



move at work

Conclusive White Paper

Move at work deliverable 4.3



Co-funded by
the European Union

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Executive Summary

Co-funded by the Erasmus+ Programme of the European Commission, Move At Work (M@W) is a three-year European initiative led by the European Federation for Company Sport (EFCS). The project responds to the urgent need to integrate physical activity (PA) into workplaces across Europe, supporting employee health and well-being while enhancing organisational performance. Despite growing awareness of the benefits of workplace PA, sedentary behaviour remains widespread, a situation that has been exacerbated by post-pandemic teleworking practices.

Key findings from M@W highlight several challenges and opportunities:

- Physical activity is frequently perceived narrowly as organised sport, which limits the scope for strategic and inclusive implementation within companies.
- Social and organisational benefits, including team cohesion, leadership development, and workplace culture, are highly valued by both employers and employees.
- Employers face significant barriers, such as insufficient leadership support, limited resources, inadequate facilities, and a lack of tools for monitoring and evaluating outcomes.
- Employees encounter obstacles including low motivation, limited time, confidence concerns, and difficulties aligning PA with work tasks.

To address these challenges, M@W has developed a range of practical tools and guidance to support organisations in implementing effective PA programmes:

- A comprehensive Guidebook on company sport, offering practical recommendations, good practices, and implementation stages.
- The Workplace Active Certification (WAC), updated with refined criteria to facilitate structured and measurable PA initiatives.
- A digital educational programme (MOOC), designed for managers and staff to build knowledge and capacity for workplace PA.
- An online platform consolidating project deliverables, country-specific data, case studies, and examples of good practice.
- The Move At Work Supporters Pledge, establishing a European network of organisations committed to promoting active workplaces.

This white paper consolidates the scientific evidence, project outputs, practical tools, and policy recommendations produced by M@W. Its aim is to accelerate the adoption of active and health-enhancing workplaces throughout Europe and beyond, providing guidance for employers, policymakers, and stakeholders committed to improving employee well-being and organisational performance.

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Introduction

2.1 Context

Physical activity in the workplace is a critical determinant of employee health, engagement, and productivity. Sedentary lifestyles have increased significantly during the COVID-19 pandemic, particularly with the rise of teleworking. Organisations are recognising that promoting physical activity is not merely a wellbeing initiative but a strategic asset, benefiting both employees and business outcomes.



KEY FIGURES FOR COMPANY SPORT



150 Minutes

of moderate-intensity physical activity per week. Anything that makes your heart beat faster counts.

200%

It costs 200% salary to replace an employee



4,060€

that's how much an absent employee costs per day.

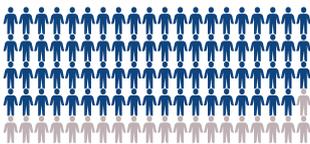


 **45 %**

of Europeans say they never exercise or play sports

2 minutes

of 'micro breaks' a day can reduce long-term sick leave by 13%.



79% of workers want to work in a company that encourages sports!

Taking part in physical activity and sport helps to:



41% lower stress level.



25% reduction in sick leave.



Happy employees are 20% more productive, according to research conducted by the social market foundation and share in forbes.

2.2 Move At Work project overview

Move@Work (M@W) aims to support the European effort to raise awareness of the importance of Health Enhancing Physical Activity (HEPA) in the workplace and to address the increase in sedentary lifestyles, a trend that has been exacerbated by the COVID-19 pandemic and the widespread adoption of teleworking. The project builds on the results of the previous Workplace Active Certification (WAC) initiative, which sought to establish a European certification for organisations implementing physical activity programmes for their employees.

The WAC project highlighted several important observations. There is strong interest from companies and other stakeholders in workplace physical activity and in certification itself. However, organisations expressed a clear need to go beyond certification: being certified is only the first step, and guidance is required to understand how to progress further. Additionally, companies face a lack of evaluation and self-assessment tools to measure the results and outcomes of their physical activity initiatives. Despite broad agreement among employers and employees about the value of physical activity at work, only 13% of employees currently engage in regular activity. Key barriers identified include insufficient time, lack of information and tools, and limited motivation or interest.



Throughout M@W, activities have been designed to address these challenges. The project focuses on three complementary objectives:

- 1. Consolidate and clarify constraints, needs, and barriers through analysis based on end-user perspectives.** This includes reports from focus groups with companies, evaluation and measurement frameworks for physical activity policies, and a scientific consensus statement on workplace physical activity standards.
- 2. Develop tools for support, dissemination, and education,** including updated certification criteria for the Active Workplace Certification, stakeholder mapping, a guidebook on the development of company sport, and a digital educational programme (MOOC).
- 3. Promote and communicate to decision-makers in both public and private sectors,** encouraging the integration of physical activity into organisational policies and practices.

The major outputs of M@W include an online platform and a comprehensive MOOC, designed to educate, train, and democratise the implementation of company sport across Europe. Additional deliverables comprise focus group reports, toolkits, evaluation instruments for physical activity programmes, and a white paper consolidating the project's findings and recommendations. M@W also organises conferences and webinars, such as the Bordeaux event dedicated to a consensus statement on company sport, to facilitate knowledge sharing and networking. To ensure the sustainability of the project, M@W fosters the creation of a network of active supporters, reflecting the cross-sectoral approach of the initiative and the diversity of its partners. This network provides an ongoing platform for collaboration, sharing of best practices, and promotion of active workplaces throughout Europe.

Project partners:

- The European Federation for Company Sport (EFCS) is a voluntary non-profit organisation to promote & develop sport practice in the professional environment across Europe.
- The World Federation for Company Sport (WFCS) is a voluntary non-profit organisation gathering national company sport or other federations addressing and offering solutions for company sport from all continents.
- Evaleo is a non-profit association with the goal is to inspire & enable people to adopt an active, healthy and fulfilling lifestyle.
- The European Network for Innovation and Knowledge (EUNIK) is a foundation with an international scope, created by higher education and R&D experts.
- The Federation of the European Sporting Goods Industry (FESI), is a unique pre-competitive platform representing the interests of the sporting goods industry in Europe.
- The foundation Nederland Onderneemt Maatschappelijk! initiates and indicates implementation of collaborative projects in the field of corporate social responsibility.
- Sport and Citizenship is the leading European think tank in the field of sport. It aims at supporting the development of the European dimension of sport and is dedicated to the study of European public policies in the field of sport.
- University of Copenhagen (UCPH) is the largest university in Denmark and one of the most important institution for higher education in Scandinavia.



Federation of the European
Sporting Goods Industry



2.3 Definitions

- Physical activity (PA): any bodily movement produced by skeletal muscles requiring energy expenditure
- Physical activity at work: organised or informal activity within the workplace or approved locations
- Physical exercise: planned, intentional activity >10 minutes aimed at health and fitness
- Organisation: company, public institution, NGO, or other entity employing staff
- Workplace: any location where organisational operations occur
- Employee: any member of the workforce
- Quality of life at work (QWL): all actions improving employee well-being



Source: Julien Pierre, Senior Lecturer - University of Strasbourg

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Scientific evidence: benefits of active workplaces

Workplace physical activity (PA) has been widely recognised as a crucial factor for promoting employee health, well-being, and organisational performance. Over recent years, sedentary behaviours have increased, particularly due to post-pandemic teleworking, creating an urgent need for effective strategies to integrate PA into daily work routines. The Move@Work (M@W) project has generated comprehensive scientific evidence and practical insights into the promotion, implementation, and evaluation of Health Enhancing Physical Activity (HEPA) programmes in workplaces across Europe.

3.1 Focus group findings (WP2 – D2.1)

A study led by the University of Copenhagen (UCPH) sought to explore the perceptions, needs, and challenges of European companies regarding the promotion of physical activity (PA) in the workplace. Between March and May 2023, a total of eight interviews were conducted with representatives from twenty organisations, including companies, federations, ministries, and municipalities across five European countries: Denmark, the Netherlands, France, Belgium, and Switzerland. Six interviews were conducted in groups, and two were individual sessions, with durations ranging from 55 minutes to 1 hour and 51 minutes. Seven interviews were held online, and one was conducted in a hybrid format. The interviews generated over ten hours of recordings, which were transcribed and analysed thematically following Braun and Clarke's methodology (2006).

The findings reveal that many companies maintain a narrow understanding of physical activity, frequently equating it solely with sport or organised exercise. This limited conception poses a challenge to implementing broader, strategic initiatives within the workplace. Nevertheless, companies recognise the substantial social benefits of PA, which, in some cases, are considered more important than the health outcomes. Participants highlighted that PA fosters team cohesion, new relationships, a sense of belonging, networking, the erosion of hierarchical barriers, and the development of leadership skills among employees.

Company culture and values strongly influence the integration of PA. Organisations emphasised the importance of flexibility, voluntariness, and work-life balance, with some expressing concern that structured PA initiatives might compromise these principles. While certain companies do not prioritise PA as it is not central to their business objectives, others view employee health as a strategic asset that contributes to organisational growth and performance.

Evaluation and monitoring emerged as a critical challenge. Companies reported difficulty in identifying what to measure, how to assess participation and outcomes, and the reasons for doing so. Despite generating numerous ideas for promoting employee health, organisations often lack the time, expertise, and tools necessary to monitor the effectiveness of PA initiatives.

Barriers to implementing PA and Health Enhancing Physical Activity (HEPA) programmes were identified for both employers and employees. Employers highlighted a lack of leadership support, human and financial resources, adequate facilities, and practical knowledge about benefits and impact measurement. Time constraints, limited management involvement, and insufficient employee demand further hinder implementation. Employees, on the other hand, often perceive sport as a personal activity separate from work, with motivation, time, schedule alignment, confidence, skills, and remote versus on-site working arrangements acting as additional barriers.

Based on the analysis, several recommendations were identified to meet the needs of European companies. PA should be promoted as more than 'just' sport and integrated into daily work tasks. The appointment of ambassadors or 'captains' can enhance participation through social engagement. Initiatives should align with organisational culture and values to ensure long-term sustainability, and PA should be considered a fundamental aspect of employee well-being and business performance. Companies also require simple, practical procedures for monitoring and evaluation, alongside opportunities to share knowledge and experiences across Europe.

In conclusion, the study demonstrates that while companies recognise the value of physical activity, its promotion remains constrained by a narrow understanding, cultural concerns, and practical challenges. Successful initiatives tend to be those embedded within company culture, supported by leadership, and complemented by social strategies such as ambassadors and nudging. Monitoring and evaluation, however, remain areas of difficulty, highlighting the need for accessible tools and guidance. These findings provide a critical evidence base to inform the development of the Workplace Active Certification (WAC) and other initiatives supporting active and healthy workplaces.

