



Health & Wellness in the Workplace:

Lessons and Best Practices from the

*Corporate
Health
Achievement
Award*





2003 Award Winners

Corporate Health Achievement Award



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Introduction



The CHAA reinforces the importance of measurable results and continuous improvement. It provides a forum in which participating companies can exchange ideas and best practices on creating healthy and productive working environments.

The Corporate Health Achievement Award

The American College of Occupational and Environmental Medicine (ACOEM) established the Corporate Health Achievement Award (CHAA) in 1996 to recognize organizations that have demonstrated outstanding achievement in employee health, safety, environment and management. The purpose of the CHAA is:

- to foster awareness of quality occupational and environmental medical programs,
- to identify model programs and outstanding practices with measurable results, and
- to encourage organizational self-assessment and continuous improvement.

Employee health programs operating in companies or government agencies within North America, including manufacturing, service, for-profit or non-profit organizations, with more than 1000 workers, are eligible to apply. Participating organizations submit a comprehensive application about their program and undergo a rigorous review by an expert panel to assess four key categories: Healthy People, Healthy Environment, Healthy Company, and Management & Leadership. Organizations have the opportunity to receive feedback on strengths and areas for improvement and gain recognition for best practices and model programs.

However, the CHAA does more than recognize the accomplishments of a single organization. It tells the North American business community that comprehensive occupational health programs make good business sense. The CHAA reinforces the importance of measurable results and continuous improvement. It provides a forum in which participating companies can exchange ideas and best practices on creating healthy and productive working environments. Finally, it helps foster an atmosphere that can attract and retain the talented people who help our companies achieve even greater successes.

This award highlights a commitment to excellence by its sponsor, ACOEM, and its co-sponsor, GlaxoSmithKline.

ACOEM is the nation's largest organization for occupational and environmental physicians and other health care professionals who promote the health and safety of people in the workplace and environment through preventive services, clinical care, research and education (www.acoem.org).

Introduction



"ACOEM is committed to the Corporate Health Achievement Award and in acknowledging those companies demonstrating excellence in health and wellness programs. ACOEM is also committed to disseminating this information to assist other corporations in ensuring healthy worksites."

*Edward J. Bernacki, MD, MPH, FACOEM
ACOEM President, 2002-2003*



In 1999, GlaxoSmithKline (GSK) became a co-sponsor of the Corporate Health Achievement Award. GSK is one of the world's leading research-based pharmaceutical and health care companies who is committed to improving the quality of human life by enabling people to do more, feel better, and live longer (www.gsk.com).

"These companies make an investment in the wellness, fitness and safety of their most important asset – their employees. They do it because they know that healthy people work more productively. And that makes good business sense. We recognize how important this commitment is at GlaxoSmithKline, and we are pleased and proud to co-sponsor this prestigious award. Awards are not only satisfying, they send a strong signal to customers, stakeholders – and employees – that the winner 'walks the talk' and understands the vital link between healthy work environments and healthy employees. It shows others the rewards and recognition that come from improving people's lives by taking a vested interest in their health and well-being."

*Robert Ingram
Vice Chairman, Pharmaceuticals
GlaxoSmithKline*



For more information on CHAA, visit www.chaa.org.

Introduction

2003 Award CHAA Winners*



These organizations are committed to occupational and environmental programs of the highest quality. They are leaders in developing innovative and effective practices to promote the well being of both their employees and communities.

The American College of Occupational and Environmental Medicine and GlaxoSmithKline are proud to announce the following winners of this year's award:

BAE SYSTEMS, Information & Electronic Warfare Systems

Marathon Oil Company/Marathon Ashland Petroleum LLC

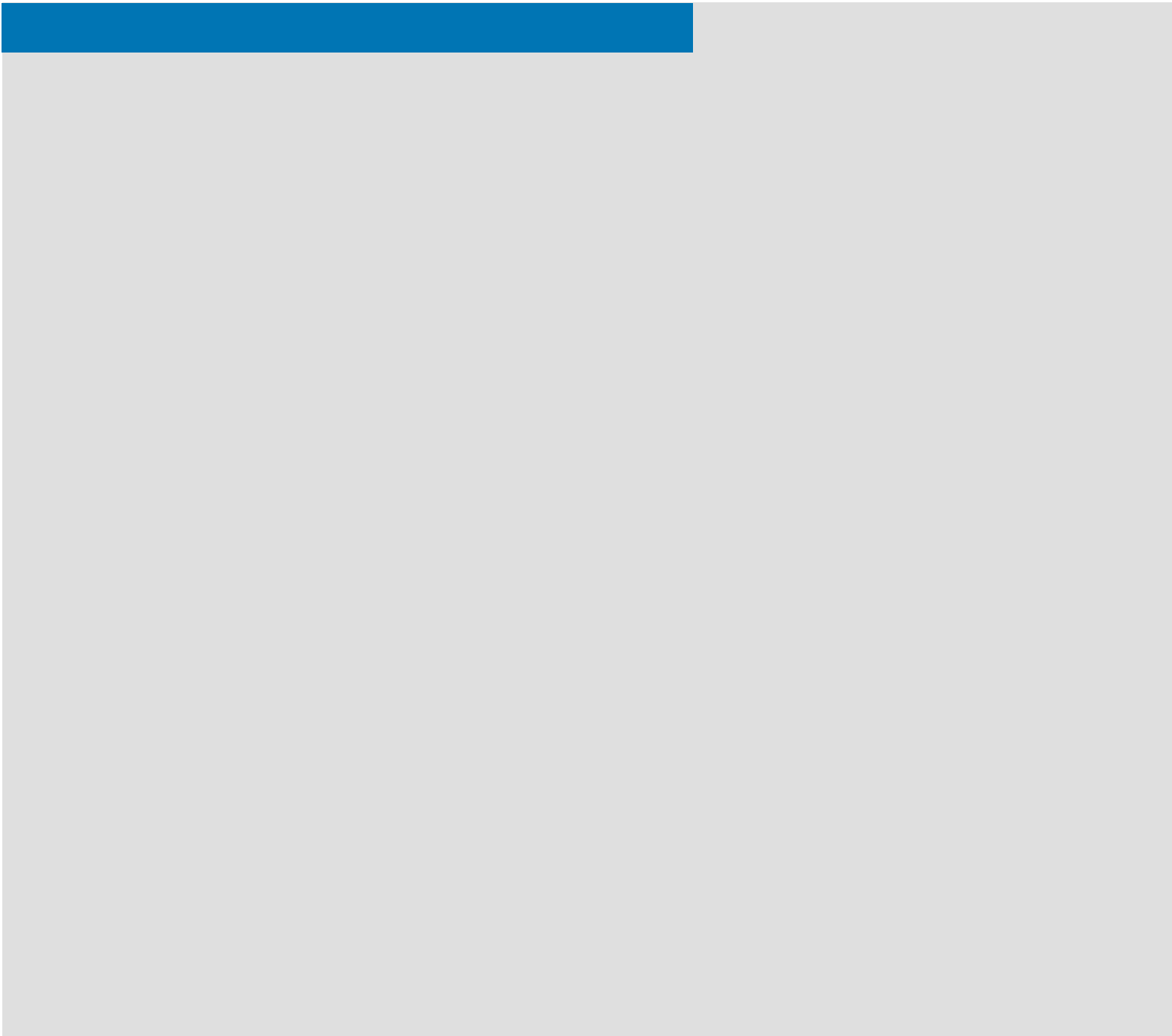
Union Pacific Railroad Company

These organizations are committed to occupational and environmental programs of the highest quality. They are leaders in developing innovative and effective practices to promote the well being of both their employees and communities. Through systematic self-evaluation, they are dedicated to the constant improvement of their activities in this area.

This publication highlights a small number of programs from each winning organization's total health, occupational, and environmental efforts. They illustrate exemplary approaches to workforce and workplace health and safety. For each company, examples are included for the key categories of: Healthy People, Healthy Environment, Healthy Company, and Management & Leadership.

* Award winners from prior years are included in the appendix.

*UNION PACIFIC
RAILROAD COMPANY*





The Company

Union Pacific Railroad, headquartered in Omaha, Nebraska, is the largest subsidiary company of Union Pacific Corporation. It is the largest railroad in North America with over 33,000 miles of track in 23 states in the Western two-thirds of the country.

Workforce and Workplace

Union Pacific Railroad has over 47,000 employees. The workforce is 95% male with an average age of 46 years, a population characteristic not found in many organizations. Ninety percent of the workforce belongs to one of 15 different unions. The workforce has a very diverse geographical mix. Employees live and work in cities as varied as Hermiston, Oregon, population 13,000, and Houston, Texas, population over 3 million.

