

INDUSTRYIN ACTION

WORKPLACE WELLBEING

The increasing importance and benefits of a healthy workforce are now recognised as a key element to a successful business and a healthy Britain.

BORDER
BISCUITS



BRITVIC
KAFÉ DRINKS

Coca-Cola Great Britain

Coca-Cola Enterprises Ltd

kraft foods

MARS

Nestlé
Good Food, Good Life

UB

Cargill

GENERAL MILLS

Warburton's

Birds Eye

PEPSICO
UK & Ireland

Unilever



Food and Drink
Federation



Delivering Sustainable Growth



THIS TOOLKIT INCLUDES:

- The business case for investing in workplace wellbeing
- An overview of workplace wellbeing in the food and drink industry
- An 8-step model for planning, executing, reviewing and updating your own workplace wellbeing programme
- Official Government guidelines and general tips for promoting healthy choices, physical exercise, a sense of community and occupational health
- Examples of best practice and lessons learned from food and drink companies
- Additional free resources which can be downloaded from www.fdf.org.uk

The team at Warburtons try fencing during a health & wellbeing day

INTRODUCTION

This booklet provides practical guidance for employers on how to create, enhance and promote your health and wellness programme in your workplace. Drawing on the UK food and drink industry's collective experience and incorporating the latest Government guidelines in areas such as healthy eating and physical activity, this resource has been designed to benefit organisations of all sizes.

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FOREWORD

The business case for investing in workplace wellbeing

Twenty seven million of us go to work every day. We spend more time working than doing anything else. The workplace offers us a major opportunity to drive health improvement.

We all know the cost of sickness absence, but this is not the whole picture. Presenteeism - being at work but not being able to function to maximum capacity - is often a greater problem. Health at work isn't just about supporting staff who have declared health problems, it should be about safeguarding and promoting the health and well-being of all staff. Employers must reach further and strengthen the preventive function of this work.

There is a wealth of evidence that shows having a healthy, engaged workforce brings clear benefits - for employees and business alike - with improved quality and productivity. In the current climate looking after your staff may well give you the edge and help put you ahead of the curve.

Government alone cannot tackle the major public health problems this country is facing. In March 2011 the Government launched the Public Health Responsibility Deal, which is all about working collectively and harnessing the largely untapped potential of business to improve public health through their influence over alcohol, food, health at work, and physical activity.

The food and drink industry has a strong track record on workplace well-being and many FDF

members are already committed as partners of the Deal, which involves pledging to take action. There are over twenty pledges, but to become a partner you only need to sign up to one, though ideally as many as possible.

We need to keep building momentum. I would like to see more businesses across all sectors signing up and existing partners digging deeper. There is excellent work going on, but more can be done. The Responsibility Deal pledges offer businesses a simple and pragmatic way to structure and deliver their approach to improved workplace health.

A good starting point would be to commit to the pledge on publicly reporting on employee health, including sickness absence, as this puts the issue firmly on the agenda - and is the forerunner from which all the other health at work pledges follow.

Staff are our most vital resource. It is essential that workplace health is not seen as a separate add-on but as integral to enabling businesses to meet the challenges they face - and to do this through a focus on innovation and prevention.

Public health is everyone's responsibility. Of course, individuals must take primary responsibility, but the way we influence and shape the environment, particularly the workplace, is key - not only for public health but for the health of businesses and the economy.



**PROF DAME
CAROL BLACK**

Expert Adviser on health at work
at the Department of Health

OVERVIEW

Workplace wellbeing activities in the food and drink industry

In December 2011 the UK food and drink industry launched a shared vision with Government for 20% sustainable growth by 2020. One of the most important elements of our shared vision is our people. We are a world class industry characterised by the quality of our products, and our ability to innovate. To stay that way we need to recruit a steady stream of the brightest and best of the UK's talent. We will not do so - and crucially we will not retain our talent - unless we support their health and wellbeing to ensure they have long, healthy and rewarding careers.

Health is everyone's business. FDF's members are keen to do their part to improve public health - from reformulating the recipes of some of the

nation's favourite products, developing healthy choices and promoting food literacy amongst consumers, to helping employees to lead healthier, more active lives.

Food and drink manufacturers have also long recognised the importance of ensuring the wellbeing of their workforce and this booklet draws on the journey many companies have been on, and the lessons they have learned. I am confident you will find practical, useful advice to help you with your own workplace wellbeing programme, as well as a little inspiration from some of Britain's best loved food and drink companies.



MELANIE LEECH

Director General
The Food and Drink Federation



FIONA DAWSON

President
Mars Chocolate UK
Chair, FDF's Health and
Wellbeing Steering Group

Mars Chocolate UK: An employer's perspective

Health and wellbeing in the workplace has moved up the boardroom agenda in recent years. As the largest manufacturing sector and one of the biggest employers in the UK, directly employing up to 400,000 people, the food and drink industry takes the health and wellbeing of its employees extremely seriously.