Testimonial

With its 1.500 agents and 850 teachers, the municipality of Ixelles - one of the 19 municipalities of Brussels (Belgium) - decided to implement a 4-axes programme aiming at supporting physical activity and well-being within the workplace. The objective is to overcome the two main obstacles to the promotion of physical activity at work, i.e. the lack of time and the unsuitability of the place. The 4 key pillars of the programme are:

- Encouraging short breaks to practice stretching exercises;
- Organising regular sport activities such as running, Pilates or walking;
- Giving free access to equipment;
- Developing courses with certified coaches who accompany the workers to achieve their objectives

Chantal Collet, Director of Education, Culture and Sport of Ixelles municipality

Integrating the project into the organisational culture:

- Think about the objectives beforehand - Explain the approach - Education mission.
- Involve employees in setting up the approach.
- Involve management
- 1 tool for an overall wellbeing policy
- No need for major investments or operations

Adapting spaces and programmes:

- Showers/changing rooms
- Not just sport, physical activity in general-inclusive practices
- Diversity of practices, diversity of audiences
- Drawing on good practices and initiatives
- Teleworking

20 Key success factors

Creating synergies between stakeholders - Increasing the impact:

- Opening up to other local businesses and professional structures
- Work with experts and local associations
- Mobilise and train your sports associations
- Measuring results/impact/outputs

Communicating:

- External communication and promotion
- Communicating via internal tools and channels
- Talking about the subject at conferences
- The role of digital and gamification
- Role models/ambassadors
- Calendar based on major events



3.2 Evaluation and measurement (WP2 – D2.5)

Effective evaluation and measurement are essential for assessing the impact of workplace PA programmes on both employee well-being and organisational outcomes. UCPH developed recommendations to guide companies in implementing measurable, evidence-based PA initiatives.

Research shows that programmes grounded in clear theoretical frameworks and tailored to specific employee needs are more successful, whereas vague health goals hinder both effectiveness and assessment (Evans et al., 2020). Tailoring activities to job roles, such as stress reduction for healthcare staff or injury prevention for construction workers, enhances impact. Aligning programmes with organisational culture encourages ownership, resource allocation, and policy integration. Multi-level approaches based on the Socio-Ecological Model further support effectiveness by addressing individual, interpersonal, organisational, community, and societal factors influencing behaviour.

A structured implementation process is recommended:

1. Conduct a needs analysis to identify priorities and available resources.
2. Define SMART objectives focusing on measurable outcomes, such as participation rates and well-being indicators.
3. Engage employees in goal-setting to foster ownership and motivation.
4. Establish both individual and collective goals to ensure inclusivity.
5. Provide necessary resources, including equipment, educational materials, and wellness programmes.
6. Monitor progress through digital or physical tools, such as activity logs, fitness trackers, surveys, or QR-code based feedback mechanisms.
7. Recognise achievements to reinforce positive behaviours and cultivate a culture of health and wellness.



Multi-component interventions that integrate PA promotion with organisational changes have been shown to deliver the greatest benefits, often improving both health and workplace performance. Additional strategies, such as visible promotion through signage, encouragement of active commuting, walking initiatives, group counselling, and expert support, further enhance programme effectiveness, while ethical considerations around employee privacy must be carefully managed.

Outcome measurement should combine objective metrics (e.g., anthropometry, biochemical markers, activity tracking) and subjective data (e.g., surveys, questionnaires) to capture both health and workplace performance impacts.



Examples of commonly used instruments include:

- **Physical activity measurement:** International Physical Activity Questionnaire (IPAQ, long and short forms), Occupational Sitting and Physical Activity Questionnaire (OSPAQ), General Physical Activity Questionnaire (GPAQ), Recent Physical Activity Questionnaire (RPAQ).
- **Workplace performance and well-being:** Workforce Sitting Questionnaire (WSQ), Health and Work Questionnaire (HWQ), Worksite Health Promotion Capacity Instrument (WHPCI), Work Productivity and Activity Impairment Questionnaire (WPAI), Job Satisfaction Survey (JSS), General Health Questionnaire (GHQ).

In summary, effective evaluation and measurement require a holistic approach that combines clear goal setting, tailored interventions, resource provision, ongoing monitoring, and appropriate assessment tools. By integrating these elements, organisations can systematically demonstrate the value of workplace PA initiatives, supporting both employee well-being and broader organisational performance.

3.3 Consensus statement (WP2 – D2.6)

The Move@Work project also produced a comprehensive evidence-based consensus statement on workplace HEPA programmes, published in January 2025 by 24 researchers from twelve countries. Experts from sociology, psychology, sport policy, physiology, and movement promotion collaborated to establish international standards and identify research priorities. A total of 36 consensus statements and 23 areas for future research were generated.

Evans, A. B., Skov Blagdon, M., Boddy, L., Dalager, T., De Dominicis, S., Edwardson, C., ... Vehmas, H. (2025). Copenhagen consensus statements on workplace health enhancing physical activity programmes. *European Journal for Sport and Society*, 22(2), 93–103. <https://doi.org/10.1080/16138171.2025.2449741>

The consensus highlights the critical role of PA in workplaces for enhancing employee quality of life, mental well-being, and organisational performance. HEPA programmes contribute to reducing sedentary behaviour, strengthening social cohesion, and increasing productivity and job satisfaction.

Key recommendations include:

- **Management and organisational policy:** Multi-actor, multi-sector programmes with active managerial support and flexible work arrangements are more successful.
- **Sociology:** Programmes should be inclusive, addressing social inequalities and ensuring accessibility for all employees. Technology can support participation but must respect privacy.
- **Psychology:** Managerial support positively influences motivation, while collective activities strengthen engagement. Incentives alone are insufficient for long-term habit change.
- **Programme promotion and evaluation:** Activities should be tailored to employee roles, mitigate risks of prolonged sedentary or physically demanding work, and include both qualitative and quantitative long-term evaluations.

Future research priorities include investigating long-term programme impacts, the role of technology, and socio-cultural and individual factors affecting participation. Overall, the consensus provides a robust framework for evidence-based HEPA programme design, implementation, and assessment, reinforcing the strategic integration of PA into European workplaces.

4

Strategies, implementation models, and tools

4.1 Implementation models (WP2 – D2.3)

The Move@Work Guidebook on the development of company sport provides a stepwise model for implementing physical activity within the workplace, combining practical guidance with illustrative examples. The recommended process begins with a thorough needs analysis to identify employee priorities, organisational resources, and potential barriers. This is followed by setting clear, measurable objectives and allocating the necessary resources, including time, equipment, and personnel. Implementation strategies are diverse and adaptable, encompassing initiatives such as flexible working schedules, walking meetings, active breaks, competitions, and the introduction of active workstations. Ongoing monitoring ensures that programmes remain aligned with organisational goals and employee engagement, while recognition of individual and collective achievements reinforces participation and fosters a sustainable culture of health. By following this structured, stepwise approach, organisations can integrate physical activity seamlessly into daily work routines, maximising both employee well-being and organisational performance.

Access to the resources :

Guidebook : https://www.efcs.org/wp-content/uploads/2025/04/M@W_Guidebook-on-the-development-of-the-practise-of-company-sport.pdf

Infographic : https://www.efcs.org/wp-content/uploads/2025/04/Move_at_Work_company_sport_overview.pdf

4.2 Active Workplace Certification (WP2 – D2.2 & WP3 – D3.2)

The Active Workplace Certification (WAC) represents a structured approach to promoting and recognising effective physical activity initiatives within organisations. The certification provides both a benchmark and a roadmap for organisations seeking to integrate health-enhancing physical activity (HEPA) into their workplace culture. As part of the Move@Work project, the WAC criteria have been updated following focus group analyses and feedback from employers across Europe. A total of 20 criteria now guide the certification process, providing both obligatory requirements and recommended practices.

Organisations applying for WAC are assessed against these criteria, with obligatory elements indicated by “shall”, while recommendations or good practices are expressed using “should”, “may”, or “can”. The criteria are applicable both for initial certification and for the maintenance of certification. Detailed assessment procedures are described in the document Active Workplace Certification – certification process and regulations.



Needs analysis

Effective workplace physical activity programmes begin with a clear understanding of employee needs. Evidence demonstrates that initiatives tailored to the specific requirements of employees are more likely to achieve positive health and organisational outcomes. Confidentiality is paramount: if employees perceive their personal data, including medical or lifestyle information, as inadequately protected, participation rates can be significantly reduced.

Leadership

The active involvement and endorsement of top management is a key determinant of success. Programmes embedded within an organisation’s mission, policies, and operational processes, and supported by senior leadership, show higher effectiveness. Leadership support not only ensures resource allocation but also fosters a culture in which participation is encouraged and valued.

Planned actions – events, programmes, and interventions

Programmes must be grounded in a clear rationale, with specific objectives reflecting the needs and aspirations of employees. Evidence indicates that initiatives with vague goals are less effective, as different types of physical activity achieve different outcomes. For example, yoga and qigong primarily support stress reduction, while walking and aerobic exercise contribute to weight management, cardiovascular fitness, and productivity. Strength training, calisthenics, and flexibility exercises can improve musculoskeletal health, prevent injury, and reduce stress. In addition, low-impact behavioural changes such as encouraging stair use or implementing active workstations can decrease sedentary behaviour, an independent risk factor for multiple chronic conditions, while simultaneously enhancing productivity.

Work environment

Workplaces contain multiple existing opportunities for physical activity. Simple modifications—improving lighting, placing signage to encourage stair use, or enhancing outdoor spaces—can promote movement without major infrastructural changes. Encouraging walking meetings, short activity breaks, or active commuting can further increase physical activity. Collaboration with local communities and municipalities can enhance these opportunities, such as improving walkability, providing cycling routes, or accessing nearby sports facilities.

Monitoring, measurement, and evaluation

The effectiveness of workplace physical activity initiatives depends heavily on employee engagement, satisfaction, and participation. Continuous monitoring and evaluation are therefore essential. Organisations are encouraged to track participation rates, measure physical activity and sedentary behaviour, and assess psychosocial outcomes including enjoyment, self-efficacy, and sense of ownership. These evaluations inform programme adjustments, ensuring that initiatives remain relevant, effective, and aligned with organisational objectives.

In summary, the Active Workplace Certification offers organisations a comprehensive framework for developing, implementing, and evaluating workplace physical activity programmes. By combining evidence-based criteria with flexible recommendations, the WAC supports both initial programme implementation and long-term sustainability, ultimately fostering healthier, more engaged, and more productive workforces across Europe.

Access to the resources :

Active Workplace certification : <https://register.activeworkplacecertification.eu/>

List of criteria : <https://register.activeworkplacecertification.eu/criteria-list-wac/>

5

Policy recommendations and call to action

5.1 Move At Work Supporters Pledge (WP4 – D4.2)

The Move At Work (M@W) Supporters Pledge represents a central initiative to foster a European movement for active workplaces. Co-funded by the European Union's Erasmus+ programme and led by the European Federation for Company Sport (EFCS), the pledge brings together organisations, institutions, associations, and individuals committed to embedding physical activity into daily work life. It emphasises that movement is not merely a workplace perk, but a fundamental component of employee wellbeing, social cohesion, and organisational performance.

Physical activity in the workplace is understood broadly. It is not limited to structured sports or high-intensity exercise; it encompasses walking meetings, stretch breaks, active commuting, competitions, and other accessible practices that encourage regular movement throughout the workday. By adopting this inclusive definition, the pledge allows organisations to integrate physical activity in ways that suit their culture, workforce, and operational context.

Signing the pledge provides tangible benefits for organisations and individuals. Endorsing stakeholders gain access to a network of like-minded practitioners and decision-makers, opportunities to exchange knowledge and best practices, and practical resources to support implementation. Signatories are invited to promote active workplaces, share their commitment publicly, participate in the European network of events such as the Company Sport Games and conferences, and engage with the Active Workplace Certification (WAC) framework. They also benefit from tools and guidance, including the M@W Guidebook, infographics, and access to the e-learning platform and online courses designed to strengthen organisational capacity in promoting physical activity.

