Employer's Guide to a Successful and Sustainable Wellbeing Programme

October 2020

Version 1.0

This guide is intended for supporters of the Being Well Together programme. As a supporter you are committing to improving your peoples' health, safety and wellbeing and in doing so are also supporting Mates in Mind, a leading UK charity focused on promoting positive mental wellbeing across workplaces.

After reading this guide you should:
• be able to understand why workplace health and wellbeing matters
• be inspired by case studies of best practice
• have steps you can take to promote health and wellbeing in your business
• have the knowledge as to when and where to get support to establish an effective health and wellbeing programme.

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"Wellbeing is an issue moving rapidly up the business and public policy agenda."

Introduction

An appreciation of how work impacts on peoples' wellbeing and how an individual's wellbeing impacts on their work, is growing. Wellbeing is an issue moving rapidly up the business and public policy agenda because of its economic, social and human impact, today and in the future.

The Office for National Statistics (ONS) estimates that the UK lost 141.4 million working days due to sickness in 2018[i]. This amounts to 4.4 days per worker, which compares with 7.2 days per worker in 1993[ii]. In 2017, analysis from the Centre for Economic and Business Research (Cebr) calculated a cost of £18bn in lost productivity, predicting a rise to £21bn in 2020 and reaching £26bn in 2030[iii]. Why is productivity falling, despite reduced sickness absence? Simply put, evidence shows that work, including the quality of work and how well it is managed, and the wellbeing of staff are combining to undermine productivity.

The Coronavirus pandemic of 2020 is causing huge social and economic changes and has created considerable anxiety, across the UK and globally. Work is very much at the heart of this, whether it is policymakers finding the right balance between supporting the economic needs of the UK and protecting the health and wellbeing of working people, or employers supporting peoples' wellbeing as they return to work. This event comes in the wake of the 2008 financial crisis and recession that had already caused an increase in job insecurity. Furthermore, despite the benefits of rapid technological advancement, the availability of remote working and the rise of the so-called 'gig' economy have led to more lone workers, a lack of separation between work and home, and feelings of greater work stress, pressure and intensity[iv]. The COVID-19 pandemic has of course accelerated and exacerbated many of these trends.

Background

In recognition of these trends and their challenge to wellbeing, the World Health Organisation (WHO) implemented an agenda entitled, 'Workers' Health: Global Plan of Action' (2008-2017). It stipulated that "all workers should be able to enjoy the highest attainable standard of physical and mental health and favourable working conditions". The UK government's response came in the form of Dame Carol Black's pioneering study on the health of Britain's working age population, 'Working for a Healthier Tomorrow' (2008). She promoted preventative action and early intervention to ensure health and wellbeing, rather than employers reacting only after the worker has become ill[v]. This leading study, placed at its centre the enlightened self-interest of employers creating workplaces which both protected and enhanced health and wellbeing.

About British Safety Council
For over 60 years the British Safety Council (BSC) has been campaigning for improvements to the safety, health and wellbeing of workers. Over this time, the nature of the risks and pressures that workers face have evolved and changed enormously. The first two decades of the 21st century in particular have ushered in digital and social changes at a rate not seen perhaps since the industrial revolution. New types of work, new technologies and increases in our knowledge of familiar and new hazards, have all transformed our understanding about work, health and wellbeing. British Safety Council believes that 'no-one should be injured or made ill through their work'.

This means protecting, enhancing and where possible, restoring workers' wellbeing, preventing harm to them by first identifying and assessing, then safeguarding them from the hazards and risks which arise in the workplace or affect them in the workplace, and to provide an environment and conditions which support and enable them to thrive.

Wellbeing at work means physical, emotional and mental health. Addressing traditional health benefits is a vital start, but crucially, the conditions which characterise the working day: workload, collegiality, autonomy and salary, to name a few, must be considered.

Employers must go further and work with employees to remove stigmas and improve workplace culture, through training and upskilling, and by building inclusive and supportive workplace communities, organisational trust and encouraging diversity.

The Being Well Together programme and this guide look at both the physical and psychological aspects of the working environment to support employers wishing to embed wellbeing into their management system and ethos to create a productive workforce of thriving individuals and teams.

About Think Talk Together
Think Talk Together is the partnership brand of Mates in Mind, a leading mental health charity and a key partner to the Being Well Together Programme.

Mates in Mind works alongside partners, sector leaders, expert practitioners and a growing community of Supporters to deliver effective change by improving the understanding of and removing the stigma that surrounds mental health in workplaces. They do this by providing analytical tools, awareness and skills training, resources, research, expert support and experience that employers need not only raise awareness, but create a supportive, inclusive and productive workforce.

Importantly, their approach enables individuals to understand how, when and where they can get support or identify and support others.

Part 2
Understanding the issues

> "Wellbeing is used to refer to everything: from a good diet, to a positive experience, to the protection of those suffering serious mental health conditions."

What is wellbeing?

What constitutes wellbeing? How might it be measured? A 'catch-all' term, 'wellbeing' is used to refer to everything: from a good diet, to a positive experience, to the protection of those suffering serious mental health conditions.

In 2013 Dame Sally Davies, then Chief Medical Officer for England, highlighted the lack of consensus in her report on public mental health, cautioning against 'well-being interventions' being carried out without better understanding of the issues they seek to alleviate[vi]. The WHO characterises health as 'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'.

Mental health is defined as 'a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community'[vii].

However, the term "wellbeing," most often coupled with the words "health and safety" or "mental health" is also a term that does not immediately lend itself to its own definition. This can lead to well intended, but inappropriate actions when 44% of all employees in the UK say that their financial wellbeing is of greatest concern to them and impacting on their overall wellbeing, leading to stress, illness and presenteeism.

The National Institute for Health and Care Excellence (NICE) offers some useful guidelines on health and wellbeing in its quality standard on 'Healthy Workplaces' (2017) to help organisations start to look at the full scope of wellbeing in order to maximise the benefits of investments made into employee wellbeing:

"Health relates to a person's physical and mental condition. Wellbeing is the subjective state of being healthy, happy, contented, comfortable and satisfied with one's quality of life. Mental wellbeing relates to a person's emotional and psychological wellbeing. This includes self-esteem and the ability to socialise and cope in the face of adversity. It also includes being able to develop potential, work productively and creatively, build strong and positive relationships with others and contribute to the community.[viii]"

The British Safety Council acknowledges this and uses as its simple working definition of wellbeing 'a description of an individual's ongoing state which enables a person to thrive'. This has informed our work on both mental and physical health and wellbeing and provides the basis of the scope of the Being Well Together programme.

Understanding the issues

Wellbeing at work
(the 5 domains of wellbeing)

Fit, healthy, and motivated employees are the key to success for any business.

By not protecting or enhancing the health of their employees in their workplace, employers may be placing their organisation and its reputation at undue risk. Poor health at work not only affects the individual's ability to do their work well, impacting on their own self-esteem and motivation, but may also affect their colleagues, direct reports and even their customers. This of course has a wider impact on business productivity, performance and effectiveness.

How might employers go about ensuring wellbeing at work?

A key step is to consider the holistic scope of wellbeing with interrelated areas, interventions and benefits. The Chartered Institute of Professional Development (CIPD) model identifies 5 domains of wellbeing at an individual and organisational level[ix]. The Being Well Together programme guides Supporters on what to consider in each area:

Domain	Elements	Examples of wellbeing initiatives/activities
Health	Mental Health	Stress management, risk assessments, conflict resolution training, training line managers to have difficult conversations, managing mental ill-health, occupational health support, employee assistance programme
	Physical safety	Safe working practices, safe equipment, personal safety training
	Physical health	Health promotion, good rehabilitation practices, health checks, wellbeing benefits, health insurance protection, managing disability, occupational health support, employee assistance programme
Work	Working environment	Ergonomically designed working areas, open and inclusive culture
	Good line management	Effective people management policies, training for line managers, sickness absence management
	Work demands	Job design, job roles, job quality, workload, working hours, job satisfaction, work-life balance
	Autonomy	Control, innovation, whistleblowing
	Change management	Communication, involvement, leadership
	Pay and reward	Fair and transparent remuneration practices, non-financial recognition
Values/ principles	Leadership	Values-based leadership, clear mission and objectives, health and wellbeing strategy, corporate governance, building trust
	Ethical standards	Dignity at work, corporate social responsibility, community investment, volunteering
	Diversity	Diversity and inclusion, valuing difference, cultural engagement, training for employees and managers
Collective/ social	Employee voice	Communication, consultation, genuine dialogue, involvement in decision-making
	Positive relationships	Management style, teamworking, healthy relationships with peers and managers, dignity and respect
Personal growth	Career development	Mentoring, coaching, performance management, performance development plans, skills utilisation, succession planning
	Emotional	Positive relationships, personal resilience training, financial wellbeing
	Lifelong learning	Performance development plans, access to training, mid-career review, technical and vocational learning, challenging work
	Creativity	Open and collaborative culture, innovation workshops[x]

The different domains of wellbeing highlight the inter-relationships between the organisation and the individual. Both will have to be considered in any work to improve the wellbeing of individuals. An organisational approach to wellbeing is more challenging than focusing simply on an individual's health. The benefits though, in human and economic terms, will be far greater. By taking this holistic approach, the employer can make informed decisions about where and how to best invest in their workforce to not only get the best results, but to create a sustainable programme that is at the heart of the management system itself.

What is clear, both from the 'domains' above and the wider literature, is that popular health promotion activities and wellbeing interventions (e.g. subsidised gym membership, free fruit, cycle-to work schemes, company health insurance), which focus on the issues around and affecting work, can be beneficial, as long as the work itself is central to the conversation.

Fair wages, relationships with line managers and colleagues, job design, degree of responsibility and authority, workload, working hours, equality, and opportunities for career development, are vital components of workers' wellbeing. Problems in these areas can lead to or exacerbate ill-health and stress.

As ACAS neatly summarises:
"It is arguably easier to do something, and be seen to be doing something, about subjective wellbeing than it is to address bigger structural issues around, for example, employee voice, autonomy and pay.[xi]"

This guide does not fall into this trap and is designed to help employers, conceptually and practically, navigate organisational wellbeing to create a programme that is fit for purpose for their workplace and workforce.

Part 2a
Health

"Historically employer focus has been on preventing harm by stopping accidents and focusing on occupational ill health."

Health and wellbeing at work

Evidence shows that work can be good for health, and that it is the quality of the work that is important. Work provides us with pay and a standard of living, as well as status, companionship and a sense of purpose. Good work with an appropriate work-life balance is generally good for our health and wellbeing. It is also good for business: addressing wellbeing at work increases productivity by as much as 12%[xvi].

Historically employer focus has been on preventing harm by stopping accidents and focusing on occupational ill health that prevents lung diseases, dermatitis, hearing loss and musculoskeletal disorders. Alongside human resources, health, safety and environmental professionals, many companies also employ the expertise of occupational health practitioners.

However, less attention has been given to the holistic link between physical health, mental health and wellbeing and the multi-disciplinary approach that is needed to create a successful and sustainable programme.

With the business benefits of valuing workforce wellbeing being increasingly understood as vital to an organisation's own health, and the world reassessing its very way of working since the advent of the COVID-19 pandemic, investing in wellbeing at work has a new and much welcome momentum.

Facts

60% of organisations have seen an increase in common mental health conditions over the last year

37% of organisations have seen an increase in stress-related absence over the last year

The top two causes of stress are heavy workloads and management style

Of organisations where stress has increased over the last year, 1/3rd are not taking any steps to address it

89% of organisations report presenteeism in their organisation and in 25% it has increased

73% of organisations report leaveism

Just under 1/3rd of organisations reporting presenteeism and leaveism are doing nothing about it

45% of organisations in the UK say that, on average, a quarter of their staff regularly come to work when sick

Over one half of organisations report better employee morale and engagement and a healthier and more inclusive culture as the benefits they have gained from the health & wellbeing activity

Of the 26.8 million days lost in 2018 in the UK: 57% were reportedly down to stress, depression or anxiety. Musculoskeletal disorders came in second but with a significantly lower percentage at 25%

In terms of the UK, research has shown that, on average, presenteeism alone costs businesses £605 per person each year. Absenteeism and presenteeism together cost the UK economy £73 billion per year

In the UK three-quarters of the total cost of workplace injury and illness of £14.1billion is due to health issues

A study in the US calculated that employees suffering from fatigue are 2.9x more likely to be involved in a workplace accident

Another study found that overweight and obese manufacturing workers are 25% to 68% more likely to experience injuries than normal weight workers. Not only does poor mental health increase the risk of accident or injury, but it also impacts physical health

According to MIND, depression has been linked to a 67% increased risk of death from heart disease, and a 50% increased risk of death from cancer

FTSE100 companies that prioritise employee engagement and wellbeing outperform the rest of the FTSE 100 by 10 per cent

87% of employees believe that an organisation's wellbeing policy is important to them when considering new opportunities

Deloitte's research suggests an average Return on Investment (ROI) of 4:1 from such programmes and Anglian Water recently reported an ROI of 8:1 from their wellbeing programme

In relation to wellbeing more generally, research is showing that senior HR professionals recognise the need for a wellbeing programme, rather than one-off wellbeing training.

Improving staff wellbeing provides companies with vital benefits solving common problems that harm the productivity, reputation and financial standing of a business. The benefits include:

- Increased motivation and productivity. Ongoing support helps staff work through personal or work-related difficulties and maintain productivity in a healthy way. They'll feel increased self-worth, and be motivated to commit more energy to work

- Higher staff retention. Workers who feel supported will want to keep working for you. This means you retain talented people and lower recruitment and training costs

- Reduced sickness absence. Staff will face fewer physical or mental health ailments that require time off including those caused by accident or injury

- Reduced presenteeism. Presenteeism is when staff come to work despite not being in the best physical or mental health, which causes them to perform below standard. According to research, presenteeism costs one and a half times more than absenteeism because it causes accidents, underperformance, and mistakes. Jobs often need completing twice or staff have to take more time off than they originally would have

- Reduced costs. In 2016/17, Britain lost an estimated £14.9 billion due to work-related injuries and ill-health. Mental health issues cost workplaces an estimated £26 billion per year, equivalent to £1,035 per employee. According to Mindful Employer, research shows that spending as little as 80p on health promotion strategies can save around £4 of absenteeism, presenteeism, and temporary staff costs

- Higher job satisfaction. Staff who feel appreciated at work gain more satisfaction from working. According to a workplace survey, 80% of people said that better wellbeing benefits would make them feel more positive towards their employer. 1 in 10 said that something as simple as complimentary fresh fruit would improve job satisfaction

- Improved reputation. Word gets around fast about companies that don't treat their staff right, and this can put off applicants and customers. That's why it's within your best interest to build your reputation as a company that respects and supports people. It gives you a competitive edge and attracts talent.

