CREATING a CULTURE of HEALTH for a GLOBAL ORGANIZATION

Framework and Practices

International Corporate Health Leadership Council

TABLE of CONTENTS

Foreword

The health and wellness of a workforce has been recognized as a contributing factor to the overall success of an organization. Most recently there is new evidence that suggests health and wellness and overall workforce productivity can be enhanced by a robust organizational culture of health.

Many U.S. based corporations have begun efforts to enhance corporate culture to include and emphasize health and wellness. Many of these same corporations are beginning to develop metrics to measure the benefits of such a culture.

Although this work has made huge strides in understanding the role and impact of organizational culture there is a growing need for further research to establish best practices to address the unique needs and challenges of a global workforce.

This whitepaper provides insight and framework into what an organizational culture of health might look like with a global workforce. In addition the paper proposes key areas of focus to create a global culture of health along with examples of leading practices in each of the areas highlighted.

A global culture of health should be a part of any global organization's effort to create an environment where employees feel valued, experience purpose, have trust in leadership, and are consistently offered opportunities to learn and grow.

INTRODUCTION

📍 Organizations with global workforces in emerging markets are finding that their local workforce challenges vary widely. First, the demographics can be very different. A sampling of over 200,000 global employees[1] from numerous companies and diverse industries revealed that while 18% of the workforce in the U.S. was between 25 and 35 years of age, in China it was 58% and India 61%[2].

But that does not mean these organizations had less risk – far from it. Non-communicable diseases, like heart disease, can develop much earlier in many emerging market countries. This same analysis revealed that of employees 25-35 years of age, Indian staff had nearly five times the prevalence of known heart disease compared to the same American employee demographic (0.6% in U.S., 2.9% in India[3]). The overall rates of heart disease for all ages between U.S. and Indian employees was 2.9% and 3.3%[4] respectively – demonstrating that Americans still get heart disease – but in their forties, fifties and sixties – not their thirties like in India.

Where the issue of obesity is concerned, cultural and national issues are also important. It may not be surprising that the U.S. has a higher rate of workforce obesity than in India and China (27% vs 18% and 7% respectively), but when you include all employees who are overweight, India

and the U.S. are nearly equal in having almost two-thirds of their workforces at risk (63.5% U.S., 63% India). Many emerging market workforces are seeing rapid rates in obesity which is a concerning trend, as obesity is tied to many non-communicable diseases like diabetes, heart disease and cancer.

In combating obesity, diet and physical activity are critical. When one compares the employee activity rates of India, China and the U.S., it is interesting to note that U.S. employees are the most active – with only a third of employees at risk. Indian employees are particularly sedentary with 62% at risk, with Chinese employees at the highest risk at 72%[5]. These trends are ominous as this could lead to additional health risks as these emerging market workforces age.

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Non-communicable diseases, like heart disease, can develop much earlier in many emerging market countries.

> A culture of health (COH) within the workplace can contribute to the overall effort of an organization to improve and sustain the health and productivity of its workforce.
>
> (Golaszewski et al., 2012, Allen, 2002)

Finally, mental and emotional stress is linked to all the above health conditions and is a major factor in reduced work productivity. While we are aware of the high levels of stress in the U.S. workforce environment, it pales in comparison to many emerging market workforces. Data revealed that while a large proportion of U.S. employees had a high rate of stress risk (45%), in China and India the rate was 76%[6]. This means that over 3 quarters of Indian and Chinese employees working for global organizations complained of moderate to severe levels of stress in the workplace.

All these factors demonstrate the need to effectively target the health threats to your specific employee population, and to develop an effective global culture of health, these issues must be addressed locally.

A culture of health (COH) within the workplace can contribute to the overall effort of an organization to improve and sustain the health and productivity of its workforce (Golaszewski et al., 2012, Allen, 2002). Delivering a health and wellness program for a workforce is a concept that is incorporated into the strategies of many organizations across the global workforce, but new evidence suggests that these health and wellness strategies can be greatly enhanced by creating a company-wide COH. Several important studies have contributed to the growing interest in a COH strategy and the impact it can have on the short and long term health, wellbeing and productivity of a workforce. Aldana's (2012) review of the current knowledge base on healthy worksite culture found evidence that best practice health promotion programs were more likely to include enhanced health culture elements. In addition, Aldana (2012) concluded that a strong worksite culture of health will improve the effectiveness of health and wellness programs, ultimately leading to increased productivity and likely reduced health care costs. Much of the research has been focused on companies with a U.S. based (domestic) workforce. However, questions remain about how a strong organization-wide culture of health strategy supports a global workforce. How might a global strategy incorporating grass roots efforts need to be individualized based on population, community, and the local environment?

This paper offers an overview of COH efforts in the United States. Through case studies, the paper will explore leading practices used to create a global culture of health, currently implemented by organizations with a workforce present in several countries. As such, the paper will detail the complexities of a global workforce and how these leading practices potentially could serve as a benchmark for those organizations interested in implementing their own global culture of health strategy.

ORGANIZATIONAL CULTURE of HEALTH: DEFINITION and FRAMEWORK

There are multiple existing examples of organizational culture of health, as well as definitions for the general culture of health concept. The CDC (2013) developed the following definition of culture of health within an organization.

In their definition, the CDC specifically points out that a culture of health should enhance both personal and organizational values as well as benefit both the employees' and the organization's overall performance. The combination of personal and organizational

> Culture of health is the creation of a working environment where employee health and safety is valued, supported and promoted through workplace health programs, policies, benefits, and environmental supports. Building a culture of health involves all levels of the organization and establishes the workplace health program as a routine part of business operations aligned with overall business goals. The results of this culture change include engaged and empowered employees, an impact on healthcare costs, and improved worker productivity.

enhancement can have strong appeal to an organization that has already invested in its employees through a comprehensive health and wellness effort but may be struggling to truly engage employees. The Vitality Group recently reported that nearly 80% of U.S. based employers offered some form of health promotion programs, but strong employee engagement and long term behavior change are still elusive for many of these programs (Gallup, 2012). A culture of health within an organization, not unlike a culture of safety, can serve to enhance employee engagement and encourage long term behavior change.

Over the past several years, several frameworks attempt to visually depict the components of a culture of health in the workplace (Edington, 2009, Pronk and Allen, 2009, Edington and Pitts, 2015, World Health Organization 2010).

These frameworks identify the components of an organizational COH and show the connections and overlap that exist among the components. The World Health Organization Model offers a model with a global perspective which is unique among most of the models currently being circulated.

