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**Active
Businesses**

RECOMMENDATIONS AND PRACTICAL GUIDANCE FOR PROMOTION OF HEALTH AND PHYSICAL ACTIVITIES IN WORKING ENVIRONMENT



Acknowledgements

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Instytut
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Table of contents

1. Introduction to the project

- 1.1. Project description
- 1.2. Objectives
- 1.3. Approach
- 1.4. Research
- 1.5. Consortium
- 1.6. Results

2. European policy level - An European perspective on health and physical activity

- 2.1 Current statistic in the UE

3. Arguments for workplace health promotion

- 3.1. Corporate Social Responsibility and Employees' physical activity
- 3.2. The benefits of promoting health and well-being at the workplace
 - 3.2.1. Economic aspects
 - 3.3.2. Health aspects
 - 3.4.3. Social aspects

4. The elements for creating health and physical activity programs at the workplace WHPP

- 4.1. Getting started - Involvement
 - 4.1.1. Introducing concept
 - 4.1.2. Management support
 - 4.1.3. Employees support
 - 4.1.4. Establishing Inner Network
 - 4.1.5 Barriers to increasing the physical activity
- 4.2. Analyses & Needs - Identifying possibilities
 - 4.2.1. Identifying the situation
 - 4.2.2. Identifying needs and possibilities
- 4.3. Planning - Planning program and strategies
 - 4.3.1. Identifying program activities
 - 4.3.2. Individual needs consideration
 - 4.3.3. Motivation tools
 - 4.3.4. Monitoring tools

4.4. Implementation - Management

4.4.1. Promoting program - Sample strategies & solutions Campaigns and Information

4.4.2. Managing program

5. Monitoring and evaluation of the whole program

4.5.1. Monitoring

4.5.2. Evaluation

6. ACTIVE BUSINESSES PHYSICAL ACTIVITY PROGRAMME -Combined Summary Report

7. Recommendations

Annex 1: Worksite exercises

Annex 2: Best practices from European Companies and Organizations

Annex 3: Sample Survey for the employees

8. Bibliography



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INTRODUCTION

Health promotion at the workplace is not just about education. It's about implementing policies and systems that will create supportive environments, good social conditions, and organisational resilience. Workplace health programs can range from the simple activities with small costs to a comprehensive program for large numbers of employees. No matter what is the size of your organisation and how many employees you hire - you can implement healthy programs into your organisation.

We believe that this Guide provides you information to build strong policies which support your employees and their effectiveness. You can use our Guidelines and adapt it to the individual needs of your organisation/company. All recommendations aim to help you create an effective health and well-being program.

WHY?

The population in Europe are becoming increasingly sedentary in their behaviour. There is an evidence base that workplace physical activity policies and programs have positively impact on employees more generally.

Health and well-being programs which are implemented at the workplace may have an impact on:

- *increasing employees engagement and team cohesiveness
- *reducing absenteeism,
- *increasing productivity,
- *improving corporate image,
- *improving employees' creativity
- *motivating employee to change their bad habits
- *involving their families in the healthy lifestyle

INTRODUCTION TO THE PROJECT

PROJECT DESCRIPTION

The project aims to create a comprehensive based approach to tackle the issue of health and physical activity (PAHP), using the worksite as the most promising venue of delivery. ACTIVE BUSINESSES will become a comprehensive program of activities to be easily applied within different working environments in order to improve the health and physical conditions of workers, employees, entrepreneurs and managers.



A QUICK LOOK AT THE OBJECTIVES

- To identify the current situation in relation to the health promoting programs based on physical activities and healthy lifestyle in businesses in different EU countries
- To identify needs and possibilities of businesses to implement health promoting programs based on physical activity and healthy lifestyle into corporate management
- To identify the differences (habits, styles and needs) of different working environments and solutions for solving the problems in the partners' countries
- To identify country-specific experiences on the development of practical tools, instruments and approaches
- To acquire new findings and knowledge based on the implementation of program in practice
- To create a flexible model of health promotion programs based on physical activity and healthy lifestyles, suitable for different needs of businesses in different EU countries
- To acquire new knowledge and solutions to successfully solve given issues in different environment
- Production of a survey-based report on activities related to promoting PAHP

THE RESEARCH

The primary aim of this research was to identify the current situation, main needs and gaps in the field of psychical activity at the workplace and identify which types of workplace physical activity interventions are effective for different workforce sectors and types of workplace. The research is mainly focused on five European countries which countries that have a high rate of physical inactivity and agreed to cooperate together to implement the best practices into businesses in your own countries. The aim is also to spread the information about the possibilities of implementation the physical activity at the workplace in every European country. The report was addressed to businesses in general, both managers and employees responsible for implementing sport programs at the workplace and all employees. The questionnaire was distributed by employees and employers working on different sectors.

CONCLUSIONS

The main conclusion was that the promotion of health and physical activities was still omitted in some companies. The huge number of possible solutions were not achievable for many employees. The managers and owners chosen the solutions defined as a minimum level of support without engagement additional cost of effort. Less than 40% of companies had a formal policy regarding health and physical activities promotion in the company. The extra positions of manager or coordinator devoted only to health and physical activity were almost not existing. Employees' level of satisfaction with companies' support in promoting physical activity was generally very low, as well we had to notice that the level of employees' participation in offered internal and external events was not very high also. Most of the respondents were convinced that the highest influence the physical activity had on employees mood as well as productivity and effectiveness at work.



<https://activebusinesses.eu/the-research/>



Consortium



**PAPA
APGA**



APGA is a non-governmental and non-profit organization whose main interest is research, development and applicative activities in the field of health promotion and physical activity and their effects on individual and society. APGA's philosophy is that physical activity, especially sports and recreation, is a tool that enables connecting of different stakeholders of the society and contributes to solving contemporary social problems. Greater social responsibility and the humanization of relations between employers and employees is one of the key factors for the sustainable growth, development and competitiveness of the economy in the future. Concern for health, well-being and social inclusion is one of the most important building blocks of this shared future that can be efficiently solved with the tools of physical activity. APGA will seek to achieve its aims by

- research, exploring the impact of physical activity, sports and recreation on the challenges of modern society
- activities, promotion of physical activity, sports and recreation as one of the more effective tools for solving problems of modern society in the field of health, work efficiency, active aging, social inclusion
- integrating business as one of the key environments of delivery
- education
- Policy making APGA is/was participating in several project on different issues such as integration of disadvantaged persons, education, knowledge transfer, physical activity, sport and recreation, gender equality and others.



Association Institute of New Technologies (INT) since 2004 has been working for the education, entrepreneurship, promotion of sport and active style of life, active participation, research and innovative solutions and undertakings in diverse areas. INT completed dozens of projects of regional, national and international level. We co-operate with companies from central Poland region and a part of INT is A Foreign Investors Club. Among the key actions INT there are: events for the business, youth and adults, researches, numerous conferences, over 350 trainings, workshops, etc. INT leads “NGO Support Centre” in the region and works with more than 100 NGOs. INT employs over 10 persons who have university degrees and PH.D., have experience in project implementation, conducting and organization of trainings, workshops and events. INT co-operates with more than 20 experienced trainers of diverse areas and mixed age. We put a stress on quality – we implemented the training and monitoring of effectiveness standards which allow us to offer high quality educational and sport events and services. Our members and employees are active in sport: they run marathons, they are fitness coaches, certified divers and sport event organizers. We organized: sport for seniors workshops and practical courses, programme – Healthy life – active day, European sport day for children and teenagers, project Active through sport (for youth and children), walking games for business people and their families. We have experience with co-operation with companies, employees, working with young persons of diverse background and material status. We know their needs, problems, preferences and limitations. We co-operate with a substantial number of persons who are involved in business, education, sport, media. We have good experience in dissemination and promotion. We co-operate with diverse numerous companies, organize workshops, meetings for managers, exchange ideas and implement common actions. All business persons underline the importance of healthy life style of companies’ staff. We want to promote sport and active life, introduce such actions to the regular working system and working habits. It is especially important for INT as we implemented CSR system in our own organization, we work on it and promote such behaviors. CSR is strictly connected with employee’s welfare and their health and access to exercise and have active and healthy life.



CESIE is a non-profit, apolitical, and non-governmental organisation based in Palermo (Italy), established in 2001. CESIE is committed to promote the cultural, social, educational and economic development at local, national, European and international levels. CESIE contributes to growth and development through the active participation of people, civil society and institutions, always valuing diversity. Inspired by the work of Danilo Dolci, we focus our work on the research of social needs and challenges and the use of innovative learning approaches. In this way, CESIE actively connects research with action through the use of formal and non-formal learning methodologies. The organisational structure is divided into 6 thematic units working in cooperation and managing activities in their specific fields: Higher Education and Research; Rights and Justice; Adult, Migration; School; Youth. The units are supported by 3 geographical departments (Local, European and International) and 4 transversal offices (Visibility and Communication, Networking, HRs, Financial). Moreover, CESIE benefits from a broad network of partners with more than 3000 civil society organisations, universities, schools, research centres, public authorities and private entities, youth centres, companies and entrepreneurs in the world. CESIE staff is composed of 60 people with a wide range of qualifications, skills and professional profiles, united by a deep sharing of ideals that lead our activities. The team has an international character being composed not only by Italians, but also by people from the UK, Germany, France, Spain, Serbia, Lithuania, etc. Equally is important contribution from around 100 interns and volunteers engaged in internships at our organization per year. Over time CESIE has developed a wide experience in projects and initiatives addressing sports, healthy lifestyles and physical activity.