- Giving your talented and motivated workforce the best environment in which to thrive through its creativity, its energy and its dynamism in order to achieve objectives, grow and prosper, making it best equipped to navigate through turbulent times. An organisation that does not have to continually look introspectively and address problems that could have been foreseen and prevented, has more capacity to invest in its future.

Health

What is health (including mental health)?

Norman Sartorious (former Director of Mental Health at WHO) says:

"There are three types of definition of health. The first is that health is the absence of any disease or impairment. The second is that health is a state that allows the individual to adequately cope with all demands of daily life (implying also the absence of disease and impairment). The third definition states that health is a state of balance, an equilibrium that an individual has established within himself and between himself and his social and physical environment."

Clearly, the third definition above brings in the importance of mental health to wellbeing, how it influences how we think and feel, affecting our purpose, direction and ability to thrive in the face of life's challenges. However, though the others are a more restricted idea of health, it should not be forgotten that wellbeing also requires physical health and that people who are safe, free from disease or impairment (particularly, in this context, from work-related accidents, ill-health or disease) and who have the mental resilience to cope with life (for example with workload), have strong foundations for good wellbeing.

Physical health – prevention and typical interventions

We are typically more in touch with our physical health, how to look after it and get help to feel better. There is greater access to health education and free resources via the internet and social media, long term government and charitable awareness campaigns and even legislative changes such as the banning of smoking in public places. ONS Surveys regularly find that there are fewer smokers now than in the 1970s and there are fewer frequent and heavy drinkers.

Yet physical inactivity is still responsible for one in six UK deaths (equal to smoking) and is estimated to cost the UK £7.4 billion annually (including £0.9 billion to the NHS alone). People in the UK are around 20% less active than in the 1960s. If current trends continue, it will be 35% less active by 2030.

Many people don't realise that physical activity has significant benefits for health, both physical and mental, and can help to prevent and manage over 20 chronic conditions and diseases, including some cancers, heart disease, type 2 diabetes and depression.

There are more chronically ill and disabled people in the UK. The prevalence of self-reported chronic illness and disability rose by a fifth (21% to 32%) between 1972 and 2011. The proportion of people who reported that they had a long-standing illness or disability that limited their activities went up from 15% in 1975 to 19% in 2011.

https://www.nhs.uk/news/lifestyle-and-exercise/smoking-and-drinking-down-survey-reveals

Physical health and work

Occupational ill health has traditionally focused on physical health rather than mental health. The reason? Occupational ill health remains a major problem in the UK. For some workers, this can mean they experience life altering, and in some cases, premature life-ending illness.

In 2011/12 there were an estimated 1.1 million working people suffering from a work-related illness, with around 450,000 new cases of occupational related ill health and a further estimated 12,000 deaths each year caused by past exposures to harmful substances at work.

Health interventions have generally focussed on removing or reducing the risk of work-related ill health that is caused by materials hazardous to lungs and skin, from noise and the incidence of disease. Typical interventions are to isolate people from the hazard, substitute the material for a less harmful one or provide personal protective equipment.

Though smoking and heavy drinking in the UK is declining, many people at work are physically inactive and are physically impaired. Many employers want to help staff improve their physical health and the government is increasingly seeing work as a gateway for its own health promotion activities.

Some of the common activities used to improve physical health at work are:
- Provision of information on physical activity, nutrition, smoking cessation, alcohol, drugs and sleep (See Being Well Together Employer and Employee Guides)
- Talks or workshops on benefits of physical activity
- Locker room with showers available at worksite
- Walk or cycle to work schemes
- Bicycle purchase schemes
- Bicycle storage facilities
- Onsite gym or fitness facility
- Offsite gym / health club membership discount
- Fitness classes
- Bootcamps
- Sponsored walks or runs
- Running clubs or other informal groups
- Employer-wide step or activity challenges
- Wearable fitness trackers provided by your employer
- Stair initiatives (e.g. inviting stairs or stair challenges)
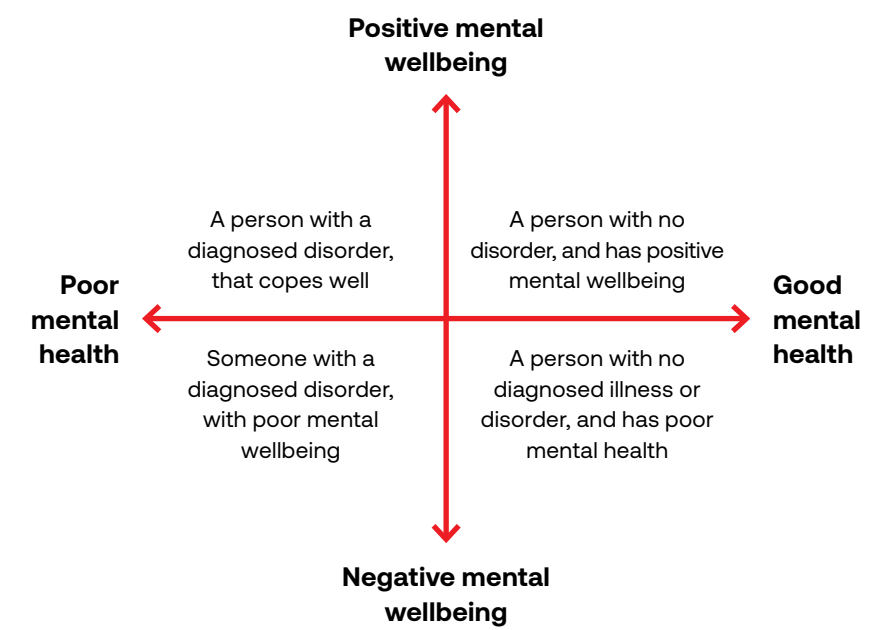- Other exercise opportunities (e.g. walking trails)

Mental health continuum

Our health varies throughout life. Changing circumstances and fluctuating pressures affect us in body and in mind. People commonly talk about 'the spectrum', but since there are no absolutes, the mental health continuum (see diagram, as adapted from Mental Health First Aid England) offers a better understanding of the intricacies of mental health and ill-health.

For instance, there are people living and coping successfully with a diagnosed mental illness such as bipolar disorder (previously known as manic depression).

They may have developed coping strategies, be on good medication, have supportive friends, family and/or employers, and as such are in good mental health. On the other hand, there are those with no diagnosed mental illness who have poor mental wellbeing, yet turn up to work (in 'body') or are absent on sick leave with no self-awareness, support or help.

Different mental health problems affect people in different ways, so diagnosis is not a definite way to understand someone's experience. A person with schizophrenia may be well able to manage their condition while someone diagnosed with anxiety may be seriously undermined by their symptoms.

Positive mental wellbeing

A person with a diagnosed disorder, that copes well	A person with no disorder, and has positive mental wellbeing
Someone with a diagnosed disorder, with poor mental wellbeing	A person with no diagnosed illness or disorder, and has poor mental health

Poor mental health ← → Good mental health

Negative mental wellbeing

Health

What is mental illness?

Mental health problems affect around 1 in 4 people in any given year. They range from what we call 'common mental health problems', such as depression and anxiety, to rarer problems such as schizophrenia and bipolar disorder. You can find out about mental health conditions, their signs and symptoms, causes and treatment, from the Mental Health Foundation A-Z.

Mental health problems are serious, real and significantly affect how we feel, interpret, behave and interact with other people. They can affect any of us at any time. This is not widely understood and indeed we may not notice or be taken by surprise. The taboo of mental illness has generated many myths that prejudice our views and create a stigma that hinders us talking and knowing about it.

The good news is that mental health problems are treatable once appropriate help is sought, providing prospects for recovery. The bad news is that most people wait over a year before they speak to a close friend or relative about their concerns; and then face long NHS waiting times before they access any treatment. In both England and Wales only 1 in 8 adults with a mental health problem are currently receiving treatment. Opportunities for support and recovery can be significantly delayed or lost. Tragically, for some, suicide seems the only solution. In Great Britain, men aged 40 to 49 have the highest rates of suicide.

Mental health and work

As discussed previously, work has a significant impact on our mental health, both positively and negatively.

CIPD's 2020 Health and wellbeing at work survey report, found that three-fifths of organisations had seen an increase in reported common mental health conditions, such as anxiety and depression, over the previous 12 months. This confirms the need for employer wellbeing interventions to address the psychosocial as well as physical aspects of health and wellbeing.

Most mental health problems arise from common mental illnesses such as anxiety and depression. Much of this is brought on by adverse life events, though the misuse of alcohol and other drugs is also a common factor. Most workers successfully manage their illness without it impacting on their work. But we spend about a third of our lives at work so not surprisingly, our working environments have an impact on our mental wellbeing.

Unsafe and/or 'unhealthy' work environments can cause considerable 'stress', the adverse reaction people have to excessive pressure that exceeds their resources to cope. This can exacerbate or contribute to the development of mental ill health. So too can a workplace incident, as anyone who has been involved in a major or fatal accident will know. For some, post-traumatic stress disorder (PTSD) may result.

Some of the common activities used to improve mental health are:
- Mental health and wellbeing information
- Training on common mental health conditions (such as depression, anxiety disorders etc.)
- Resilience, energy or stress management classes or programmes
- Mindfulness classes or programmes
- Massage or relaxation classes or programmes
- Workload or time management training
- Financial wellbeing courses or programmes
- Employee Assistance Programmes
- Counselling or psychotherapy services
- Cognitive Behavioural Therapy or other types of psychological therapy
- Other mental health support – onsite/telephone/mobile app/online
- Coaching (one-on-one sessions on mental health and wellbeing)
- Volunteering or charity work.

What influences our mental health?

Stress – Whereas pressure can motivate and give us a buzz, stress is serious and can kill. Work-related stress is the single biggest cause of long-term sickness absence for both manual and non-manual employees. Overwork, long hours, bullying and harassment are stress factors commonly reported by many workers. A toxic work environment is not only corrosive to our mental health, the stress can lead to physical illness such as heart disease, stroke and diabetes.

This can happen directly from mental distress debilitating our physical health, but also indirectly when lifestyle factors such as smoking, overeating, misusing drugs and alcohol are used to cope.

A report by Randstad noted over a fifth of construction workers said they had increased their tobacco and alcohol intake as a result of work-related stress. Companies offering healthy meals, smoking cessation and support with addictions do help. But they fail to satisfy employer legal duties, where the expectation is prevention.

What influences our mental health?

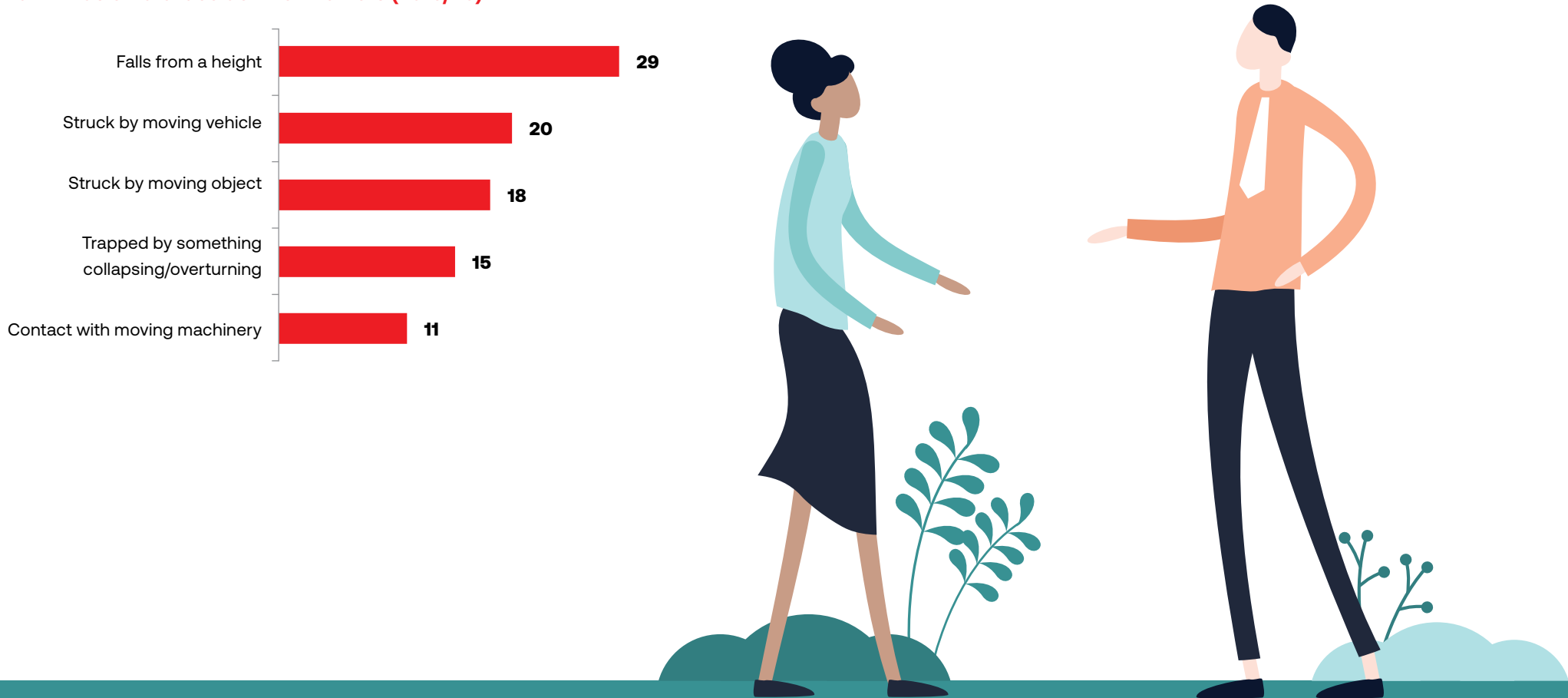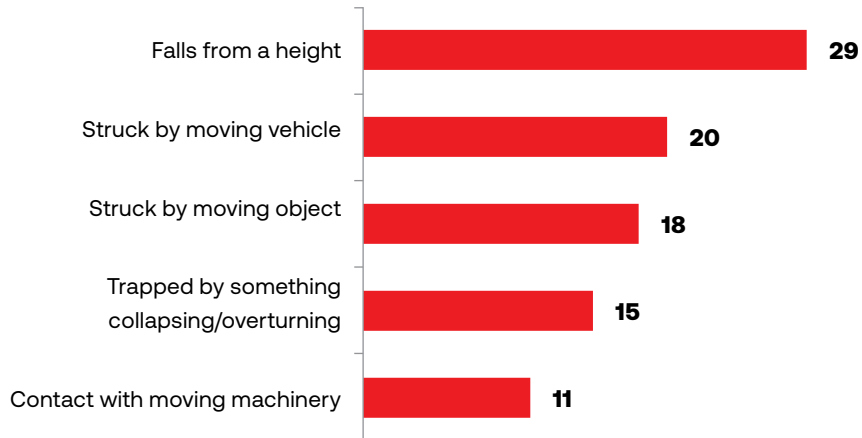| Risk factors		Protective factors	
Individual	**Community**	**Individual**	**Community**
Traumatic life events	Poverty	Physical health	Family and friends
Stress	Unemployment	Confidence and self-belief	Tolerance
Smoking, drugs, alcohol	Discrimination	Problem-solving skills	Secure housing
Illness	Poor services	Coping skills	Connecting and networks
Disability	Community violence	Emotional literacy	Meaningful activity

Health

Physical safety

Though physical safety is only one component of wellbeing, it is a crucial one, particularly for those people working in jobs where physical safety is an immediate concern. Typically, this will be people working in construction, agriculture, manufacturing and transportation. There can be no wellbeing for staff if risks to their physical safety are not being well managed.

