

Ideas from the SHINE NetPositive Summit

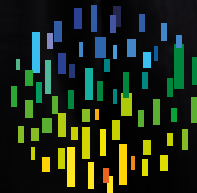
Shining a Light on Worker Well-being



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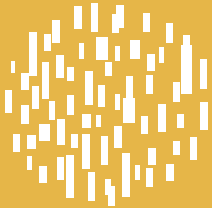
Center for Health and the
Global Environment



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Sustainability and Health
Initiative for NetPositive Enterprise

The Sustainability and Health Initiative for NetPositive Enterprise (SHINE) is a program at the Center for Health and the Global Environment.



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Sustainability and Health
Initiative for NetPositive Enterprise

From the food we eat, to the buildings we inhabit, to the businesses that connect our world, our health depends on the health of our surroundings. To help prevent health crises before they happen, and give everyone an opportunity to live a long, healthy life, we need forward-looking science about our rapidly changing environment—science that both anticipates problems and offers solutions.

The Center for Health and the Global Environment at the Harvard T.H. Chan School of Public Health combines rigorous academic research with innovative tools, and unites the skills and expertise of many disciplines and professions to improve people's health across the globe.

That is why the Sustainability and Health Initiative for NetPositive Enterprise (SHINE) creates a research agenda and works with companies to define and create the evidence for scalable solutions to healthy change. SHINE works with companies to build ways for the enterprise to continually generate and demonstrate positive impacts.

Every year, SHINE brings together business leaders and researchers who are transforming corporate health and sustainability to redefine the purpose of business in society and drive forward a holistic perspective that equally values people, nature, and business profitability.

This paper is part of a series that highlights and offers deeper insights into the messages we explore at our annual SHINE NetPositive Summit.

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Introduction



While much still needs to be done to protect the environment and combat climate change, enlightened companies are taking a broader view of their business and corporate sustainability to include the health and well-being of the workforce as a driver for innovation and better business performance.

Corporate leaders are realizing that it is no longer sufficient to provide only wellness programs, biometric screenings, or to train engineers, designers, and developers to understand and embed sustainability principles into innovative product design. Too often these are one-off programs that not all workers participate in, and which feel disaggregated from the overall mission of the company. Many times they are simply meant to increase engagement, enhance performance, and reduce health care costs, and much of the responsibility for success falls on the individual. Companies are also having a hard time measuring the health and performance benefits of investments in these programs. Yes, there are metrics such as absenteeism, health care costs, and productivity, but how and which programs, if any, are making a difference? And are we measuring employee well-being?

That is why the Sustainability and Health Initiative for NetPositive Enterprise (SHINE) is looking at the

underlying drivers of well-being—the mental, physical, and psychosocial indicators that too often remain out of sight from leaders in management, human resources, and operations. This is where we are trying to make a difference. We are tying health to corporate responsibility and sustainability for improving the workplace culture so that it's conducive to mental, physical, and psychosocial health, as well as performance, productivity, and engagement.

Being successful means asking the right questions and getting a pulse on the well-being of the workforce by asking employees directly. It's about inspiring leadership teams to work together more and embrace the same mission. The responsibility falls on the company's decision makers to create a culture in which employees either thrive, or simply get by.

In this white paper, we present the case for company leadership to pay closer attention to workplace well-being. We provide examples of forward-thinking companies who are embracing well-being, and share how SHINE is helping corporate leaders attain a deeper understanding of the well-being of their workforce and how both the company and employees are benefitting.

What it Means to Have a Healthy Workplace

Various bodies of research^{1 2 3} have shown that employee well-being and workplace culture are drivers of business metrics. Studies that have measured employee health and wellness show that higher levels of employee well-being are associated with better productivity and performance, such as less absenteeism, better engagement, and increased job satisfaction.

A few examples:

- According to one study, workers' mental health affects their intellectual, emotional, and social growth, as well as work ability, productivity, and ultimately organizational productivity and competitiveness on the market.⁴
- In another study, results indicated that not only are health care expenditures greater at companies with high-stress work environments, but productivity also suffers.⁵ Stress manifests both physically and mentally. Stress is related to the physical components of a job (i.e. repetitive and laborious work, pressure to meet strict monthly, weekly, or daily goals, etc.), and also mental components (i.e. relationship with supervisors, meaningful work, ability to leave work to take care of a sick family member, etc.)

