



SHELL OIL COMPANY: CREATING A CULTURE OF HEALTH



Purpose of Project

The Health Enhancement Research Organization (HERO), in collaboration with workplace wellness experts, sought companies from a variety of industries, business types and sizes to participate in a case-study project. These case studies focus on employers that have developed and actively fostered a healthy culture in the workplace, one that is intentionally designed with elements and indicators that support employee health and well-being. The case studies were developed based on HERO's **definition and elements** of a culture of health.

Company Overview

Shell is an integrated energy company that aims to meet the world's growing need for more and cleaner energy solutions in ways that are economically, environmentally, and socially responsible. Its businesses include Upstream, Integrated Gas and New Energies, and Downstream.

The Projects & Technology organization manages the delivery of major projects and drives the organization's research and innovation. Shell's purpose is to power progress together with more and cleaner energy solutions. Shell has operations in over 70 countries.

Program Background

Shell Health is a global function within the Shell organization, delivering strategy, products, solutions, and services to the business in the area of health and human performance. The multidisciplinary health team creates innovative tools that deliver quality and foster

TIMELINE OF HEALTH AND WELLNESS PROGRAMS

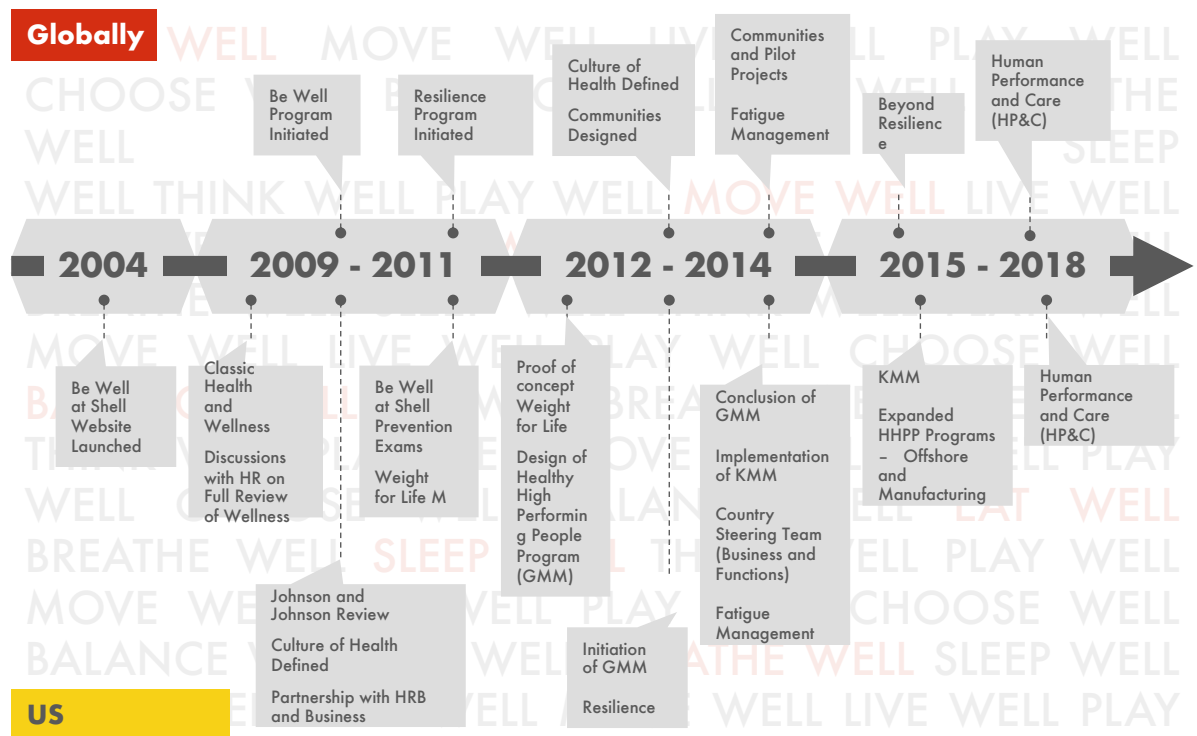
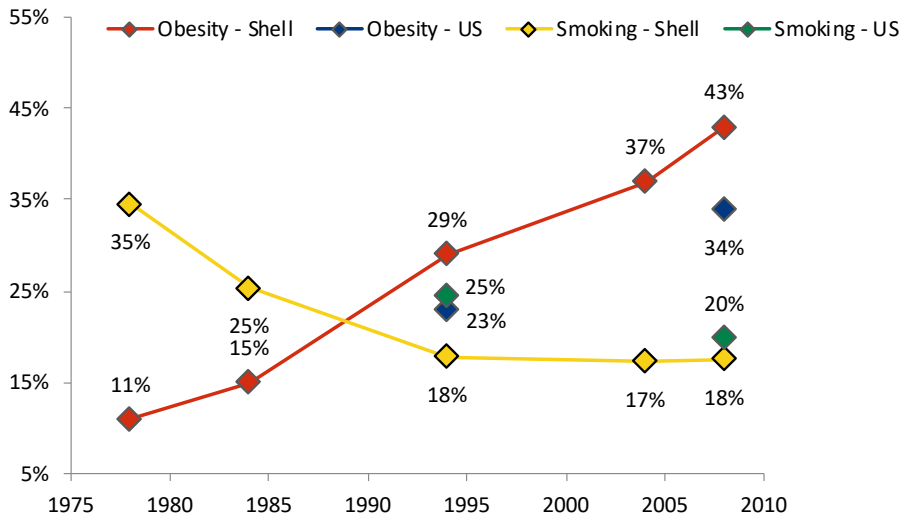