The company divides its major work activities into three categories:

- *Transportation.* Approximately 33,400 employees work in service crafts responsible for safe and on-time railroad operations and movement.
- *Building and repairing of track.* About 5,100 employees work in crafts that build and repair tracks across the system.
- *Maintenance and repair of equipment.* Approximately 3,970 employees work in facilities that maintain and repair rail cars and locomotives. They include diesel mechanics, electricians, and shop laborers.

Health Achievement Overview

Union Pacific Railroad has a long and proud history of commitment to safety and health in its industry. The programs described below constitute only a small portion of the company's comprehensive efforts in this area. They were selected to demonstrate Union Pacific's exceptional approaches to promoting the well being of both its employees and their communities.



Healthy People

Operation Red Block

Union Pacific Railroad has an aggressive and comprehensive rehabilitation assistance program for alcohol and drug-dependent employees. One program in this area, Operation Red Block, began in the early 1980's and continues today. Operation Red Block was one of the first programs in the industry to advocate peer-to-peer intervention to reduce alcohol and drug use. (The program is named for the signal that stops trains.) If employees either refer themselves or are referred by a peer for treatment, they are exempt from the company's disciplinary process for drug use if they cooperate with their treatment plans. A second episode, however, results in termination. Individuals may return to work after successful treatment.

Operation Red Block works in tandem with a very active Employee Assistance Program (EAP). Through EAP, treatment plans are tailored to the needs of each individual, provided at no cost, and are confidential. In addition, the Employee Assistance Program offers assistance to deal with numerous issues from depression to work-related anxiety. The recidivism rate for this program is a remarkably low 8 to 10%.

Union Pacific Railroad has an aggressive and comprehensive rehabilitation assistance program for alcohol and drug-dependent employees.

Healthy Environment

Education

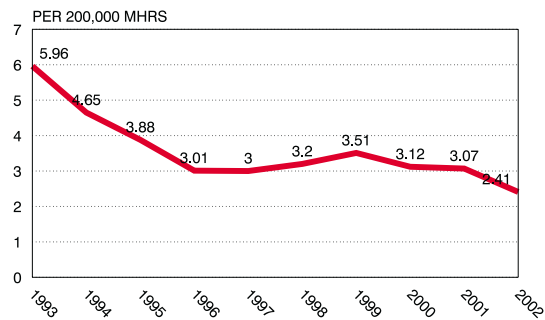
Union Pacific Railroad has a well-established, comprehensive system of employee education in safety promotion and injury prevention. Programs cover a broad spectrum of information from chemical right-to-know information to the elimination of "slip, trip, and fall" hazards. The company maintains an on-going review to identify better means of delivering education.

Due to the geographic dispersion of its employees, one of the company's most effective tools in employee education is its live business television channel (BTV). Through this medium, Union Pacific Railroad reaches a large number of employees, both managers and non-managers. Broadcasts feature live shows where safety procedures are discussed and demonstrated and where question and answer formats help clarify safety issues. In addition to television, training is delivered through videotape and web sites since most work sites are equipped with instructional multimedia systems.



The company gauges its success in employee education by the rate of reportable employee injuries per 200,000 man-hours. From 1993 to 2002, the company experienced a steady downward trend in this area, with the exception of one upturn during the last merger.

**Employee Reportable Rate
1993 - 2002**



The company uses vending machines to dispense protective devices in addition to distributing them through normal supply channels.

Vending for Personal Protective Devices

At Union Pacific Railroad, safety programs for the use of personal protective devices are mature activities, fully deployed, and constantly being improved and expanded. Since employees work various hours and have many operating locations, the railroad has taken an innovative approach to making protective equipment as available as possible to its workforce. The company uses vending machines to dispense protective devices in addition to distributing them through normal supply channels. Employees enter their personnel IDs into the system to vend items so there is control for appropriate usage. The company has 200 vending machines that provide batteries, lamps, eye-wear, gloves, and hearing protection. In 2001, the machines dispensed 730,000 units.



Environmental Protection

Union Pacific Railroad is committed to protecting the environment for its customers, employees, and the communities in which they live. The company strives to incorporate leading-edge technology in its fleet to promote clean air and fuel efficiency. This is consistent with the fact that since 1994, the railroad has achieved an 11% improvement in fuel efficiency.

By December 2002, the company will have acquired more than 1,400 new fuel-efficient locomotives and will have retired more than 1,100 older units. This represents 20% of the fleet and gives Union Pacific the youngest and most eco-friendly fleet in the industry.