Lykia Scouting and Outdoor Sports Club Association (LIDOSK) was founded in 2010 in Antalya as a youth NGO that promotes intercultural learning, human rights, understanding, active citizenship, volunteering, sports for a healthy lifestyle and environmental protection. LIDOSK aims to develop and support youth cooperation in Europe. We encourage young people, especially with fewer opportunities, disabilities and refugees to actively participate in public life, take initiative, develop entrepreneurial spirit and creativity. We aim to fight against all forms of discrimination, support cultural diversity, social cohesion, sustainable development and foster youth mobility across Europe. LIDOSK is accredited as a sending, hosting as well as a coordinating organization. Since 2016 we sent more than 150 young volunteers abroad and between 2013 and 2019 we offered to more than 500 youngsters the opportunity to develop themselves through various Erasmus+ projects such as training courses and youth exchanges.

OUR FIELD OF WORKS

- INTERNATIONAL PROJECTS / ERASMUS+ : KA1, KA2, KA3 ERASMUS+ SPORTS, ESC (EVS), ERASMUS FOR YOUNG ENTREPRENEURS, ERASMUS INTERNSHIP



Europa Sport Academy, part of the Europa Training UK group of companies, is non-profit, non-government and independent sport academy founded in 2011. The main fields of operation are research, development and implementation of unique sport activities and programmes for a wide range of target groups at all level of abilities.

Europa Sport Academy work focuses on the promotion of education, cultural, scientific and economic development, promotion of new technologies, innovative solutions for the activation of diverse groups at local, national and international levels through the employment of innovative supporting tools and methodologies focusing on EU agenda and priorities.

Our main interest comprises an area of physical activity involving all target groups, increasing opportunities and competences of participants in entrepreneurship, sport, education, equal opportunities and ultimately employment opportunities.

Our areas of specific expertise:

- to promote physical and healthy lifestyle habits;
- to strengthen sustainable development and solidarity through sport training and education;
- to develop networks and links at local, national and international levels;
- to sustain national and international cooperation
- to enhance the role and engagement of businesses on health and physical issues;
- to foster progress and innovation in sport;
- to promote cultural diversity, social cohesion;
- to empower combating all forms of discrimination;
- to sustain professional development for sport managers, trainers and coaches;
- to promote dual careers in sport for people at all ages.

Results

1

Implementing physical activity and health promotion

measures within specific settings e.g., businesses and for specific target groups like overweight individuals, employees with lower education, economically weaker.

2

Increased proportion of employees

who are physically active and eating healthy.

3

Minimization of differences

between groups of users, namely socially underprivileged employees

4

Developing and implementing measures for individual physical activity and health promotion programmes for specific people who are prone to ascertain diseases and health risks e.g., back pain, osteoporosis, stress, etc.

5

Sustainable implementation of health promotion

and physical activities programs in companies included in project.

6

Increased social responsibility

and responsibility of an individual toward the health, healthy lifestyle and physical activity on long term.



A EUROPEAN PERSPECTIVE ON HEALTH AND PHYSICAL ACTIVITY

The World Health Organisation (WHO) recommends that adults should undertake at least 150 minutes of moderate-intensity aerobic physical activity or 75 minutes of vigorous-intensity aerobic physical activity each week. Activity can take place in various way, during commuting, leisure activities, at school, at the workplace and at home. Maintaining sufficient levels of physical activity is becoming more and more difficult, because the environments have become more sedentary than active.

Europeans live longer, but since 2011, the growth rate of life expectancy has slowed down considerably. Despite the development of medicine, over 1.2 million people die prematurely in the EU every year. The European Commission and the Organisation for Economic Co-operation and Development (OECD) in the report "Health and healthcare outlined: Europe 2018" draws attention to the risk behaviour of both adolescents and adults such as excessive alcohol consumption, smoking, poor diet and lack of physical activity. 790 thousand deaths during the year in Europe are caused by these factors. Obesity is also a serious problem, affecting every sixth EU resident.

Mental illnesses, addictions and obesity are recognised as the civilisation diseases. The civilisation diseases include hypertension, atherosclerosis, depression, asthma, COPD, diabetes, and cancer. They cause 80% of deaths in Europe. We need more protection and prevention. More than 1.2 million people die prematurely every year in European countries – this could be avoided through better disease prevention policies and more effective health care interventions. The priorities of the European Union's policy on employment and social affairs as well as the objectives of the European Commission's strategy for health and safety at work are aimed at encouraging employees to change their lifestyles and employers to improve their occupational hygiene, including the conduct and consolidation of pro-health behaviors in workplace in the field of physical activity.



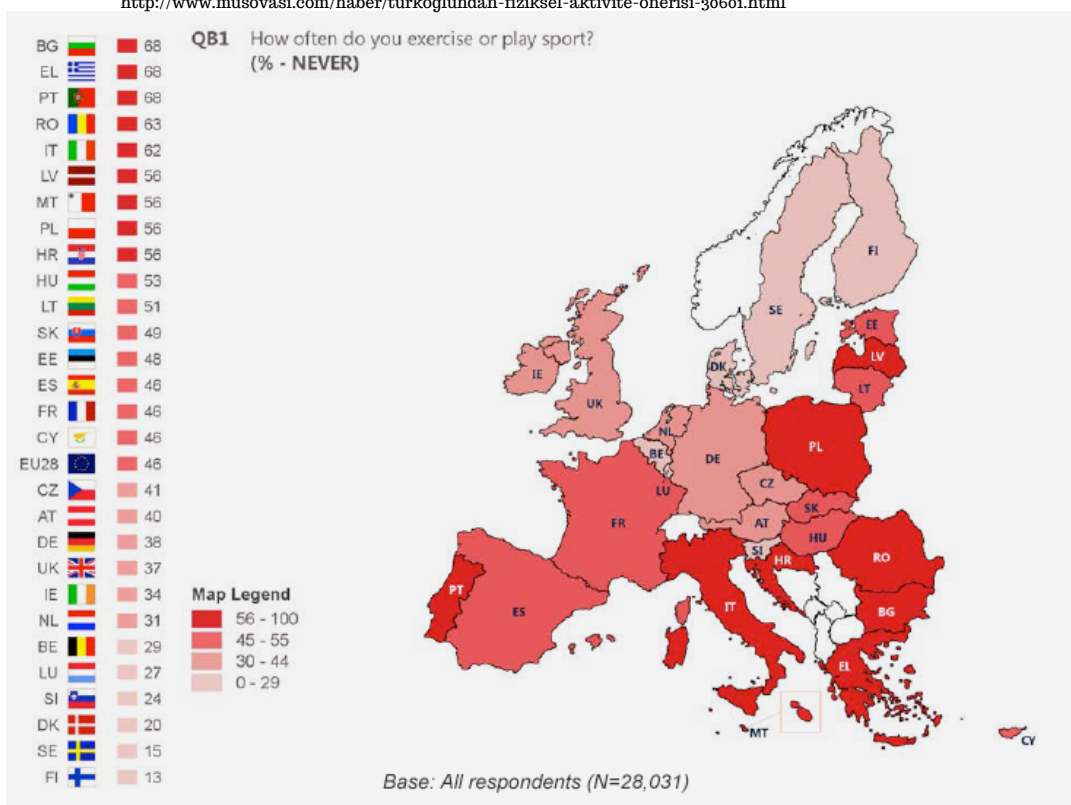
CURRENT STATISTIC DATA

The proportion of Europeans that has never been physically active continues to increase. Almost half of European (46%) said that they never worked out or play any sport. Only 40% of them exercise or play sport with at least some regularity. 7% European residents exercise or play sport regularly. In total, there are 11 countries in which more than half of respondents never exercise or play sport.

Respondents in Bulgaria, Greece and Portugal (all 68%) are the most likely to never exercise or play sport, followed by respondents in Romania (63%) and Italy (62%). In the Nordic countries, only small proportions of respondents never exercise or play sport: Finland (13%), Sweden (15%) and Denmark (20%). Among over 15 years old in Turkey in 2014, according to the Turkey Statistical Institute made by Turkey's Health Research concluded that sits mostly of 38.5%, 53.3% had moderate doing jobs that require physical strength, doing jobs that require heavy work or physical strength of 8.2%; In 2016, 41.1% state that they mostly sit, 53.0% do jobs that require moderate physical strength, 5.9% do jobs that require hard work or physical strength.

Men are more likely than women to exercise or play sport: 44% of men do so with at least some regularity, compared with 36% of women; conversely, 40% of men never exercise or play sport, compared with 52% of women. People in some socio-professional categories are also more likely to exercise or play sport: 26% of managers never exercise or play sport, compared with 37% in other white-collar jobs, 36% of self-employed people and 49% of physical workers. A high proportion of housepersons (67%) never exercise or play sport. There are differences in relation to the respondent's financial position: the majority of those who have difficulties paying bills never exercise or play sport (66% of those who have difficulties most of the time, and 55% of those who have difficulties from time to time).

source: <https://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/survey/getsurveydetail/instruments/special/surveyky/2164>
<http://www.musovasi.com/haber/turkoglundan-fiziksel-aktivite-onerisi-30601.html>



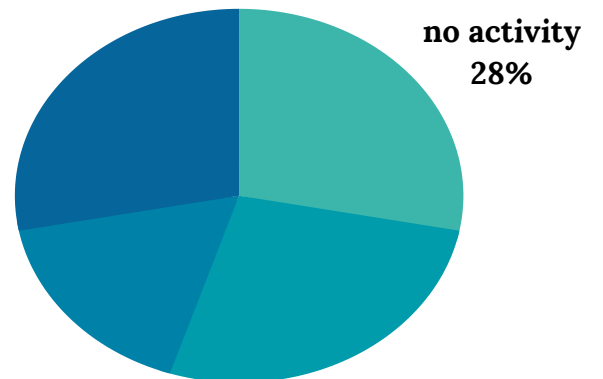
source: <https://ec.europa.eu/sport/news/2018/new-eurobarometer-sport-and-physical-activity-en>



EU ACTIVITY

Around 28 % of the European Union (EU) population aged 16 or over did not do any exercise outside working time in 2017. In a typical week, just (27 %) of the EU population exercised for up to 3 hours, 17 % for between 3 and 5 hours and 28 % for 5 hours or more.