Organisations that commit to the pledge align with ten core principles.





Shared principles

Organisations that join the pledge align with ten core principles:

1. Movement is essential for health, wellbeing, and workplace engagement.
2. Every workplace, regardless of size, budget, or sector, can contribute.
3. Inclusivity is central — all employees should have equitable access to physical activity opportunities.
4. Cultural change is necessary to normalise regular movement and active behaviours in the workplace.
5. Small, flexible interventions can produce significant benefits.
6. Leadership participation is key to encourage wider engagement.
7. Collaboration across sectors strengthens knowledge exchange and innovation.
8. Evidence-based approaches ensure interventions are effective and measurable, aligning with frameworks such as WAC.
9. Digital tools, including e-learning, guidebooks, and activity-tracking platforms, can enhance accessibility, scalability, and adaptability.
10. Long-term impact is the priority — sustainable engagement requires embedding physical activity into daily organisational routines and practices.

In summary, the Move At Work Supporters Pledge mobilises organisations and individuals around a shared vision: workplaces where movement is normalised, valued, and embedded into everyday practice. By joining the pledge, stakeholders contribute to a sustainable, evidence-based, and inclusive movement, supporting healthier, more engaged, and productive workforces across Europe and beyond.

Sign the pledge and enter in the Company Sport Supporters' community :

<https://moveatwork.eu/support-the-move-at-work-pledge/>

5.2 International perspective (WP4 – D4.4)

The International Opportunity Report on Workplace Physical Activity (WPA) offers a comparative analysis of corporate sport ecosystems across Europe, North Africa (Morocco), Sub-Saharan Africa (Mali), and Asia (China). Drawing on the expertise and frameworks developed through the Move At Work (M@W) project and the Workplace Active Certification (WAC), the report examines how company sport practices can be adapted and implemented in diverse cultural, economic, and organisational contexts. It also leverages the international network of company sport federations led by the European Federation for Company Sport (EFCS) and the World Federation for Company Sport (WFCS).

The report highlights the potential of workplace physical activity to act as a lever for employee health, organisational performance, and social inclusion. Across the regions analysed, common benefits include enhanced well-being, improved productivity, stronger team cohesion, and contributions to corporate social responsibility. However, adoption and implementation vary significantly due to local constraints such as financial resources, infrastructure, policy support, and employee engagement. Emerging initiatives in Mali illustrate the challenges and opportunities in low-resource contexts, while structured frameworks in China demonstrate the potential for systematic integration of physical activity in corporate settings. Morocco reflects a transitional context, with growing programmes shaped by both public and private sector engagement.

Key trends identified in the report include the increasing recognition of physical activity as an essential component of workplace culture, the rising use of digital tools for programme delivery and monitoring, and the importance of leadership and management support to drive participation. Barriers to adoption commonly include limited time, lack of facilities, insufficient awareness, and competing organisational priorities. The report emphasises the need for context-sensitive approaches that adapt European experiences to local socio-cultural, economic, and policy conditions, rather than a one-size-fits-all model.

The report concludes with actionable recommendations for stakeholders seeking to develop or expand workplace physical activity programmes internationally. These include fostering national and regional policies that support corporate sport, promoting certification frameworks such as WAC to ensure quality and sustainability, supporting small and medium-sized enterprises (SMEs) and low-resource environments with accessible programmes, and strengthening international collaboration for knowledge sharing, mentorship, and best practice exchange. By following these recommendations, organisations and federations can create a sustainable culture of workplace physical activity that delivers benefits for employees, organisations, and society as a whole.

5.3 Recommendations for organisations

To maximise the benefits of workplace physical activity (PA), organisations are encouraged to adopt a strategic and structured approach. First and foremost, PA should be integrated into the overall organisational strategy, ensuring alignment with the company's mission, values, and operational priorities. Embedding movement within the core objectives of the organisation reinforces its importance and facilitates sustained engagement across all levels of staff.

Programmes should be designed to be flexible, inclusive, and sustainable. Flexibility allows employees to participate regardless of their schedules, job roles, or personal commitments, while inclusivity ensures that activities are accessible to all, accommodating different abilities, backgrounds, and fitness levels. Sustainability requires considering long-term resources, leadership support, and cultural embedding so that PA initiatives remain a permanent feature of the workplace rather than a temporary intervention.

Regular monitoring and evaluation are essential to measure the effectiveness and impact of PA programmes. Organisations should collect quantitative and qualitative data, tracking participation rates, employee satisfaction, well-being outcomes, and productivity indicators. Such evaluation provides insight into which initiatives are most effective, identifies areas for improvement, and supports evidence-based decision-making for future programme development.

Finally, alignment with legal requirements and established certification frameworks, such as the Workplace Active Certification (WAC), ensures that initiatives meet recognised standards for quality, safety, and organisational governance. Certification not only validates the organisation's efforts but also provides practical guidance, tools, and benchmarks to support continuous improvement. By following these recommendations, organisations can create a culture of physical activity that benefits both employees and the wider organisation, enhancing health, performance, and workplace satisfaction.



5.3 Other activities organised

As part of the M@W project, several events were organised to disseminate knowledge, share best practices, and foster engagement among stakeholders across Europe.

Two major conferences were held. The first “Engagging employees in active lifestyles” took place in Bordeaux during the European Company Sport Games in 2023. It provided a platform for companies, federations, and public authorities to discuss challenges and opportunities in promoting physical activity at work. The second, the final conference, was held in Brussels on 2 December 2025 under the title “European Pathways to Active and Performing Workplaces”. This event was dedicated to presenting the project’s consensus statement on company sport and gathered experts, policymakers, and practitioners to discuss the future of workplace physical activity across Europe. The conference was organised by the European Federation for Company Sport (EFCS) and highlighted the importance of integrating physical activity into organisational strategies for both employee well-being and organisational performance.

In addition to these conferences, two webinars were conducted targeting specific stakeholder groups. The first focused on training tools for certification auditors, covering key principles of evaluation and impact measurement of workplace physical activity programmes, as well as guidance on auditor roles and behaviours, including practical do’s and don’ts. Participants were also introduced to the range of training tools available, including the toolkit and e-learning platform. The second webinar focused on the Move At Work Supporters’ Pledge, providing guidance on building networks, fostering engagement, and sharing best practices among organisations committed to promoting company sport. Both webinars were delivered to the EFCS network and national federation members, supporting knowledge exchange and capacity building across the European company sport community.

These activities complemented the project’s digital resources, ensuring that the guidance, tools, and standards developed through M@W were actively disseminated and embedded within organisations across Europe.

6

Conclusion

The Move At Work (M@W) project leaves a lasting legacy for the promotion of workplace physical activity across Europe and beyond. One of its key achievements is the creation of an accessible e-learning platform, which has been made available to members of the WFCS network, including entities and individuals demonstrating interest but new to the topic, as well as staff and volunteers of national company sport federations. This platform provides structured training and practical guidance, enabling users to develop knowledge, skills, and confidence in implementing physical activity programmes in the workplace.

National federations have also been empowered to adopt and leverage these online resources to build their advocacy, strengthen arguments, and promote the value of workplace physical activity at the national level. Through this process, they can support companies in initiating and sustaining meaningful programmes, while fostering engagement among employees, management, and decision-makers.

In addition, EFCS and WFCS member federations have been introduced to the Workplace Active Certification (WAC), equipping them with the knowledge and tools to develop certification services at the national level. This represents not only an opportunity to expand their service offering but also a potential source of revenue and a pathway for professionalisation within the field. By adopting WAC standards and guidance, federations can enhance their competencies, contribute to higher-quality workplace physical activity programmes, and strengthen the broader ecosystem of company sport.

Overall, the legacy of the M@W project lies in its combination of practical tools, certification frameworks, training resources, and international collaboration. Together, these deliverables provide federations, companies, and stakeholders with the capacity to embed physical activity into workplace culture, foster long-term engagement, and ensure that active workplaces become a sustainable norm across sectors and countries.



7

Appendices

Move at Work Guidebook Development of sport and physical activity within the workplace

Stakeholder mapping

Scientific publications

Evans, A. B., Skov Blagdon, M., Boddy, L., Dalager, T., De Dominicis, S., Edwardson, C., ... Vehmas, H. (2025). Copenhagen consensus statements on workplace health enhancing physical activity programmes. *European Journal for Sport and Society*, 22(2), 93–103. <https://doi.org/10.1080/16138171.2025.2449741>

Active Workplaces Certification criteria table



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Development of sport and physical activity within the workplace



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**MOVE AT WORK
DELIVERABLE 2.3**



Introduction

The purpose of this document is to give you all the information you need about company sport and the findings of the Move at Work project. It can help to set up sport in your company or organisation. In addition, for a more complete document, you can find our online courses which will help you step by step to know everything about company sport and the essentials for building a sports project. It's your turn to make your workspace healthier and more active!

[Call to action](#)

move
at work

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- 17 — 10 keys/successful elements for a project





PROJECT PRESENTATION

Co-funded by the Erasmus+ Programme of the European Commission, Move at Work – M@W is a three-years European project led by the European Federation for Company Sport – EFCS. Move at Work (M@W) is the follow-up project of WAC – Workplace Active Certification rewarding professional organisations implementing physical activity for their employees.

The activities:

- Creating an online platform and a digital educational programme (MOOC) to educate, train, and democratise the implementation of company sport.
- Hosting conferences: one held during the European Company Sport Games in Bordeaux (in June 2023), and another one in Brussels in 2025, in order to introduce major outcomes and results of the project.
- Creating and organising a network of company sport ambassadors and major stakeholders.

MAIN OBJECTIVES:

- 01.** Develop tools that promote and educate on the benefits of implementing physical activity in the workplace
- 02.** Support public and private organisations in integrating physical activity strategies into their corporate policies
- 03.** Consolidate the Active Workplace Certification and adapt the needs based on end-users analysis





PARTNERS



The **European Federation for Company Sport (EFCS)** is a voluntary non-profit organisation to promote & develop sport practice in the professional environment across Europe.



The **European Network for Innovation and Knowledge (EUNIK)** is a foundation with an international scope, created by higher education and R&D experts.



Evaleo is a non-profit association with the goal is to inspire & enable people to adopt an active, healthy and fulfilling lifestyle.



Federation of the European
Sporting Goods Industry

The **Federation of the European Sporting Goods Industry (FESI)**, is a unique pre-competitive platform representing the interests of the sporting goods industry in Europe.



PARTNERS



The foundation **Nederland Onderneemt Maatschappelijk!** initiates and indicates implementation of collaborative projects in the field of corporate social responsibility.



Sport and Citizenship is the leading European think tank in the field of sport. It aims at supporting the development of the European dimension of sport and is dedicated to the study of European public policies in the field of sport.



University of Copenhagen (UCPH) is the largest university in Denmark and one of the most important institutions for higher education in Scandinavia.



The World Federation for Company Sport (WFCS) is a voluntary non-profit organisation gathering national company sport or other federations addressing and offering solutions for company sport from all continents.

WHAT IS COMPANY SPORT?

Physical activities accessible to all, aimed at improving the health, well-being and social inclusiveness of all coworkers in order to improve the global efficiency of a company.

Physical Activity/Sport

Physical activity is defined as any bodily movement produced by skeletal muscles that results in energy expenditure. It can be categorised into occupational, treatment-related, household or other activities.