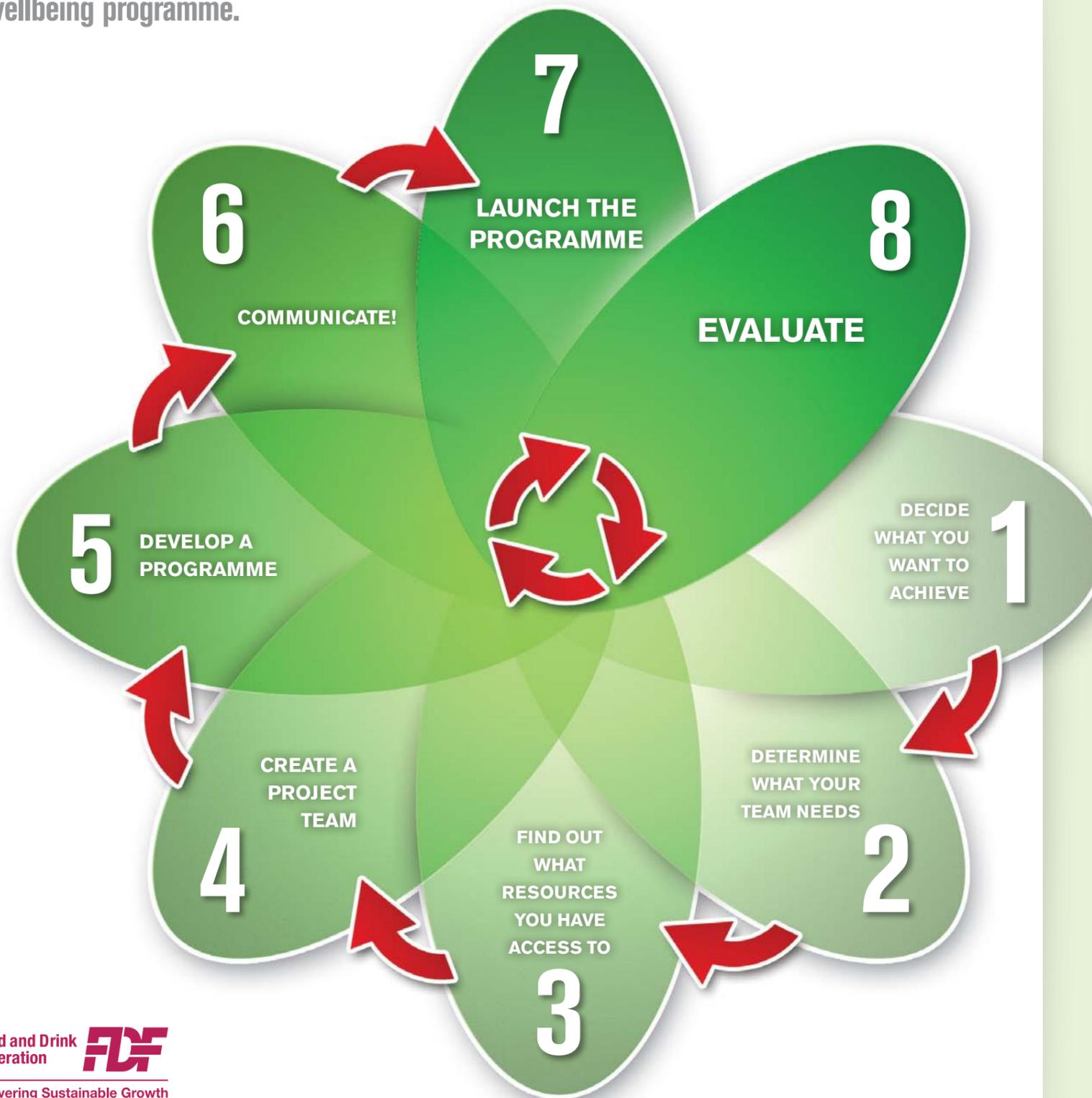
At Mars we have been running our Winning with Wellness scheme with 4,000 employees across the UK for many years. We also look for ways to help our employees translate these wellness insights into their day-to-day lives outside of the workplace. More recently, as part of the Government's Public Health Responsibility Deal, many food and drink manufacturers pledged to help improve public health by promoting physical activity in the workplace. We wanted to take this one step further, and so made an additional

individual pledge to work in partnership with local small and medium sized enterprises (SMEs) to help them to promote good health at work. Last year we launched the Slough pilot of the 'Health and Wellbeing local business partnerships', encouraging local SMEs to access Mars' health and wellbeing expertise and resources in a bid to improve workplace health in Slough.

Mars and our peers in the UK food industry believe that good health is good business - lowering absenteeism and increasing employee engagement is critical to small and large businesses alike. We hope that by sharing our experience and learnings with other organisations we can continue to make great strides in wellness of the UK workforce.

CREATING YOUR OWN PROGRAMME

This 8-step guide provides the framework to help you identify the needs of your employees and develop a tailored and effective workplace wellbeing programme.



1 DECIDE WHAT YOU WANT TO ACHIEVE

Be it to support staff recruitment and retention, drive integration in your team or reduce staff illness and absence, the development of your workplace wellbeing scheme must stem from your business objectives. How could a programme help your organisation become more productive or promote a more positive environment for staff?

2 DETERMINE WHAT YOUR TEAM NEEDS

Every person and team is different. To make the most of the time and resources that you plan to invest in your programme, you need to make sure it is right for your work environment. To do this, start by asking colleagues what potential health issues they perceive in the workplace and how they think a workplace wellbeing programme could help them personally.

3 FIND OUT WHAT RESOURCES YOU HAVE ACCESS TO

Workplace wellbeing schemes don't need to be expensive but they do need to be cost effective. Find out what resources you can make use of, be it a meeting room cum Pilates 'studio', or local sports facilities available for free or at a discounted price. As in business, in the development of your programme people will be your best resource; collectively they will know the local area and have the creativity needed to develop and roll out an engaging programme.

4 CREATE A PROJECT TEAM

To launch and maintain a successful campaign in the long-term, you will need a committed team of 'champions' to undertake the programme development, activity planning and communication of any events. A mix of departmental representation, seniority and personalities will encourage diversity and will also help you spread the word. Empowering colleagues to take ownership of their programme and occupational health will encourage staff interaction and buy-in, as well as the development of a targeted programme.

5 DEVELOP A PROGRAMME

With an eye on your overall objectives and identified staff needs, plot out what achievable activity can take place throughout the year (while bearing in mind that ad hoc staff activities are also important and effective at boosting staff morale). Encourage your project team to assign activities to individual team members to ensure that this work, which will be in addition to their existing work responsibilities, is fairly distributed.

6 COMMUNICATE!

Make the most of every communication method available to you, be it staff meetings, intranet, bulletin boards or email. If employees don't know about events or initiatives, they will not make use of them. A specially designed intranet page or notice board will keep colleagues up to date with upcoming activities and can also encourage honest feedback and suggestions. Equally, a regular staff questionnaire can provide useful inspiration or guidance.

7 LAUNCH THE PROGRAMME

When launching a new workplace wellbeing programme or when commemorating a new phase of your existing programme, make sure that all staff are aware of the programme's intended aims and are encouraged to feed in ideas and comments. This programme will be designed to empower all members of staff and improve their individual and collective workplace experience, and so a constant dialogue with staff is essential.

8 EVALUATE

It is essential that you review the success of your workplace wellbeing programme regularly, through staff surveys and through consistent evaluation of activity – what worked or didn't work and why? Equally, it is important to capture activity for future reference and promotional activity. Could you feature an update in your annual review or on your organisation's website? By establishing what the return on your investment has been, and where the real benefits were delivered, to staff and to the company holistically, you can continually improve your staff offering.