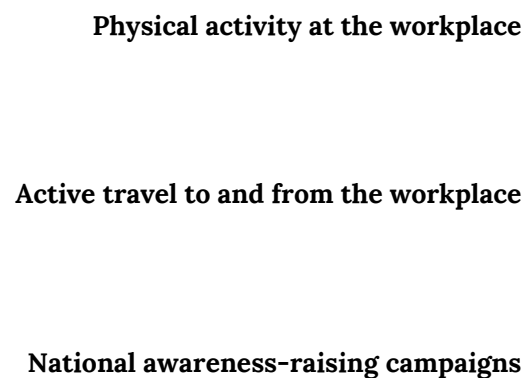
more than 5 hours
28%



3 - 5 hours
17%

less than 3 hours
27%

15 EU countries reported that they had a scheme to promote physical activity at the workplace and 19 reported schemes to encourage active travel to work. 23 countries (83%) reported an established national campaign to promote physical activity.



0% 25% 50% 75% 100%

ARGUMENTS FOR WORKPLACE HEALTH PROMOTION



“Businesses cannot be successful when the society around them fails.” ~ Samuel A. DiPiazza Jr

CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEES' PHYSICAL ACTIVITY

One of the elements of socially responsible business is caring for the well-being of employees and good relations within the company. Any pro-social and pro-ecological activities carried out by the company will not be credible if employees complain about disrespect, ethics and care for the employee in maintaining the board. They will not want to be engaged in some activities that affect the strengthening of the company on the market, or actions that improve its image in society. Without a responsible approach to the issue of employee relations, we cannot speak about corporate social responsibility. Without taking appropriate measures in this area, one cannot go further in implementing CSR.

A well-planned CSR action is not only an action organized for other people but also a great opportunity for the company to build the image of a socially responsible entity, both among employees, as well as clients and investors. Activities in the field of corporate social responsibility can be implemented, among others in the field of honest operational practices, human rights or physical activity of employees. Motivating employees for this type of action is often a difficult task. It often requires from them to be involved after working hours. CSR activities should also be consistent with the company's mission, employees' needs, and organisational culture so that they are reliable for the employees involved.

One of a tool for building corporate social responsibility within an organisation is to encourage the employees to undertake physical activity by creating space for them, such as an exercise room at work, time - rational delegation of tasks, rewarding, financing or co-financing to enter facilities and activities. So how to effectively engage employees and how to include physical activity to build your CSR action? The action can be constructed so that employees can get involved in the CSR campaign as part of their daily training or recreationally practised sport, not obligatory overtime. The commencement of CSR action, in which you intend to involve your employees, should be accompanied by both internal and external promotion. Send mailings, post promotion posters, organise a meeting - just build the presence of shares in the employees' awareness. Even if they do not ultimately become part of it, there is a good chance that they will pass information outside the company, and whisper marketing still works!

Physical activity of employees brings benefits to both themselves and the company. It allows you to maintain health and fitness, which reduces absenteeism at work. The common practice of sport positively affects building relations between employees, which influence on the atmosphere at work and team involvement. To offset the negative effects, companies are looking for ways to relieve tension, precisely through sport. Many companies support the physical activity of their employees and the community in which they operate by organising sports rivalry or encouraging their employees to participate in competitions such as marathons.

Some companies combine physical activity and charity activities, for example, they encourage employees to participate in charitable runs or marathons, zumba sessions, during which funds for social purposes are collected or motivate employees to be active through special programs, for example, for each kilometre they pay, they pay the amount for a charity goal. Companies appreciate the physical activity of their employees because they see that its effect is the team's integration and the promotion of the brand outside. The form of the prize can be an article devoted to "company athletes" in the company's newspaper, funding for sports equipment, refund of the entry fee or other benefits. The benefit for companies resulting from supporting the physical activity of employees is to increase their attractiveness as an employer. During sports competition organized in the city space, you can see satisfied, energetic people reaching their goals in T-shirts bearing the employer's logo. At observers, this leaves good associations with the brand. It is also the company's contribution to strengthening the trust of customers and contractors. Different companies cooperate in organising large sport events,

which helps in later business relations. According to the European Agency for Safety and Health at Work, the promotion of health in the workplace is a collective effort of employers, employees and the society striving to improve the health and well-being of employees. There are a lot of benefits for the employer to undertake programs promoting physical activity in the workplace, such as:

- improvement of the company's image: the employer sends a signal that they care for the employees, and the company has good economic status and is managed in a modern way;
- personal staff development: acquisition of new skills, the increase of self-esteem, improvement of competences and involvement;
- capital savings: limiting the costs of sickness absence, accidents, occupational risk, insurance;
- improvement of relations within the company: the increase in the level of morality and employee loyalty;
- increasing the level of employee professional satisfaction.

The image of a company that favors sports activity attracts young and ambitious employees. The card allowing discounts to sports clubs is the basis of the social package in many corporations. Having such a card helps in achieving goals related to improving the condition, and achieving goals in one area of life translates into setting and achieving goals in other areas.

Physical activity allows you to relax mentally, making it easier for the next 8 hours to focus on professional tasks. This is especially important in office work. The opportunity to participate in the competition together with colleagues from work gives a sense of belonging and protection.

The teams from different companies compete in the competition, and the rules of the sport of fair play are transferred to the office and everyday relations. The benefits of supporting physical activity in employees seem obvious. Unfortunately, only a small part of companies engage in this type of activity. This may be due to lack of funds for these purposes, lack of idea or short-sightedness of people responsible for employee affairs in the company. However, fashion for a healthy lifestyle is increasingly widespread in society. We can, therefore, expect that in a short time sport will be the flagship slogan of most small, medium and large companies.



THE BENEFITS OF PROMOTING HEALTH AND WELL-BEING IN THE WORKPLACE



Health aspects

1

+++++

decreased stress and other mind-related illness

2

+++++

reduced long-term health problems

3

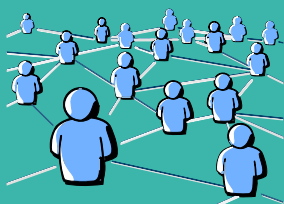
+++++

improved mental alertness, concentration and energy levels

4

+++++

reduced risk of accidents and health-related cases



Social aspects

5

+++++

improved relations

6

+++++

embrace their social responsibilities of staff

7

+++++

creating a workplace culture where people can enjoy work-life balance and job satisfaction



Business aspects

- 8 ++++++
improved corporate image internally and externally
- 9 ++++++
reduced sick leave and absenteeism at work
- 10 ++++++
increased ability to attract and retain new employees
- 11 ++++++
increased productivity and creativity
- 12 ++++++
improving profitability or business performance
- 13 ++++++
reduced staff turnover
- 14 ++++++
better staff decision making