In the World Health Organization (WHO) framework (Figure 1), it is important to note that both leadership and worker (employee) engagement are placed at the center of the framework. This suggests that these components are closely connected to all of the other components and should be central to an organization's strategy to develop a culture of health. The larger circles that comprise the outer ring of the framework are additional attributes that also influence culture. These attributes overlap with each other as well as with the essential core components that cover the inner circle. Collectively, these elements define a culture of health within an organization.
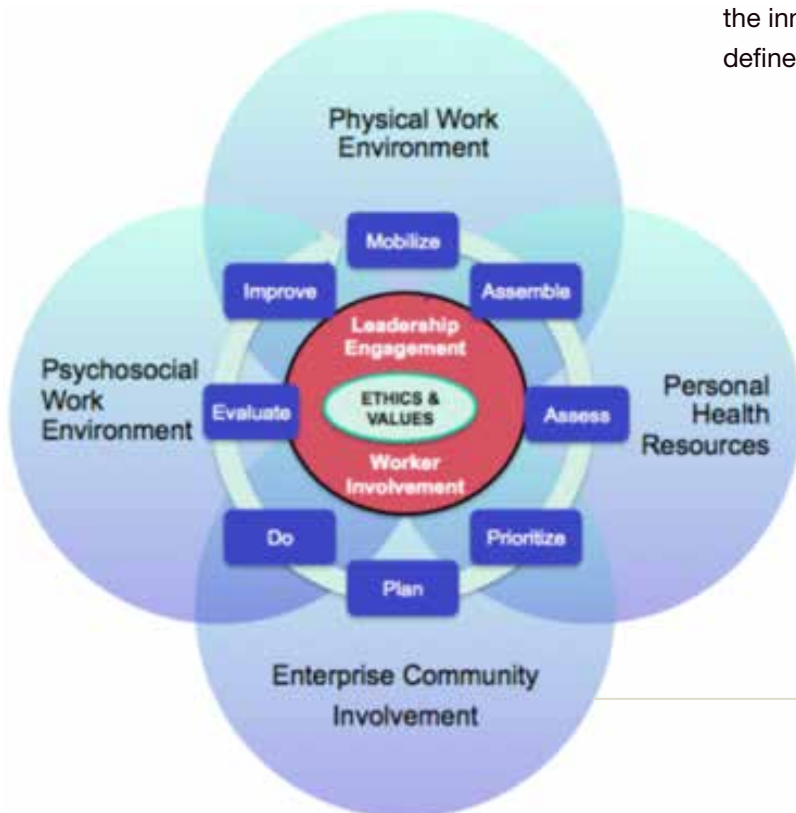

Figure 1.

WHO Healthy Workplace Model: Avenues of Influence, Process and Core Principles

The International Corporate Health Leadership Council (ICHLC) provides thought leadership on standards and policies related to health and wellness efforts in global organizations. The council is comprised of senior health officers from global organizations representing all business sectors. Most recently, the Council developed a four-part framework to address health and culture in a global context.

The ICHLC Culture of Health four-part framework has been used by the Council to develop a series of recommendations addressing the health and wellness needs of employees in global organizations and has identified components similar to the WHO model described above. This population includes the mobile workforce employees (business travelers and expatriates) sent outside of a company's natural sphere of influence as the company expands into new markets, as well as local national employees. The four-part framework is based upon four pillars applicable to any organization: people, place, purpose and outcomes. These pillars are described below:

People

The framework highlights people as a key part of a culture of health. The World Health Organization's framework also places people and the engagement of people/workers at the center of their model. The ICHLC model focuses on the influence of people on an organization's culture as well as the impact of culture on people. Culture can be an important part of behavior change and a key to employee engagement in health and wellness programs and activities.

Purpose

Leadership (C-suite) commitment to a culture of health is a central part of the ICHLC framework. The WHO model also places leadership engagement at the center if its workplace model resulting in a clear emphasis on this component of culture and health.

Place

The environment, both physical and social, and its ability to support health is an important part of health, wellness and culture as well as safety. The WHO model also places the physical work environment as one of the four interconnected components of its model.

Outcomes

The ability to assess the impact of programs, culture, etc. is an important part of sustainability (metrics). Several culture related measures specifically tied to company performance have been suggested by several researchers and are discussed in more detail on the next page.
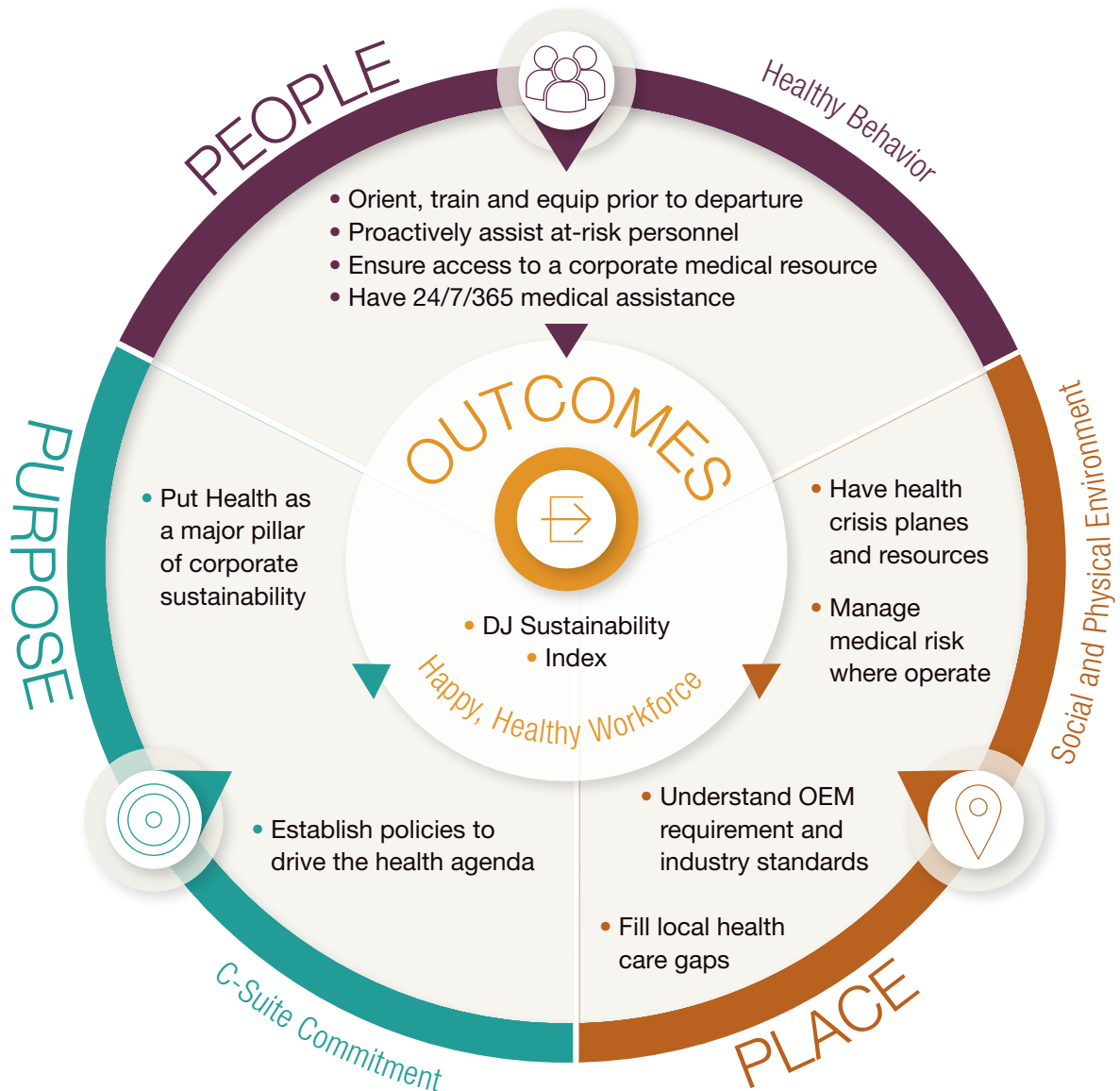
PEOPLE

