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FOREWORD

Healthy employees mean healthy companies. With this in mind, we are proud to release the results of the latest Discovery Healthy Company Index. The good news is that we're seeing a significant shift in how employee health is viewed by companies globally – there is increasing focus on improving and managing health and wellbeing. This is largely due to the worsening and alarming general state of health around the world, in particular with chronic diseases of lifestyle.

Research has shown that risks of these diseases – including diabetes, cardiovascular disease, chronic respiratory conditions, and certain cancers – play a significant role in employee illness and absenteeism, as well as being responsible for reduced levels of workplace morale, engagement, and productivity. This makes health, and ill health, a critical issue for organisations.

In 2012, the average Vitality Age, our measurement of health risk-related age, was 6.4 years older than the average real age of employees. This year, the average Vitality Age has decreased, but is still 5.8 years older than the average real age.



START

Although still not the ideal, we've seen that people are more physically active, managing stress better, and have a lower smoking rate.

On a less positive note, we're still unhealthy. The Index shows that we continue to eat badly and we've seen a significant increase in alcohol consumption. In addition, we've also seen a decrease in employees who have undertaken regular health screenings, meaning they are missing out on understanding potential health risks and addressing them early enough.

Employers have a unique opportunity to improve the lives of employees and their families by measuring, managing, and improving employee health which is where the Discovery Healthy Company Index comes in. In its third year, the Index provides an excellent data set to benchmark and track key health issues and it offers important insights to positively impact on employees' health and companies' productivity.

The Index provides important information to companies about their organisation's overall health at an organisational and individual employee level. It provides useful direction to a company with regard to what is working and where to focus more efforts.

This year, Discovery partnered with the University of Cambridge and RAND Europe who have offered a global perspective from their vast experience in this space. Their contribution has been invaluable.

151 companies registered to participate in this year's Discovery Healthy Company Index.

Although we are seeing some encouraging results, we still have a long way to go in improving the health of our employees and our society. We look forward to our ongoing role in encouraging the behaviour change of large sections of the population.

CONGRATULATIONS
TO OUR
WINNING
COMPANIES!

WE COMMEND YOU FOR
CARING
ABOUT YOUR PEOPLE.

Dr Craig Nessel
Head of Vitality Wellness, Discovery

FINISH

A WORD FROM RAND EUROPE

For many employers today, employee wellbeing programmes have become a top priority, particularly within a fairly tough economic climate. These investments make business sense. Research has shown that proactive management of employees' physical and mental health can produce important business benefits such as:

- A reduction in absenteeism.
- Greater staff engagement.
- Higher productivity.
- A reduction in staff turnover.

Forward-thinking employers should therefore want to put measures in place that improve the health and wellbeing of employees, which ultimately will lead to a more committed and motivated workforce.

Global evidence suggests poor health at work can have a significant impact on employees and company performance. While the business case for investment is better understood, the reasoning behind this is only now beginning to emerge.

Line manager training to recognise, maintain good health, and provide support for ill health should be seen as important. Companies that report about health and wellbeing at board level tend to have healthier staff. What appears to have an impact are companies where staff have easy access to occupational health, stress management, individual counselling, and employee assistance programmes.

A recent RAND review of the literature shows the importance of the design, implementation, and monitoring of workplace wellness programmes. Firstly, the chances of success are higher when priorities of a programme match those of the individual. So if participants see weight loss as their highest priority, this will increase the likely success of weight loss programmes. Secondly, employees prefer programmes that run at convenient times and places, including paid time off work during workdays. Thirdly, programmes combining occupational health and safety (e.g. exposure to hazardous substances) with interventions on health behaviours (e.g. smoking) could prove more effective.

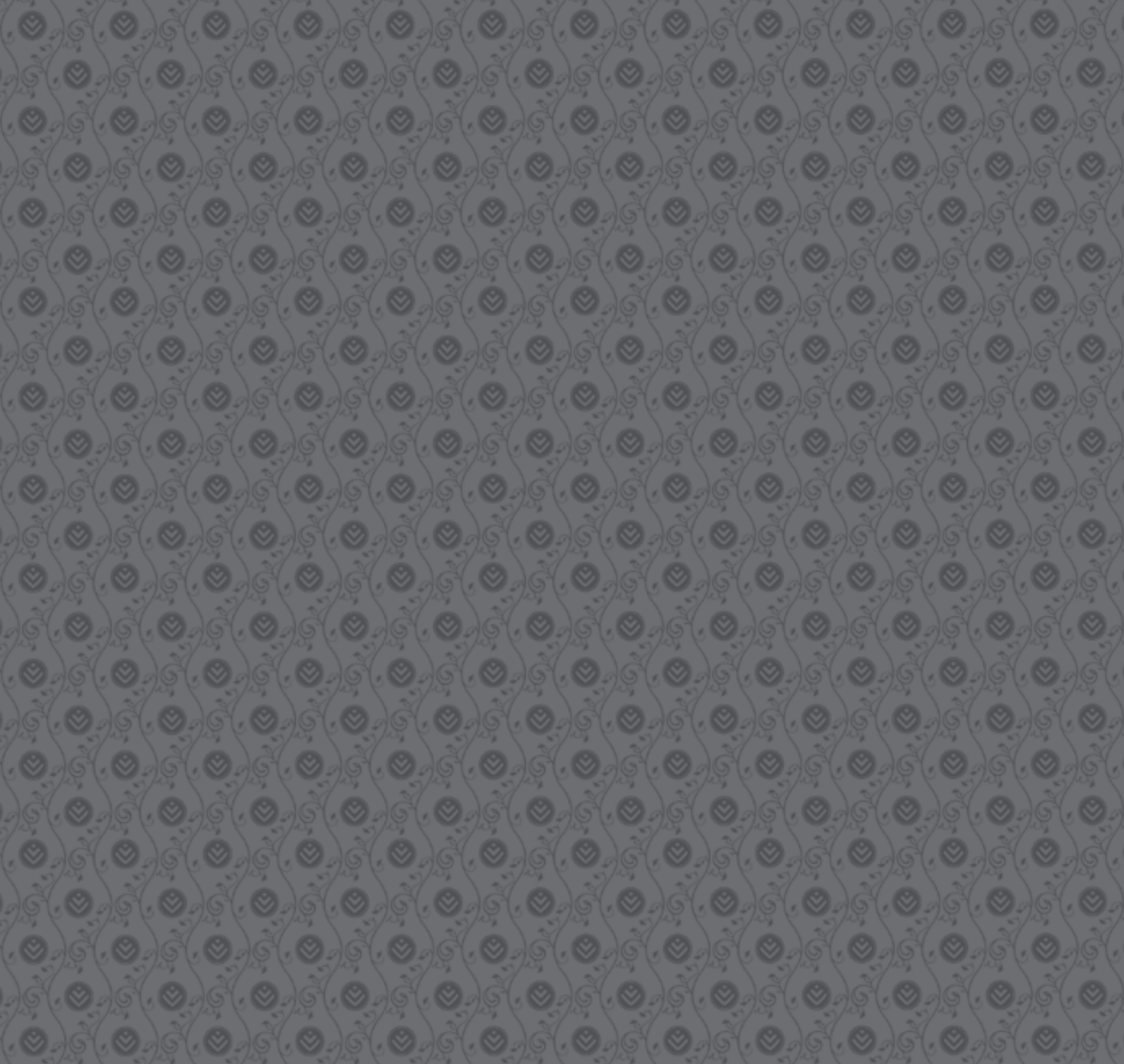
Results also tend to improve with follow-up messages throughout the programme, instead of just one long workshop. Time management is important where programmes involve physical activity, whereas smoking cessation programmes require social support.

Finally, monitoring is important. It's essential to monitor results to keep track of which aspects of the overall strategy are working.

In short, there is a clear business logic for companies to invest in employee health and wellbeing. The main challenge for companies is to identify the specific health issues of their employees and so invest in the interventions that add the most value.

Christian van Stolk
Director of Employment and Social Policy, RAND Europe

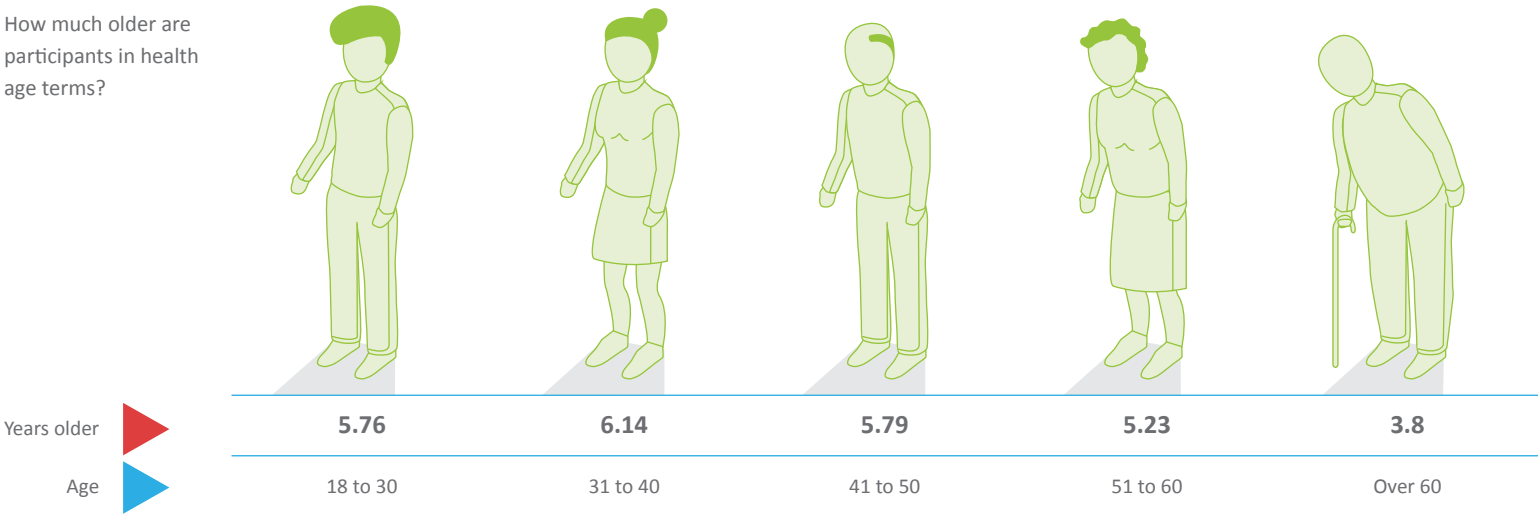




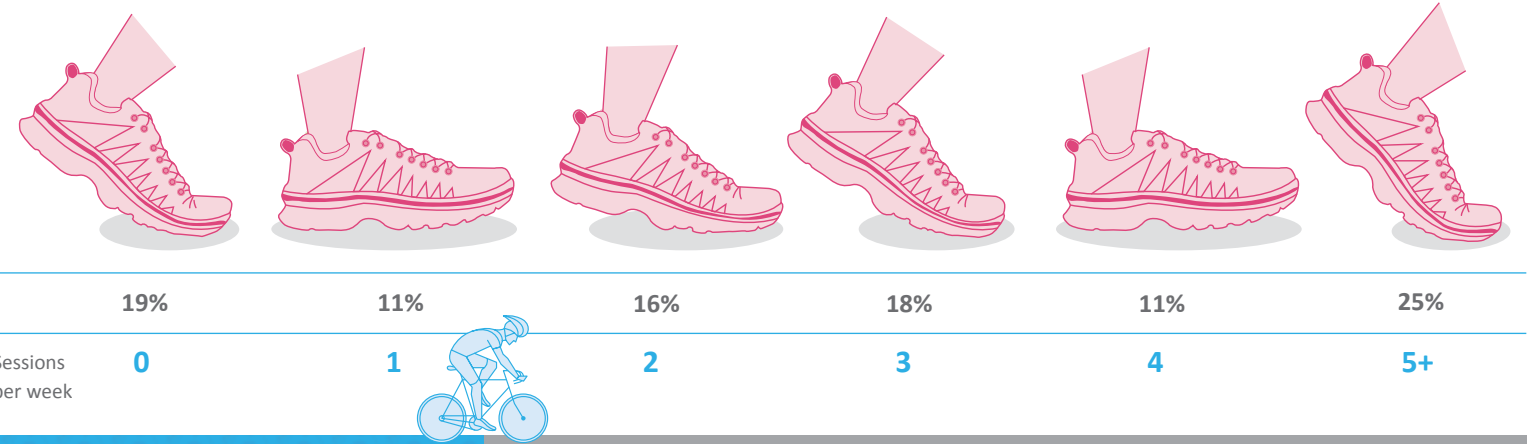
THE HEALTH OF SA EMPLOYEES

ACTUAL AGE VS VITALITY AGE

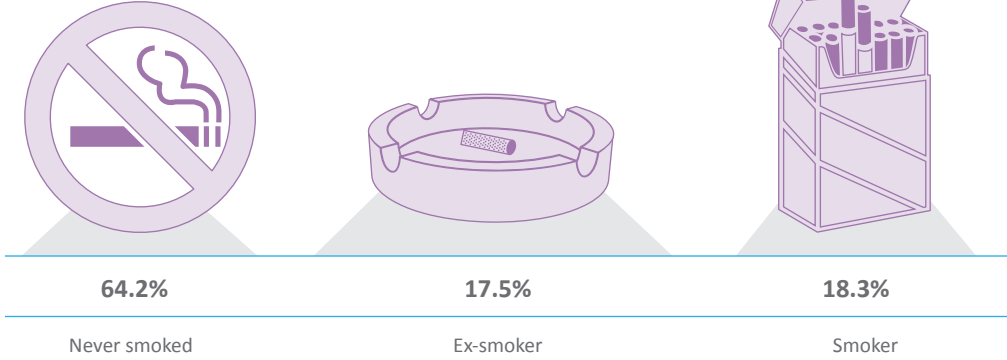
How much older are participants in health age terms?



