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# *BGF International: Globale Trends und Good Practices*

10. Dezember, 2024

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# Übersicht

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1. Globale Trends
2. Einfluss der Arbeit auf die Gesundheit
3. Psychische Gesundheit & Wohlbefinden
4. Good Practices



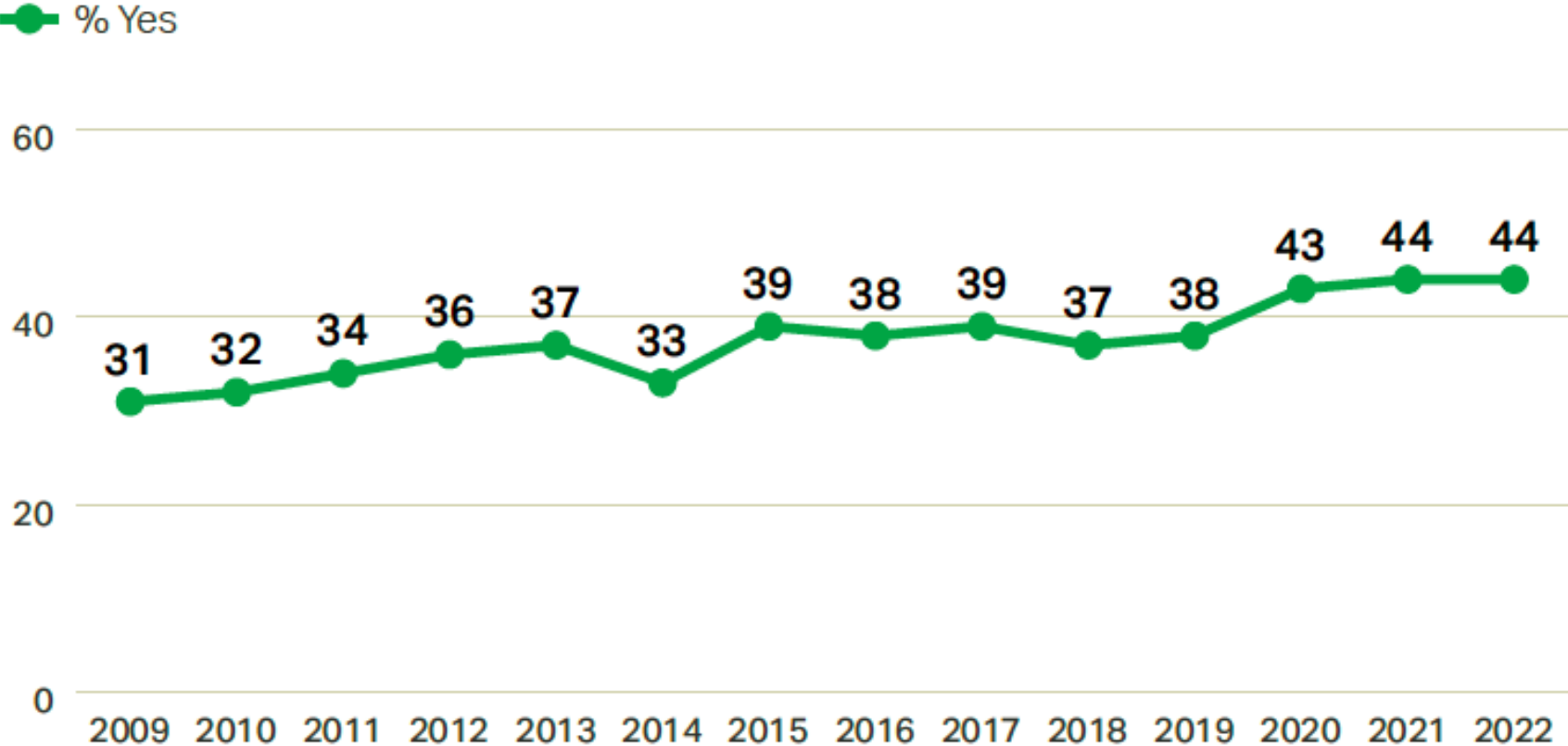
# Globale Trends

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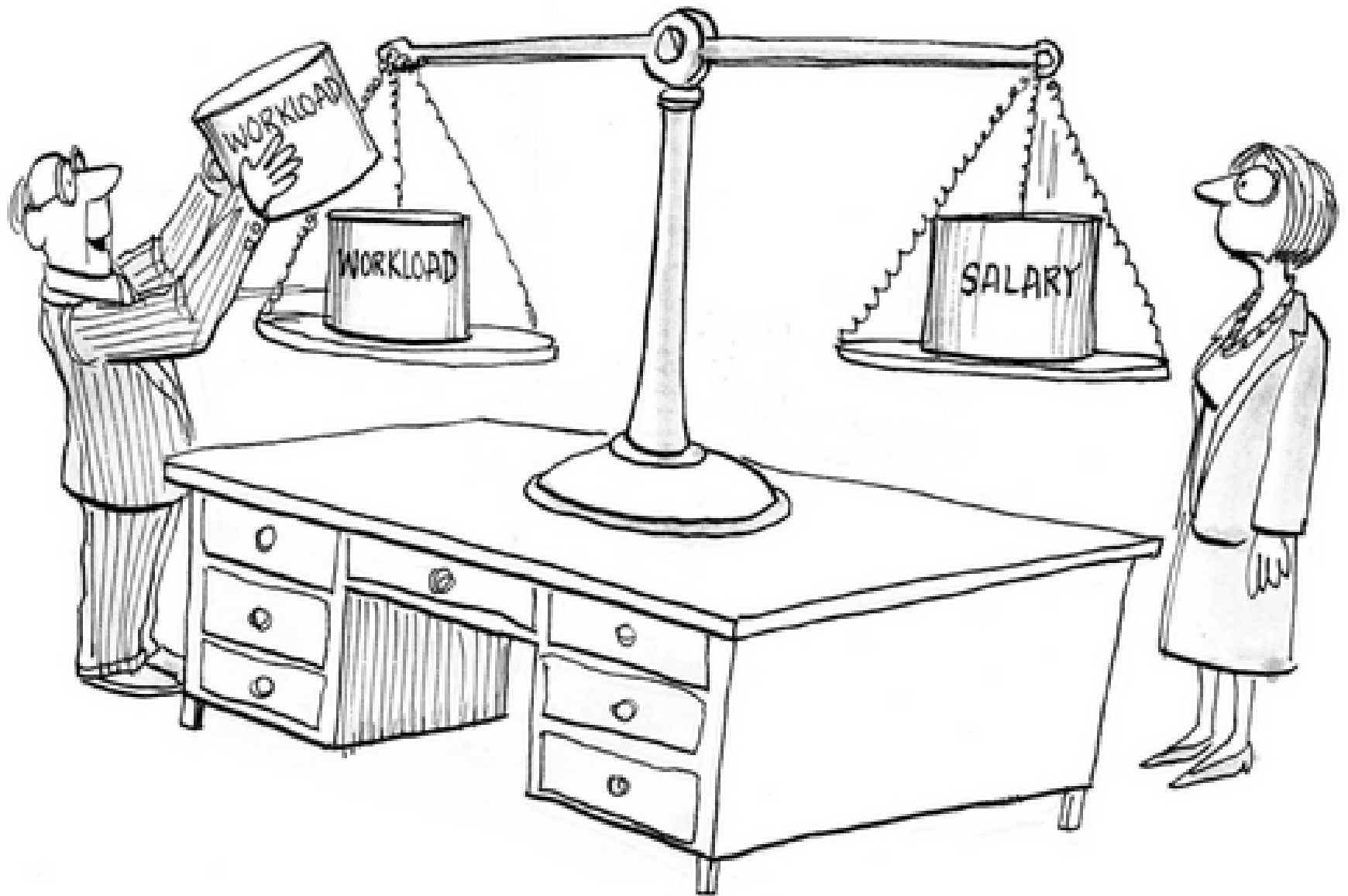
- Lange Arbeitszeiten machen krank (750.000 Todesfälle per WHO)
  - Schlechte psychische Gesundheit kostet die europäische Wirtschaft jährlich rund 600 Mrd. EUR (OECD)
  - 23 % der Mitarbeiter engagieren sich, 59 % "Quiet Quitting", 33 % steigern ihr allgemeines Wohlbefinden (Gallup)
