



CHRODIS+

IMPLEMENTING GOOD PRACTICES FOR CHRONIC DISEASES

Fostering employees' wellbeing,
health, and work participation

Toolkit for Workplaces



Authors

Finnish Institute for Health and Welfare (THL), Finland (WP8 Co-leader):

Eeva Rantala

Jaana Lindström

Päivi Valve



Fondazione IRCCS Istituto Neurologico Carlo Besta (FINCB), Italy (WP8 Leader):

Matilde Leonardi

Fabiola Silvaggi

Chiara Scaratti

Erika Guastafierro

Claudia Toppo

Michela Eigenmann

National Institute for Public Health and the Environment (RIVM), the Netherlands:

Karin Proper

Sandra van Oostrom

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Joop van Griensven, Pain Alliance Europe (PAE), Belgium

Lyudmil Ninov, European Patients' Forum (EPF), Belgium

Leila Karhunen, University of Eastern Finland (UEF), Finland

Stefanie Mayrhofer, University of Applied Sciences, Wiener Neustadt, Austria

Mari Olkkonen, THL, Finland

Reetta Eerikäinen, THL, Finland

VTT Technical Research Centre of Finland Ltd., Finland

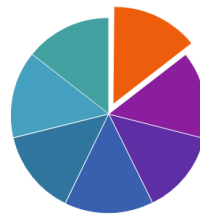
Product of Joint Action CHRODIS PLUS

This Toolkit was developed within Joint Action CHRODIS PLUS (chrodis.eu), a three-year (2017–2020) initiative under the Third Health Programme (2014–2020) aiming at sharing best practices to aid EU member states alleviate the burden of non-communicable diseases. CHRODIS PLUS was funded by the European Commission and the participating partner organizations.

CHRODIS PLUS WORKBOX on Employment and Chronic Conditions



TRAINING TOOL
FOR MANAGERS



TOOLKIT
FOR WORKPLACES

The CHRODIS PLUS Workbox supports EU member states and their workplaces in creating working conditions that foster wellbeing, health, and work ability, prevent the development of chronic diseases, and help individuals with chronic health problems to continue working. It brings benefits for employees and employers, as well as the entire society. The CHRODIS PLUS Workbox consists of the following two tools:

1) THE TRAINING TOOL FOR MANAGERS ON INCLUSIVENESS AND WORK ABILITY FOR PEOPLE WITH CHRONIC CONDITIONS

The Training Tool is directed to managers of all kinds of workplaces. It aims to raise managers' awareness on the benefits of inclusion and good management of employees with or at risk of chronic health problems at the workplace. It also provides information on and tools for measuring and strengthening the inclusion and work ability of employees with chronic conditions. The information and tools included in the Training Tool consider human functioning, personal capabilities, and commonalities of chronic diseases, and they help ensuring that the work environment is a facilitator, not a barrier to better inclusion and work ability of all employees.

2) THE TOOLKIT FOR WORKPLACES - FOSTERING EMPLOYEES' WELLBEING, HEALTH, AND WORK PARTICIPATION

The Toolkit collects concrete, evidence-based, and practically proven means through which workplaces can support the wellbeing and health, and enhance the work participation of all employees, regardless of their work ability and health status. In addition, the means included in the Toolkit aid to prevent chronic health problems. The Toolkit serves both as a checklist and as an idea generator, and facilitates taking concrete and feasible actions towards a health-supporting workplace.

In the Toolkit, the shaking hands symbol below indicates that more information on the topic in question can be found in the CHRODIS PLUS Training Tool for Managers. Numbers 1 and 3 in the symbol refer to equivalent Training Tool sections, and the letters I and A refer to introduction and appendix, respectively.



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1 Introduction

Why invest in employees' wellbeing, health, and work participation?

Fostering employees' wellbeing, health, and work participation benefits both employees and employers, as well as the society, in several ways (**Figure 1**).

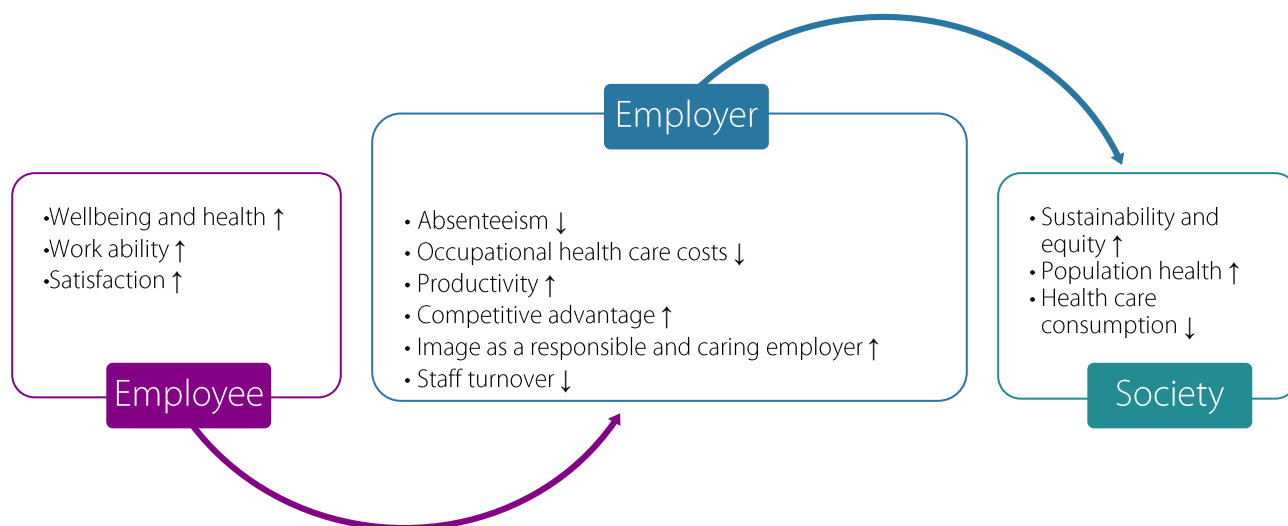


Figure 1. Benefits of investing in employees' wellbeing, health, and work participation.

Wellness at work is everybody's business

Employers and employees have a shared responsibility in the promotion of employees' wellbeing, health, and work participation (**Figure 2**). This Toolkit provides employers ideas on how to create a workplace that thrives through taking care of its personnel.

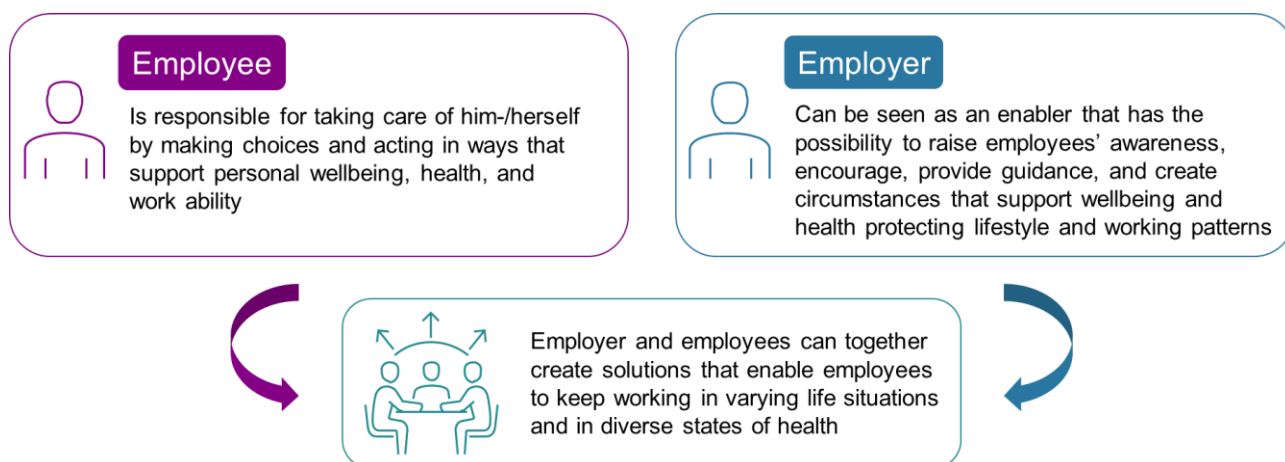


Figure 2. Employers' and employees' responsibilities in the promotion of wellbeing, health, and work participation.



What is this Toolkit made of?

The Toolkit collects means through which workplaces can support the wellbeing and health, and enhance the work participation of all employees, regardless of their current work ability and health status. In addition, the means of the Toolkit aid to prevent chronic health problems, such as cardiovascular diseases, type 2 diabetes, musculoskeletal disorders, depression, and lung diseases. More information on some of the most frequent chronic diseases can be found in the Appendix of the CHRODIS PLUS Training Tool for Managers.

Whom is the Toolkit designed for?

The Toolkit is designed for the use of all parties involved in fostering occupational wellbeing and health, such as the human resources personnel, the management of workplaces, occupational health care, and catering service providers.

How was the Toolkit developed?

The means of the Toolkit have been selected based on a groundwork comprising three systematic literature studies, and dozens of interviews conducted with managers and employees of workplaces of various industries, as well as occupational wellbeing and health professionals in several European countries. The groundwork was completed to map scientific evidence and to collect empirical data on effective and feasible actions workplaces can take to promote personnel's wellbeing, health, and work participation, and to prevent the development of chronic health problems. In addition, the groundwork identified factors that facilitate the implementation of such actions at workplaces, and factors that encourage employees to make use of the opportunities their workplaces provide them for fostering personal wellbeing and health. The structure and the content of the Toolkit arise from this groundwork.

How is the Toolkit structured?

The content of the Toolkit is categorised into **seven domains** (Figure 3), each important to overall wellbeing and health, and each of which a workplace has the potential to advance. Every domain includes **various types of approaches**, and under each approach, there are suggestions for **concrete means** to improve employees' wellbeing and health within that domain. Many of the proposed means are relatively effortless to put into action, meaning that their execution does not require major investments as regards personnel, time, or material. These means are indicated with a thumb:



How to use the Toolkit?

The Toolkit can be used both as a checklist and as an idea generator. Browsing through its content you can first map which Toolkit domains already have been paid attention to, and which approaches and means currently are in use in your organization. In **Appendix 1** you can find a checklist form that can help you in doing this. The mapping aids you to recognise factors that already support your employees to feel well at their workplace. Be proud of what you have accomplished by now, and keep sustaining all the existing good.