EXERCISE SESSIONS PER WEEK

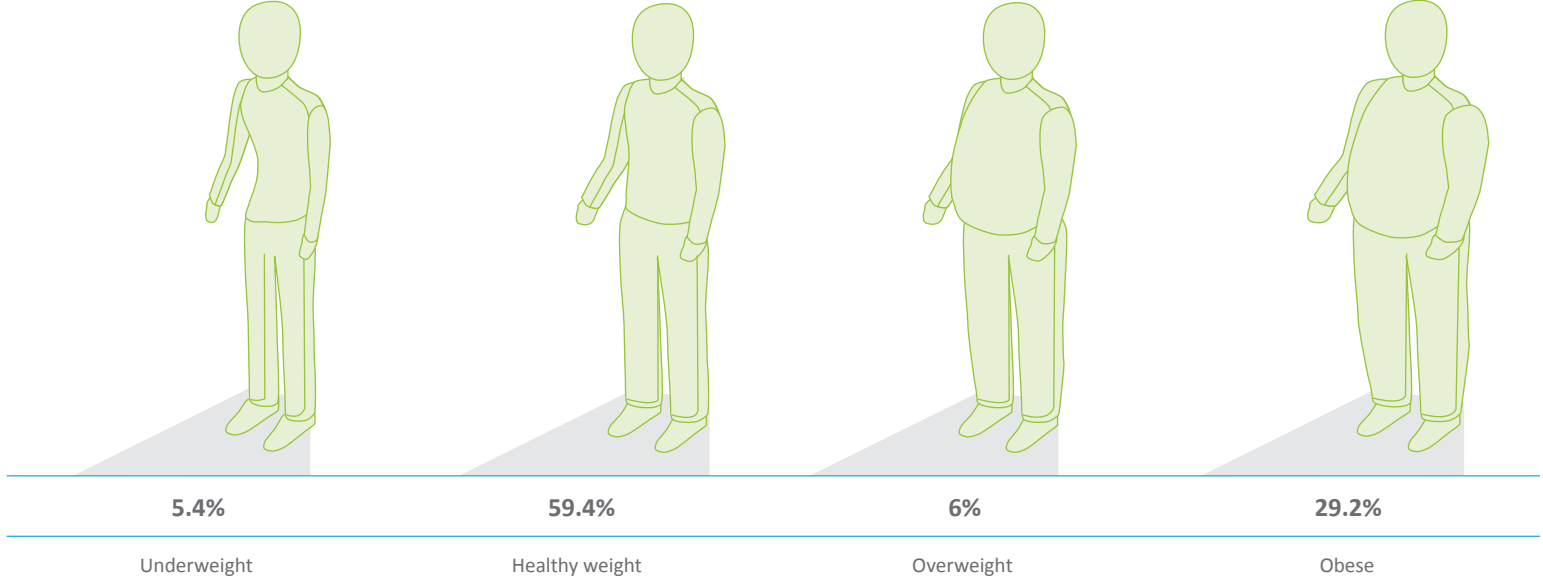


SMOKING STATUS



48%
of smokers would like
to quit smoking now,
or are already
trying to quit.

BODY MASS INDEX (BMI)



TOP 3 MOST PREVALENT HEALTH CONCERNS AMONG EMPLOYERS



Stress

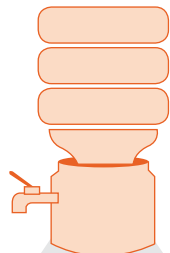


Blood pressure



Cholesterol

TOP 5 MOST USED FACILITIES



Water coolers in accessible locations



Healthy food alternatives in canteens



Fresh fruit and vegetables in the workplace



Healthy food items are subsidised



Clinical screening programmes



WHAT IS STRESSING EMPLOYEES OUT?

Unrealistic time pressure



Lack of control or choice on what to do at work

Lack of consultation about change

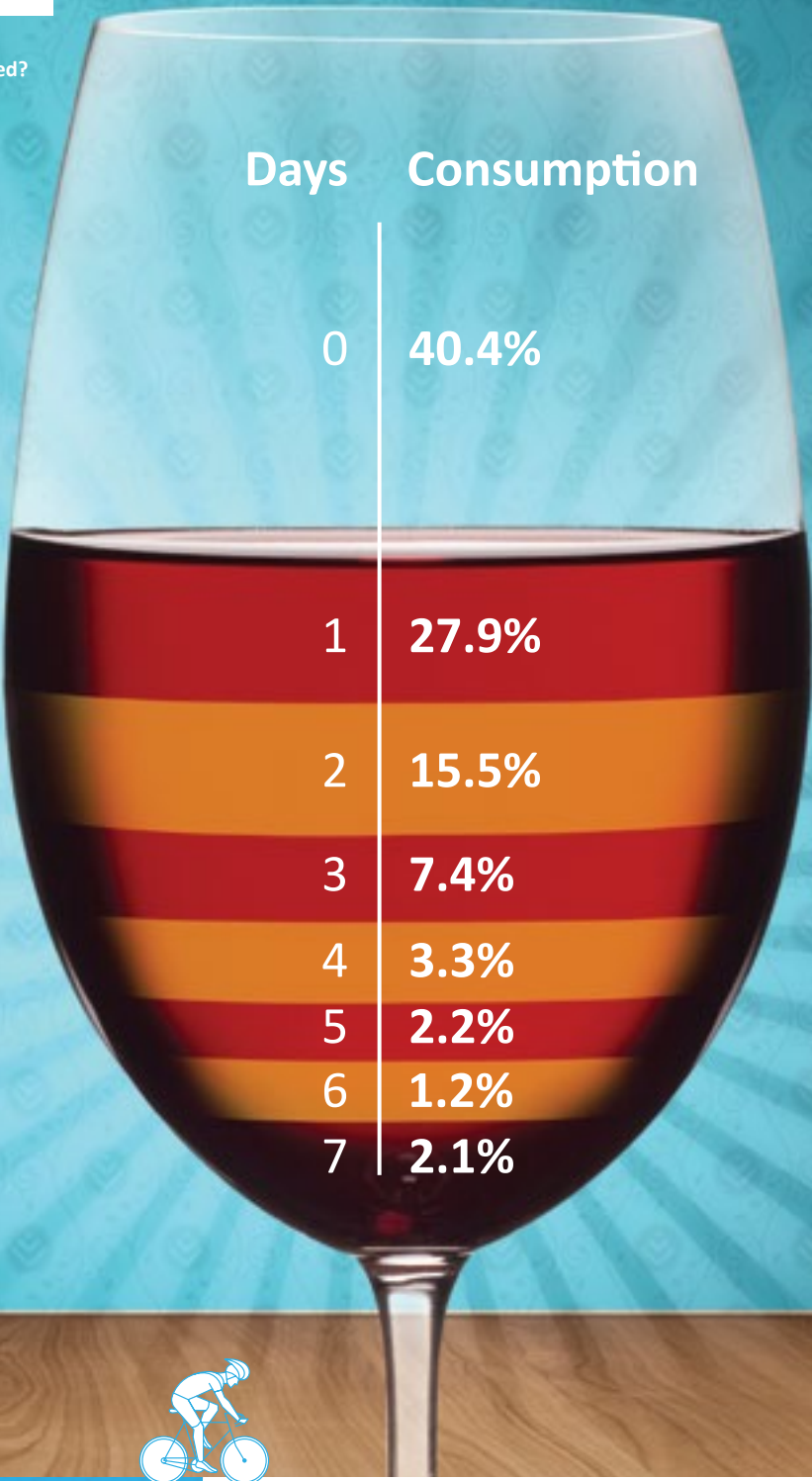
Subject to bullying at work

Strained work relationships

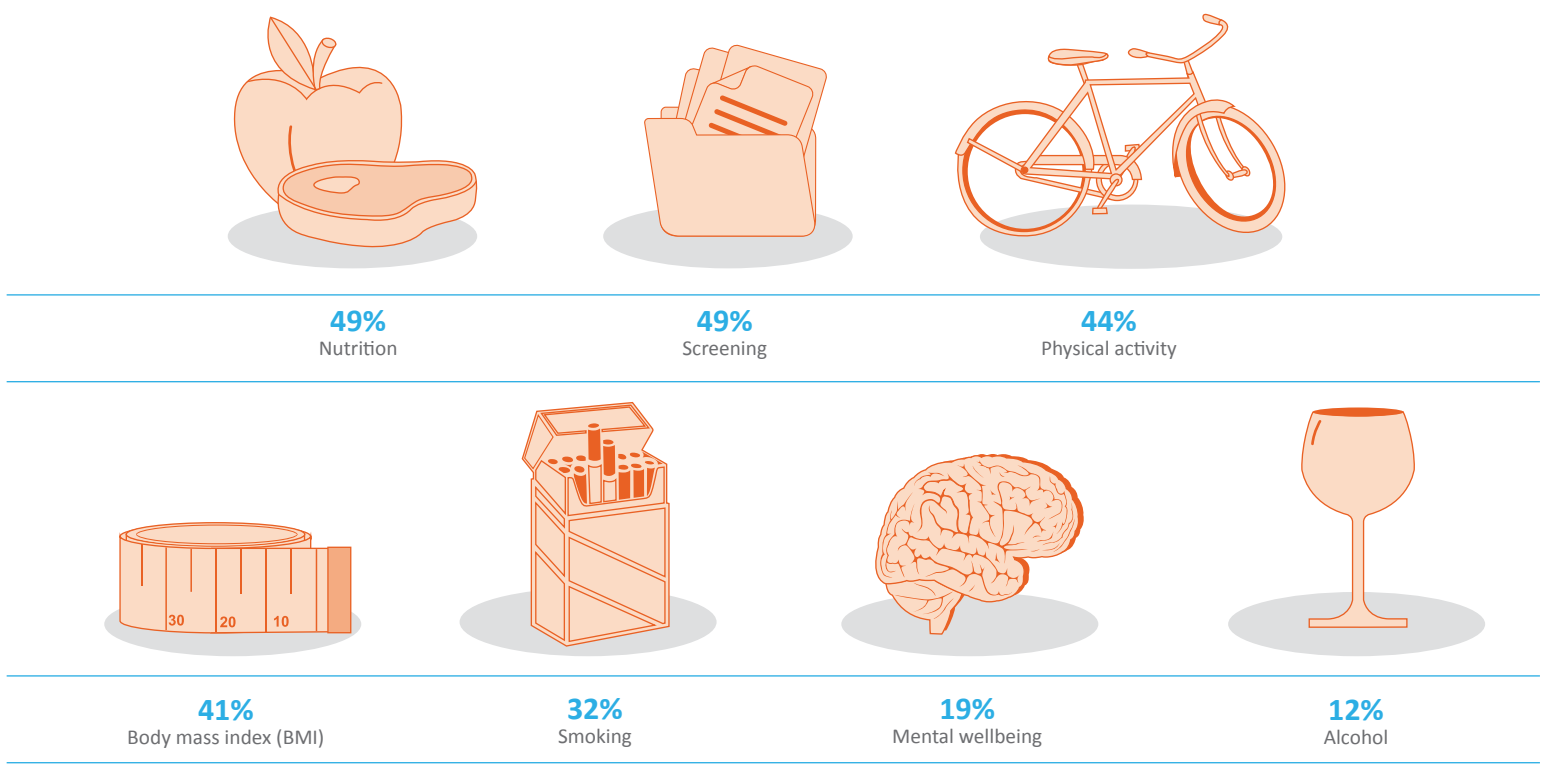


ALCOHOL CONSUMPTION

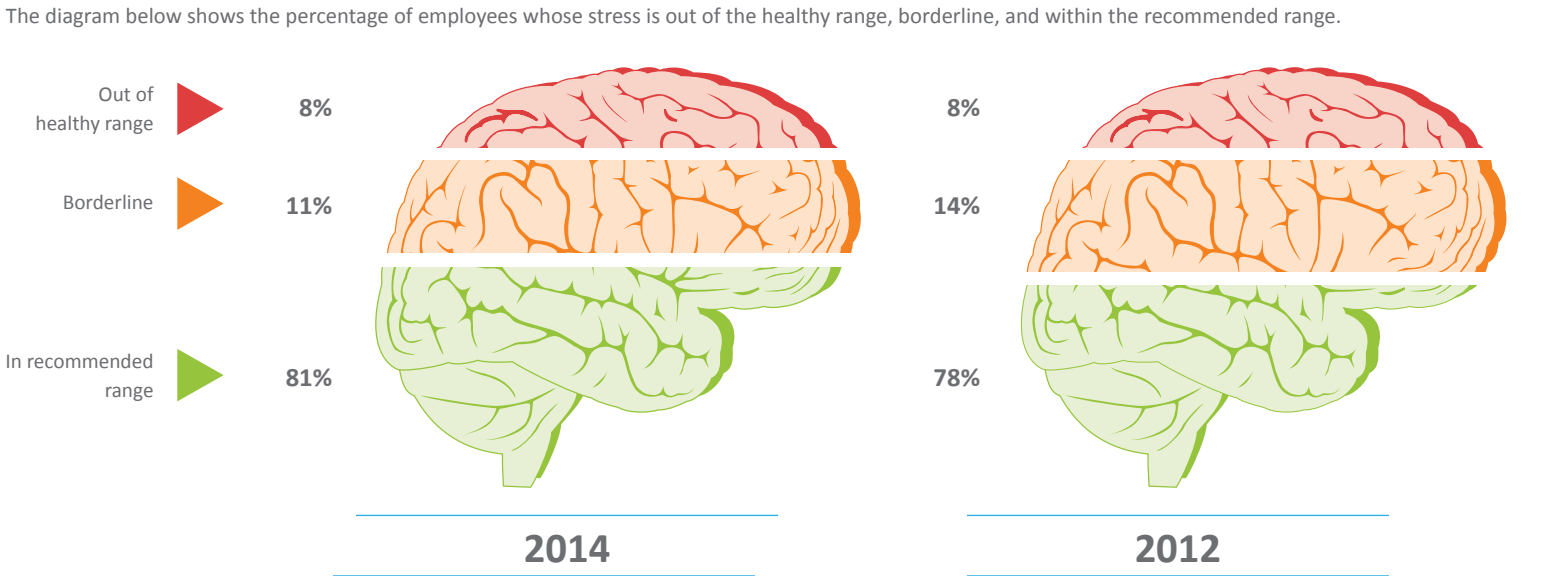
How many days per week is alcohol consumed?