  - 78 % der Arbeitnehmer in der EU, die während der Pandemie von zu Hause aus arbeiteten, gaben an, dass sie es vorziehen, weiter Teilzeit aus der Ferne zu arbeiten, 30% an mindestens drei Tagen pro Woche (Eurofound)
  - Zusammenhang zwischen Qualität der Arbeit und Wohlbefinden der Arbeitnehmer, Krankheitstage, Arbeitszufriedenheit sowie Arbeitsmotivation (OECD)
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# Daily Stress

Did you experience the following feelings during A LOT OF THE DAY yesterday? How about stress?



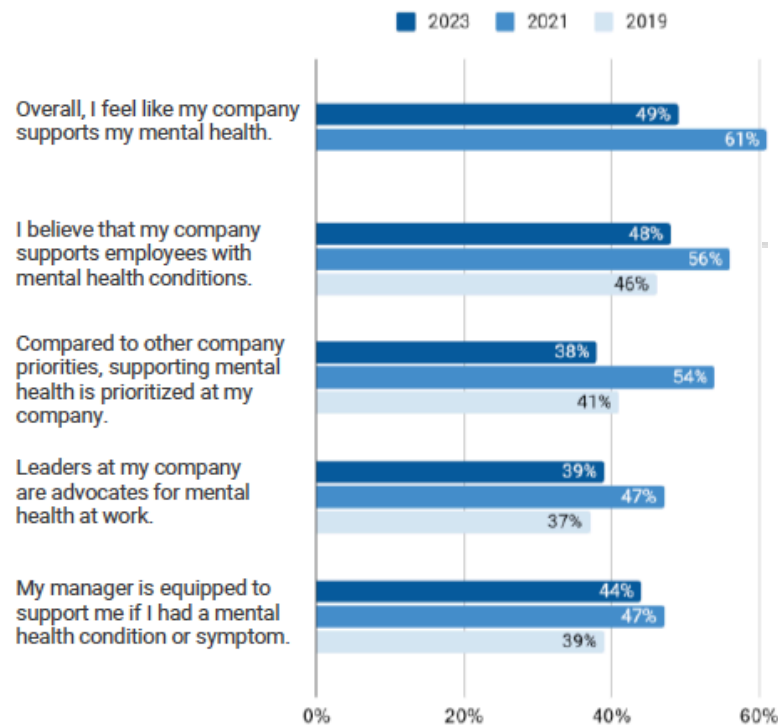
Gallup, State of the Global Workplace Report, 2023



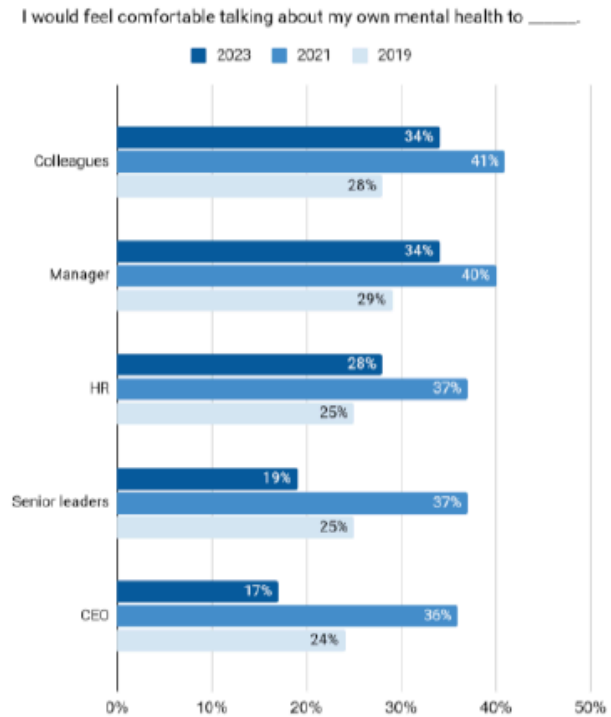
“Now that we’ve hired you we would like to restructure the position.”