Latest GB figures from HSE. All dates are 2018/19 unless otherwise stated.

• 111 workers killed at work (2019/20)
• 581,000 working people sustained an injury at work according to the Labour Force Survey
• 69,208 injuries to employees reported under RIDDOR
• 28.2 million days lost due to work-related illness and workplace injury
• £15 billion estimated cost of injuries and ill health from current working conditions (2017/18).
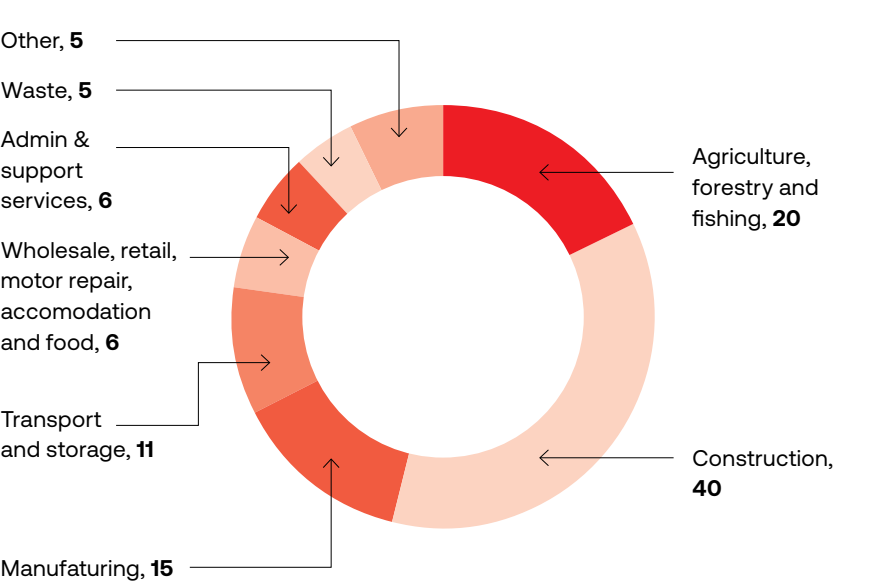
Main kinds of fatal accident for workers (2019/20)

Falls from a height	29
Struck by moving vehicle	20
Struck by moving object	18
Trapped by something collapsing/overturning	15
Contact with moving machinery	11

Though fatalities have fallen to historically low levels, the number of fatalities in recent years has remained 'broadly flat.'

Rate of fatal injury per 1000,000 workers

Rate of fatal injury (per 1000,000 workers)

3.0
2.5
2.0
1.5
1.0
0.5
0.0

Long term downward trend

Broadly flat

1981   2019/20
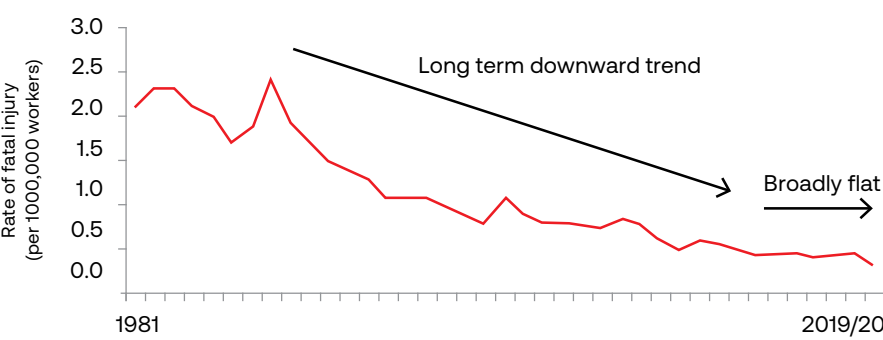
Construction remains the sector with the largest numbers of fatalities (40). However, given the relatively small number of workers in agriculture, forestry and fishing, this sector is the most dangerous (20 fatalities).

Fatal injuries to workers by main industry

Other, **5**
Waste, **5**
Admin & support services, **6**
Wholesale, retail, motor repair, accomodation and food, **6**
Transport and storage, **11**
Manufacturing, **15**

Agriculture, forestry and fishing, **20**
Construction, **40**

Health

As part of managing health and safety, employers must control the risks in their workplace. Employers need to think about what might cause harm to people and decide whether they are taking reasonable steps to prevent that harm.

This process is known as risk assessment and it is something employers are required by law to carry out. The assessment will seek to identify, assess, control and reduce work-related risks. If employers have fewer than five employees, they don't have to write anything down.

A good starting point is for the employer to walk around their workplace and think about any hazards (things that may cause harm). In other words, what is it about the activities, processes or substances that people are exposed to that could injure employees or harm their health?

- **Check manufacturer instructions** or data sheets for chemicals and equipment as they can be very helpful in explaining the hazards and putting them in their true perspective
- **Look back at your accident and ill-health records** – these often help to identify the less obvious hazards
- **Take account of non-routine operations** (e.g. maintenance, cleaning operations or changes in production cycles)
- **Remember to think about long-term hazards to health** (e.g. high levels of noise or exposure to harmful substances).

Think about how employees (or others who may be present such as contractors or visitors) might be harmed. Employers should ask employees what they think the hazards are, as they may notice things that are not obvious and may have some good ideas on how to control the risks. This aspect of consulting and involving workers is a core aspect of any good risk assessment.

For each hazard employers should be clear about who might be harmed – it will help identify the best way of controlling the risk. That doesn't mean listing everyone by name, but rather identifying groups of people e.g. 'people working in the storeroom' or 'passers-by'. Remember:

- Some workers may have particular requirements, for example new and young workers, migrant workers, new or expectant mothers, people with disabilities, temporary workers, contractors, homeworkers and lone workers
- Think about people who might not be in the workplace all the time, such as visitors, contractors and maintenance workers
- Take members of the public into account if they could be harmed by your work activities
- If a workplace is shared with another business, consider how work affects others and how their work affects your workers. Talk to each other and make sure controls are in place
- Ask workers if there is anyone that may have been missed.

Having identified the hazards, employers must decide how likely it is that harm will occur, i.e. the level of risk and what to do about it. Risk is a part of everyday life and employers are not expected to eliminate all risks. What employers must do is make sure they know about the main risks and the things that need to be done to manage them responsibly. Generally, you need to do everything reasonably practicable to protect people from harm.

Employers should ask themselves:
- Can the hazard be removed altogether?
- If not, how can risks be controlled so that harm is unlikely?

Some practical steps include:
- Trying a less risky option
- Preventing access to the hazards
- Organising your work to reduce exposure to the hazard
- Issuing protective equipment
- Providing welfare facilities such as first-aid and washing facilities
- Involving and consulting with workers.

Few workplaces stay the same. Sooner or later, new equipment, substances and procedures could lead to new hazards. It makes sense to review what is being done on an ongoing basis and ask:
- Have there been any significant changes?
- Are there improvements that still need to be made?
- Have any workers spotted a problem?
- Has anything been learnt from accidents or near misses?

Relationship between physical health, mental health and safety

As we saw in our definition, wellbeing is a description of a person's state in the present. With good wellbeing, people are thriving and finding fulfilment in life and work. Poor wellbeing is used to describe the opposite, where for example people are not fulfilling their potential, are not coping with life's challenges and are discontented.

Of course, wellbeing doesn't just happen or can be willed into existence. It is based on certain foundations or conditions that enable people to thrive. We have seen in previous sections that physical and mental health and safety are all necessary for wellbeing, whether at work or not. They are all interrelated and if not identified and worked on, both by the employer and employee, can, in the worst cases lead to mental illness, suicide or accidents.

A good example is fatigue. Fatigue can be the result of poor mental health, where stress and anxiety resulting from events outside work are causing a worker not to sleep properly. They arrive at work not in a fit state to undertake a hazardous task and their lack of attention and distracted state of mind can cause them to be involved in an accident. HSE estimates that some 70% of all accidents have fatigue as a factor in the cause of the accident.

Even with work-related fatigue, with more than 3.5 million people employed as shift workers in the UK, the incidence of accidents and injuries has been found to be higher on night shifts, after a succession of shifts, when shifts are long and when there are inadequate breaks. Poor health can lead to physical danger.
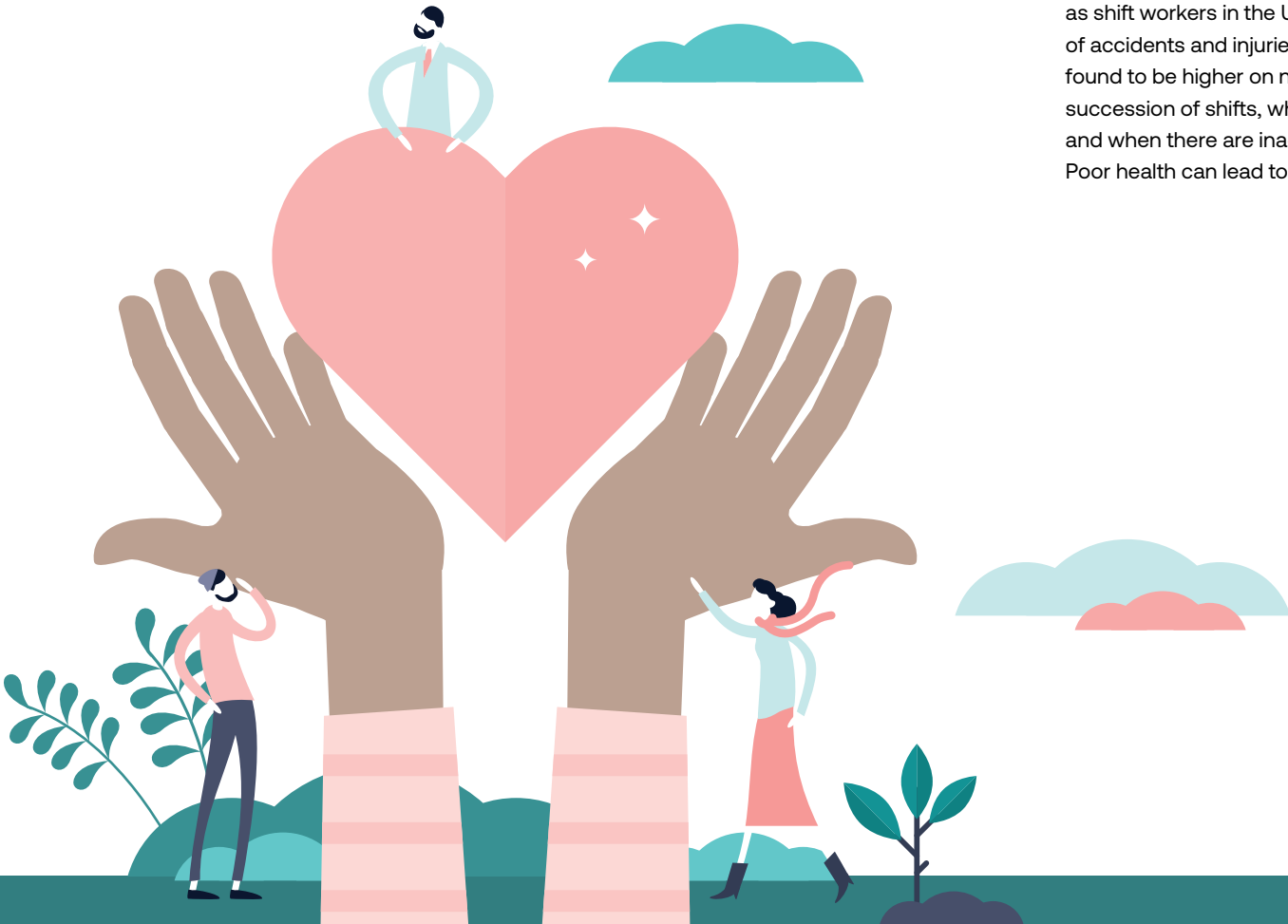
Part 2b
Work

Significant evidence exists to show that work has a major impact on peoples' wellbeing. At a minimum, work can improve the wellbeing of people by providing an income and some security. On top of this, developing strong relationships, a sense of purpose and providing for others are all important factors for improving personal wellbeing.

"Work-related stress is the largest causes of sickness absence."

Work of course is not just what people do for a living. Work originates from the needs of the business and is embedded within a work culture, including a work hierarchy. Over time, this working context can nurture wellbeing or undermine it. Simply put, work can be 'good' or 'bad' for people's wellbeing. For example, the Health and Safety Executive (HSE) tells us that work-related stress is the largest causes of sickness absence with 602,000 cases in 2018/19, a prevalence rate of 1,800 per 100,000 workers. This rate has shown signs of increasing in recent years. In 2018/19 stress, depression or anxiety accounted for 44% of all work-related ill health cases and 54% of all working days lost due to ill health.

HSE also tells us that the main work factors cited by respondents as causing work-related stress, depression or anxiety were workload pressures, including tight deadlines, too much responsibility, a lack of managerial support, violence and bullying and changes at work.

The Taylor Review of Modern Working Practices (2017) investigated what 'good work' means in the 21st century digital economy: jobs that are skilled, autonomous, supported, secure, with good work–life balance, good income, associated with better physical and mental health, improved productivity and less absenteeism.

Not all jobs can meet all these positive factors, particularly at a time of social and economic uncertainty. Employers will therefore find information in this guide that will help them improve the wellbeing of their staff across a diverse range of work contexts. In fact, given this uncertainty, it is during such times that such a focus on wellbeing is most needed.