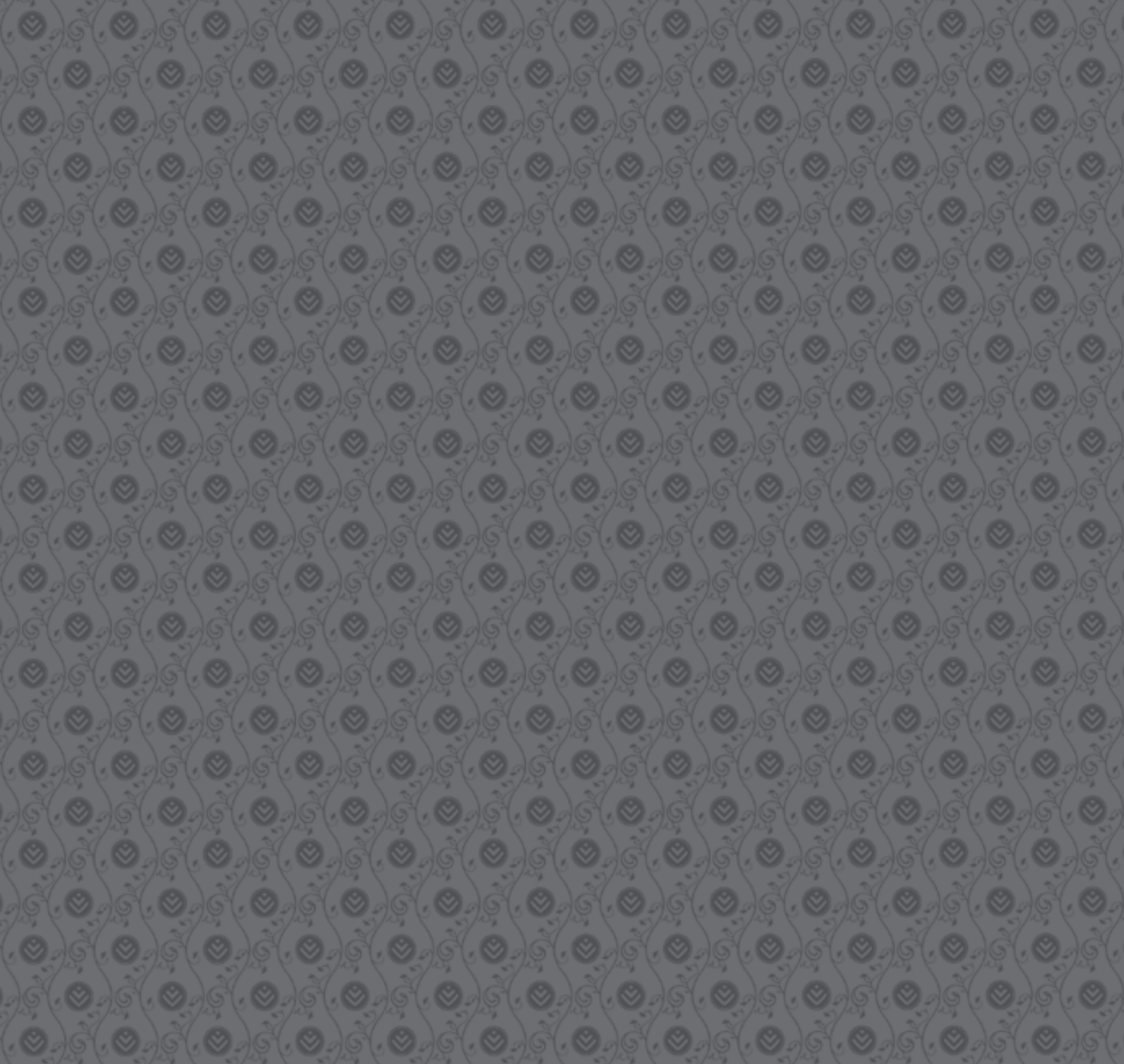


RISK FACTORS OUTSIDE THE HEALTHY RANGE



MENTAL WELLBEING





2

AWARDS

Open Box Software

Small company WINNER

Ogilvy and Mather Cape Town

Medium company WINNER

EY

Large company WINNER

OVERALL WINNER

OPEN BOX SOFTWARE

Vital Health Foods

Small company WINNER

Johnson Matthey SA

Medium company WINNER

Hatch Goba (PTY) LTD

Large company WINNER

OVERALL WINNER

Vital Health Foods

Vital Health Foods

Small company WINNER

Johnson Matthey SA

Medium company WINNER

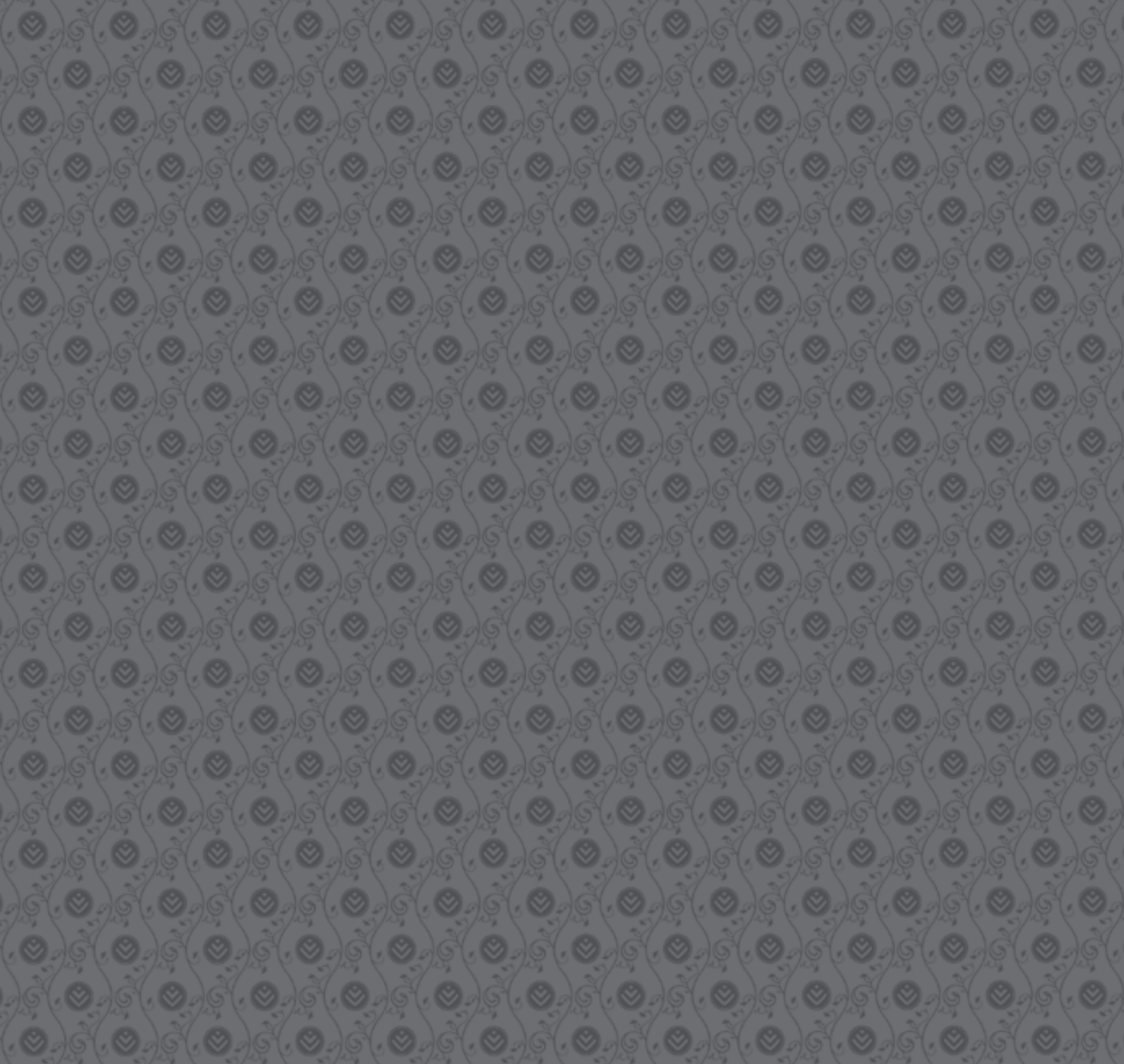
OUTsurance

Large company WINNER

OVERALL WINNER

Vital Health Foods





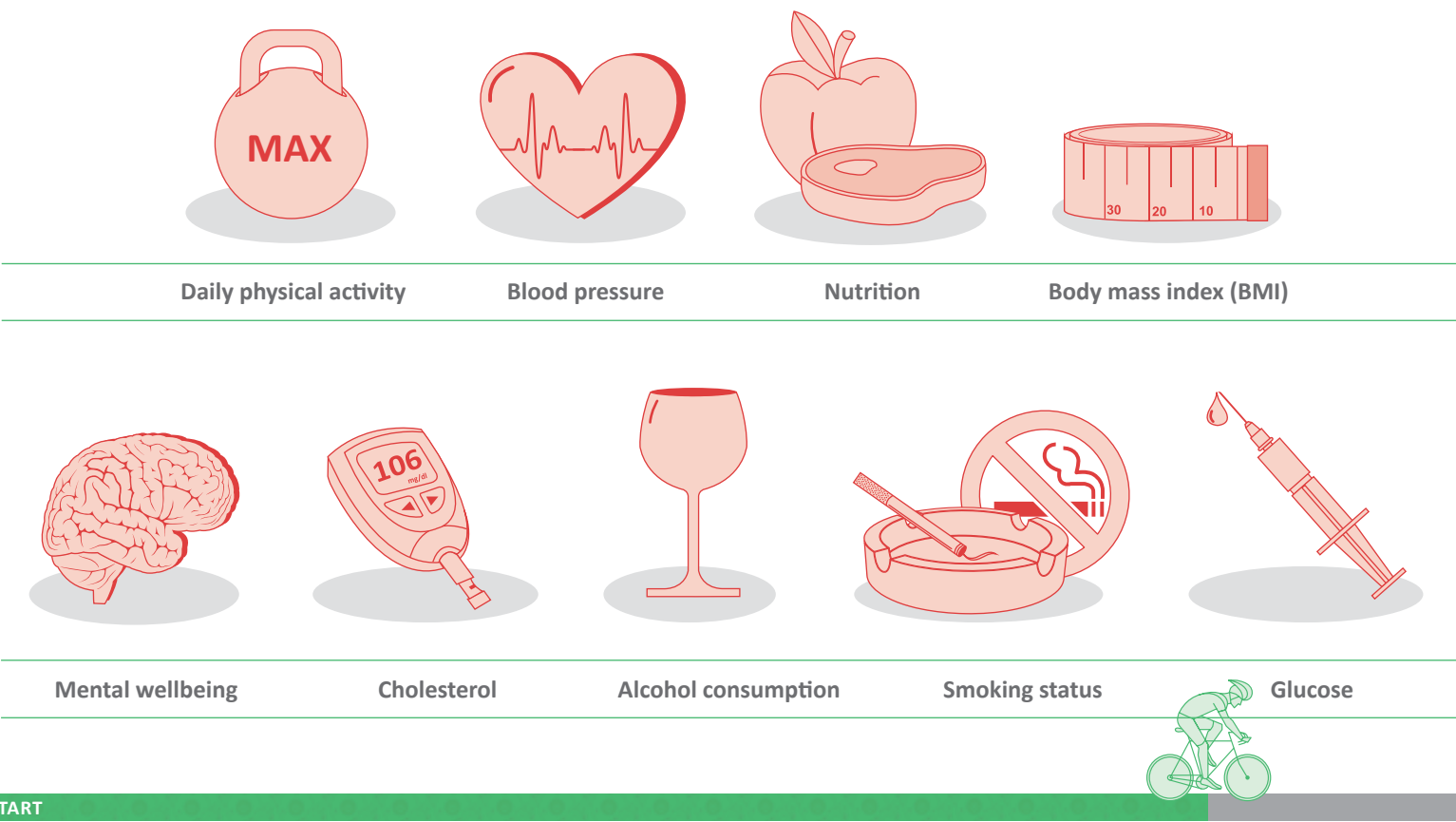
VITALITY AGE

Vitality Age is a clinically and actuarially interactive tool designed to measure **risk-related age**. It represents an individual’s **health risk as years ‘lost’ or ‘gained’** relative to chronological age because of unhealthy or healthy practices.