# Psychologische Sicherheit

## Perceptions of Employer Support for Mental Health



## Comfort Talking About Mental Health



# Auswirkungen der Arbeit auf die Gesundheit

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- **Arbeitsintensität:** arbeiten unter Zeitdruck und mit vielen Deadlines
- **Soziale Anforderungen:** Mobbing und/oder Diskriminierung
- **Soziale Ressourcen:** Unterstützung durch Kollegen und Vorgesetzte, Anerkennung, Gerechtigkeit in der Organisation
- **Belohnungen:** faire Bezahlung, Karrierechancen, Jobsicherheit

# Risikogefährdet sind...

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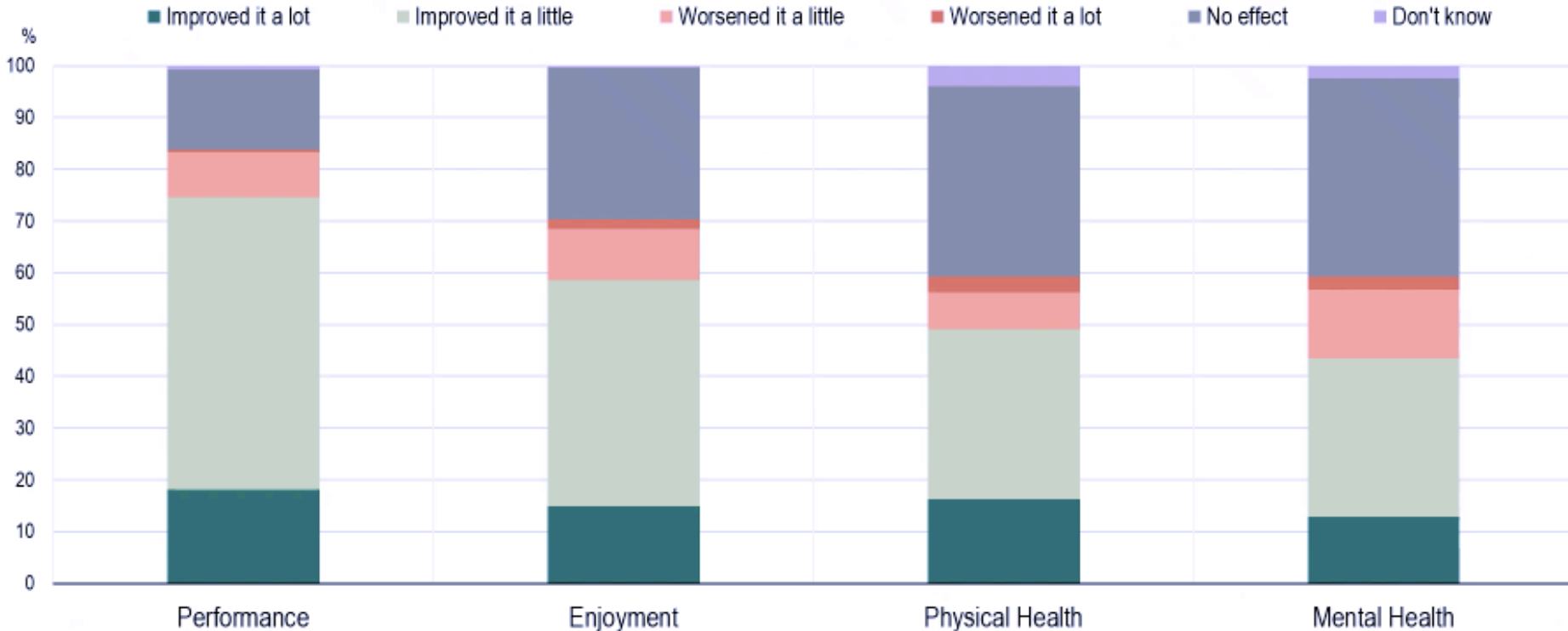
- Berufe: niedriges Qualifikationsniveau
  - Sektoren: Transport, Bauwesen, Industrie, Gesundheit
  - Arbeitnehmer in unsicheren Arbeitsverhältnissen und mit befristeten Verträgen
  - Arbeitnehmer mit langen Arbeitszeiten und hohen Anforderungen
  - Mitarbeiter in Unternehmen mit Stellenabbau
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# AI can have a positive effect on job quality

