



Best Practices:

Workplace Health and Wellbeing

Truly protecting worker health and safety requires a commitment to not only a robust safety program, but a program for physical and emotional wellbeing. The Campbell Institute asked nine of its members for their advice on crafting and maintaining effective workplace wellbeing programs. Here are their tips:

Pilot wellbeing programs with stakeholder input

- Pilot key aspects of programs at select locations before extending to the entire company
- BNSF began by offering health education, training and coaching at three cities to gain acceptance before expanding to the whole company
- Owens Corning and United Rentals formed focus groups and town halls to ask stakeholders which activities are most desired

Craft good communication

- Good communication is key to maintaining effective and engaging employee wellbeing programs
- Try piggybacking wellbeing tips on existing company safety communications
- Emphasize the privacy of employee health information. Norfolk Southern makes efforts to “over-communicate” the privacy of worker health data

Experiment with incentive structures

- Find the right balance of “carrots” and “sticks” to maximize worker participation and achieve optimal results.
- ISN saw sustained participation in a steps challenge when employees paid for fitness trackers instead of having ISN subsidize the cost.

- NASA has found that offering small prizes/trinkets for fitness competitions is enough incentive to gain employee participation.

Engage employees through organized activities

- Promote team building and improve morale through frequent fitness/wellness competitions
- Owens Corning holds an annual Fat Out Challenge
- ISN offers team-based and individual fitness competitions at their Dallas, TX headquarters and international locations

Connect wellbeing to safety

- Communicate that being physically and mentally well allows you to perform work better and safer.
- Being proactive about your health is like performing preventive maintenance – both allow workers to read trends so there are no surprises or catastrophes down the line.

For more details and results from this research and other interesting topics, visit thecampbellinstitute.org/research.

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Best Practices:

Defining EHS Excellence

The Campbell Institute found five principles of world-class EHS derived from recent Award winners. For the past twelve years, the Robert W. Campbell Award has been the Council's most prestigious achievement for excellence in environmental, health, and safety (EHS) management systems. Does your organization share these principles with the best of the best?

Leadership – empowering all within the organization to lead on EHS

- Excellence in EHS depends on individuals to build and sustain a culture of safety.
- Organizational leaders must show positive influence to change attitudes towards workplace safety, employee health, and environmental protection.
- At Johnson & Johnson, EHS responsibilities reside at the top. Their Office of the Chairman, the highest executive level of the organization, is accountable for and committed to EHS.

Integration – incorporating EHS into all parts of the business

- Look to industry standards (ISO, OSHAS) to integrate EHS across all business functions and build continuous improvement.
- Dow Chemical's Operating Discipline Management System (ODMS) integrates policies and requirements for EHS, manufacturing, and quality. The ODMS also ensures that management system components are applied consistently across the organization.

Data Management – using key performance metrics to monitor EHS systems

- Use both leading and lagging indicators to promote continuous improvement in EHS.

- Honeywell Aerospace's HSE Performance Index (HSEPI) is a balanced scorecard of both leading and lagging indicators. Examples of leading indicators include documentation of safety steering committee meetings and safety walk-throughs by leaders.

Alignment – linking EHS goals to other company objectives

- Make sure EHS remains firmly aligned with other organizational objectives, strategies, and values.
- EHS is present in all ten practices of the Cummins Operating System (COS) for all business operations, especially in Practice 7, "Establishing the right environment." With open two-way communication and respect for employees, Cummins maintains a culture where everyone is responsible for EHS.

Corporate Citizenship – promoting off-the-job safety and environmental initiatives

- Extend company efforts to promote off-the-job health and safety and invest resources in the community and environment.
- In 2007, Firmenich launched a sustainable sourcing program of vanilla and patchouli, working with suppliers and farmers in Africa, Asia, and South America. This has fostered long-term relationships with farming communities and increased revenues for farmers.

To read more examples of how Campbell Award-winning companies are putting these five principles into action, look for the report *Defining EHS Excellence* at thecampbellinstitute.org/research.

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