As Stephen Bevan, Head of HR Research Development at the Institute for Employment Studies, says: "without addressing job design, workplace context and management, then no wellbeing strategy has any chance of succeeding."

Work

The importance of the working environment

The working environment is a key aspect of the relationship an individual has with their organisation and a poor environment can undermine wellbeing. By 'environment' we mean both the physical dimension of the 'place' of work, such as workstations and control panels (usually studied by the field of 'ergonomics') and the impact of the non-physical aspects of work, such as behaviours at work, including the drivers behind human error, (usually studied in the field of 'human factors').

You usually don't notice good design, unless it's exceptionally good, because it gives us no cause to. But you do notice poor design. If you've ever got lost in an airport with poor signage, stared helplessly at a machine with incomprehensible instructions, cut your hands on poor packaging or sighed as you had to move things around to reach something you need, you know that a lack of ergonomic design can be incredibly frustrating. But it's not just the small, everyday things in which ergonomics has a role.

Rather than expecting people to adapt to a design that forces them to work in an uncomfortable, stressful or dangerous way, ergonomists and human factors specialists seek to understand how a product, workplace or system can be designed to suit the people who need to use it.

Reducing error and influencing behaviour is the key document in understanding HSE's approach to human factors. It gives a simple introduction to generic industry guidance on human factors, which it defines as:

"Human factors refer to environmental, organisational and job factors, and human and individual characteristics, which influence behaviour at work in a way which can affect health and safety"

This definition includes three interrelated aspects that must be considered: the job, the individual and the organisation:

- The job: including areas such as the nature of the task, workload, the working environment, the design of displays and controls, and the role of procedures. Tasks should be designed in accordance with ergonomic principles to take account of both human limitations and strengths. This includes matching the job to the physical and the mental strengths and limitations of people. Mental aspects would include perceptual, attentional and decision making requirements
- The individual: including his/her competence, skills, personality, attitude, and risk perception. Individual characteristics influence behaviour in complex ways. Some characteristics such as personality are fixed; others such as skills and attitudes may be changed or enhanced
- The organisation: including work patterns, the culture of the workplace, resources, communications, leadership and so on. Such factors are often overlooked during the design of jobs but have a significant influence on individual and group behaviour.

The criticality of good line management

The relationship between an employee and their line manager is, in many respects, the most significant relationship at work. A good relationship can go a long way to enable staff to thrive at work and can compensate for many other organisational challenges (for example during periods of change or insecurity or where work is more limited in the opportunities it offers, such as low pay). Many people value good working relationships and cite it as a reason for job satisfaction.

Unfortunately, too often too many people are promoted into positions where they have line management responsibilities but few people skills. Sometimes this can be characterised by a lack of support or care, at other times it can send inappropriate signals about what is expected from the employee (for example an over-commitment to work in the form of long hours or 'presenteeism') or, at the extreme end, be an exploitative relationship involving bullying, harassment and prejudice. Research shows that 'on average, living in a country with a greater prevalence of managers saying that they avoided talking to the employee about depression was associated with employees with depression taking more days off work'[xii].

There remains this essential dilemma that work in any technocratic society faces: how do we ensure that technically accomplished managers have the necessary people skills to enable people in their teams to thrive?

Line management training on mental health and wellbeing is a crucial step:

- Managers who have support and training in dealing with mental health issues are more likely to recognise and act on problems earlier, which can prevent further worsening of the problem
- Managers can unfortunately use disciplinary sanctions to improve productivity among underperforming employees. This may increase concealment and work against creating an environment of social acceptance and disclosure. Training can show the value of understanding the issues and provide support to overcome them
- Support is needed for managers to feel open and comfortable to engage on employee wellbeing. This includes programmes which enable early intervention practices such as spotting symptoms of poor mental health and referral pathways for employees who need to take time off and for those returning to work[xiii].

To address wellbeing at work, line managers need much more information and guidance about how to spot the signs of poor mental health and wellbeing than they currently appear to be receiving. They need this guidance to help them to initiate a conversation with the employee, and the tools to continue the conversation in the appropriate way moving forward. Line managers cannot be expected to pluck these skills out of the air, given the sensitivities involved.

Mental health training should be a mandatory part of any management training scheme. Effective, compulsory education for line managers provides the first step towards open communication in the workplace, a workforce better informed and confident enough to discuss mental health issues, and healthier, more productive workers.

As well as better-informed line managers and better mental health policies, there are other preventative measures which could be of benefit to workers with mental health issues. Resilience or mindfulness training for employees and the use of mental health 'champions' or 'first aiders' are being recognised as positive ways in which organisations might support mental wellbeing.

Managing work demands
Well managed work makes reasonable demands on people. To create a well-managed working environment, various factors need to be considered, which are discussed next.

Job design
If people are not well matched to the demands of the job, then individual wellbeing will suffer. If this becomes a chronic, organisational problem then productivity will be undermined.

Employers should make sure that tasks are designed to take account of both human limitations and strengths. This includes matching the job to the physical and the mental strengths and limitations of people. Mental aspects would include perceptual, attentional and decision-making requirements. For example, poor 'human-system' interactions, stemming both from people who lack training or with limited mental resilience or due to poorly-designed systems, have frequently been identified as major contributors to poor operator performance.

Companies are increasingly using pre-employment tests to identify which candidates are most likely to perform well on the job, potentially saving time and cost in the recruitment process and decreasing employee turnover. These are often delivered online at home after a potential employee has made an initial application or after a successful interview.

Job roles
Too many job roles have been poorly designed with employees confused or uncertain about what is expected of them, how their job fits into the broader business or from a lack of support or respect from other colleagues. A poorly defined job role will almost certainly lead to a deterioration in people's wellbeing.

Employers need to assess this risk factor of 'poor role clarity and role conflict' and find organisational level solutions. Clarity over the role is a good start. A wide range of work situations can create role confusion, such as beginning a new job, starting in a new organisation, a transfer, a new supervisor or manager or following a change in the structure of a work unit.

Suggestions include:
- Provide all workers with a corporate induction and ensure they are aware of their role within their immediate work team or unit, program area and the broader organisation
- Ensure all workers receive suitable training for their jobs
- Assist workers to develop personal work plans that clearly define task objectives and expected outputs
- Develop and maintain a working environment where workers are consulted and can provide feedback on changes impacting on their job tasks
- Implement a performance feedback system, where workers receive regular feedback on jobs well done and any areas for improvement
- Encourage workers to talk to their supervisor or manager early if they are unclear about the scope and/or responsibilities of their role
- Ensure workers have an up to date role or position description, which includes the role purpose, reporting relationships and the key duties expected of them
- Ensure that management structures across the organisation and reporting lines within work teams are clear. This will help workers know who they are accountable to and where they can go for help with work problems
- Provide an organisational chart that gives a clear view of the organisational structure and communication channels
- Following an organisational change or restructure, check with workers to ensure they understand any additional responsibilities or duties that are required of them. Revise position descriptions to reflect new accountabilities
- It is important workers feel confident and capable of undertaking new or revised tasks. Make sure they receive enough training for them to be competent in their roles
- Where a change in structure or roles occurs, or re-training is required, use the performance review process as a positive opportunity for workers to have renewed input to the way they complete their work.

Job quality / job satisfaction

The quality of work is crucial to wellbeing. According to 'Good Work: the Taylor Review of Modern Working Practices (2017), the best way to achieve better work is through corporate governance, good management and strong employment relations within the organisation. "This is why it is important that companies are seen to take good work seriously and are open about their practices and that all workers are able to be engaged and heard."

Though this link between good quality work, wellbeing and productivity is strong and makes it vital that employers should improve the quality of work they offer, what can they do? Some suggestions are:

- Involving workers: discussion with workers and their representatives if appropriate, can provide the space to discuss what is important or problematic in their job; think about how things could be improved or how their job could be more rewarding
- Training workers: this can develop skills to be able to, for example, take on more responsibility or a more varied workload. Training may develop team or personal capacity to provide emotional support. With this knowledge, staff can make changes themselves to improve their own jobs
- Leadership from the top: this is necessary to ensure that line and middle managers are committed to improving jobs and, as well as discussing with workers and meeting their training needs, ensure that other actions such as changes in business systems are made
- Consider diversity: for example research by the Health Foundation shows that young people were disproportionately more likely to be in low-quality work – more than half (55 per cent) of those under the age of 25 reported being in low-quality work, compared to just 33 per cent of those over 25 – and those living outside London and the south were more likely to experience lower-quality work.

Workload

Humans have limited capability for processing information (such as from displays, alarms, documentation and communications), holding items in memory, making decisions and performing tasks. Excess workload can result in human performance issues such as slower task performance and errors such as slips, lapses or mistakes. It should also be noted that underload can also lead to human performance issues such as boredom, loss of situation awareness and reduced alertness. Workload issues may be more relevant in times of downsizing or temporarily during peaks (such as incidents or turnarounds).

Workload is related to competence (e.g. some tasks can require less processing in experienced personnel), working hours/patterns (e.g. underload in nightshift control room operators), organisational change (where tasks or roles are changed) and staffing levels. Workload may be higher in some industries/roles where there is an inadequate supply of skilled staff. A high (or perceived high) workload not only adversely affects safety, but also negatively affects job satisfaction and, as a result, contributes to high turnover and staff shortages.

An assessment of workload may be required if you wish to determine whether you have sufficient staff; if capacity exists for additional tasks, or whether personnel can cope with emergencies, incidents or process upsets.

Workload should be assessed if new tasks, equipment, or systems are introduced; or where changes are made to roles and responsibilities. Key factors to consider:

- Performance can be affected by workload being too high or too low
- Workload can 'drift' over time as new activities are added gradually
- Ensure that workload has been assessed for emergency situations as well as for normal operating ("steady state") conditions
- Consider the whole team, and whether tasks can be redistributed between team members or shifts
- Assess the balance of workload across a shift. Can the timing of activities be redistributed to spread workload e.g. issuing Permits to Work at several periods rather than just at the start of the shift?
- Workload should be reconsidered during unusual activities, such as 'campaign maintenance', or start-up activities on process plants
- Experienced operators may be able to utilise strategies for handling high risk task demands; whereas inexperienced staff may be less able to cope (think about when you were learning to drive)
- Perform a task analysis to understand exactly what staff are required to do, when, and what information they need to perform these tasks. Involve the workforce in these analyses
- Task analysis should consider both physical and mental workload
- Ensure that workload assessment considers visual inputs (e.g. scanning display screens, looking out of windscreens, CCTV), auditory inputs (telephones, radios, alarms), cognitive activities (analysis of inputs, decision making) and psychomotor skills (physical actions, such as controlling a process using a mouse, keyboard, or buttons and levers)
- Consider not just the number of personnel, but how they are being utilised
- Set clear roles and responsibilities, ensuing that staff are clear on their priorities. This will help to ensure that even when workload is high, staff are able to focus on key activities
- Some tasks may be re-allocated from humans to machines/computers, or vice-versa; considering human performance, safety, maintainability, personnel requirements etc.

Working hours

Fatigue refers to the issues that arise from excessive working time or poorly designed shift patterns. It is generally considered to be a decline in mental and/or physical performance that results from prolonged exertion, sleep loss and/or disruption of the internal clock. It is also related to workload, in that workers are more easily fatigued if their work is machine-paced, complex or monotonous.

Fatigue results in slower reactions, reduced ability to process information, memory lapses, absent-mindedness, decreased awareness, lack of attention, underestimation of risk, reduced coordination etc. Fatigue can lead to errors and accidents, ill-health and injury, and reduced productivity. It is often a root cause of major accidents e.g. Herald of Free Enterprise, Chernobyl, Texas City, Clapham Junction, Challenger and Exxon Valdez.

Fatigue has also been implicated in 20% of accidents on major roads and is said to cost the UK £115 - £240 million per year in terms of work accidents alone. Key principles in managing fatigue at work include:

- Fatigue needs to be managed, like any other hazard
- It is important not to underestimate the risks of fatigue. For example, the incidence of accidents and injuries has been found to be higher on night shifts, after a succession of shifts, when shifts are long and when there are inadequate breaks

- The legal duty is on employers to manage risks from fatigue, irrespective of any individual's willingness to work extra hours or preference for certain shift patterns for social reasons. Compliance with the Working Time Regulations alone is insufficient to manage the risks of fatigue
- Changes to working hours need to be risk assessed. The key considerations should be the principles contained in HSE's guidance. Risk assessment may include the use of tools such as HSE's 'fatigue risk index'
- Employees should be consulted on working hours and shift patterns. However, note that employees may prefer certain shift patterns that are unhealthy and likely to cause fatigue
- Develop a policy that specifically addresses and sets limits on working hours, overtime and shift-swapping, and which guards against fatigue
- Implement the policy and make arrangements to monitor and enforce it. This may include developing a robust system of recording working hours, overtime, shift-swapping and on-call working
- Problems with overtime and shift-swapping may indicate inadequate resource allocation and staffing levels

- There are many different shift work-schedules and each schedule has different features. This sheer diversity of work and workplaces means that there is no single optimal shift system that suits everyone. However, a planned and systematic approach to assessing and managing the risks of shift work can improve the health and safety of workers
- There are a number of key risk factors in shift schedule design, which must be considered when assessing and managing the risks of shift work. These are the workload, the work activity, shift timing and duration, direction of rotation and the number and length of breaks during and between shifts. Other features of the workplace environment such as the physical environment, management issues and employee welfare can also contribute to the risks associated with shift work
- Sleep disturbances can lead to a 'sleep debt' and fatigue. Night workers are particularly at risk of fatigue because their day sleep is often lighter, shorter and more easily disturbed because of daytime noise and a natural reluctance to sleep during daylight.

Autonomy, change management and pay & reward

Employees working with autonomy, control and having the necessary authority to fulfil their responsibilities are all crucial for job satisfaction and wellbeing. People who have less autonomy over what they do at work tend to report lower wellbeing rates.

The same is true of those people working in high-intensity environments. As such, allowing workers more autonomy over the content and pace of their work amongst other things can lead to higher wellbeing for these individuals and increased productivity. Being able to structure tasks or decide on the approach to deliver can have a significant impact on the sense of fulfilment people have at work. While some will be content with work where they do what they are told, for many, being able to shape work is increasingly important.

There are good examples of giving employees greater autonomy, even on such matters as pay. At Smarkets, employees' pay is decided by fellow colleagues, as opposed to management. The company conducts a yearly pay review, during which colleagues are asked to suggest salaries for each other. The pay system is open, democratic and entirely transparent. In light of recent debates around fair pay and the gender pay gap, Smarkets's novel approach takes a step forward in addressing such imbalances.