SUPPORTING SMALL AND MEDIUM ORGANISATIONS

INSPIRATION

To achieve and maintain a successful employee wellness programme you do not need endless resources and finance; success can come from staff creativity, resourcefulness and collaboration. With these elements employers can offer targeted, cost effective campaigns which recognize the individual needs of staff and encourage engagement, normally resulting in staff retention and efficiency in the long-term.

Regardless of the size of your organisation, your wellness programme's objectives will no doubt remain the same: to provide the most relevant and effective initiatives, which will have the greatest impact on the thoughts, behaviours and attitudes of staff.

It is therefore essential that colleagues are consulted at the beginning of the development of your scheme, as well as regularly throughout it. For smaller organisations this is easier as employees can be asked directly, during staff meetings, at personal development reviews or via an anonymous suggestion box. This method can be effective at gathering honest feedback from your team, and, equally, you should use employees as a resource for gathering ideas on possible activities, event venues and fundraising initiatives.



Macphie staff celebrate Halloween

In a smaller organisation, it is arguably easier for employers to roll out a workplace wellbeing programme, creating small-scale ad hoc events which can be easily communicated to a smaller workforce. A good wellness programme should provide something for everyone, an objective that could prove easier to achieve within SMEs.



The team at Vimto go rafting

Partner with local organisations for support such as NHS Health Check and Primary Care Trust campaigns

Remember to take photographs at events to commemorate staff efforts and for use in internal literature

Use a variety of communication channels to encourage staff buy-in

Make use of and publicise local spaces such as parks, tennis courts and walking routes

Motivate employees to develop their own team activities and challenges

Make the most of existing campaigns such as Change4Life, Race for Life and local sporting events

Make the most of lunchtimes and pre/post work windows to run events

Activities such as lunchtime running clubs and walking meetings are free and easy to implement

Over a quarter of workers say that the current economic climate is making their working life increasingly stressful

European Commission data, Jan 2012

Small and medium sized enterprises (SMEs) account for 99 per cent of all enterprise in the UK

Department of Business, Innovation and Skills data, Oct 2011

85 per cent of net new jobs in the EU between 2002 and 2010 were created by small and medium sized enterprises

European Commission data, Jan 2012

CASE STUDIES: BORDER BISCUITS & MACPHIE

Border Biscuits



OVERVIEW

Border Biscuits have been proudly producing the best biscuits we can possibly bake for over 25 years. Central to the success of our business is the people we employ who are based at our head office and factory in Lanarkshire, Scotland. At Border Biscuits, senior management works closely with our HR team to ensure that the needs of our people are met.

Despite being based in an industrial estate with limited local resources,

we have looked creatively at what we can achieve on site. For example, our 'Free Food Fridays' encourage staff to socialise and eat well. We also actively encourage staff to share what they are doing to stay fit outside of work with their colleagues.

We hope to develop our workplace wellbeing scheme by establishing a dedicated staff committee and are constantly looking for opportunities to enhance our staff offering.

ACHIEVEMENTS

- Our social committee has organised a number of popular staff activities, including Go-Ape, Go-Karting and Paint Balling events. These outings have seen a high take up amongst staff, encouraging them to socialise in a fun setting.
- Members of staff regularly volunteer time to support Clydesdale Community Initiatives, a local charity which supports social care for vulnerable groups in the community. Volunteering typically involves undertaking physical tasks, such as digging or dry stone dyking, which is good for physical health and staff morale.
- The use of our staff newsletter, noticeboards and team meetings to promote our events and gain feedback has boosted attendance at events.

"Promoting a healthy lifestyle and sense of community at work can positively impact on staff attendance and motivation. We believe that it is important to help our people look after themselves and show them that we care about their wellbeing."

Lynsey Kennedy, Human Resource Manager



The team at Border Biscuits prepare to lend Clydesdale Community Initiatives a helping hand

Macphie of Glenbervie



OVERVIEW

Macphie is the UK's leading family owned food ingredients manufacturer located on a beautiful estate. The health, safety and well-being of its staff are high on the agenda for Chief Executive Alastair Macphie. Macphie encourages its staff to lead more active lifestyles and volunteer their time locally. The company does this by covering entrance fees for sporting events, providing opportunities for staff to work with local schools, and providing regular personal development training opportunities. It also maintains

a culture of learning and is seen as a model of excellence in the field of training and development. The modern Glenbervie Centre is a great hub for everyone in the company and houses a staff restaurant, coffee bar, Learning Centre, occupational health suite, Visitor Centre and meeting rooms. Monthly occupational health clinics provide advice on health and fitness. At Christmas the directors serve lunch to the workforce.

ACHIEVEMENTS

- Macphie has one of the lowest staff turnovers in the industry.
- Since being awarded the Investors in People standard in 1999 Macphie is now recognised as an 'IIP Ambassador'.
- In 2011, twenty per cent of staff received Project Management training and ten per cent undertook Leadership training.
- Last year, staff nominated Alzheimer Scotland as their Charity of the Year raising £6,000 through social events and sporting challenges.
- We supported the MacMillan Coffee Morning by donating products as well as supporting the FareShare charity to help the homeless.
- In five years, Macphie has supported almost 700 local charities and groups with cash or product donations.

"Macphie is renowned for the passion of its people. As well as ensuring the health and general well-being of our team, it is important to us that we reward staff for their hard work and loyalty."

Alastair Macphie, Chief Executive



The directors at Macphie serve lunch to the workforce

CASE STUDIES: VIMTO

Vimto

OVERVIEW

CULTURE CLUB

Vimto Soft Drinks (a division of Nichols plc) recognises that the health and wellbeing of its staff is important to its success and continued growth. In order to maintain staff wellbeing and motivation Nichols plc has a programme called Culture Club.

Culture Club consists of various members of staff from across the business who regularly meet to discuss ideas suggested by staff and to arrange events. Over the years Culture Club

has played a part in maintaining the positive culture across the business. Culture Club promotes employee health and wellbeing by organising and executing initiatives on site including health checks, access to gym equipment and supported membership, wellbeing activities and healthy eating promotional events.

Culture Club and Vimto Soft Drinks also play a key role in fundraising for various charities.