- Research performed by the Hay Group, an HR consulting firm, found that companies with highly engaged workers compared to those with poorly engaged workers outperformed by 54% in employee retention, by 89% in customer satisfaction, and by 400% in revenue growth.
- Research^{6 7} has cited good benefits, a positive workplace culture, meaningful work, and sufficient job resources as some of the factors that lead to better engagement.

Some of the factors mentioned above—a stress-free working environment (positive workplace culture), meaningful work, good benefits and competitive pay, development and training opportunities—can lead to a strong sense of well-being among workers, or good mental, physical, psychosocial health. However, too often it is the hidden factors such as average hours of sleep a night, relationship with supervisor, work-life balance, sense of autonomy over work, etc., that can provide deeper insight into the true well-being of the workforce and in turn a company's potential for profitability.

¹ "Nutra-ergonomics: influence of nutrition on physical employment standards and the health of workers By: Shearer, Jane ; Graham, Terry E.; Skinner, Tina L. Applied Physiology Nutrition and Metabolism. Volume: 41 Issue: 6 Pages: S165-S174 Supplement: 2DOI: 10.1139/apnm-2015-0531 Published: JUN 2016

² Thatcher, Andrew; Milner, Karen. "Changes in productivity, psychological wellbeing and physical wellbeing from working in a 'green' building"

³ Wojtaszczyk, Patrycja. "The Role of Workplace Promotion in the Concept of Corporate Social Responsibility

⁴ Grabovac, Igor; Mustajbegovic, Jadranka. "Healthy occupational culture for a worker-friendly workplace."

⁵ <http://www.apa.org/news/press/releases/stress/2014/stress-report.pdf>

⁶ "Creating the Best Workplace on Earth." Rob Goffee; Gareth Jones. Harvard Business Review. May 2013 Issue.

⁷ <http://progressprinciple.com/research>

What it Means to Have a Healthy Workplace

Well-being is a holistic state of optimism, drive, positive mood, thriving and engagement in the world brought about when basic human needs are nurtured.

In the U.S. we are not putting well-being out in a way that we can measure it. Currently, health and well-being are confined by the risk mitigation model, which focuses on disease and disability over attending to basic human needs. Well-being is a holistic state of optimism, drive, positive mood, thriving and engagement in the world brought about when basic human needs are nurtured. Drivers for well-being include:

- meaning and purpose
- learning and challenge
- autonomy and ability to make choices about how to live, work, and play (freedom from excessive demands and pressure, including financial worry)
- progress and recognition
- social connectedness
- trust
- respect
- fairness (including gender equality)
- safety and security
- physical and mental health.

This needs-based framework makes explicit the systemic nature of drivers that operate both independently and together to enhance the overall functioning of the individual.

Importantly, well-being as the goal is much bigger than a goal for good physical and mental health, even though these constructs are strongly related. Most companies still measure health from the downstream, which involves the understanding of health risks, medical costs, and productivity losses, mainly after someone becomes sick. SHINE and SHINE member companies measure well-being from the upstream, which takes into consideration the above list of drivers as a more effective way to take a pulse on workers' health. In turn, they are able to develop programs and create a workplace culture that help improve upon those well-being factors and in turn understand how they influence performance.

To succeed, companies will need to have a better understanding of how the culture and the environment in the workplace are supporting the well-being of workers. Seeing the results can be the difference between understanding whether employees are encouraged to flourish or flounder.



SHINE Addressing the Gap in Worker Well-being Metrics

Our hope is that the Well-being Survey will lead to profound changes in how we measure, evaluate, and improve the work environment to support well-being and performance.