“PEOPLE ARE MOTIVATED TO BE ACTIVE FOR DIFFERENT REASONS,” ~ DR. NELSON

THE ELEMENTS FOR CREATING HEALTH AND PHYSICAL ACTIVITY PROGRAMS AT THE WORKPLACE

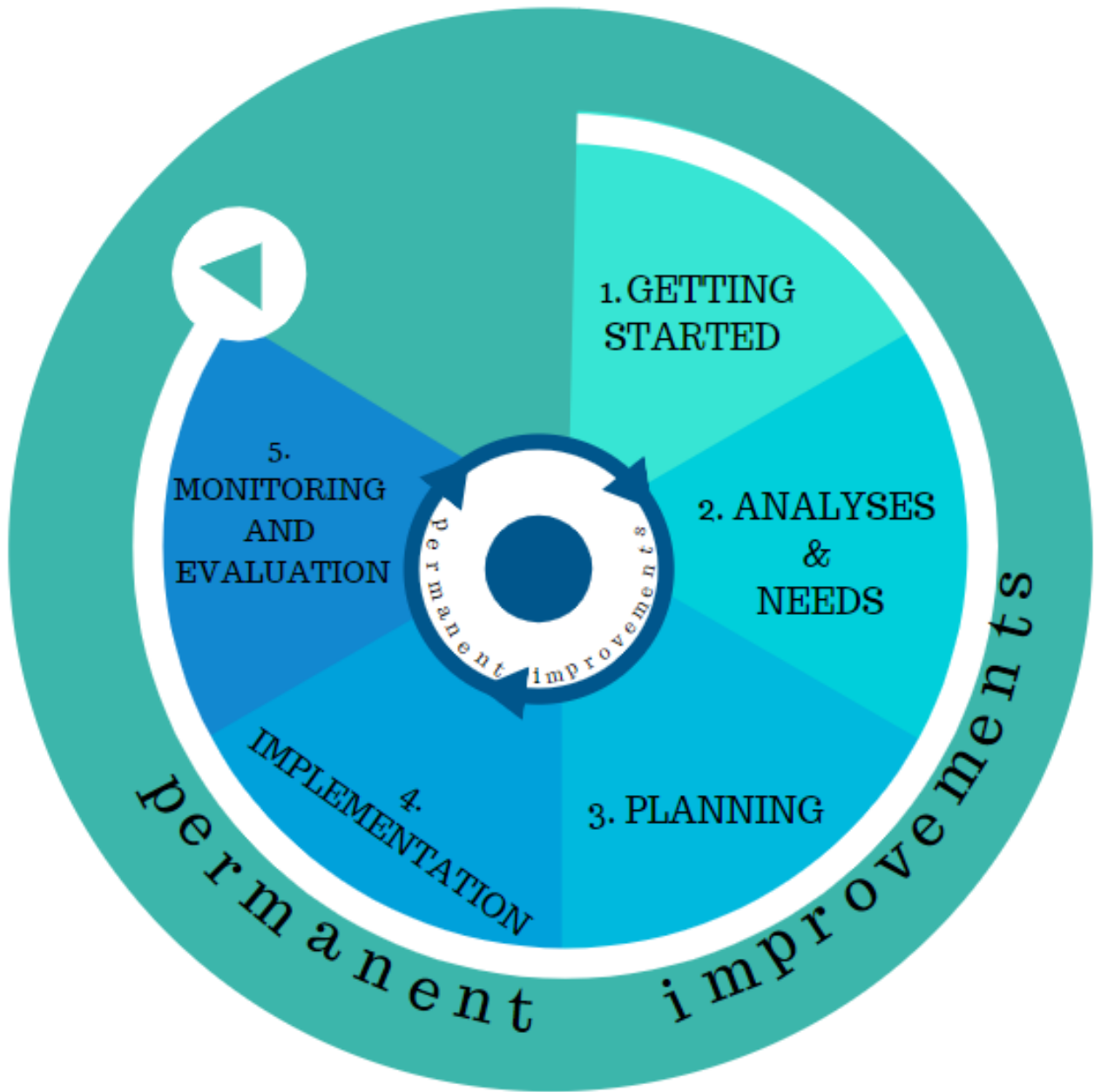
There are many ways to prepare a health program at the workplace, but we want to point out some of the best elements which let you implement your own successful program. The elements must fit together to build a strong, simple process. At the same time the program with its core elements should be flexible to review and improve it according to still changing company environments. The scale of the program depends on our resources and willingness to provide good conditions for employees at the workplace. The truth is that you can implement a successful health & physical activity program, whether your workplace is large or small. The most crucial is that the program must be best suited to your workplace and stakeholders' needs.

"Health and well-being is a state of complete physical, mental and social well-being – and not merely the absence of disease or infirmity.

- World Health Organization, 1946



5 steps of health promotion



STEP 1. GETTING STARTED – INVOLVEMENT

INTRODUCING CONCEPT

Getting started is a crucial part of implementing any programs or project. At this stage the idea can be approved or you can fail as soon as you start. Good communication is a key factor in project success. It can only be achieved through good and early planning. It is important to determine which groups and people must be informed about the project. A clear communication plan, which includes preliminary materials, presentations, communication channels and schedule, will save time and resources in the first preparatory stage. Communication needs to be effective. There are components that will determine the communication flow:

- size of the organisation
- available technology
- available resources

You can provide information about the event via written communication, e.g. in the form of letters, notes, reports or posters. Verbal communication may be more appropriate for smaller organisations. It is important to answer the question of who is to benefit from this change. The lack of real benefits for a given group will result in the group's lack of involvement in the process.

The concept should specify whether the company envisages the implementation of individual actions regarding health and physical activities or a continuous comprehensive strategy taking into account various activities.

EMPLOYEES SUPPORT

It is very important for employees to be involved in discussion among others what their expectations are, what ideas they have, how they would like to be involved etc. Thanks to teamwork you can generate more ideas. A participatory approach will help the initiative or program reach more recipients. At this stage, you need to demonstrate the most benefits for those involved and why the program is valuable. It is crucial to undertake such action which will be supported by your employees. This way you will save money and do not waste time.

It is worth collecting initial ideas of employees before we move on to formal examination of employees' needs. Thanks to this, the preparation of the needs analysis will be simpler and the questionnaire more in-depth. High employee involvement will allow you to give a better direction to the idea being prepared and get a better final result.



MANAGEMENT SUPPORT



LEADERSHIP

Every initiative actively supported by upper management contributes to a positive culture throughout the organisation. If managers are opened for new programs, it is more likely, you'll involve more staff in your idea. Committing some time to getting started can be your first step to create a health program in the workplace.

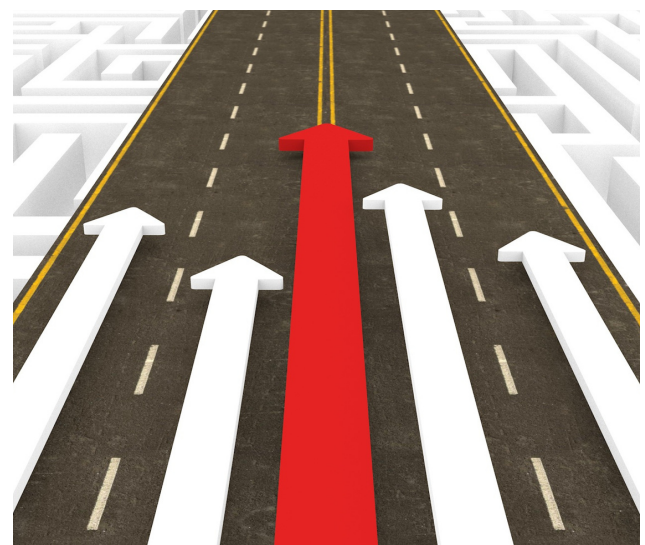
The justification for each initiative should show the benefits to the company and its employees. This can relate to improving employee efficiency and also affect their healthy lifestyle. A well-run program will achieve goals that are both important for the employer and employees.

You might also consider creating a health and well-being policy containing:

- A declaration of organisation's commitment to health and physical activity program
- Defined program goals that are realistic and able to evaluate.
- Responsibilities for key teams, such as management, organizing committee, workers and external stakeholders (families).

Identifying the key leader is important for creating health and well-being program. This person becomes the leader, sparking the enthusiasm, the energy to encourage employees and other within the workplace. Without the spark it is not easy to establish a strong commitment between management and staff - and without commitment, there is little value in progressing.

Offering active leadership is a crucial element to building a culture of health. It is important that leaders from all levels of the company offer support. Employees need to see leaders participate in programs and, through modeling, be active supporters of the program. They also motivate employees to work out regularly.



IF YOU ARE A TEAM LEADER OR MANAGER:

- check if the people you manage are aware of services and interventions related to physical activity in the company and outside.
- you should promote team internal initiatives that will affect a healthy lifestyle.
- you are responsible for creating a culture in which all employees understand the benefits of introducing health and physical activity programs.
- consider working with local companies to promote active jobs
- be a model for your subordinates - do sports.

IF YOU ARE SENIOR OR STRATEGIC LEADER:

- consider the needs of the local market in terms of activity try to create a organization change towards more active employees
- look at the education and training needs of employees
- encourage high-level management to act as role models of physical activity



An organization's commitment to employee health as a corporate goal is one of the most cost-effective changes in implementation. When leaders regularly promote such activities over time, it becomes part of the corporate identity. The implementation of a physical activity policy in the workplace emphasizes the value of this lifestyle for the corporate mission. Formalizing policies also puts emphasis on management support. In some ways it is a business initiative. Adopting a new habit of physical activity is hard work - but management support can make it more practical.

DEVELOP PARTNERSHIPS AND SOCIAL SUPPORT

Taking advantage of community resources and partnerships can be also key to success. Employees live in their communities, not their organizations, and businesses have an opportunity to leverage their relationships with community leaders to maximize messaging and social support for healthy lifestyles in their area. Partnerships can be especially beneficial for small businesses that lack the resources to build their own gyms or walking trails. Cooperation with community groups can help improve neighborhood walk ability, encourage active transportation, and reinforce health messages by engaging children and families through school programs. Businesses can work with local governments to increase the opportunity for physical activity around the business. they can ensure the continuity and connectivity of sidewalks, improve the safety of the surrounding area, and encourage the development of green spaces or other attractive destinations within walking distance of the workplace.

ESTABLISHING AN INNER NETWORK

Employers should also take advantage of opportunities to build and strengthen support networks. Social support programs help employees build, strengthen, and maintain health-based social networks. Examples of support programs include walking clubs, social contracts about physical activity, and group exercise activities in the workplace. These programs help individuals adhere to daily physical activity goals and provide friendship and support. Workplace support networks lead to increases in time spent being physically active, increases in participants' fitness and knowledge levels, and decreases in body fat.



BARRIERS TO INCREASING PHYSICAL ACTIVITY

PERSONAL

Many people experience internal individual barriers related to performing exercises. These may be psychosocial barriers related to motivation; physical related to health status, disability; cultural with the perception of exercise as inappropriate.

EXTERNAL & ORGANIZATIONAL

Related to the environment in which we live: family and problems associated with it, adverse conditions and working environment,

ENVIRONMENTAL BARRIERS

it may be related to a difficult climate, lack of infrastructure (no bicycle paths, sports centers, lighting, dangerous surroundings etc.)