Next, you can consider which domains you could still work on to best support the employees of your workplace. What would your employees need the most to stay well and to be able to

work also in the future? Having identified the most important development domains, take a closer look at the concrete means the domains contain. Which of the means would be the most beneficial and feasible in your organization? Choose 1–3 such means at a time, and plan how and when you will put them into action. The means of the Toolkit are examples, and hence, when implemented, they can be adjusted to find the best fit for each workplace. For more information on how to ensure successful implementation, have a look at [Appendix 2](#) that collects factors identified to facilitate the implementation of wellbeing, health, and work participation promoting actions at the workplace, and factors that encourage employees to make use of these actions. For an example of a more comprehensive protocol for identifying and finding solutions to employees' potential health challenges early on, please refer to [Appendix 3](#).

The domains of the Toolkit are interconnected, and many of the Toolkit means have beneficial effects on more than just one domain. Targeting various domains, using diverse approaches, and combining several means are likely to result in the greatest effects.

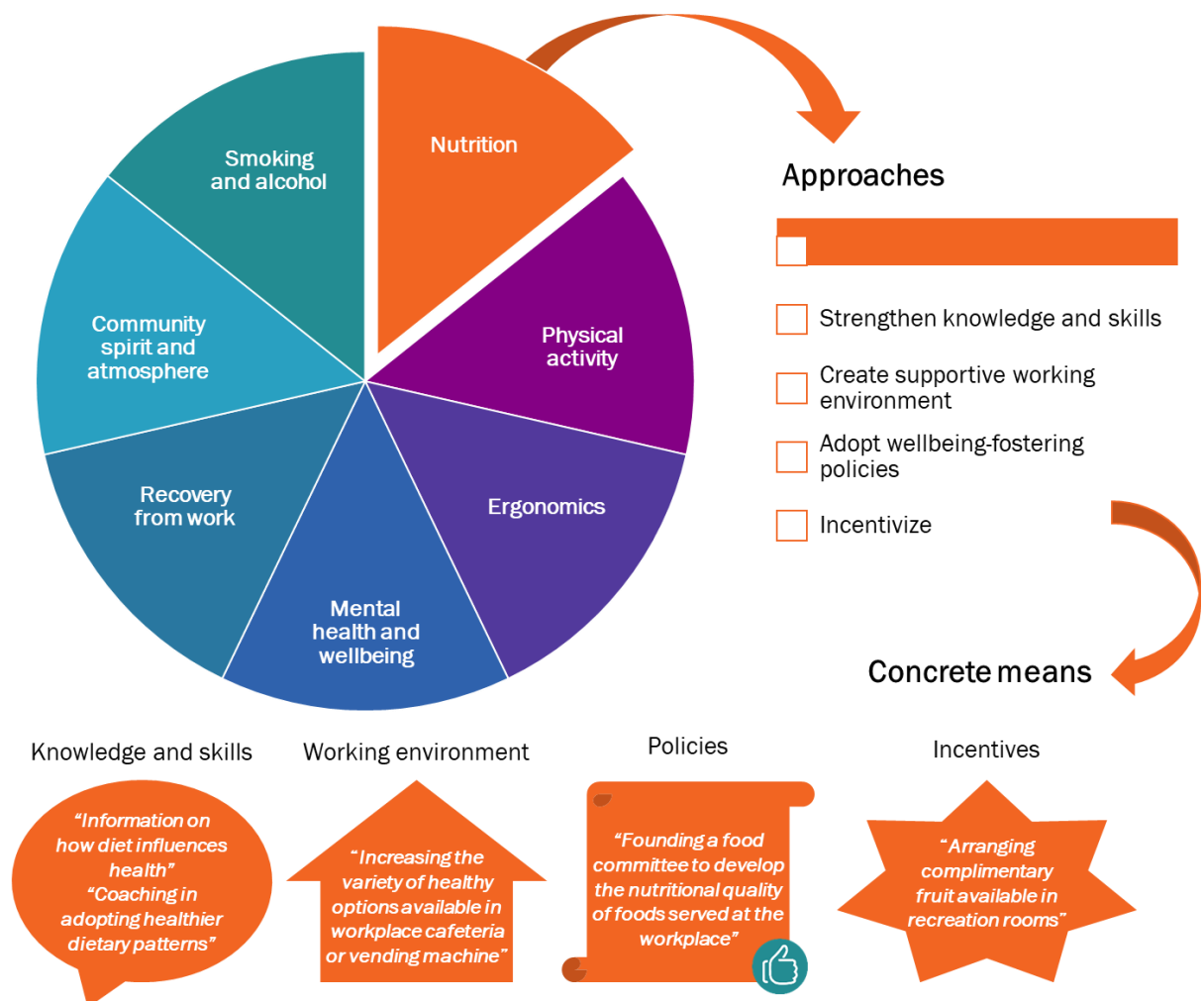


Figure 3. The structure of the Toolkit and some examples of the means within each approach.

Means for all kinds of workplaces

Since workplaces are highly variable, also the means that are feasible for implementation and needed among employees vary across workplaces. For example, there is no need to encourage employees to use stairs instead of elevator in a building that has no elevator, or to reduce time spent sitting among employees that spend most of their working hours standing and walking. We hope that this Toolkit can provide each workplace at least a couple of viable ideas on how to improve employee's wellbeing, health, and work participation considering available resources and employees' specific needs. There are plenty of things that can be done also with limited resources, and even small measures have the potential to considerably improve employees' wellbeing and job satisfaction. Each action counts!

2 Nutrition

A workplace has excellent possibilities to support employees in adopting and maintaining healthy dietary patterns: eating regularly and making smart food and beverage choices. When planning actions to do this, it is important to know what kind of dietary choices in general are beneficial for all employees. **Figure 4** displays basic principles that pave the way for a diet that promotes health, as well as aids to prevent and manage chronic diseases, such as cardiovascular diseases and type 2 diabetes. These principles are recommended to be followed when designing the selection of foods and beverages available at the workplace – in staff restaurants, cafeterias, vending machines, recreation rooms, meetings, and any other circumstances in which food and beverages

are served. Some employees may have dietary restrictions, for example due to food intolerances or allergies, but from a balanced selection of healthy alternatives, it is possible also for them to find options that meet their personal needs.

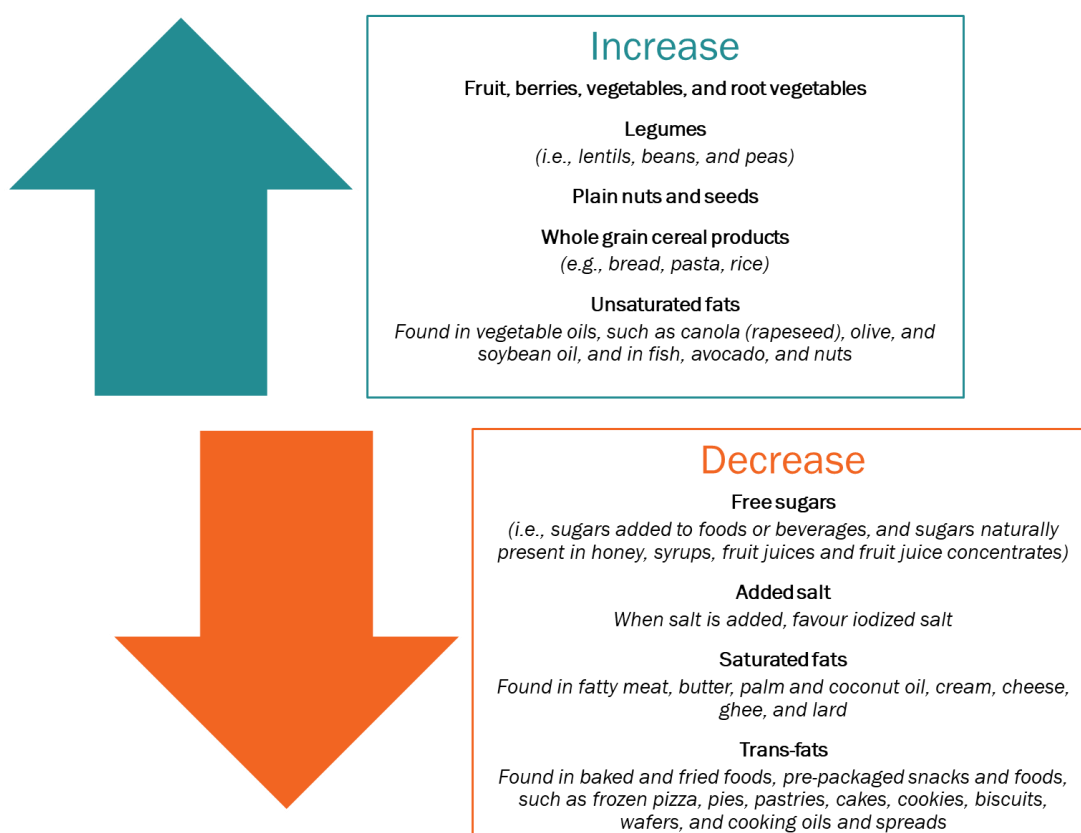
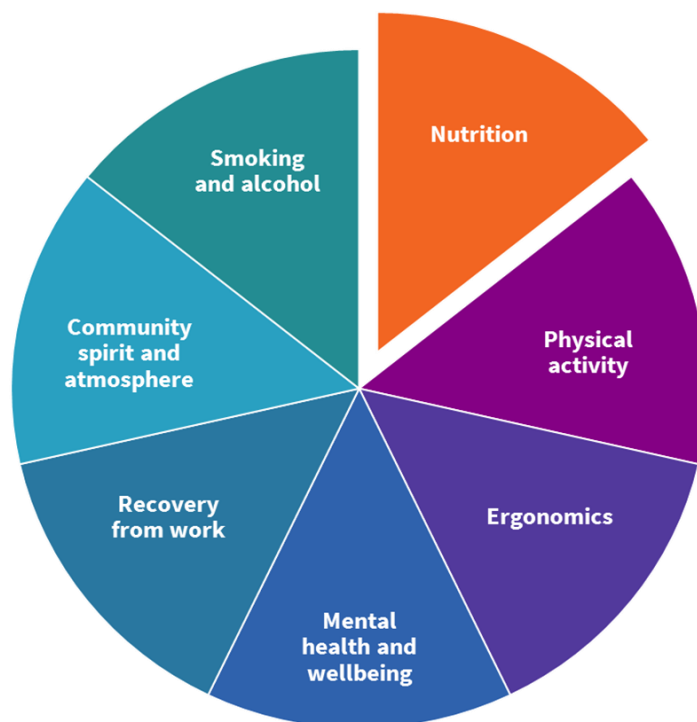


Figure 4. Guidelines towards a healthier diet.