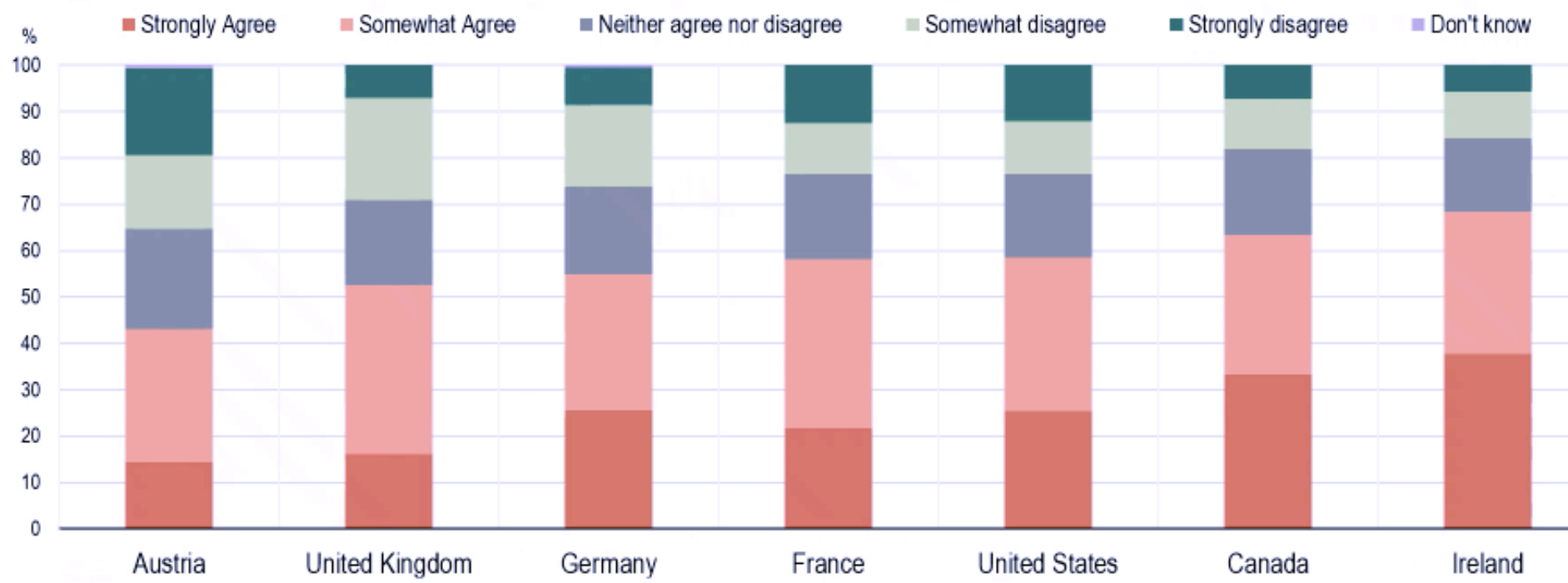
## The impact of AI on performance and working conditions

% of workers who work with AI



# Appropriate safeguards need to be put in place to protect workers rights and opportunities

Share of AI users who say they worry about their privacy  
% of workers who work with AI



<https://oecd.ai/en/work-innovation-productivity-skills>



# SUSTAINABLE DEVELOPMENT GOALS

**1** NO POVERTY

**2** ZERO HUNGER

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**5** GENDER EQUALITY

**6** CLEAN WATER AND SANITATION

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**10** REDUCED INEQUALITIES

**11** SUSTAINABLE CITIES AND COMMUNITIES

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**15** LIFE ON LAND

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

**17** PARTNERSHIPS FOR THE GOALS

**SUSTAINABLE DEVELOPMENT GOALS**



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European Union employers have an obligation to assess and manage psychosocial risks and prevent work-related stress through the Framework Directive 89/391/EEC, which deals with health and safety in the EU.

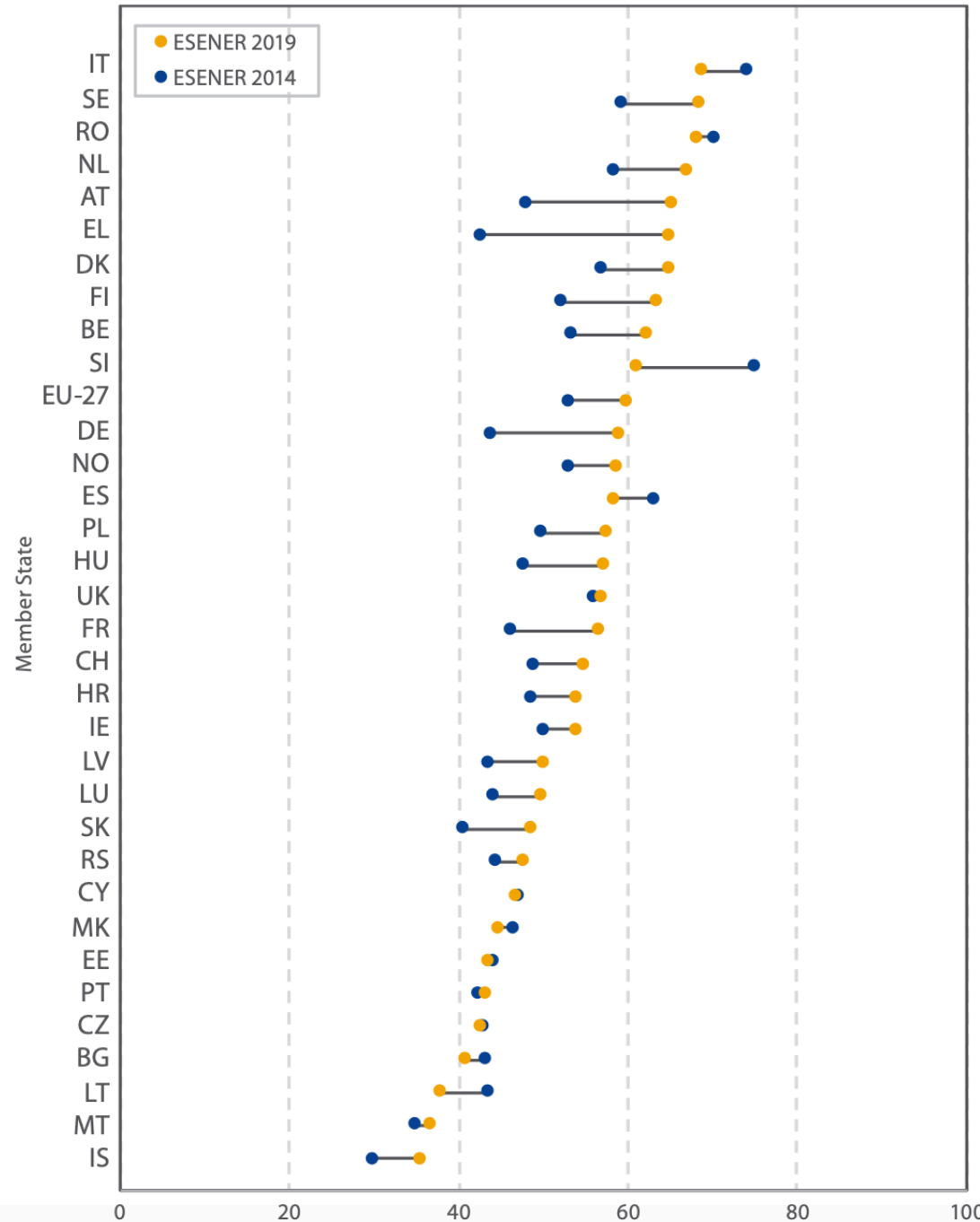
Source:[http://europa.eu/legislation\\_summaries/employment\\_and\\_social\\_policy/health\\_hygiene\\_safety\\_at\\_work/c11113\\_en.htm](http://europa.eu/legislation_summaries/employment_and_social_policy/health_hygiene_safety_at_work/c11113_en.htm)