Three years ago, SHINE partnered with Johnson & Johnson to develop metrics to investigate the employee health impacts of work. The partnership yielded the Well-being Survey, applied in the form of an anonymous survey, which protects identity by collecting the data behind the Harvard T.H. Chan School of Public Health firewall, and which is then analyzed by researchers at the school. The goal is to discover the connections between what employees do at work and how they regard their well-being and the organizational culture, as well as understand the linkages between well-being as it relates to mental, physical and psychosocial health, and performance at work. The tool is meant as a key performance indicator for health impacts and a diagnostic for creating handprints (positive improvements in well-being⁸). SHINE's mission is to create the evidence base for positive impacts that make a sustainable difference for people and the planet.

Our hope is that the Well-being Survey will lead to profound changes in how we measure, evaluate, and improve the work environment to support well-being and performance. We are also looking to pin down better ways to understand how the culture of well-being within a company affects business. What is invisible cannot be managed, and the Survey shines a light on what an organization cannot see—leading indicators for worker well-being that help companies determine where the gaps are in the health and culture of their organization and what can be done to help workers flourish and the company to perform at optimum.

⁸ <http://www.chgeharvard.org/topic/handprint-new-framework-sustainability>



2016 Summit Lessons-learned for Worker Well-being

In 2016, the SHINE NetPositive Summit, convened leaders of companies that are both working with SHINE to address worker well-being in the context of corporate sustainability and who represent companies that have made innovative strides toward the well-being of their workers. The following lessons came out of discussions among these leaders on how to ensure that worker well-being can thrive in an organization:

1. ***Involving leaders from operations in workplace well-being is essential.*** Involving operations and manufacturing leaders is essential to ensure buy-in and implementation of strategy around well-being. They offer depth, breadth, and reach when it comes to creating the well-being culture that company leadership has set out to create.
2. ***Human resources must work closely with the operations, sustainability and management teams to ensure programs and behaviors that support worker well-being are consistent throughout the organization.*** The human resources team is vital to ensure engagement on all levels. At Owens Corning, a SHINE member since 2013, HR has the responsibility to handle sensitive, confidential and personal data that comes along and is a true partner with management and operations. HR is also equipped to communicate the right messages around well-being broadly across the company.
3. ***When it comes to the supply chain, collaboration and ownership of well-being programs by factory management companies is key to successful long-term employee well-being.*** While sourcing companies can play a significant part in raising standards for worker well-being in factories, the factory management companies must be the champions of the effort. This is to ensure that worker well-being programs aren't simply one-offs, but embedded into factory culture and processes, and that the cultural and societal nuances are taken into consideration in the program design.
4. ***Combining metrics that measure mental, physical, and psychosocial well-being of workers with business metrics such as retention, absenteeism, productivity, and performance is essential to successful management.*** Both of these types of metrics offer management the information they need to determine how well-being programs and the company's culture are working for employees and business as a whole.
5. ***Health is intricately linked to sustainability.*** Enlightened companies are raising health up from risk mitigation, health costs or as a silo in the occupational injury department to something that is an integral part of a sustainable enterprise. This is not something that is easy for many companies to realize because the sustainability group, human resources, and occupational health departments are accustomed to working in silos. However, to ensure that health is integral to the organization, these groups must either work together or, as one of our SHINE members decided, fold health under sustainability.

SHINE member companies that have engaged with us to measure the well-being of their workforce have demonstrated that the above strategies are essential to effective change during and after conducting the SHINE well-being survey.



How the SHINE Well-being Survey is Transforming the Workplace Health Culture

We are thrilled to highlight some of the pilot projects with our SHINE member companies that company representatives presented on at the Summit. We have piloted the Well-being Survey to collect data and build the evidence base for worker well-being with Owens Corning, EYP Architecture & Engineering, and Levi Strauss & Co., which are all at various stages of the research.

Owens Corning

Owens Corning was the first company that applied our worker well-being survey to get a pulse on the well-being of its people and it was the first company to begin managing health from within the organizational sustainability group. As a manufacturing company, the safety of employees is of utmost importance at Owens. While the company had made a measurable progress in the reduction of the company's injury rate over the years, it hadn't yet reached its goal of zero injuries. They realized that simply considering the injury number was not enough. Company leadership wanted to understand where the injuries come from—what is happening in the lives of its people or in the workplace that is leading to these injuries. With SHINE, the company began to look at the well-being of its people and the drivers of the current state of well-being of workers. This enabled the company to not only understand what operations leadership can bring to the table to prevent injury, but also what the precursors are that lead to the injuries.