[WHO 2018](#)

2.1 Strengthen knowledge and skills

All nutrition counselling and training is recommended to be provided by an authorized nutritionist or equivalent health care professional with a qualification in nutrition and health.

Means	Description
Measurements	Possibility for employees to measure for example body weight, body composition, blood pressure, blood glucose, and/or blood lipids to raise awareness of personal health status, and receive tailored recommendations based on the measurement results. This can be done for example during health checks or theme days arranged at the workplace.
Education	Providing employees education on healthy diet and its health benefits, for example in the form of lectures, workshops, or information stands.
Digital support	Possibility for employees to use a digital lifestyle training application (used e.g. on a computer or smartphone) that supports in improving dietary patterns and enables monitoring progress in lifestyle change process.
Self-monitoring tools	Possibility for employees to use a digital food diary application that enables self-monitoring dietary patterns, food and nutrient intake, and progress in reaching personal dietary goals.
Face-to-face support	Possibility for empowering individual or group-based counselling involving <ol style="list-style-type: none"> 1. provision of factual information/an educational component (e.g., how diet influences health; recommended dietary choices) 2. boosting motivation (e.g., weighing pros and cons of making lifestyle changes) 3. goal-setting and action planning (setting concrete, achievable goals for changing dietary habits, making an action plan to achieve these goals, and identifying and reducing barriers for following the plan) 4. skills training (e.g., learning to identify healthy food and beverage alternatives, and to cook healthy food), and 5. receiving feedback and monitoring progress.
Access to dietitian	Possibility for employees to consult a dietitian, for instance by including authorized nutritionist's services in the contract made with occupational health care service provider, encompassing for example 5 nutritionist's appointments/employee on occupational doctors' referral.
















2.2 Create supportive working environment

When designing the selection and nutritional content of foods and beverages available at the workplace – in staff restaurants, cafeterias, vending machines, recreation rooms, conferences, and any other circumstances in which food and beverages are served – consulting an authorized nutritionist or equivalent professional with a qualification in nutrition and health is recommended.

Physical environment



Means	Description
AVAILABILITY	
Staff restaurant	Possibility for employees to eat in a workplace staff restaurant or in an agreement restaurant outside the workplace.
Increased selection	Increasing the variety of healthy food and beverage alternatives* available at the workplace, for example in the cafeteria or vending machines.

Means	Description	
Improved nutritional quality	Improving the nutritional quality of food and beverage alternatives* available at the workplace.	
Facilities for having packed lunch	Making kitchen, kitchenware (e.g., microwave, fridge, coffee maker, tableware), and dining area available for the use of employees that eat packed lunch at the workplace to facilitate cold storing, preparing, heating, and eating a meal.	
Healthy options for shift workers	Possibility also for (night) shift workers to buy healthy food* at the workplace, for example by providing refrigerators filled with a selection of ready meals (salads, sandwiches, warm meals, etc.).	
Healthy options on work trips	Enabling employees whose work includes frequent travelling to have accommodation providing food with high nutritional quality*.	
Water taps	Making sure water taps or dispensers are easily available for all employees.	
PRESENTATION		
Healthy options in separate dishes	Increasing the perceived variety of healthy food and beverage alternatives* available at the workplace, for example by serving various types of fruit and vegetables from separate serving dishes instead of mixing them together.	
Unhealthy options mixed together	Decreasing the perceived variety of less healthy food and beverage alternatives* (e.g., confectionery) at the workplace by serving all varieties from one serving dish instead of serving all varieties from separate serving dishes.	
Attractiveness	Displaying healthy food and beverage alternatives* available at the workplace, for example fruit and vegetables, attractively.	
PLACEMENT		
Making healthy salient	Placing healthy food and beverage alternatives* available at the workplace on spots that are salient, easy-to-notice, on eye-level, and easy-to-access; first in the sequence of alternatives served on a buffet, in the middle of a serving tray or showcase, and physically closer to the consumer.	
Making unhealthy less salient	Placing less healthy food and beverage alternatives* available at the workplace on spots that are less salient, less easy-to-notice, and less easy-to-access; last in the sequence of alternatives served on a buffet, at the edge of a serving tray or showcase, and physically further away from the consumer.	
Healthy options first on menu	Placing healthy food and beverage alternatives* first on the menu at the workplace staff restaurant or cafeteria.	
LABELLING		
Nutritional labels	Labelling available food and beverage alternatives at the workplace prominently and consistently with simple, easy to understand nutritional labels (e.g., health symbols, the Nutri-Score label system, or traffic light colour coding) that take into account the contents of various nutrients (total amount and quality of fat, added sugar and salt, fibre). In this, it is recommended to consult an authorized nutritionist or equivalent health care professional with an academic degree in nutrition and health.	
DEFAULT		
Making healthy the default	Making healthy food and beverage alternatives* the default alternatives, for example in registration forms used for pre-ordering foods to events, or in the serving lines of workplace staff restaurant or canteen.	
COVENIENCE		
Making healthy convenient	Increasing the convenience of selecting and consuming healthy food and beverage alternatives* available at the workplace, for example by serving them ready-to-eat (e.g., fruit and vegetables washed, peeled when needed, and cut into pieces) and pre-portioned.	


Means	Description	
SIZE		
Fruit and vegetables in generous portions	Increasing the portion, package, and unit size of fruit and vegetables available at the workplace.	
Unhealthy options in smaller portions	Decreasing the portion, package, and unit size of less healthy alternatives* available at the workplace.	
Greater tableware for fruit and vegetables	Increasing the tableware used to serve (e.g., serving trays, bowls, spoons, tongs) and consume (e.g., plates, bowls, cutlery) fruit and vegetables.	
Smaller tableware for unhealthy options	Decreasing the size of tableware used to serve (e.g., serving trays, bowls, spoons, tongs) and consume (e.g., plates, bowls, glasses, cutlery) less healthy alternatives* available at the workplace.	

For more details on healthy food and beverage alternatives with high nutritional quality, as well as less healthy alternatives, refer to **Figure 4.*

Social environment

Means	Description	
Cultivating positive attitudes	Employer and management can facilitate employees to adopt and maintain healthy lifestyle patterns by cultivating positive attitudes towards wellbeing and health. This way they can contribute to building a social environment in which healthy choices are socially approved, highly valued, and supported by all employees. This starts with using positive words and sharing encouraging thoughts when talking about wellbeing and health.	
Approving, encouraging, and showing the way	Employer and management can facilitate employees to adopt and maintain healthy lifestyle patterns by openly approving of and encouraging employees to act in wellbeing-supporting ways both at work and on leisure time, and by motivating employees to use the opportunities the workplace provides for doing this. In practice, this could mean for instance encouraging employees to have balanced meals with regular intervals to maintain concentration and vitality – and indeed acting as a role model.	

2.3 Adopt wellbeing-fostering policies

Means	Description	
Food committee	Founding a committee responsible for developing the nutritional quality* of foods served at the workplace including representatives of the personnel, HR/management, catering service provider, and if possible, an authorized nutritionist or equivalent health care professional with an academic degree in nutrition and health.	

For more details on healthy food and beverage alternatives with high nutritional quality, as well as less healthy alternatives, refer to **Figure 4.*

2.4 Incentivize

Means	Description	
Complimentary fruits	Providing healthy* snacks at the workplace free of charge, for example fresh fruit in recreation rooms.	

Means	Description
Lunch break	Paid lunch break encourages employees to have a meal break during working hours. Regular meal pattern, in turn, aids maintaining vitality, concentration, and productivity.
Subsidizing healthy options	Reducing the costs of or providing subvention for healthy food alternatives* available at the workplace (e.g., staff restaurant, cafeteria, vending machines, etc.)
Meal benefit	Providing monetary subvention for meals purchased from the workplace staff restaurant/cafeteria, or an agreement restaurant outside the workplace.
Cold storage for travelling employees	Making cold storage of packed lunches possible for employees that travel frequently by car, bus, or train, for example by providing a small cool bag, and hence facilitating having healthy meals, maintaining a regular meal pattern, and enjoying packed lunches fresh also on the go.

For more details on healthy food and beverage alternatives with high nutritional quality, as well as less healthy alternatives, refer to **Figure 4.*

3 Physical activity

Research shows that being physically active benefits just about everyone: individuals of all ages and with or without chronic conditions or disabilities. Physical activity not only promotes health and reduces the risk of chronic diseases, but also improves sleep, perceived quality of life, and cognitive functioning, for example attention, memory, and processing speed.

Weekly targets for recommended aerobic and muscle-strengthening physical activity for working age population are shown in **Figure 5**. Nevertheless, all movement that reduces or interrupts sedentary time is valuable. Beneficial health effects can be attained for example by interrupting sitting with short periods of standing, moving around a bit, or light physical activity.

Working environment and workplace policies can encourage physical activity that aids employees to reach their weekly targets and to recover from work-related stress. Short physical activity bouts can be incorporated into the operations of the workplace, and within employees' daily work routines. This section provides examples how.

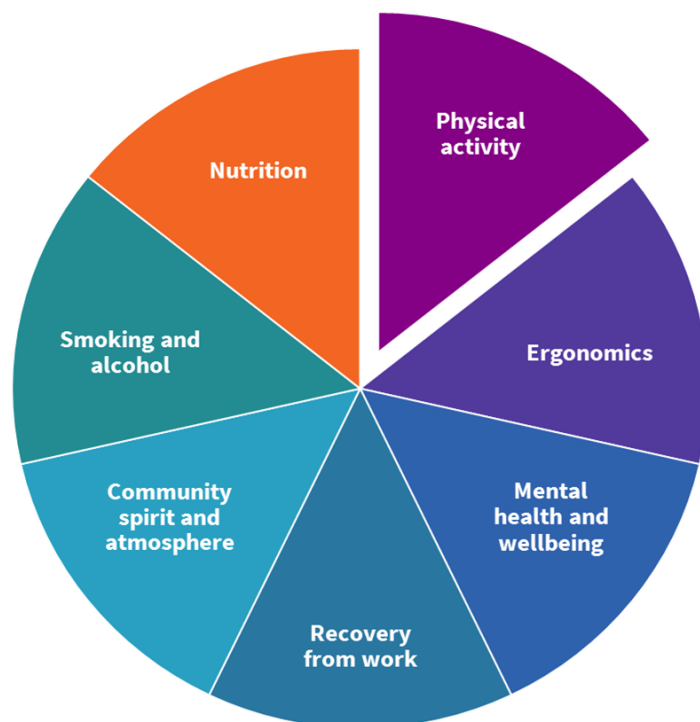


Figure 5. Physical activity recommendations for working age population.