Figure 1

impactful personal and health-related outcomes for the business. The team does this by looking after the health of individuals, teams, and the business while also looking for opportunities to improve human performance through a culture of health. See Figure 1 on the previous page and Figure 2 below for references.

employees started with a body mass index (BMI) of 30 or higher, and 131 successfully completed the 12-month program. The pilot proved successful, with participants losing a median of 10 pounds, a 4.3% total body weight reduction. Participants also experienced a mean 1.5-point reduction in BMI. The total weight loss was 1,367 pounds.



Prevalence of Obesity and Smoking at Shell and in the United States, 1977-2008

Bhojani FA, Tsai SP, Wendt JK, Koller KL. Simulating the impact of changing trends in smoking and obesity on productivity of an industrial population: an observational study. *BMJ Open*. 2014, 4(4).

Figure 2

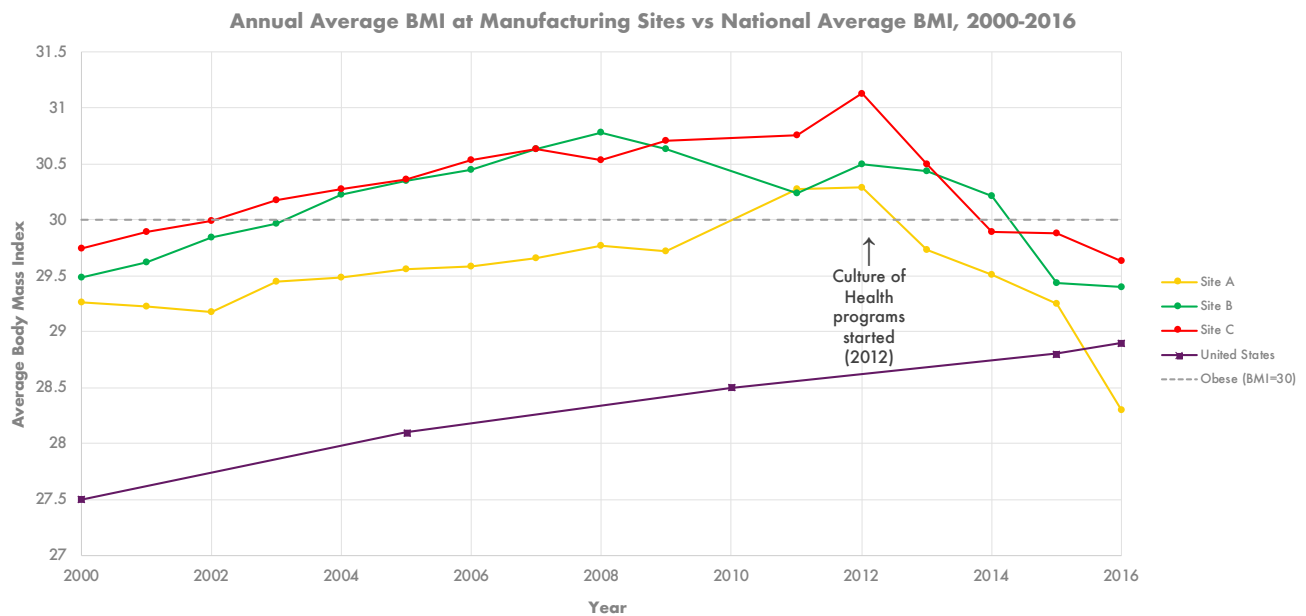
In 2000, a nonoccupational incident led to the development of Be Well at Shell and the initial culture of health focus. In the early years, Shell Health promoted conventional health promotion programming such as health fairs, lunch-n-learns, health screenings, wellness challenges, and a wellness portal with health risk appraisals and incentives, such as reimbursements for gym memberships. In 2009, Shell Health began an external review of its wellness strategy focusing on behavior changes that decrease obesity, a root cause of many chronic diseases such as diabetes and cardiovascular and cerebrovascular disease.

In 2010, a work site health pilot was established with two offshore production platforms, two chemical plants, and one large office location. The weight management pilot was called Weight for Life (WFL). Several hundred (n=337) employees enrolled in the pilot. All of the

Some of the findings were crucial to future culture of health successes, from the obvious such as weight loss is difficult and psychologically challenging to more nuanced conclusions such as participants achieve better results by meeting in person with a local site wellness coach than telephonic coaching. From these insights and an external review, we identified six culture of health elements to advance a healthy culture:

1. Executive Leadership
2. Communications
3. Shared Values
4. Employee Involvement/ Empowerment