ORGANIZATIONAL BARRIERS

In this type of barriers, difficulties often arise with the continuous provision of e.g. a fitness card due to the company's finances or matching work time to exercises if they are to take place outside the office.

STEP 2. ANALYSES & NEEDS - IDENTIFYING POSSIBILITIES

IDENTIFYING THE SITUATION

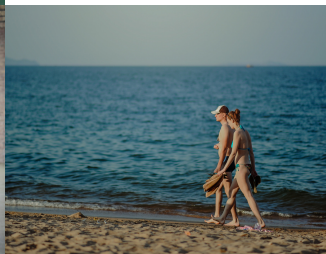
Before creating your own program strategy, look for initiatives and good practices that relate to health and physical activity. These may be activities of local, domestic and foreign companies. The form of the health program may vary. It is best if you combine healthy eating and physical activity as well as prevention. Consolidation of ideas is a great way to build a strong program in which everyone will find something for themselves. It is worth conducting an audit of the workplace and identifying things that can be changed to make it easier to introduce healthy habits and promote a healthy lifestyle. Think about how office equipment, spaces, policies and work culture can help to create a program. A way to boost engagement may include using technology, or apps.

STAFF ISSUE

Your program will be successful if it meets the requirements of the main recipients - employees. In smaller companies you can ask employees about their expectations. Employees can have a wide range of ideas. You may also consider creating focus groups or anonymous paper or electronic questions. In larger companies, a more formal needs assessment may be needed - min. questionnaire. You can include questions about the lifestyle they lead (information about their consumption of fruit and vegetables at the current time and the proper level of physical activity at home), and information about what activities in the company would have a positive impact on their health. Rather, try to avoid questions about personal and sensitive information in the survey.



"make the program relevant for your staff"



IDENTIFYING POSSIBILITIES



01

CONSULTATION

It is worth knowing the preferences of your employees - whether they are interested in physical activity at all. Perhaps not because they are active enough outside the work environment. This step should illustrate the questions "what do employees want?" It is important that employees are realistic in their ideas and suggestions. The group preparing the implementation of the program or strategy must specify the time for consulting employees and the method. Collection of information can be done over coffee or carried out via a formal questionnaire sent by email to all employees.



02

RESEARCH

After determining the level of interest among program recipients, the committee must decide what actions can realistically be implemented in the work environment. Ask yourself "what is possible to implement with specific resources and costs?" Remember that employees, rarely generating needs and ideas, take into account the conditions of the organization's environment.

»Does the organization have any equipment that can be used in the context of the program.

»What housing options does the organization have (internal and external)

»Are the proposed actions safe for employees? Will you need to take out additional insurance?

»What individual predispositions (diseases, health contraindications) have each employee that does not allow him to use the data of the program activity.



03

SELECTION OF THE MOST SUITABLE IDEAS

When selecting ideas for programs, it is important that they encourage maximum participation. Sport can be an easy way for team interaction, social and overcoming internal employee misunderstandings. Options can range from team sports such as football, volleyball, basketball to individual sports such as swimming and walking. All of these can be organized in a tournament / league style between departments. It is worth supplementing the program with individual and / or group competitions. This will help ensure the involvement of all employees. When choosing activities, remember that certain sports are not suitable for everyone. Think of aerobics / yoga / pilates as an alternative. Try not to exclude those who are interested in light sport, e.g. creating walking or cycling groups.

It is important to ensure that the programs implemented meet the requirements and needs of employees regarding their physical health and general well-being. The program should be flexible and allow employees and managers to constantly make improvements to the program through regular feedback so that it ensures the highest level and satisfaction for beneficiaries.



04

IDENTIFYING RESOURCES

After determining our common assumptions and the needs of recipients, it is worth determining what resources will be necessary for their implementation:

Space:

- Space suitability
- Safety considerations

Lead time:

- What is the right time to complete the action? (Lunch/ before work / after work/weekend)
- Is there enough time for lunch, etc.

Material resources:

- What equipment is required?
- What other costs are involved and how will they be covered?
- Who is needed to carry out the activity

STEP 3. PLANNING PROGRAM AND STRATEGIES

PLAN & STRATEGY

Planning is an extremely important step in the preparation of the concrete health and well-being program in the workplace. At this stage, you will explain the program, its goal and what kind of strategies will be adopted. The plan does not have to be formal, but it should contain elements appropriate for the entire organization. When choosing a strategy, remember that the most important thing is its simplicity - pay attention to the needs of the organization, employee interests and the resources needed. Activities should meet the needs of individuals. If your company employs people aged 50+ or with certain disabilities/diseases try to avoid some difficult exercises, consider low-impact activities such as yoga, walking. This way you will not exclude these people from the program, and thus it will be attractive to everyone. Remember to consider health and safety issues. The program should be adapted to the work mode - many people walk a lot while working, others lead an 8-hour sedentary lifestyle.

A simple program may consist of low-budget strategies that will help solve problems identified in the workplace. Combining the needs of the "employee" and "workplace" will be the best solution for the company. Strategies can strive to increase knowledge and awareness of a healthy lifestyle. On the other hand, understanding the needs of the workplace promotes strategies to increase employee efficiency that develops the company on the market.



IDENTIFYING PROGRAM ACTIVITIES

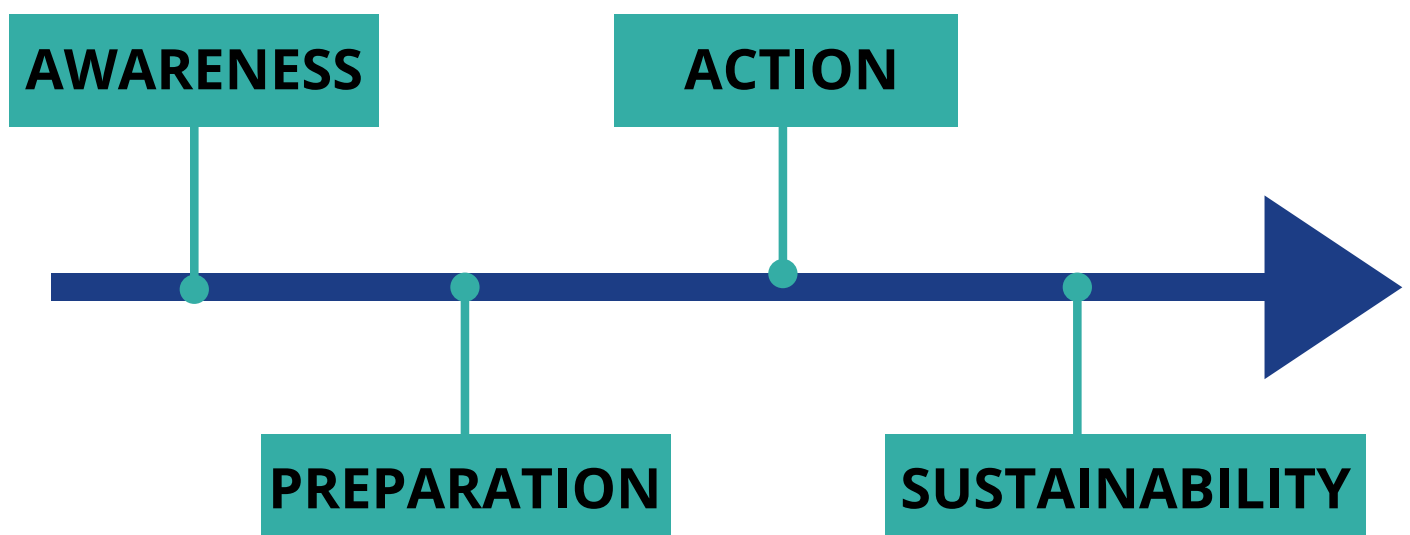
There are many ideas for physical activities at work and outside. Sometimes employees are individualists, sometimes they suggest, for example, conducting group games, e.g. volleyball.

When preparing an activity plan that you are able to implement within specific resources, consider both quantitative factors (how many employees would like to participate in this type of health activities), on the other hand, think about the qualitative factors of this activity (how it will affect employees, the company, motivation, people's efficiency will increase, not increase, etc.). Programs and policies should be thought more globally, while not forgetting the interesting ideas and needs of direct stakeholders.

INDIVIDUAL NEEDS CONSIDERATION

The individual needs of your employees may differ significantly. Some of the answers in the research may indicate that employees would like to emphasize preventive care for others, and participation in sports activities. At a time when the company is not able to meet all the needs, it is worth considering what activities would be general enough to allow more people to be involved.

Considering the needs and wishes of your employees, you should also be financially able to implement them. Undoubtedly, it is worth considering such initiatives that combine social activity, integrate the team and sometimes even support change in the local environment. The greater the motivating factors, the greater the chance to maintain intervention in the future.



MOTIVATION TOOLS

One of the employer's problems is maintaining the motivation of people using the health program in the company. The organisation plays a role in education and providing employees with the opportunity to choose a more active lifestyle. Continuous motivation is essential, however. An organisation can offer a lot motivational activities:

- incentives,
- rewards for groups that achieve the best indicators in the whole programme,
- special rewards for taking part in specific events, etc.

The self-motivation of employees and the ways and tools that the program manager will use to maintain the strategy at the appropriate level are important here. It is easier to stay motivated if they see tangible benefits. Encourage your employees to keep private training logs. In such a diary, they should pay attention to the well-being and visual aspects of healthy eating and exercising. Taking the time to recognise these small improvements in your daily quality of life can increase your motivation to exercise. It is worth celebrating achievements - e.g. by funding anti-stress activities, including massage, a walk in the bosom of nature etc.