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- **Belgium:** Royal Decree on the prevention of psychosocial risks at work
  - **Denmark:** Danish Working Environment Act.
  - **Finland:** Finnish Occupational Safety and Health Act
  - **France:** French labor law includes provisions for the assessment of psychosocial risks.
  - **Deutschland:** § 5 ArbSchG
  - **Italy:** Legislative Decree 81/2008
  - **Netherlands:** Dutch Working Conditions Act
  - **Norway:** Working Environment Act
  - **Spain:** Law on the Prevention of Occupational Risks
  - **Sweden:** Sweden's Work Environment Act
  - **United Kingdom:** The UK's Health and Safety at Work Act (Management of Health and Safety at Work Regulations)
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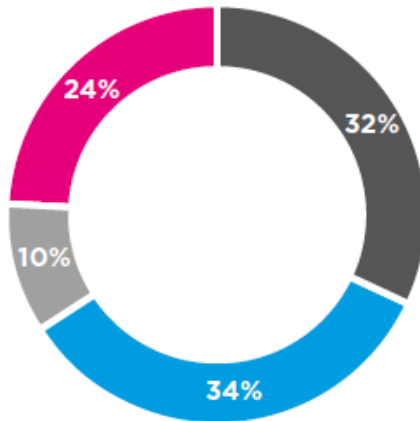
*Verfügen Sie über  
ausreichende  
Informationen, um eine  
psychische  
Gefährdungsbeurteilung  
durchzuführen?*



Source: European Survey of Enterprises on New and Emerging Risks (ESENER)

# Was Investoren verlangen...

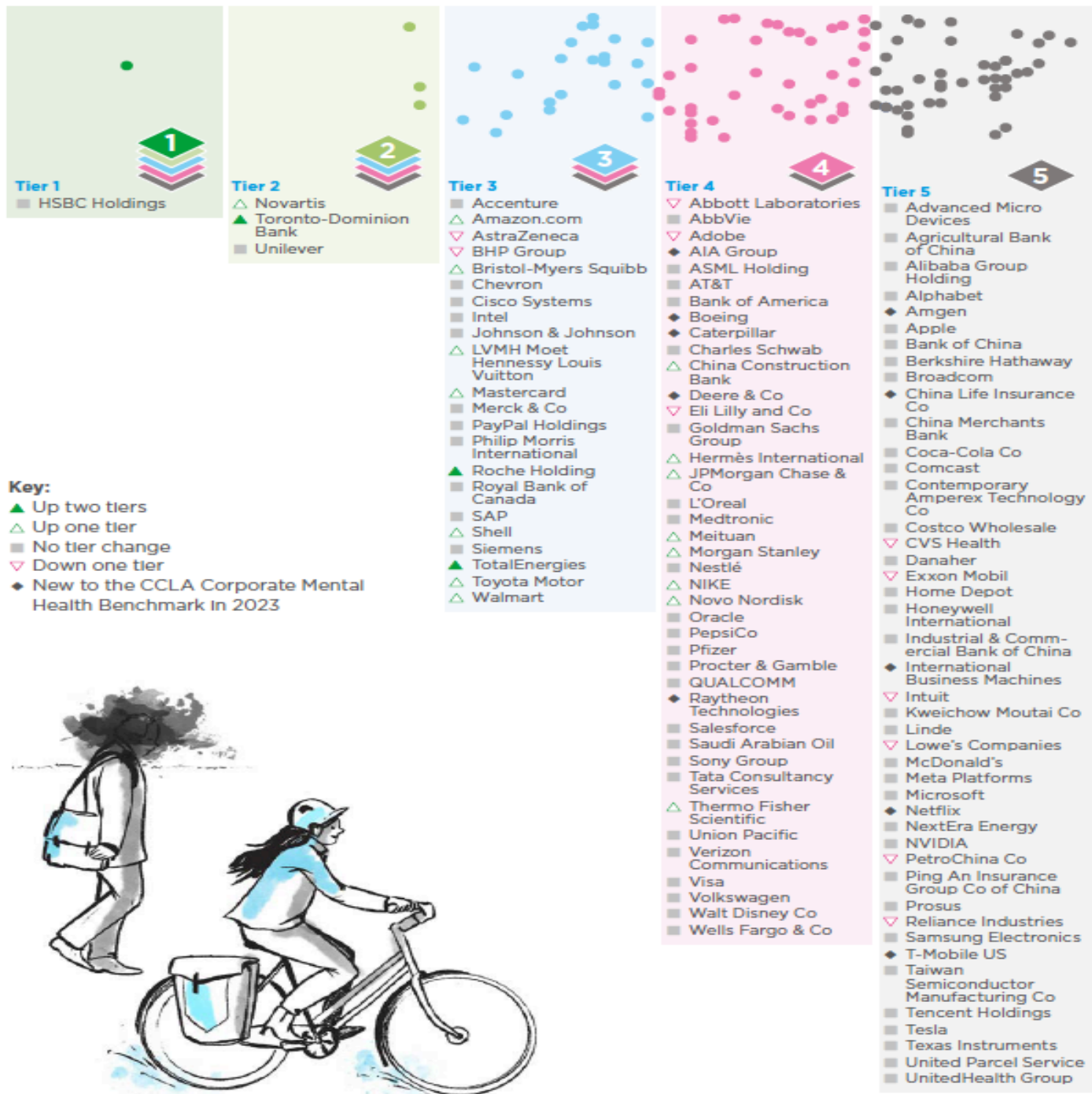
Weighting by assessment pillar  
(% of points available)