More than 400 locomotives are fitted with an automatic stop-start technology to shut down when conditions permit. This reduces fuel emissions by decreasing the amount of idle time for locomotives. All new locomotive acquisitions will have this feature.

Recognition of Responsible Shippers

Non-accident releases of chemicals make up the largest portion of hazardous material incidents resulting in delays, injuries, environmental damage, and cleanup costs. Union Pacific Railroad's efforts alone cannot significantly reduce these problems. To increase the awareness of shippers about this situation and to bring them closer to the transportation process, the company instituted the Union Pacific Chemical Transportation Pinnacle Award in 1994 to recognize those shippers who make notable contributions to the prevention of non-accident chemical releases. In 2001, the railroad recognized 29 winners based on carload handling statistics. The company credits this award program with helping to achieve a 28% reduction in the number of non-accident releases from 1994 to 2001.

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Healthy Company

A Program in Progress

Over the years, Union Pacific Railroad has received national awards and recognition for its employee health promotion program. There is a strong and ongoing commitment to addressing life style related factors among its workforce. For example, according to a recent claim study, in 1990, 29% of its total health care costs were related to lifestyle factors, such as smoking. By 2001, that percentage had been reduced to 18.8%.

The company considers its health program to be part of an evolutionary process. To determine the best intervention strategies for its particular workforce, it actively engages in systematic evaluation and research.

The railroad is strongly committed to an active research agenda to understand not only the effectiveness of intervention strategies in reducing risk factors but also an employee's acceptance of various interventions. To assist in some of its research, Union Pacific Railroad has enlisted the expertise of government and corporate sponsors. Current research projects are directed to:

The railroad is strongly committed to an active research agenda to understand not only the effectiveness of intervention strategies in reducing risk factors but also an employee's acceptance of various interventions.

- Determining the most effective intervention strategies for employees to reach and maintain their optimum weight.
- Developing blood glucose testing frequency guidelines to better manage diabetes.
- Investigating how stage-based messaging can be used to help employees manage their weight (grant from the National Heart, Lung, and Blood Institute).
- Studying how stage-based messaging can help employees control their cholesterol (grant from the National Heart, Lung, and Blood Institute).
- Quantifying the loss of productivity costs associated with various lifestyle risk factors and chronic health conditions (study with Harvard Medical School).
- Designing an outreach model to influence community health policies and procedures in order to promote employee health in a more comprehensive setting.
- Educating a community about the importance of adequate sleep and alertness among its employees and members.



"I am very glad the health fairs are active on the Union Pacific and that I had the opportunity to be tested. I know I would have never gone in to a doctor to be checked and could have become blind or with very poor vision."

"I invited our health promotion representative to make available health screening in October of 2002. When first shift was almost finished, I was busy and tried to bow out gracefully, but Alexis would not have that and stated I could sit right in my office to have the tests done. A few minutes later she came back and stated that I seriously needed to see a doctor. I joked about it and didn't take it seriously until I requested a second test, and she said my blood sugar actually went up! She explained all about diabetes in details. I really didn't want to know, and what kind of problems I could be in for if I didn't go to a doctor. I didn't."

"While I was driving in an unfamiliar area THE NEXT DAY, I found that I was having trouble seeing the signs and decided that I needed new eyeglasses. But because of the health screening results, the next day I was in a doctor's office and he tested me with a variety of tests, came in a couple of minutes later and said he was almost positive that I was diabetic. I went to the hospital to have tests and I was verified as a diabetic. I had fluid on my eyes and the doctor said that without treatment I would have been blind."



"I am glad the Union Pacific participates in this type of health care and that we have Alexis and people like her that take an interest in us."

*Steve Slaght
Director of Mechanical Maintenance,
Car and Locomotive for the Kansas City Service Unit*

"I am very glad the health fairs are active on the Union Pacific and that I had the opportunity to be tested. I know I would have never gone in to a doctor to be checked and could have become blind or with very poor vision."



Management and Leadership

Union Pacific has a vision to be the "Healthiest Company in America." Senior management evaluates the progress toward achieving this goal with every quarterly business plan review.

