

SITTING OR STANDING

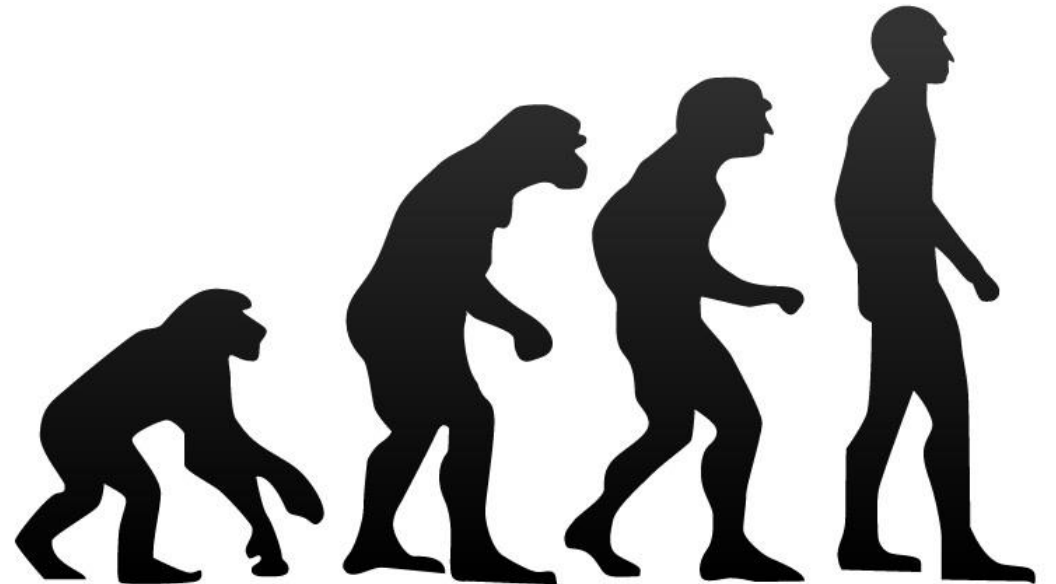


Are we at a paradigm shift in how we work?