5. Rewards and Recognition
6. Supportive Built Environment

After the success of WFL, we expanded the pilot to a large internal business and added wearable devices. The Get Moving Motiva (GMM) weight management program was created after internal data revealed that these workers had higher than average BMI. Unlike WFL, which had included only obese participants, we invited all staff to participate in GMM. Weight goals varied by baseline BMI. Participants at healthy weights strived to maintain their weight, and overweight employees' goal was to lose 5% or more of their weight. Over 70% of the employees participated in this step challenge, and the average weight loss was 10 pounds per participant for the year. These results were replicated over four years, and the program has



Source of US data: World Health Organization - http://www.who.int/gho/ncd/risk_factors/overweight/en/

Figure 3

expanded to other businesses throughout the U. S. See Figure 3 above for references.

As the requests for wellness support has grown, so has Shell’s wellness commitment. Wellness coordinators are in place across major work sites to coordinate challenges and promote wellness programs. These coordinators empower, inspire, and educate employees. They also provide one-on-one on-site and virtual coaching, targeting nutritional health and weight management, as well as wellness programs and educational support.

Program examples include:

- healthy cooking challenges,
- educational videos delivered through the Human Resources internet portal,
- development of employee collaborative healthy cookbook,
- wearable challenges,
- lunch and learns with speakers on key topics, and
- hydration promotions, especially in regional areas where heat is a safety issue

To increase participation in wellness programs and drive behavior improvements such as physical activity,

weight loss, and hydration, delivery mechanisms vary by business. Wellness coordinators prepare educational videos (2–3 minutes length) for operating sites, and website resources are available through the benefits portal. The wellness and fitness staff also conduct live stretch breaks to employees via Skype video delivery. Wellness programs are introduced to the employees during their break times in the employee break rooms as much as possible to meet them where they are and increase participation. Health coaching is provided by phone and on site.