Sport is also considered physical activity. In company sport, this term is used to define an activity that involves body movements accessible to everyone.

Well-Being/Team Cohesion

In a business context, a **cohesive group/team building** exhibits several distinctive characteristics that set it apart and help maintain its effectiveness and harmony.

The **Quality of Life at Work** is often perceived all actions related to **well-being at work**. It stems from an awareness of the need to take into consideration the well-being of a company's employees in their daily tasks.

Sedentary/Turnover

A **sedentary lifestyle** involves low-energy activities. **Inactivity** means not meeting recommended physical activity levels.

Absenteeism is frequent, unexplained absence from work, & **turnover** is the rate of employee departures & replacements, impacting workplace dynamics.

Employee/company

Corporate Social Responsibility enables businesses to positively impact society and enhance their brand through environmental, ethical, philanthropic, & financial initiatives.

A **coworker and organisation/ company**, both can participate in company sports.



STAKEHOLDERS



Employers actors

- Chief Executive Officer - CEO
- Human Resources Manager
- Happiness manager
- Events and Communication Manager
- CSR manager
- Safety officer

Employees actors

- Economic and Social Committee
- Trade union
- Volunteer employee
- Company sport club/ association

Outside the company actors

- International institutions
- Olympic committees
- European Institutions
- Sports nation
- Ministry of Sport
- National Sports ministries
- Grants provider
- Local authorities
- Sport coach
- Occupational health
- Assurance

BENEFITS

01

Company sport improves the Quality of Life at Work and Working Conditions measures

- By preventing physical illness
- By preventing mental illness and psychosocial risks
- By increasing well-being

02

Company sport improves employer brand and company culture

- By enhancing attractiveness, social cohesion and interaction.
- By strengthening corporate identity and Social Responsibility

03

Company sport increases productivity and performance

- By creating a productive and supportive environment, commitment and motivation increase.
- By preventing chronic conditions and musculoskeletal disorders, it reduces absenteeism and related costs.

150 MINUTES

of moderate-intensity physical activity per week. Anything that makes your heart beat faster counts.

World Health Organization (WHO), 2023

2 MINUTES

of 'micro breaks' a day can reduce long-term sick leave by 13%.

Andersen, L.L. et. al: Potential of micro-exercise to prevent long-term sickness absence in the general working population? 2022

57%

lower employees churn.

Harvard Business Review



OBSTACLES

FOR THE EMPLOYER, LACK OF:

- Leadership and decision-making support,
- Human resources to implement and develop a sport project,
- Financial resources,
- Sports facilities, practice areas, showers and changing rooms,
- Knowledge and understanding of the topic and benefits,
- Time of management teams to implement sport activities,
- Tools to measure the impact of actions taken and information about said impact,
- Identification with the size of the company,
- Interest/demand from the employees,
-

FOR THE EMPLOYEE, LACK OF:

- Sport is often seen as something personal that should not be linked to professional life. Many people think it is important to keep private and professional life separated,
- Motivation among employees to engage in physical activity in the workplace,
- Time for employees to practice physical activities and sports,
- Timetables alignment (manual workers -vs- office workers),
- Interest of employees in sports made available by the company,
- Skills to practice physical activity/ sport,
- Self-confidence and fear of being compared to other employees can lead to anxiety, particularly regarding body image or concerns about how one is perceived, such as having a red, sweaty face,
- Face-to-face work versus remote work,
- ...

BUILD A SPORTS PROJECT



ANALYSING YOUR NEEDS

Before setting the goals of your physical activity programme, you must assess the current physical activity levels and health status of your employees. It is important to separate needs from desires. To grasp their significance, it is essential to distinguish between the various individual, interpersonal, organizational, community, and social factors.



DEFINING OBJECTIVES

- Define your objectives: Should be specific, measurable, achievable, relevant, and time-bound (SMART), and related to your employees' needs. They must also consider what infrastructure, equipment are provided by the company.
- Define organisational and individual goals: Once objectives have been defined, it is important to establish both individual and collective goals to cater for the diverse needs and preferences of employees.



MOBILISING A TEAM

Once goals have been set, resources and programme possibilities have been identified, and programme design has been completed, it is important to allocate resources, such as time, budget, and facilities, to support employees in achieving their goals.

Keeping that in mind, you should try to get as many employees involved as possible. You might already have piqued their interest earlier in the process when collecting their insights and expectations.



CONVINCING MANAGEMENT AND LEADERSHIP

- Explain the context
- Provide concrete figures and examples
- Show that sports can benefit the company
- Show that sport can benefit your employees
- Prepare a plan of actions

PHYSICAL ACTIVITIES



AWARENESS OF THE WORK ENVIRONMENT



credit: Kentstate university

Implement some 'nudges'

'A nudge is any aspect of the choice architecture that alters people's behaviour in a predictable way" (Cass Sunstein and Richard Thaler, Nudge. 2008). Nudge can be used to gently motivate people to do more physical activity in the workplace.

Learn to use proper communication tools

You can set up various internal communication tools, such as posters with characters that are moving or with motivational quotes, and newsletters to highlight initiatives within the company. Creating a blog or a forum makes it easier for people to talk to each other.



credit: EFCS



credit: freepik

Provide adapted pieces of furniture

Office equipment can massively influence your employees' physical activity. Today, there is a wide range of equipment on the market, from adjustable desks to fit balls used as office chairs. It can also be outdoor equipment such as bicycle parking to encourage employees to stop driving to work, or rooms where employees can change and shower.

Organise in-house/external conference

Organising theoretical events to raise awareness about company sport or physical activity is one way of learning more about its benefits. Employees can better relate to your PA programme by understanding its impact on their body and well-being.



credit: EFCS

PHYSICAL ACTIVITIES



ACTIVITIES WITHIN THE COMPANY



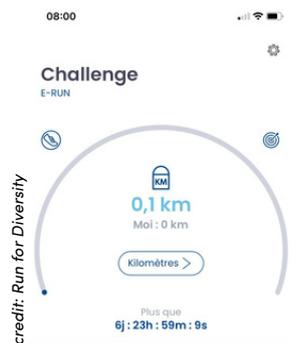
Walking meetings/ Active breaks

Walking meetings are a great way to get moving during one-on-one meetings, get the creative juices flowing, sneak in some outdoor time and add a few extra steps to your step counter.

Coffee and smoking breaks are common in the corporate world, but so should walking breaks be or with some exercises.

Pedometer challenges

They do not require any special equipment, since most smartphones are now equipped with pedometer (steps counter) apps. This fun challenge motivates employees to be a little more active at work and during their free time, in a simple and connected way.



Pre-shift warm-up

Dynamic warm-ups are exercises that prepare your muscles for the task ahead. They entail small movements such as light jogging, jumping jacks, arm circles or squats. This can be a better start of the day for your employees, adding a short convivial moment with their coworkers to their daily schedule.

Group training/exercise sessions

The implementation of physical activity and sports programmes entails setting up activities involving groups of employees. Sessions can be organised by the company and management, with the help of coaches. The idea is to practice a physical or sporting activity on a regular basis.



PHYSICAL ACTIVITIES



ACTIVITIES OUTSIDE THE COMPANY



Think about an Active Design

Active design is an approach to urban development that identifies recognised strategies in land use planning, urban design and architecture to support healthy communities, and more specifically to promote a physically active lifestyle.

Have virtual group training

Cheaper and more flexible than face-to-face training, virtual courses are an interesting solution. Classes can be conducted in live or prerecorded video format, giving users complete flexibility.



Participate in charity races

Running remains a popular and accessible activity. Most races offer cheaper registrations to employees. A charity run allows your employees to act for a good cause while being active and practicing physical activity.

Challenges/competitions

Implementing initiatives that motivate workers to meet physical activity targets or compete against each other can boost levels of physical activity. This entails communicating about such events.



A low-angle, upward-looking photograph of several people holding their hands together in a circle, forming a human pyramid. The background is a bright blue sky with scattered white clouds. The people are wearing casual athletic wear. The overall mood is positive and collaborative.

79%
of workers
want to work in
a company that
encourages
sports!



Co-funded by
the European Union

MEASUREMENT TOOLS

Tangible tools you can physically implement



Stand up meetings



Individual meetings



The suggestion box



QR code surveys



The wall of ideas



Competitions/
challenges on the field

Digital tools you can use



Online
questionnaires



Forum of discussion



Dedicated mailbox



A virtual
whiteboard



Intranet platform



Instant message
group

More details in module 4
[log in!](#)

GET CERTIFIED!



Active Workplace Certification

Co-funded by the Erasmus+ Programme of the European Commission, the WAC Certification values and **rewards professional organisations and workplaces implementing physical and sport activities for their employees.** A durable, credible, and reliable certification programme for workplaces at a European level regarding physical activity at work.



Why get certified ?

- 1. Evaluate your internal actions:** Leverage enhanced indicators through certification criteria to measure and refine your workplace sports policies.
- 2. Boost your image:** Promote your brand as an attractive and active employer, meeting the rising demands in HR, CSR, and QVTC.
- 3. Gain expert insights:** Access best practices and testimonials from certified organisations and certification stakeholders
- 4. Join a European community:** Connect with a vibrant network of workplace sports ambassadors across Europe.

AWARDS LIST



10 KEYS SUCESSFUL ELEMENTS FOR A PROJECT

Tick to follow the progress of your project

- Identify your needs
- Define your objectives
- Prioritise
- Involve all stakeholders
- Define resources
- Choose a support person
- Diversify activities
- Anticipate internal communication
- Evaluate your project
- Share your results





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the European Union



UNIVERSITY OF
COPENHAGEN



We hope this document has helped you to better understand the challenges of company sport. We look forward to hearing from you. Don't hesitate to connect to our networks to keep up to date with the project.

Call to action

Contact us!