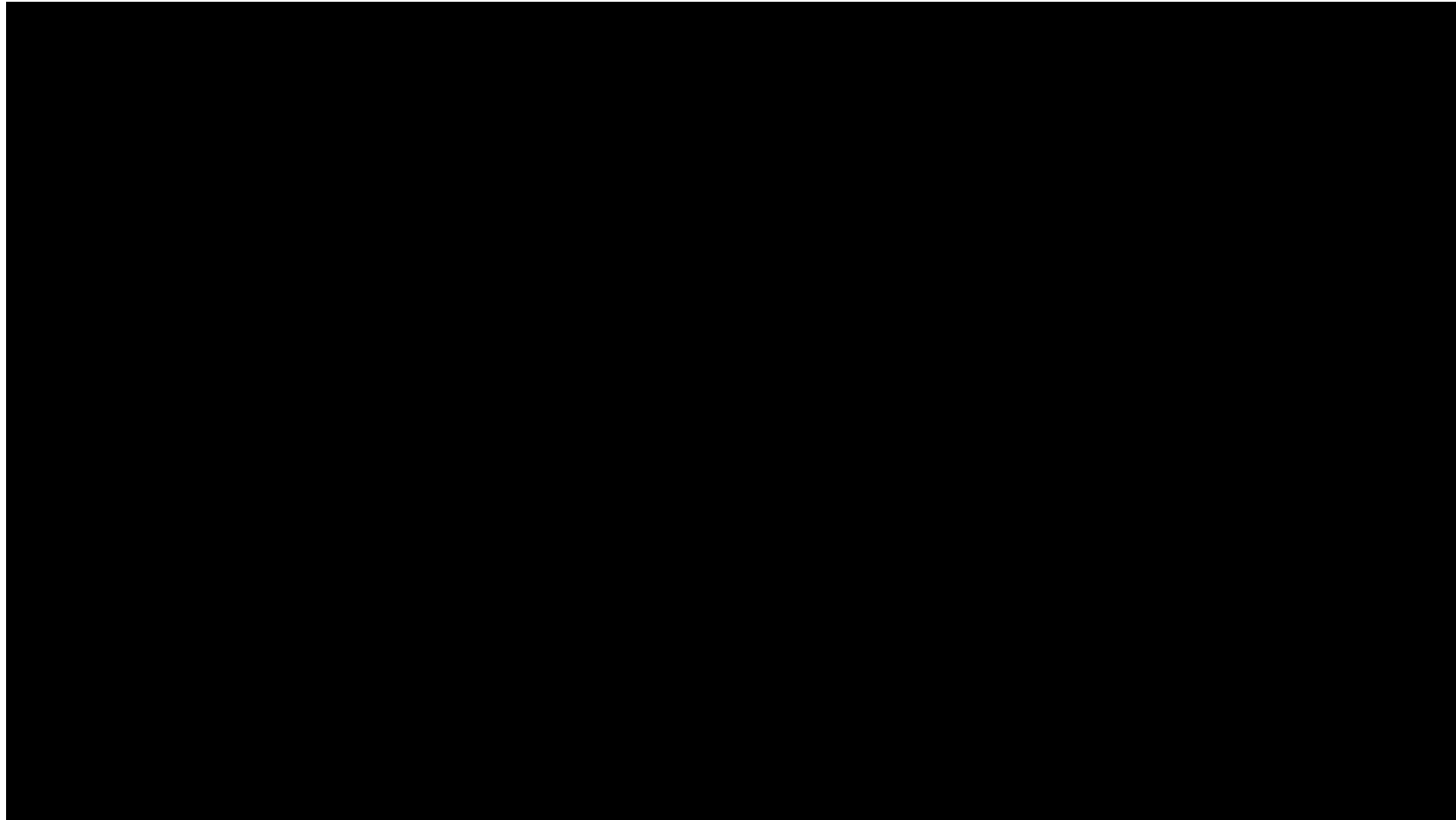
October 3th, 2016
BlackBerry

OVERVIEW

- BlackBerry Overview
- Where we started, evolved to & are going
- Ongoing challenges & gaps
- Opportunities for CRE-MSD



[HTTPS://WWW.YOUTUBE.COM/WATCH
?V=YYR4INEWDN4](https://www.youtube.com/watch?v=YYR4INEWDN4)



WHERE WE STARTED

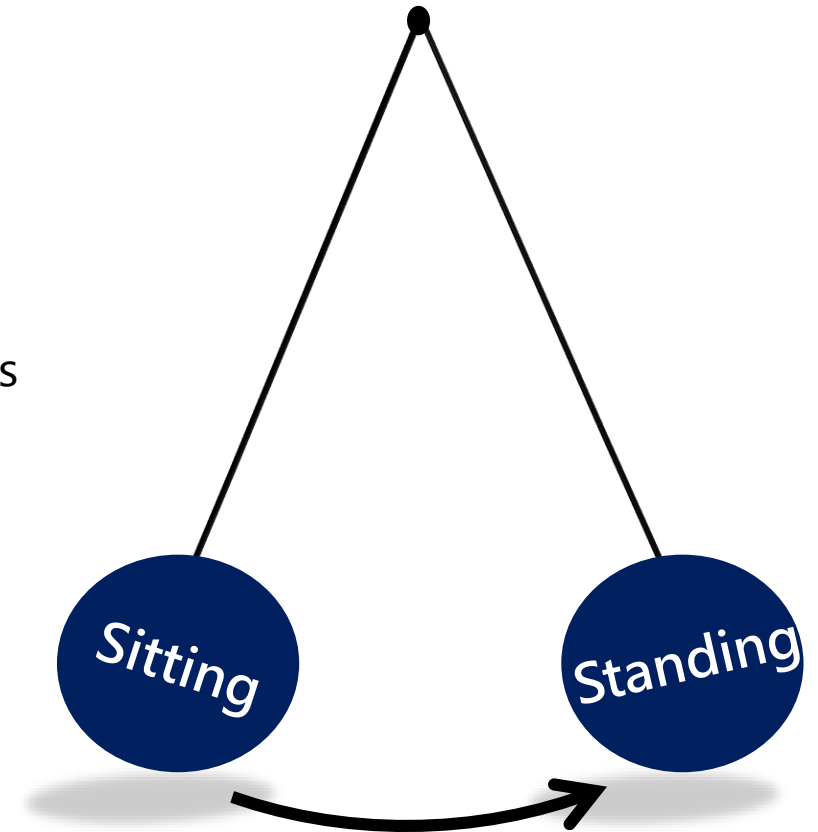
- Ergonomics included in New Hire Orientation/ Audit Checklists
- Office Ergonomic Training by request and in person only
- Reactive furniture purchases
- No protocols set globally
- Ergo Assessments/ accessories only available locally
- No analysis