[U.S. Department of Health and Human Services 2018](#)
[WHO 2010](#)

3.1 Strengthen knowledge and skills




All physical activity counselling and training is recommended to be provided by a physiotherapist, a physical education instructor, or equivalent professional with a qualification in exercise and health.

Means	Description
Measurements	Possibility for employees to measure for example body weight, body composition, blood pressure, blood glucose, and/or blood lipids to raise awareness of personal health status, and receive tailored recommendations based on the measurement results. This can be done for example during health checks or theme days arranged at the workplace.
Physical condition tests	Possibility for employees to test for example functional ability, fitness, muscle tone, and/or flexibility to raise awareness of personal physical condition, and receive tailored recommendations based on the measurement results. This can be done for example during theme days arranged at the workplace.
Education	Providing employees education on physical activity and its health benefits, for example in the form of lectures, workshops, or information stands.
Sharing favourite movements	Sharing short (1–2 minutes) and low-threshold break exercise videos on workplace Intranet, info screens, or via email. The videos can be made for example by the employees of the workplace, or physical education instructor students.
Digital support	Possibility for employees to use a digital lifestyle training application (used e.g. on a computer or smartphone) that supports in adding physical activity into daily routines and enables monitoring progress in lifestyle change process.
Self-monitoring tools	Possibility for employees to use an activity logbook, a pedometer, or an activity tracker for self-monitoring physical activity and sedentary time, and progress in reaching personal physical activity goals.
Face-to-face support	Possibility for empowering individual or group-based coaching involving <ol style="list-style-type: none"> 1. provision of factual information/an educational component (e.g., how physical activity and sedentary behaviour influence health; physical activity recommendations) 2. boosting motivation (e.g., weighing pros and cons of making lifestyle changes) 3. goal-setting and action planning (i.e., setting concrete, achievable goals for adding physical activity into daily routines, making an action plan to achieve these goals, and identifying and reducing barriers for following the plan) 4. skills training (e.g., guided physical activity sessions to build up physical condition and to learn how to execute movements in a safe way), and 5. receiving feedback and monitoring progress.
Physiotherapist's visits	Occupational physiotherapist visiting the workplace at certain intervals to instruct employees on tailored break exercises that promote recovery from work-induced stress and strain, and help to prevent or treat work-related musculoskeletal problems.
Access to physiotherapy	Possibility for employees to consult a physiotherapist, for instance by including physiotherapy services in the contract made with occupational health care service provider, encompassing for example 5 physiotherapy sessions/employee on occupational doctors' referral.






Prompt

Means	Description
EXERCISE BREAKS	

Means	Description	
Positively framed messages	Encouraging employees to take short physical activity breaks by delivering positively framed messages, such as messages highlighting the benefits of interrupting long periods of sitting and performing short exercise bouts, on posters, on info-screens, or via email messages.	
Reminders	Using automatic reminders, such as a break exercise application installed into work computer or a wrist-worn activity tracker, to prompt to stand up, step, or have a short physical activity break with pre-set intervals, for example once every 1–2 hours. However, in order not to interrupt workflow, the application should enable employees to postpone or ignore the prompts when timing is not right for a break.	
STAIR-USE		
Motivational messages	Encouraging stair-use with motivational messages for example on posters placed on the point-of-choice between stairs and elevator or escalator. Some tips for designing effective prompts: <ul style="list-style-type: none"> · Using positively framed messages for example highlighting the benefits of using stairs. Since not all employees are interested in fitness, health, weight, and energy expenditure, messages related to other benefits, such as saving time may be more effective. · Including both text and images on posters · Medium (A1–A0) and large (>A0) sized posters are easier to notice, and hence likely to be more effective than small ones (A5–A2). The effectiveness of messages can be increased by combining them with enhancing the stairwell attractiveness (see section 3.2) and/or using directional signs.	
Directional signs	Encouraging stair-use with directional signs, such as arrows and footprints on the floor, leading to stairwell from the point-of-choice between stairs and elevator or escalator. The effectiveness of these signs can be increased by combining them with enhancing the stairwell attractiveness (see section 3.2) and/or using motivational messages.	



3.2 Create supportive working environment

Physical environment









Means	Description	
REDUCING SEDENTARY TIME		
Shared printers and central coffee machines	Replacing personal printers with work community's shared printers, or moving personal printers from within reach to a distance that requires standing up and taking a couple of steps. Daily steps can be added also by introducing central coffee machines.	
Active sitting	Introducing alternative seats, such as therapy balls, saddle or wobble chairs, or balance cushions to enable active sitting for employees with a sedentary work.	
Active sitting the default	Making active sitting the default option by placing the introduced alternative seats (see previous means) in front of desks.	
Working by standing	Replacing conventional sit-desks with height-adjustable desks to enable working by standing.	
Working by standing the default	Making working by standing the default option, for example by commonly agreeing on a practice of leaving height-adjustable desks in the upper position at the end of the day. Sticky notes attached on easily noticeable spots on employees' workstations can help remembering of doing this in the beginning, before the practice becomes an automatic habit.	

Means	Description
Exercise equipment	Introducing light exercise equipment, e.g., gym sticks, balance boards, resistance bands, or hanging bars for employees to use, and placing them on salient spots where employees typically pause for a moment, and an opportunity for a short exercise break occurs (e.g., by printer, micro, kettle, or coffee maker).
INCREASING STAIR-USE	
Attractive stairwell	Encouraging stair-use by making the stairwell more visible and attractive, for example with music, artwork, paintings, plants, and/or lighting. The effectiveness of this action can be increased by combining it with motivational messages and/or using directional signs (see section 3.1).
Slow elevator	Encouraging stair-use by slowing down elevator doors or the elevator or escalator itself
ACTIVE MEETINGS	
Rearranged meeting room	Creating active meetings by enabling physical activity in the meeting room. In practice this could be done by arranging enough room for standing up, moving around, and stretching. Physical activity can be further encouraged by introducing height-adjustable desks, alternative seats (e.g., therapy balls, saddle or wobble chairs, exercise bikes, or balance cushions on regular chairs), and pads or wheels under chair feet so that moving chairs and standing up can be done silently without disturbance.
ACTIVE COMMUTING AND EXERCISE AT WORK	
Bike racks	Facilitating bicycle commuting by arranging facilities to park and lock bicycles.
Workplace bikes	Facilitating bicycle commuting and physical activity during working hours by introducing workplace bicycles that can be borrowed for commuting or for running work-related errands.
Shower and dressing room	Facilitating physical activity during, or immediately before or after working hours by arranging a shower and a dressing room for employees.
Sports facilities at the workplace	Arranging sports facilities at the workplace, for example, a gym or a wellbeing room with light exercise equipment, such as gym sticks, resistance bands, balance boards, and stall bars together with illustrated instructions on how to use them.
Sports facilities on work trips	Enabling employees whose work includes frequent travelling to have accommodation with sports facilities, such as a swimming pool or a gym.



Social environment

Means	Description	
Cultivating positive attitudes	Employer and management can facilitate employees to adopt and maintain healthy lifestyle patterns by cultivating positive attitudes towards wellbeing and health. This way they can contribute to building a social environment in which healthy choices are socially approved, highly valued, and supported by all employees. This starts with using positive words and sharing encouraging thoughts when talking about wellbeing and health.	
Approving, encouraging, and showing the way	Employer and management can facilitate employees to adopt and maintain healthy lifestyle patterns by openly approving of and encouraging employees to act in wellbeing-supporting ways both at work and on leisure time, and by motivating employees to use the opportunities the workplace provides for doing this. In practice, this could mean for instance encouraging employees to perform some stretching once in a while to maintain concentration and vitality – and indeed acting as a role model.	

3.3 Adopt wellbeing-fostering policies

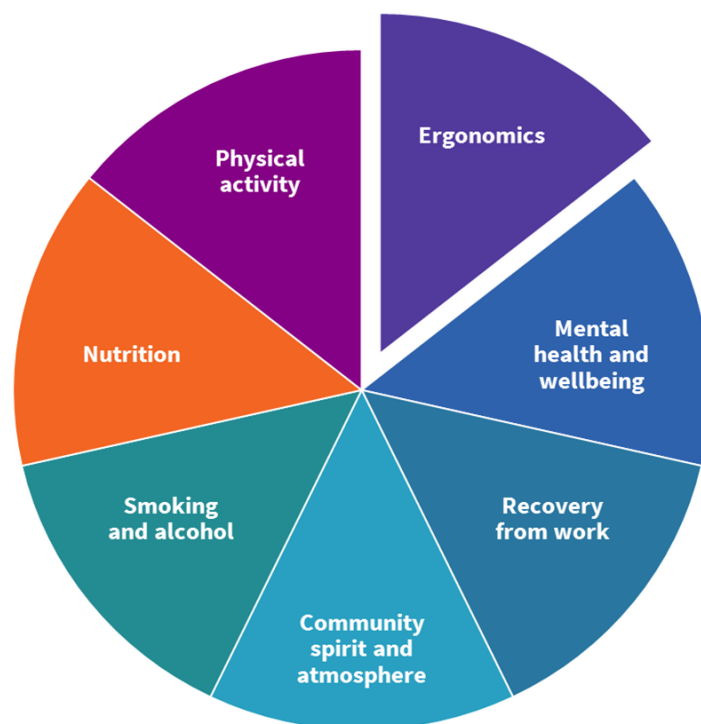
Means	Description	
Physical activity breaks for all	Enabling and encouraging employees, particularly those with jobs tied in one place (e.g., assembly-line workers, cashiers, bus and truck drivers, airline pilots), to have breaks to stand up, take steps, stretch, and exercise in order to maintain concentration and vitality.	
Walk to talk to colleagues	Encouraging employees to stay physically active during working hours while performing ordinary work tasks, for example by commonly agreeing on a practice of walking to talk to colleagues instead of sending e-mails or making telephone calls, and standing and walking during conferences.	
Recreational committee	Designating a recreational committee responsible for organising sports activities.	
Trainers-to-be	Co-operating with sports academies to provide their physical education instructor students a possibility to gain practical experience by arranging activities and providing information for employees at the workplace.	
Peer motivators	Training a part of personnel as "physio motivators" that can give advice, arrange activities, and encourage colleagues to be physically more active.	
Scheduled exercise breaks	Incorporating short (e.g. 10 min.) activity bouts into organizational routines, for example by scheduling instructed exercise breaks led by physical education instructor students or employees of the workplace that have been trained as "physio motivators" (see previous means).	
Active meetings a norm	Creating active meetings and conferences by making physical activity a social norm. At the beginning of a meeting the chairperson can encourage everyone to stand up, walk, and take break exercise whenever they feel like it during the meeting, and follows the given recommendations him-/herself. In addition, agreeing on a practice of giving each speakers a standing ovation is an excellent way to interrupt sitting. Furthermore, it feels encouraging for the speaker.	
Walking meetings	Creating active meetings by arranging walking meetings.	