Change management

Many organisations face continuous pressure to change in order to meet their business objectives in a competitive market place. Industry is undergoing increasing change and there has been, and continues to be, pressure for organisational change and staff reductions.

Organisational changes such as reducing staffing levels, using contractors or outsourcing, combining departments, or changes to roles & responsibilities are usually not analysed and controlled as thoroughly as plant or process changes. Such changes can, if inadequately conceived or implemented, have a detrimental effect on people's physical and mental wellbeing. Even subtle changes to organisations can have significant impacts on the management of hazards.

Rapid or continuous change can also have a detrimental effect on health and poorly managed organisational change can increase the workforce's experience of stress.

Key principles of managing organisational change

1. The key issue is that the direct and indirect effects of a proposed change on the control of hazards should be identified and assessed

2. Due to the greater potential consequences of an accident, major accident hazard sites should aim for higher reliability in their planning and decision making

3. Avoid too many simultaneous changes which may result in inadequate attention to some or all. Phase changes whenever possible

4. Organisational change should be planned in a thorough, systematic, and realistic way; similar to the processes for managing plant change

5. Two aspects of the change need risk assessment: risks and opportunities resulting from the change (where you want to get to) and risks arising from the process of change (how you get there)

6. Consult with staff (including contractors) before, during and after the change – don't miss serious issues hidden among all the natural concerns

7. Ensure that all key tasks and responsibilities are identified and successfully transferred to the new organisation

8. Provide training and experienced support/supervision for staff with new or changed roles

9. Consider reviews of plans and assessments by independent internal or external experts – be prepared to challenge

10. Remember that change can happen even to apparently static organisations e.g. the effects of an ageing workforce.

Pay and reward

Pay and reward are important factors in the wellbeing of staff. Integral to any successful wellbeing programme is an understanding of the importance of how financial concerns can affect employee mental and physical health, as well as a recognition that, as income providers, organisations play a vital role in their workers' financial lives.

Stress caused by pay levels, lack of financial awareness or an absence of employee benefits can affect work performance. In addition, the perception that their contributions are not being acknowledged can have an impact on employee self- esteem, health and productivity.

CIPD has shown that irrespective of age, gender, pay, and so on, anyone can suffer from stress as a result of money worries. There has never been a more important time for employers to support their people in becoming more financially independent.

Employers are asked to consider producing a fair pay report that will look at pay in the following areas:

• gender pay gap

• ethnicity pay gap

• disability pay gap

• the pay ratio between their CEO and the median employee

• the proportion of their workforce earning below the living wage

• a fair pay narrative, setting out their understanding of their pay gaps, and their plans to ensure fair pay.

Pay as a factor in wellbeing can be seen with women, who in general are in lower paid roles and who are more than twice as likely to suffer from mental ill-health at work compared to men. Of course, other factors such as demands from home, workplace sexism etc. will play a part. Ethnicity is an important factor: the ONS tells us that employees of Chinese, Indian and Mixed or Multiple ethnicity, all had higher median hourly pay than White British employees in 2018; while employees in the Pakistani and Bangladeshi ethnic groups had lowest median hourly pay.

The movement towards pay transparency is gathering pace. While managers determine what to pay their employees, some companies are extremely transparent about the factors that go into determining pay. Other companies reveal the salaries of their employees. When implemented properly, aspects of salary transparency can boost employee morale and trust as workers appreciate the openness about compensation. However, when implemented poorly, salary transparency can lead to frustration, productivity loss and resignations.

At work, one of the tools that employers can look at is 'performance related pay.' This is a way of managing pay by linking salary progression to an assessment of individual performance, usually measured against pre-agreed objectives. This can seem fairer and help some employees improve their finances.

Those who support such an approach believe it drives improved performance, increases engagement and morale, and reduces staff turnover. However, given the mental health burden facing people who are already in financial difficulties, introducing such a scheme may do more damage than good.

Part 2c
Values and Belief (Culture)
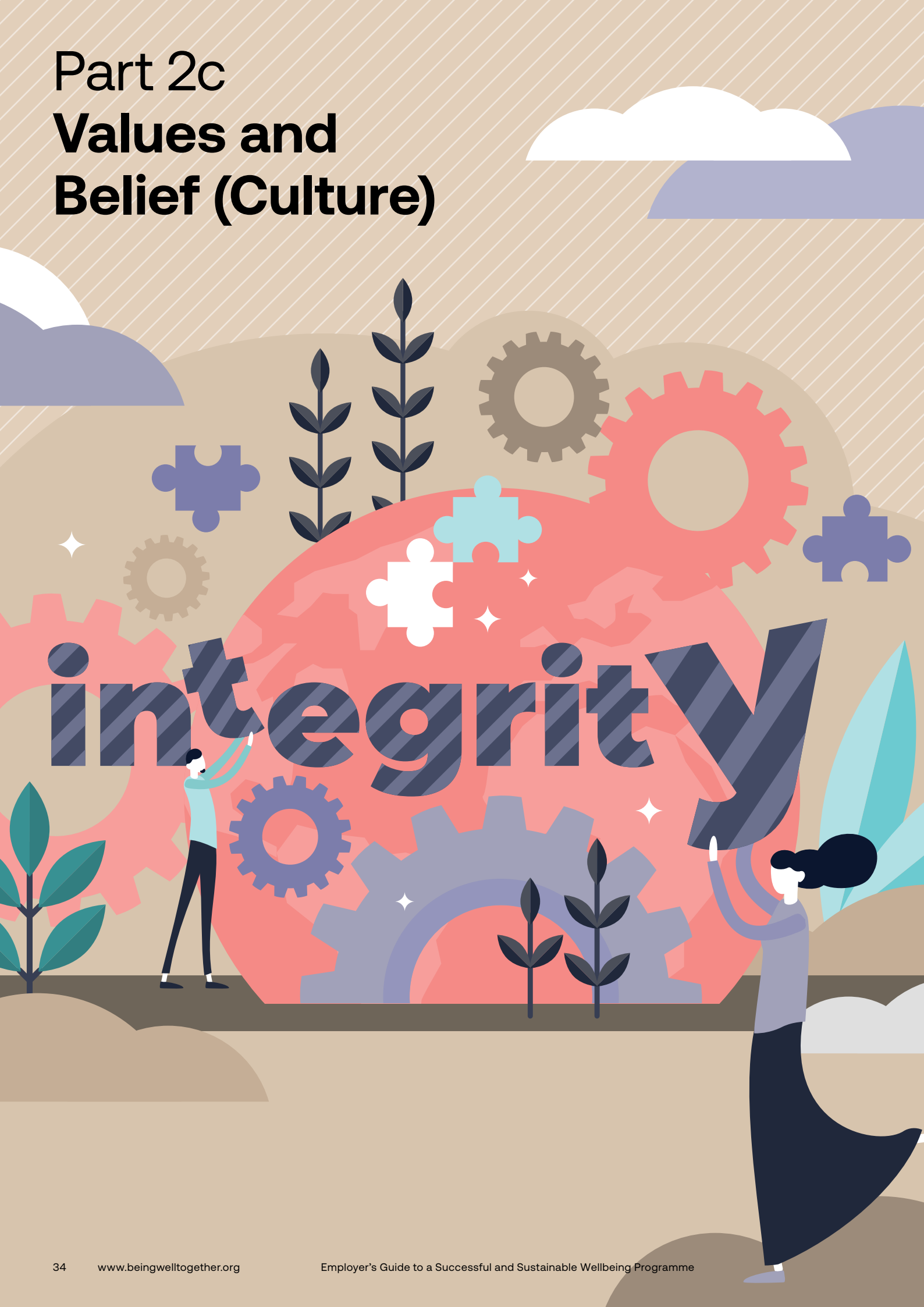
Culture is the environment that surrounds us all the time. A workplace culture is the shared values, belief systems, attitudes and the set of assumptions that people in a workplace share.

"**Good leadership is at the heart of any successful organisation and the wellbeing of staff.**"

In a workplace, leadership and the strategic organisational direction and management influence the workplace culture to a huge extent. A positive workplace culture improves teamwork, raises morale, increases productivity and efficiency, and enhances retention of the workforce. Job satisfaction, collaboration, and work performance are all enhanced. Most importantly, a positive workplace environment reduces stress in employees.

The importance of leadership

Good leadership is at the heart of any successful organisation and the wellbeing of staff. From deciding on the direction of the organisation to articulating its purpose and deciding how resources are allocated, including the decision on whether to implement wellbeing programmes. Good leaders are necessary for happy staff.

What are the measures of good leadership when it comes to the wellbeing of staff? Productivity is one that we have discussed. Staff engagement is another. Measuring engagement can be tricky because there's no single definition of what it is. Some organisations define it as happiness, some define it as satisfaction, while others define it as commitment to goals. Deloitte defines engagement as "an employee's job satisfaction, loyalty and inclination to expend discretionary effort toward organisational goals." See Personal Growth and Relationships and Voice sections for more on staff engagement.

Another metric that is commonly used to assess the quality of leadership in an organisation is rates of absenteeism: a low rate should indicate good leadership and a well-managed organisation. On that basis, UK plc is doing very well. In 2018, a CIPD survey showed the lowest-ever average absence rate (5.9 days per employee per year) in its history.

In some organisations, a reduced absence rate could partly be the result of a strong framework to support peoples' wellbeing. However, other findings suggest that a low sickness absence level is not always the sign of a healthy workplace. For example, the vast majority of respondents to the CIPD survey (89%) observed 'presenteeism' (people working when unwell) in their organisation over the last 12 months and over a quarter (27%) say it has increased. According to a wealth of literature, presenteeism is very damaging to peoples' wellbeing and the productivity of the organisation. A report from the Work Foundation found that the cost of presenteeism could account for one-and-a-half times the cost of sick leave.

During the time of the COVID-19 pandemic, people working when ill are not only not adding value to their organisation; they are exposing themselves and those around them to more serious health issues. Further, CIPD also found that three-quarters (73%) of respondents have observed some form of 'leaveism', such as employees working when on annual leave or working outside contracted hours, over the past 12 months.

Values and Belief (Culture)

RoberstonCooper set out a number of actions that can be taken by employers to tackle presenteeism and leaveism:

- Overhaul absence management policies that focus solely on sick leave. These only give a partial picture of your company's health-related productivity losses
- Ensure that line managers understand the relationship between absenteeism and presenteeism, that they're supported to adopt a more flexible approach to absence, and that they provide support to employees making a return to work after a period of illness
- Make sure workloads are appropriate: high-workload demands can cause employees to avoid taking time off when they need it because they're worried about deadlines or overburdening co-workers in their absence
- Make sure your managers recognise the symptoms of ill health: employees with health problems, especially mental-health related ones, often feel unable to disclose them to their manager. And managers are rarely trained to support them effectively if or when they do
- Does your company's wellbeing policy consider the stresses your employees face inside and outside of work? This includes financial issues that might be driving staff to work while sick
- Finally, and perhaps most importantly, make it clear that your company expects sick employees to stay home and recover. And that leave means leave.

Being ethical

Working for an organisation that has 'ethical values' is important to staff wellbeing. Most of us want to 'do the right thing' because it's the right thing to do. However, the pressure to take an unethical path can be strong, particularly when individuals are under pressure to perform or meet targets, or organisations are operating in a highly competitive market, including overseas where cultural norms can differ.

According to the CIPD, unethical behaviour can vary from 'minor transgressions to illegal activity, but are essentially actions that harm the legitimate interests of the organisation, its workforce, customers and wider society.' Some examples include:

- Theft
- Fraud
- Deception
- Bullying and harassment.

This behaviour could result in absenteeism, tardiness, rule-breaking, disengagement, defensive outbursts, and could lead to an increased attrition rate amongst those affected by such unethical behaviour.

Other examples of unethical behaviour may be where the advancement of financial gain, such as price-fixing, putting profit above safety, withholding vital information, and misrepresenting facts, is inherent in the workplace.

The 2018 report Ethics at Work by Institute of Business Ethics found that:

- UK employees seem to take a more lenient approach than the average European employee to questionable workplace practices
- Pretending to be sick to take a day off; minor fiddling/exaggeration of travel expenses and charging personal entertainment to expenses are considered the most unacceptable practices in the UK, in line with views from employees across Europe
- One in eight (12%) respondents in the UK say that they have felt some form of pressure to compromise their organisation's ethical standards (compared with 16% across Europe) - but this has increased from 8% in 2015
- A quarter (24%) of UK employees say they have been aware of misconduct, which is below the European average of 30% – however, this is the highest it has been since 2005
- Two thirds (67%) of those who had witnessed misconduct had raised their concerns compared with the European average of 54% - this is a 12% increase from the 2015 figure and shows an increased willingness of employees to raise concerns.

Employers should consider the following when developing an approach to improving ethical behaviour:

- A code of ethics or similar document (written standards of ethical business conduct that provide guidelines for jobs)
- A 'Speak Up line' to report misconduct (a means of reporting misconduct confidentially, without giving a name or other information that could easily identify them)
- An 'Advice line' to ask for advice or information: employers working in sensitive areas, including where public debate about social, economic, military or environmental questions are prevalent, should have this. Potential conflicts of interest are likely to arise and employers need to ensure that there are procedures in place for individuals to raise concerns
- Employers should also look at their whistleblowing and HR policy to ensure that employees are protected if they alert others to unethical practices. It is important 'whistle-blowers' are protected, both to meet legal requirements and to send the right message to others in the organisation that ethics come first, even above the threat of poor publicity
- Ethics training (training on standards of ethical conduct).

ACAS defines bullying as behaviour from a person or group that's unwanted and makes you feel uncomfortable, including feeling:

- Frightened ('intimidated')
- Less respected or put down ('degraded')
- You're made fun of and it makes you feel uncomfortable ('humiliated')
- Upset (insulted or 'offended')

Britain's Healthiest Workplace data identifies a direct correlation between bullying at work and work impairment, noting about 6 days lost per year, due to both absence and presenteeism. Bullying has become a quantifiable risk to workers' wellbeing, with the capacity to cause mental, emotional and physical harm.

The British Safety Council defines workplace bullying as 'unwanted, unacceptable behaviour in a professional environment, involving embarrassment, humiliation and/or intimidation'. Bullying and blame culture can vary in both method and intensity, ranging from exclusion from meetings or projects, shouting at workers and nasty emails to obstructing workers from career development and physical violence.

The refusal to treat workers as the human beings they are can quickly escalate into bullying and blame culture. These problems are easily identifiable in every workplace. What can employers do to tackle them?

Examples of bullying in the workplace could include:

- Someone has spread a false rumour about you
- Someone keeps putting you down in meetings
- Your boss does not let you go on training courses but they allow everyone else to
- Your boss keeps giving you heavier workloads than everyone else
- Your team never lets you join social events.