Healthy Behavior

- Orient, train and equip prior to departure
- Proactively assist at-risk personnel
- Ensure access to a corporate medical resource
- Have 24/7/365 medical assistance

OUTCOMES

Happy, Healthy Workforce

- DJ Sustainability
- Index

Social and Physical Environment

- Have health crisis planes and resources
- Manage medical risk where operate

PURPOSE

- Put Health as a major pillar of corporate sustainability

- Establish policies to drive the health agenda

C-Suite Commitment

- Understand OEM requirement and industry standards

- Fill local health care gaps

PLACE

Figure 2.

ICHLC Global Culture of Health Framework

The similarities that exist between the WHO workplace model and the ICHLC model suggest that there are several components that are key to building a strong global COH: people, the environment, and leadership engagement/ commitment. An employer's ability to focus on

these areas has been shown to raise the culture of health and ultimately the overall health and wellness of an employee population. Much of the work in this area is focused in the United States, but many organizations are beginning to apply these learnings to global populations as well.

ORGANIZATIONAL CULTURE of HEALTH:
KEY AREAS and LEADING PRACTICES

📍Workplace health and wellness programs have grown in popularity over the last decade. The 2015 Employee Benefits Report released by the Society for Human Resource Management found that 80% of U.S. employers offered some kind of wellness program. This represents a 12% increase from 2008 results. This growth has been fueled by research that offers insight into the potential savings an employer can receive from these programs.

A 2013 Rand Study found that for every $1.00 spent on a wellness program, employers could expect a $1.50 return. In addition, there has been new research uncovered that suggests a high performing company is also more likely to have a workforce that has lower levels of health risk and higher rates of healthy behavior. Fabius et al., (2016) found that a healthy and safe workforce directly correlated with company performance and shareholder returns. On a global scale, health and wellness efforts are increasing as well, although the

9

motivation is slightly different. The State of Global Wellness Report developed by ShapeUp suggests that in countries where health is not linked to the workplace the motivation for offering wellness is to improve morale and employee engagement as well as reduce employee absences.

While overall program adoption is strong, individual employee engagement is still a struggle for most employer sponsored wellness programs. A recent Gallup study found that 60% of employees in a workforce are generally aware of a company's wellness program and of those, 40% choose to participate. Overall, 24% of employees on average tend to engage in their employer's wellness program at varying levels (Gallup, 2014). Research suggests that stronger engagement can be achieved through the development of a strong culture of health (Aldana, 2012).

As defined by Pronk and Allen above, organizational culture encompasses a core group of attributes that support general

program offerings. When health and wellness programs are combined with a strong culture, employees are more likely to engage and ultimately change behavior and reduce risk. There is a growing body of research that has demonstrated the impact of culture on health related behavior change. Kelsey et al., (2000) demonstrated that stronger social support was associated with higher levels of physical activity and a healthier diet. Culture influences the social environment and can be a result of a strong culture of health. In addition, several studies have demonstrated that lack of social support can have a negative impact on behavior change (Aggarwal, 2010).

With this evidence in mind, creating a culture of health and linking that culture with the safety culture of an organization has been the focus of several global organizations that have representation on the ICHLC.

The case studies presented in this report provide examples of how companies, represented on the ICHLC Council, implemented one of the four elements within their organization towards the creation of a global COH.

Key areas of focus based on the overlapping attributes of the WHO and ICHLC model include:

Leadership Engagement

Employee Engagement

Environment – Physical And Social

Outcomes Assessment

10

Leadership Engagement

A company-wide culture of health must make health a priority in all areas of the organization and must offer employees opportunities to be healthy and practice healthy behaviors regardless of geographic location. Leadership engagement at all levels is essential for this transformation to occur and can play a role in both shaping and maintaining a company-wide culture of health. Engaging leadership is not a new concept. Dejoy and Wilson (2003) discussed the importance of management support in creating an organization that supports health promotion programs and Edington (Zero Trends, 2009) identified senior leadership as one of the essential pillars necessary to define and disseminate a clear vision for a healthy and productive workforce.

At a high-level a company must demonstrate a strong commitment to creating a culture that emphasizes health. This step often occurs even before leadership is engaged and should include the following (Edington and Pitts (2016):

- Vision connected to company strategy and people;
- Organizational commitment in which leadership is given permission to actively participate;
- Engaged leadership at multiple levels;
- Program objectives linked to business objectives;
- Shared program ownership (ownership inclusive of all staff levels);
- Adequate funding allocated.

Creating a culture of health and implementing a health and wellness strategy requires support from leadership at all levels, but this can be challenging. Typically, key leadership tasks should (Pronk and Allen):

- Share the vision/goals etc;
- Serve as a role model;
- Align policies and practices at every level;
- Celebrate success;
- Encourage participation and, where necessary, grant permission;
- Engage champions at all levels;
- Report results.

Obtaining leadership support can be challenging for larger organizations with a global footprint. In this situation there are many layers of leadership that work in very different cultures across the world. A strong organization-wide culture of health can serve as a foundation for leadership support and in turn must be supported and nurtured by leadership. Leadership engagement often begins at the very top of the organization. For example, when the mission and vision of an organization includes health, leaders understand the importance of health and will be more likely to engage in other health related activities.

A review of current culture of health efforts suggest that organizations with engaged leaders were almost four times more likely to report significant improvement in employee health and 2.5 times more likely to report significant improvement in medical cost trend (Aldana, 2012). The process of engaging a global leadership network can take many forms but the overall goal should be a shared vision and shared values which can only be achieved by truly engaging all stakeholders in a collaborative process of creating these shared values (Edington and Pitts, 2016).

11

Environment – Physical and Social

The physical and social environment of an organization greatly contributes to an overall culture of health and is critical to successful implementation of health focused programs. Research from Aldana and others (Marzec et al., (2011)) suggests that leadership support combined with a supportive physical environment and health focused policies are fundamental components for a strong organizational culture of health. Robert Wood Johnson Foundation (RWJF) thinks about culture of health at a community level as one in which the healthy choice is the easy and preferred choice (RWJF, 2014).

