



Platinum AWARDS

Best Employers for Healthy Lifestyles

2009



National
Business
Group on
Health

INSTITUTE ON
The Costs
AND **Health**
Effects
OF **Obesity**

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PepsiCo Drives Health Along a Personalized Road

With a growing awareness of diet and nutrition concerns around the globe, PepsiCo, Inc. is focusing on providing healthier snacks, foods, and beverages for consumers in more than 200 countries and on making sure that its more than 200,000 associates and their families stay healthy.

“We are also committed to providing and promoting solutions that help our employees and their families have and sustain healthier lifestyles,” said Kelley Haslun, senior manager, human resources communications for PepsiCo.

A Grassroots Approach

Enhancing employee health is a cornerstone of PepsiCo’s human resources

strategy. In 2004, the company launched HealthRoads, a global wellness program designed to reinforce the organization’s commitment to healthier lifestyles.

PepsiCo believes that the key to creating and sustaining a health and wellness culture is to bring it to life at the local level. HealthRoads is customized to match local interests and needs making wellness more relevant to each individual. This local approach, dubbed the Worksite Wellness Program, results in better outcomes and employee engagement.

“When locations own and drive their wellness programs, we get two to four times better results — *more* weight loss, *more* improved levels of physical activity, and so on,” said Ellen Exum, program director for PepsiCo’s wellness and prevention.

PepsiCo, Inc.



PEPSICO



TYPE OF COMPANY:
Provider of snack foods
and beverages

NUMBER OF EMPLOYEES:
185,000 (60,000 currently
eligible for HealthRoads)

NUMBER OF LOCATIONS:
21 countries

PepsiCo, Inc.

To develop the Worksite Wellness Program, PepsiCo consulted health experts, conducted employee surveys and focus groups, and created pilot programs to test different ideas. The end result was a comprehensive approach featuring excellent content (documented in a standardized toolkit), combined with local sponsorship (through well-organized wellness committees) and the expert support of trained wellness professionals (called wellness coordinators). These three elements combined, enable PepsiCo to meet local interests and needs — a true grassroots approach.

information. This includes program design checklists, surveys, evaluation forms, reporting templates, a 12-month calendar, sample programs, and promotional materials.

“The toolkit helps wellness committees understand what they are doing and the purpose and value of what we have to offer,” Exum said. “And it makes things easy for the coordinators, allowing them to execute the programs efficiently and consistently.”

The programs are promoted through on-site bulletin boards, e-mails, flyers, and announcements. Additionally,

worksites,” Haslun said. “It helps keep them motivated to do more.”

Based on the current metrics, HealthRoads and the Worksite Wellness Program have been a resounding success. The company reports a 67% completion rate of all registered HealthRoads participants, 72% health fair participation, 40% program participation at worksites, and a 22% program completion rate.

“The programs have been so successful that we plan to continue to roll out worksite wellness locations every year,” says Exum. The company is currently hosting programs at 26 sites and hopes to add 10 additional sites in 2010 and each year thereafter.

Over the past two years, participants have lost almost 6,000 pounds and walked more than 60,000 miles, almost twice the national average. 95% of participants surveyed responded that the programs are excellent or good at inspiring change.

“Most people are aware that they should be healthy, but to have someone help them customize and fit a program to their routine and schedule is going to make a big difference between the contemplation of change and the actual change.”

— Ellen Exum,
Program Director, Wellness and Prevention

Tools to Get the Job Done

PepsiCo devised a Worksite Wellness Program Toolkit, which provides step-by-step instructions, “plug and play” tools, programs, events, communications, and trackers to help the wellness committees and wellness coordinators, design and deliver the programs locally. The robust 76-page kit includes a guide for “How to Run a HealthRoads Worksite Wellness Program” and detailed planning and implementation

PepsiCo utilizes “Fritovision” at its Frito-Lay locations, its version of company television, to get the word out. “Where there is a means, we will utilize it,” Exum said.

The coordinators also distribute a regular newsletter to publicize the successes of other sites. This in turn provides incentive and friendly competition for employees at the participating locations. “We have a competitive environment here at PepsiCo, so employees like to know how they stack up to other local

Expert Local Support

“We set up wellness committees, which is a critical component for any company thinking about doing this,” Exum says. “You have to have wellness committees who are committed to the execution of some of these ideas and cheerleaders for these programs.”

Helping to get all of this done is a wellness coordinator. Coordinators are trained wellness professionals with a background in fitness and nutrition.

They are contracted out through a third-party company and are assigned to the sites. They work closely with the local wellness committees, traveling to sites on a regular basis.

“In the past, we used to run health fairs out of Corporate and then leave, and we found that wasn’t sustainable,” Exum said. “We found that people actually participate in these six to eight-week programs when they are executed on-site with the help of trained professionals.”

