, *Benchmarking Quality of Working Life in UK Universities*.



## **G.2. Strategy and implementation**

Sources of support available in the University include access to the occupational health service, staff counselling service, Harassment Advisors, mediation service and staff development courses. Stress awareness presentations have been made to Heads and training sessions have been organised for Departmental Health and Safety Co-ordinators and line managers. More specific sessions have been held in individual Departments.

Systems are also in place which would allow flexible working and staged rehabilitation to work following a period of sickness absence.

The University Staff Counselling Service provides a resource for staff on mental health issues through the various well-being events, staff development workshops and the provision of information to individuals. Students and tutors are supported by a Student Mental Health Adviser as well as the Student Counselling Service.

A Stress Awareness and Management training programme for all Managers is being developed. This will be an ambitious programme and training for managers will be regarded as mandatory. A Guidance document for managers has also been drafted in support of the training and this includes advice on specific risk assessments.

## **G.3. Evaluation and results**

The Stress Management Policy and Code of Practice is reviewed at intervals by the Health and Well Being Steering Group. The results of the two surveys undertaken in 2007 and 2008 also are used to highlight issues and can result in further and accelerated work in this area.

Feedback from earlier training and awareness sessions and focus groups has assisted in development of strategies. An evaluation of the training and the current arrangements will also be an inclusive component of the planned Stress Awareness and Management training programme for Managers and will provide information upon which decisions can be made.

Meanwhile, the Occupational Health Service and Stress Counselling Service, in conjunction with Human Resources, continue to work towards establishing a programme of risk assessments related to stress.