Department managers who work directly with their small team play a major role in the motivation process. Motivation can be more effective in small groups. Managers can set an example in their working groups, take on challenges with other departments.



PHYSICAL ACTIVITIES STRATEGIES

EXAMPLES



Encourage staff to commute to and from work (provide information about walking and cycling path).



Offer secure bicycle storage and showers for employees who actively commute.



Establish lunchtime activities such walking or stretching



Encourage staff to do simple exercises during the break.



Build some teams which can take part in some marathons, championships for employees, also these away from the office



Provide some simple equipment which let employees exercise (even 5 min per day)



Create a Smoke-Free Workplace



Negotiate a corporate discount with local gyms to have the low-cost gym membership benefits



Create a health campaign - using motivational posters to encourage using stairs instead of lifts, walking to external meetings, eat properly etc.



Provide the information about the law concerning to healthy behaviors and safety in the workplace.

Healthy eating strategies



FOOD!!!

EXAMPLES



- Put up healthy eating and hydration posters
- Organise the workshops or session with the dietitian
- Develop a workplace healthy eating policy with your employees



- replace sweets and fast food with fresh fruit.
- provide a fresh fruit bowl in lunch room.
- provide free water bottles or tap water in the worksite to encourage appropriate hydration.



- provide comfortable space for the lunch and encourage staff to take a lunch break there (not to eat at the working rooms.)
- provide fridge that is cleaned regularly.
- provide only healthy food in the vending machines



- establish one day as a "Fruit day" or "Vegetable day".
- let your employees recharge the batteries with a proper meal
- organise delivery of a fruit box e.g. once a month.



- increasing alcohol awareness in the workplace - people often do not know that alcohol has lot of extra calories.

STEP 4: IMPLEMENTATION & MANAGEMENT

PROMOTING THE PROGRAM - SAMPLE STRATEGIES & SOLUTIONS CAMPAIGNS AND INFORMATION

When implementing the program, it is important to inform employees about specific activities and to facilitate their participation in them. Real management involvement in the process allows for active employee participation. It is also important to keep records, monitor participation in activities, identify barriers on an ongoing basis and solve problems.



"An early-morning walk is a blessing for the whole day.

-Adam Smith

MANAGING PROGRAM

Most of these kinds of workplace-based interventions are often poorly implemented, limiting their potential impact on employee health. Programs need to be managed by key people in an organisation, with the support of senior management. The elements and objectives of any program must be communicated to all staff, who need to be consulted in respect to program design and delivery. It is helpful to have a workplace PA policy that each of them can follow. If there is currently no national guidance around workplace PA support so you may need to develop your own policy. Keep your managerial focus on your employee. It is your job to draw your employee's attention to this and support them to maintain boundaries.

STEP 5: MONITORING AND EVALUATION

MONITORING

The procedure for monitoring the progress of the internal project should be established at an early stage of implementation. This should be done at the time of design, as this allows the creation of a comprehensive and proactive monitoring process. Monitoring should include the following elements:

- target indicators, e.g. absence, accident, health, performance, participation rates - qualitative and quantitative.
- employee satisfaction
- program costs
- schedule of monitoring activities
- data analysis plan



MONITORING PLAN

When preparing a workplace health strategy plan, it is worth structuring the effects monitoring process and its tools. The data collection and analysis process should be adapted to the complexity of our implemented program. Monitoring should have continuous status and constantly improve our policy or program. He should identify changing needs and examine employee engagement.



EVALUATION

Evaluation is the process of measuring and assessing the impact of specific policy, strategy or program initiatives. Determining the effectiveness and efficiency of the venture allow for improvements and generate ideas for future actions. The results can also be used to justify and promote the benefits of an organization's health program - externally as part of CSR.

Effective evaluation of the program is possible by obtaining feedback from people who actually benefit from the initiative. Evaluation can take the form of a survey process, conducting informal discussions or just observation. Health and physical activity programs implemented in the workplace may take time to notice significant changes. After a short time, you can show changes in type: improvement of team relationships.

It may take 1-2 years to start the program before real changes are noted, e.g. in

employee behaviour, satisfaction with health-promoting initiatives, their efficiency and improvement of the company's external image. The periods in which changes are visible may vary depending on a number of factors: such as levels of support, commitment, material, financial and personal resources of the company. In 3-5 years you can notice the reductions in absenteeism, injuries and staff compensation costs.

Areas that could be reviewed are:

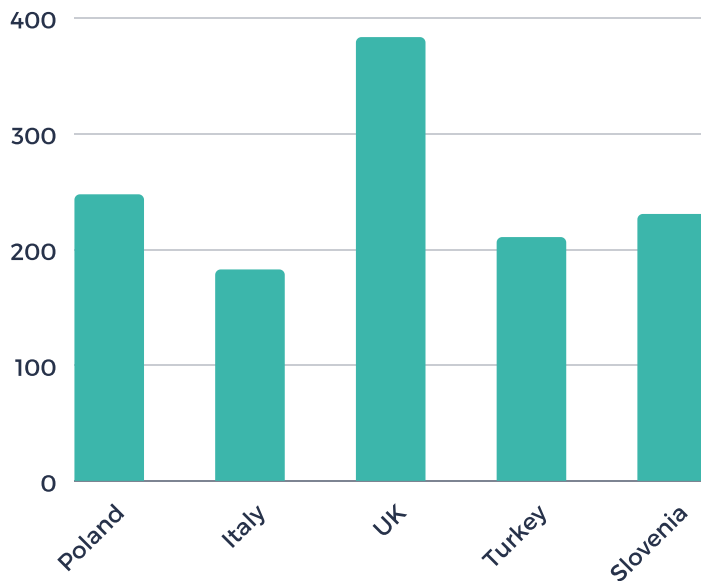
- » Participation rates
- » Participant satisfaction
- » Perceived value
- » Management commitment

Organisations may also wish to consider reviewing whether the activity programmes are needed any changes in physical activity levels or are having any impact on other areas such as productivity, effectiveness and similar.

Ensuring continuous progress should be one of the goals of any strategy. Make sure that the program can be continued. Evaluation data is necessary to ensure continuous progress. Problems specific to the workplace which should be considered:

- 1. the reporting structure should be clear to both parties**
- 2. feedback is provided early enough to make the necessary changes to the program**
- 3. all interested stakeholders are properly involved in the evaluation process and provide the necessary data**
- 4. monitor the impact of the program on the workplace and maintain budget continuity**

ACTIVE BUSINESSES PHYSICAL ACTIVITY PROGRAMME - PRACTICAL EXPERIENCE



EMPLOYEES INVILVEMENT

The Active Businesses consortium engaged with a large number of companies working in a diverse range of sectors, including manufacturing, banking, administration and logistics. The following table shows the breakdown of participants per country during the Active Businesses Physical Activity Programme:

METHODOLOGY

In total we reached over 1252 participants in the programme during the duration of the Physical activity programme. Drop out was far lower than expected in each country for the work places based activities.

Each country had between 2 and 5 instructors implementing the Physical Activity Programme's in the workplace for 18 Months, most partners completed the programme between 1st February 2019 – 31st August 2020.

Each partner also looked at running activities outside of the work place and working hours, this proved more challenging due to financial issues, space issues and reluctance of employees. On the whole the work place activities were far more successful.

88%

employees from UK

80%

employees from Turkey

73%

employees from Poland

NOTICED SIGNIFICANT INCREASE TO THE POSITIVE BENEFITS FROM THE PROGRAMME.

OVERALL OPINION OF ACTIVE BUSINESSES PA PROGRAMME

89% of participants said the PA programme was beneficial to them. In Turkey Slovenia and Poland almost all participants agreed, in Italy 70% and the UK 82%.

96%

of participants said they would continue to take part in this programme if their employer offered it.

98%

of participants said they think more businesses should adopt this programme.

One of the most surprising but positive results was the employees opinions on their own mental wellbeing after completing the programme. Four countries noted a significant increase in their mental wellbeing with the UK seeing an increase of 52%, 85% in Turkey, 70% in Poland and 75% in Italy. Interestingly Slovenia only saw an increase of 24%.

A REAL POSITIVE OF THE PHYSICAL ACTIVITY PROGRAMME

was the response to the question 'The Programme has made me think more about my health?' In the UK, Turkey and Poland over 90% said the programme had really made they think more about their health which can only been seen as a positive. Italy and Slovenia recorded results of between 60% -70%.

Active Businesses PA programme was also aimed to improve employees general attitude to physical activity and to see how this could help them in not only their working life but also their personal life. Once again the results show the success of the project. In the UK 69% said the programme had increased thier general attitude to physical activity, 85% in Turkey, 54% in Slovenia, 73% in Poland and 80% in Italy.



find out more information on: activebusinesses.eu

RECOMMENDATIONS

- physical activity is influenced by a range of factors associated with individuals, workplaces and the wider environment.
- the starting point for a planned approach to physical activity initiatives in the workplace is that of understanding the needs of the employees and the organisation.
- gaining corporate commitment and embedding the initiatives in the ethos and culture of the organisation, provides the foundation on which the programme or programmes can be built.
- it is crucial to raise the awareness of senior managers of the range of benefits to the organisation that accrue from a more physically active workforce.
- indicates to the employees that program is not something being organised by managers, but rather their own colleagues.
- the program should be sustainable – a planned approach enables a cohesive and longer-term results.
- performance indicators should be directly linked to the intervention and its elements and objectives dependent on it. They should be the logical consequence of decisions made at each level of implementation.
- qualitative information on the preparation and implementation of the program is as important as the result of the program.
- the amount of evidence regarding environmental conditions and the effectiveness of such interventions in the internal environment of employees (workplace) is increasing
- it is necessary to implement tools that will facilitate data management, data collection and analysis. Shorter online questionnaires are recommended
- PA questionnaires should include items about the profession.