Not unlike the RWJF community focused definition, the environment of a workplace should also reinforce this idea that a healthy culture will provide employees with an environment that supports the healthy choice. Environment includes both the physical and social attributes that contribute to healthy choices. Some examples of a supportive physical environment could be creating a walking path around a building, installing bike racks in a secure area, and displaying point-of-decision prompts for stair use. Examples of a supportive social environment could be creating an employee recognition program to share success stories and encouraging and supporting participation in community exercise related events.

For a company with multiple locations across several countries, creating a supportive environment could be a complicated task. In addition, this task becomes increasingly complex as the number and diversity of sites and populations increases. Modifications must be made to address differences between sites and the individual unique cultures that are present at each site. Lastly, the community and culture that surround the site must also be taken into consideration.

> ...leadership support combined with a supportive physical environment and health focused policies are fundamental components for a strong organizational culture of health...

12

Employee Engagement

Engaging employees in an effort to create a company-wide culture of health can be a struggle. Engagement in general is difficult due to many factors. The World Health Organization workplace model places worker involvement in the center of the model along with leadership emphasizing the important role of employees in culture of health efforts. An engaged workforce can help to create a strong culture of health and can benefit from the culture as well.

A company focused on a healthy culture, through employee engagement, can create social norms and peer support that will support and grow the culture organically. Golaszewski (2008) points out that shaping cultural health values and cultural health norms are important steps to changing culture. An example would be that it becomes the norm to take walking breaks during lunch or to schedule walking meetings. Employees practicing these norms couple with a strong communication plan to inform and celebrate these activities can contribute to creating and sustaining a strong company-wide culture of health.

Engaging an entire workforce for a larger company that operates in many countries can be a challenge. A comprehensive and well-planned communication strategy can be a step towards building awareness and creating health norms that support a health culture.

...shaping cultural health values and cultural health norms are important steps to changing culture...

(Golaszewski, 2008)

13
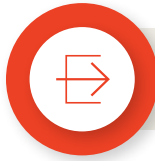
Outcomes Assessment

Not unlike creating a culture of health, measuring the impact of the various strategies implemented will often involve multiple measures and domains. Outcomes assessment is an essential part of a culture of health framework because we can use measures to assess progress as well as encourage action and collaboration. Measures are an important part of any effort and should be carefully chosen so that we only measure those items that are important, with the realization that ultimately what we measure is what we value (Seligman, 2013). Measures can enhance both collaboration and communication among all groups of leaders and employees and create a unified approach to action. Measures are useful for employee engagement and motivation as well. To create the world's healthiest workforce, diversified health care giant Johnson & Johnson (J&J) mandated participation in its "Culture of Health" program globally, customized by location, culture, and specific health needs to offer prevention-focused education, rewards for healthy behavior, and workplace environments that encouraged healthy employee behavior. By 2015, 90% of J&J's 128,000 employees would participate in Culture of Health programs; 80% would know their key health indicators (e.g., blood pressure, body-mass index, blood sugar, cholesterol); and 80% would have a "low risk" health profile (Quelch and Knoop, 2014).

For these reasons, identifying measures that matter to both employees and management for any effort is essential and more so for a concept such as culture of health which often includes multiple domains. Seligman (2013) suggested that measurement can:
- Help create the value statement;
- Assess intervention impact;

- Capture a population's interest;
- Create momentum and evidence for policy change;
- Create a basis for dialog and action; and
- Shift the focus to outcomes and results.

Measures identified to be relevant to the concept of a culture of health can be categorized into three areas:
1. Culture of Health related outcomes;
2. Workplace environmental audits;
3. Self-reported employee perceptions.

In particular measures focused on culture should matter to all stakeholders engaged in the effort. Pitts and Edington (2016) identified the following categories for measures like this:
- Beyond the outcome measures of healthcare and productivity costs to include the full value of happiness, engagement, loyalty, employee and customer satisfaction, being an employer of choice, and being an organization of caring.

- Beyond productivity to the value of an investment in shared values, positive individual and organization health, and investment in supportive environments, cultures, and climates in the workplace.

- Beyond physical health measures to include measures of mental and emotional health, spiritual health, intellectual health, social health, and financial, environmental, and occupational health.

Outcomes typically associated with a culture of health strategy are those that also apply to health and wellness initiatives. New research focused on a broader view of health and social determinants have expanded historical out-come domains. For example, measures of

14

wellbeing have been incorporated into culture of health assessments. Several examples can be found at both the national and international levels, but in general, wellbeing indexes are measures typically reported on regular intervals and include the following domains:

- Happiness;
- Quality of life;
- Satisfaction;
- Engagement;
- Relationships;
- Economic, educational, and cultural influencers of health.

Workplace Environmental Audits

The foundation of a culture of health includes the environment—both physical and social. RWJF's view of the concept specifically mentions an environment that would allow for healthy choices (RWJF, 2014). Environmental audits give leadership an opportunity to assess those factors that could impact or contribute to a company-wide culture of health. Leaders can use this assessment to develop strategies for change. Audits assess only half of the true culture of health because they do not measure the perception of those employees who are influenced by those cultural aspects measured in the audits, but are important none the less. General areas assessed in most environmental audits include:

- Foundations;
- Existence of and access to programs, resources, and initiatives to support and sustain health and wellbeing;
- Risk management;
- Support for positive health and wellbeing;
- Assessment of employee values, purpose, and positive outlook;
- Meaningful development opportunities;
- Programs, resources and initiatives to support and grow positive health and wellbeing;

- Job roles designed to provide meaningful work and develop employee passion;
- Policy supports;
- Medical management.

Employee Self-Reported Perceptions

Measuring the perception and satisfaction of employees affected or influenced by a company-wide culture of health is an important component to the overall measure of the concept. While the environmental audit would gauge the current state of the culture of health in the eyes of leaders or human resources stakeholders, the self-reported perception measures seeks to assess baseline and impact on individual employees to determine the success of organizational change efforts. Though several widely accepted and validated environmental audits can be found in the public domain (see resources) there are a smaller number of validated perception surveys available in the public domain. Youngbum et al., (2015) has done some comprehensive work in this space as well. General areas incorporated into these surveys include:

- Senior leadership;
- Perceived organizational support;
- Role modeling;
- Supervisor social support;
- Peer social support;
- Mood/happiness;
- Self-perception of culture of safety;
- Self-perception of culture of health and wellbeing.

A comprehensive assessment plan will guide the implementation of a culture of health strategy and measure success along the way. Implementation of such a plan on a global scale can be challenging based on data availability. We offer the following promising practice.