3.4 Incentivize

Means	Description	
Exercise during working hours	Providing employees an opportunity to use working time (e.g., 30–60 minutes per week) for physical activity.	
Challenges	Launching competitions and challenges to motivate employees to add physical activity into daily routines. For example, promising a free vegetarian lunch in workplace staff restaurant/cafeteria or in a nearby restaurant for employees or teams that have collected a certain amount of steps or travelled a certain distance by any form of physical activity.	
Sports groups	Providing opportunities for physical activity, for example by arranging weekly sports groups of employees' choice led for instance by physical education instructor students, or employees of the workplace that have been trained as "physio motivators" (see section 3.3).	
Sports try-out sessions	Arrange try-out sessions or courses of various types of sports.	
Subvention	Providing monetary subvention for (leisure time) sports activities, for example vouchers or bargain prices for fitness centres.	

4 Ergonomics

Ergonomics, the science of work, is the process of designing or arranging workplaces, products, and systems so that they fit the people who use them. It promotes a holistic approach to plan the operations of the workplace and to design work tasks so that they can be done fluently, safely, and healthily, considering physical, cognitive, social, organizational, environmental, and other relevant factors. Ergonomics involves three main domains: physical (e.g., working postures and work-related musculoskeletal challenges), cognitive (e.g., adjustments in work processes to decrease mental workload and work stress), and organizational ergonomics (e.g., communication, teamwork, work design, and scheduling). This section provides some suggestions for improving these areas.



[International Ergonomics Association 2020](#)



4.1 Strengthen knowledge and skills

All ergonomics counselling and training is recommended to be provided by an ergonomics specialist.



Means	Description
Ergonomics education	Training employees to perform their work ergonomically, for example by adopting a healthy working posture and lifting technique, and by learning to adjust and use available equipment (e.g., height-adjustable desk, adjustable chair, forearm support, tools) ergonomically.
Communication skills	Supporting team building and teamwork by providing employees and managers interpersonal skills training.
Time management training	Improving employees' cognitive ergonomics and productivity with time management training.
Individual supervision of work coaching for managers	Improving managers' cognitive ergonomics and wellbeing with individual coaching sessions. This coaching can comprise support in solving work-related challenges, in noticing the good aspects of own work, in adopting a more positive attitude towards work, and in learning to identify personal strengths, as well as in recognising successes accomplished at work.
Group-based supervision of work coaching for employees	Improving employees' cognitive ergonomics, wellbeing, and team spirit with group-based coaching sessions. This coaching can comprise support in solving work-related challenges, in noticing the good aspects of own work, in adopting a more positive attitude towards work, and in finding joy from working, as well as in learning to identify personal strengths and in recognising successes accomplished at work.





4.2 Create supportive working environment

Physical environment

Means	Description	
Shared responsibility to tidy up	Involving all employees in creating comfortable working environment so that teams take the responsibility to tidy up common working spaces on alternate weeks.	
Ergonomic equipment	Introducing ergonomic equipment, such as adjustable chairs, alternative seats such as wobble or saddle chairs, forearm supports, alternative mice, or lifting aids to prevent and reduce musculoskeletal problems.	
Height-adjustable desks	Replacing conventional sit-desks with height-adjustable desks to enable changing working position.	
Air quality	Ensuring good indoor air quality for example with CO2-meters, air purifiers, and dust binding carpets.	
Air quality on work trips	Enable employees whose work includes frequent travelling to have accommodation with good indoor air quality.	

4.3 Adopt wellbeing-fostering policies

Means	Description	
Smart planning of operations	Designing operations of the workplace smartly by <ul style="list-style-type: none"> · planning who does what at the workplace and how · reducing overlapping work, meaning same work done by several employees · improving flow of information within the workplace · ensuring that personal, team, and organizational level goals are clearly set and communicated · advancing leadership · considering which matters each employee should focus on so that they can reach their best possible performance 	
Smart shift scheduling	Favouring a fast-forward (clockwise) rotating shift pattern, in which there are only 1–3 consecutive night shifts, and avoiding short (< 11 hours) shift intervals, such as a morning shift following an evening shift. This promotes recovery between work shifts and good work-flow among shift workers.	
Engaging employees in designing environments	Involving employees in designing their working environments (digital, social, and physical) and the rules that apply in them.	
Smart design of activity-based working*	When creating a functional environment for <i>activity-based working*</i> , careful design process in which employees are involved is essential. The designing process should be founded on the goals and operations of the organization, and the demands and behaviours of the employees. Types of working areas could be: open work space, assigned workstations for employees that need permanent, personally adjusted workstations, unassigned workstations for employees that do not need fixed workstations, soundproof phone booths, silent areas for concentration, areas for group work, official meeting rooms, and areas for unofficial collaboration and socializing.	

Means	Description	
Agreeing on rules in activity-based working*	Compiling the rules on how to use the various areas of an activity-based working environment* together with the employees. Monitoring the feasibility of the rules and how well they are followed, and adjusting them when needed. Informing all employees about the rules via multiple channels, such as face-to-face, via email, and by setting the rules visible in an easily noticeable place in the working environment. Different types of working areas can be indicated with colours and/or with signs so that everyone knows how to use and behave in a particular area.	
Flexible work arrangements	Providing employees the possibility for <ul style="list-style-type: none"> · flexible working hours · remote work · adapting work schedules, for example by working 9-hour days Monday through Friday and only 4 hours on Friday · adjusting personal workload to meet physical and mental resources · reduced working hours when life situation requires it 	 
Smart meeting practices	Saving time and increasing productivity by arranging meetings only when necessary, by setting clear objectives for each meeting, and by inviting only employees that need to be involved	
Ergonomics check-ups	An ergonomics professional together with immediate superiors visit each employees' personal workstations with certain intervals to check that employees have appropriate tools and sufficient knowhow for working ergonomically, and that their workload and work tasks fit their work ability. Possible problems are solved with tailored solutions. Superiors are recommended to be involved in these check-ups so that they become aware of how each employee works, and develop skills to plan work tasks smartly.	
Rotation of work tasks	Promoting job mobility by rotating work tasks, or by providing employees an opportunity to gain work experience in another job for a period of 3–6 months with the possibility to return to old job.	

**In activity-based working no employee 'owns' or has an assigned workstation. Rather, the workspace provides employees with a variety of activity areas designated to specific work tasks, such as learning, focusing, collaborating, formal meetings, and socialising. The aim is to give the personnel an opportunity to choose a place in the workspace where it is most suitable for them to complete their work tasks.*

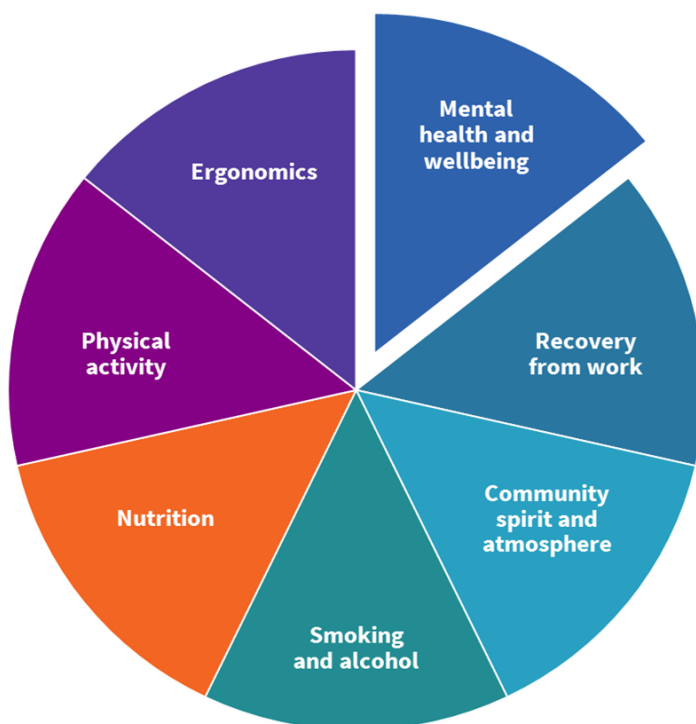
4.4 Incentivize

Means	Description
Internet connection	Provide Internet connection for employees to enable remote working.

5 Mental health and wellbeing

Mental health refers to a state of wellbeing in which an individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community. Factors such as stressful work conditions, discrimination, and social exclusion have the potential to impair mental health. On the other hand, appropriate job demands, decision latitude, and social support from colleagues and supervisors advance mental health.

Workplaces are recommended – and have excellent possibilities – to support employees' mental health and wellbeing, and aid employees reach their best possible performance by preventing and managing stress factors particularly related to work organization, work content, and working environment. This section provides some ideas on how this can be done.



[WHO 2018](#)

[European Framework Agreement on Work-Related Stress of 8 October 2004](#)

5.1 Strengthen knowledge and skills


In case of severe work-related stress that impairs employees' wellbeing, consulting a professional specialized in the field is advisable. All psychological counselling and training is recommended to be provided by an authorized psychologist or equivalent health care professional with a qualification in psychology.

Means	Description
Assessment of mental health and wellbeing	To get an idea of how employees are doing and what kind of support they need, it is recommended to assess employees' experiences on their mental health and wellbeing, workload, and stress. This can be done in collaboration with occupational health care service provider, for example by conducting a survey or by arranging individual wellbeing discussions between employees, immediate superiors, and health care professionals.
Gentle physical activity	Arranging instructed physical activity, for example, activities arranged in nature, or body-mind techniques such as yoga.
Psychologist's help desk	Possibility for employees to talk to a psychologist at the workplace, and get low-threshold face-to-face counselling related to challenges in personal or work life.



Means	Description
Coping skills	Providing employees individual or group-based coaching in coping and stress management skills. The coaching can be arranged face-to-face or digitally through an application used on a computer or smartphone. The coaching can apply for example cognitive behavioural therapy, positive psychology, mindfulness-based methods, and relaxation technique training.
Communication skills	Supporting team building and teamwork by providing employees and managers interpersonal skills training.
Time management skills	Improving employees' cognitive ergonomics and productivity with time management training.