Sitting

HOW WE EVOLVED

- Recruited a team of Ergonomic Specialists
- Formal Ergonomic Programs implemented
- Mandatory online customized & interactive training
- On-line assessment request system
- Furniture Standards- Sit/stand furniture mandatory for specific functions
- Integrated design approach for ergonomics and safety
- EHS Management System- considered Ergonomic Risks & Controls
- Incorporated ergonomic statistics in overall EHS performance reporting
- Set Corporate wide targets & objectives around ergonomics



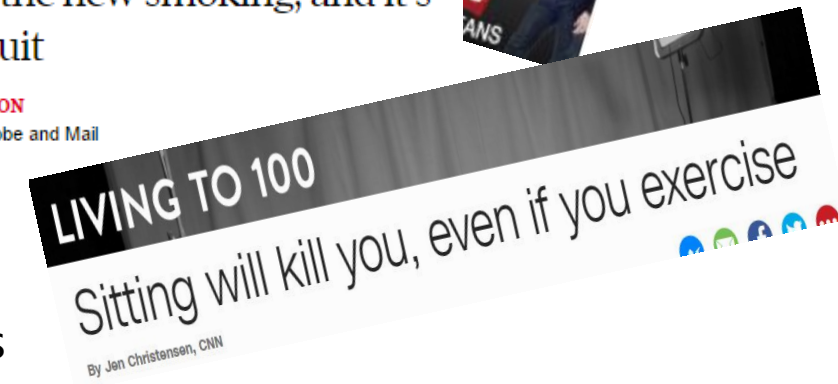
DECISION FOR SIT/STAND WORKSTATIONS

- Research: "Sitting is bad, standing is good"
- Cost not an issue
- Designing, building & outfitting our own buildings
- 'Do it right the first time' mentality
- Accommodations & requests for standing were on the rise
- Cultural trends- high tech sector
- Ergonomic Specialists acting as advocates
- We had a business case- injury statistics, lost time costs, company standards
- Allowed for flexibility- early return to work, moving people around



Sitting is the new smoking, and it's time to quit

ALEX HUTCHINSON
Special to The Globe and Mail



Sitting For Too Long Is So Bad It Could Be Responsible For 4 Per Cent Of Global Deaths