15

Primary Industry: Global Science Company
Size of the Workforce: approximately 53,000
Geographic Footprint: Operates in 90 countries

Leadership Engagement

Dupont:
Health as a core value – Engaging leadership on a global scale

Health as a core value

Creating a culture of health is a process that often begins at the mission/vision level of an organization. DuPont's core values offer a foundation for a broad culture of health effort by including safety and health as part of its core value framework which includes:

- **Safety and health** – Represents the organization's commitment to protecting the safety and health of employees, contractors, customers and the people living in the communities in which DuPont operates.

- **Environmental Stewardship** – Finding science-enabled, sustainable solutions for customers and always managing business in a way that protects the environment and preserves the earth's natural resources for today and the future.

- **Respect for People** – Treating employees and partners with professionalism, dignity and respect while fostering an environment that allows and encourages people to contribute, be innovative and excel.

- **Highest Ethical Behavior** – Conducting business and personal affairs with the highest ethical standards and in compliance with all applicable laws. Striving to always be a respected corporate citizen worldwide.

In addition to health as a core value, nutrition and health is part of the organization's corporate strategy. The core value of health and safety combined with a corporate strategy of nutrition and health has created a high level of awareness on the importance and focus of health in the organization.

Tobacco Free

Laying the foundation of health as a core value and as part of a strategic initiative has allowed DuPont to weave a culture of health and safety throughout its organization. One of the most recent health efforts relying heavily on leadership engagement and a strong culture of health is the implementation of a tobacco free policy as of April 2017.

The Tobacco Free policy was announced in early 2015 and is a senior management sponsored initiative. The announcement came from leadership and was supported by the C-suite. A testimonial video from a senior leader was included as part of the announcement event as a way to engage employees on a personal level and demonstrate senior

leadership commitment. The policy applies to all employees, contractors and visitors to any DuPont location worldwide. The organization is also committed to assisting employees who wish to stop using tobacco products so that they can more easily comply with the new policy.

The first step in the process of developing the policy was engaging leadership and obtaining strong support for the policy. In order to do this, the team relied on the existing culture of health and offered the following points to leadership:

- Tobacco use is recognized as one of the top causes of preventable disease.

- Accommodating tobacco use is contrary to DuPont's culture of health and strategic initiatives and can negatively impact the organization's corporate image.

- Many similar multinational corporations are tobacco free.

- Health care costs associated with tobacco use or the long term effects of tobacco use are significant.

Global Implementation Learning's

Although DuPont has a heritage based mostly in the United States, over the last decades the company has expanded its market and currently has locations in over 90 countries around the world. Implementing health related programs such as the Tobacco Free policy and smoking cessation support services has required the health team to better understand the culture and health perceptions in more global locations and markets. These findings include:

- Occupational health specifically is well received in all locations and cultures.

- General health programs translate fairly well for countries that have poor health infrastructure. In these areas employees welcome any and all resources related to health.

- Western European countries have a more defined boundary between health and work and are less enthusiastic to engage in company sponsored health related activities given the easy availability of health resources in the community.

- The Tobacco Free initiative at the corporate level must rely on the strong core value of health that is pervasive in the organization while including local culturally sensitive resources for support and outreach.

CONCLUSION

Through senior leadership engagement and testimonials DuPont has emphasized leadership commitment and acknowledgement of both the importance and challenge of creating a smoke free environment. The effort will expand to other risk factors as well through a focus on health eating and exercise over the next several years.

THE WORLD BANK
IBRD · IDA | **WORLD BANK GROUP**

Primary Industry: International Financial Organization
Size of the Workforce: ~15,000 – 16,000
Geographic Footprint: Worldwide

Leadership Engagement

World Bank Group:
A Strategic Approach to Building a Culture of Health

The World Bank Group (WBG) has a very diverse workforce that is often engaged in international travel and/or remote assignments. Recognizing the benefits that could be achieved through the development of a health and safety culture, WBG has recently launched a new effort to align and enhance health and wellness for its employees. Prior to implementing the new strategy, the Health Services Department of the organization spent time assessing the current environment and developing a comprehensive plan that includes a focus on four initiatives.

1. **Moving from a reactive to a proactive approach** – Not unlike many health services programs the WBG historically was reactive in its approach to health, safety and wellness. The new strategy has begun with an effort to better understand the current workforce's needs and wants and to organize programs and benefits around those items.

2. **Focusing on the health and safety environments** – Many employees working at the World Bank Group are engaged in international travel. As part of an attempt to look at health and safety culture in a somewhat fresher way, the WBG will be adopting new health and safety policies that reach beyond the components of traditional programs. For example, senior leadership is committed to motivating managers to becoming more engaged in ensuring the day to day health and wellness of employees. This will manifest in concrete support for employee engagement in health and wellness programs, developing strategies to minimize stress which is now being viewed as an occupational hazard, and developing practices to readily deal with emerging public health hazards. Examples of such hazards range from infectious disease challenges (e.g. Ebola and Zika viruses), to working and living in cities with dangerously high levels of air pollution.

3. **Reviewing and improving the benefits structure** – Benefits can be an important part of a culture of health strategy and often demonstrates leadership commitment to health. The WBG is starting to look at its health care benefits in new ways as part of its overall strategic approach to culture. Instead of simply looking at health care spend as medical insurance plans financing healthcare on the one hand and employee health services on the other, the WBG is starting to focus on the two as interrelated

efforts that should be working together synergistically. Rather than just trying to contain ever increasing health care costs, the WBG is choosing to leverage their financial resources so that the spend on benefits will be focused on the overall goal of improving employee health outcomes. By focusing on how to better structure more affordable outcomes focused health plans and by using financial resources to support workplace health services solutions, the WBG's goal is to provide better health offerings for its employees at lower cost.

4. **Developing a plan to emphasize health in the company culture** – One of the great joys and challenges of trying to enhance the health and wellness proposition for employees of the WBG is that it is an incredibly diverse international institution. Clearly, there cannot be a one size fits all approach. But just as one size shoe won't fit everyone, people still need the shoes that are right for them. Similarly, the concept of health risks is universal even though the solutions will vary for different people based on their particular health risk profiles, and the nature of locally available healthcare support systems. By building a model for global culture, health and wellness

first in Washington DC, the WBG will then set out to tailor and modify delivery systems that will be relevant to staff working throughout the 146 member countries around the world, each with their unique health risk profiles, culture and environment.

Emphasizing the importance of health as part of the overall organizational culture was part of the health and wellness plan and included initiatives focused on stakeholder engagement, leadership involvement and population assessment.

Gaining a better understanding of workforce health and risk was key to the WBG culture strategy. By making modifiable employee health risks the centerpiece of the health realignment strategy, whether work-related or not, the WBG aims to make personal health risk an organizational priority managed most successfully at the individual level as employees see their personal health as being meaningful to the WBG in fulfilling its mission. Once the strategy was developed the WBG President was briefed and has since published a statement of commitment to the health and safety strategy. In addition, the President has challenged managers to engage and take ownership of the new strategy principles.