The evolution of the wellness program during the past two decades shows Shell’s commitment to improving the health of its workforce. In keeping with advances in cognitive and social neuroscience, there is clear evidence that caring for individuals and teams leads to improved personal and organizational health. Recent publications show that psychologically safe environments improve safety and productivity, and developing psychological capital improves not only the organization (e.g., safety, productivity, innovation) but also personal physical health. In more recent years, there has been an executive focus on caring for one another and positive behavior change to improve Shell’s safety and operational performance. Shell Health

shifted its approach to health and wellness to align more closely with the new Shell vision, and in alignment with Shell's core values, Shell Health developed its strategy focused on human performance and care (HP&C). The overarching goal is to optimize individual, team, and organizational performances through an intentional lens of care in collaboration with businesses across Shell.

Development of Shell's Culture of Health (CoH)

Shell Health's CoH consists of three product lines:

1. Healthy Workplace,
2. Healthy, High Performing People, and
3. Healthy Business.

1. HEALTHY WORKPLACE

The first product line is healthy workplace, which includes health hazard management, in which programs are designed to assess, identify, and mitigate health hazards, thereby ensuring work is a positive influence on the employee.

To ensure a healthy workplace for employees, Shell includes on-site clinics, travel health, emergency services, ergonomics, and fatigue management. The Health Risk Assessment is an internal tool that evaluates every Shell work site for health and safety compliance.

2. HEALTHY, HIGH-PERFORMING PEOPLE

Healthy, high-performing people supports employees through a series of products including physical wellness, mental wellbeing (e.g., Think Well Program, Resilience), fatigue, and healthy aging.

3. HEALTHY BUSINESS

The third product line is healthy business, which includes care for people, remote health care, and risk management solutions.

Shell considers social investment critical to the business by helping create good health care near

where manufacturing exists. In the process, this helps the local communities. To this end, five to six people are working on the Community Health and Social Investment specific to the needs of the communities in which they work.

Culture of Health Elements

Using lessons learned from the pilot programs and an external review of the wellness program overall, six elements were identified as critical to the development of a healthy culture.

1. Executive Leadership

From an executive leadership perspective, wellness is a strategy rather than a program. Leaders believe that, because it has taken time to build their culture, it is stronger as a result. Leaders demonstrate expected behaviors of the population, such as participation in wellness committees and health challenges. Such visible presence includes participation in bike rides, screenings, fitness centers, and at all levels of the program.

2. Communication

The approach to communication is to make sure all available outlets are used, such as email, distribution lists, special interest groups (such as running clubs, cycling clubs, fitness centers, and wellness advocates). Each of these outlets serve to forward information once a month and promote the challenges and programs. Shell Benefits has its own marketing and communication team that works through Rally, an online employee health portal that help users keep tabs on their health and fitness journey with smart phone apps as well.

3. Shared Values

Shell believes the creation of shared values cannot be done at a single level of the organization but must be systemic. Advancing shared values across the company begins at the leadership level.

Six members of the executive leadership team led videos connecting care with a safety culture. They

promoted Safety Day, answered questions about the impact of care on safety, and participated in engagement meetings to get people talking about the culture, as well as sharing examples and personal stories.

4. Employee Involvement/Empowerment Strategies

Engagement is key at Shell at multiple levels. Each manufacturing site has a wellness committee endorsed by local leadership with a manager or additional leadership staff of 10-20 employees. More than 400 wellness advocates (aka champions) are active across the United States, communicating programs and events, and modeling healthy behaviors and participation. Wellness committees meet monthly at each site and wellness advocates assist in promoting activities throughout the year. Quarterly communication meetings are held to train, motivate, and recognize our advocates

Shell Oil has found that employees respond better to peer requests. The partnership among peers drives participation and engagement. Employees are listened to regarding their needs, connecting this with business needs and focusing on building rapport and trust with employees.