ACHIEVEMENTS

- Fundraising events such as 'Trampolineathon' which raised money for Children In Need and encouraged staff to take part and get active bouncing on a trampoline all day.
- Purchasing of gym equipment like 'vibration plates' by staff request and supported gym membership to promote wellbeing.
- Summer and Christmas party events which allowed staff to celebrate hard work and achievements and encouraged social interaction.
- High staff retention and the achievement of the Best Companies 3-star award in 2011 is evidence that Nichols plc is an extraordinary place to work and staff are engaged.



Colleagues at Vimto get active

"As an employer, what makes Vimto stand out is how much they genuinely care about the wellbeing of their employees and the fact that they will bend over backwards to ensure you are happy."

Megan, Marketing Support Executive



The team at Vimto celebrates Halloween

PROMOTING HEALTHY CHOICES

Promoting healthy choices in the workplace is vital to ensuring the health of your employees as well as the health of your business.

Those with a poor diet risk becoming susceptible to a host of illnesses and ailments and, as well as over-eating, failure to eat can have a negative impact on personal health and productivity. Research has found that eating breakfast aids short-term memory and information processing capacity. Those who skip breakfast are unlikely to make up missed nutrients during the rest of the day.

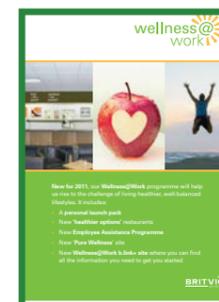
The UK Government's '8 tips for eating well' provide a set of guidelines for achieving a healthy diet (or simply improving one's diet) that is applicable to all healthy adults.

These are:

1. Base your meals on starchy foods
2. Eat lots of fruit and veg
3. Eat more fish
4. Cut down on saturated fat and sugar
5. Eat less salt
6. Get active and be a healthy weight
7. Don't get thirsty
8. Don't skip breakfast

Employers can use these tips to help them plan Healthy Eating projects – along with the results of their own needs analysis – by considering what changes they can make to staff restaurants, vending machines and boardroom lunches for example, that will help their employees to follow these tips.

Beyond providing the body with essential nutrients, healthy eating is an activity which can promote employee mental wellbeing by enabling them to take time out to relax and socialise with colleagues.



United Biscuits workplace wellness team member promotes healthy choices

Britvic staff posters promoting healthy choices

Nearly a third (30%) of employees skip lunch breaks

Aviva Health of the Workplace report, Aug 2011

People in Britain eat less fruit and vegetables than those in most other European nations

European Food Information Council review, Jan 2012

When asked what the recommended maximum adult daily intake of salt was: 9% of people got it right (6g), 40% said they did not know and the rest were incorrect

FSA's Food and You survey, Mar 2011

INSPIRATION

Provide healthier options in staff areas, canteens and for meetings

Consider a regular 'fruit drop' for staff

Roll-out Guideline Daily Amounts (GDA) and nutritional labelling in staff areas

Provide access to drinking water and large water glasses

Encourage staff to plan their meals – those that do are more likely to make healthy choices and save money

Identify healthy eateries in close proximity to your workplace

Plan healthy eating workshops and information sessions

Provide a means for staff to share healthy recipes such as on the staff intranet

CASE STUDIES: BRITVIC, COCA COLA GREAT BRITAIN & COCA COLA ENTERPRISES

Britvic



OVERVIEW

WELLNESS@WORK

Britvic prides itself on being a great place to work and in January 2011 launched a brand new employee health and wellbeing programme - 'wellness@work'. Led by the Corporate Responsibility team and supported by Human Resources, the programme aims to reduce absenteeism and increase employee engagement by encouraging employees to lead healthier lifestyles, aligning to the general principles of Change4Life - eat less, move more, and live healthier lives.

The programme covers diet via healthier canteens which promote the guideline daily amounts (GDAs) of all core meals sold, exercise programmes such as team challenges to win healthy prizes, local walking maps, and the installation of showers to encourage exercise during work-time. Tools to help work-life-balance and a new online employee assistance programme were also launched via a 'wellness@work' intranet site.

ACHIEVEMENTS

- The 10,000 step challenge we ran this summer included teams from every site and represented over 10% of our workforce who walked nearly 50 million steps – the equivalent of walking from London to Auckland.
- Fruit and porridge loyalty cards were introduced in our new healthier canteens and this has encouraged the sale of nearly 9000 kilos of fruit being sold since January.
- We promoted GDAs, viewable at point of choice, across all core meals on sale.
- We ran a successful health screen pilot at a number of sites and now plan to roll this out to offer all our employees free health checks.



Britvic staff posters promoting healthy choices

"Our Corporate Responsibility strategy has a 'responsible' workstream that has as one of its aims an ambition to make a positive contribution to the lives of our employees. We believe our wellness@work programme is a key way to helping achieve this."

Susan Turner, Head of Corporate Affairs

Coca-Cola Great Britain & Coca-Cola Enterprises



OVERVIEW

CCGB GREAT PLACE TO WORK WELLNESS TEAM CCE WORKPLACE WELLBEING PROGRAMME

Coca-Cola Great Britain (CCGB) and Coca-Cola Enterprises (CCE) have been developing wellness programmes for a number of years, supporting staff in terms of diet, active lifestyles and emotional resilience. Via the CCGB 'Great Place to Work' Wellness Team and CCE Workplace Wellbeing banners, we have a range of initiatives in place

and continue to make a positive impact on colleagues' health and wellbeing. Coca-Cola Great Britain is a partner in the Department of Health's Public Health Responsibility Deal. As part of this we have made specific commitments to encourage and assist our employees to lead more active and healthier lifestyles.

ACHIEVEMENTS

- We have family friendly, flexible working policies and practices.
- We promote and support active travel via our discounted bicycle purchase scheme and free bike servicing.
- Our onsite gyms and fitness studio at CCGB offer free classes, team challenges and personal training. We encourage their use throughout the day. Comprehensive medical and fitness testing is offered with optional weight management programmes.
- The staff restaurant offers healthy options and nutritional information (GDAs at CCGB).
- We provide plentiful desk side fruit each day and free hot and cold drinks including water, juice and diet and zero sugar options.
- At CCGB we provide onsite sport and remedial massage and beauty treatments.
- A free telephone health advisory service is also available.

"We are always looking for new ways to inspire and motivate our colleagues to remain fit and healthy. We know that having a fit and healthy workforce has many benefits including reduced stress levels, decline in sick leave and enhanced health and wellbeing in general."