Union Pacific Railroad is a process driven company with reviews and continuous cycles of improvement. The employee health programs have a four-tiered feedback process. The most basic level is direct employee feedback, both ideas and complaints. These are reviewed and if there are problems, they are solved. The second feedback tier is a review of the data systems that support various processes. Goals are set yearly with monthly targets. If the targets are not achieved on time, plans are developed to improve performance or if environmental factors are thought to be an influence, plans may be changed. The third tier of feedback on company programs comes from benchmark activities, including the external reviews, which come with formal awards programs, and internal benchmark reviews. The fourth tier is the annual planning process where safety and health processes are evaluated in light of what the future environment should bring and how the science in this area is advancing.

Conclusion

Union Pacific Railroad has a strong senior management and is committed to health, safety, wellness and productivity. As an example, throughout the railroad there are long-term commitments to areas that have the potential to have a huge financial impact on the company. These commitments are called "Big Financial Deals," and include items such as derailment prevention and fuel management. Health and Welfare has been designated a "Big Financial Deal" at Union Pacific. The goal of the Health and Welfare "Deal" is to substantially reduce health care costs and increase productivity. The senior management is committed to this goal for the long term and has already seen significant health care cost reductions as a result.

Health and Welfare has been designated a "Big Financial Deal" at Union Pacific.

Appendix A



Corporate Health Achievement Award: Prior Award Winners



2002 Recipients

Bristol-Myers Squibb Company's (BMS') mission is to extend and enhance human life by providing the highest quality health care products and services. BMS's medicines are making a difference in the lives of millions of customers across the globe. In 2001, total company sales for BMS were approaching \$20 billion worldwide. Twenty-eight product lines recorded annual global sales of more than \$100 million each. What has enabled BMS to achieve market leadership – and provide superior value to hundreds of thousands of shareholders – is an unwavering commitment to the values of excellence, reliability, growth, innovation, fairness and good citizenship.

Eli Lilly and Company is a leading innovation-driven pharmaceutical corporation. They are developing a growing portfolio of best-in-class – often first-in-class – pharmaceutical products by applying the latest research from their worldwide laboratories, by collaborating with eminent scientific organizations, by making use of the most up-to-date technologic tools and by providing exceptional service to their customers. Through these internal programs and external initiatives, Lilly is seeking answers for some of the world's most urgent medical needs. Lilly employs more than 41,000 people worldwide and markets its medicines in 158 countries. Lilly has major research and development facilities in nine countries and conducts clinical trials in more than 60 countries.

International Business Machines (IBM) strives to lead in the creation, development and manufacture of the industry's most advanced information technologies, including computer systems, software, networking systems, storage devices and microelectronics. Their worldwide network of IBM solutions and services professionals translates these advanced technologies into business value for our customers. IBM's worldwide research labs work in all areas of information technology, from physics and cognitive science to leading-edge application research. IBM, with nearly 3,000 researchers worldwide, has research laboratories in eight locations in six countries, and has cumulatively produced more research breakthroughs than the rest of the industry combined. IBM has employed five Nobel laureates. IBM scientists have been awarded the National Medal of Technology – the highest award for technological innovation in the U.S. six times, and the National Medal of Science three times.

Kerr-McGee Corporation is an Oklahoma City-based company with assets of \$11 billion. The company is engaged in two worldwide businesses – oil and gas exploration and production with the production and marketing of titanium dioxide pigment. With proved reserves of more than 1.5 billion barrels of oil equivalent at year-end 2001, Kerr-McGee ranks among the largest U.S.-based independent exploration and production companies. Kerr-McGee is committed to quality, safety, environmental responsibility and ethical conduct. Quality is a priority, and 16 of the company's operations and units have met strict requirements for certification under the ISO 9001 and 9002 international quality standards. Safety and environmental management systems have been integrated into the company's worldwide operations.

Vanderbilt University is a comprehensive research university in Nashville, Tennessee, providing innovative programs, state-of-the-art facilities and a supportive environment for interdisciplinary inquiry. The University comprises 10 schools, a public policy institute, a distinguished medical center and The Freedom Forum First Amendment Center. Vanderbilt offers undergraduate programs in the liberal arts and sciences, engineering, music, and education and human development, as well as a full range of graduate and professional degrees. Employing more than 1,900 full-time faculty, part-time and clinical faculty of approximately 1,500 and staff of more than 13,000, Vanderbilt is the largest private employer in Middle Tennessee and the second largest private employer based in the state.



2001 Recipient

The National Security Agency/Central Security Service (NSA/CSS) Office of Occupational Health, Environmental and Safety Services (OHES) is based in Fort George G. Meade, Md. NSA/CSS, a division of the U.S. Department of Defense, is the keystone of the U.S. cryptologic system. NSA provides foreign signals intelligence information to U.S. policymakers and the military while it also protects U.S. national security-related information systems.

