An integrated approach for Psychosocial Risk Management at Siemens

Lars Hoffmann, Vice President for Safety, Siemens AG
Diverse challenges and requirements call for global solutions for 340,000 employees worldwide

Laws and Siemens regulations

EMEA
approx. 211,000 employees
(Germany approx. 116,000)

Americas
approx. 70,000 employees

Asia, Australia
approx. 62,000 employees

Challenges of the work environment in the 21st century

Source: Siemens Annual report 2014
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Bundling of all Corporate Health Management topics under the single umbrella of HR EHS

EHS @ Siemens

<table>
<thead>
<tr>
<th>Environmental Protection (EP)</th>
<th>Health Management (HM)</th>
<th>Safety (SF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Industrial Environmental Protection</td>
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<td>• Climate and energy</td>
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<td>• Waste management</td>
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<td>• Emissions</td>
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<td>• Soil and water protection</td>
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<tr>
<td>• Biodiversity and nature preservation</td>
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<tr>
<td>• Product-related Environmental Protection</td>
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<td>• Product design</td>
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<tr>
<td>• Product recycling</td>
<td></td>
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<tr>
<td>• Health Promotion</td>
<td></td>
<td></td>
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<tr>
<td>• Medical Services</td>
<td></td>
<td></td>
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<tr>
<td>• Psychosocial Health and Well-being</td>
<td></td>
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</tr>
</tbody>
</table>
  • Healthy work environment |
  • Psychosocial well-being |
  • Physical activity |
  • Healthy nutrition |
  • Medical care |
| • Occupational Health &Safety |
| • Technical Risks  |
|   • Radiation safety |
|   • Transport of dangerous goods |
|   • Fire safety |
|   • EHS emergency management |
|   • Explosion protection |

Business Conduct Guidelines

Responsible – Excellent – Innovative
Well-structured working conditions promote good health

because work ... 

... gives life **structure and stability**

... gives you identity, social status, recognition, sense of belonging

... helps you **secure your livelihood**

... contributes to **contact and standing in the community**

... offers **opportunities for personal development***

*Source: based on “Arbeiten 4.0” green paper, BMAS 2015
A comprehensive and integrated approach for psychosocial health and well-being

Frame: Safety and Health Management Systems

- Psychosocial Risk Management
  - legally required
  - focus: Working environment
  - defined process

- Live in Balance
  - voluntary
  - focus: individual (behavioral prevention)
  - comprehensive & developing tool kit

society and environment

working environment

individual

physical
mental
social
Well-being

private life
Risk assessment of mental stress at Siemens is a lean and efficient process

Phase 1
Orientational evaluation

1. Collection
2. Evaluation
3. Decision

Phase 2
Detailed analysis and response

4. Focusing
5. Response
6. Efficacy controls
7. Documentation
8. Communication

Source: Practical tips for implementing risk assessment of mental stress, Common Occupational Safety and Health Strategy for Germany (GDA), June 2014
Psychosocial Risk Management - Support

Recommended EHS Practice for Systematic Management of Psychosocial Risks (international)

Agreement with Worker's Counsel on Roll Out of the Gefährdungsbeurteilung pschischer Belastung in 2015

Support for Managers and Experts

Toolbox (for SAG):
- Manual
- Templates
- Assessment and Documentation tools
- Guidance on methods

Intranet

E-learning: Systematic Management of Psychosocial Risks
A comprehensive and integrated approach for psychosocial health and well-being

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society and environment
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physical
mental
social
Well-being
Healthy @ Siemens is the corporate program to implement a Health Management System

FY 13-14: Development and pilots

- Established implementation process
- Tested tools and working material

FY 15-20: Implementation

- Training modules
- Global Good practice exchange platform
- Communication aids
- Implementation support by internal consultants

Label

- Quality standard for sustainable health management
- Assessment process for award and continuous improvement
Each organization can design its individual Life in Balance roadmap

<table>
<thead>
<tr>
<th>Awareness / Information</th>
<th>Leadership Involvement</th>
<th>Communication / Participation</th>
<th>Training / Activation</th>
<th>Employee Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity talks / Lectures Intranet platform</td>
<td>Information meetings</td>
<td>Topic days</td>
<td>Integration of health topic in trainings</td>
<td>Telephone Counseling</td>
</tr>
<tr>
<td>Videoclips</td>
<td>Training</td>
<td>Educational Breakfast / Lunch</td>
<td>Specific health training on site</td>
<td>Video Counseling</td>
</tr>
<tr>
<td>Townhall meeting</td>
<td>Coaching sessions</td>
<td>Intranet</td>
<td>Specific health training off site (hotel)</td>
<td>Email Counseling</td>
</tr>
<tr>
<td>Emotional interview publication</td>
<td>Education sessions</td>
<td>Key contact definition</td>
<td>Follow up courses</td>
<td>Face-to-face Counseling</td>
</tr>
<tr>
<td>Existing channels from country organization</td>
<td>Existing trainings from country organization</td>
<td>Existing channels from country organization but adding interactive elements</td>
<td>Existing trainings from country organization</td>
<td>Existing EAP</td>
</tr>
</tbody>
</table>
Various national programs at Siemens already realize Life in Balance aspects

- **Ireland**: Zero Harm Culture / Well-being
- **Belgium**: “Life in Balance”
- **Switzerland**: “Gsund, Fit, Zfriede”
- **Austria**: Life in Balance
- **Denmark**: Zero Harm Culture / Well-being
- **Germany**: Life in Balance
- **Greece**: Fit 4Life
- **India**: Fit 4Life
Comprehensive Belgian ‘Live in Balance’ approach awarded on European level

Campaign partners set good practice benchmarks for stress management

March 12, 2015

Congratulations to Siemens, winner in the ‘Campaign Partners’ category of this year’s Healthy Workplaces Good Practice Awards. Siemens was recognised for its ‘Life in Balance’ methodology, which selects the most appropriate measures and adapts them to the local cultural and company conditions.

Siemens receives their Good Practice Award from EU Commissioner Marianne Thyssen and EU-OSHA Director Christa Sedlatschek.
Fit@Work: the local Healthy @ Siemens program in Belgium ensures effective health management

Healthy @ Siemens: global framework

1. Scoping
2. Setup
3. As-Is-Analysis
4. Planning
5. Implementation
6. Consolidation

Fit@Work: successful adaption in Belgium

- Commitment of Belgium CEO
- Fit@Work team
- Evaluation of HM structures and indicators
- Work related stress
- “Life in Balance” portfolio
- Annual review
Measurable achievements in Belgium

Achievements by Fit@Work and Life in Balance

Awarded for e.g.:
- Leadership Culture
- Alignment Business and HR
- Working Conditions
- Employability

Health Promotion Assessment:
- From ‘First Signs’ to ‘Professional’ since 02/2013
- +40% rating in “Culture”
- 75% of suggestions realized

Fit@Work Social Media Group
- >230 members in group
- >400 health-related postings with ideas & suggestions
- 125 shared pictures & files

HM Data Analysis:
- -26% absenteeism since Feb. 2013
- 65% stress enquiry utilization
- Higher data transparency

Commitment & participation:
- 160 managers trained
- 46 voluntary workers as ambassadors & coaches
- 80% subscrip. rate for training

Transferability:
Implemented measures have been transferred to other Business Units (e.g. Interview and “EAP Guide” documents)
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Contact

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