Rebecca Hirst, CCGB Wellness team member



CCGB colleagues enjoy healthy options

Kraft Foods



OVERVIEW

FIT FOR LIFE

Fit for Life is the health & wellbeing programme available to all Kraft Foods' employees in the UK. The programme has four pillars:

Activity - Encouraging employees to be more active during the working day and take more exercise

Nutrition - Encouraging employees to add balance to their diet

Personal Wellbeing - Achieving personal health goals and offering free health checks

Balance and Relaxation - Helping employees to chill out and take some of the strain out of the modern working day

Each employee site has a *Fit for Life* Champion who helps to promote the programme at their site and organise local events.

ACHIEVEMENTS

- In 2011, 534 employees had total health checks, 253 employees had total heart rate variability checks and 315 employees had total posture assessments.
- We have held health fairs at numerous sites with good attendance and positive feedback.
- Between 2009-2010, an analysis of the Kraft Foods *Fit for Life* programme indicates that our employee statistics are significantly better than the UK average and have been improving year on year for BMI, blood pressure and cholesterol.
- Events connected to our sponsorship of the Olympics e.g. Ride across Britain have been popular and supported social interaction between our employees.

"The Fit for Life programme aims to be inclusive & encourage all Kraft Foods colleagues to lead a healthier and happier lifestyle. It has now been running successfully for 5 years and continues to go from strength to strength – to keep the programme fresh, we offer something new every year."

Lorraine Green, *Fit for Life* co-coordinator



Kraft Foods colleagues enjoy a fruit day



A selection of posters promoting healthy choices

ENCOURAGING PHYSICAL ACTIVITY



INSPIRATION

No matter what our age, it is a well-established fact that being physically active can help us lead healthier and even happier lives. Employers need to help staff to make the most of opportunities to be active including through sport, active travel and exercising in a natural environment.

The latest guidance from the UK Government's Chief Medical Officer says:

- **Adults (aged 19-64 years) should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.**
- **Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or**

a combination of moderate and vigorous intensity activity.

- **Adults should also undertake physical activity to improve muscle strength on at least two days a week.**
- **All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.**

As well as having the potential to improve employees' physical and mental health, there are other benefits to physical exercise, including financial, social and environmental benefits. For most people, the easiest and most acceptable forms of exercise can be incorporated into everyday life, though it is important to remember that every person has individual needs, challenges and goals.



The United Biscuits team takes part in Hula Hoop's 'Hoopathon' for Sport Relief



Coca-Cola Great Britain's running club in action

Encourage staff to take the stairs instead of the lift

Ensure prizes are 'health-led' - bicycles, personal training sessions, or sportswear to encourage further participation in healthy lifestyles

'Competitions' and 'games' sound much more appealing than 'exercise' and 'fitness'

A range of activities will let people with different needs, interests and physical abilities take part

Provide access to changing and bicycle storage facilities if possible

Plan activities around existing local and national sports events

Look into securing staff discounts with local gyms and leisure centers

Join national initiatives such as the Cycle to Work scheme and 'Walk to Work Week'

British adults typically spend one hour and 14 minutes exercising per week, not the recommended two and a half

Benenden/OnePoll Survey, Mar 2011

Britons spend an average of 14 hours and 39 minutes sitting down every day

Weight Watchers UK survey, May 2011

Those whose work involves light or moderate physical activity have a reduced risk of having a heart attack compared to those in sedentary occupations

INTERHEART study, January 2012

CASE STUDIES: MARS & NESTLE

Mars UK



OVERVIEW

WINNING WITH WELLNESS

Mars believe that our employees are our greatest assets and providing schemes that care for them is driven by two of our guiding principles, Responsibility and Mutuality. We believe that good health is good business and having a workplace wellbeing programme is a fundamental element of achieving this aim. We offer a range of initiatives across our UK sites, from on-site Occupational Health Services through to the provision of our in-house

wellbeing programme - 'Winning With Wellness'. The aim of the Winning With Wellness programme is to provide opportunities for all employees to be informed about their health and well-being enabling them to make choices to live healthier lives. The programme covers a variety of topics within the health lifestyle area, with a focus on physical activity, diet and nutrition, stress management and smoking cessation.

"We are so proud of our Winning with Wellness programme, which has delivered outstanding benefits for both our workforce and our business. The programme has been truly life changing for some of our employees and is a fundamental element of driving the success of our business."

Fiona Dawson, President

ACHIEVEMENTS

- The introduction of wellness focus weeks and our wellbeing strategy across all our UK sites.
- The success of our free onsite physical activity classes, which proved so popular that we had to add more classes to meet demand.
- The provision of engaging events and activities resulting in our employees having an increased awareness of the physical and nutritional behaviours that will benefit them.
- Increasing our reach to ensure all employees within the business are able to engage in the programmes.
- Recognition of the programme through winning the Gold Award in the Health and Wellbeing Category at the 2011 FDF Community Partnership Awards.



Mars employees take part in a Zumba class

Nestlé UK & Ireland



Good Food, Good Life

OVERVIEW

NESTLE EMPLOYEE WELLNES

The objective of the Nestlé Employee WellNes Programme is to empower Nestlé employees to take ownership of their health and help to reduce incidences of chronic ill health problems. The Programme has three strategic pillars; nutrition, physical exercise and mental resilience and aims to encourage a culture where WellNes activities are simple to implement and employees are encouraged to make

healthy behavioural change through education and choice.

It is fully integrated into the existing HR management structure and processes to ensure the Programme initiatives reach and impact all employees. The Programme is core to both Nestlé's Creating Shared Value agenda and our commitment to the UK Government Responsibility Deal and Change4Life.

"As the world's largest food company Nestlé's commitment to Nutrition, Health and Wellness covers our employees as much as our product portfolio and is delivered through a programme that is integrated across the business and embraces education, empowerment and choice."

Paul Grimwood, CEO and Chairman

ACHIEVEMENTS

- Positive feedback from employees about the impact that GDA labelling has had on their meal choices.
- Increased employee participation through charity fundraising activities, including "Be a good sport".
- All employees with chronic conditions have access to occupational health support service.
- Healthier meal options are provided every day at all site catering facilities.
- Voluntary health screening including available on most UK sites and being rolled out in all others during 2012.
- Nutritional training is available for all employees.