Employees reported on performance, organizational climate, and physical and mental health. The web-based survey was administered directly by SHINE to maintain confidentiality to nearly 6,800 U.S. employees in November 2014. The company found that the survey offered information on mental health and engagement beyond what is typically collected. The results of SHINE's engagement revealed that the company had an opportunity to address stress and, in so doing, enhance mental well-being. Healthy Minds became one of six pillars in the company's organization for wellbeing.

EYP Architecture and Engineering

Leigh Stringer, a workplace design specialist, author and

researcher presented to the audience ways that health and well-being are impacted by the built environment. Leigh works for EYP, an architecture, engineering and building technology firm that specializes in sustainable, healthy, high-performance buildings. EYP is particularly interested in how buildings shape our health, such as open staircases and sit-to-stand desks to encourage standing and movement, providing views to nature and circadian lighting systems to reduce stress and help with sleep, and applying behavioral economics and choice architecture to nudge employees toward healthier decisions and habits.

EYP engaged with SHINE to measure the state of well-being of its workforce across 15 offices. Applying the worker well-being survey revealed three striking findings. 1) Hours of sleep among employees are associated with length of their commutes, 2) exercise during the day was associated with the proximity of the office to green space, and 3) engagement is associated with access to transit, parks, and views of nature. Further analysis of the HaPI survey and organizational data is ongoing. Findings will inform the selection of office locations in the future as well as some imminent design upgrades, particularly EYP's Albany office, which is designed to be a net zero energy building. EYP is currently engaged in a "deeper dive" study to explore the intersection between energy reduction, design and human health. The company is also using the Well-being Survey findings to impact EYP's wellness program and HR initiatives.

Levi Strauss & Co. (LS&Co.)


LS&Co. was the first company that came to SHINE with a desire to understand the state of worker well-being in its supply chain and how to build the business case for investment in worker well-being. The goal of our work with LS&Co. is to determine the status of the quality of work-life in factories for future impact assessment of various social programs and to elevate well-being as a business strategy for LS&Co.'s suppliers. This work is expected to lead to a new understanding about ways to influence the sustainability of all companies and their suppliers by integrating evidence-based health and well-being standards. LS&Co. is working with us to set a new bar that goes beyond codes of conduct and compliance for workers in the supply chain.

Photo Credit: Joel Olives

How the SHINE Well-being Survey is Transforming the Workplace Health Culture

When LS&Co. began its Worker Well-being Initiative in 2011, the company realized that, while suppliers were supportive of worker programs, they didn't know the best way to consistently measure the return on investment. LS&Co. needed to provide a method to show proof points and a business case beyond one-off case studies, so in 2015 the company joined SHINE to pilot the Well-being Survey. At the time this piece was being written, the SHINE and LS&Co. team had just returned from Sri Lanka where we collected data on over 1200 workers. While the analysis is still being made, our team has already seen how

transformative empowering workers can be by training them in a new technology (the survey was administered via iPads in the local language) and asking them to offer insight as to their experience at the factory. The worker well-being database we are building is offering the evidence and data needed to incentivize investment in worker well-being in the supply chain. From a broader perspective, it will also offer insight into how population health can be influenced at the workplace.



Trailblazers of Employee Well-being

While the above-mentioned SHINE member companies have piloted the well-being survey with us, we would be doing our audience a disservice if we omitted all the inspiring, innovative and impactful work around worker well-being that is also happening outside of SHINE. At the Summit companies shared some of the most innovative workplace well-being practices that have had returns on health care costs, engagement and performance of employees, and the business.

These companies that were represented at this year's SHINE Summit go beyond wellness programs to integrate well-being into the very fabric of their business. This integrated approach is one that sees the business as a driver for health and includes not only ways to engage the workforce in healthy behaviors, but understands that the products and services offered affect the well-being of employees and have the potential to influence the well-being of clients.