AFP/Relaxnews

Posted: 09/22/2016 10:55 am EDT | Updated: 09/22/2016 10:55 am EDT

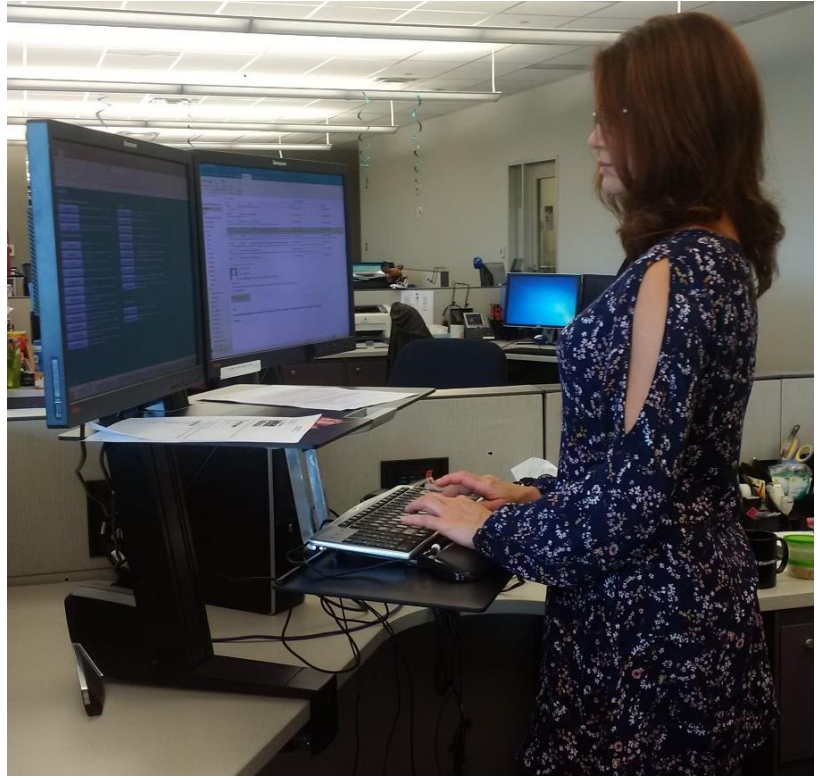
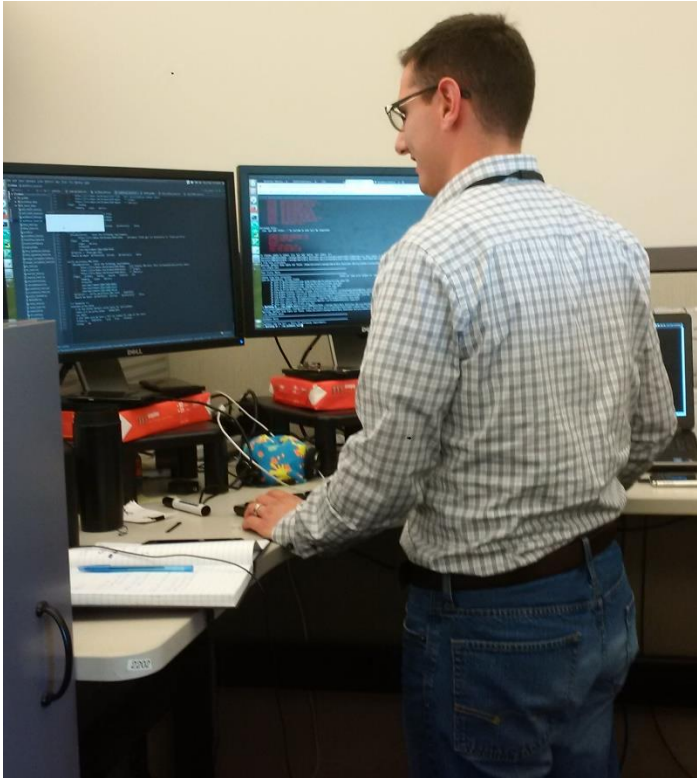
PRIORITIZATION FOR SIT/STAND WORKSTATIONS



- Employees tied to phones & computers (Operations Centers, Call Center)
- Performing shift work (Manufacturing & Repair)
- Employees requiring accommodation

OPTIONS FOR STANDING

- Full height adjustable workstations- 20% of office workstations globally & manufacturing & global repair
- Keyboard cut-outs
- Fixed Desks- used ergonomic accessories
- “Add-on” sit/stands, monitor arms, adjustable tables- accommodations



MEASURES OF SUCCESS

- Target of reducing MSDs of 10% was met (2013/14)
 - Reduction of claims in Manufacturing
 - Reduction in reported discomfort in offices
 - Likely attributed to multiple factors
- Employees responded favorably- improved morale & well-being
- Higher usage of sit/stands initially- novelty, flexibility, perk