Prior to implementing the new strategy, the Health Services Department of the organization spent time assessing the current environment and developing a comprehensive plan that includes a focus on four initiatives.

CHALLENGES

Adopting a strategic approach to the new health and safety strategy has enabled the WBG to focus on each part of the plan one step at a time but there were challenges nonetheless.

- Due to the diversity of the international workforce the WBG needed to create a culture and program that would win the confidence of employees whose health care experience varied tremendously. In order to accomplish this task the World Bank Group intends to utilize local health and safety champions to engage employees where they live and work. The key will be to identify and foster the common values that are part of different local cultural values and ideas to make these a priority in every setting regardless of the differences.

- Understanding the critical role of communications and outreach can be challenging on a global scale that involves a diverse employee population. Transparency is the most important goal related to communications for the WBG. Transparency will enable employees from different cultures and circumstances to both appreciate and understand how and why services and programs differ from region to region. Being transparent will also challenge the WBG to thoroughly explore and validate offerings and whether or not more can be done in less than optimal settings. Communication is an essential part of an organization's culture of health and a true culture of health means that everyone is talking about health and health is a part of every aspect of the organization's activities.

- The WBG Health Services Department is acutely aware of the challenges to implementing the culture strategy on a global scale and for very diverse populations of employees. The initial goal is to create a core solution and to be able to adapt and tailor this solution to meet the needs of local cultures and environments. The team also recognizes they must continue to monitor efforts and dialog with local champions to determine if modification is needed.
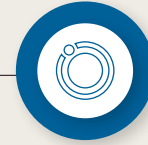
ExxonMobil

Primary Industry: Oil and Gas
Annual Revenue: 269 Billion (2015)
Size of the Workforce: approximately 75,000
Geographic Footprint: Operates Worldwide

Environment – Physical and Social

Exxon Mobil:
A Strategy for Addressing Unique Cultures in a Global Organization

A Strategy to Build a Global Culture of Health

ExxonMobil is dedicated to providing a safe, healthy and productive work environment for its employees. The Corporation has a very strong commitment to safety, as demonstrated by a robust safety culture. In 2009, the Culture of Health (CoH) program was successfully piloted in two U.S. locations, followed by U.S. wide implementation in 2011. The goal of the program is to improve the health and quality of life for employees and their families and to decrease illness, absenteeism and the cost of health care. Program elements are designed to promote a health conscious culture and provide an environment that will allow health and safety to be equally ingrained in the daily life of employees.

Essentially, Culture of Health is a suite of programs and resources developed to support the overall health of the workforce. These tools include a health portal, personal health assessment/health risk assessment, health coaching (available in selected locations) along with worksite programs, seminars and educational activities. The program is jointly

coordinated by ExxonMobil Medicine and Occupational Health and Human Resources. This collaboration promotes ongoing communication and ensures optimal integration of both worksite programming and health/wellness resources.

Global Implementation – A Pilot Approach

Building on the success of the U.S. program, ExxonMobil identified four additional countries that had indicated interest in the Culture of Health program. Each country (U.K., Malaysia, Argentina and Nigeria) was carefully chosen, based on their unique culture, health care infrastructure, demographics and supporting resources. Worksite programs and other materials from the U.S. rollout were leveraged. This approach was invaluable in evaluating the sustainability and scalability of the existing U.S. program structure in non-U.S. environments. It also provided a mechanism to assess program changes necessary to meet the cultural needs of populations in diverse settings.

These countries received support and guidance from the central Culture of Health team in the U.S. A program coordinator was named in each country to assist with implementation. Additionally, a single health promotion vendor was contracted to manage a web portal which provides access to personal health assessments, health education materials and

21

which also serves as a data warehouse for self-reported biometric screening data. Below are details regarding each of the countries:

Argentina ~1500 employees; this is a young, health conscious population supporting global locations from a centralized business support center.

Malaysia ~2000 employees; it was felt important to gain experience in an Asia-Pacific country; this location offered a significant number of employees working offshore.

Nigeria ~2000 employees; less developed health care infrastructure; focus is traditionally on emergent health issues vs prevention. Company onsite clinics provide preventative and primary care to both employees and their families.

United Kingdom ~2500 employees; there was interest in observing program uptake within a socialized medical system; employee population exhibited a strong interest in the healthy culture offering.

KEY LEARNINGS

Thus far, with relatively minor adjustments, the existing Culture of Health approach appears to be potentially sustainable and scalable internationally. Program effectiveness and uptake in these locations will continue to be studied and there are no active plans to commence beyond these country programs at this time.

Key learnings from the international programs:

- The use of incentives is not the only factor important for achieving optimal engagement but may be used after considering the local culture, employee demographics and other local dynamics.

- Data privacy considerations in the four countries made it more difficult than anticipated to develop the country websites.

- It is important to build a core program with easily modifiable components that can be adapted for use after considering country-centric language, holidays and religious observances, local foods, differing health values, etc.

- Leadership support and engagement was key to success in all locations.

- Translation was not as difficult as anticipated, accomplished by each country coordinator when necessary.

- Centralized functional guidance and communications established consistency in promoting and implementing a "global program".

Culture of Health
Explore our Programs

KNOW MORE about YOUR health

PAY LESS for YOUR 2017 medical plan coverage

Read More

citi®

Primary Industry: Investment Banking
Annual Revenue: 76.4 Billion (2015)
Size of the Workforce: approximately 230,000
Geographic Footprint: Operates in 160 countries

Employee Engagement

Citi:
Live Well at Citi:
Rebranding to create a
company-wide culture
of health

Culture of Health – Live Well at Citi

Citi has offered health and wellness programs to its employees for decades, … but the efforts were often done in silos and did not convey a unified focus on health and wellness. In an effort to create a cohesive company-wide culture of health, Citi began to think more strategically about creating a brand that represented health and the role health and wellness played throughout the organization. To accomplish this goal, the medical and benefits departments worked together to engage employees across the organization. From this outreach – Live Well at Citi was developed and all existing and future health and wellness related programs and benefits were renamed under the new brand. The mission of Live Well at Citi is: *To improve the health and wellbeing of Citi employees by promoting a culture of health.*

> ...rebrand for continuity – a step towards building a culture of health...

Live Well at Citi uses a top down and bottom up (grass roots) approach to communication, outreach and engagement. A senior program sponsor is selected each year to lead the effort. The current sponsor is the Stephen Bird, who is charged with providing leadership from the top of the organization.

Live Well at Citi currently include three main focus areas:
1. Global Fitness Challenge;
2. Heart Health Awareness;
3. Resilience and Balance.

> To build Citi's culture of health we plant seeds at the top through leadership commitment and fertilize at the bottom through country specific grass roots efforts.