We wanted to highlight three companies that are approaching workplace well-being in this way: Allegacy, The Breakers, and Google.

Allegacy Federal Credit Union

According to Garrick Throckmorton, Assistant Vice President of Human Resources, Allegacy Federal Credit Union's brand promise is "We will always do the right thing for your well-being," and as Throckmorton illustrated at the Summit, the company strives to live this promise both for employees and for customers. At the Summit, Throckmorton, explained how, as a credit union, Allegacy has the responsibility to ensure members have a strong sense of financial well-being and are active financial participants in their lives. Further, given the company's brand promise, Throckmorton shared how management business practices and the design of its products and services, together lead toward supporting a holistic sense of well-being for all people.

The company is demonstrating this commitment to employee and community well-being through its partnership with the YMCA of Northwest North Carolina. As a regional whole health community hub, the YMCA of

NWNC cultivates many components of well-being: the Y encourages members to be socially and physically active, develops a sense of shared purpose through its mission and programming, and contributes to an overall feeling of community connectedness. In partnership with the YMCA of NWNC, Allegacy's AllHealth Wellness Account provides a savings incentive for their shared members in the form of a variable rate account that earns dividends at different rates based on the number of visits made to the YMCA. Simply put, when a household demonstrates that they are using the well-being offerings in their local YMCA of NWNC, Allegacy raises the interest rate on their saving deposits.

Allegacy is interested in seeing if savings incentives increase utilization for Y members before and after the program and whether increased engagement at the Y community (via visits) results in a higher level of well-being. To do so, the company joined SHINE. Together, we will investigate whether business can influence well-being through a holistic approach that incentivizes place-based learning and activity and taps into several basic needs simultaneously—desire for financial security, space for recreation and physical activity, community affiliation, and social support of family members.

Google & GooglersGive

Most of us know about Google's inventive workplace culture that supports personal well-being and fosters interactions with others that are conducive to innovative idea generation. At the Summit, Diane Solinger, Director of GooglersGive shared a Google study called Project Oxygen. This study analyzed human interaction in the hopes of better understanding how managers can influence their employees' well-being. They found that what employees valued most were bosses who were honest and kind, who took interest in employees' lives and careers, who offered time for one-on-one meetings, and who worked with employees to figure out answers by asking questions. Google went further into the analytics from this study and determined the order of importance of these learnable traits. The company says that they have since seen a remarkable improvement in many of its previously low performing managers as a result of the

Trailblazers of Employee Well-being

training. Just as SHINE is helping companies collect data and create an evidence base for positive impacts on health and the environment, Google took a data-driven approach to understanding hidden factors in the workplace that affect employee well-being. The company found that managers had a much greater impact on employees' performance and how they felt about their job than any other factor.

- at Google
- 64% of Googlers participate in these programs



Solinger stated that one of her goals is to see more of a social impact in daily decisions. Volunteering can be a powerful tool for connection and relationship building. It connects Googlers with those who can benefit from their support and expertise on the outside, but also creates stronger relationships within its walls.

The company's volunteering program is a significant part of this approach and Google is looking into how the company can support manager growth through volunteering. While Google has not yet measured the effects of giving and volunteering on the health of its employees who participate in these programs, numerous studies link volunteering efforts to positive health outcomes.⁹ ¹⁰ That said, Googlers have demonstrated other positive effects from volunteering. Google says that because of the company's giving and volunteering programs:

- 90% of Googlers believe Google is a socially responsible company
- 80% of Googlers believe Google is a better place to work
- 75% of Googlers are proud to work

The Breakers Palm Beach

At The Breakers, a luxury resort in Palm Beach, Florida, well-being is part of the business strategy and core to how the business supports its people. Leadership at The Breakers' believes that offering guests the experience they are looking for requires team member satisfaction at all levels. This means ensuring that employees are happy, healthy, and engaged. As such, once new hires come on board, whether they are managers or supervisors or on-line staff, they are offered programs, incentives, and benefits that help support their well-being. The leadership team believes that when employees are happy and healthy, they can more easily offer the experience that guests are looking for.