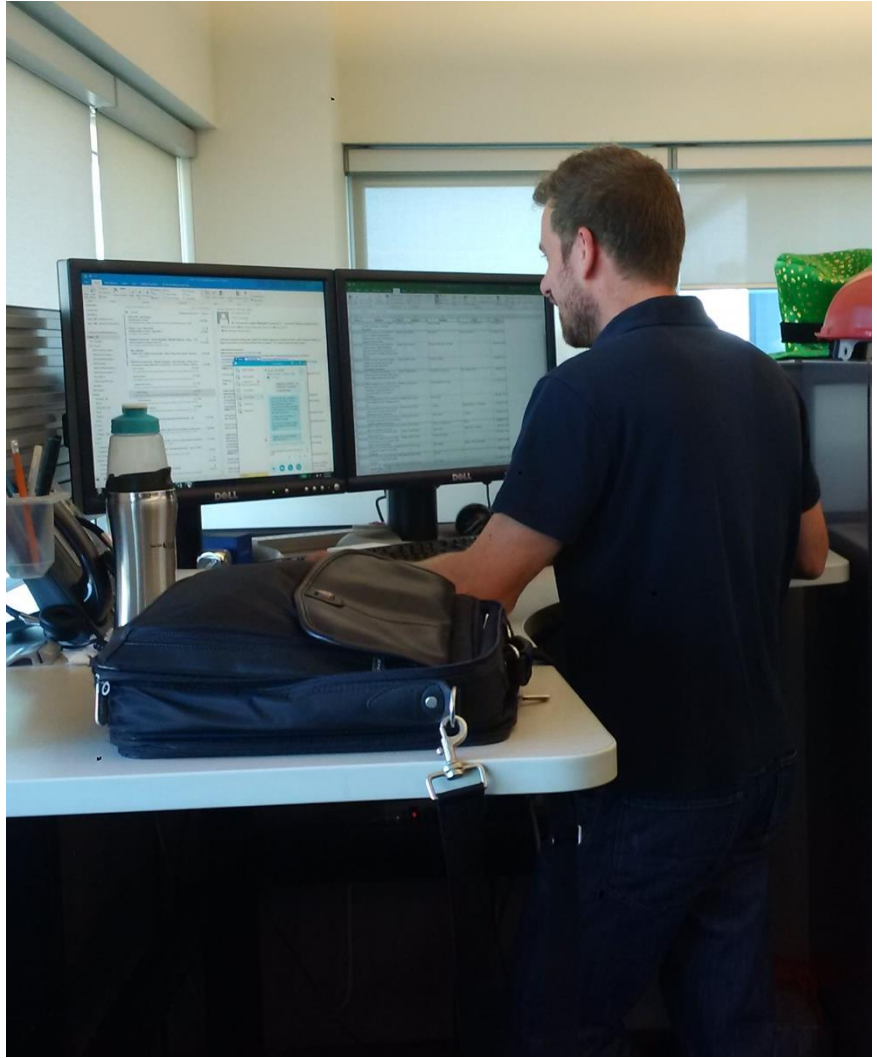
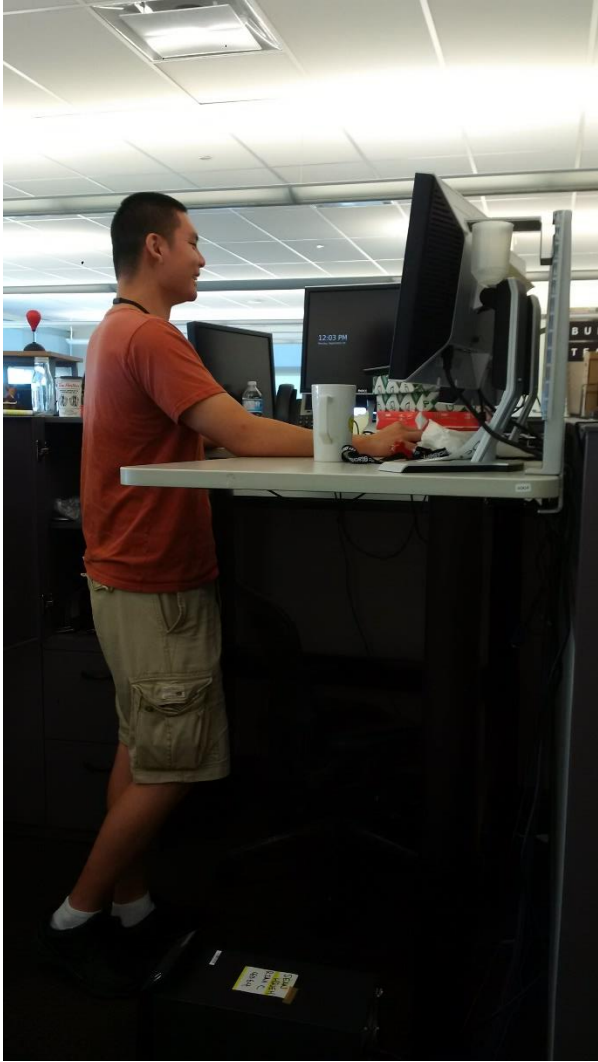