5. Rewards & Recognition

The goal for rewards is to create the environment that favors intrinsic rather than extrinsic motivation. An example of an extrinsic motivator is the habit of giving away trinkets as awards for participating in wellness programs.

Rewards that are provided include discounts on premiums for participating in various educational, evidence-based screening, physical and volunteer activities, and behavioral change programs. Simple recognition and positive reinforcement by peers and supervisors have been shown to be a significant motivator for employees who were trying to change health behaviors.

6. Supportive Built Environment

Shell Oil supports a built environment with ergonomic

initiatives such as the availability of sit-stand desks to reduce the amount of time employees sit during their workday. One of the “Move More” strategies is to locate parking spots on the perimeter of the buildings to increase physical activity through walking distance from cars to building, plus continued interactions and outreach to employees where they are across the physical workspace. All new building designs include fitness centers, perimeter parking, and healthy meal vendor contracts.

Human Performance and Care

As the success of the wellness programs and CoH grew, so did the interest in expanding to a more holistic approach to wellbeing. It became apparent that Shell needed to improve not only individual health but also that of the organization. As Shell developed its new vision, Shell Health, in alignment with the company’s core values and its evolving strategy, developed its approach focused on human performance and care (HP&C). As a result, Shell’s executive leaders began to talk about caring for each other and behavior changes to drive improvements in safety and operational performance. The overarching goal of HP&C is to optimize individual, team, and organizational performance through an intentional lens of care in collaboration with businesses across Shell.

One of the first global programs under HP&C was the Resilience Program, developed as a positive way to decrease stress, support teams, and improve the health of the business. The Think Well program, comprised of many Resilience tools, focuses on how a healthy mindset improves employee health and work. The initial Resilience Program was developed from the American Psychological Association (APA) Road to Resilience, which provides guidance on building resilience. Each of the 10 modules was based on the APA roadmap, and the original program was conducted in 60-minute sessions composed of a didactic component, examples, exercises, and team discussion. No professionally trained experts are needed, and an employee volunteer facilitates each module. The program has been modified to fit appropriate delivery methods across businesses