The bullying might:

- Be a regular pattern of behaviour or a one-off incident
- Happen face-to-face, on social media, in emails or phone calls
- Happen in the workplace or at work social events
- Not always be obvious or noticed by others.

Diversity and inclusion

Workforce inequality is seen across all strands of diversity, including age, disability, sex, sexual orientation, gender reassignment, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, social class and neurodiversity. And, although the evidence on a general link between diversity and performance is weak, there are nonetheless strong strategic rationales for many employers to pursue it.

Promoting and supporting diversity in the workplace is an important aspect of good people management, it's about valuing everyone in the organisation as an individual. There is a moral imperative to do so, it is good for people, their wellbeing and is vital for any organisation to be sustainable.

However, to reap the benefits of a diverse workforce it's vital to have an inclusive environment where everyone feels able to participate and achieve their potential. While UK legislation covering age, disability, race, religion, gender and sexual orientation among others sets minimum standards, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation, contributing to employee wellbeing and engagement.

Diversity and inclusion cannot be separated but there are differences:
- Diversity is about recognising difference. It's about reflecting the world the organisation is situated in and understanding the benefits of having a range of perspectives
- Inclusion is about valuing all these differences and creating a working environment where people can thrive, employees feel they belong and can reach full potential irrespective of background, identity or circumstances.

Our understanding of how these 'individual' factors impact on a person's work and how work can promote or undermine these factors is changing all the time. For example, 'neurodiversity' is a growing area of workplace inclusion. Employers should be aware that there are alternative thinking styles including dyslexia, autism and ADHD.

To make progress, organisations should take a systematic approach, underpinned by equal opportunity, fairness and transparency.

Overall strategy:
- Recognise that a diverse workforce also needs an inclusive environment
- Ensure that initiatives and policies have the support of the board and senior management
- Remember that managing diversity and developing a culture of inclusion is a continuous process of improvement, not a one-off initiative
- Develop a diversity strategy to support the achievement of business goals, including ways of addressing the diverse needs of customers
- Keep up-to-date with the law and review policies through checks, audits and consultation.
- Design guidelines and provide training for line managers to help them respond appropriately to diversity needs, as they are vital change agents, but give them scope for flexible decision-making
- Link diversity management to other initiatives such as Investors in People (IIP), BSI 76000 Valuing People and ISO 9001 Quality Management
- In an organisation that operates internationally, be aware that the approach to managing diversity will need to take account of local legislation, norms and social issues, and the ways that individual working styles and personal preferences are influenced by national cultures
- Prioritise collecting and using good quality people data to identify barriers and solutions.

Workplace behaviour:
- Train all employees to understand and engage with inclusion in how they do their jobs and work with colleagues
- Reflect respect and dignity for all in the organisation's values and ensure these are reflected in the way the organisation and its employees operate on a daily basis
- Describe desirable behaviours to gain positive commitment
- Make clear that everyone has a personal responsibility to uphold the standards
- Embed diversity and inclusion in line managers' roles; they have a key role to play, behaving in an inclusive way and contributing to diversity goals
- Focus on fairness, inclusion and transparency, ensuring that merit, competence and potential are the basis for all decisions about recruitment and development, and be alert to the influence of conscious and unconscious biases
- Introduce mechanisms to deal with all forms of harassment, bullying and intimidating behaviour, making clear that such behaviour will not be tolerated and setting out the consequences of breaking the organisation's behaviour code.

Communication:
- Develop an open culture with good communication channels based on open dialogue and active listening
- Ensure appropriate channels for employee voice and that different groups feel able to access them
- Use different and accessible methods such as newsletters, in-house magazines, notice boards and intranets to keep people up to date with diversity policies and practices
- Actively seek people's ideas and take action on feedback.
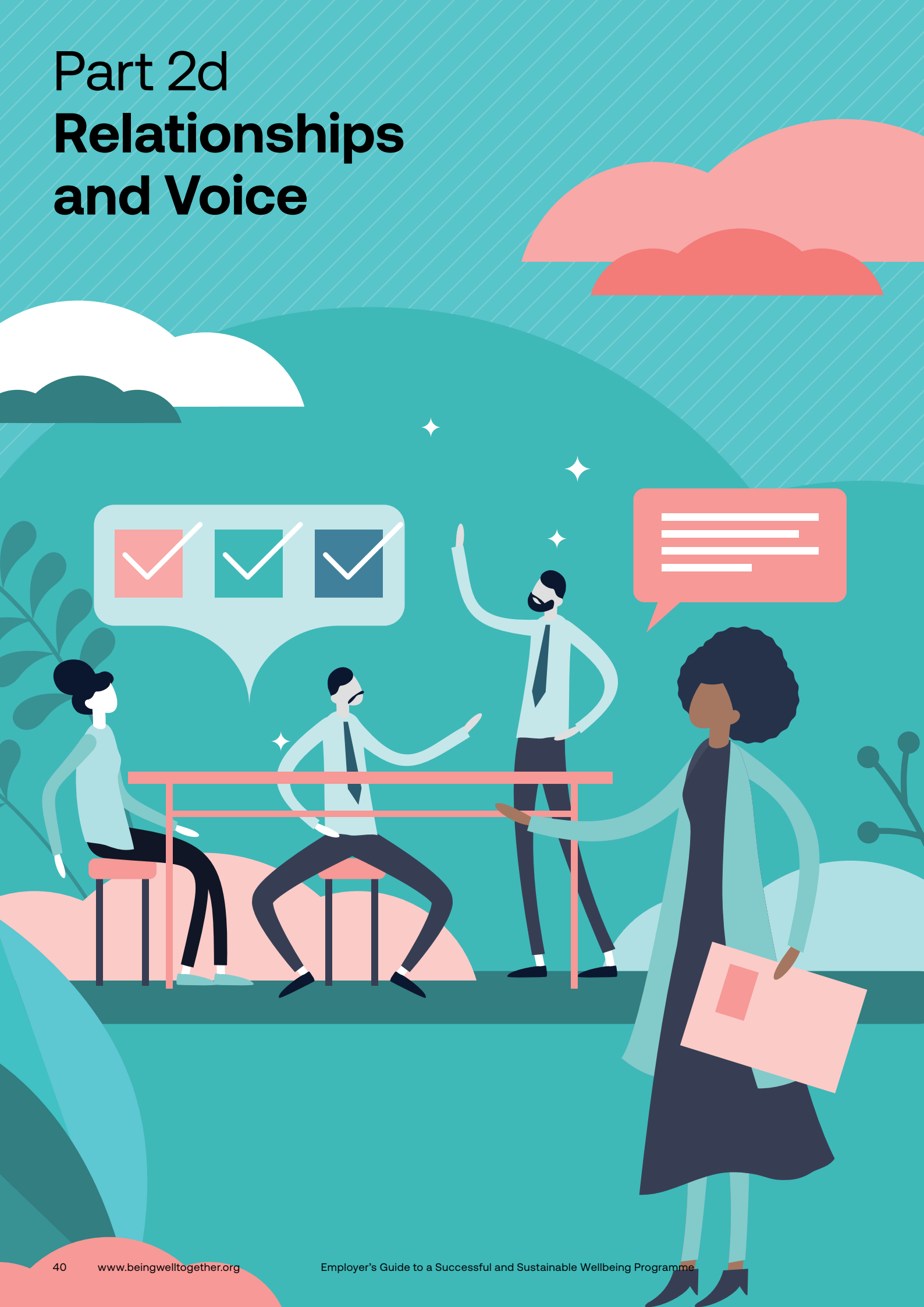
Learning and development:
- Build diversity and inclusion concepts and practices into staff training courses, management training and teambuilding programmes to increase awareness of the need to handle different views, perceptions and ideas in positive ways. Find out what diversity training is most effective in our 'diversity management that works' report
- Consider awareness-raising programmes, such as 'lunch and learn' sessions, about various aspects of diversity to help people appreciate difference
- Include diversity issues in induction programmes, including raising awareness of employee network groups, so that all new employees know about the organisation's values and policies
- Train line managers to help them understand the issues and drive their support for organisational and operational policies and practices.

Measure, review and reinforce:
- Regularly audit, review and evaluate progress, using quantitative and qualitative data on both diversity and inclusion, to highlight where barriers exist (for example, via recruitment data) and show the impact of initiatives, making appropriate changes to activities if needed
- Use employee surveys to evaluate initiatives, to find out if policies are working for everyone, and to provide a platform for improvement
- Include diversity and inclusion objectives in job descriptions and appraisals and recognise and reward achievement. For example, staff surveys could ask questions about the team culture and the perception of equality of opportunity
- Benchmark progress against other organisations and explore what others are doing to adopt and adapt ideas where appropriate
- Network with others from inside and outside the organisation to keep up-to-date and to share learning.

Part 2d
Relationships and Voice

As we saw with line managers, good relationships at work are essential for wellbeing. They can go a long way to enable staff to thrive at work and can compensate for many other organisational challenges (for example during periods of change or insecurity or where work is more limited in the opportunities it offers, such as low pay). Many people value good working relationships and cite it as a reason for job satisfaction.

"Giving employees a voice is often the best way for employers to understand the risks in their workplace."

However, some organisations can undermine peoples' wellbeing by not encouraging flourishing relationships. This could be the result of many factors: poor culture that makes too many demands on peoples' time, poorly designed job roles or structures that sow division, a restrictive and inflexible management style or constant organisational change. For example, a highly competitive and secretive work culture, instead of a more collaborative one, can prevent good working relationships from developing. In fact, such a culture can produce pockets of adversarial attitudes and produce a workplace plagued by gossip.

One area that is crucial is enabling employees to have a 'voice' at work. Without such a voice, leaders are blind and employees become demotivated. A key mechanism to developing such a 'voice' is worker consultation, engagement and involvement. This can include a range of issues, from business decisions to how health and wellbeing are supported.

Giving your employees a voice
Consulting and involving workers in matters that affect them is at the heart of a safe, healthy and successful business. Alongside good leadership, involving the workforce must be central for any organisation that wants to take the safety, health and wellbeing of staff seriously.

The reason? Giving employees a 'voice' is often the best way for employers to understand the risks in their workplace. Employees are often best placed to suggest and make improvements and it is the participation of staff in the adoption of these changes that count for their wellbeing. According to the Health and Safety Executive (HSE), research shows that 'workplaces where employees are involved in taking decisions are safer and healthier.' Other benefits include greater productivity and a more positive health and safety climate with a greater awareness and control of workplace risks.

There are differences between consultation and involvement that are worth bearing in mind. By law, employers must consult employees either directly or through appointed or elected representatives, on health and safety matters. With consultation, there is an emphasis on informing and gaining feedback about planned changes to work and how work-related risks will be managed.

Involvement builds on consultation but is generally more active and dynamic. It means employers and employees working together to find and make joint decisions that solve problems. It requires participation, trust and support. Typically, involvement is more challenging in hierarchical organisations in which senior management alone makes the important decisions. However, involving employees can lead to greater improvements in peoples' safety, health and wellbeing and boost productivity.

Employers have options when deciding how to consult and involve the workforce and some of the questions an employer should consider are:
- The size and structure of the business, including the number of workers
- The type of work that is carried out and the degree and nature of the risks
- Whether to consult directly, via representatives (including trade union safety reps), or both.

For example, in a large company where trade union safety representatives do not exist, it may not be practical to consult with all employees directly. In this situation, employers may need to arrange for their employees to elect representatives of their choice to represent them in consultations with the employer on the health and safety matters that affect them.

There are a variety of methods for employers to consult directly with all employees, including:
- **One-to-one discussions** – particularly effective in small businesses
- **Regular walkabouts** – giving staff an opportunity to share ideas and concerns
- **Toolbox talks** – short talks to explore risks and how to deal with them
- **Work groups** – these could be established to tackle specific health and safety issues, involving employees who are directly involved.

There are also a variety of ways of consulting indirectly with employees, including with safety representatives. These include:
- The creation of a role at Board level for an employee representative
- A health and safety committee, a joint consultative committee or a works council
- Company intranet that provides information and requests views of employees
- Staff surveys – consider the literacy and language skills of the workers
- Employee suggestion schemes, notice boards and newsletters – useful for sharing information.

Work is not just for work

With the average person spending more time at work than on any other daily activity, it is vital that individuals within any organisation feel connected and supported by peers, subordinates, and leaders. Positive social relationships among employees are how work gets done.

Positive interactions in the workplace have been shown to improve job satisfaction and positively influence staff turnover as employees who experience support from colleagues are more likely to remain in an organisation long term (Hodson, 2004; Moynihan and Pandey, 2008).

Furthermore, positive interactions between supportive co-workers who provide help and clarification of tasks can improve an individual's understanding of their role, thus reducing job role ambiguity and workload, which, according to Chiaburu & Harrison (2008), may ultimately increase job satisfaction and organisational commitment.

Positive interactions in the workplace are marked by trust, mutual regard, and active engagement. According to Rosales (2015), interactions characterised in this way can improve employee awareness of others, foster positive emotions such as empathy and compassion, and increase the likelihood of trusting, respectful engagement between individuals.

Thus, whether organisations and their employees flounder or flourish largely depends on the quality of the social relationships they possess.

But how can employers enable such positive relationships to develop? Here are some ideas:
- Promote face-to-face interaction: with home working on the rise since the COVID-19 pandemic, there are opportunities to use video conferencing technologies. Having regular online face-to-face catch ups is more important than ever and for those at the workplace, remove where appropriate any barriers between employees
- Plan collaborative events: again, COVID-19 has made this difficult, but where possible dedicating time to specifically promoting positive social interactions can be a powerful route to ensuring the relationship-centric approach doesn't fall by the wayside amidst organisational pressure to achieve

- Effectively mediate conflicts: employees and employers require meaningful relationships with others in the workplace, and yet these needs may be impeded by counterproductive and destructive workplace practices. Employers can minimise negative interactions between employees by proactively mediating and resolving differences early on and building a culture of open communication that fosters trust and relationship building
- Lead by example: a good leader, supervisor, or manager should practice what they preach. By establishing consistent patterns of behaviour that exemplify the desired culture, you can promote an emotional environment of inclusivity and positivity
- The PERMA model highlights five critical elements for mental wellbeing, which business leaders can adopt to promote a positive culture that encourages belonging:
  – Positive emotion
  – Engagement
  – Positive relationships
  – Meaning
  – Achievement/accomplishment

Part 2e
Personal Growth

Intellectual growth should commence at birth and cease only at death.
Albert Einstein

"Lack of personal growth will, in time, reduce peoples' wellbeing."