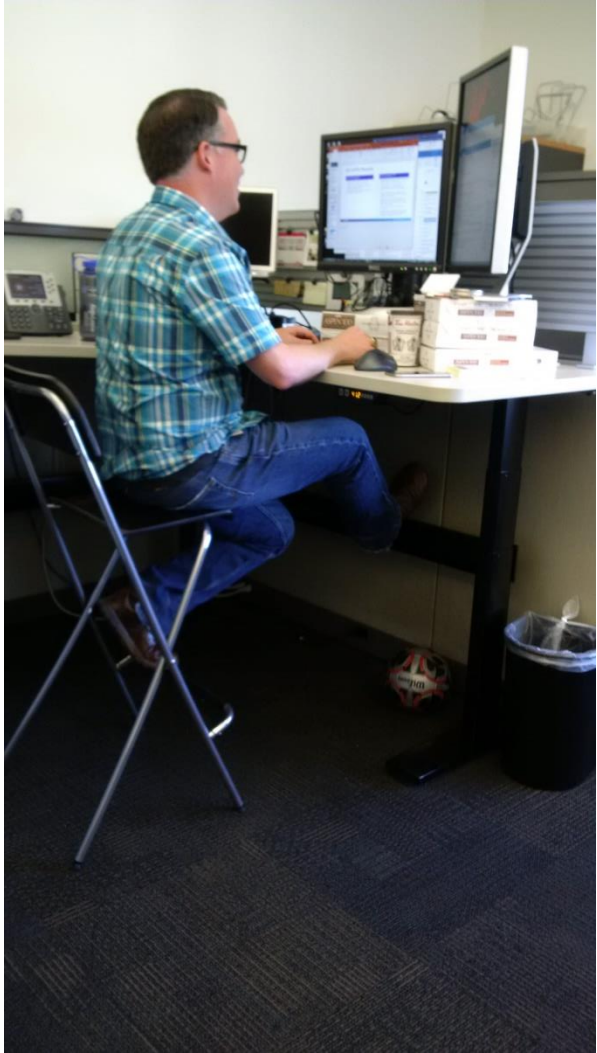
WHERE WE ARE TODAY: 'RIGHT-SIZING' MODE