Outcome: Engagement

Employee engagement by number of resilience modules

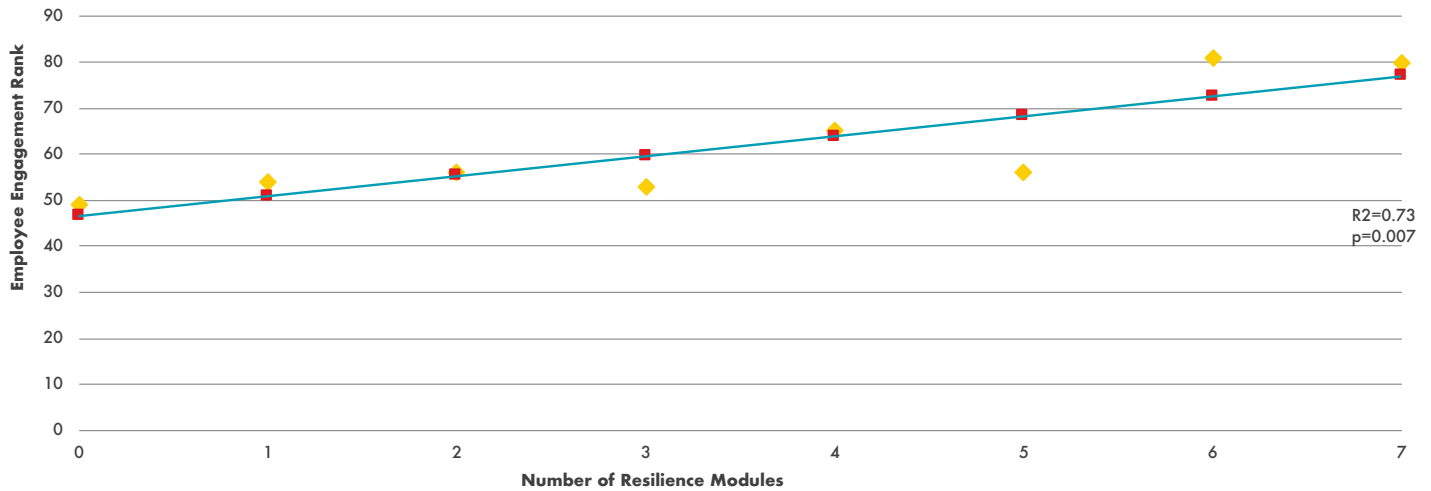


Figure 4

(e.g., 5-minute videos used as discussion starters in safety meetings).

Developed at the same time as the Resilience Program, Care for People (CfP) helps create an environment in which people can perform at their best. Shell aimed to create such an environment in terms of both “hardware” (e.g., facilities, resources, equipment) and “software” (e.g., respect, dignity, autonomy). In other words, CfP is concerned with more than just the physical space; it is about providing the intangibles and a feeling of being cared for. Shell believes that creating an optimal environment contributes to a competent, high-performing, and engaged workforce, which leads to improvements in safety, productivity, retention, and quality of work. Shell Health collaborated with businesses and functions across Shell to identify 14 elements that contribute to being cared for, including Safe and Healthy Environment, Harmony with Local Communities, Connections to Home, Ethical Labor Practices, and Quality Sleep and Privacy, among others. These elements are the foundation of Care for People, and CfP is now a requirement embedded in the safety roadmap of all major Shell projects.

The HP&C strategy focuses on collaborating with the business, understanding business needs, developing

initiatives and tools to help meet these needs, and analyzing the programs with regard to business outcomes of interest. These programs may include traditional wellness but could also incorporate additional Think Well tools such as Psychological Capital, Care for People, inclusive teams and leadership, social and cognitive neuroscience, and the roles those play in team performance, psychological safety, and many others. The HP&C journey is in its infancy, and it has three short-term objectives: (1) ensuring businesses across Shell know what HP&C is, (2) working with the business to show why HP&C is important, and (3) providing tools and support to the business on how to implement HP&C. The long-term goal is to embed HP&C into all Shell businesses so a culture of care is as much a part of company strategy as its culture of safety. See Figure 4 above for references.

Program Evaluation

Shell Health evaluates its programs using several different approaches:

1. Annual Wellness Programs: Demographics, HRA, BMI, knowledge, attitude and practice surveys (KAPs) are measured, and participation is a key variable of interest. As Shell expands into HP&C it will include business outcomes of interest for all annual programs,

including employee engagement, safety, productivity, and absenteeism.

2. Site CoH Scorecard: Measure physical activity, nutrition and supportive environmental factors at baseline and every 12 months to show pre- and post-intervention results.
3. Shell People Survey: The Shell People Survey (SPS) is administered annually to all employees globally and is composed of 12 indices, including engagement, loyalty, team leadership, and organizational leadership. Shell Health has partnered with a third-party vendor to assess the association between number of resilience modules completed and these indices. During the past 5 years, we have seen strong associations between resilience and increased engagement, thriving, and inclusion indices. In 2017, Shell created the Human Performance and Care indices using nine questions from the SPS and will use those to assess programs in the future.
4. Care for People Index: The CfP index was created using the 14 elements of CfP described above. Each question is scored on a scale from 1 to 5—including a summary question on care—and a composite score is generated. We use the employee engagement index as the primary outcome of the CfP program, and each of the global sites has consistently shown a strong positive association between CfP and engagement. In addition, analysts examine the relationship between CfP and project outcomes data, including safety, productivity, and efficiency. Improved safety performance and productivity have been observed. In one assessment, analysts compared sites with a CfP program to those without CfP, and significant differences were reported in safety, retention, and productivity.
5. Resilience Program: In addition to the SPS described above, the Dispositional Resilience Score 15 (DRS-15) is used to evaluate the change in resilience by teams. The DRS-15 is a validated tool that measures resilience and hardiness in terms of commitment, challenge, and control. The DRS-15 is typically administered before and after the Resilience Program, and results are shared with team leaders to show the change in resilience before and after the program.