5.2 Create supportive working environment

Physical environment

Means	Description
Silent space	Introducing a quiet room or space at the workplace where laptops and telephones are not allowed dedicated for relaxation and recharging body and mind during or outside working hours. The room can be equipped with soft lighting, a possibility to listen to calming music, and light exercise equipment (e.g., stall bars or hanging bar, therapy balls, gym sticks, yoga mats) with illustrated instructions for their use to enable meditation and performing restoring physical activity. 
Varying landscapes for working	Creating working environments with various landscapes, for example, a cafeteria, a lounge with sofas, a quiet library-style area, a space with dim lighting, etc. Involving employees in designing the various working spaces and the rules that apply in them.






Social environment

Means	Description
Supportive, inclusive, and respectful atmosphere	Fostering supportive, inclusive, and respectful organisational climate. For example, arranging interactive workshops in which employees and managers reflect how they can – with their own behaviour – put these values into action at the workplace. All starts with small acts, such as remembering to thank colleagues for their help and acknowledging colleagues for their efforts and successes.  

Digital environment

Means	Description
Email silence in the evenings	Reducing employees' stress and pressure to work overtime, and improving recovery from work by creating a system, in which emails sent after official working hours are not delivered to the recipient until the following day.

5.3 Adopt wellbeing-fostering policies

Means	Description	
Bottom-up policy development	Supporting a bottom-up policy development approach by listening to employees and their hopes and needs, getting to know the things that are important to employees, and aiming at arranging circumstances at the workplace accordingly. In practice, this means involving employees in decision-making and problem-solving processes in matters that influence them. This could be implemented for example by providing employees the possibility to participate in designing work arrangements and working environments (digital, social, and physical) as well as the rules that apply in the working environments, finding out what kind of recreational activities employees wish to have or what type of coffee or tea they enjoy drinking at work. Little things can make a considerable difference.	
Significance of own work	Training managers in helping employees to recognise the significance and importance of their work, and to feel proud of what they do.	
Flexible work arrangements	Providing employees the possibility for <ul style="list-style-type: none"> flexible working hours remote work adapting work schedules, for example by working 9-hour days Monday through Friday and only 4 hours on Friday adjusting personal workload to meet physical and mental resources reduced working hours when life situation requires it 	 
Time off	Enabling employees to have short-term time off from work in case of severe stress or a challenging situation in personal life.	
Rotation of work tasks	Promoting job mobility by rotating work tasks, or by providing employees an opportunity to gain work experience in another job for a period of 3–6 months with the possibility to return to old job.	

5.4 Incentivize

Means	Description
Recreational clubs	Providing monetary or material support for work community's recreational clubs, such as photography, handcrafts, or theatre.
Cultural activities	Providing monetary subvention for leisure time cultural activities.

6 Recovery from work

An adequate balance between work and rest are prerequisites for a healthy, happy, and productive life. Recovery from work refers to the process of replenishing the physical, cognitive, and emotional resources that have been expended at work. Sufficient recovery makes employees ready for new challenges, increases their work motivation and work performance, improves mental and physical wellbeing, and prevents the accumulation of fatigue and strain. The more intensive and demanding employees' work is, the greater the need for recovery is.

Recovery takes place when employees are properly able to detach from work-related matters both physically and mentally. This can happen during work breaks at the workplace and during leisure time outside

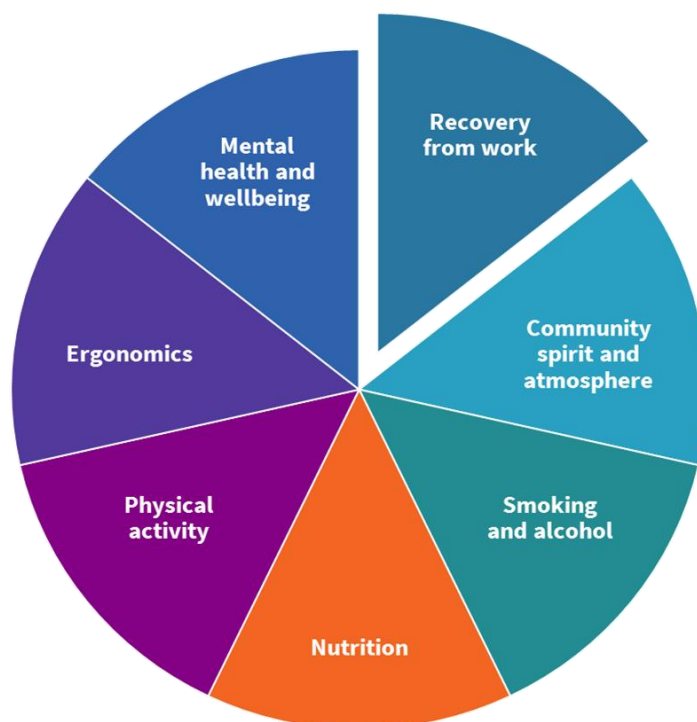
the workplace. Inability to detach from work has the potential to impair sleep. Insufficient sleep, in turn, impairs concentration and work performance, and has been linked with the development of chronic diseases, such as cardiovascular diseases, type 2 diabetes, obesity, and depression.

The workplace can support employees' recovery from work for example by smart work design, and by providing employees tools to take care of themselves.

[Zijlstra and Sonnentag 2006](#)

[Wendsche and Lohmann-Haisla 2017](#)

[Centers for Disease Control and Prevention 2018](#)




6.1 Strengthen knowledge and skills




Means	Description
Assessment of recovery	To get an idea of how well employees recover from work and what kind of support they need, it is recommended to assess their recovery status. This can be done for example by conducting a survey that maps employees' experiences on their workload, stress, and work recovery, or with a heart rate variability measurement, an objective indicator of stress-recovery balance.
Education	Providing employees education on the significance of rest, sleep, and recovery for health, for instance in the form of lectures, workshops, or information stands lead by a health care professional specialized in the topic.
Coping skills	Providing employees individual or group-based coaching in coping and stress management skills. The coaching can be arranged face-to-face or digitally through an application used on a computer or smartphone. The coaching can apply for example cognitive behavioural therapy, positive psychology, mindfulness-based methods, and relaxation technique training.

6.2 Create supportive working environment

Physical environment

Means	Description	
Silent space	Introducing a quiet room or space at the workplace where laptops and tele-phones are not allowed dedicated for relaxation and recharging body and mind during or outside working hours. The room can be equipped with soft lighting, a possibility to listen to calming music, and light exercise equipment (e.g., stall bars or hanging bar, therapy balls, gym sticks, yoga mats) with illustrated in-structions for their use to enable meditation and performing restoring physical activity.	
Quiet accom- modation	Improving the recovery from work of employees whose work includes frequent travelling by ensuring that the accommodation on work trips has a quiet sound scape.	


Social working environment




Means	Description	
Cultivating positive attitudes	Employer and management, with their own behaviour, can cultivate positive at-titudes towards wellbeing and health. This way they can build a social environ-ment in which adopting and maintaining healthy lifestyle patterns and taking care of oneself are socially approved, valued, and supported by all employees. This starts with using positive words and sharing encouraging thoughts when talking about wellbeing and health.	
Approving, encouraging, and showing the way	Employer and management can facilitate employees to adopt and maintain healthy lifestyle patterns by openly approving of and encouraging employees to act in wellbeing-supporting ways both at work and on leisure time, and by moti-vating employees to use opportunities the workplace provides for doing this. In practice, this could mean for instance encouraging employees to take breaks from work with regular intervals to maintain concentration and vitality – and in- deed acting as a role model.	
Shared events	Arranging recreational social events, such as collective coffee breaks, outdoor activities to get fresh air and physical activity, a get-together at the end of a work week to which employees can arrange activities (e.g., games, tests), etc.	

Digital environment

Means	Description
Email silence in the evenings	Reducing employees' stress and pressure to work overtime, and improving re-covery from work by creating a system, in which emails sent after official work- ing hours are not delivered to the recipient until the following day.

6.3 Adopt wellbeing-fostering policies

Means	Description	
Smart shift scheduling	Favouring a fast-forward (clockwise) rotating shift pattern, in which there are only 1–3 consecutive night shifts, and avoiding short (< 11 hours) shift inter-vals, such as a morning shift following an evening shift, promotes recovery be-tween work shifts and good work-flow among shift workers.	

Means	Description	
Flexible work arrangements	Providing employees the possibility for <ul style="list-style-type: none"> · flexible working hours · remote work · adapting work schedules, for example by <ul style="list-style-type: none"> ➢ working 9-hour days Monday through Friday and only 4 hours on Friday ➢ reducing or giving up working evening and night shifts ➢ reducing weekend work ➢ reducing or giving up intercontinental travelling ➢ avoiding over 40-hour-long work weeks · adjusting personal workload to meet physical and mental resources · reduced working hours when life situation requires it 	 
Rest	Arranging employees a possibility to rest during long work shifts	

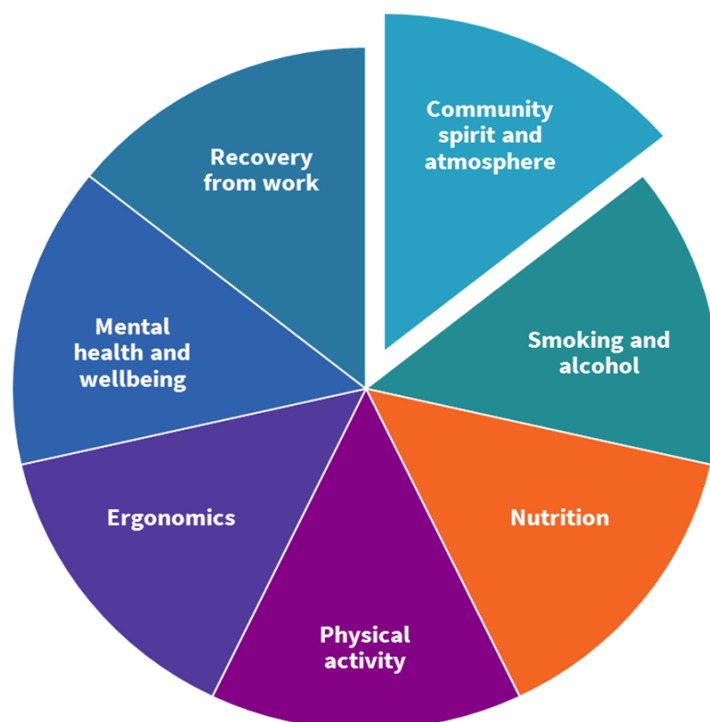
6.4 Incentivize

Means	Description
Relaxation	Providing employees an opportunity to use working time (e.g., 30 minutes per week) for relaxation, for example by arranging a workspace for a masseur, and allowing employees to have a massage at a bargain price at the workplace.