Nestlé employees raise money for Alzheimer Society through the company's Site to Site Challenge

CASE STUDIES: UNITED BISCUITS

United Biscuits



OVERVIEW

WELLWISE

UB recognises that positively influencing the health and wellbeing of all employees is hugely beneficial for improving workplace morale. Our award winning WellWise programme provides a programme of activities and events to educate employees about healthier lifestyles, encourage them to be more active, address health issues, and promote the company as a great place to work.

In addition to regular health and wellbeing events held at each site, employees are entitled to a health assessment every three years and receive healthy lifestyle information on various topics like smoking cessation, weight management, stress awareness and cancer prevention on a monthly basis via the WellWise newsletter.

ACHIEVEMENTS

- Feedback forms from the various events, our Annual Employee Survey, and a reduction in musculo-skeletal related absences across the business indicate that the programme has been a great success.
- Around 4,500 employees received mini MOT health assessments in 2011.
- All UK staff have discounted access to gym facilities either at our sites or through local leisure facilities.
- Healthier meal options in staff canteens and clearly advertising the calorie content of meals has encouraged employees to make healthier lunch and snack choices.
- Our WellWise programme has won several awards including Silver in the Health and Wellness category of the 2011 FDF Community Partnership Awards.

"We make employees a priority at UB. Happy, healthy employees who are proud to work for UB are our greatest ambassadors so having a successful wellbeing strategy makes good business sense."

Lorraine Bailey, UK Group Occupational Health Manager



The UB team takes part in Hula Hoop's 'Hoopathon' for Sport Relief



Staff at Coca-Cola Great Britain make use of their fitness studio



INSPIRATION

When developing a workplace wellbeing programme it is important to ensure that it is inclusive of and relevant to all team members, creating a positive working environment and a sense of community.

Developing a calendar of 'team building' and 'team recreation' activities will give colleagues on all levels the opportunity to come together, be it to brainstorm business objectives or to take part in a challenge for charity.

Developing a sense of community through your workplace wellbeing programme can deliver a number of benefits to your organisation; it can help staff get to know each other, improve internal

communication, allow staff to practice effective collaboration with other team members, and drive inter-departmental integration. Perhaps most importantly, it can make people feel valued by their management team.

Belonging and feeling that we are part of a community is a key part of workplace wellbeing – that sense that we are fully engaged and that our work is meaningful and fulfilling. With all of the pressures that surround individuals, both in and outside of the workplace, an effective workplace wellbeing programme can help foster a supportive and productive environment for employees and employers alike.



General Mills celebrate 'Earth Day' by building a playground in the local community



The team at Cargill enjoy time together and with family

72% of Britons polled claim to be happy in their jobs and only 27% say it is unlikely they would be with their same employer in five years' time

ICM/Guardian survey, Oct 2011

Britons spend more time at work than all other European citizens

Organisation for Economic Co-operation and Development survey, Oct 2011

65% of employers polled said flexible working practices had a positive effect on recruitment and retention

Department for Work and Pensions' Flexible Working report, Mar 2010

A 'buddy' network can act as a support network and encourage the integration of new staff

A 'chill out zone' will encourage staff to take downtime away from their desks and socialize

Staff volunteering can be personally rewarding and enhance your company's network and reputation in the community

Informal face time with senior management will make staff feel valued

Empower junior staff by encouraging them to plan a social event

A mix of different social events will encourage attendance

Use national holidays and festivals as themes for activities

Encouraging staff to network internally will help develop the skills needed to network externally

CASE STUDIES: CARGILL & GENERAL MILLS

Cargill plc



OVERVIEW

HEALTH & WELLBEING IN THE CARGILL WORKPLACE

Cargill Manchester's employee Wellbeing programme commenced in April 2010. The programme covers a broad range of activities to accommodate all levels of fitness and all of the activities on offer are open to everyone regardless of age and ability. The following is the foundation of our wellbeing programme.

Our aim is to engage employees and raise awareness of their work-life balance, empowering employees to lead healthier and more active lives. We work to achieve this by offering a programme of education, awareness and monitoring

to provide employees with information they can use to determine appropriate methods for maintaining their health and wellbeing. Our Wellbeing programme has four main focus areas: wellbeing, healthy eating, physical activity and work life balance.

The programme for 2012 is designed around Olympic sports to engage employees in individual and departmental events which will increase activity levels and add some fun to work, with medals awarded at the end of the Olympic challenge!

ACHIEVEMENTS

- Three FDF Community Partnership Awards in 2011 including a bronze for our Wellbeing Programme.
- Feedback from employees reports 47% have increased their walking at work as a result of the Global Corporate Challenge, with 100% overall improvement to overall health. 92% reported an improvement in their daily energy levels.
- Developed links to charities such as the British Heart Foundation, and with local community stakeholders such as Trafford Borough Council and GreaterSport.
- During 2011 participation in the BUPA 10K Run and the Land's End to John O'Groat's Bike Ride raised over £14,000 in sponsorship for charity.
- Wellbeing Committee established December 2011.



Cargill's Manchester team enjoy joint fitness activities

"We try to remove all of the obstacles that create an unhealthy lifestyle and provide all of the opportunities we can to promote a healthy one. We try to create a working environment which helps us support each other to have healthy lifestyles."

Martin Douglas OBE, General Manager

General Mills UK & Ireland



OVERVIEW

At General Mills we take a holistic, proactive approach to our employees' health and well-being, striving to help them make good choices whether at work or at home.

As a food company with market-leading brands like Häagen-Dazs ice cream, Jus-Rol pastry and Nature Valley cereal bars, we understand the value of encouraging balanced diets. In fact, our company motto - 'Nourishing Lives' - is at the heart of everything we do.

We provide employees with information on fitness and good dietary health, and we have implemented new measures to ensure healthier meals in the staff restaurants and vending outlets at our UK sites in Uxbridge and Berwick-upon-Tweed.

Healthy lifestyles benefit both our employees and our company: increased energy levels, reduced stress, improved flexibility and strength, and, perhaps most importantly, reduction in the likelihood of serious health problems.

