



# SUSTAINABILITY AND WORKPLACE HEALTH & WELL-BEING PRE-FORUM THINK TANK AGENDA

SEPTEMBER 26, 2016 | ATLANTA, GA

2:30 PM WELCOME [SALON D]

**Paul Terry, HERO**

*Introductions at Tables and First Question:*

From your vantage point, do you focus more on the sustainability of your employees' health and well-being or on the long term viability of your organization and your role in achieving a 'triple bottom line'?

2:45 PM YOUR ORGANIZATION: SUSTAINABILITY, WELL-BEING AND CORPORATE SOCIAL RESPONSIBILITY

**Fik Isaacs**, Harvard's SHINE      **Tracy Hoover**, Points of Light Institute

**Kathy Gerwig**, Kaiser Permanente

3:15 PM SMALL GROUP BREAKOUT SESSION (WORLD CAFÉ FORMAT) TO DISCUSS SUSTAINABILITY

4:00 PM GROUPS REPORT BACK

4:15 PM YOUR EMPLOYEES: SUSTAINABLE ENGAGEMENT AND A CHANGING WORKFORCE

**Jennifer Pitts**, Edington and Associates

**HERO member leaders**

(i.e. Pfizer; Jane Newman, NSA, Lockton, Corning; Jim Schupert, AHA; Laurie Whitsell)

4:45 PM TABLE TOPICS AND REPORT OUTS

5:15 PM COMMITTEE REPORTS

**Committee Chairs**

5:35 PM ADJOURN

6:30 PM THINK TANK RECEPTION

[The Terrace]

7:15 PM T HINK TANK MEMBER DINNER

[Overlook East]

## DISCUSSION QUESTIONS

3:15 PM

### SMALL GROUP BREAKOUT SESSION (WORLD CAFÉ FORMAT) TO DISCUSS SUSTAINABILITY

1. Share your company values statements, vision or mission statements. Discuss alignments, or lack thereof, with the goals of the employee health and well-being program.
  - i. The ideas from the collective groups highlighted potential areas of misalignment between company values statements and well-being programming offered to employees. Examples of member comments include:
    - A common mission element of revenue growth and financial sustainability for companies is often misaligned with personal sustainability goals, which are often limited to physical wellness.
    - Company values like “promote from within” should be supported by leadership development tracks that include healthy living and “walking the talk”. Climbing the ladder should include supporting goals to become a “healthiest company”.
    - Values like profitability and stakeholder values should be supported by dedicated training and development for autonomy, empowerment and self-development. These investments into people are key to corporate sustainability.
  
2. How do sustainability and well-being relate in your organization? How are they discussed?
  - i. The ideas from the collective groups focused on sustainability and its impact at the employee level and through company business practices. Examples of member comments include:
    - Changing or being clear on the vernacular of sustainability, leading to a broader vision of what’s included is important. For example, seeing sustainability in the environment and within programming that directly impacts the employee.
    - Sustainability can be seen in environmental practices of organizations or a company’s programmatic impact on its environment.
    - Sustainability can be observed through things one can see and do within a company setting. Some examples include: physical office space, green standards, indoor pollution, amount of certified staff, walking and biking paths, environmental practices such as carbon reduction, and overall company waste reduction.
    - Within our company sustainability is discussed in terms of employee engagement and performance ability, leading to sustaining an optimal level of employee performance.
  
3. Describe alignments, or lack thereof, in your organization between employee health promotion and corporate social responsibility.
  - i. The ideas from the collective groups focused on a need for improved alignment between health promotion and corporate social responsibility. Examples of member comments include:
    - Within our company, there’s a need to raise awareness around corporate social responsibility and how to include this within overall financial goals of the company. An example of a company that incorporates this successfully is TOMS Shoes. Consumers are often willing to pay more for products that give back.
    - Community and volunteerism often exist within their own silo apart from wellness programming.