When an employee stops growing, they plateau, get bored, and will eventually start looking elsewhere for career opportunities. Lack of personal growth will, in time, reduce peoples' wellbeing.

Research from Gallup found that 87% of millennials rate "professional or career growth and development opportunities" as important to them in a job. They also found that "opportunities to learn and grow" is one of the top three factors in retaining millennials and is the only aspect of retention that separates millennials' needs from those of non-millennials.
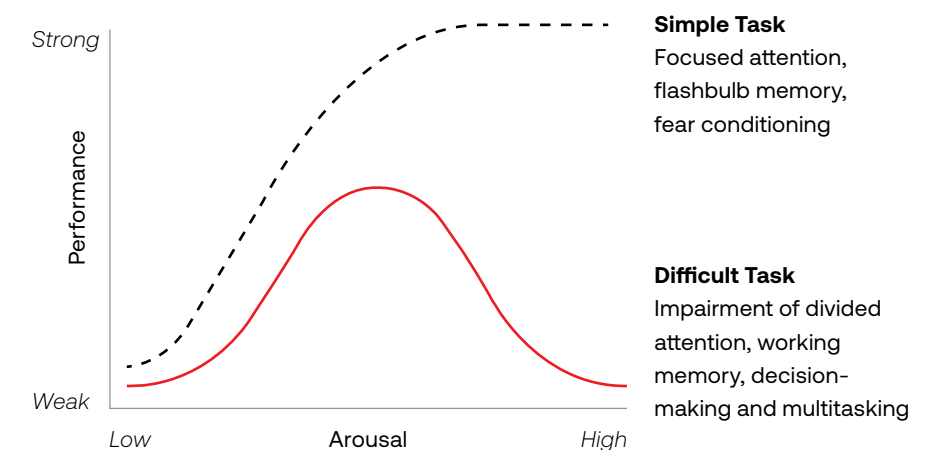
Employers should look at how they can ensure personal growth for their employees and consider both the job (for example is it challenging enough?) and the organisational aspects (is the management style encouraging enough autonomy?)

Mastery is the concept of getting better at something and the feeling we get from progress. This is easier said than done, because we can easily become overwhelmed if a task is too difficult. On the other hand, we become bored if a task is too easy.

It's important for leaders to have frequent, open discussions with their employees about the difficulty of their work and find ways to support their learning and development.

Opportunities for promotion are vital if employees are going to have a sense of personal growth.

When a task is too challenging, performance declines. This is also known as the Yerkes-Dodson Law:

Simple Task
Focused attention, flashbulb memory, fear conditioning

Difficult Task
Impairment of divided attention, working memory, decision-making and multitasking

Personal Growth

There are tried and tested methods for encouraging personal growth:

- Feedback: give feedback frequently, in as near real-time as possible:
  – Tie it to a goal. That way, you can measure the employee's progress for performance, and they can use that metric to measure their own personal growth
  – Focus on the behaviour, not the person
  – Don't bury negative feedback between positive statements. It won't be heard

- Recognition: people reveal the type of work that excites them – and how they like to be commended when they talk about recognition. Whatever their answer, use it to align job priorities and plan tailored, individualised feedback

- Ask great questions: for example, 'what do you want out of your career'? Millennials have a burning desire to learn and grow, so their managers need to find the development bull's-eye for each person. Or try 'how are you doing'? It seems too easy, but this question is more powerful and revealing than it might appear. The key to getting the most out of this question is listening to their answer

- Explain purpose: purpose is when you connect with and believe in the mission and purpose of the organisation. If employees are truly passionate about what the organisation is doing, they will come to work each day excited and motivated.

Careers not jobs

There are long held assumptions that taking any job is better for a person's health and wellbeing than being unemployed. A study of over 1000 unemployed adults by Tarani Chandola, Professor of Medical Sociology at The University of Manchester, compared health and stress levels of those remaining unemployed and different quality jobs. The study revealed evidence that runs contrary to these assumptions.

- Mental health outcomes of adults in poor-quality work are often no different to those who remain unemployed; yet those in good quality work see increases in their mental health
- Health and wellbeing outcomes for people with two or more adverse job measures are worse than peers who remain unemployed
- The importance of ensuring good quality work should be high on the government's agenda following the publication of Matthew Taylor's review of modern work practices.

Though there is a lot of research showing just how bad it is for a person's physical and mental health to work in a poor quality job compared to someone in a good quality job, most people assume at least the person in a terrible job is better off than someone unemployed.

The team also found that the improvements in mental health of formerly unemployed adults who became re-employed in poor quality work were not any different from their peers who remained unemployed. Unsurprisingly, those who found work in good quality jobs had a big improvement in their mental health. More significantly, those who were working in poor quality work (two or more adverse job measures) actually had higher levels of allostatic load (chronic stress related biomarkers) than their peers who remained unemployed.

Financial wellbeing

Being in control of finances is crucial to financial wellbeing. Financial difficulty is both a common cause and consequence of mental health problems, with one in four people with a mental health problem also having problems with debt. Even those who have controllable levels of debt worry about it and 50% of people with financial difficulties having a mental health problem.
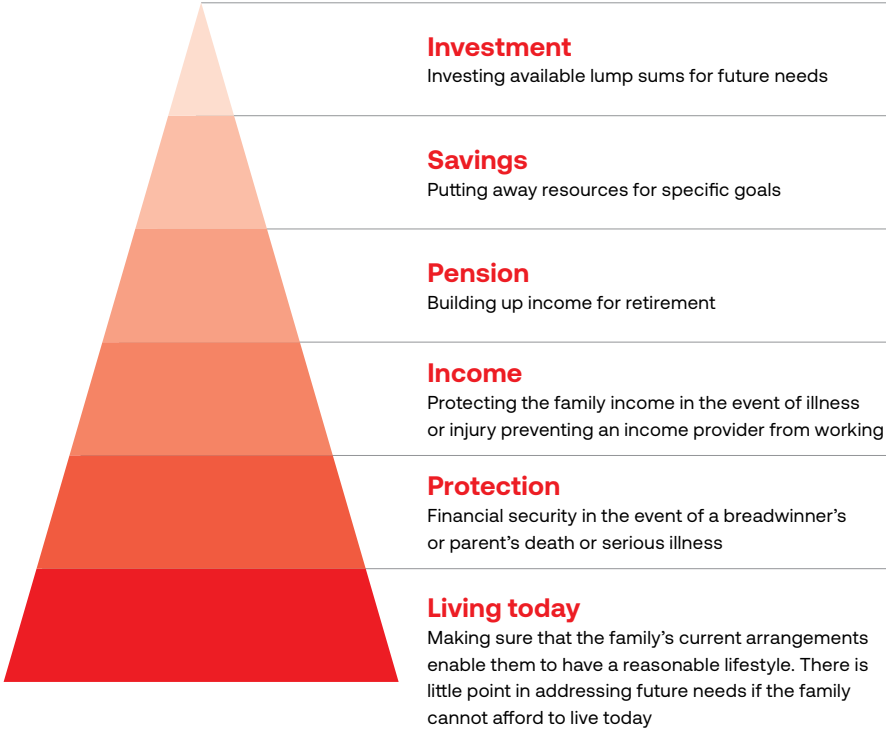
According to Money and Mental Health Policy Institute, worrying about how to make ends meet, fearing visits from bailiffs, experiencing the relationship difficulties that often stem from financial worries and going without essentials, all take a toll on mental health. They are all issues that employees bring to work.

1. **Make it OK to talk about money**

There is a huge degree of stigma & pride around money and, in particular, debt. This attitude makes it very difficult for individuals to talk about their financial worries. A first step employers can explore is encouraging employees to talk about their financial worries with someone else, this could be their partner, a work colleague, a parent or a debt counsellor. Financial training seminars that encourage people to think about their money are a good way to start this process as it's broad-based approach will not target any one individual but will give an employee confidence to speak to someone with the knowledge that there is a solution.

2. **Build financial resilience**

Building financial resilience is about being ready for the unexpected, that's why short-term savings and protection are the Financial Conduct Authorities key building blocks in its' hierarchy of financial needs as per the diagram below.

Employers could explore providing complimentary, or at least access to, savings schemes and protection, such as death in service & robust long-term sick pay, through pay-roll.

Investment
Investing available lump sums for future needs

Savings
Putting away resources for specific goals

Pension
Building up income for retirement

Income
Protecting the family income in the event of illness or injury preventing an income provider from working

Protection
Financial security in the event of a breadwinner's or parent's death or serious illness

Living today
Making sure that the family's current arrangements enable them to have a reasonable lifestyle. There is little point in addressing future needs if the family cannot afford to live today

3. Organising debt

Most people, at some point in their lives, experience debt. Most people are happy to have a manageable amount of debt, including mortgages, credit cards that are paid monthly and hire purchase agreements for large items such as cars. There is a significant minority, however, who have debt that is so unmanageable that it has a significant impact on their mental wellbeing. In turn this group of people are the target of unscrupulous companies, and so they end up with some of the most expensive products available. This group of people are categorised by the FCA as 'Vulnerable Customers'. They state, "A vulnerable consumer is someone who, due to their personal circumstances, is especially susceptible to detriment, particularly when a firm is not acting with the appropriate levels of care" (FCA, 2015).

Employers can help those employees who are considered 'vulnerable' through management and employee training as well as signposting to places like the Citizens Advice Bureau and charities such as Step Change.

Employers may also want to consider offering their own scheme on behalf of their employees, such as the one provided to the staff of Anglian Water as the following case study illustrates.

Anglian Water's loan consolidation scheme
UK Water Company, based in Huntingdon
www.anglianwater.co.uk

Neyber
Financial Wellbeing Firm, based in London
www.neyber.co.uk

Anglian Water, in collaboration with Neyber, a financial wellbeing company, has introduced a loan consolidation scheme, allowing their employees to borrow money and repay from salary deductions, at low interest rates. The aim is to help colleagues experiencing debt issues and protect them against the inflated interest rates which often accompany credit cards, pay day loans and expensive overdrafts.

Monica Kalia, co-founder of Neyber, argues that credit cards, for example, charge about 20% interest each year. 'Refinancing £10,000 of such debt at Neyber's mid-rate of 6.9 per cent would save customers £101 a month'[xiv].

Anglian Water first piloted the scheme with 10% of their employees (chosen by postcode) in 2016. It has now been rolled out to all staff. About 4% of employees signed up to the pilot, and the percentage remains about the same now the scheme is up and running. While this is a small proportion of employees, Anglian has surveyed its staff to assess the merit of this benefit. After the pilot, 82% of employees said they valued the scheme and 52% declared that they would consider using it in the future[xv].

Workers are only human

It would seem unnecessary to point out that workers are only human. Yet it's important for employers to remember when we consider how the pace of work is accelerating, driven by the twin forces of globalisation and technological innovation. If you add to these powerful forces of change, the anxiety created by the Covid-19 pandemic, the continued fallout of the 2008 financial crisis that had already caused an increase in job insecurity, the rise of 'gig' working and the long-term trend of an ageing workforce who will be retiring later in life, then we can agree that there has never been a time when good management for the sake of people's wellbeing is more needed. Protecting peoples' wellbeing requires employers to understand that people are not machines and they make mistakes.

The law is clear that an employer must act fairly and reasonably and while it can set the standards it expects of an employee's performance, these standards must be reasonable. Requirements include informing the employee and providing objective standards and reasonable time to attain them. Employers also have to consider all possible causes and remedial steps to assist the employee to improve. It would be unreasonable to expect an office worker to never make a typo in an email, or a data entry clerk to never hit a wrong key. In fact, many workplaces have checks or authorisations on certain processes because they acknowledge that employees are human and mistakes happen.

Alternatively, many employers seek to avoid the risk of human error altogether by turning to automated processes performed by algorithms rather than a human employee. While this might be appropriate for some work, and economic forces might push employers to go down this route, it is also the case that this risks losing the huge benefits and added value that people bring to work: their emotional intelligence, their creativity, experience and judgement and of course as colleagues in peer-to-peer teams that are so vital for a contented workforce. Employers who want to improve wellbeing should ensure they focus on and value these benefits and in the dignity of employees.

Kristen Lucas, Associate Professor, University of Louisville, College of Business, defines the concept as, "a personal sense of worth, value, respect, or esteem that is derived from one's humanity and individual social position; as well as being treated respectfully by others." In practice, a lack of dignity, a forgetting of the humanity of workers can manifest itself as:

- Overwork: particularly when it occurs with management support. Common in times of budget constraints, cost-cutting, and frugality
- Abuse of power: the use of idle threats and intimidation is humiliating to the recipient
- Micromanaging: undermining an employee's autonomy can violate individual decision making.

Part 2f
Conclusion

"**Mental health problems cost £1,300 for every employee in the UK economy.**"

Business impact of not managing wellbeing

Mental illness is the leading cause of sickness absence in the UK, costing British business billions. It has been estimated by Deloitte's that employees' mental ill health now costs the UK economy between £42bn and £45bn a year, compared to £33bn to £42bn in 2017.

According to the Centre for Mental Health, mental health problems cost £1,300 for every employee in the UK economy. This was attributed to sickness absence, reduced productivity at work and staff turnover. It is notable that the findings also point to the largest part of the business cost being in the form of reduced productivity among people who are at work but unwell ('presenteeism'), which they attributed to costing businesses twice as much as sickness absence relating to poor mental health.

More broadly, the cost of poor wellbeing is vast. Figures taken from the 2017 Britain's Healthiest Workplace survey show that sickness-related absences and 'presenteeism' are costing the UK economy £77.5 billion a year. The survey found that employees lose an average of 30.4 working days a year due to sickness, or illness-related underperformance. This does not take into account the economic impact of the COVID-19 pandemic. In a survey from May 2020, Willis Towers Watson surveyed UK employers and found that many firms are anticipating significant cost increases in the benefits they provide employees. Nearly half (44%) are expecting sick leave costs to increase and a quarter (25%) are expecting an increase in healthcare costs.

Surveying close to 32,000 workers in the UK across all sectors, Britain's Healthiest Workplace discovered that 'presenteeism' is rife within UK businesses, meaning that many days are wasted by staff too sick to adequately do their jobs, forced into work by the expectations of their employers. This loss equates to each employee losing 6 working weeks of productive time per year.

Even though some sectors did perform slightly worse than others, this was a trend spotted across all industries, regardless of the size of the company.

Part 3
The legal position

Employers and employees have legal responsibilities and rights in relation to workplace health and safety, disability discrimination, privacy and confidentiality.

All employers and the self-employed (including contractors) have common law duties of care to people affected by their activities and statutory duties under the Health and Safety at Work etc. Act 1974, the Management of Health and Safety at Work Regulations 1999.