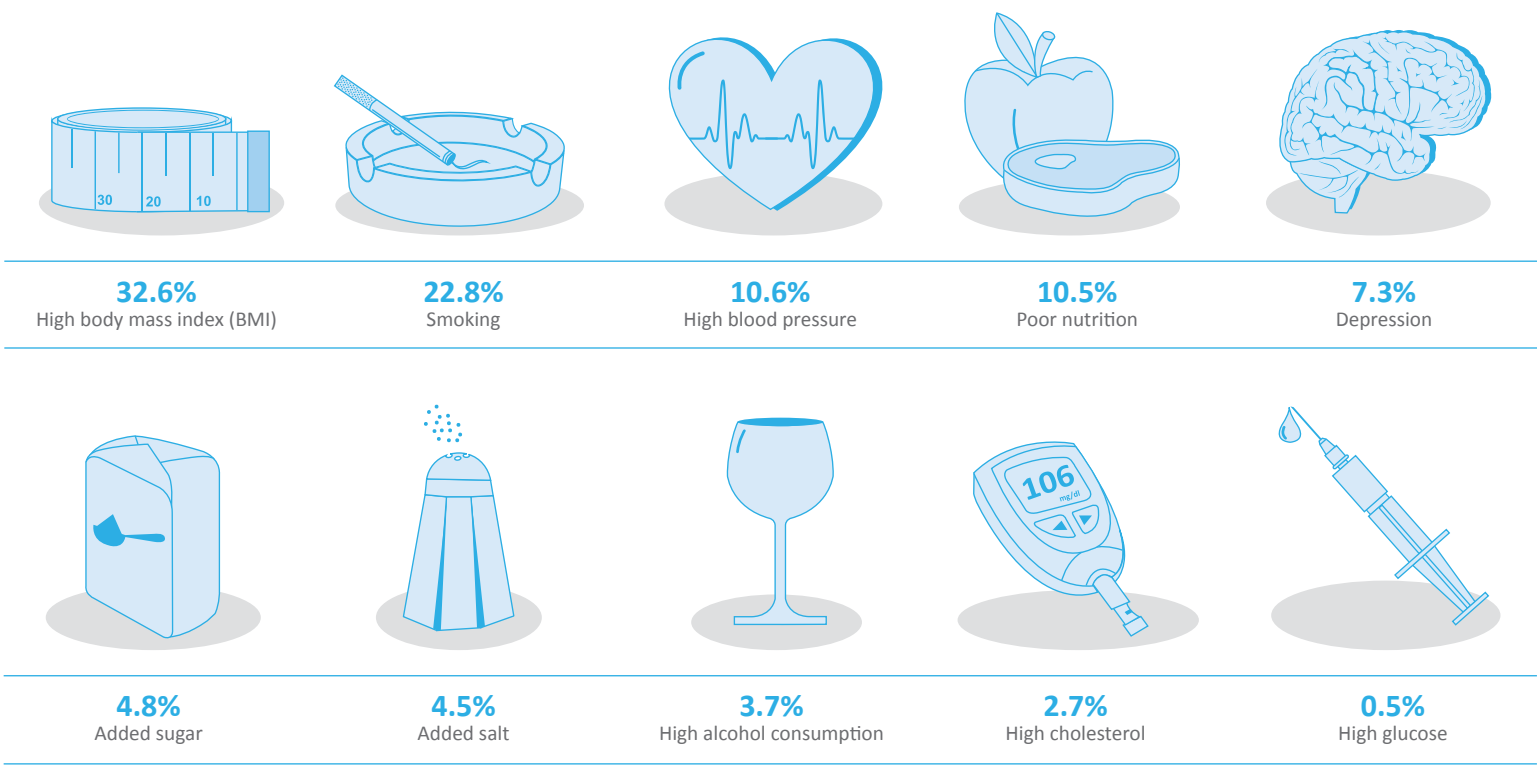
Risk factors that impact Vitality Age include body mass index (BMI), smoking, physical activity, alcohol intake, dietary behaviour, and more. By looking at these various risk factors we can estimate years lost or gained giving their health risk-related age compared to a healthy person.

VITALITY AGE CALCULATION

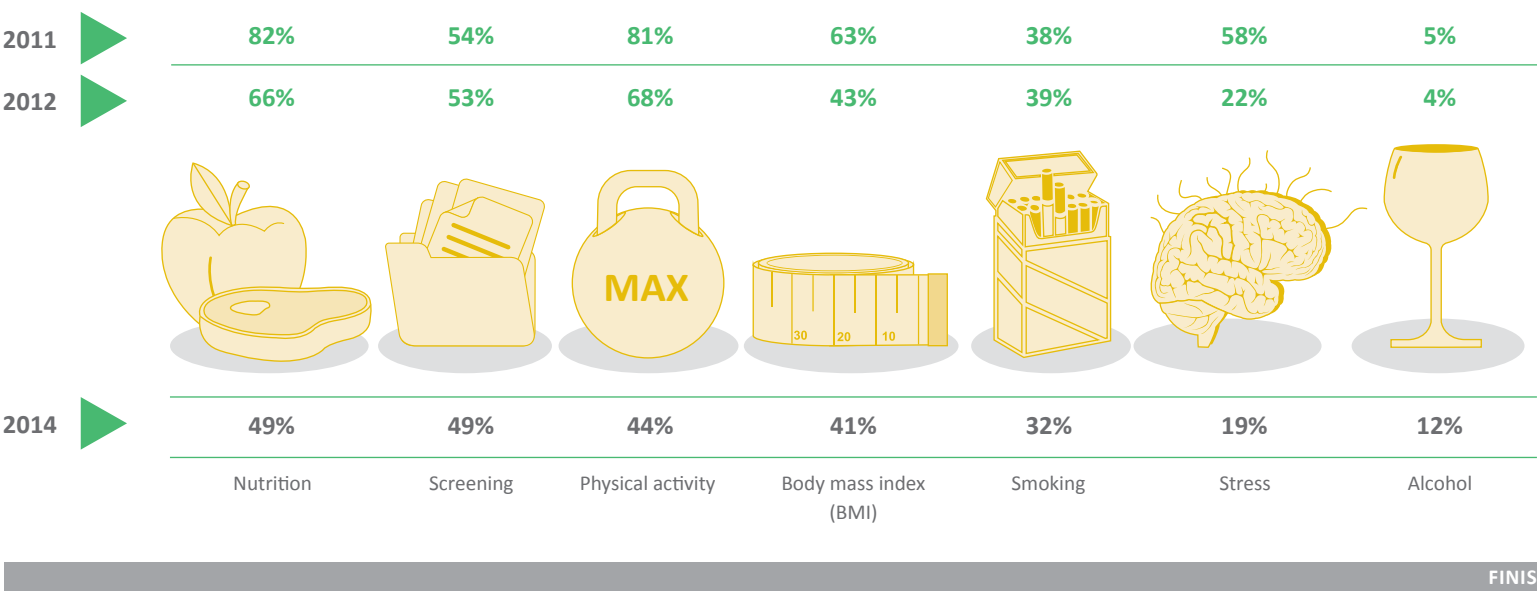
Vitality Age is calculated by assessing the following, which impact heavily on morbidity and mortality:



BIGGEST DRIVERS OF VITALITY AGE



RISK FACTORS OUT OF RANGE YEAR ON YEAR



AVERAGE VITALITY AGE DIFFERENCE YEAR ON YEAR

Difference between actual age and Vitality Age

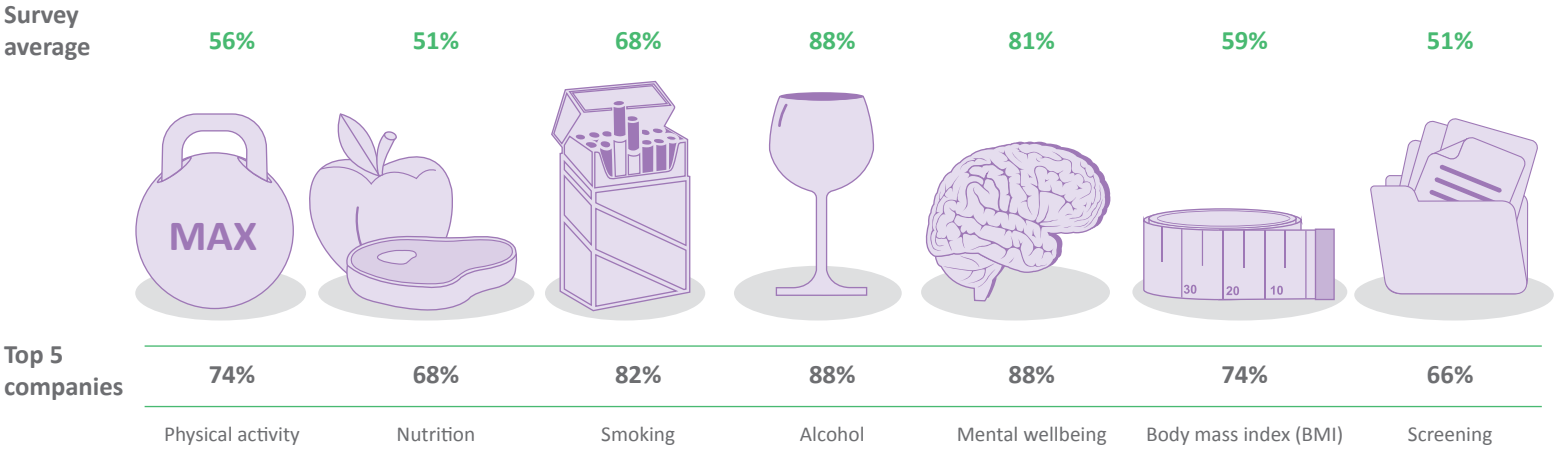
2012
6.4 years
▼

2014
5.8 years
▼



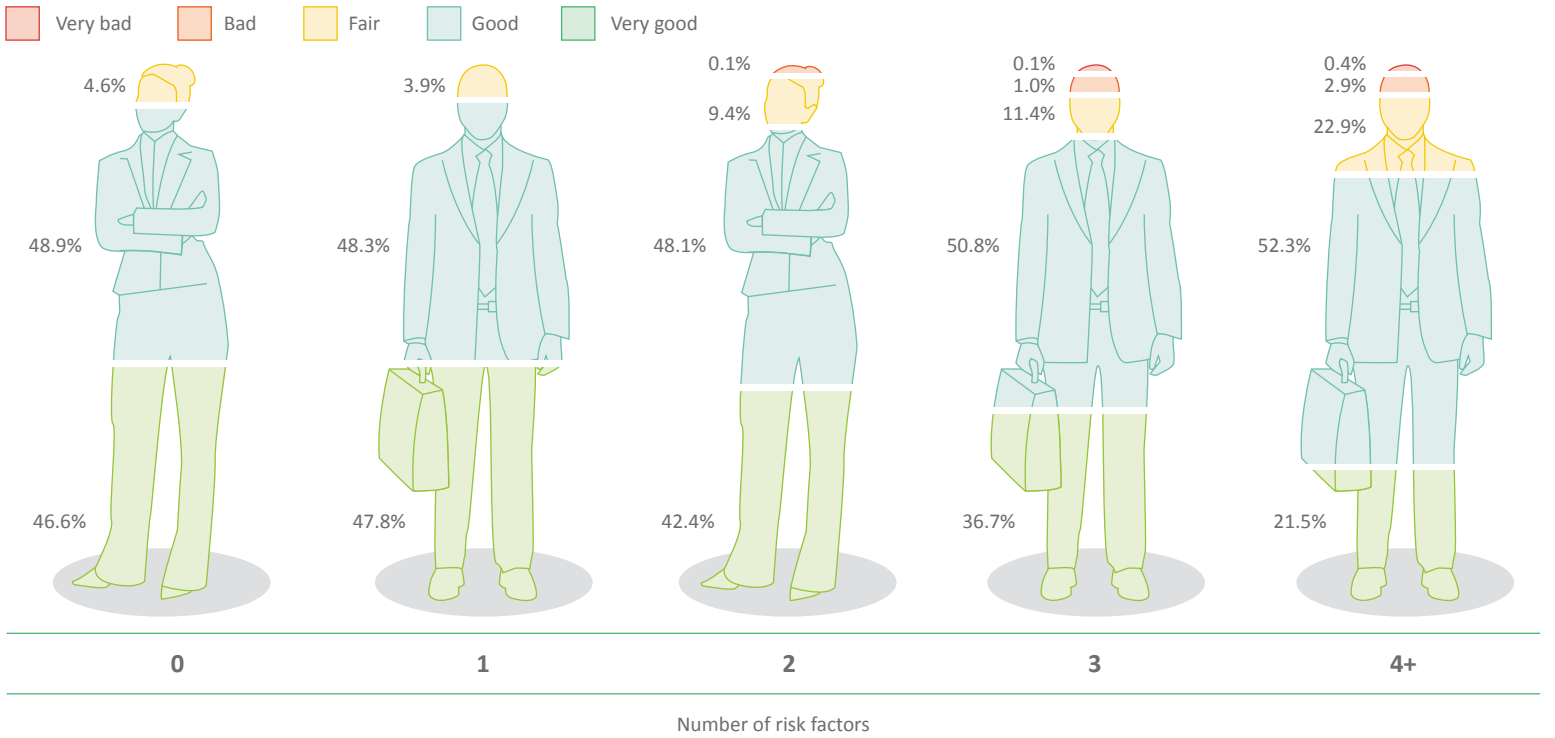
TOP 5 COMPANIES VS SURVEY AVERAGE

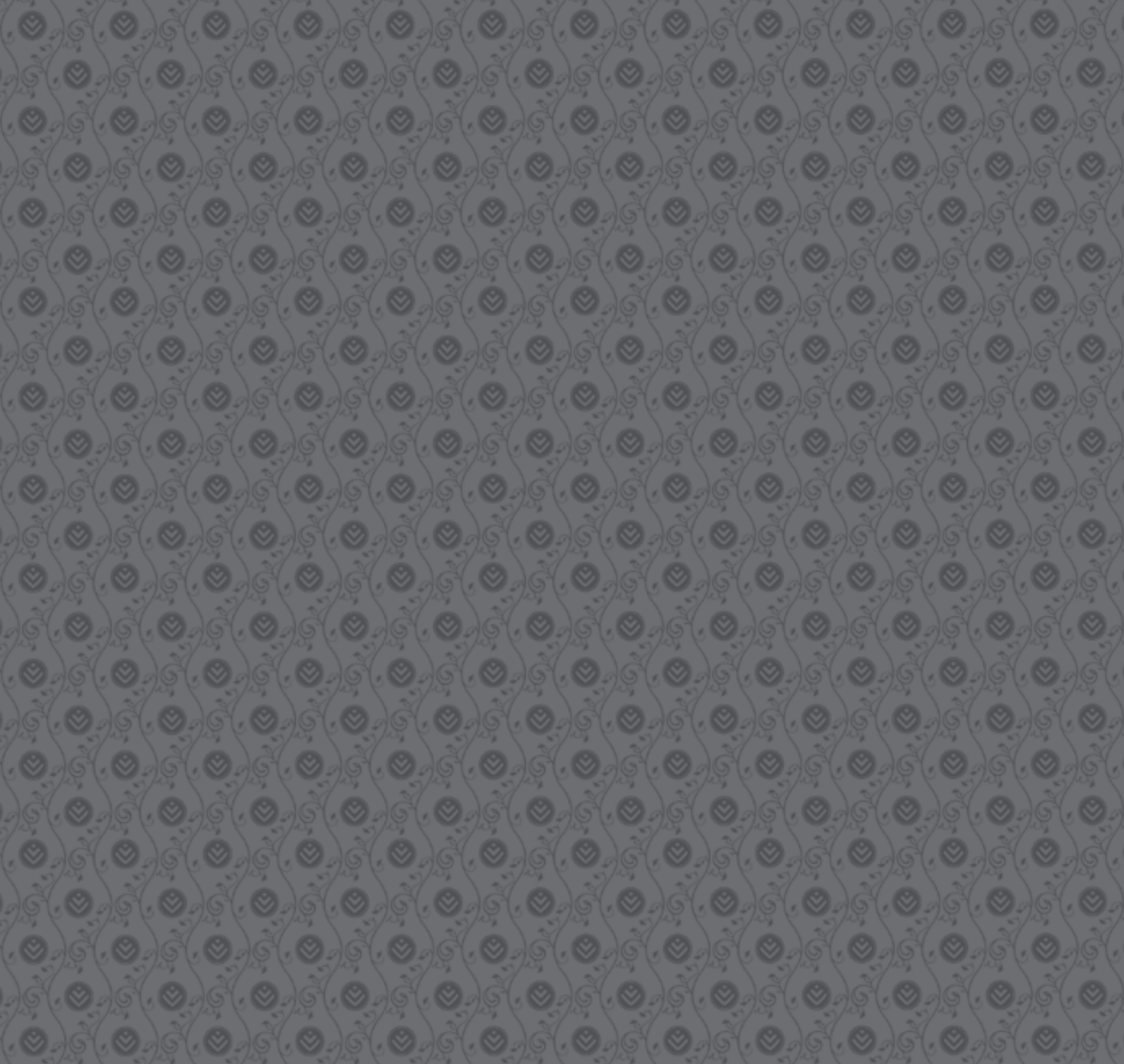
Percentage of employees in the healthy range in the top 5 companies compared to the survey average



RISK FACTORS FOR EACH EMPLOYEE AND THEIR PERCEPTION OF THEIR HEALTH STATUS

Employees' perception of their health status





CHRONIC DISEASES OF LIFESTYLE

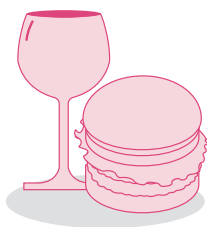
3 Risk factors

contribute to

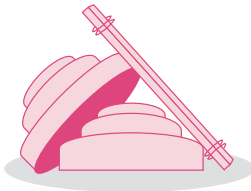
FOUR diseases

which contribute to

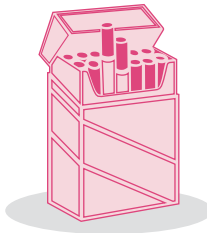
50% of preventable deaths globally



Poor diet including harmful use of alcohol



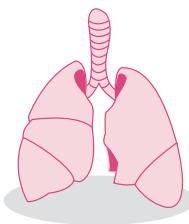
Insufficient physical activity



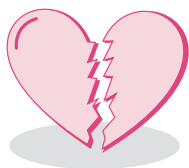
Tobacco use



Cancers



Chronic lung diseases



Cardiovascular disease



Diabetes

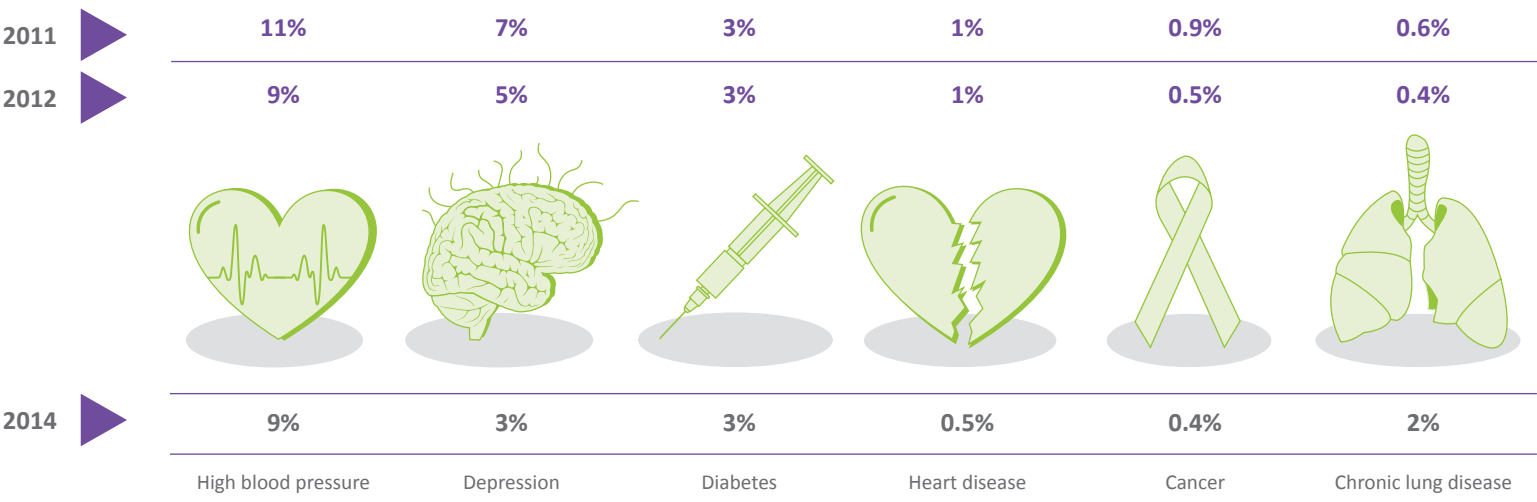
Over the past decade, **cardiovascular disease** has become the single, **LARGEST KILLER** accounting for **30% of all deaths**.

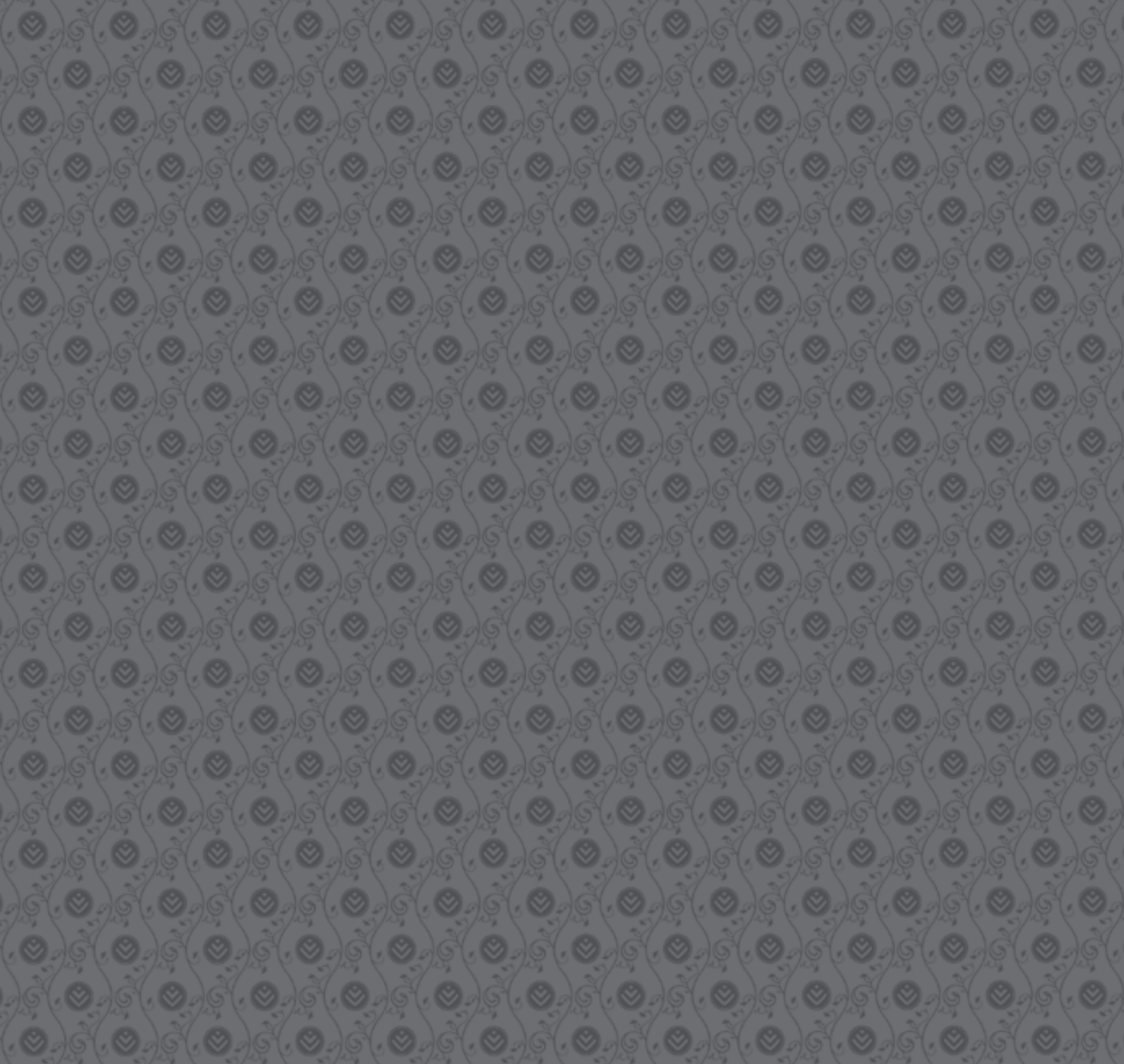
Health indicators are an important warning sign on just how much at-risk a person may be. When they fall outside the ‘healthy range’, precautionary measures are advised. The three main chronic diseases of lifestyle we found among employees in the Index were:

- High blood pressure.
- Depression.
- Diabetes.

59% OF EMPLOYEES who have one or more of the chronic diseases of lifestyle are also **OVERWEIGHT OR OBESE.**

EMPLOYEES’ MOST COMMON CHRONIC DISEASES OF LIFESTYLE





FOUR INSIGHTS TO BRING TO YOUR BUSINESS

The best workplace wellness **initiatives are evidence-based**. Here are four science-based strategies you can put in place in your workplace.

1. DEFINE YOUR FOCUS

THE SCIENCE

A study on risk factors in the workplace came up with the following points:

- Even small changes in behaviour and biometric risks can improve health outcomes.
- Lifestyle changes produce long-term health benefits.
- Keeping low-risk employees stable and helping high-risk employees move to low-risk status is an effective strategy.
- Workplace wellness programmes focused on obesity and physical activity seem to be vital for disease prevention.

WHAT CAN YOU DO?

Highlight the healthy; hide the unhealthy.

According to experts, putting salads at the front of the cafeteria display and unhealthy items such as burgers further behind can show definite results in eating patterns. Unhealthy food that is harder to get to becomes less appealing.