2000 Recipients

Dow Chemical Company is a leading science and technology company that provides innovative chemical, plastic and agricultural products and services to many essential consumer markets. With annual sales of \$19 billion, Dow serves customers in 162 countries and a wide range of markets that are vital to human progress, including food, transportation, health and medicine, personal and home care, and building and construction, among others. Committed to the principles of sustainable development, Dow and its 39,000 employees seek to balance economic, environmental and social responsibilities.

GE Power Systems – From turnkey power plants to full financial services, project development to engineering and design and total life cycle service, GE is uniquely prepared to fulfill world demand for abundant, reliable and efficient energy well into the next century. The diverse products and services of GE Power Systems represent one of the industry's most impressive portfolios, ready to serve the full spectrum of power needs from wellhead to consumer.

Sherman Health Systems is the largest network of medical care facilities in the far Northwest suburbs of Chicago, Illinois, and includes Sherman Hospital, Sherman West Court (a long term care facility), Sherman Home Care Partners and two immediate care facilities. Sherman Hospital is a regional heart center, performing more cardiac procedures than any other hospital in Kane, Mc-Henry, DuPage, Lake, and Will counties. Other hospital services include emergency services and Level II Trauma Center, oncology services, diabetes center, orthopedic care and the birthing center with a neonatal intensive care nursery.

1999 Recipients

AlliedSignal Inc. is an advanced technology and manufacturing company serving customers worldwide with aerospace and automotive products, chemicals, fibers, plastics and advanced materials.

City of Indianapolis & Marion County Sheriff's Department, the occupational health program, "A Vision for a Healthier Community," covers 4,200 employees of the City of Indianapolis who provide services to over one million residents. Goals for the program are public safety, health program leadership, population and outcomes focus, and healthier community leadership. It illustrates the success of a public-private partnership and is supported by a strong joint labor-management relationship between three unions, administration and an interdisciplinary network of providers. There are six departments – administration; metropolitan development; capital asset management; public safety; public works; and parks and recreation. The scope of the program includes health promotion and disease prevention, outcomes research, fitness, special services for public safety, employee assistance program and chemical dependency, information services, and occupational injury and rehabilitation.

Baltimore Gas & Electric Co., is a member of the Constellation Energy Group (NYSE: CEG), which in 1999 reported nearly \$3.8 billion in revenues and \$9.7 billion in assets. Constellation Energy Group is a holding company whose subsidiaries include energy businesses focused mostly on power marketing, generation, and portfolio management, plus BGE, which provides service to more than 1.1 million electric customers and more than 584,000 gas customers in Central Maryland.

Appendix A



Glaxo Wellcome Inc., headquartered in Research Triangle Park, N.C., is a pharmaceutical research and manufacturing company. Glaxo Wellcome conducts research in a variety of therapeutic areas, though it is particularly known as a leader in respiratory, central nervous system, AIDS/HIV and anti-infective research.

1998 Recipients

IBM is the world's largest information technology provider (hardware, software and services) with 1998 revenues of more than \$87 billion and is the worldwide leader in e-business solutions.

The Boeing Company faces unique challenges in its employee safety and health programs. The company has field representatives in 60 countries. Employees are dispersed in facilities as small as single-person offices to complexes large enough to house 74 football fields.

Johnson & Johnson with approximately 99,000 employees is the world's most comprehensive and broadly based manufacturer of health care products, as well as a provider of related services, for the consumer, pharmaceutical and professional markets. Johnson & Johnson has 190 operating companies in 51 countries around the world, selling products in more than 175 countries.

First Chicago NBD is the nation's ninth-largest bank holding company, with assets of \$11.4 billion. The corporation has more than 35,000 employees, two-thirds of whom are women, and operates a total of 10 worksite occupational medical units in Illinois, Michigan, Indiana, New York, New Jersey, and Delaware.

1997 Recipients

Hughes Electronics Corporation is the world's leading provider of digital television entertainment, satellite services and satellite-based private business networks, and is a unit of General Motors Corporation.

Lockheed Martin Energy Systems is a global enterprise principally engaged in the research, design, development, manufacture and integration of advanced technology systems, products and services. The Corporation's core businesses are systems integration, space, aeronautics, and technology services.

Appendix B



CHAA STEERING COMMITTEE



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