<https://moveatwork.eu/>

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companysport@efcs.org



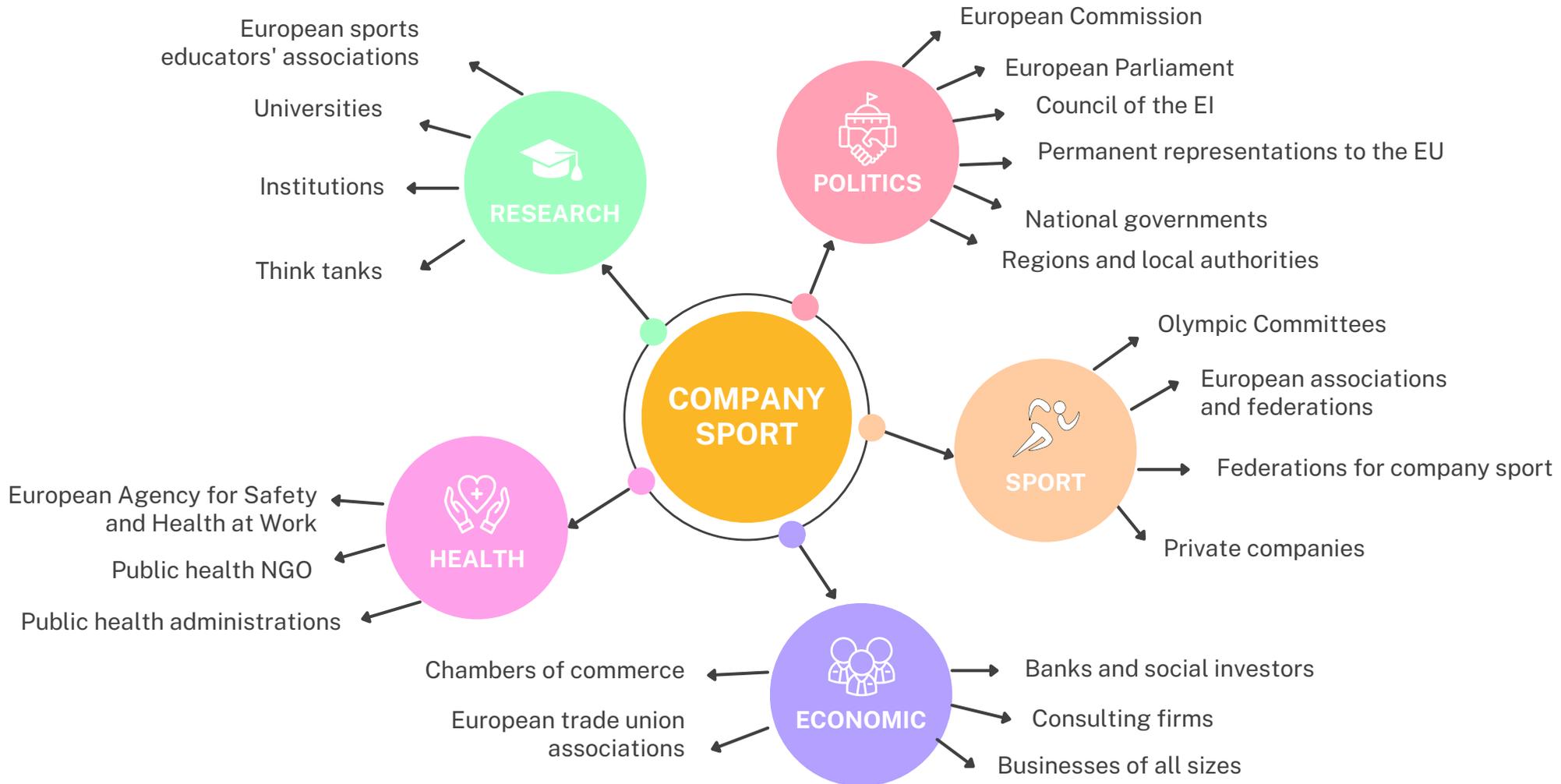
Stakeholders mapping

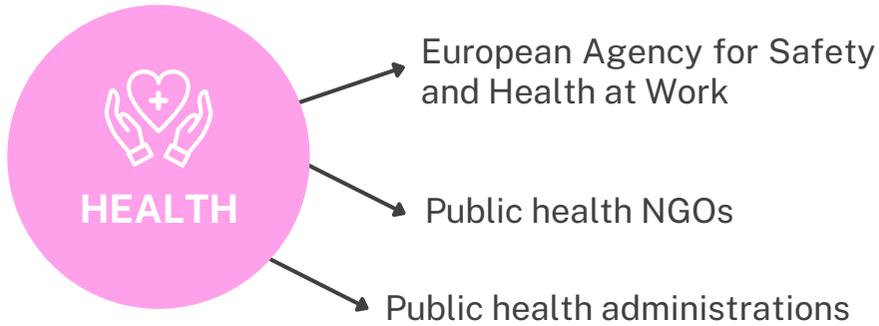


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Stakeholder mapping





EUROPEAN AGENCY FOR SAFETY AND HEALTH AT WORK

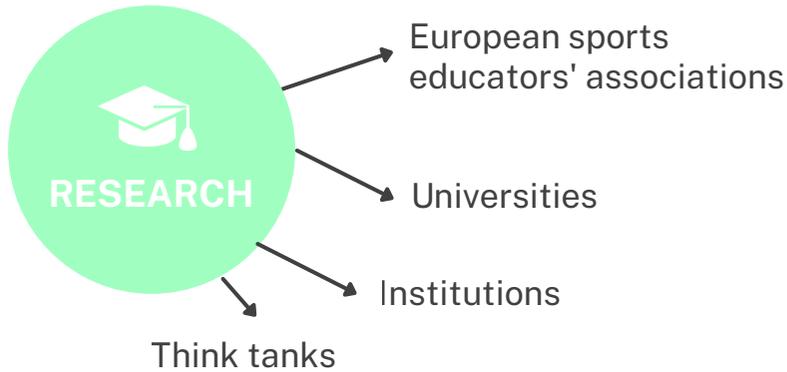
Agence Nationale Sécurité Sanitaire Alimentaire Nationale (Anses)
Agence nationale pour l'amélioration des conditions de travail (ANACT)

Public health NGOs

European Public Health Association (EUPHA)
European Health Management Association (EHMA)
European Association for Sport Management (EASM)
European Association for Sociology of Sport (EASS)
European Public Health Alliance
European Network for Workplace Health Promotion (ENWHP)
France Asso Santé

PUBLIC HEALTH ADMINISTRATIONS

Institut national de recherche et de sécurité (INRS)
Institut national du travail, de l'emploi et de la formation professionnelle (INTEFP)
European University for Well-Being (EUNI WELL)
Mental Health Europe (MHE)



INSTITUTIONS



European College of Sport Science (ECSS)



Instituto de Biomechanica de Valencia (IBV)



Institut national du sport, de l'expertise et de la performance sportive (INSEP)

THINK TANKS

Sport and Citizenship (Sport et citoyenneté)
 Terra Nova
 Santé Mondiale 2030
 Care Insight
 Think Tanks directory

EUROPEAN SPORTS EDUCATORS' ASSOCIATIONS

European Athletics Coaches Association (EACA)

UNIVERSITIES



European University Alliance for Global Health (EUGLOH)



Conférence des Directeurs et Doyens STAPS (C3D STAPS)
 Comité d'Ethique pour la Recherche en STAPS (CERSTAPS)

Université Paris-Saclay STAPS

Université de Poitiers - Faculté des Sciences du Sport

Unilim - STAPS Limoges

Université de Bordeaux - STAPS

Université Paris-Est Créteil (UPEC) - SESS-STAPS

Université Paris-Saclay - Faculté de médecine

Santé Sorbonne Université

Université de Montpellier - UFR Médecine

Université de Strasbourg - Faculté de médecine, maïeutique et sciences de la santé



University of Copenhagen



Camilo José Cela University



Artevelde University of Applied Sciences



German Sport University Cologne



EUROPEAN COMMISSION

Education, Youth, Sport and Culture Directorate General (DG)
 European Education and Culture Executive Agency
 Health and Food Safety DG
 Employment, Social Affairs and Inclusion DG
 Justice and Consumers DG

EUROPEAN PARLIAMENT

Committee on Culture and Education
 Committee on the Environment, Public Health and Food Safety
 Committee on Employment and Social Affairs
 Committee on Women's Rights and Gender Equality

COUNCIL OF THE EU

Education, youth, culture and sport (EYCS)
 Employment, Social Policy, Health and Consumer Affairs Council configuration (EPSCO)

PERMANENT REPRESENTATIONS TO THE EU

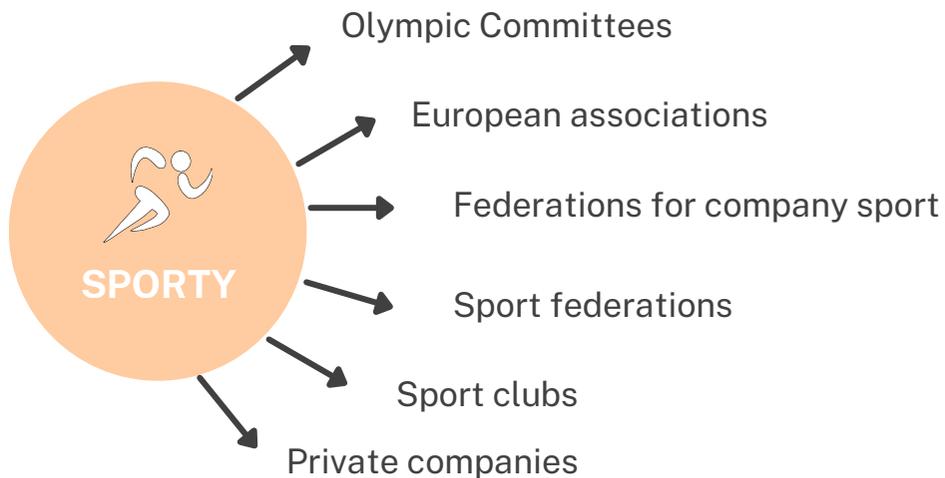
Interactive website with all the representant

NATIONAL GOVERNMENTS

Interactive website with the different countries

REGIONS & LOCAL AUTHORITIES

An organisation officially responsible for all public services and facilities in a given area.



OLYMPIC COMMITTEES

International Olympic Committee (IOC)
 European Olympic Committee (EOI)
 European Paralympic Committee
 National Olympic Committee (NOC)

EUROPEAN ASSOCIATIONS

TAFISA
 EurEthics
 EuropeActive
 European Arenas Associations (EAA)
 European Capitals and Cities of Sport
 Federation
 European Culture and Sport Organisation
 ISCA
 FESI
 UEFA
 ENOS
 It's great out there

FEDERATION FOR COMPANY SPORT

World Federation for Company Sport
 European Federation for Company Sport
 National Federation for Company Sport

SPORT FEDERATION

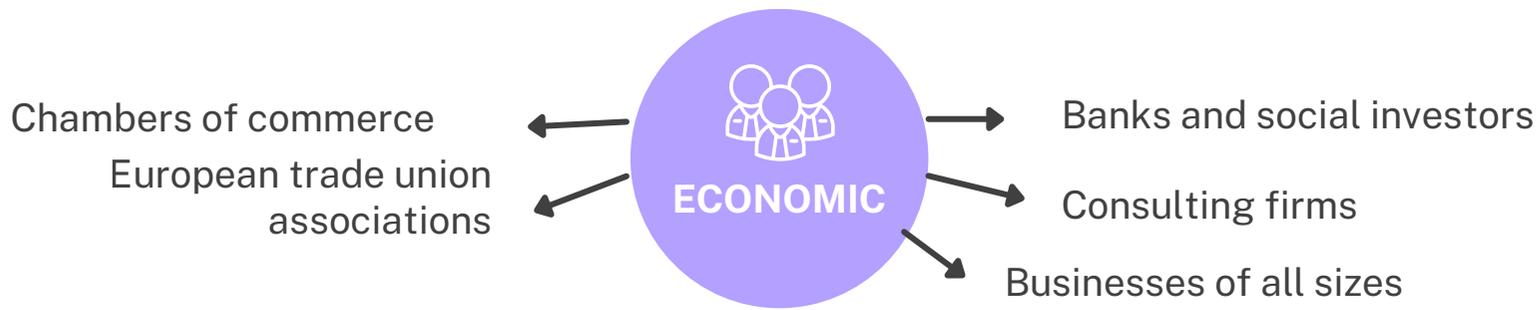
International Federation for each sport
 National Federation for each sports

SPORT CLUBS

A sports club is an infrastructure for sportsmen and women. It is made up of members. It is staffed by coaches, doctors, physiotherapists, physical trainers and sports psychologists, as well as the athletes themselves.