23

One program example is **Citi's Global Fitness Challenge**. This event is currently run for employees across 100 countries. The event challenges them to exercise more and track their progress over a multi-week period. On average, over 20,000 employees participate in the yearly event.

Heart Health is another program focused on education and awareness to help employees be more conscious of their health and the risks or improvements they can make to it based on the lifestyle choices they make.

Resilience is a new program that is an education and awareness campaign encouraging Citi employees to find a proper work/life balance. Topics covered include mindfulness and resiliency. Over 30 countries participate in the campaign.

Global Successes

Creating a culture of health at Citi involves implementing and modifying messages and programs for country specific cultures and priorities. Citi operates in 100 countries, each with its own wellness committee that works with local leadership to implement Live Well at Citi in ways that fits best with the employee population and local culture. Two successful implementations include Kenya and India.

Citi Kenya

The Citi wellness team in Kenya has focused on creating a local culture of health by creating a positive environment focused on health and wellness that emphasized the adoption of healthy habits as a way of life. The effort encourages employees to take ownership of programs and to modify the programs to benefit the local workforce in a way that is in tune with the local culture and environment. Two examples specific to Kenya include:

- The creation of an employee sponsored walking club that is based in the Citi Nairobi offices.
- A weight loss competition developed by local employees that focused on weight loss and social engagement for all staff.

Challenges to bringing Citi's strong culture and health and wellness programs to local partners in Kenya include:

Budget/Resources
When developing programs local employees must determine how they can engage local employee and generate excitement for health and wellness while at the same time using resources effectively and efficiently. Budget must play a role in how programs are modified and implemented to take into account the local culture within the budget constraints.

Diversity of Organizing Teams
To generate excitement and engage staff from diverse backgrounds, the experience has been to engage a diverse planning team that can tailor programs and communication for all employees.

Citi India

Citi India efforts have focused on creating a culture of health through the engagement of senior leadership and understanding the local needs and wants of the staff. A key determinant of culture is the leadership at the company. At Citi India, wellness and health initiatives receive exceptionally strong buy-in from the senior management and there is an across the board consensus that ensuring health and wellbeing plays a pivotal role in enhancing employee productivity which is key to achieving the business goals of the Citi India franchise. The senior leadership team, headed by the India CEO, Pramit Jhaveri communicates with employees encouraging them to focus on their health and wellbeing and also serve as role models to rally participation in initiatives organized by the Live Well at Citi India team. People managers also play a key role in determining the organizational culture as they are the immediate touch points for the employees and are pivotal in ensuring an exceptional employee experience. At Citi India, the managers focus on the holistic development of the employees. There is a strong emphasis on ensuring the employee wellbeing which is measured by a work- life balance self reported measure.

Citi India's Wellness Strategy

India's wellness strategy is aligned to the culture of the franchise and we have shared the major principles below:

- Integrate social and physical work place conditions with physical, emotional and mental wellbeing of employees.

- Inspire ownership to improve health and productivity.

- Strengthen attraction, retention and engagement.

- Inculcate and embed a behavioural change towards "Wellness and Wellbeing" beyond just physical health.

- Manage healthcare costs.

Citi India Wellness Program Highlights

Fun days- Corporate holiday experience program

Citi acknowledges the need for employees to take a break away from work to relax, rejuvenate & break out the stress. Fun days is a corporate holiday experience program, where an employee and his/her family are entitled to a free stay for a specific number of days across any of the 34 notified Mahindra Holiday Home Resorts in India and in select Mahindra Resorts abroad. From the time of its launch, nearly **11,600 employees** have taken advantage of the fun-days benefit and there is a year over year 40% increase in employee utilization of the benefit.

Live well at Citi India Microsite

Live well at Citi India Collaborate (Citi's microsite) will help leverage the power of SMAC (Social Media Analytics Cloud Computing) in wellness. The site allows Citi to share all the relevant information and updates with the entire Citi India employee base on a real time basis. This also serves as a platform where employees can communicate with the wellness team as well as among each other. This tool allows for a higher level of interactions, discussion, information sharing on wellness, through quizzes, discussion forums, blog posts, monthly awards, etc. among all employees.

25

CHALLENGES KENYA

Challenges to bringing Citi's strong culture and health and wellness programs to local partners in Kenya include:

In order to execute any wellness initiative successful, "one size fits all" strategy needs to be actively debunked. Local insights need to be identified and understood in order to enhance both the uptake and impact of the program.

KEY CONSIDER-ATIONS INDIA

Key considerations while implementing the health strategy in Citi India is as follows:

1. **Employee Needs Assessment** – It is critical to understand what the employee base wants from the organization in terms of the wellness interventions. Information helpful in this effort includes:

   a. **Employee Feedback**: Post all the major health and wellness initiatives, a feedback survey is launched to capture the employee experience and requirements from future camps. This serve as a means of direct interaction with the employees to understand their requirements.

   b. **Feedback from local HR**: Insights from local HR SPOC is sought to understand any location specific requirements, so as to provide customized solutions to the employees.

2. **Health Risk indicators** – Detailed reports are prepared from the data captured through various screening/ diagnostic sessions that are being conducted during the wellness campaigns. It acts as a lead indicator and provides us insights into major focus areas for our health and wellness initiatives.

   For Instance, post analysis of the data of the Nutrition camps program identified a need for a focus on healthy lifestyles. As a result Onsite Yoga camps, Zumba Camps were developed and offered to all employees.

Key Considerations India (continued)

3. **Work Profile** – Each sub-group (business unit) may have specific requirements that also need to be considered for executing any wellness program. This may include different working hours, peak work pressure periods, and specific factors in job role and so on.

4. **Demographic Profile** – Specific initiatives are designed keeping in mind the different employee segment.

    a. Young Professional
    i.   Zumba Sessions;
    ii. Pilates;
    iii. Laughter Sessions;
    iv. Desk Yoga sessions;
    v.   Body composition tests like including on-site screening of Blood Pressure, Body Mass Index, Body Fat Analysis, ECG;
    vi. General physician consultations and consultations with a dietician.

    b. Mid-Level Professional
    i.   EAP sessions on Parenting;
    ii. Onsite Yoga Sessions;
    iii. Tai Chi sessions;
    iv. Meditation Sessions etc.

    c. Senior Level Professional
    i.   Meditation Therapy;
    ii. Laughter Therapy;
    iii. Onsite health checkups like bone mineral density, blood sugar test, onsite yoga etc.;
    iv. Awareness sessions on parenting, ailments like swine flu, hypertension etc.

5. **Comprehensive Communication and Branding** – A holistic communication and branding strategy is pursued in order to ensure maximum participation and impact.

    • **Proactive Communication** – The communication mailers are sent much ahead of the sessions to ensure that the employees are adequately aware of the sessions and can plan their work in advance. The leadership support for these initiatives is demonstrated through the mailers that are sent by business leaders to encouraging employees participation in the camps.