WORKSITE EXERCISES

Head movement: extension of the neck, turns, deflection

The spine, including the neck, is in the most upright position. With the fingers of one hand we gently touch the tips of the nose.

- Extension of the neck
- head and neck rotations
- sheer

Repeat each exercise from 5-8 times.

1st Exercise: Extension of the neck. We start the exercise by moving the head away from the fingers and focusing on position of our fingers - this position is also called the extension of the neck. After moving the head, we return to the starting position.

2nd exercise: head and neck rotations. When the head in the neck extension is turned to the right, then to the left and return to the initial position of touching the head with your fingers. In each subsequent repetition we pay attention to the fact that the neck is first extended before starting with a turn of the head.

3rd exercise: sheer. In the position of the extended neck, the head deflection is performed to the right and to the left..



Shoulder movement: external rotation, rise and descent, circulation

The spine is in a more upright position, the neck is extended. We stretch out our arms completely and stretch and spread our fingers on our hands. The hands are turned back.

- External rotation
- rise and descent
- Circling

Repeat each exercise 5-8 times. Exercise of the 2nd and 3rd exercises in the final position of the 1st exercise allows us to achieve the natural position of the upper back, spine and thorax. Performing exercises in a natural position is necessary for relaxation and prevention of upper back pain.

1st Exercise: External rotation. From the initial position, turn the arm tight with the palm of the hand so that the palm of the hand first turns forward and then if it goes towards the ceiling, hold the end position slightly and return to the initial position.

2nd exercise: rise and descent. When we are in the final position of the 1st exercise, we carry out a raise and a drop of shoulders. We are careful to get the highest possible position when raising, but when we descend, we just relax our shoulders and do not push them down. Repeat this exercise 5-8 times.

3rd Exercise: Circling. In the final position, the 1st exercise is performed with a shoulder circle. Repeat the rotation 4x in the forward direction and 4x in the back direction.

WORKSITE EXERCISES

Arm circles

The spine is in the most upright position, the neck is extended, the hand adducted, the palms are backward (pronation, supination) the fingers strained.

- circling back, open
- circling forward, open

Repeat each exercise 5 times

1st exercise: circling back, open. From the starting position, we turn the circle backward. Repeat this exercise 5 times.

2nd exercise: circling forward, open. From the starting position, we turn the circle forward..

3rd exercise: Hand circumduction, right, closed. From the starting position, we turn the circle to the right.

4th exercise: Hand circumduction, left, closed. From the starting position, turn it to the left..

Lateral flexion

Spine is in the most upright position, the neck is extended, abduction.

- lateral opening of the chest
- deflect right and leftl
- ateral flexion right and left with arms above head

Repeat each exercise 5-8 times on each side

1st exercise: lateral opening of the chest. From the starting position, we raise right arm above head, and we strongly pull out against the ceiling by spreading the ribs on the right side of the body. Hold the end position of the stretch slightly, focus the view towards the left hand in the ground and return to the starting position.

2nd exercise: deflect right and left. From the initial position, we perform the lateral flexion first to the right and then to the left.. Special attention is paid to opening the chest on the opposite side.

3rd exercise: lateral flexion right and left with arms above hand. From the initial position, we perform the lateral flexion first to the left, raising the right arm above head and strong spreading of the ribs on the right side of the body. Keep the position slightly and return to the starting position.

Watch the video:



<https://activebusinesses.eu/activities/>



WORKSITE EXERCISES

Spine movement

Spine is in the most upright position, the neck is extended, abduction.

- rotation
- cat
- lateral extension

Repeat exercise 4-5 times

1st exercise: rotation. From the initial position, we perform gentle torso rotations to the right and left. The head and the view should follow the movement of the body. Repeat the drill 6-8 times.

2nd exercise: cat. From the initial position, lean on your hands, where this weight is placed between the arms and legs, we perform bends and ejects the entire spine - the cat. Repeat this exercise 5 times.

3rd exercise: lateral extension. Leaning on your hands we perform the lateral extension of the spine right and left. During the extension, we focus our eyes on the pelvis and try to gently approach the pelvis to the head. Repeat this exercise 4-6 times.

Pelvis movement

The spine is in the most upright position, the neck is extended, the arms are arbitrary (on the shot are hands in the side).

- roaring forward-back
- pelvis movement left and right
- circulation of the pelvis to the right and to the left

Repeat each exercise again 6-8 times.

1st exercise: roaring forward-back. From the initial position, we perform the pelvis movement forwards and backwards. Repeat the exercise again 6-8 times.

2nd exercise: the right-left left. From the initial position, we perform the pelvis movement left and right. Repeat the exercise again 6-8 times.

3rd exercise: From the initial position we perform the circulation of the pelvis to the right and to the left. Repeat the exercise 5 times in each side.

All exercises of the movement of the pelvis are initially performed with a smaller amplitude and with the regular exercising gradually increasing. At the onset of pain in any area of the hip, pelvis or spine, the motion amplitude is reduced to the extent that the pain is no longer present. The purpose of the set is the gradual release of the tension around the pelvis.

Watch the video:



<https://activebusinesses.eu/activities/>



WORKSITE EXERCISES

Spinal rotation

The exercises are carried out seated, the spine is in the most upright position, the neck is extended.

1st exercise: rotation: the hands are on the thighs in the initial position. We additionally activate the gluteus muscles and turn to the left. When turning, we help with the push of a hand to increase the stretch. Rotate the turn to the right. Repeat the exercise 6 times on each side.

At the onset of pain in any area of the spine, we reduce the amplitude of movement to the extent that the pain is no longer present. The purpose of the assembly is to gradually release the tension in the spine.

Hip movement

The exercise is carried out in a standing position on one leg with additional support of the arm for a better balance. The spine is in a more upright position, the neck is extended.

- Extension
- abduction
- circumduction

Repeat each exercise 5 -8 times in each side. All movement exercises in the hip joint are initially performed with a smaller amplitude in order to fully understand the upright position of the torso, which does not participate in the movement of the hip joint.

1st Exercise: Extension. From the initial position we carry out the extension in the hip joint by pushing a slightly flexed leg back. In doing so, we must ensure that we do not move the pelvis or the position of the spine. Repeat 6-8 times on each side.

2nd Exercise: abduction. Starting from the initial position, we pushing a slightly flexed leg away from the standing leg. Be careful not to move the pelvis or the position of the spine.

3rd Exercise: adduction. From the initial position we carry out adduction, so that we move slightly flexed leg in front and over the standing leg. Be careful not to move the pelvis or the position of the spine. Repeat this exercise 6-8 times on each side. 4th exercise: circumduction. From the initial position, we make a circling with leg clockwise and contraclockwise.

Watch the video:



<https://activebusinesses.eu/activities/>



WORKSITE EXERCISES

Underarm and fingers movement

The exercise is carried out in a standing position.

- Opening the fist
- Stretching of the palms and forearms
- Circulation of the fist
- Opening the fist

1st exercise: opening the fist: Let's do the fist, then pull out the fingers as quickly as possible. Exercise is carried out 30 times as fast as possible, but we pay attention to the exact execution of the fist flexion and extension. Palm circumduction can be carried out simultaneously.

2nd exercise: stretching of the palms and forearms: arms in flexion, extend out the palms and the forearms with a fully extended arm. Repeat the exercise with the other hand. We keep in the stretch for up to 8 seconds.

3rd Exercise: Stretching the palms and forearms 2: arms in flexion horizontally gradually flex palm the palm to the maximum position. In the stretched position we insist 8 seconds.

4th exercise: circulation of the fist: arms in flexion we make the fist and perform the circumduction of the fist on the right and the left with both hands simultaneously. Repeat the exercise four times in each direction.

5th Exercise: opening the fist: Let's do the fist, then pull out the fingers as quickly as possible. Exercise is carried out 30 times as fast as possible, but we pay attention to the exact execution of the fist flexion & extension. Palm circumduction can be carried out simultaneously.

Watch the video:



<https://activebusinesses.eu/activities/>



This pharmaceutical company has a club called 'Trim Klub Krka' which organizes various activities for employees. Both those requiring increased physical activity and those relaxing. It divides its activities into three basic groups:

- relaxing activities including swimming, pilates, cardiovascular and heart strengthening exercises, aerobics, skiing and other recreational - sports - both those organized by them every year and large sports events- national and international competitions. As you can see, there is a whole range of exercises and activities available for employees, so everyone has the opportunity to try out many options and find something for themselves. Thanks to this program and the employees' attitude towards exercises, the company can boast of many trophies obtained in many competitions and in various sports disciplines.