Results consistently show an increase in resilience with increasing number of modules completed. Shell is expanding this work into the area of Psychological Capital, which is composed of hope, optimism, self-efficacy, and resilience, and the validated Psychological Capital Questionnaire (PCQ) is used to evaluate the changes in PsyCap over time.

Results

The health and well-being culture has slowly grown over time. The strategy for growth and development of many programs, such as the wearable weight management program, is to begin as a pilot program before being implemented at multiple sites. By running pilot programs, Shell is able to learn what works and what doesn't and fine tune programs, ultimately leading to increased participation, leadership buy in and positive outcomes.

In the HP&C work, the Resilience Program has resulted in significant increases in employee engagement, thriving, and inclusion. In each of the 5 years of assessment, inclusion was the most strongly correlated with resilience, suggesting that perhaps the simple act of bringing teams together to talk about personal and professional topics leads to stronger team cohesion. The CfP program has consistently shown that care improves engagement, safety, and productivity. As the HP&C journey continues, Shell is building a strong business case with quantitative data in terms of business outcomes and positive qualitative feedback from leaders and the workforce.

Synthesis and Summary

Building a healthy and caring culture is complex and requires vision, perseverance, and determination across leadership levels. While building the administrative infrastructure of wellness programs, the programs themselves, the delivery mechanisms, and the brand awareness among the employees, not everything will go perfectly. Patience is required when introducing new technologies, introducing the portal and its capabilities, as well as the wearable tech.

Adoption in all aspects of HP&C is uneven initially. New employees generally participate enthusiastically and

support the programs, and struggling teams are eager for support. Critical support is generated from the early adopters, who help build business cases in quantitative and qualitative terms. However, it can be difficult to reach everyone (geographically, technically, culturally). While Shell has succeeded in obtaining support from senior management and the workers in the field, it is often difficult to reach middle management. Shell Health has created specific solutions in partnership with the businesses across Shell, including introducing wellness coordinators at manufacturing sites and wellness advocates at all businesses, and creating multiple points of entry into wellness programs to increase participation and improve outcomes. Creating a culture of care cannot be the sole responsibility of any one department, and as the HP&C journey continues, sustaining initial successes will be a great challenge that will require strong relationships with partners such as HR, Health, Benefits and Real Estates Services.

The number of reasons people have for wanting to participate in these programs will vary as much as the number of people who take part. Some may have a family or friend who died of heart disease, while others need to be in shape for a specific event. Teams may be in distress and need support, while others are high performing and want to maintain their level of performance. Accommodating this level of variability is critical to creating the culture of health and care that can help improve the company's outcomes.

Contributors to this Case Study

This case study is a product of the HERO Culture of Health (CoH) Study Committee and its Values of Culture Work Group. The CoH Study Committee was created to establish a widely accepted definition of a healthy culture to build consensus and understanding of its value when supporting the health and well-being of a population. Case study interviews and development of this report was led by HERO staff and members of the CoH Study Committee. HERO would like to extend a special thank you to the Centers for Disease Control and Prevention, and Dr. Faiyaz Bhojani, Dr. Krystal Sexton, and Mark Poindexter with Shell Oil Company for additional support during the writing and editing process.

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The Health Enhancement Research Organization (HERO) is a national nonprofit dedicated to identifying and sharing best practices in the field of workplace health and well-being that improves the health and well-being of workers, their spouses, dependents and retirees. HERO was established over 20 years ago and is a member-driven organization in which learning opportunities and research are led by committees. HERO's work focuses on sharing best practices, advocating for improvements in the field, and providing practical solutions for employers who share HERO's commitment to health and well-being for employees, families, and communities.