- Cost restrictions
- Building closures, moves, consolidations:
 - Aggregate loss of sit/stand workstations (motorized desks)
 - Use of "add-on" sit/stand options only for accommodations
 - Not tied to job design
- Leasing spaces- take what you get
- Surplus of ergonomic accessories & add-on sit/stands- re-deploy
- Focus on ergonomics & dedicated resources have declined
- Prioritizing those with medical notes- Third party Benefits Providers doing assessments

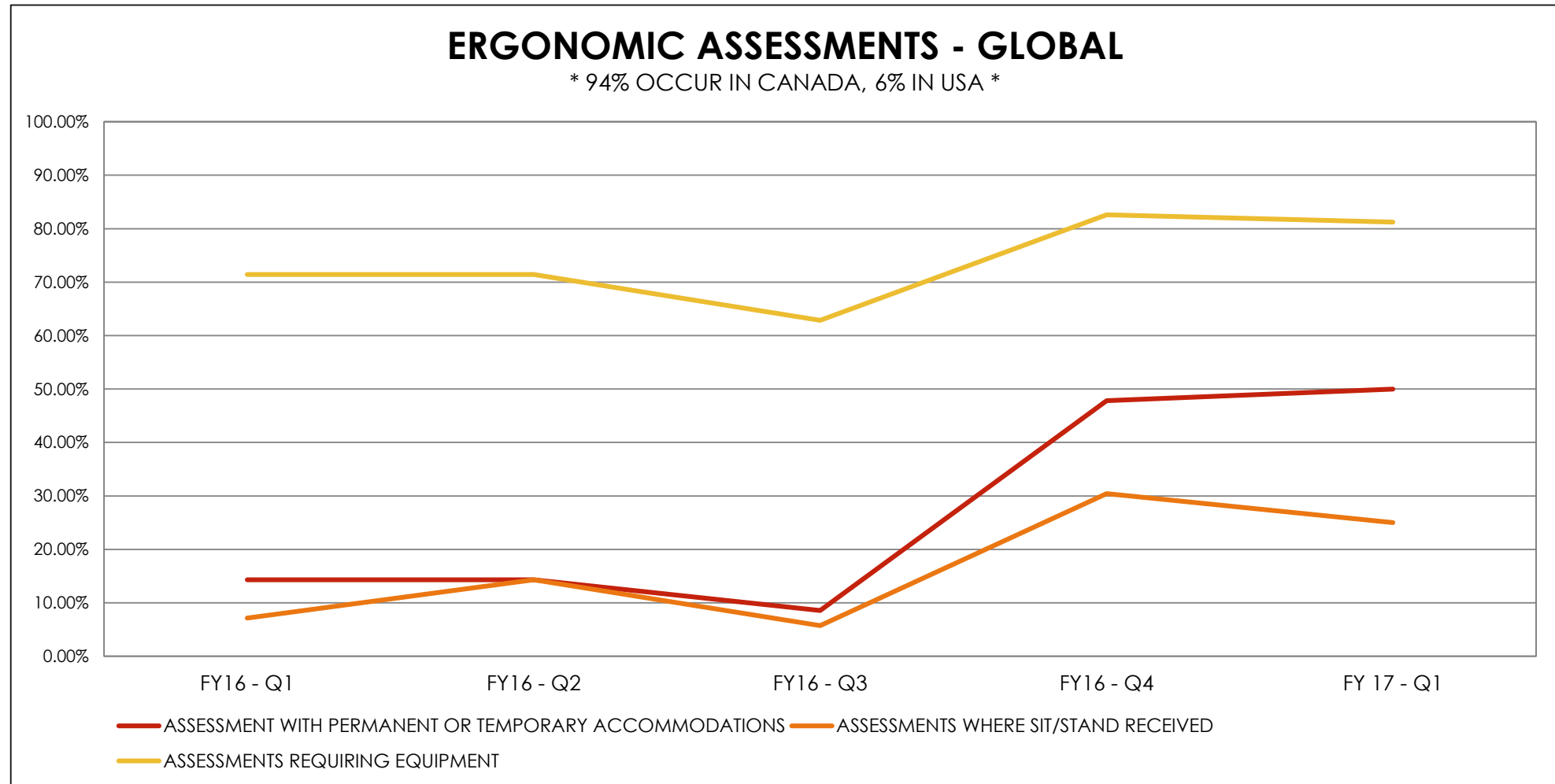


SIT/STAND USE AT BLACKBERRY

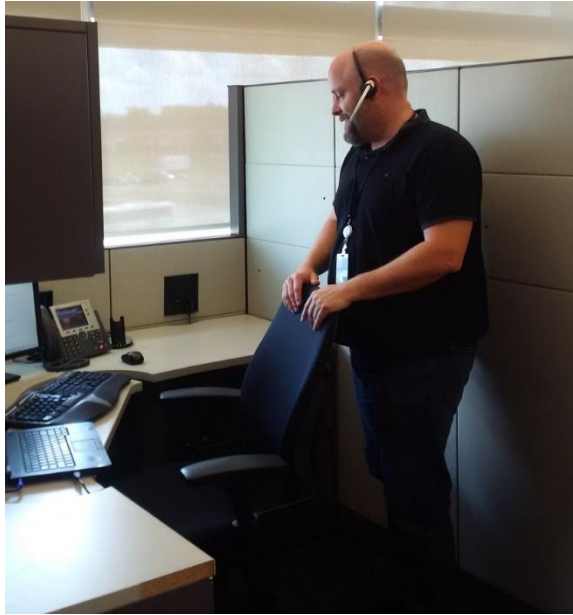
- <5% of sample population standing at one time (out of 450 employees)
- Employees are busy, not top of mind
- Lack of education, awareness & body consciousness
- Small things seen as obstacles- i.e. wires too short, monitor drivers not installed
- Those that are standing:
 - Have discomfort or medical condition (accommodation)
 - Are aware of the research
 - Are active, health conscious people



TRENDS & STATISTICS (GLOBAL)