KRKA, SLOVENIA

This program was launched in 2016. It consists in the promotion of broadly understood physical activity in the workplace by companies. With the help of doctors, specialized trainers, physiotherapists and psychologists a number of

recommendations were made to Finnish companies. This also includes exercises for employees to strengthen neck and spinal muscles and exercise sets that can be done while sitting at a desk to relax tense muscles and relax a while. Simple but effective exercises, which every employee is able to perform on his or her own at home without the use of specialist equipment, have not been forgotten either

"PROMO@WORK", FINLAND

The aim of the campaign was to encourage people to travel to and from work by bicycle to improve the physical and mental health of Danish workers. It all started in May 2010. The participants of this program merge into groups of 4 to 16 people. Usually these are groups of people cooperating in a given company. The more days you ride your bike, the better your chance of winning a prize in the international competition. Lucky winners can count on very attractive prizes. In one of the editions, the prize was a trip around the world for all players on the team or another prize prepared by numerous sponsors. This action enjoys constant and unflagging popularity among company employees, and the original and valuable prizes are an excellent motivation to give the best of themselves.

"BIKE TO WORK", DENMARK

These are two sports events organized by the

Luxembourg Athletics Federation and the Running Nation Club. These are running competitions for company employees. The company has a representation consisting of several employees. Prizes are provided for individual members of the representation as well as for entire companies, so everyone is doing their best to achieve the best results. Thanks to this, many company teams have been created, trainings of employees are organized. Thanks to individual awards that increase employee's motivation, they exercise not only at work but also at home.

SMARTRUN/FINANCERUN, LUXEMBURG

This program has already been running for several years and has been organized by the Ministry of Economy and Transport. Later (2008) it was taken over by the Hungarian Cyclists Club (HCC). This action was organized with a view to improving physical fitness and activating company employees. Campaigns taking place several times a year are carried out under newer and newer slogans, which allows to present various advantages of cycling. The action is to collect the miles you've driven on your bike. Employees who take part in this program can merge into groups, thus increasing the number of kilometers driven and encouraging new people to cycle. This action attracts a lot of companies and other organizations that can easily become sponsors. Among them we can find: Mastercard, McDonalds, Hungarian post office and railway. These companies usually donate things that are later rewards for the groups that have the most kilometers travelled. These awards are an additional motivation for company employees. Another benefit of participating is the opportunity to get a free breakfast.

“CYCLING TO WORK”, HUNGARY

Since 2011, the company has been running a cycling rally on the Kraków-Łódź route. Every year during the charity rally funds are raised for a predetermined purpose. Usually, the collection of money takes place on an auction basis, where the pupils of various foundations prepare their works, which are then auctioned off, and the money obtained from their sale is entirely allocated to the chosen purpose. Among Ericsson's employees there are also enthusiasts of other sports and recreation areas. Mountain hiking or football lovers will find here clubs to join to share their passion with others, including the mountain club “Alt”

ERICSSON, POLAND

This initiative, managed by the Fédération Française du Sport d'Entreprise - French Federation of Sport within Enterprises (FFSE) was created to activate employees of different companies, regardless of size or number of employees. Since 2014, competitions have been introduced, where you can take part in several competitions related to walking or running and mixed competitions. These competitions take place at different distances, so that people who are athletic and interested in these disciplines can take part, as well as amateurs without experience. All costs of employees joining the race are covered by the represented companies. The training program is entirely dependent on the company. You can organize professional trainings or train on your own. There are also companies that do not prepare themselves at all. If a company decides to organize a professional training, it receives support from the FFSE, consisting in the presentation of trainers, grants and advice.

“LA COURSE DE LA DIVERSITE” (THE RUN OF DIVERSITY), FRANCE

This university was commissioned to create an application linked to a website that would encourage employees to walk around. This was because when an employee registered on a given website he or she was given a variety of challenges which gradually increased the level of physical activity. Participation was entirely voluntary and did not involve any prizes. The website provided motivation material to meet further challenges and strategies that could help beginners. It also allowed to share with other users their achievements and the number of steps that have been taken.

UNIVERSITAT DE VIC- UNIVERSITAT CENTRAL DE CATALUNYA, SPAIN

Cyclescheme - this is a commuting program for employees of companies commuting by bike. But it is not about renting bikes. The NHS came up with a new, revolutionary idea. Initially it was a local idea, but since 2010 it has been available to the public in the UK. It consists in the fact that an employee who needs a bicycle or other accessories needed for cycling (e. g. helmet, reflective jacket, etc.) report to his employer and give him a list of things he needs. Once it has been approved by the employer, the company buys the necessary equipment and hands it over to the employee who applied for it. The fee for this equipment comes from the employee's salary and is spread over 12 months. Each month, the fixed amount is automatically deducted from the employee's salary and transferred to the company from which the equipment was bought. Companies selling bikes and accessories that have joined the program give discounts to buyers, so the employee can also save money. This is often around 10%-15% of the starting amount.

NHS, GREAT BRITAIN

The company assumed that the activation of employees should be carried out by employees. In this way, there were exercises conducted by employees for employees. If someone wants to teach yoga, zumba or just exercises, they can. Admission is free of charge and the company provides a suitable room. This way, no one feels compelled to participate, and you can find people who also share your unusual passion for original physical exercise.

SVAROVSKY IN ZURYCH, SWITZERLAND

Since 2011 the company has been promoting fitwalking among its employees. Fitwalking is a form of walking that draws attention to the mechanics of movement, which increases walking efficiency. Initially, training courses in this area were held at the company's headquarters, allowing employees to get acquainted with the subject and decide to join the exercises. In the next phase there were shows and trainings with professional fitwalking coaches. As a result of the great interest and involvement of employees, groups for walkers were created, which were active outside working hours, so it did not involve a reduction in working time. These classes are free and open to everyone. They do not require the use of specialist exercise equipment, so they do not expose the company to increasing costs. Classes are held in the open air, which helps to relax. It also leads to closer ties between employees, which translates into increased productivity at work.

ASL TORINO 4 – MUNICIPALITY OF SETTIMO TORINESE, ITALY

This company has focused on activating its employees during working hours. It offers the possibility to raise your desk so that you can work standing at it, which prevents you from sitting for hours in one position. Exercises that can be done at the desk and that have a relaxing effect on the body are also promoted. The company provided its employees with basic equipment for exercises such as mats, exercise bars, etc. There are short breaks during which it is possible to perform a pair of types of exercises to relax and get rid of accumulated fatigue. These classes are conducted on their own or with a group of other employees, often take place in corridors. After lunch there was also a break for a short nap.

EUGESTA, LITHUANIA

Sample survey for the employees

Sample forms and questionnaires that you can use to prepare a program for your company can be found on the website activebusinesses.eu



On Average, how much time do you spend walking in a typical week?

- | | | |
|--|-------------------------------------|--------------------------------------|
| <input type="checkbox"/> < than 1 hour | <input type="checkbox"/> 2-6 hours | <input type="checkbox"/> 12-24 hours |
| <input type="checkbox"/> 1 - 2 hour | <input type="checkbox"/> 6-12 hours | <input type="checkbox"/> 24 hours + |



In a typical week, on how many days do you take part in any sport or physical activity? (For example, swimming, cycling, aerobics, dance, yoga, sports, or working out at a gym.)

- | | | |
|-------------------------------------|---------------------------------|---------------------------------|
| <input type="checkbox"/> not at all | <input type="checkbox"/> 2 days | <input type="checkbox"/> 4 days |
| <input type="checkbox"/> 1 day | <input type="checkbox"/> 3 days | <input type="checkbox"/> 5 days |



How do you mainly travel to and from work?

- | | | |
|---|-------------------------------|---------------------------------------|
| <input type="checkbox"/> Public transport | <input type="checkbox"/> Car | <input type="checkbox"/> Work at home |
| <input type="checkbox"/> Cycle | <input type="checkbox"/> Walk | |



In a typical day how much time do you spend sitting or reclining ?

- | | | |
|--|------------------------------------|------------------------------------|
| <input type="checkbox"/> < than 1 hour | <input type="checkbox"/> 2-4 hours | <input type="checkbox"/> 6-8 hours |
| <input type="checkbox"/> 1 - 2 hour | <input type="checkbox"/> 4-6 hours | <input type="checkbox"/> 8 hours + |



Sample survey for the employees

How would you rate your current level of physical condition?

very good

good

rather bad

bad



During a usual week, on how many days do you consume 5 portions or more of fruit and vegetables?

not at all

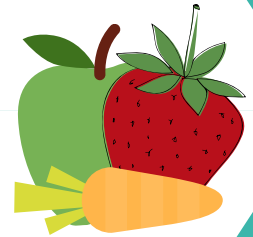
2 days

4 days

1 day

3 days

5 days +



How many glasses of water or other liquids do you drink during the working day?

0

3-4

6+

1-2

5-6



When you are at work, are you mainly....

Standing up

Sitting down

Walking about

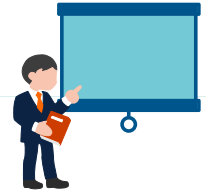


Sample survey for the employees

If the following physical activity initiatives were offered at work, tailored to your needs and executed by an expert, how likely would you be to take part or use them?

Talks and presentations on physical activity by health professionals

YES NO I DO NOT KNOW



Access to weekly physical activity messages via e-mail and/or bulletin boards

YES NO I DO NOT KNOW



Sport or activity clubs, e.g. walking, football or badminton

YES NO I DO NOT KNOW



Flexible working hours to allow for physical activity before, during and after work

YES NO I DO NOT KNOW



Use of showers, changing facilities, lockers and storage facilities

YES NO I DO NOT KNOW



A company bicycle pool for use during lunch breaks and for making short journeys to meetings

YES NO I DO NOT KNOW



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<https://okotars.hu/en/cycle-work-success-hungary>;
<http://smartrun.eu/>

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