PRIVATE COMPANIES

Private companies can encourage company sport by offering physical and sporting activities within or outside the organisation.



EUROPEAN TRADE UNION ASSOCIATIONS

International Trade Union Confederation
European Trade Union Confederation
National Trade Union Conderation
Business Europe

CHAMBERS OF COMMERCE

International Chamber of Commerce (ICC)
European Chamber of Commerce (ECC)
National Chamber of Commerce

BANKS & SOCIAL INVESTORS

Banks & social investors can initiate and encourage physical activity, well-being and sporting activity within companies.

CONSULTING FIRMS

A consultancy firm is a company made up of sector experts who offer professional advice, guidance and practical solutions to companies facing problems in implementing company sport.

BUSINESSES OF ALL SIZES

A company whose shares may not be offered to the public for sale and which operates under legal requirements less strict than those for a public company. They proposed physical and sport activities in a workplace.

Copenhagen consensus statements on workplace health enhancing physical activity programmes

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Copenhagen consensus statements on workplace health enhancing physical activity programmes

Adam B. Evans^a , Michelle Skov Blagdon^a , Lynne Boddy^b , Tina Dalager^c , Stefano De Dominicis^a , Charlotte Edwardson^d , Annika Frahsa^e , Anna Gerke^f , Lee Graves^b , Genevieve N. Healy^g , Hannah Henderson^h , Remco Hoekman^{ij} , Verena Lenneis^k , Filip Mess^l , Claudio Nigg^m , Ailsa Nivenⁿ , Marie Overbye^a , Salvador Angosto Sanchez^o , Louise Fleng Sandal^c , Jeroen Scheerder^p , Karen Sogaard^c , Anne Tjonnndal^q , Frank Vandaele^r  and Hanna Vehmas^s 

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ABSTRACT

Workplace health enhancing physical activity (HEPA) programmes are associated with physical activity promotion and reduction of sedentary time among employees. Whilst the workplace is often considered an appropriate setting for such programmes, however, ethical and implementation challenges remain. Furthermore, debate still exists concerning programme rationale, efficacy, effectiveness, and impact. In 2024, 24 researchers from twelve countries collaborated to establish evidence-based consensus statements concerning such programmes. The consensus was developed through an iterative process involving experts from sociology, psychology, sport policy, physiology and promoting and assessing movement behaviours. In total 36 consensus statements and 23 areas identified for further research were produced. A broad definition of HEPA was adopted that included structured and unstructured activities, whilst HEPA was distinguished from occupational and leisure-time activities.

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KEYWORDS

Workplace health enhancing physical activity programmes; consensus; sociology, psychology, sport management; Promoting and assessing movement behaviours

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Consensus highlighted, for example, the importance of multi-level approaches to programme implementation, the need for managerial support, and the need to tailor programme design. The consensus also demonstrated the need for more research on the long-term impacts of workplace HEPA programmes, to investigate the potential role of technology, and to further understand the influence of socio-cultural and individual factors on participation.

Introduction

Workplace health promotion programmes aim to encourage physical activity (PA) and reduce sedentary time among employees via workplace 'health enhancing physical activity' (HEPA) programmes. The WHO Regional Office for Europe (2002), World Health Organisation (2024), WHO/WEF (2008), and the World Economic Forum (2024) have identified the workplace as an optimal setting for implementing initiatives to reduce overweight/obesity, diabetes, and cardiovascular disease risk factors within the workforce. Indeed, workplaces offer a unique opportunity to engage and maintain a substantial portion of employed adults in HEPA as they spend a significant amount of their time at work. Nevertheless, although the workplace can be a strategic setting for promoting HEPA and facilitating ongoing interventions for adult populations, questions remain concerning the ethics and responsibilities of employers implementing such programmes in workplaces. Uncertainty also exists concerning the most effective mechanisms to both implement and evaluate workplace HEPA programmes.

In 2024, 24 researchers from twelve countries participated in several rounds of discussions to establish evidence-based consensus statements concerning workplace HEPA programmes. Consensus was based upon a range of research approaches, including: sociology, psychology, sport policy and management, work physiology and promoting and assessing movement behaviours. Evidence supporting the statements was drawn from a range of traditions, including social scientific and behaviour change programmes and studies, inclusive of quantitative and qualitative research methods. Consensus was developed through an iterative process involving several online discussion sessions, with experts initially grouped according to subject specialism. Initial discussions were followed by further meetings and consultation across all subject groups, and all experts were invited to comment upon all consensus statements irrespective of subject field. Finally, statements were agreed in plenum by all experts. The process culminated with agreement on 35 consensus statements. An additional 23 statements were constructed concerning areas where more research is needed before more concrete recommendations can be offered. Some of the statements were common to multiple subject areas (for example, the importance of multi-level approaches to in workplace HEPA programmes). They were either attuned to specific fields. In one case, however, the statement is presented in only one subject field and is marked with a footnote.

The consensus addressed the efficacy, effectiveness and impact of implementing workplace HEPA programmes. The term 'workplace' encompassed a broad range of

employer organisations across multiple sectors, from small/medium enterprises to large companies, governmental departments and other organisations. Workplace HEPA programmes were considered if they were directed by companies or workplaces themselves, either in part or in whole. Programmes delivered in partnerships between companies and an external partner were also considered if the company had at least partial ownership or responsibility over programme goals. Programmes delivered entirely outside the workplace were excluded, even if their target population was employees. Hence, only programmes that were directly or indirectly co-ordinated by employers were considered in discussions.

The consensus also used a broad definition of PA cohering with that suggested by Piggin (2020). As Piggin (2020, p. 5) outlines, PA *'involves people moving, acting and performing within culturally specific spaces and contexts, and influenced by a unique array of interests, emotions, ideas, instructions and relationships'*. Our definition also includes both structured and unstructured activities, such as leisure, sport, incidental activities and exercise. All such activities involve body movement that increases energy expenditure relative to rest. PA is often categorised by intensity according to light, moderate, or vigorous activity, and although higher intensity PA tends to have greater benefits, generally any PA is considered better than none as long as it does not exceed tissue tolerance. Exercise, as a subset of PA, refers to structured activities specifically aimed at improving cardiorespiratory fitness, cognitive function, flexibility, balance, strength, or power. Specifically, HEPA can happen in different domains, including the workplace. Primarily, the consensus focuses upon structured and unstructured health promoting activities delivered in, or by, workplaces or companies. We refer to these activities as workplace HEPA programmes. These activities include active recreation, sport, exercise, active transport such as walking and cycling, incidental movement, and intermittent activity accrued throughout the work day by modifying workplace tasks (for example, walking meetings, taking the stairs, physically active breaks). We therefore differentiate workplace HEPA from i) occupational PA; that is, PA conducted as part of everyday work tasks (e.g. construction work), ii) PA conducted outside and without any link to the workplace, which we refer to as 'leisure-time PA,' and 'transport related PA' such as active transportation, where such programmes or activities are not initiated at or funded by workplaces. Finally, experts contrasted PA with sedentary behaviour, which relates to *'Any waking behaviour characterised by an energy expenditure of 1.5 METs or lower while sitting, reclining or lying. Most desk-based office work, driving a car and watching television are examples of sedentary behaviours; these can also apply to those unable to stand, such as wheelchair users. The guidelines operationalise the definition of sedentary behaviour to include self-reported low movement sitting (leisure-time, occupational and total), TV viewing or screen time and low levels of movement measured by devices that assess movement or posture'* (Tremblay et al., 2017, p. 1452). We also recognise that whilst many programmes seek to reduce or interrupt sedentary behaviours, such actions are not necessarily the same as PA promotion. For example, workplace programmes which promoted only standing, for example, were not considered HEPA promoting activities. Nuances in how PA or sedentary time was accrued was also considered as well as intermittent activity accrued throughout the work day by modifying workplace tasks (for example, walking meetings, taking the stairs, physically active breaks).

The statements are presented below according to the different scales of abstraction of each sub-discipline, moving from the broadest to the most specific field.

Sport policy and management consensus statements

1. Multi-level, multi-actor and potentially multi-sector programmes based on a sound rationale and goals, ideally adapted to the workplace context and needs of employees, are more likely to succeed than programmes lacking clear rationale or goals. Rationale and goals should be linked to the specific needs, occupations and environments, such as sedentary/office work, physically demanding work, or hybrid/remote work.
2. There are many organisational benefits to workplace HEPA programmes. PA can positively impact community building and improve workplace social capital (within, between and linking groups), social cohesion, shared identity and collaboration, social networking within and beyond the company, presenteeism/absenteeism, employee physical and mental health and autonomy. It can also reduce loneliness in the workplace, and increase workers' productivity, loyalty and commitment.
3. The format of workplace HEPA should be adapted to the requirements of specific roles and the needs the employees. For example, programmes for those in physically demanding occupations might include injury prevention, flexibility, or strength training. Programmes for those in mentally demanding roles could include physical and mental relaxation elements or yoga. Finally, programmes for sedentary or desk-based roles might include movement variation, aerobic or fitness training.
4. Organisational workplace characteristics are crucial in facilitating the implementation of inclusive, enjoyable, and sustainable workplace HEPA programmes. Promoting workplace HEPA programmes should align with, for example, supportive company cultures, flexibility and autonomy in working schedules, environmental factors conducive to workplace HEPA, and be meaningful to employees. When the benefits of workplace HEPA to the company are clear (e.g. social, physical, mental health or productivity benefits), the company is more likely to prioritise and sustain PA programmes.
5. The wider context matters when implementing workplace HEPA programmes appropriately. Programme implementation should consider aspects such as the social and environmental context, the type of work, potential partnerships, potential facilities for PA, and the local/national policy environment.
6. Autonomy and flexibility with employees' work tasks, schedules, and locations (e.g. on-site, remote working or hybrid roles) can improve the likelihood of participating in workplace HEPA in or around the workplace or other spaces or times of work.
7. Active participation of managers across all levels of the organisation is beneficial for successful implementation of workplace HEPA programmes. Management support at the level of both participation and resource provision, as well as clear communication, can serve to emphasise the goals and voluntary nature of workplace HEPA

programmes. Such actions should avoid pressuring employees to participate, yet can clearly signal that participation is not only accepted but is encouraged.

8. Programme implementers need to be aware that being physically active with co-workers and managers can be challenging for some employees, particularly in contexts where cultural norms and values suggest professional and private lives remain separate. For some, changing and wearing sports clothing, sweating, being out of breath, or being physically active in front of colleagues can be considered incompatible with workplace conduct and culture.

Areas for future research: sport policy and management

1. There is a lack of evidence about the benefits or pitfalls of workplace HEPA programmes due to insufficient monitoring and evaluation. Such monitoring and evaluation needs to have a clear link to goals or underpinning theory, and avoids over-quantification to enact positive change.
2. More focus is needed upon determinants and strategies of programme implementation (and their outcomes) in the future.
3. Future research should explore how changing workplace culture (hybrid, on-site, remote workers) influences the implementation of workplace HEPA and HEPA in other spaces of work (e.g. the home for remote workers).
4. More research is needed to establish the potential for co-operation, interaction and partnerships between workplaces/companies and other organisations, such as governmental agencies or organisations in civil society. The extent to which these organisations could support or compete with workplace HEPA programmes could be investigated.
5. Further research into the potential for digital tools to motivate and engage employees in PA would be beneficial.
6. The field of 'precision prevention in occupational health' is currently emerging, although at present this field seeks to offer individually tailored measures based on a wide range of employee data. Therefore, more research upon the impact of such approaches on the occupational environment is needed.