- It's important to connect community involvement to the overarching corporate goals and objectives. Sometimes community based initiatives are more effective at engaging executive level leadership who welcome the opportunity to be publicly involved at the community level.
  - Some companies find that financial incentives do not motivate employees, but helping others collectively has been successful at increasing the level of employee engagement.
4. How does your volunteerism policy interact, or not, with your well-being initiatives? Are incentives for connecting with your community similar or different for those promoting health and wellness?
- i. The ideas from the collective groups focused on a increased awareness of the importance and connection between community involvement and well-being initiatives. Examples of member comments include:
- I believe it's important that the company mission embraces altruism. For example, company sponsored 5ks can benefit their local charities or community in some capacity.
  - Community volunteerism is recently being incorporated into our organizations policies.
  - FitBit challenges where employees have the option to tie rewards to charity donations of their choice.
  - More companies are beginning to using charitable donations or time off to serve as an incentive for community involvement.
  - We have seen higher participation rates when wellness programs are associated with a community initiative.
  - Equal split of gift card for employee as employees donating to charity
  - Some employers determine recognition of employees based on factors such as performance and volunteerism.

4:45 PM

#### TABLE TOPICS AND REPORT OUTS

1. Is the millennial workforce really different than other generations at work?
- i. The ideas from the collective groups focused on the changing needs of employees in the work place, from millennials to baby boomers. Differences can be seen in both how they approach their workplace relationships, overall worldview, changes in the work environment itself and the associated long-term needs of different employee generations. Examples of member comments include:
- Millennials are looking for more social interaction in the work place and are more socially connected overall with social media platforms.
  - Millennials have more "365 connectivity" and the work place environment has increased fluidity. I see that millennials desire more financial security, value autonomy and are often not interested in a traditional tenure or "10-year track". Their employer loyalty has a shorter time limit.
  - Millennials desire and often require more work flexibility.
  - Millennials are exposed to more constant external stimulus, thereby perfecting partial engagement.
  - This employee population can be incredibly resourceful but some employers find them to be more demanding in the workplace.
  - How will they refine and redefine the workplace?
  - Both millennials and the aging workforce have similar needs in terms of retirement (albeit somewhat redefined). For millennials, there's an increased need for financial wellness due to increased financial debt as a younger age.

- Access to information higher, influx of info., different ways to work and “get the job done”.
  - Millennials display increased adaptive behavior based on changes in current economic times.
2. Describe alignments, or lack thereof, between your organization’s shareholder value story and your organization’s health and well-being initiatives.
- i. The ideas from the collective groups focused on the importance of alignments between shareholder values and health initiatives occurring at both the corporate and employee levels. There was a collective awareness of the lack of connectedness between the two. Examples of member comments include:
    - Alignment starts at the top of an organization with leaders defining and living the vision.
    - Conversations about getting leaders on board is one of our biggest challenges.
    - Mergers and acquisitions can make alignments more challenging. One might have the budget and elements in place, but leaders are not engaged in the effort.
    - Alignments start at the top with C-Suite culture of leadership.
3. How is engagement, meaning, and purpose strategically addressed, or not, in your organization? How are they discussed?
- i. The ideas from the collective groups focused on an increase in employers intentionally highlighting the importance of motivation and engagement at the individual level. Examples of member comments include:
    - Company wellness platforms are beginning to include sections for individual employee’s “Why? ‘or purpose to change. Some companies are defining what their “purpose” is within company culture.
    - The University of Virginia places an importance of making a personal connection as a tool for increasing engagement in wellness programming.
    - Engagement is more institutionalized at larger companies, however meaning and purpose are lagging behind.
    - Company core values are key elements in helping to define engagement, meaning and purpose- it has to be a living value statement.
    - Often it seems that the highest performing organizations make decisions based in alignment with their company culture.
    - Companies need to intentionally create more space for employee connection, thereby building an improved social culture in the workplace which leads to increased engagement.
4. Describe alignments, or lack thereof, between employee health promotion and company environmental sustainability policies and programs.
- i. The ideas from the collective groups focused on a need for an increased corporate awareness of overall impact of environment. An example of a member comment includes:
    - Companies need to focus on reducing their carbon footprint and better assess their impact on environmental waste.