Denise Bober, Vice President of Human Resources, who

⁹ Borgonovi, Francesca, "Doing well by doing good. The relationship between formal volunteering and self-reported health and happiness." *Social Science and Medicine*. Volume 66, Issue 11, June 2008, Pages 2321-2334

¹⁰ Michael J. Poulin, Stephanie L. Brown, Amanda J. Dillard, and Dylan M. Smith. Giving to Others and the Association Between Stress and Mortality. *American Journal of Public Health*: September 2013, Vol. 103, No. 9, pp. 1649-1655. June 2008, Pages 2321-2334

Trailblazers of Employee Well-being

Redesigning the corporate approach to health, accepting the responsibility for health as mutual, and designing programs that fit with the business strategy, yields not only health and well-being benefits for all stakeholders, but business benefits as well.

spoke at the Summit, explained, "Team Member well-being and satisfaction is at the core of our business model. When we set out on the journey to create a culture of wellness more than a decade ago, we knew that taking care of our team would secondarily help us take better care of our guests. Ultimately guest satisfaction drives strong financial performance, and enhances our ability to have positive social impact within our community. Our vision was that a healthy organization was fundamental to our long-term sustainability."

One of the ways that the Breakers is supporting the well-being of the hotels employees is through the Corporate Athlete Training program (conceived and co-founded by Dr. Jim Loehr of the Johnson & Johnson

Human Performance Institute) available to managers and supervisors and a similar program called Breakthrough to Energy (B2E) designed for line-level team members. Both of these training programs were designed on the premise that if executives were to successfully perform at high levels in the long-term, they would have to train in the same systematic, multi-level methodology that is practiced by top-tier athletes. Both programs are designed to increase one's energy. While the Corporate Athlete Program focuses on the mental, physical, emotional, and spiritual dimensions of energy, the B2E program focuses on nutrition and fitness, two of the most critical components of restoring and expanding one's energy capacity. In The Breakers' 2016 employee opinion survey, taken by 95% of employees, the number one headline was that The Breakers is a "fun and healthy workplace."

These companies are demonstrating that health goes beyond disease mitigation, or reduction of healthcare costs, or wellness or nutrition programs that are focused on engagement of individuals. They demonstrate that by redesigning the corporate approach to health, accepting the responsibility for health as mutual, and designing programs that fit with the business strategy, yields not only health and well-being benefits for all stakeholders, but business benefits as well.

Worker well-being has many layers and can be applied in myriad ways across industries. The key is to understand where the gaps are—the perceptions of employees with regard to the organizational culture and the state of their mental, physical and psychosocial health within the workplace and their communities. With this information, companies are much better informed on what needs to be changed, and what programs need to be implemented on the systems level.



*Let's Work Together for People
and the Planet*

Leading a sustainable company means leading one that is innovative, mission-driven, nimble in the marketplace, mindful of its impact on society and the environment, and also one in which employees can thrive. We all want to be both productive and happy and the current business climate is at a juncture where this possibility is very real. And once attained, everyone benefits.

The Sustainability and Health Initiative for NetPositive Enterprise (SHINE) helps corporations across all sectors measure and accelerate the ways in which they help the world become a healthier, more sustainable place. We are setting a bold vision for companies to factor their impact on our health into all business decisions, and act in ways that will protect us and our planet. We apply our research expertise and passion for people and the environment to help companies better understand their workplace culture and how it aligns with both the well-being of their workforce and business metrics. We are excited to work with companies who want to build higher performing teams, enhance happiness of their employees, and cultivate workplace cultures that are conducive to these aspirations. Together we can inspire a more thriving and sustainable world. We hope you join us on this journey.

About the Authors



Karoline Barwinski

Karoline Barwinski is a Project Manager at SHINE. In her role she leads SHINE's communications strategy and efforts, manages projects with SHINE member companies, assists with business development, and maintains SHINE member relationships. Karoline has a strong foundation in corporate sustainability and responsible investing. She is dedicated to driving workplace health and employee well-being in the context of corporate sustainability.



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