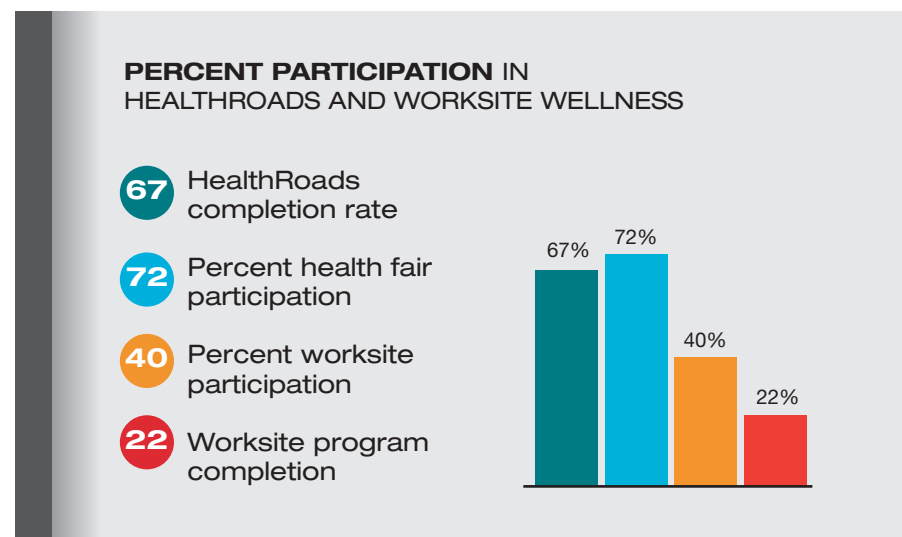
Targeting Personal Wellness

PepsiCo prioritizes its Worksite Wellness Programs to the largest company sites, those with at least 300 employees, in order to get “the biggest bang for its buck.” They also look for sites where employees exhibit higher than average health risks and medical claims costs.

With the combination of site size, employee risk factors, and employees expressing the greatest interest in a wellness initiative, PepsiCo pinpoints the locations likely to be most positively impacted by the program.

Those sites wishing to participate in Worksite Wellness must agree to offer at least two six to eight-week wellness programs, a health fair, and onsite seminars. They must also be willing to track and report on employee progress. Sites must have a minimum participation target of 25%.

Worksite Wellness is designed to meet three key challenges: sustainability,



relevancy and local business demands. “We take our national program, HealthRoads, and customize it to fit the needs of a particular location,” Exum said. “So if we’re offering a walking program, we might map out how long it will take to walk around the warehouse. Or, if we’re doing a stress management program, we would offer seminars at the work site.”

Exum believes that this kind of customization will be at the heart of many future organizational health and wellness programs. “Most people are aware that they should be healthy, but to have someone help them customize and fit a program to their routine and schedule is going to make a big difference between the contemplation of change and the actual change,” she said.

Enhancing Success Through Support and Customization

PepsiCo attributes much of this success to the dedication of its wellness coor-

dinators and the support of senior leadership. “We are fortunate to have terrific support from our senior management executives. This is very important and helps to set the right tone. But what really motivates and engages our employees is the encouragement they get from their local management. These are the people that employees see every day and listen to and respect,” Exum said. “If an employee’s supervisor or plant manager says it, and believes it, and employees see them living it, it has so much more impact.”

Haslun emphasizes the importance of having wellness coordinators carry the torch of health improvement throughout the organization. “Wellness coordinators are our eyes, ears, and hands,” she said. “They go out to the locations and work with the local wellness committees to do the actual programming. They come up with the ideas and implement them at the local level.”

“Developing health and wellness products for consumers has become an important part of our business strategy.”

— Kelley Haslun,
Senior Manager, Human Resource Communications

PepsiCo’s ultimate goal has been to create a worksite wellness model based on proven results and best practices, one that aligns their internal and external health strategies. HealthRoads has shown that companies who develop

and execute engaging health and wellness programs can improve health, reduce absenteeism, increase productivity, and lower medical claims, all while balancing employee health with business success. PepsiCo has achieved

this by making the clarion call of good health personal.

“Our Worksite Wellness approach recognizes that health is personal and one size does not fit all. We’re developing programs nationally and then building up from the ground level,” Haslun said. “We feel you get programs embedded by pushing out to the grass-roots level. That’s how you build a culture of health and wellness.” [BE](#)

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National Business Group on Health

50 F Street N.W., Suite 600 • Washington D.C. 20001

Phone 202.628.9320 • Fax 202.628.9244 • www.businessgrouphealth.org

For more information, contact healthyweight@businessgrouphealth.org

Cynthia Kincaid, Publications Management
Groff Creative, Inc., Design