    • **Multi-Channel Communication** – Communication is done through multiple sources like emails, posters, banners, microsite etc., to ensure maximum reach and impact.

    • **Weekly health tips mailer and monthly newsletters** are circulated to all employees with an intent of inducing a consistent awareness around wellness agenda.
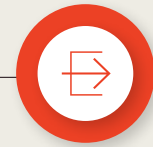
GOOD/YEAR

Primary Industry: Manufacturing
Annual Sales: 18.1 Billion (2014)
Size of the Workforce: approximately 69,000
Geographic Footprint: Operates in 22 countries

Outcomes Assessment

Goodyear:
Building a Culture of Health and Measuring Its Impact

Building a Culture of Health

Goodyear's path to building a company-wide culture of health began with the inclusion of wellness and safety in the corporate mission as well as the overall business strategy. In building its culture of health, Goodyear focused its efforts around the goal of preventing illness whenever possible, getting people to the right care at the right place at the right time, and assuring that people have the information available to support an advanced illness.

The path toward creating a culture of health initially focused around four key components: Health Benefits; Wellness Programs; Environment, Health and Safety; and Emergency Planning.

- **Health Benefits** – Goodyear offers a comprehensive set of benefits that include decision support, international travel medicine support, financial planning and emergency planning, etc.

- **Wellness Programs** – Supportive wellness programs offered by the company are focused on encouraging healthy behaviors and minimizing/addressing risk and encouraging movement as well as focusing on healthy eating. Examples include weight loss support, fitness challenges, and sleep related programs.

- **Environment, Health and Safety** – Goodyear's focus on the environment as well as health and safety includes creating a supportive physical workspace. In addition, health and safety specific efforts include areas such as ergonomics, compliance and industrial hygiene.

- **Emergency Preparedness** – Areas of focus include workforce education and planning for potential emergency scenarios such as evacuations, fires and pandemics. Goodyear recognizes that building personal and family preparedness helps people when they encounter an emergency and builds their resilience to address and recover from the event.

The efforts for the creation of the culture of health started by building a solid foundation in its North America operations, and has introduced it across the global footprint.

Together these four key components combined with the core mission of Goodyear create an environment that emphasizes the importance of health and the focus on health at all levels and in all areas of the organization. In order to track improvement and prioritize strategies, the company recognized that it needed an evaluation strategy to compliment its culture of health implementation strategy. Progress and success are tracked using four key measure domains.

Assessing the Impact of a Company- Wide Culture of Health Strategy

A company-wide culture of health strategy most often is a multifaceted approach that includes several strategies and layers. Being able to assess the impact of the effort will require multiple types of data and assessment as well. Goodyear's approach to assessing the impact of its four part culture of health strategy includes the following broad topics of measurement:

1. Wellness;
2. Health Status;
3. Worksite Health;
4. Culture of Health Evaluation.

Wellness – To assess overall wellness program design for the employee population, Goodyear utilizes the *National Business Group on Health's* WISCORE wellness scorecard.

Health Status – Goodyear focuses specifically on the cost of poor health by working with a partner to calculate risk scores. Anonymous aggregate reporting of employee health data is reported by location to understand the health status of each local employee population (No individual health data is reported). This analysis allows Goodyear to target communication and wellness programming based on local health needs identified for the site.

Worksite Health – The health status of the workplace is evaluated using the *CDC Worksite Health Scorecard*. The score for each worksite has been determined with this tool, which allows for identification of areas of opportunity for improvement. Once identified, these areas are targeted with plans for closing any gaps identified. The worksite health scorecard baseline data collection has been implemented worldwide and assessment and prioritizing by location is currently underway. Areas assessed using the public domain evidence based tool includes:

Organizational Support	Weight Management
High Cholesterol	Lactation Support
Tobacco Control	Stress Management
Diabetes	Community Resources
Nutrition	Occ Health & Safety
Heart Attack/Stroke	Depression
Physical Activity	Vaccine Prevention
Emergency Response	High Blood Pressure

...The foundation of a culture of health includes the environment-both physical and social. RWJF's view of the concept specifically mentions an environment that would allow for healthy choices...

(RWJF, 2014)

Culture of Health Scorecard – Goodyear has also utilized a proprietary vendor tool to measure the building of a culture of health across 210 different components, which are included in the following topics:

- People & management;
- Marketing & communications;
- Data warehousing;
- Health & wellness plan design;
- Environment;
- On-site health activities;
- Health & wellness activities;
- Incentives and benefits design;
- Engagement & navigation;
- Vendor integration.

These four measurement tools allow Goodyear to assess its overall progress in its health strategy to build a culture of health. In addition, on a global scale, the results have helped the organization to better understand how priorities may vary from one location to the next. Lastly, the measures have given Goodyear a better understanding of the role its culture of health has played in employee perception and engagement and the impact this has had on overall health status and helping to manage costs.

KEY LEARNINGS

Key Learnings from this process:

1. It is important to understand the organization and have a health strategy that aligns with the corporate goals.
2. Identify what the organization is doing well, and build upon that success.
3. Identify clear components that will be addressed.
4. Implement tools to help measure the progress for those components
5. Recognize that there is no silver bullet and that culture change takes time.

Closing Thoughts

As health and wellness program offerings continue to increase among employers, it is clear that these programs combined with a company-wide culture of health can have a positive impact on employee engagement and morale as well as health care costs.

This paper explores a framework and the core components of an organizational culture of health (OCOH) as well as the role OCOH can play in a global corporation's culture of health strategy. The practices described in this paper offer strategies, successes and challenges global organizations face in their efforts to address health and wellness on a global scale and the role a culture of health can play in those efforts.

Although research suggests that a company-wide culture of health can enhance engagement and wellness efforts overall, exploring this concept for an employee population that is global and very diverse is still in its infancy. Questions that still need to be explored include:

1. How can a strong company-wide culture of health better prepare a mobile workforce?

2. What modifications must take place to translate a U.S. based culture of health to other countries, and what process can be used to identify the necessary modifications?

3. What role can a company-wide culture of health play in the development of country specific health and wellness efforts?

4. How do employees outside of the US – mobile workforce as well as local nationals – perceive the culture of health that was developed at a corporate level and is this perception helpful to overall health and wellness engagement?

Reports and Resources

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Endnotes

[1] InfoTech, 2016, consolidated data from health risk assessment questionnaires from multiple organizations

[2] InfoTech, 2016, consolidated data from health risk assessment questionnaires from multiple organizations

[3] InfoTech, 2016, consolidated data from health risk assessment questionnaires from multiple organizations

[4] InfoTech, 2016, consolidated data from health risk assessment questionnaires from multiple organizations

[5] InfoTech, 2016, consolidated data from health risk assessment questionnaires from multiple organizations

[6] InfoTech, 2016, consolidated data from health risk assessment questionnaires from multiple organizations

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