- Management commitment and policy
- Governance and management
- Leadership and innovation
- Performance reporting and impact



Tier	Overall performance score range	Tier description
	81%-100%	Companies are leading the way on workplace mental health management and disclosure
	61%-80%	Companies are well on the way to demonstrating a strategic approach to workplace mental health management and disclosure
	41%-60%	Companies are on the way to developing robust systems for workplace mental health management and disclosure
	21%-40%	Companies are on the journey and have begun to formalise their approach to workplace mental health management and disclosure
	0%-20%	Companies are at the start of the journey to adopting a formal approach to workplace mental health management and disclosure





# Mitarbeiter wollen...



**My work environment feels inclusive and respectful of all people.**

1 2 3 4 5

Strongly disagree Strongly agree

**My work has the time and location flexibility I need.**

1 2 3 4 5

Strongly disagree Strongly agree

**In most of my work tasks, I feel energized.**

1 2 3 4 5

Strongly disagree Strongly agree

**I am achieving most of my goals at work.**

1 2 3 4 5

Strongly disagree Strongly agree

**I often learn something at work.**

1 2 3 4 5

Strongly disagree Strongly agree

[Continue](#)

## Wellbeing Drivers

- Achievement
- Appreciation
- Belonging
- Compensation
- Energy
- Flexibility
- Inclusion
- Learning
- Management
- Support
- Trust

## Work wellbeing at Tesla

Users responded to the following statements about Tesla and gave a rating from 1 "strongly disagree" to 5 "strongly agree".

 **69** Average

### What defines work wellbeing

Statements	Score
<b>Happiness</b> I feel happy at work most of the time.	69 <span>Average</span>
<b>Purpose</b> My work has a clear sense of purpose.	74 <span>Average</span>
<b>Satisfaction</b> Overall, I am completely satisfied with my job.	68 <span>Average</span>
<b>Stress-free</b> I don't feel stressed at work most of the time.	65 <span>Below average</span>

Results based on 5,761 responses to Indeed's work wellbeing survey.



## What influences work wellbeing

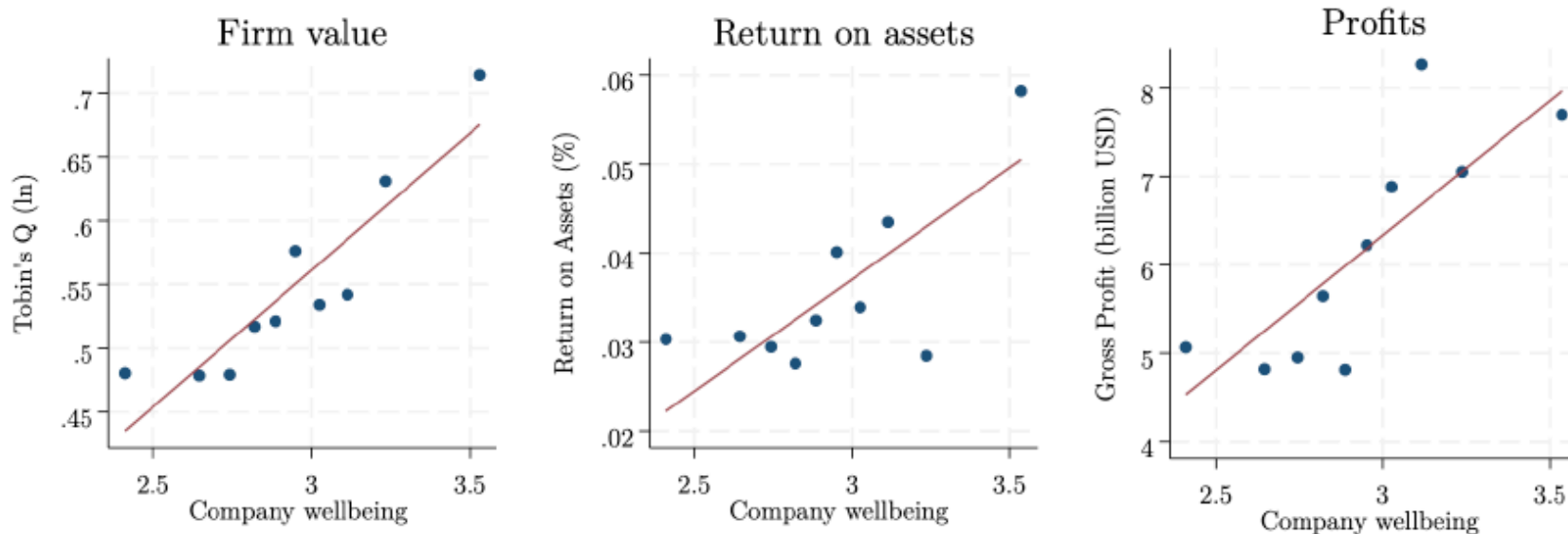
Statements	Score
<b>Learning</b> I often learn something at work.	75 <span>Average</span>
<b>Achievement</b> I am achieving most of my goals at work.	75 <span>Average</span>
<b>Appreciation</b> There are people at work who appreciate me as a person.	72 <span>Average</span>
<b>Compensation</b> I am paid fairly for my work.	71 <span>Average</span>
<b>Support</b> There are people at work who give me support and encouragement.	71 <span>Average</span>
<b>Energy</b> In most of my work tasks, I feel energized.	69 <span>Below average</span>
<b>Inclusion</b> My work environment feels inclusive and respectful of all people.	69 <span>Average</span>
<b>Management</b> My manager helps me succeed.	66 <span>Below average</span>
<b>Trust</b> I can trust people in my company.	66 <span>Average</span>
<b>Belonging</b> I feel a sense of belonging in my company.	66 <span>Average</span>
<b>Flexibility</b> My work has the time and location flexibility I need.	65 <span>Low</span>