ACHIEVEMENTS

- We now offer catering using healthier ingredients and cooking methods, and we are continually looking to improve on what are already health-based food offerings.
- Homemade soups, salads and fruit, as well as reduced-fat, reduced-salt, MSG free, free range and locally-sourced ingredients have been introduced wherever possible.
- We also put bigger subsidies behind healthy options compared with other meal choices, and have launched 'Healthy Highlights,' a healthier options signposting scheme in staff restaurants, providing a guide to the foods and reinforcing healthy choices.
- Meanwhile, water dispensers have been made even more freely available and visible and we now offer free cholesterol tests.



General Mills' Uxbridge team celebrate 'Earth Day' by building a playground in the local community

"As a company, we take our commitment toward 'Nourishing Lives' very seriously indeed. There is no better place to start following that mission statement than with our own employees in the workplace."

Sue Swanborough, HR Director

Warburtons



CASE STUDIES: WARBURTONS



OVERVIEW

RISE TO A BETTER YOU

Warburtons cares about the health and wellbeing of its family of employees and believes this is a key ingredient in being a responsible and successful business. The family business continually invests in its team, which includes just over £1m each year dedicated to skills training and development. This might be the reason why Warburtons has a voluntary turnover rate of just 5.16% per year, and explains why more than 27% of employees have worked for the business for 10 years or more. The overall employee engagement

score is an encouraging 74% (Ipsos MORI, 2011).

A busy programme of initiatives operate as part of the health and wellbeing programme, which includes the 'Rise to a better you' campaign, designed to motivate and inspire employees to improve their lifestyle. From training sessions with an Olympic hopeful, to pledging to conquer a lifetime ambition, the programme has been developed to appeal to all Warburtons people and their families.

"Our people are the foundation of the business and therefore a happy and healthy workforce is of the utmost importance. We pride ourselves on our employee retention record and make sure that the health and wellbeing of the team is at the top of the agenda."

Jonathan Warburton, Chairman

ACHIEVEMENTS

- Involvement from Warburtons' people across the country in training sessions with five Olympians and Olympic hopefuls including Taekwondo with British Champion Aaron Cook, and triathlon with World Champion Helen Jenkins.
- High attendance and positive feedback from health and wellbeing days held to advise and support people on matters from getting active and eating healthily to debt and stress management.
- Employees are very engaged with community and charitable activities and are supported by community champions at each bakery.



Colleagues at Warburtons' Bolton site during a health and wellbeing day



The Macphie team enjoys their Christmas lunch together

OCCUPATIONAL HEALTH



INSPIRATION

Occupational health relates to monitoring and supporting the health of employees to reduce work-related illnesses and accidents. Activity in this area can be used to manage staff productivity and absence levels, both in the short and long term. It can also give individuals greater access to tailored information relating to their personal health, helping them identify any potential risk areas and develop a personal action plan.

Occupational health covers a number of issues, such as ensuring awareness of and compliance with health and safety regulations; minimising and eliminating hazards; monitoring the health of colleagues with an existing health problem or following an accident; and providing first aid and advice to staff to help reduce the likelihood of work related stress or illness.

Efforts in this area might be supported by a part-time medical profession who carries out medicals and other assessments, such as a workspace assessment. The nature of the organisation will determine the type of occupational health support

needed, for example a particularly hazardous work environment is likely to need more occupational health support than other organisations.

As part of the Government's Public Health Responsibility Deal, employers are encouraged to sign up to a pledge to embed the principles of the Chronic Conditions Guides which were developed by the health at work network into their HR practices. These guides are designed to help ensure that those with chronic conditions at work are managed in the best way possible and are available at: www.responsibilitydeal.dh.gov.uk



The team at Cargill Manchester promote health and fitness at work

Initiate a 'Sun Safety' Campaign to encourage staff to get outside and soak up much needed vitamin D

Publicise proper hand washing techniques to encourage safe food handling

Prepare a comprehensive return to work procedure for employees with chronic conditions

A 'Mini MOT' can assess BP, weight, BMI and cholesterol testing and provide tailored advice

Tie in with national events such as 'National Salt Awareness Week' and 'Flu awareness' campaigns

Provide staff with a regular workstation assessment to ensure safe working practices

Make company health and safety procedures readily accessible for staff

Offer time management training to help colleagues manage their workload

Between 2010-11, 26.4 million working days were lost due to work-related illness and workplace injury

Labour Force Survey 2010/11

There has been a continued decrease in stress and back pain as a cause of long-term sickness absence, highlighting employers' attempts to address the issues

EEF/Westfield Health 2011 Sickness Absence Survey

Only 17% of organisations provide stress management support and advice

Health Work Wellbeing Update, Nov 2011

CASE STUDIES: BIRDS EYE & PEPSICO



Birds Eye

OVERVIEW

BE WELL AWARE

For Occupational Health at our site at Lowestoft, the development of a healthy work force is important to us and we offer the opportunity to support changes in the lifestyles of our employees. Healthier people = higher performing business. For the individual, they can improve their self-esteem, quality of life, and physical and mental health. For the company it can benefit from reduced levels of absenteeism, lower staff turnover, improved staff morale and increased productivity.

In April 2010 we actively started a wellbeing programme with the help of the local NHS health promoter by doing a site survey to ascertain people's perception of their current state of health and what they would like to try to do to improve it. This led to an action plan which was taken to our management team and union representatives. The plan was fine tuned ready for launch at the end of 2010.

ACHIEVEMENTS

- Absence has steadily declined from 5% around 4 years ago to 2.4% at present. The factory has also seen performance improve, with higher levels of productivity and efficiency, as well as employee morale, as measured by our annual employee survey.
- The positive reaction to 'Be Well Aware' has demonstrated to the business the importance of health to our employees, with 40% taking part in at least one element. An important achievement was that out of 216 blood pressure checks 10 individuals were referred to their GP for further help.
- All grades of employees have taken part which benefits our on site atmosphere and morale.



Birds Eye employee undertakes a fitness test

"The programme has helped us raise the awareness of employee wellbeing and made our staff think about their own lifestyles and health levels. Importantly it has also helped us to achieve a sickness absence rate of 2.40% for the second year running."

A Reynolds, HR Manager

PepsiCo UK



OVERVIEW

ONE LIFE, YOUR CHOICE

For PepsiCo UK, employee health and wellbeing is a key priority. Senior management believe strongly in the positive business case for improving wellness and as a result PepsiCo has established a culture that enables and encourages employees to live a healthy life.