Sociological consensus statements

1. The rationale for promoting workplace HEPA programmes should be highlighted and shared; employers need to be aware of the (predominantly capitalist) context under which such programmes are created/implemented, and how they are likely to be perceived by, or benefit, employees. This is likely to affect employee buy-in and mutual long-term benefits.
2. Not all employees or workplaces are the same. Social and structural inequalities across different sectors, and the intersection between different social categories such as job type, employee gender, ethnicity, socio-economic status, age and (dis)ability, can influence participation. Such factors can affect the extent to which PA is considered meaningful.
3. By promoting workplace HEPA programmes as a pathway to good health, individuals in workplaces who cannot or choose not to participate may be marginalised or feel excluded. PA programmes and initiatives can be particularly

problematic if participation is obligatory. Conversely, participatory approaches can increase inclusion in programmes.

4. Organisational structural inequalities can influence which groups or types of employees are likely to be offered workplace HEPA programmes. When looking at (non)participation rates, it is important to consider personal, group, hierarchical, temporal and socio-cultural differences and preferences. Moreover, often the most marginalised can benefit the most from participation.
5. Job characteristics and workplace culture can influence which types of employees companies invest money in and target with workplace HEPA programmes (e.g. highly skilled over unskilled workers). These characteristics might include working conditions, the demands of specific roles, and employees' personal life circumstances/biographical experiences of PA.
6. Although participation or direct supervision by managers in workplace HEPA programmes is highly likely to be considered supportive, caution must be taken in maintaining boundaries about how much control and access employers have to employees' private lives, health data and leisure choices.
7. Integrating workplace HEPA programmes via digital platforms and wearable technology may raise privacy concerns and contribute to employees feeling monitored or surveilled, affecting their comfort and willingness to engage. Use of such devices can also emphasise economic inequality.

Areas for future research: sociology

1. More research is needed on the lived experiences of social and individual differences (gender, race/ethnicity, (dis)ability and age etc.) in relation to PA, management of high-risk strenuous activities, and/or reduction of sedentary activity in workplaces.
2. Research is needed that investigates the impact of PA on specific types of job, such as manual, precarious, hybrid or low skilled roles. This would increase the understanding of the potentially hidden or implicit exclusionary mechanisms that can influence such groups' participation in PA programmes.
3. Scholars could examine the unintended and potentially exclusionary social consequences of workplace HEPA programmes. For example, we need to know more about the impact upon employees who are not fond of PA, or who cannot participate in the same ways due to other considerations such as ill health, disability or caring commitments.
4. Focus is needed that examines the impact workplace HEPA programmes can have upon wider processes of individualisation and commercialisation, common in societies in the Global North. Moreover, there is a need for more general research into workplace HEPA programmes in the Global South.
5. More research is needed that investigates the potential overlap and interdependence between workplace HEPA programmes during working hours, and labour or company sport delivered outside working hours in external associations.
6. Investigation of the link between PA, work, self-regulation and embodiment would be helpful, particularly in relation to specific health concerns and moral panics, such as obesity and other risk factors relating to inactivity.

Psychology consensus statements

1. Any health enhancing PA is better than none in terms of positive mental and physical health outcomes.
2. Support from managers can also have a positive psychological impact, and is crucial for programme success. Organisational leaders can actively participate in and endorse workplace HEPA programmes, which can significantly influence employee engagement, group identity and a sense of belonging. Conversely, obligatory or forced participation can lead to apathy, lower job satisfaction, decreases in motivation and decreases in overall happiness.
3. Social interactions, encouraging group activities, peer support and team challenges can enhance motivation and adherence to workplace HEPA programmes through creating a supportive environment. PA ambassadors or multipliers can be valuable supporting actors to these processes.
4. Workplace HEPA can have individual benefits. These can include increased motivation, enhanced group belongingness/group identity, and enhanced self-efficacy. Self-efficacy is a predictor of PA participation. Promoting the determinants of self-efficacy for PA (mastery experiences, vicarious experiences, verbal persuasion, and affective states) can enhance programme efficacy.
5. Programmes should utilise behaviour change techniques such as goal setting, education, self-monitoring, action planning and feedback to encourage sustained PA and reduce sedentary behaviour. Changing the working environment is also important in both cases. Together, these methods have been shown to effectively promote healthy behaviours in employees.
6. The implementation of planned active breaks in the workplace can improve the mental well-being of many employees, although not for all equally. What's more, although mixed results are sometimes reported, workplace HEPA programmes can help to prevent or reduce stress and increase employee concentration, collaboration and productivity in many cases.
7. Sedentary behaviour reduction programmes can also have positive impacts, including participants having more energy, lower levels of fatigue, increased focus, alertness, productivity and concentration.
8. Incentivising workplace HEPA programmes can help to initiate behaviour change, although it is not a long-term driver of behaviour change. Incentives might include financial deposits, distribution of prizes or use of lotteries, which can be successful in the short-term.

Areas for future research: psychology

1. There is a need for more research on employees' baseline level of self-efficacy in order to better understand the influence of self-efficacy upon the success of workplace HEPA programmes.
2. More research is needed to assess the need to design programmes that accommodate various fitness levels and preferences. Although personal choices have been shown to increase participation, autonomy and help maintain long-term engagement in other fields, more research is needed within the workplace domain.

3. There is a lack of evidence that investigates the relationship (and feedback mechanisms) between PA behaviours and fluctuations in mood, the emotions, mental health and productivity in the workplace.
4. More research is needed to establish which behaviour change techniques are most effective at supporting integration of HEPA in the workplace, and the reduction of sedentary behaviour.
5. Future research should focus on the influence of technology to increase PA and the effects on the mental wellbeing of employees.

Promoting and assessing movement behaviours in the workplace consensus statements

1. On the whole, the impact of workplace HEPA programmes are beneficial. However, excessive and prolonged occupational PA (e.g. heavy manual labour) can be harmful if implemented at inappropriate intensity and with insufficient resting time or postural breaks. Similarly, prolonged, uninterrupted time in either a sedentary or standing posture can also be harmful.
2. There are multiple influences across multiple levels that impact workplace HEPA programmes and sedentary behaviour reduction programmes in the workplace. These levels include policy, organisational, environmental (physical and cultural), interpersonal and individual. Programmes that consider, measure and address influences across several levels are more likely to generate the most effective, acceptable and sustainable programmes.
3. The exposure to, and nature of the impact of PA upon health varies across different domains or contexts. These domains include household PA, workplace HEPA, occupational PA, leisure-time PA outside the workplace, and transport-related PA (e.g. active transport).
4. Measuring PA and/or sedentary behaviour should consider the variety and composition of activities and behaviours over extended periods (e.g. 24h or more), across both work and leisure-time. Behaviours should not be measured or considered in isolation given time spent in one behaviour necessarily displaces time spent in others.
5. Prolonged exposure to sedentary time, standing or moderate-to-heavy labour in the workplace can be detrimental to workers' health and wellbeing. For example, increased standing does not provide the equivalent benefits of workplace HEPA and can even be harmful if done excessively. Variation between PA, sitting and standing during the work day should be recommended.
6. Programmes should be tailored to the needs of the organisation and its employees. This can be achieved by leveraging expertise, co-design (when feasible) and/or partnership working in health enhancing PA programme design. Employee needs often relate to company size and structure, job autonomy, job demands and characteristics, and job design factors, including how strenuous or sedentary specific job demands are.
7. Needs assessment and audit of barriers and facilitators are recommended to guide programme design and implementation. Subsequently, programme goals

must be clearly defined across different levels (e.g. individual, interpersonal, organisational, environmental etc.). Well-formulated goals and a clearly articulated purpose can ensure relevant outcome measures are selected, and impacts assessed effectively, including data to inform potential returns on investment.

8. Where possible, good design principles should be integrated into programmes across the hierarchy of control. Selected principles may include generation of long-term action plans, investment planning, increasing productivity or enacting culture change. Impacts take time to be realised, requiring adoption of a sustainable, feasible, long-term approach across multiple levels.
9. It can be challenging to change the structure of the entire workday to promote workplace HEPA programmes or reduce sedentary behaviour in the workplace. For moderate or vigorous intensity activities, it can be feasible to set aside shorter, dedicated periods of workplace HEPA, and supplement these periods by integrating PA into the work day and working environment. This integration can encourage intermittent activities throughout the workday (e.g. taking the stairs or walking meetings), especially if the goal is to improve mental or physical health.
10. Evaluation should align with HEPA programme or intervention objectives and structure to effectively capture intended effects. Measures should gather data on desired outcomes, which can be primary (e.g. increased PA behaviour) or secondary (e.g. changes in well-being or productivity). Results should be framed and communicated in accessible terms to all concerned stakeholders.
11. Accurately measuring workplace HEPA and sedentary behaviour can be beneficial in evaluation programmes, and for providing participants with feedback on their behaviour. Workplace HEPA and sedentary behaviour can be captured both through self-reported methods and device-based measures, each with its own limitations and advantages. Use of high quality devices, such as accelerometers and other high quality wearables or devices, are more reliable and detailed than self-report measures. Use of such devices may not be feasible in all workplaces, however, due to device cost, and the relatively intensive data collection and processing methods.
12. Wearables are less relevant where subjective, qualitative experiences are of interest. Such data are better captured with qualitative measures such as interviews. Hence, relying exclusively on data from wearable devices to evaluate programme efficacy or effectiveness can raise ethical and validity concerns, potentially disregarding the nuanced aspects of context and individual experience.

Areas for future research: promoting and assessing movement behaviours in the workplace

1. More research is needed to understand the most effective ways to promote PA and reduce sedentary behaviour for employees in temporary, unstructured, precarious areas of employment. At present, most research focuses upon highly organised workplaces.

2. More research and programme evaluation is needed to investigate the long-term impacts of workplace HEPA programmes and sedentary behaviour reduction programmes, including long-term adaptations, sustainability, and the best mechanisms to translate evidence into practice. We also need to know more about how long term impact varies across organisations and workplace type.
3. More knowledge is needed concerning the most beneficial programmes for specific occupations, including physically strenuous jobs (aerobic capacity) to understand the health paradox of occupational and leisure-time PA, hybrid roles and for teleworkers. Such evidence would supplement the evidence we possess concerning sedentary or desk-based jobs.
4. Research could focus upon establishing the most cost-effective intervention mechanisms, or harmonising data on outcomes at multiple levels and across multiple interventions/programmes over time. This is of particular importance where interventions incur substantial costs. Such research could investigate ways to better harmonise and share data from across different aspects or structures within and between companies, possibly resulting in more impactful outcomes.
5. More research is needed to investigate the impact on movement behaviours of new technology, including AI, and professional interactions, including the impacts of these advances upon employee privacy and rights. For example, the potential of technology to eliminate peak loads and replace sustained static work with health enhancing activities could be investigated.
6. More transparency in the reporting of programme implementation, process and outcomes is needed in order to maximise transferral of shared learning outcomes between programmes.

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Evaluation Criteria



Scope

The Workplace Active Certification (WAC) is aimed at European organisations (companies, institutions, federations, associations, etc.) that promote health and well-being at work through physical activity, and which wish to have their approaches and initiatives recognised.