7 Community spirit and atmosphere

Positive work climate elevates employees' motivation, and inspires them towards higher performance. A supportive work community and good relationships between co-workers also advance mental wellbeing and help getting through challenging periods both at work and in personal life. Perceptions of a good organizational climate have namely been associated with lower levels of burnout, depression, and anxiety among employees. This section provides ideas on how to enhance atmosphere at the workplace.

[Bronkhorst et al. 2015](#)






7.1 Strengthen knowledge and skills

Means	Description	
Assessment of perceived work climate	Conducting a survey aids assessing how employees experience the climate at the workplace, and whether actions are required to improve it. A survey can be constructed for example by using items of the <i>Checklist on Environmental Inclusiveness</i> included in the section 1 of the CHRODIS PLUS Training Tool for Managers.	
Communication skills	Supporting team building and teamwork by providing employees and managers interpersonal skills training.	
Group-based supervision of work coaching for employees	Improving employees' cognitive ergonomics, wellbeing, and team spirit with group-based coaching sessions led by a professional in ergonomics. This coaching can comprise support in solving work-related challenges, in noticing the good aspects of own work, in adopting a more positive attitude towards work, and in finding joy from working, as well as in learning to identify personal strengths and in recognising successes accomplished at work.	


7.2 Create supportive working environment

Social working environment

Means	Description	
Constructive communication culture	Cultivating constructive and open communication, so that all employees have the courage to express their thoughts and feelings.	
Relationships between employees and superiors	Developing open and trustful relationships between employees and their superiors. This helps employees to disclose possible health challenges at their early stages, and enables the planning of needed adjustments to work arrangements and working conditions.	

Means	Description	
Supportive, inclusive, and respectful atmosphere	Fostering supportive, inclusive, and respectful organisational climate. For example, arranging interactive workshops in which employees and managers reflect how they can – with their own behaviour – put these values into action at the workplace. All starts with small acts, such as remembering to thank colleagues for their help and acknowledging colleagues for their efforts and successes.	
Get together	Opening and/or closing each workweek with a work community's get-together.	
Shared events	Arranging recreational social events, such as collective coffee breaks, outdoor activities to get fresh air and physical activity, a get-together at the end of a work week to which employees can arrange activities (e.g., games, tests), etc.	

7.3 Adopt wellbeing-fostering policies

Means	Description	
Overcome language barriers	Facilitating understanding, deeper learning, and affinity by providing information, instructions, and training materials to employees in their mother tongues.	
Peer conciliators	Training a part of personnel as "internal conciliators" that help solving social conflicts between employees or employees and their superiors.	
Professional support	Hiring an internal ombudsman or co-operating with an external advisor to solve social issues, such as bullying or discrimination.	

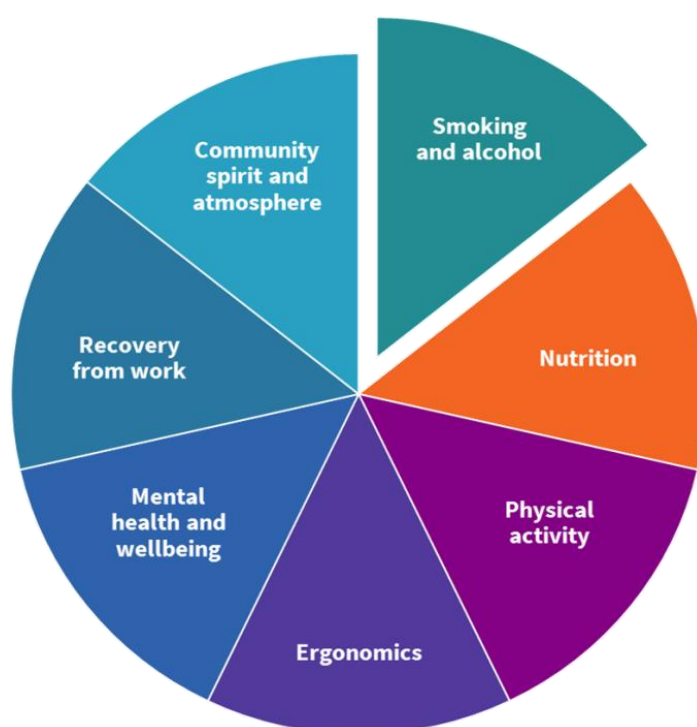
7.4 Incentivize

Means	Description	
Recreational allowance	Granting each team of the workplace an annual recreation money to be spent on a social activity (e.g., dinner, sports) of the team members' choice.	

8 Smoking cessation and reduction of excess alcohol consumption

Workplace can also provide an important setting for supporting employees to quit smoking and to reduce excess alcohol consumption, major risk factors of chronic diseases, such as cardiovascular diseases, lung diseases, and cancer. As in other domains of the Toolkit, also within this domain combining various approaches, such as education, policies, and incentives, has the potential to lead to greater results.

WHO 2018



8.1 Strengthen knowledge and skills

Counselling and education is recommended to be provided by an occupational physician.

Means	Description
Education	Providing employees education on the health effects of smoking and alcohol consumption, for instance in the form of lectures, workshops, or information stands, or by disseminating leaflets and posters.
Coaching	Possibility for motivational and empowering counselling to support smoking cessation and/or reduction of excess alcohol consumption. The counselling can be arranged in the form of individual or group-based face-to-face sessions, or through a digital application used on a computer or smartphone.

8.2 Create supportive working environment

Means	Description
Cultivate positive attitudes	Employer and management, with their own behaviour, can cultivate positive attitudes towards wellbeing and health. This way they can build a social environment in which adopting and maintaining healthy lifestyle patterns and taking care of oneself are socially approved, valued, and supported by all employees. This starts with using positive words and sharing encouraging thoughts when talking about wellbeing and health.



8.3 Adopt wellbeing-fostering policies

Means	Description	
No smoking or alcohol	Non-smoking and no alcohol policies inside and outside the buildings of the workplace	

8.4 Incentivize

Means	Description
Challenges	Launching a challenge to motivate employees to quit smoking. For example, promising a gift card or extra holiday for individuals that, by taking nicotine tests, can prove they have not smoked for a period of 12 months. Commitment to the challenge can be reinforced by asking employees to commit to the challenge by signing a commitment contract.
Replacement therapy	Providing monetary subvention for nicotine replacement therapy

9 References and further reading

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[Wendsche and Lohmann-Haisla. A meta-analysis on antecedents and outcomes of detachment from work. Frontiers in Psychology 2017;7:2072.](#)

[Centers for Disease Control and Prevention 2018. Sleep and Chronic Disease](#)

Community spirit and atmosphere

[Bronkhorst et al. Organizational Climate and Employee Mental Health Outcomes: A Systematic Review of Studies in Health Care Organizations. Health Care Manage Rev 2015;40:254–71.](#)

Smoking cessation and reduction of excess alcohol consumption

[WHO 2018. Noncommunicable Diseases](#)

Appendix 1. Checklist form for mapping current means and for planning future actions at the workplace

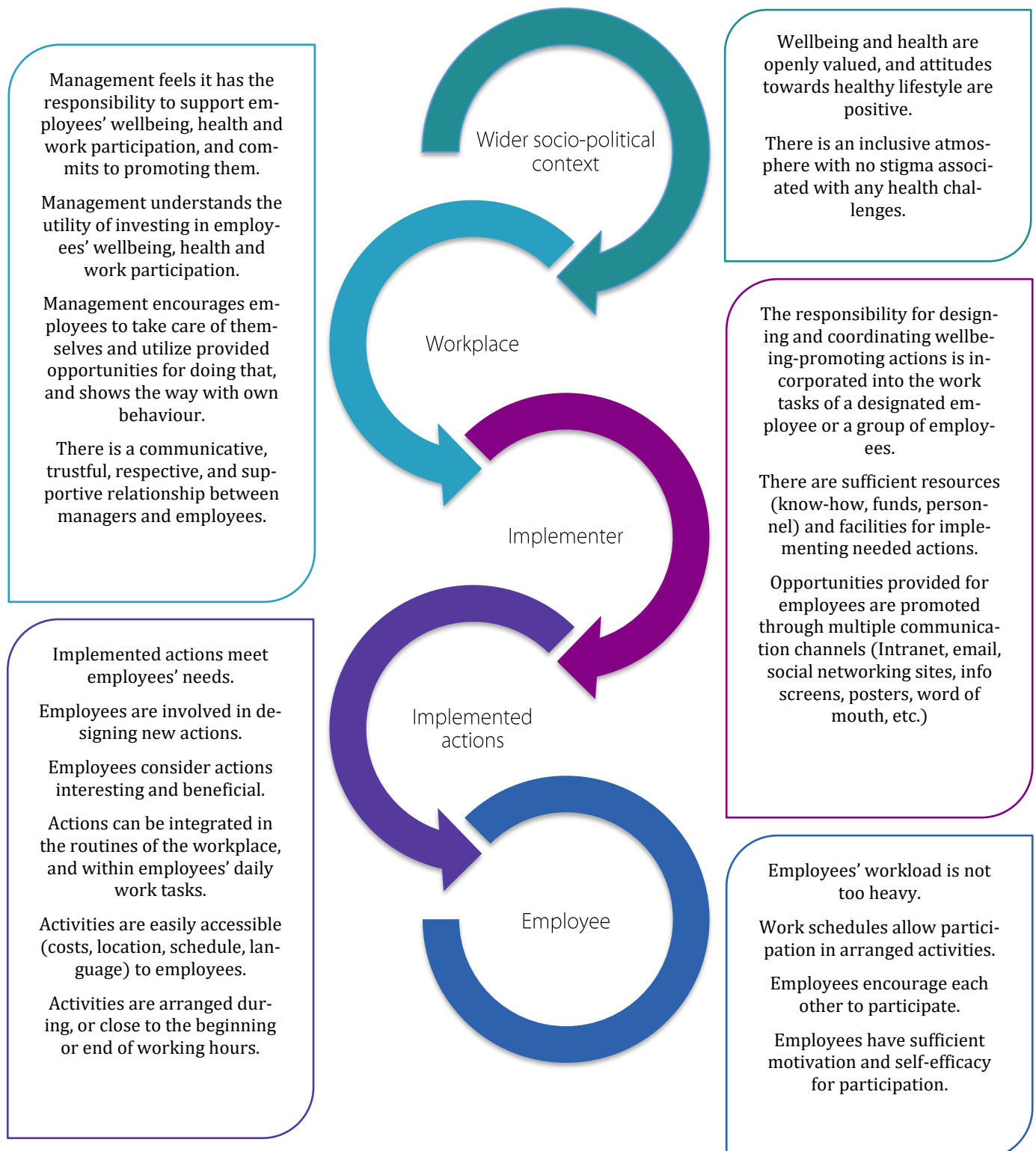
Means	Already in use	Not yet in use, potentially beneficial and feasible	Selected for implementation
2 Nutrition			
2.1 Strengthen knowledge and skills			
Measurements			
Education			
Digital support			
Self-monitoring tools			
Face-to-face support			
Access to dietitian			
2.2 Create supportive working environment			
Physical environment			
AVAILABILITY			
Staff restaurant			
Increased selection			
Improved nutritional quality			
Facilities for having packed lunch			
Healthy options for shift workers			
Healthy options on work trips			
Water taps			
PRESENTATION			
Healthy options in separate dishes			
Unhealthy options mixed together			
Attractiveness			
PLACEMENT			
Making healthy salient			
Making unhealthy less salient			
Healthy options first on menu			
LABELLING			
Nutritional labels			
DEFAULT			
Making healthy the default			
CONVENIENCE			
Making healthy convenient			
SIZE			
Fruit and vegetables in generous portions			
Unhealthy options in smaller portions			
Greater tableware for fruit and vegetables			
Smaller tableware for unhealthy options			
Social environment			
Cultivating positive attitudes			
Approving, encouraging, and showing the way			
2.3 Adopt wellbeing-fostering policies			
Food committee			
2.4 Incentivize			
Complimentary fruits			
Lunch break			
Subsidizing healthy options			
Meal benefit			
Cold storage for travelling employees			
Own actions			
3 Physical activity			
3.1 Strengthen knowledge and skills			
Measurements			
Physical condition tests			
Education			
Sharing favourite movements			
Digital support			
Self-monitoring tools			