Called 'One Life, Your Choice', PepsiCo UK's health and wellness programme is focused on developing impactful, sustainable and evidence-

based initiatives that deliver improved employee health and benefit bottom-line performance. The programme began in 2010 following a companywide health screening and is focused on four key areas; smoking, diet and hydration, exercise and mental resilience. Through professional support, active engagement, healthy choices and education initiatives, PepsiCo's goal is to offer all its 5,000 employees the opportunity to assess their health and wellness needs, and then take action.

ACHIEVEMENTS

- PepsiCo's success has been down to its Health Action Teams (HATs). The HATs consist of 8-10 employees who are interested and committed to workplace health. There are HATs at all 13 PepsiCo UK sites, including the Quaker Oats plant in Cupar, Scotland and the Walkers sites in Peterlee. HATs meet monthly to plan activity.
- At Quaker Oats, a health and wellness day helped employees find out their cholesterol levels and join workshops on making small changes that make a big difference. At Peterlee, a simple scheme to reimburse gym membership has seen a significant increase in the number of people exercise regularly; 100 of the 400 strong workforce have signed up.



PepsiCo employee calculates his body mass index (BMI)

"Being given a gym membership was a great incentive to get fitter. I was nervous about joining at first but now I really enjoy it. I go four times a week and burn 900 calories each time!"

Jeff Sample from Walkers in Peterlee

CASE STUDIES: UNILEVER

Unilever UK and Ireland



OVERVIEW

FIT BUSINESS LAMPLIGHTER

Unilever's work place health initiative provides employees with the information, tools and encouragement to make small changes to their lifestyles to impact positively on their health. The programme was evaluated in 2009 by the Institute of Public Policy Research (IPPR).

We deliver the programme through a collaborative approach using expertise in the business through site vitality teams.

Fit Business is continually evaluated, developed and refreshed thus keeping

people's interest and enthusiasm. Every other year a series of voluntary health checks are offered to all employees across the UK and Ireland. These tests measure the key parameters for cardio vascular disease and diabetes. Once the results are analysed we implement appropriate interventions to assist our employees to make the changes they want. These interventions may be at a population level, for example health information leaflets and posters, or on an individual basis e.g. gym membership and health coaching.

ACHIEVEMENTS

- Reduction in heart risk score from 6% in high risk to 3% (IPPR).
- Average absence has fallen (IPPR).
- 64% employees say they are healthier because of the programme.
- Physical activity has improved morale by 68% (GCC 2011).
- GDAs are displayed in all restaurants.
- Improvements in self reported diet (IPPR).
- Percentage of smokers reduced from 24% to 13% (IPPR).



Unilever UK and Ireland posters promoting healthy lifestyle

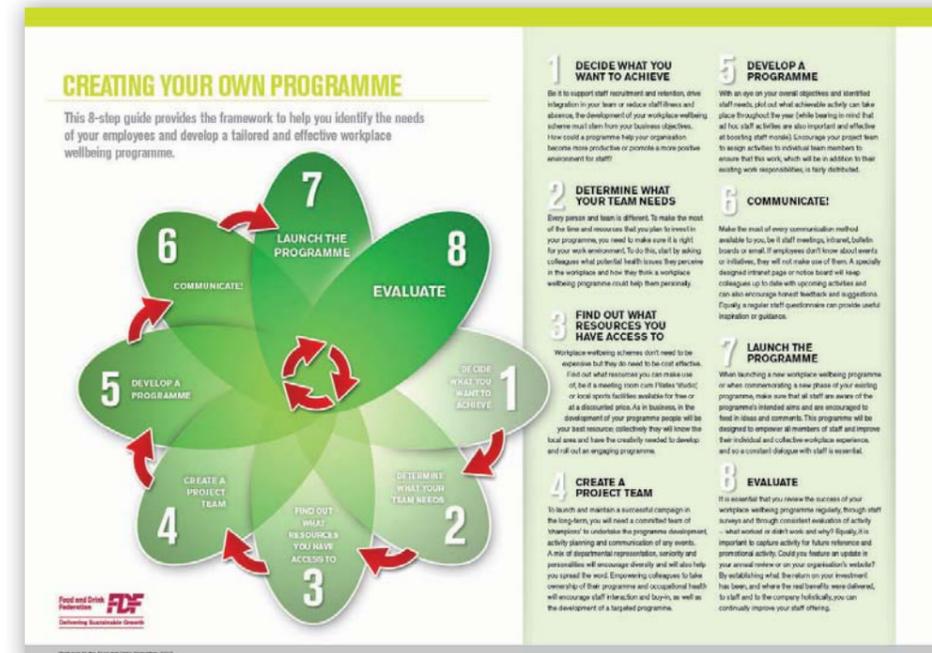
"I have learnt, many times over, that you will get results back if you invest in others, because they will invest in you. (Fit Business) Lamplighter is an integral part of that strategy."

Paul Polman, CEO, Unilever



A Unilever UK and Ireland employee discusses her health screening results

RESOURCES



Visit: www.fdi.org.uk/publications_health_wellbeing.aspx to download any of these free posters

ABOUT FDF

The Food and Drink Federation is the voice of the UK food and drink industry, the largest manufacturing sector in the country. Our sector directly employs up to 400,000 people, and as many as 1.2 million in ancillary services; it accounts for 16% of the UK's total manufacturing sector by value; and it is an invaluable partner to British agriculture, buying two thirds of what farmers produce.

Our membership comprises manufacturers of all sizes as well as trade associations dealing with specific sectors of the industry. In representing the interests of our members, we are focusing on the following core priorities:

- **Food Safety and Science**
- **Health and Wellbeing**
- **Sustainability**
- **Competitiveness**

In the area of health and wellbeing, FDF's commitment is long-standing. We unveiled our action plan in 2004 to emphasise our sector's ambition to improve the health of the nation by focusing on the areas where we could make a real difference, such as nutrition labelling, workplace wellbeing and product reformulation. We have made plenty of progress in delivering on these commitments – in fact, the UK is now widely acknowledged to be leading the world in many areas – and our priority now is to continue working with members on our action plan.

6 Catherine Street, London WC2B 5JJ

Tel: 020 7836 2460

Email: generalenquiries@fdf.org.uk

Web: www.fdf.org.uk

**Food and Drink
Federation**



Delivering Sustainable Growth