2. MAKE WHOLESALE CHANGES

THE SCIENCE

According to an article published in the *Journal of Environmental Medicine*, although employers are becoming more interested in improving employee health and productivity, **most have taken only small steps to achieve their goals**.

What is needed is across-the-board change. The best results come from comprehensive programmes using every communication platform possible. The following have been identified as the key points of effective employee wellness programmes:

- Effective communications.
- Effective evaluation.
- Links to business objectives.
- Efforts to create supportive environments.
- Targeting several health issues.
- Tailoring programmes to specific needs.
- Attaining high participation rates.

WHAT CAN YOU DO?

Design well-supported programmes using all opportunities to drive health promotion.



3. MOTIVATE PEOPLE

THE SCIENCE

Incentives are the biggest factor in driving wellness programmes within organisations. When people are offered **R1 500 for clocking up 123 workouts in 365 days**, the thought process was – **why bother if I only receive the money in a year’s time?** Even when organisations offer cash rewards, gifts, or merchandise, it appears that rewards such as T-shirts and water bottles for turning up at wellness days are even more popular.

For instance what motivates someone to stop smoking – is it a message from outside, or must the impetus come from within the person? Here, positive reinforcement and social incentives can work. In one study, two incentive methods were measured in groups of people struggling with diabetes control. The first group was given R2 000 to achieve their goal; while the second group had a peer mentor who talked to them on the phone once a week. **While the first group saw improvement, the second group saw hugely successful results.**

WHAT CAN YOU DO?

The concept of incentives is perhaps best used firstly to encourage participation and secondly, for health improvements from one year to the next, such as:

- Lower body mass index (BMI).
- Lower body fat percentage.
- Improved blood pressure.
- Improved cholesterol.

While it has been proven that incentives work, they don’t have to break the bank. Start small.

Consider a mentorship or buddy programme for weight loss, exercise, or chronic disease management. Being accountable to, and receiving support from, someone can make a big difference.

Give people who smoke choices. **More control over when the programme starts is a strong motivator.**

4. WALK THE TALK

THE SCIENCE

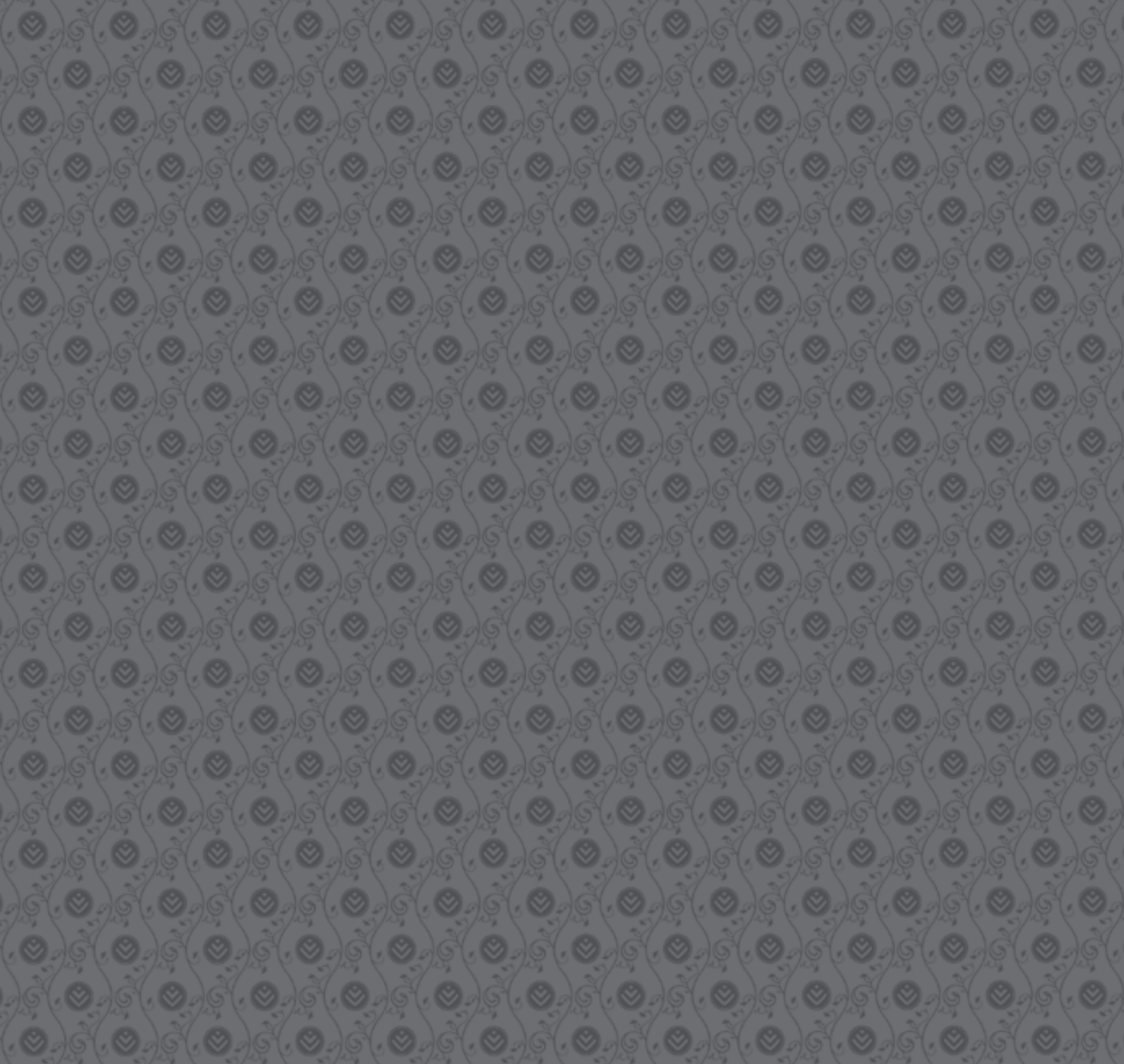
Effective programmes provide one-on-one risk-reduction counselling within the ‘healthy company’ culture. Best and ‘promising practice’ programmes have:

- Strong senior and middle management support.
- Behaviour-change theory.
- Adequate resources.
- Dedicated staff.
- Reasonable goals.
- State-of-the-art interventions.
- Regularly evaluations.

WHAT CAN YOU DO?

- Get the message out that it’s cool to lead a healthy lifestyle.
- Hold managers accountable – through feedback, report cards, and health index scores.
- Recognise best practices, and best practitioners, with tangible and intangible rewards.
- For leaders, walk the talk – participate in programmes and be visible.
- Look and act the part – be a role model for others to follow.
- Communicate, market, advertise, brand, and ‘sell’ health.
- Treat health as you would any other business investment – with a plan, goals, benchmarks, and budget.
- Make health social – create affinity groups, competitions, enlist experts, influencers, and persuaders.
- Recruit health ambassadors (champions/advocates) – reward and recognise these individuals.





6

TOP THREE RISKS: NUTRITION

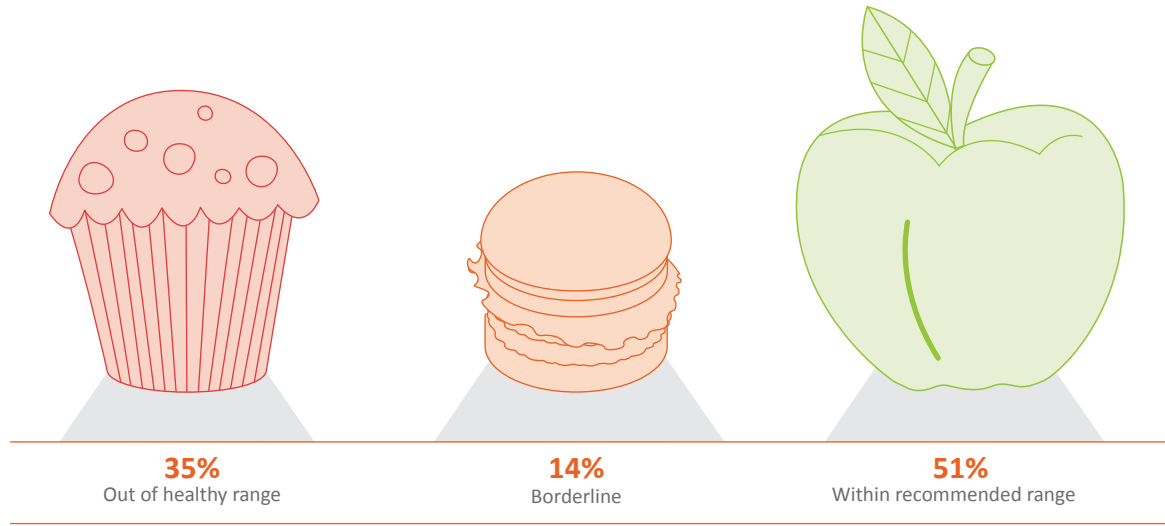
Unhealthy food is often the quickest, cheapest and, for many people, the tastiest food available. This makes it challenging to change eating behaviour of employees. Unhealthy eating has a huge impact on health, as **obesity is the number 1 risk factor for NCDs** and accounted for nearly **3.4 million deaths in 2010**.

Improving nutrition can have a significant impact on overall health and **the results show that 44% of employees know they need to improve their eating habits** and would like help to do so.

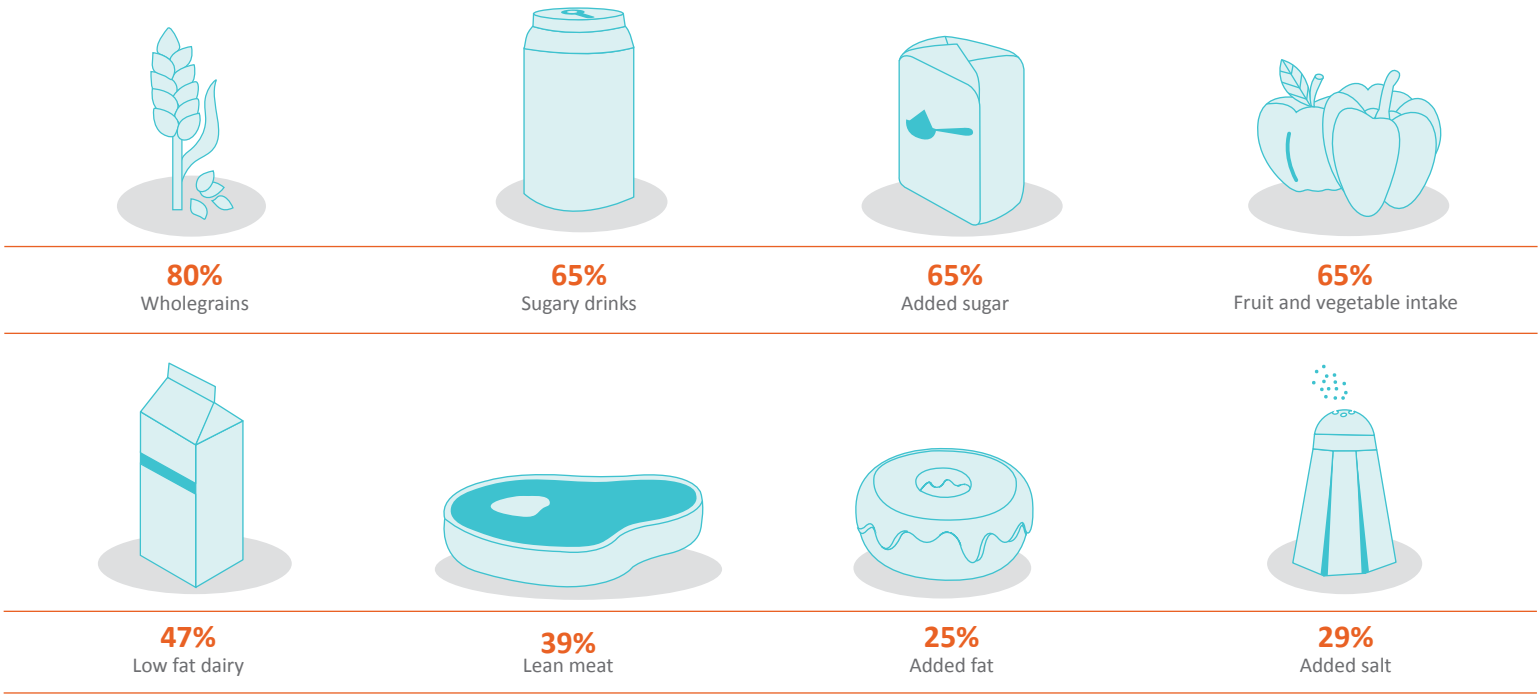
51% of employees are in range for nutrition, with **68% of employees** in the **top 5 companies** being in range.

EMPLOYEE NUTRITION RISK

The diagram below shows the percentage of employees whose eating habits are out of the healthy range, borderline, and within the recommended range.



NUTRITIONAL ELEMENTS OUT OF RANGE



LET FOOD BE YOUR MEDICINE

The importance of good nutrition is nothing new. As far back as 400 B.C., Hippocrates said, **"Let food be your medicine and medicine be your food."** Today, good nutrition is more important than ever.

And without good nutrition you can't expect good health. So, how can you encourage your staff to improve their health and lifestyle by making the correct food choices?