Means	Already in use	Not yet in use, potentially beneficial and feasible	Selected for implementation
Face-to-face support			
Physiotherapist's visits			
Access to physiotherapy			
Prompt			
EXERCISE BREAKS			
Positively framed messages			
Reminders			
STAIR-USE			
Motivational messages			
Directional signs			
3.2 Create supportive working environment			
Physical environment			
REDUCING SEDENTARY TIME			
Shared printers and central coffee machines			
Active sitting			
Active sitting the default			
Working by standing			
Working by standing the default			
Exercise equipment			
INCREASING STAIR-USE			
Attractive stairwell			
Slow elevator			
ACTIVE MEETINGS			
Rearranged meeting room			
ACTIVE COMMUTING AND EXERCISE AT WORK			
Bike racks			
Workplace bikes			
Shower and dressing room			
Sports facilities at the workplace			
Sports facilities on work trips			
Social environment			
Cultivating positive attitudes			
Approving, encouraging, and showing the way			
3.3. Adopt wellbeing-fostering policies			
Physical activity breaks for all			
Walk to talk to colleagues			
Recreational committee			
Trainers-to-be			
Peer motivators			
Scheduled exercise breaks			
Active meetings a norm			
Walking meetings			
3.4 Incentivize			
Exercise during working hours			
Challenges			
Sports groups			
Sports try-out sessions			
Subvention			
Own actions			
4 Ergonomics			
4.1 Strengthen knowledge and skills			
Ergonomics education			
Communication skills			
Time management training			
Individual supervision of work coaching for managers			
Group-based supervision of work coaching for employees			
4.2 Create supportive working environment			
Physical environment			
Shared responsibility to tidy up			
Ergonomic equipment			
Height-adjustable desks			
Air quality			

Means	Already in use	Not yet in use, potentially beneficial and feasible	Selected for implementation
Air quality on work trips			
4.3 Adopt wellbeing-fostering policies			
Smart planning of operations			
Smart shift scheduling			
Engaging employees in designing environments			
Smart design of activity-based working			
Agreeing on rules in activity-based working			
Flexible work arrangements			
Smart meeting practices			
Ergonomics check-ups			
Rotation of work tasks			
4.4 Incentivize			
Internet connection			
Own actions			
5 Mental health and wellbeing			
5.1 Strengthen knowledge and skills			
Assessment of mental health and wellbeing			
Gentle physical activity			
Psychologist's help desk			
Coping skills			
Communication skills			
Time management skills			
5.2 Create supportive working environment			
Physical environment			
Silent space			
Varying landscapes for working			
Social environment			
Supportive, inclusive, and respectful atmosphere			
Digital environment			
Email silence in the evenings			
5.3 Adopt wellbeing-fostering policies			
Bottom-up policy development			
Significance of own work			
Flexible work arrangements			
Time off			
Rotation of work tasks			
5.4 Incentivize			
Recreational clubs			
Cultural activities			
Own actions			
6 Recovery from work			
6.1 Strengthen knowledge and skills			
Assessment of recovery			
Education			
Coping skills			
6.2 Create supportive working environment			
Physical environment			
Silent space			
Quiet accommodation			
Social environment			
Cultivating positive attitudes			
Approving, encouraging, and showing the way			
Shared events			
Digital environment			
Email silence in the evenings			
6.3 Adopt wellbeing-fostering policies			
Smart shift scheduling			

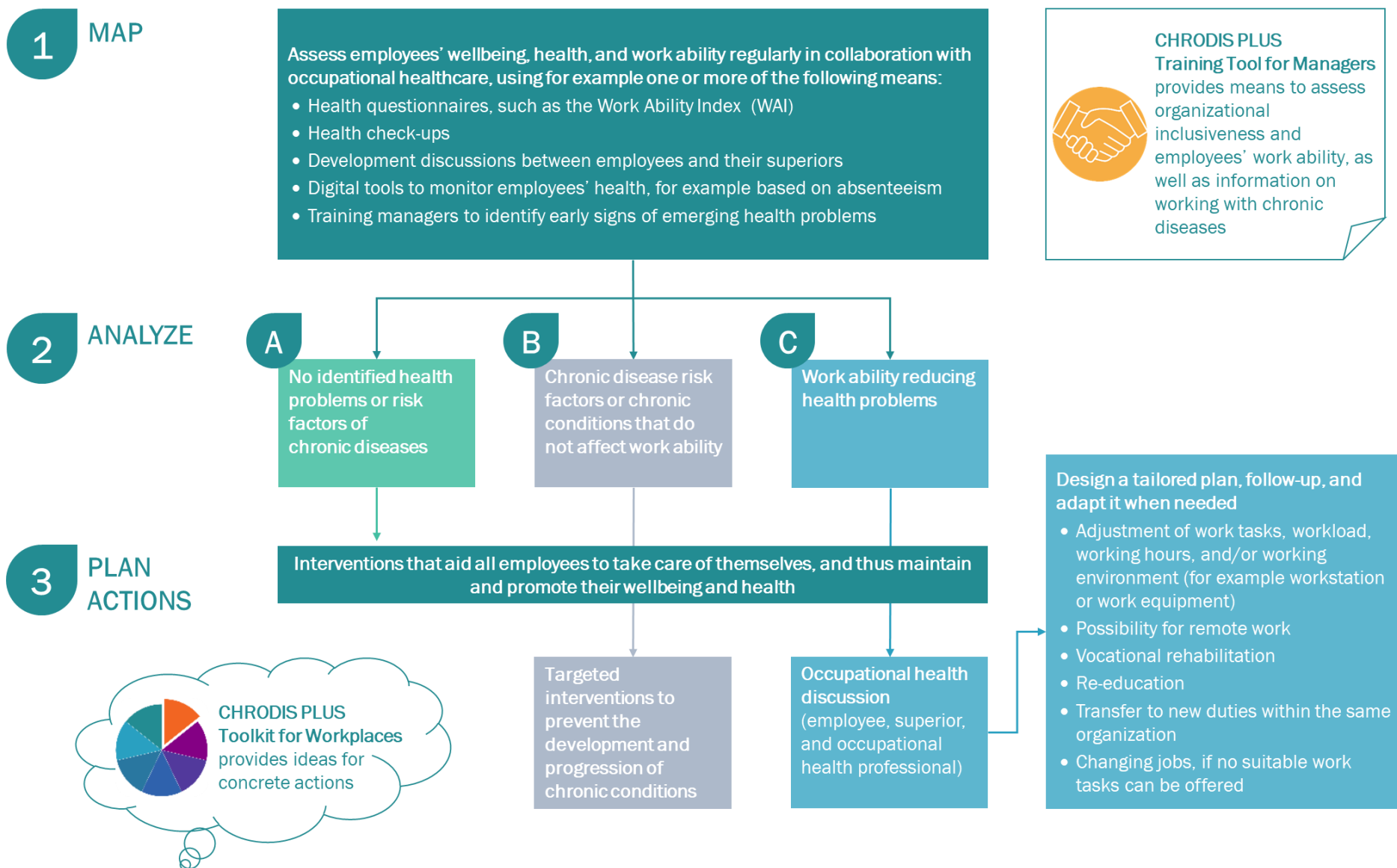
Means	Already in use	Not yet in use, potentially beneficial and feasible	Selected for implementation
Flexible work arrangements			
Rest			
6.4 Incentivize			
Relaxation			
Own actions			
7 Community spirit and atmosphere			
7.1 Strengthen knowledge and skills			
Assessment of perceived work climate			
Communication skills			
Group-based supervision of work coaching for employees			
7.2 Create supportive working environment			
Social working environment			
Constructive communication culture			
Relationships between employees and superiors			
Supportive, inclusive, and respectful atmosphere			
Get together			
Shared events			
7.3 Adopt wellbeing-fostering policies			
Overcome language barriers			
Peer conciliators			
Professional support			
7.4 Incentivize			
Recreational allowance			
Own actions			
8 Smoking and alcohol			
8.1 Strengthen knowledge and skills			
Education			
Coaching			
8.2 Create supportive working environment			
Cultivate positive attitudes			
8.3 Adopt wellbeing-fostering policies			
No smoking or alcohol			
8.4 Incentivize			
Challenges			
Replacement therapy			
Own actions			

Appendix 2. Factors that facilitate successful implementation of wellbeing, health, and work participation promoting actions at the workplace, and encourage employees to make use of these actions



Wierenga et al. What is actually measured in process evaluations for worksite health promotion programs: a systematic review. *BMC Public Health* 2013;13:1190. <https://doi.org/10.1186/1471-2458-13-1190>
Results of the CHRODIS PLUS WP8 stakeholder interviews.

Appendix 3. Early identification model for supporting employees' wellbeing, health, and work ability





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