# “Good Health is Good Business”



Working Paper Series

Figure 2: Company wellbeing and firm performance



By Katherine Baicker, David Cutler, and Zirui Song

CME AVAILABLE FOR THIS ARTICLE AT ACOEM.ORG

## Workplace Wellness Programs Can Generate Savings

doi: 10.1377/hlthaff.2009.0626  
HEALTH AFFAIRS 29,  
NO. 2 (2010): -  
©2010 Project HOPE—  
The People-to-People Health  
Foundation, Inc.

**ABSTRACT** Amid soaring health spending, there is growing interest in workplace disease prevention and wellness programs to improve health and lower costs. In a critical meta-analysis of the literature on costs and savings associated with such programs, we found that medical costs fall by about \$3.27 for every dollar spent on wellness programs and that absenteeism costs fall by about \$2.73 for every dollar spent. Although further exploration of the mechanisms at work and broader applicability of the findings is needed, this return on investment suggests that the wider adoption of such programs could prove beneficial for budgets and productivity as well as health outcomes.

**Katherine Baicker** (Kbaicker@hsph.harvard.edu) is a professor of health economics at the School of Public Health, Harvard University, in Boston, Massachusetts.

**David Cutler** is a professor of economics at Harvard University.

**Zirui Song** is a doctoral candidate at Harvard Medical School.

## Tracking the Market Performance of Companies That Integrate a Culture of Health and Safety

*An Assessment of Corporate Health Achievement Award Applicants*

Raymond Fabius, MD, Ronald R. Loeppke, MD, MPH, Todd Hohn, CSP, Dan Fabius, DO, Barry Eisenberg, CAE, Doris L. Konicki, MHS, and Paul Larson, MS