- Convenient canteen times.
- Offer healthy, affordable food and drinks.
- Culturally appropriate healthy food.
- Clearly label healthy food and drink choices, promotions, and advertising.
- Subsidise healthy food and drink options.
- Have fresh fruit available for snacking in the office.
- Limit access to sugary drinks and fruit juice in vending machines, canteens, and staff shops.
- Offer water and sugar-free beverages.
- Place water coolers in meeting rooms and public areas.
- Educate staff on healthy options in the workplace and at sponsored events.
- If employees don't have access to vegetables and fruit at the workplace, establish a food market for suppliers to sell fresh produce.
- Get a retail store to open an outlet in the workplace or by other nearby companies allowing all employees to purchase healthy foods.





TOP THREE RISKS: PHYSICAL ACTIVITY

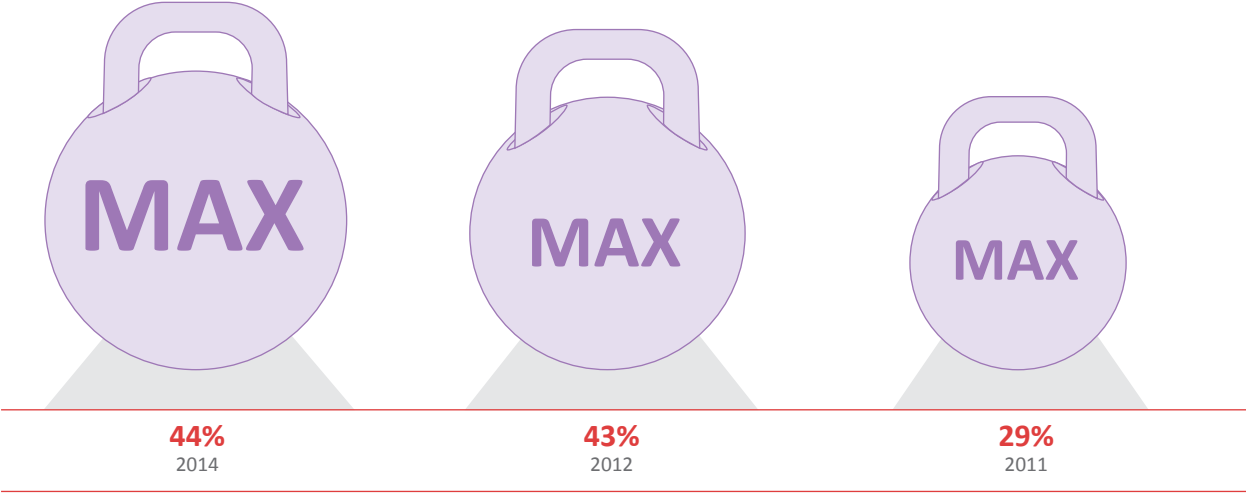
Look around your workplace. How many people would you say are in reasonable, not even peak, physical shape? Very few probably. Most employees drive or take transport to work, sit at their desks most of the day, spend their lunch hour eating, and then take the same transport home to sit in front of the television.

Clinical guidelines recommend people should be doing **at least 30 minutes of moderate or 15 minutes of vigorous physical activity on five or more days of the week** to enjoy substantial cardiovascular benefits. **But sadly very few people do anywhere near this**, meaning a largely unhealthy workforce with high cost implications for their employers.

Fortunately, the results show that **61% of employees know they need to improve physical activity** and would like help doing this. This is an important first step in **getting people moving**.

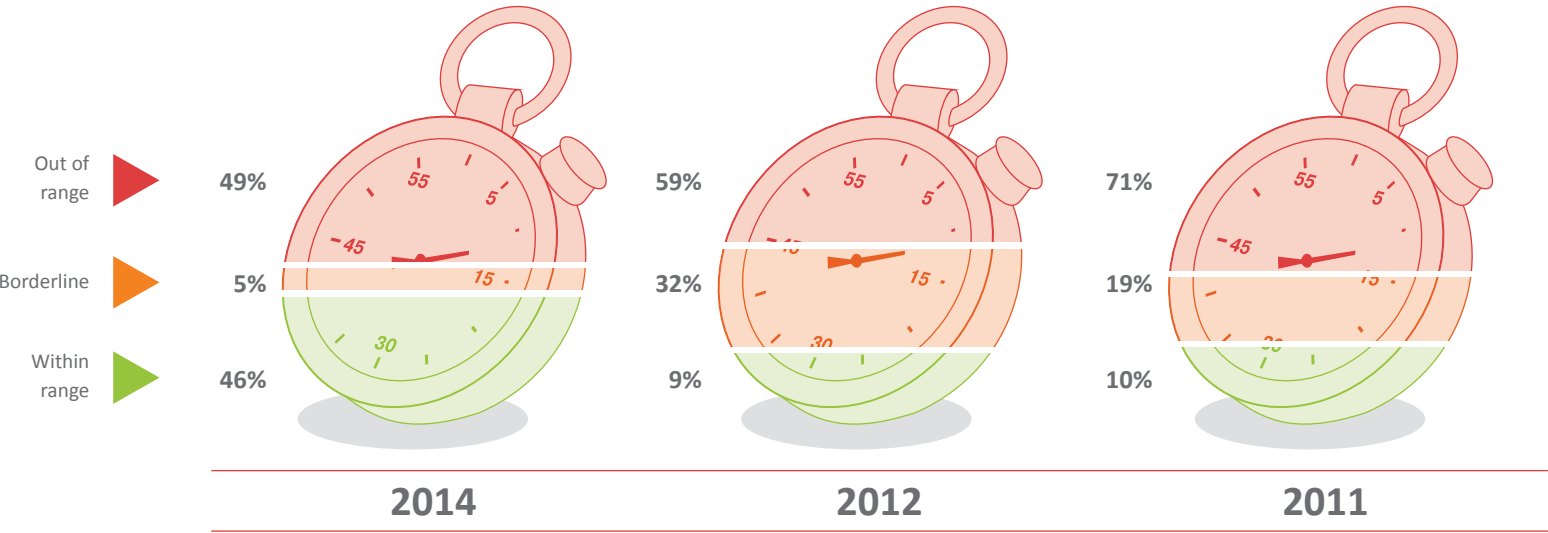
➤ **44% of employees** are not doing enough **physical activity**. ➤

PHYSICAL ACTIVITY ELEMENTS OUT OF RANGE



EMPLOYEE PHYSICAL ACTIVITY RISK

The diagram below shows the percentage of employees who do not meet the recommended physical activity requirements, those that are borderline, and those within range.

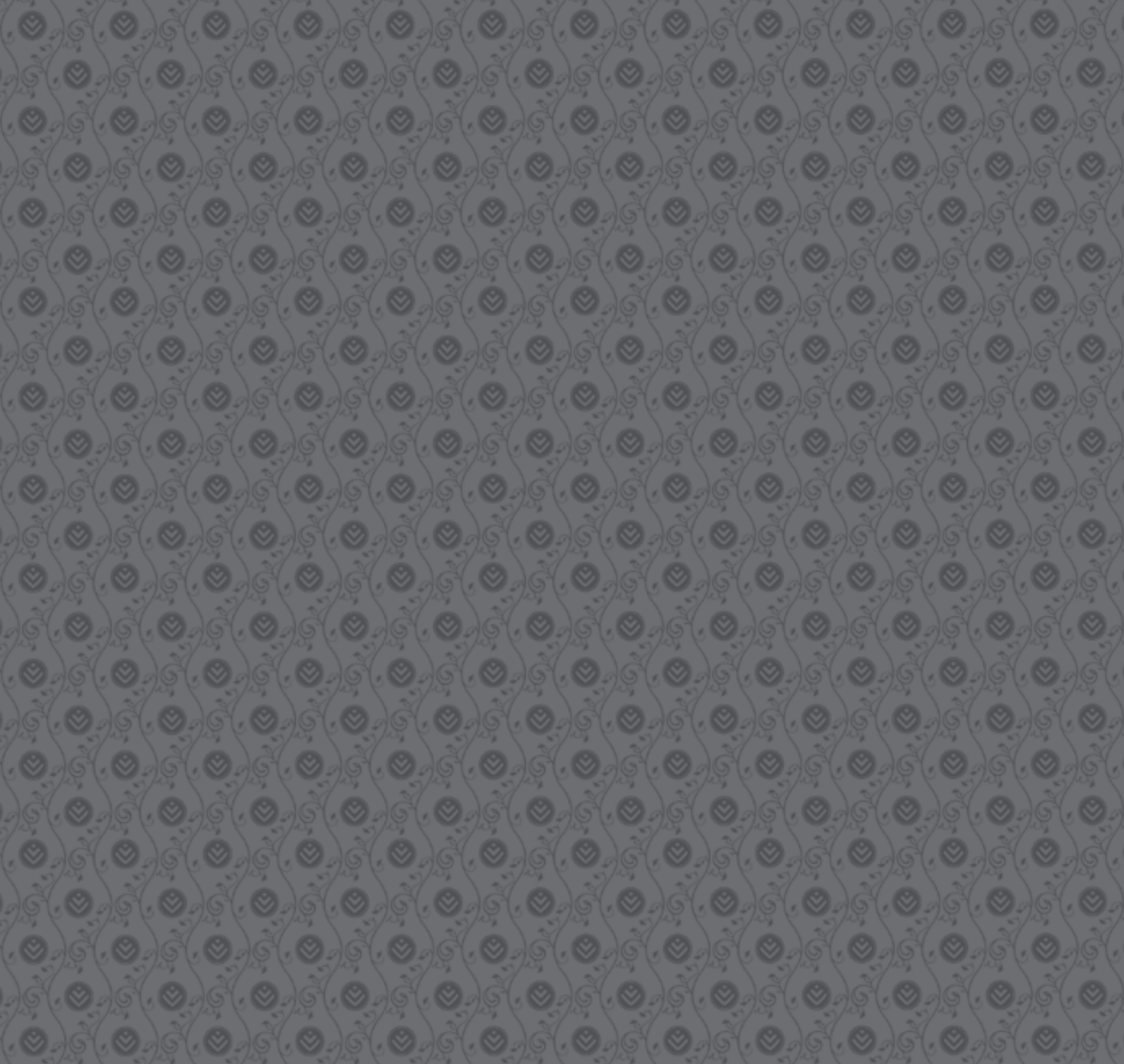


GETTING PEOPLE MOVING!

Offering physical activity programmes at the workplace can be an effective way to encourage staff to exercise. There are a number of interventions that can make a big difference:

- Providing one-on-one risk education for high-risk employees within wellness programmes, can be key to the success of these programmes. General exercise programmes are not as effective in getting people active as compared to tailoring exercise programmes to suit the employee.
- With the buddy system, the employees make 'contracts' with others to complete specified levels of physical activity or set up walking or other groups to provide friendship and support.
- Worksites in walkable environments, nearby parks, pavements, and pedestrian signals can lead to increased physical activity.
- Providing exercise facilities (e.g. showers, lockers, exercise programmes, walking routes) at work is important for increasing physical activity.
- Motivational signs with messages can be used to increase stair use. These could show the number of steps to the next floor and number of floors in the building or inform employees about the health and weight loss benefits of using stairs.
- Another idea would be to have flexible work hours allowing employees to be active before or after work.