CHANGING THE WAY WE WORK



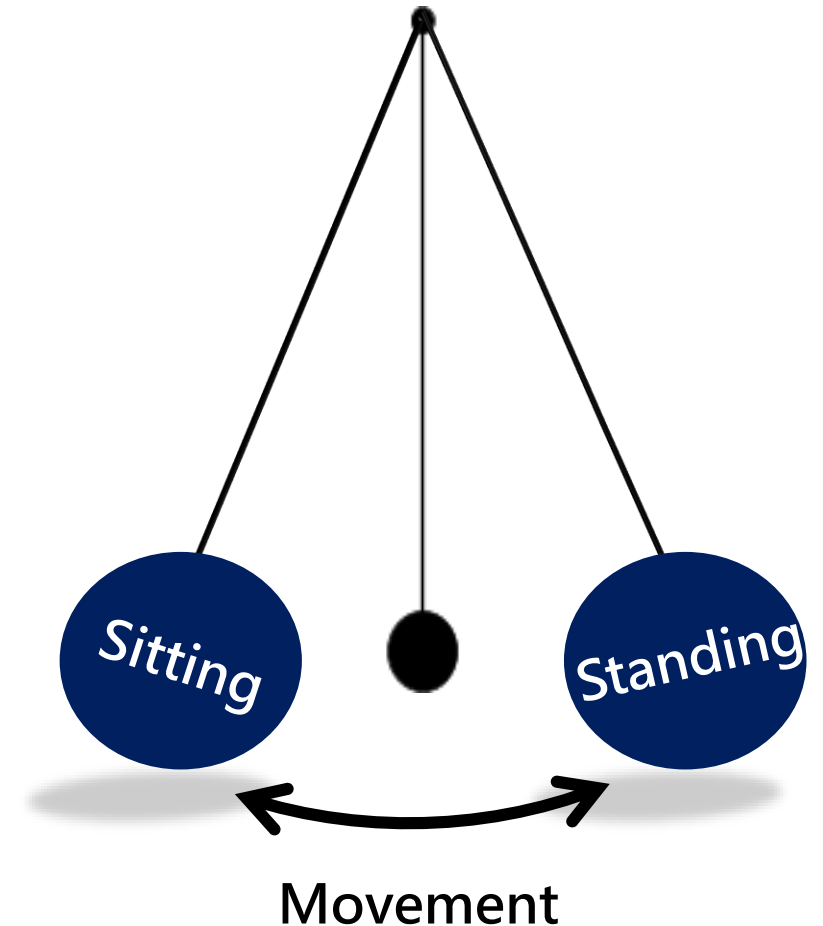
SERIOUS MOBILITY FOR SERIOUS BUSINESS

 **BlackBerry**

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INCORPORATING MOVEMENT INTO THE WORKDAY

- Leverage workstation/chair features- alternating positions
- Stand-up/ walking meetings- no WebEx
- Training 'on the move', GEMBA's
- Walks at lunch, walks around the floors
- Stand up to collaborate- open concept office, collaboration stations
- Different floor for washroom/coffee, distant parking spots
- Dedicated rooms for alternative working/stretching/exercising



WHERE WE ARE HEADING AT BLACKBERRY



- 'Join the Movement' Education campaign
- Office competitions
- Visual cues
- Engaging business unit leaders and ergo advocates
- Ergo 101 for JHSCs
- Company wide communication/articles
- Desk drops- tips/stretches
- Office blitzes- assessments 'on the fly'
- Integrated Ergonomics Training > EHS course > Business Standards & Principles

OVERALL CHALLENGES

- Organizational re-structuring at a fast pace – need to stay nimble and sustainable
- Amount of work vs. doing it right
- Media influence on Sitting is the new smoking
- Mobile workforce, home workers and how to accommodate
- Open office design, privacy (information and modesty)
- Lack of body awareness – use of equipment, uptake of information & application
- Overall approach to office design not taking the human factor into consideration
- Changes in leadership – retelling the story
- Cost & prioritization
- Medical notes- not specifying limitations/restrictions

WHERE ARE THE GAPS?

Where do we need research now?

- Sitting vs standing vs movement based work, the open office
- Development of guidelines and training
- Assistance with medical note interpretation or research of benefits
- Technology changes and how we work
- Sustaining behavior changes in a busy environment- cultural shift
- Evaluating effectiveness of interventions (KPIs, measures of success), affects on productivity & morale
- A movement culture- integration into overall wellness programs and workplace design



OPPORTUNITIES- ROLE FOR CRE-MSD

Need for an overall workplace approach:

- Suggestions on changing behavior
- Tips on how to include movement in job design
- Effective scalable approaches

Cost consciousness- Who gets what based on:

- Job design/function
- Medical issues
- “He/she has one, I want one” mindset

Knowledge transfer:

- Medical community & Health Practitioners
- Organizational Leaders- Decision Makers
- Ergonomists, EHS Professionals
- Furniture/Office Space designers



HOW DO WE EMBRACE THE PARADIGM SHIFT IN HOW WE WORK?

“Movement complexity is by far the reason why we become human”

Ido Portal



QUESTIONS OR IDEAS FOR DISCUSSION?