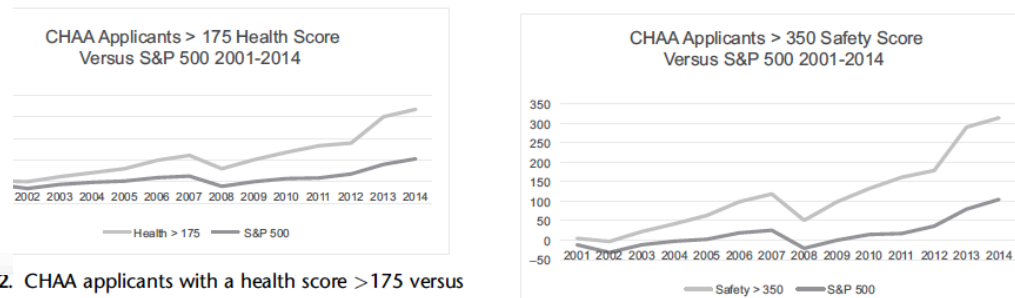


FIGURE 2. CHAA applicants with a health score > 175 versus

# BGF Programme

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**63%**  
**globally**

say employee wellbeing is more important to their company since 2020

**87%**  
**globally**

have a wellbeing initiative in place

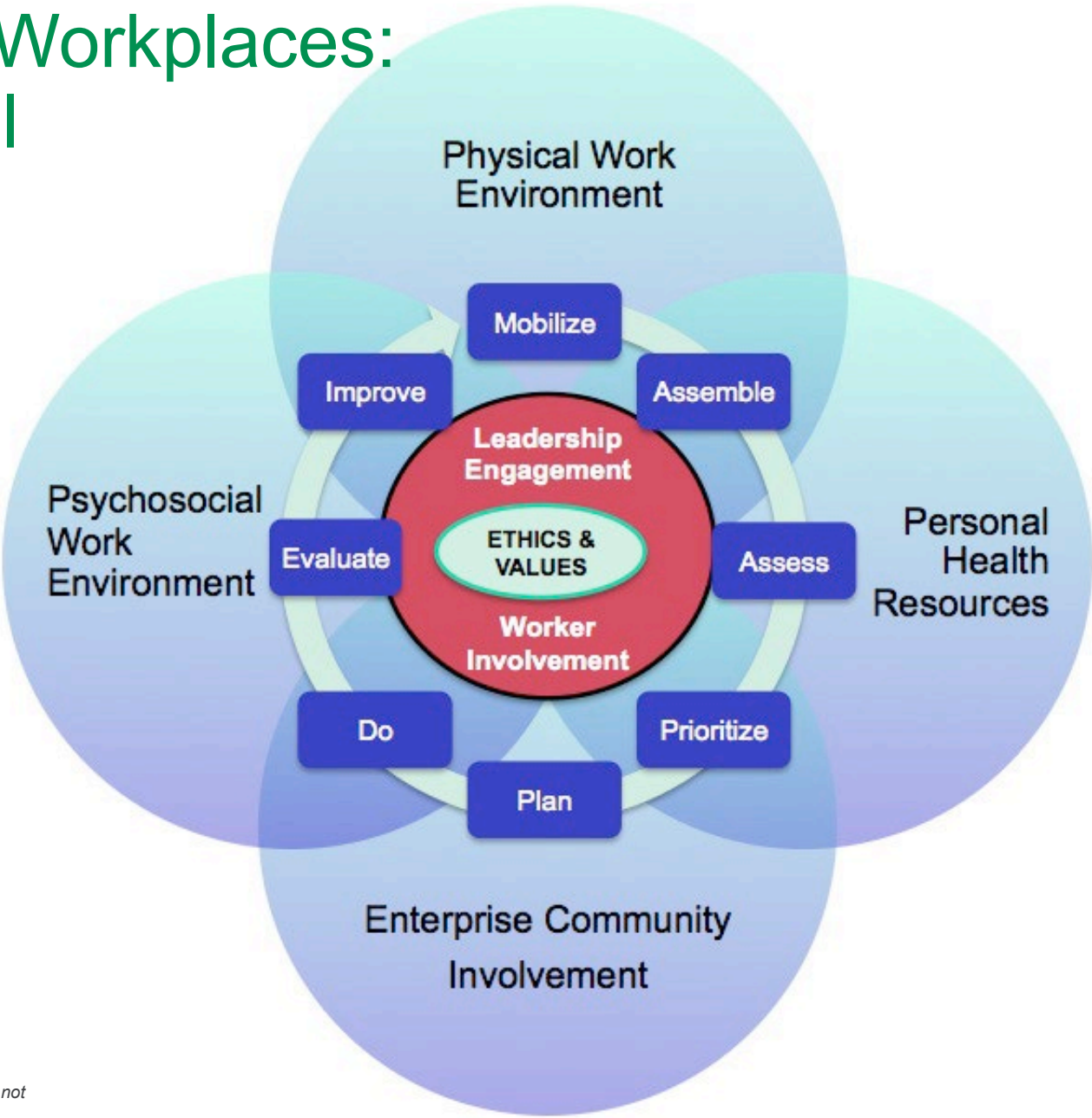
**47%**  
**globally**

say employee wellbeing has increased as a priority since 2020

**83%**  
**globally**

have a wellbeing strategy in place, a 28 point increase from 2020

# WHO Healthy Workplaces: A Global Model for Action



*The use of the WHO Healthy Workplaces Model for Action does not imply endorsement or recommendation by WHO in any manner whatsoever of any of the organisers, sponsors, participants, finalists and winners and does not imply expression of any opinion whatsoever on the part of WHO on the content of the GHWAwards.*

# 6 WORKPLACE MENTAL HEALTH AND WELL-BEING BEST PRACTICES



**1. RAISE AWARENESS ABOUT THE IMPORTANCE OF MENTAL HEALTH AND WELL-BEING**

**2. MANAGE PSYCHOSOCIAL RISKS RELATED TO WORK, ENVIRONMENT, AND CULTURE**



**3. ASSESS MENTAL HEALTH AND WELL-BEING NEEDS AND MEASURE INTERVENTION IMPACT**



**4. PROVIDE AND PROMOTE ACCESS TO EVIDENCE-BASED, HIGH QUALITY MENTAL HEALTH CARE**

Promote mental health care access options

Increase equitable and timely access to evidence-based mental health care

**5. INTEGRATE MENTAL HEALTH AND WELL-BEING INTO A COMPREHENSIVE WELLNESS PROGRAM INCLUSIVE OF:**



Emotional Wellness



Spiritual Wellness



Intellectual Wellness



Physical Wellness



Environmental Wellness



Financial Wellness



Occupational Wellness



Social Wellness



**6. PARTNER WITH LOCAL AND NATIONAL ORGANIZATIONS TO EXTEND AND SHARE MENTAL HEALTH AND WELL-BEING PRACTICES**



# Faktoren der Psychischen Gesundheit



**Einfluss**

**Anerkennung**

**Soziales Umfeld**

**Sinn / Bedeutung  
der Arbeit**

**Berechenbarkeit**

**Balance**

**Table 12:** Measures taken by establishments in the past 3 years to prevent psychosocial risks, % establishments by country (ESENER 2019)<sup>87</sup>

Country	Allowing employees to take more decisions on how to do their job	Reorganisation of work	Confidential counselling for employees	Training on conflict resolution	Intervention if excessively long or irregular hours are worked
EU-27	68	43	42	34	29
AT	68	50	49	36	41
BE	77	48	52	39	19
BG	76	34	18	19	14
CH	65	43	49	37	37
CY	70	38	47	40	20
CZ	54	24	18	27	20
DE	68	52	53	34	47
DK	78	58	57	42	42
EE	69	41	46	24	18
EL	76	49	52	47	26
ES	75	43	36	39	24
FI	91	58	74	28	41
FR	68	35	57	30	16
HR	60	48	29	23	24
HU	65	48	50	36	19
IE	80	52	34	46	45
IS	81	51	43	40	40
IT	49	41	21	26	24
LT	74	31	43	30	16
LU	73	42	58	31	28
LV	76	36	37	32	31
MK	67	41	26	24	21
MT	85	57	45	45	42
NL	75	36	39	30	19
NO	80	40	31	35	33
PL	67	26	22	36	12
PT	74	46	27	38	22
RO	74	56	48	62	42
RS	75	43	42	33	27
SE	82	51	46	34	40
SI	64	29	25	37	14
SK	56	26	19	26	10
UK	76	48	38	45	39



# Global Healthy Workplace Awards & Certification

## Multinational Enterprises:

TCS/Chevron (2024), Mars (2023), EDP (2022), HSBC (2021), GSK (2020), Lendlease (2018), Chevron (2017), Unilever (2016), GSK (2015), IBM (2014), Royal Dutch Shell (2013)

## Large Enterprises:

NUS (2024), TLC (2023), NUS (2022), Indian Oil (2021), Dalin Tzu Chi Hospital (2020), Hero Motocorp (2019), Hospital Alemão Oswaldo Cruz (2018), Jemena (2017), Monash University (2016), Unilever Brasil (2015), Telefonica do Brasil (2014), Alexandra Health (2013)

## Small and Medium-Sized Enterprises:

Fundação Copel (2023), APHRC (2022), Avail (2021), Swisse Wellness (2020), Global Prairie (2019), AB May (2018), Lincoln Industries (2017), Vitality (2016), Lan Spar Bank (2015), Spokane Regional Health District (2014), Toyal America (2013)



Healthy Workplaces

A Selection of Global Good Practices



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