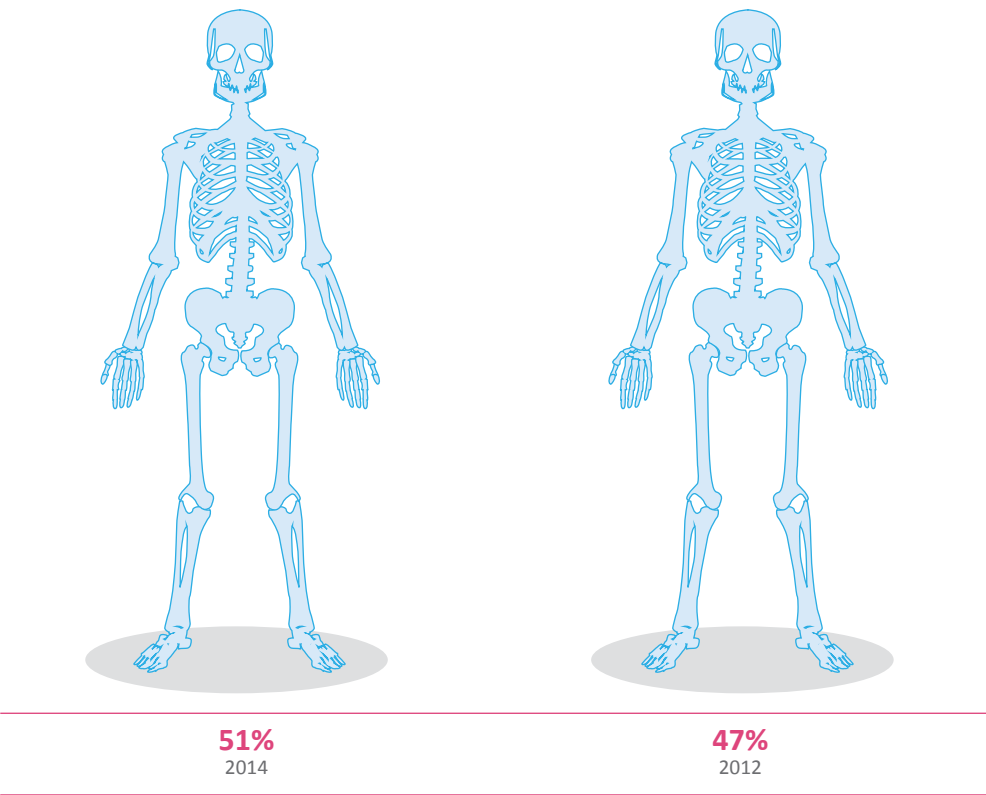


TOP THREE RISKS: SCREENING

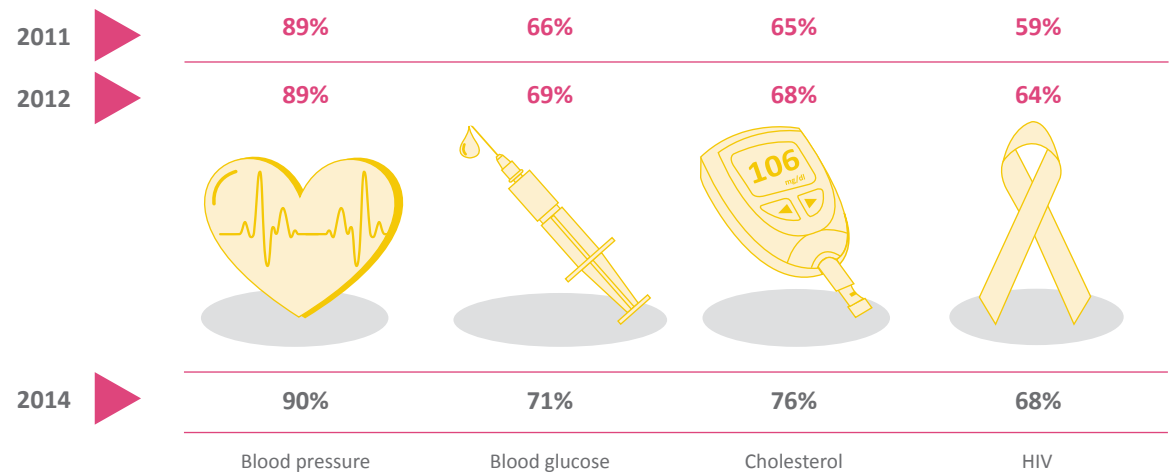
Screening is an important way for us to understand our health risks and allow us to **make the necessary changes to live a longer and healthier life**. Chronic diseases of lifestyle are preventable if we **tackle the risk factors of unhealthy diets, physical inactivity, smoking, and the harmful use of alcohol**.

The results show employees understand the importance of screening as only **5% reported having had no screenings done in the last 12 months**.

PERCENTAGE OF EMPLOYEES WHO HAD ALL RECOMMENDED SCREENINGS IN THE PREVIOUS 12 MONTHS

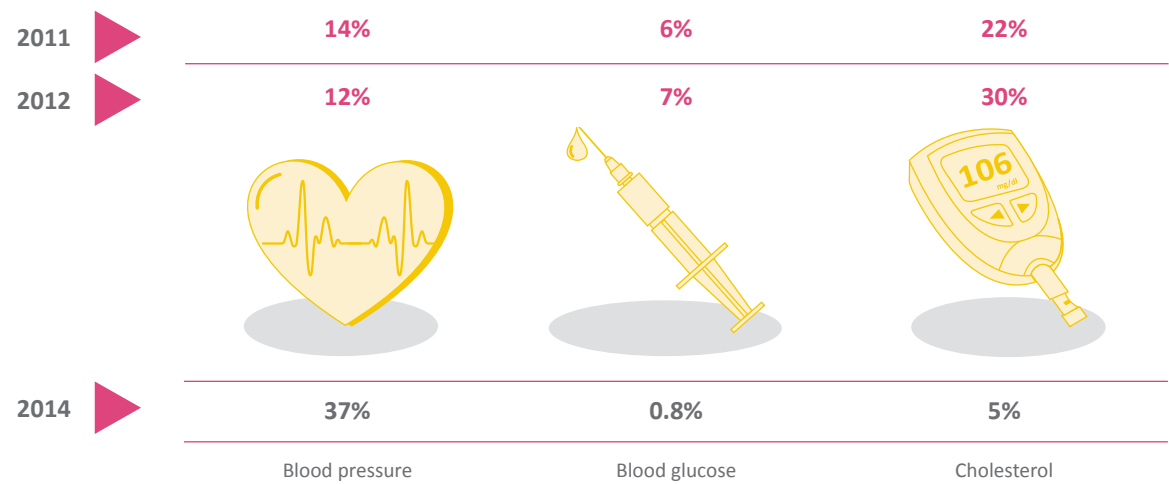


PERCENTAGE OF EMPLOYEES WHO HAD IN THE PREVIOUS 12 MONTHS



66% of employees
in the top 5 companies had all **four screenings done**.

PERCENTAGE OF EMPLOYEES WHO REPORTED BORDERLINE TO HIGH RESULTS

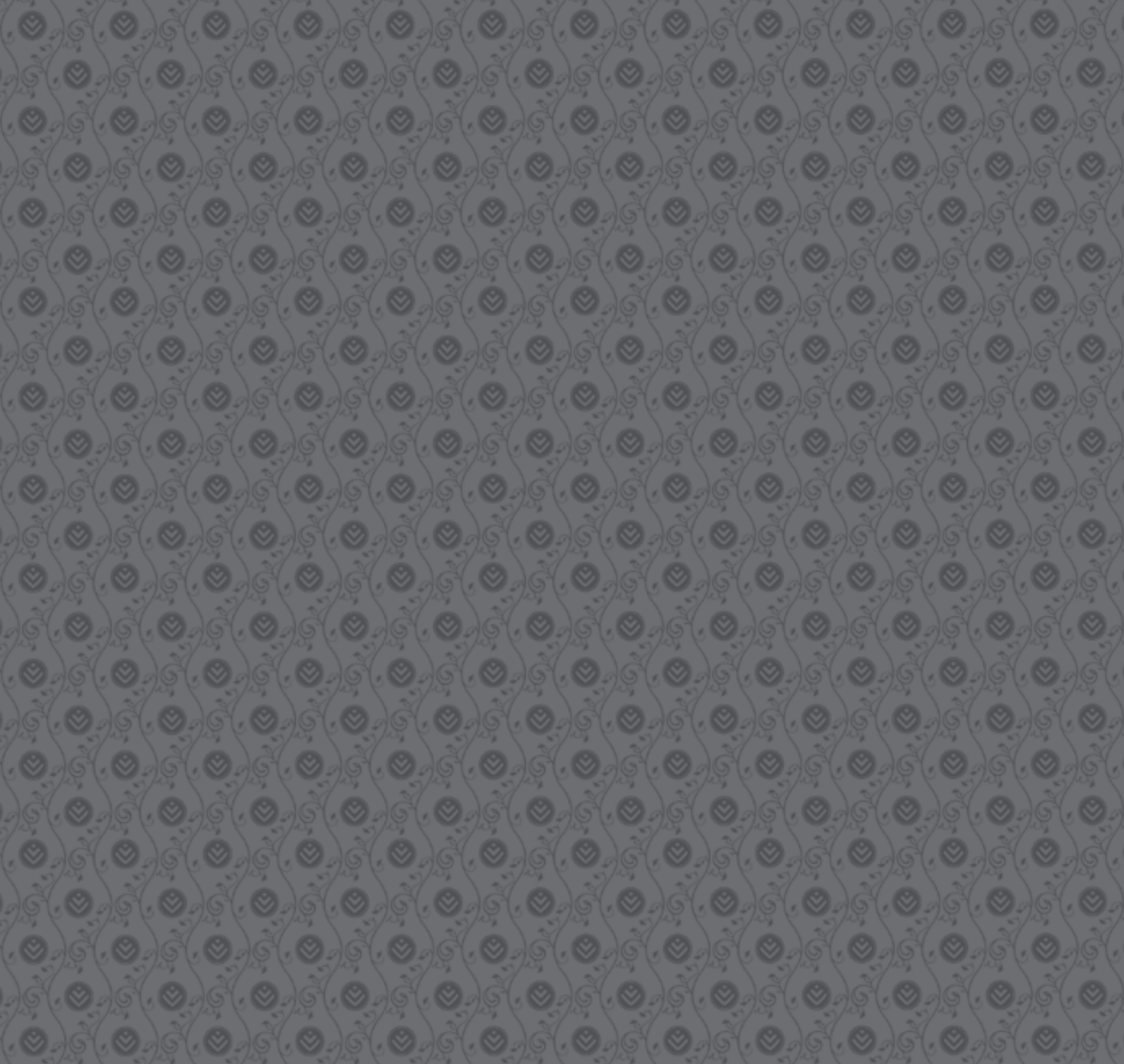


SCREENING IS ESSENTIAL IN UNDERSTANDING HEALTH AND PREVENTING DISEASE IN THE LONG-TERM.

Non-communicable diseases (NCDs) are largely preventable lifestyle-associated conditions, **driven by unhealthy behaviours and other environmental and socio-economic factors**, and are the leading causes of death in most countries. Testing for these risk factors is relatively inexpensive and easy and has to become essential if we're to curb the NCD epidemic.

Tests for blood glucose, blood pressure, cholesterol, and a weight assessment assess the risk for conditions like hypertension, type 2 diabetes, high cholesterol, and obesity.





INTERNATIONAL WELLNESS TRENDS

Here's a look at **five key trends defining the shape** of things to come in workplace wellness.

As chronic disease grows globally, these illnesses are appearing in younger age groups – **those in the economic prime of their lives**.

The need for employers to look carefully at health and wellness is therefore increasing. As employee health becomes a priority, certain trends are emerging through research and trial and error in practice.

1. INCENTIVES SAVE MONEY

Studies show great success using incentives to change health behaviour. Rewards helped people to stop smoking, exercise more, go for vaccinations, have health checks and screenings, and breastfeed for longer.

Results showed incentives **increased odds of**
BEHAVIOUR CHANGE by 62%.

According to a recent RAND Employer Survey result, financial incentives are offered in different forms: cash, cash equivalents (discounted gym memberships), and novelty items (T-shirts or gift cards). Although incentives did not have a real impact on health outcomes, it increased participation rates.

2. RIDING THE TECH WAVE

Today's technology offers unprecedented ways for employers to motivate and enable staff to adopt **healthier lifestyles**.

THREE MAIN ELEMENTS ARE BEING USED:

'GAMIFICATION'

The use of game-like features in non-game situations to motivate a change in behaviour, including games, competitions, lotteries, points, raffles, quizzes, leaderboards, avatars, games online, or via mobile. Weight loss or walking competitions using social motivation or media to encourage participation in health programmes.

SOCIAL MEDIA

Facebook, LinkedIn, Twitter etc., and internal sites offer great vehicles for wellness programmes. Opportunities are increasingly being explored in:

- Collaborative content management (enterprise wiki, intranet knowledgebase).
- Blogs, podcasts, text messaging, and RSS feeds (syndicated content, web feeds, or channels).
- Social media elements of other health-related websites (such as employee testimonials) are the most common.

MOBILE TECHNOLOGY

Companies are increasingly using mobile apps via smartphones, tablets etc. Research shows growing use of smartphones and an explosion in mobile apps and mobile-optimised websites.

In South Africa, mobile penetration is around **128%** with **40.7 million people** using mobile phones and smartphone usage growing at around **14.5 million**.

DeloitteDigital / GSMA

There has been little measurement of technology effectiveness in terms of ROI, but comments from the **WorldatWorksurvey 2012** included:

- 'Employees are improving their overall health and may help inspire like behaviours.'
- 'Online testimonials, support boards, and so on are important motivators for change.'
- Mobile technology: 'It applies to the entire workforce and nearly everyone uses it.'



3. BEYOND ROI

Success is not just measured in financial terms, although this is still the ultimate aim of wellness programmes. It’s more about becoming creative and diverse, for Example: Early detection of disease through screening programmes, collective number of kilograms lost, gym memberships, or increased amounts of fruits and vegetables eaten in the company cafeteria.

“The trend today is away from **RETURN-ON-INVESTMENT** towards **VALUE-ON-INVESTMENT,**”

says Dr Ron Goetzel, Director of the Institute for Health and Productivity Research, at Emory University’s Rollins School of Public Health (US).

➤

ROI

is a measure of healthcare dollars saved for every dollar spent

➤

➤

VOI

is a measure of how much value has been purchased by how much money.

➤

whereas

For instance:

\$3.21
is the cost per health risk assessment completed

\$47.34
is the value of the risk factor eliminated

\$894.34
is the saving derived from a successful smoking cessation intervention.

The value of **improved health and wellbeing:** **PRICELESS.**

4. FOCUS ON STRESS AND WEIGHT LOSS

Stress is cited as the top health risk driving wellness programmes worldwide.

Historically, areas of concern in wellness programmes were:

- Back care and injury prevention.
- Physical exercise.
- Stress management.
- Tobacco use.
- Substance abuse prevention.

Recent trends show:

- Weight management.
- Medical self-care.
- Consumer health education.
- Cholesterol reduction.
- Nutrition.
- Biometric testing.
- High blood pressure management.

DEPRESSION

was the

THIRD HIGHEST

➤ cost per capita of risk factors in 2012. ➤

5. BUILDING ON A STRONG FOUNDATION

According to Dr Goetzel, best practice is based on simple, solid strategies, such as:

- Strong senior and mid-level management support: Leaders must walk the talk and be seen to be involved in programmes. Leadership needs to communicate, market, advertise, brand, and ‘sell’ health, like any other business investment – with a plan, goals, benchmarks, and budget.
- A ‘healthy company’ culture: Making a healthy lifestyle easy to achieve.
- A grounding in behaviour-change theory: Health risk assessments and screenings followed by evidence-based interventions.