The Workplace Active Certification is accessible to any type of organisation which resides or have its operations within the European Economic Area, irrespective of its size, location, culture, sector of activity, social and economic situation.

Terms and definitions

For the purpose of this document, the following definitions shall apply:

Physical activity

Physical activity is defined as any bodily movement produced by skeletal muscles that requires energy expenditure.

Physical activity at work

As a complement to the definition of physical activity, it includes organised or informal physical activity and exercise within the workplace itself or in any other location recognised by the organisation. Such activity may be realised either individually or in groups.

Physical exercise

Physical exercise is, by definition, a planned activity that is usually performed for an extended period of time (i.e. beyond 10 minutes) and is intentional in the sense that the goal is improved health and fitness.

Organisation

Any company, corporation, enterprise, firm, institution, partnership, charity, association, or institution irrespective of its legal status or its activity. The term also covers public bodies such as a non-governmental or public agency, department, etc. It may be part of a larger entity.

Workplace

Any location where the organisation performs its operational functions. The workplace may designate all or part of a single location (e.g. a factory, an office, a school, home office, etc) or a multisite arrangement.

Employee

Any member of the organisation's workforce, irrespective of the legal structure of the organisation. Such persons may be salaried, volunteer, interns, working part or full-time.



Evaluation criteria

The list below contains the criteria by which organisations applying for WAC certification will be assessed. Where a criterion is obligatory, this is indicated by the verb “shall”. Notes and other comments in the form of recommendations or good practice use the verbs “should”, “may” and “can” and may be implemented at the discretion of the organisation.

Each chapter is preceded by a short introduction. Further reading on the subject can be sourced by the bibliographical references in brackets.

These criteria also apply to the maintenance of WAC for already certified organisations.

The modalities for assessing the implementation of the criteria are specified in the document " Active Workplace Certification - certification process and regulations".



A. Needs identification

The latest evidence shows that initiatives to promote physical activity that focus on the specific needs of employees are more likely to achieve positive impacts [1-6].

It has also been shown that the confidentiality of employees' personal data (including medical data and data related to their lifestyle) is critical. If it is not taken into account, it can strongly limit the willingness of employees to participate in the initiative(s) [5, 7].

Criteria

1. The organisation shall assess the needs and aspirations of employees regarding physical activity at work. As a minimum, it shall cover the following areas:
 - individual (what each individual can do). The organisation shall ensure the consent of the individuals involved.
 - interpersonal (what can be done in groups or teams)
 - organisational (what can be done by the organisation and its leadership)
 - environmental (what can be done through cooperation with external stakeholders, and in the physical environs of the organisation)

The needs and aspirations assessment shall be regularly updated. The frequency of updating the assessment shall be adapted to its level of formality, its representativeness and the proportion of employees involved.

The assessment shall be used for the identification of priorities regarding the events, programmes, activities and/or interventions to be implemented (see chapter C).

Note 1: a written assessment, for example based on a questionnaire and/or a specific methodology, involving a large sample, can be updated every 2 to 3 years. Whereas a more informal assessment, for example based on information gathered by managers through collaboration interviews with their staff, can be updated every year (or even on an ongoing basis several times a year).

Note 2: the assessment results, in an appropriate format, can be communicated to employees and relevant stakeholders.



2. The organisation shall evaluate the internal skills available to carry out the assessment of the needs and aspirations of employees regarding physical activity at work (see criterion 1). In the event of a lack of skills, the organisation shall collaborate with one or more external providers (or partners) to carry out the assessment.
3. The organisation shall identify and take into account applicable national and international laws (e.g. EU's General Data Protection Regulation (GDPR)) to ensure the confidentiality and preservation of information collected within the framework of the needs and aspirations assessment of employees (see criterion 1).

B. Leadership

The latest evidence shows that initiatives to promote and implement physical activity at work that are included in the organisation's mission statement, commitments, policies and processes led and supported by the organisation's top management are more likely to achieve positive impacts. [8-12].

4. The organisation's leadership shall demonstrate its commitment to plan, monitor, evaluate and ensure the sustainability of the initiative(s) to promote and implement physical activity at work.

The organisation's leadership shall regularly communicate its commitment to all employees and relevant stakeholders (e.g. board of directors, managers, employee representatives, employer representatives, trade unions, works councils, external stakeholders if relevant, etc.)

Note: leadership commitment can be demonstrated, for example, through the definition and dissemination of policies, the signing of charters, the provision of resources, in-person participation in events, programmes, activities and/or interventions implemented, as well as exemplary professional practices.

5. Considering the results of the needs and aspirations assessment of its employees (see chapter A), the organisation shall define its goals and objectives regarding physical activity at work.



6. The organisation shall appoint one or more persons to manage and implement physical activity at work.

Note 1: the appointment process should take into account the person's interest in the promotion and implementation of physical activity at work, their skills and credibility.

Note 2: Depending on the size and needs of organisation, this role may be assigned to a person(s) with other responsibilities and activities within the organisation.

7. The organisation shall ensure the availability of internal and/or external resources necessary to promote and implement physical activity at work.

Note: resources may include the budget, staff, training, collaboration with external partners/providers if relevant, infrastructure, facilities, equipment, etc.

8. The organisation shall advocate and communicate to employees and relevant stakeholders the benefits of physical activity at work in an inclusive manner (e.g. by considering the specific needs and aspirations of people with low fitness levels, little or no interest in sport, with disabilities), using suitable communication channels and customising messages to address the target audience(s).

Note: suitable means may include workshops, conferences, seminars accessible remotely or in person.



C. Planned actions - events, programmes, activities and/or interventions

It is important that programmes to promote and implement physical activity at work are based upon a sound rationale, specific goals, and the needs and aspirations of employees. Evidence suggests that programmes which lack such details are less likely to succeed, because specific types of physical activity aren't equally effective in achieving all goals (e.g. stress reduction, social cohesion, increasing cardiovascular fitness, improving productivity) [2, 4-6, 9, 12-18].

Physical activity programmes can target different health-related fitness components including aerobic endurance, muscular strength and endurance, flexibility, and body composition, while preventing the risk of injury, reducing stress and developing social cohesion. Different programmes can focus more specifically on certain components, however, very often they overlap. Promoting certain changes at the workplace, for example, the use of stairs instead of lifts, or active workstations, can also reduce sedentary behaviour, which is an independent risk factor for various diseases, while increasing productivity.

As noted, not all physical activity programmes have the same benefits. For example, yoga and qigong helps stress reduction [13], walking, aerobic exercise can help with weight loss, physical health and productivity [10, 14, 19], encouraging walking or informal physical activity (e.g. use of stairs or active workstations) can help with changing workplace activity in situ and reduce sedentary behavior [20, 21], whilst flexibility exercise, strength training and other calisthenics are effective with stress and injury reduction [22].

The implementation of the following criteria can be managed either by the organisation internally or through collaborations/partnerships with external individuals and/or organisations.

Criteria

9. According to the results of the employees' needs and aspirations assessment (see criterion 1) and considering its goals and objectives regarding physical activity at work (see criterion 5), the organisation shall identify relevant events, programmes, activities and/or interventions to be implemented.

Note: if relevant, the organisation should maintain an updated directory which lists and promotes opportunities (e.g. events, conferences, training, programmes, activities, etc.) to participate in physical activity within the organisation or in its socio-cultural environment.

10. The organisation shall develop, maintain and strengthen a network of individuals and/or organisations to increase opportunities for the promotion and practice of physical activity as well as to reinforce the resources, skills and expertise available as needed.

Note: the nature and extent of the network can be adapted according to the sector of activity, culture, size and resources of the organisation.



Note: the network may, for example, include other organisations that share the same goal of promoting physical activity such as neighbouring organisations, sports clubs, universities, representatives of municipal services/departments, sport and exercise scientists, sports medicine practitioners, primary care physicians, physical activity specialists, fitness professionals, health promotion specialists, nutritionists, etc.

11. Events, programmes, activities and/or interventions offered by the organisation shall take into account the diversity of employees' fitness levels (from low to high fitness levels).

12. Events, programmes, activities and/or interventions offered by the organisation shall take into account different user groups with specific needs (e.g. people with disabilities, seniors) or different social customs.

13. The organisation shall encourage individual or collective initiatives for creating physical activity opportunities (for example: activities proposed by one or more employees during or outside working time).

14. The organisation shall consider means to implement measures for employees to balance active working time and private life.

Note 1: this can include flexitime models, flexible handling of procedures on absences, part-time working.

Note 2: consideration may be given to the needs of employees who want to be physically active during working hours and/or outside working hours, at the workplace and/or outside of the workplace.

15. The organisation shall encourage its employees to participate in appropriate local, regional, national or international sports events or championships.

Note: this can include communication campaigns, establishing corporate teams, providing financial support.



D. Work environment

Every workplace has an existing physical activity environment waiting to be optimised: hallways, sidewalks, and stairwells. Changes need not be drastic, and might be as simple as improving lighting and placing signs to encourage stair use or upgrading the landscape around the worksite [18]

Where possible, encouraging employees to move around more at work (for example, by walking to external meetings), putting up signs at strategic points and distributing written information to encourage them to use the stairs rather than lifts if they can, providing information about walking and cycling routes and encouraging them to take short walks during work breaks [2]

Businesses can work together with local government and communities to increase the opportunity for physical activity around the business (neighbourhood walkability, walk/bike to work, local gyms, ...) [2, 18]

The implementation of the following criteria can be managed either by the organisation internally or through collaborations/partnerships with external individuals and/or organisations.

Criteria

16. The organisation shall create physical activity opportunities both in the work environment (e.g. buildings, offices, open spaces) and outside the premises (natural resources) where appropriate.

Note: natural resources typically include green and blue spaces, parks.

17. The organisation shall provide an accessible indoor and/or outdoor exercise facility.

Note: it is recommended that this facility is easily accessible within walking or cycling distance from the workplace (e.g. a gym, a sports center, a park, other type of area designed for physical activity).

18. The organisation shall consider means to facilitate the transition between physical activity and the requirements of the working environment.

Note 1: this can be achieved by providing access to showers and changing facilities for employees.

Note 2: this can also include people who commute to work or travel during their work by cycling or walking).



E. Monitoring, measurement and evaluation of progress and results

Adherence to physical activity programmes is highly dependent upon employee buy-in, satisfaction and other factors (including their general activity levels). That require monitoring and measurement in order to assess effectiveness. Such measurement might take the form of tracking participation rates, assessment of physical activity and sedentary behaviour levels, but also monitoring their levels of satisfaction, enjoyment, self-efficacy and feelings of belonging or ownership of a programme [8, 9, 14, 23]

Criteria

19. According to the needs and aspirations assessment, available resources, nature and extent of events, programmes, activities and/or interventions implemented, the organisation shall determine what needs to be monitored and measured.

20. The organisation shall determine appropriate methods, tools, processes and responsibilities for monitoring and measurement.

21. The organisation shall enable employees to express the level of their satisfaction with the implementation of the goals and objectives defined (see criterion 6), as well as with the events, programmes, activities and/or interventions provided (see chapter C).

Note : this can be achieved by various means, such as questionnaires, digital apps, suggestion box.

22. The organisation shall inform employees and relevant stakeholders of the results and outcomes of events, programmes, activities and/or interventions implemented.

Note: this can be done by using different channels such as newsletters, intranet, press releases, events, social media.



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move at work

Wellness for all!