Employers must ensure the health, safety and welfare at work of their workforce and are expected to achieve this through risk assessment and control.

Management standards

The regulator, the Health and Safety Executive (HSE), provides comprehensive guidance on how to assess the risks of stress. Stress risk management is seen as integral to good management practice, so the HSE guidance is called 'The Management Standards'. They comprise a set of conditions which, if met, enable high levels of mental health and wellbeing plus effective business performance through an approach based on prevention.

HSE Management Standards

1 Identify the risk factors
2 Who can be harmed and how
3 Evaluate the risks
4
5 Record your findings

Monitor and review

Management Standards

The legal position

Most employers are also required by law to insure against liability for injury or disease to their employees arising out of their employment. To protect themselves from 'stress' claims and law-suits, many companies have a contract with an employee assistance programme (EAP), often provided by their insurance company as an employee benefit. Most EAPs offer a confidential 24/7 helpline for employees and members of their family to seek help on emotional, financial and work-related problems.

Workers also have a duty to take care of their own health and safety and that of others who may be affected by their work activities. They must co-operate with employers and co-workers to help everyone meet their legal requirements, this means following policies, procedures and rules. If they have queries or concerns about health and safety where they work, they should talk to their employer, manager/supervisor or a health and safety representative. If they have access to a confidential helpline, workers can ask for help with concerns such as work, family or money worries.

Employers must also consult their staff, via Trade Union safety representatives (where the union has formal recognition), on the introduction of any measure at the workplace which may substantially affect health and safety. For instance, on proposals for organisational change or restructuring, since 'change' is recognised as a psychosocial risk factor: poorly-managed change creates uncertainty and destabilises people's mental health.

Disability discrimination

Disability is a 'protected characteristic' under the Equality Act 2010, which means it is unlawful for an employer to treat disabled people less favourably than other employees for any reason connected with their disability, unless there is justification for such action.

Mental health conditions are not treated differently by the law from physical conditions. They can amount to disabilities if their effects on the individual meet the legal criteria, including a substantial and long-term effect (for at least a year) on the person's ability to carry out normal day-to-day duties. You may be surprised but it is a legal test rather than a medical one that determines whether a condition gains the protection of the law as a disability.

Employers also have a duty to make reasonable adjustments to ensure disabled workers aren't seriously disadvantaged when doing their jobs. If an employer does not know about a disability, they will not be able to take the necessary action to protect the employee from harm.

Workers are under no obligation to disclose their disability to their employer. It might be the case that they don't need special support at work. However, their health and safety duties require them to consider whether their mental health condition could reasonably be seen to be a work risk for themselves or others, so they may need to decide to disclose or to take other steps to fulfil their responsibilities.

The decision to disclose a mental health problem is far from easy. Among people who have decided to disclose, some say it enabled them to get the support they needed to work productively, while others say the subsequent harassment experienced was worse than their health problem. Indeed, while more people are comfortable talking about mental health at work than in 2018, just 16% felt able to disclose a mental health issue to their line manager. Those who do open up put themselves at risk of serious repercussions. Of those employees who disclosed a mental health issue, 11% were subject to disciplinary procedures, demotion or dismissal. Creating a mentally healthy workplace must therefore involve a 'disclosure-safe' culture.

Employers should take steps to protect disabled employees from all forms of harassment to comply with the Equality Act 2010 and Protection from Harassment Act 1997.

Privacy

The Human Rights and Data Protection Acts provide legal duties concerning confidentiality and privacy and employers should have a policy in place. Employers must also keep confidential an employee's disclosure of a health problem.

Health care professionals and employee assistance (counselling) services must too. However, there are rare situations when breaching confidentiality is permitted, notably the concern that a worker is at risk to themselves or others. They can discuss the risk with other healthcare professionals, not with the worker's employer, and to be in a position to do this they obtain consent early on from the service-user to have access to the contact details for the user's GP or other relevant healthcare professional.

Your occupational health professionals and counselling services will have professional codes of conduct they must follow and will be able to advise you on the relevant legal requirements and safeguarding.

While privacy law limits the information healthcare professionals can share with you, you should ensure (through your service contract) that suitably anonymised data is regularly shared (e.g. quarterly) so that you can monitor and analyse trends. It will help you understand levels of stress and mental health problems.

Part 4
Taking Action: eleven practical steps for employers

1

Lead

When creating a health and wellbeing strategy, buy in from the top to start with is vital, since a healthy workplace programme must be integrated into your business goals and values. The best approach is a blend of a strong business case, populated by information and data from your own organisation, and an appeal to more emotional reasoning in senior people, painting a picture of what success will look and feel like.

Key evidence of this commitment is the development and adoption of a comprehensive policy that is signed by your board or senior leadership in your business and communicated to all workers, and which clearly indicates that healthy workplace initiatives are part of the business strategy of your organisation. Understanding the underlying values and ethical positions of enabling stakeholders is critical. Commitment from them will only be sincere and solid if it is in line with their deeply held beliefs and values. Good leadership from your board and/or senior leadership will promote positive attitudes to health and wellbeing and create a good culture to work in.

The strategy you put in place will vary from organisation to organisation depending on your particular needs. Overall though, individual leaders and managers need to model the behaviours they desire from other employees. You can't expect employees to take part in initiatives and change behaviours if the people above them aren't doing so.

However, leadership with respect to health and wellbeing isn't solely down to your board or senior leadership team. There are many different types of leadership, from CEOs, to senior management and then line managers, to an individual's ability to lead on a particular project. All these types of leaders have different responsibilities when it comes to wellbeing. Arguably the most significant leader relationship is between employee and line manager. The line manager role includes creating the optimum environment for the performance of their team members.

Taking Action: eleven practical steps for employers

2

Talk

Once you've worked out the business case and purpose of your health and wellbeing programme, you next need to take time to talk and listen to your employees. Don't just note what they say they need, but listen to their barriers and motivators, and understand what influences them.

A successful approach leans on behavioural psychology as this will provide you with a deep understanding of your workforce. Without this ingredient, even the best plans are liable to fail. You need to understand not just what people are doing but why they are doing it if you have any chance of influencing it.

This is another one of the areas where the action you take can vary depending on the size and type of organisation that you are. You could take a light touch approach or go head long into a deep dive, depending on your ambition and resources. Either way, ensure that you listen to a cross-section of employees throughout your organisation. For this, you could do a combination of surveys, 1:1s and focus groups, making sure to analyse the results thoroughly and pull out the key insights.

3

Walk the Talk

To engage people, you need to turn commitment into action. In order to do that you need to create a structure for role modelling or ambassadors within the organisation, you need people to walk the talk. Show your people that you are serious about their health and wellbeing. People follow people. Social norming and peer-to-peer influence is a core factor when it comes to changing behaviours.

If leaders are not seen to be embracing health and wellbeing then it's almost impossible to set a behavioural precedent and overcome any underlying stigma. You can't hope to support wellbeing if this doesn't emanate from a diversity and inclusion (D&I) strategy; the two are linked.

Unless you lead by example, wellbeing also won't become common practice. A major challenge in this arena is how leaders can encourage their colleagues to look after themselves. You can't just nag people to take health and wellbeing seriously, nor can you simply display lots of posters recommending 'five a day' or 'stairways over lifts' and hope for the best. It's about influencing the culture, the language and the behaviour. Yes, offering healthy food in the workplace is important, as is demonstrating that exercise is healthy. But a health and wellbeing strategy should go beyond that. Your senior leadership team should encourage it across the business if it's to take on a life on its own. It's about making it fun and ingraining it into the everyday.

Taking Action: eleven practical steps for employers

4

Support

Your health and wellbeing strategy should strive to ensure your employees have the support network they need to be physically and mentally fit. Wellbeing as a concept demands openness and buy in from every layer of leadership, it's an endeavour that can only work with a combination of honesty and a willingness to both listen and engage. Mostly though, it's about recognising that there's no one-size-fits-all approach. But the more you talk about it, the more it will become part of a common language. Words won't cut it on their own, it is action that makes the difference. Support you provide should be tailored to your business but could include the following:

- Giving people more control over their work life and providing them with social support. A culture of social support reinforces for employees that they are valued, and can therefore help in your business's efforts to attract and retain people

- People you can count on like family and friends, as well as close relationships, can have a direct effect on health and buffers the effects of various psychosocial stresses, including workplace stress, that can compromise health

- Where possible try to reduce or remove internal practices such as competition, which reduce collaboration and teamwork. This weakens social ties amongst employees and reduces the social support that produces healthier workplaces

- Try to retain an emotional connection between your people and their place of work, rather than just being there to do a job and being paid. People are more likely to like and help others with whom they share some sort of unit relationship, to whom they feel similar, and with whom they feel connected

- Encourage people to care for one another

- Avoid language in the workplace that emphasises divisions between leadership and employees, as this can alienate people and erode any sense of shared community or identity. Use language that is consistent with the idea of community

- Look at flattening jobs so that people are less separated by title

- Use tools and events that bring people into contact in a pleasant and meaningful context such as community service, events that celebrate employee tenure or shared successes such as product launches. This helps build a sense of common identity and strengthens social bonds.

5

Educate

Persuading your senior leaders and line managers to lead on health and wellbeing programmes can seem quite a big demand to make, so you should equip your leaders and managers with the training and resources they need to do so. One of the most important resources is information, more specifically access to staff survey findings. Too often they sit with HR, if not gathering dust then certainly not being as valuable as they could be. Once these have been distributed, managers will need guidance on how to develop action plans for their own teams.

Playing a role in creating a strong culture is about developing an attitude that this is part of their everyday job, not an add on. For that reason, it has to be a key strand of leadership development programmes, along with development of effective communication skills that allow managers to interact with their teams.

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6

Zero tolerance (bullying, discrimination, harassment etc)

Bullying and harassment are still a significant workplace issue. Such behaviour is likely to be unlawful discrimination. Don't tolerate it. Your organisation should send a clear message to all employees that there is a zero tolerance for any type of inappropriate behaviour.

You can help to prevent this behaviour by:

- Putting in place a robust and well-communicated policy and guidance that clearly articulates your organisation's commitment to dignity and respect at work, whether that's directly in work or indirectly e.g. 'cyber bullying'
- Promoting the need for individuals to behave in ways which support an inclusive and tolerant working environment and also challenge inappropriate behaviour
- Promote a positive culture at work for everyone to prevent inappropriate behaviour starting
- Senior leaders having a clear vision and lead by example
- Having a well-designed policy to tackle bullying or harassment, with input from trade unions or employee representatives and communicated to everyone

- Making sure that employees are made aware through induction, training, guidance and other processes, about their rights and personal responsibilities under the policy and understand the organisation's commitment to deal with harassment
- Making sure employees know who to contact if they want to discuss their experiences and to decide what steps to take
- Making sure employees know how to make a complaint and the timescales for any formal procedures
- Monitoring and reviewing your organisation's policy regularly for effectiveness
- Ensuring that line managers understand their role and that they have access to help and support with appropriate confidentiality and sensitivity
- Ensuring all dignity at work or anti-bullying policies are co-ordinated with your organisation's grievance and disciplinary policy
- Ensuring that all employees who make a complaint have access to someone inside the organisation trained for this role or an outside sponsored service
- Offering guidance and counselling to people whose behaviour has been unacceptable, as well as those affected by being harassed.

7

Consult people

It has been consistently proven that a successful health and wellbeing programme needs the workers affected by the programme and their representatives to be involved in a meaningful way in every step of the process, from planning to implementation and evaluation. This principle of worker involvement underlies the internal responsibility system that forms the basis for UK health and safety legislation.

- **Active involvement** – Workers must not simply be consulted or informed of what is happening, but must be actively involved, their opinions and ideas sought out, listened to, and implemented
- **Trade unions** – Due to the power imbalance that exists in most workplaces between labour and management, it is critical that workers have a voice that is stronger than that of the individual worker. Participation in trade unions or representation by regional worker representatives can provide this voice

- **Female workers** – Effort might be needed to specifically include female workers, who may have the least control over their work, and even fewer opportunities for input into decisions than men in the workplace. You might need to consider women-only focus groups to ensure input from them, and to reflect their perspectives in the data. Even in supposedly advanced Western cultures, often women hold more subordinate jobs than men and may simply feel uncomfortable speaking their thoughts in a mixed audience
- **Health and safety committee** – think about forming a joint labour-management health and safety committee, with a mandate to make recommendations to the senior management of your business, related to any health, safety and wellbeing concerns in the workplace. Shifting the responsibility for health and safety to everyone in the workplace, including workers, and away from a total reliance on external government enforcement, has been found to be highly effective. In addition, this involvement will ensure that the specific needs and requirements of the local culture and conditions are incorporated into the health and safety activities in the workplace.

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8

Work-life balance

We all have a part to play in tackling unreasonable demands and deadlines, avoiding a culture of constant overtime and missing breaks. Your company can:

- Consider whether workers' jobs are manageable within the time for which they are contracted
- Make flexible working options workable in your business. ACAS has guidance on many options you can explore, which include compressed working hours
- Apply HSE's Management Standard on the topic of 'demands' to check the effectiveness of your health and safety measures.

9

Be Fair

Perceived unfairness at work is linked to stress because it creates distrust affecting the wellbeing of the workforce. Consider how your company ensures the following processes and procedures are applied fairly:

- Selection criteria such as promotion or redundancy
- Procedures such as performance and discipline
- Recognising and rewarding people for their contributions
- Balancing work and home demands.

10

Embed-normalise

There are a number of factors that ensure sustainability of healthy workplace programmes.

- Ensure that healthy workplace initiatives are integrated into your overall strategic business plan, rather than existing in a silo
- Evaluate and continually improve. After the chosen programmes or initiatives have been developed and implemented, check the efficiency of interventions. Not having this step causes many initially good interventions to be forgotten or not sustained
- Evaluation can be as complex or as simple as resources allow, but it must be carried out, documented, and acted upon in order to ensure ongoing success
- Ensure that if you create specialist positions to divide up the work, that collaboration or communication exists between them. Integrating workplace health, safety and wellbeing into the way your organisation is managed, is the only way to ensure the health of workers and your business at the same time
- Combine health promotion with occupational health and safety interventions to change unhealthy lifestyle behaviours
- Strategic planning must incorporate the human side of the equation, not simply the business case. Measure not only financial performance, but also customer knowledge, internal business processes and learning, and growth of employees

- Create and have senior management accept and use a health, safety and wellbeing "filter" for all decisions. It can be formalised in a checklist until it becomes second nature
- Keep the various components of a healthy workplace in mind when reviewing apparent physical problems e.g. psychosocial issues such as workload and time pressure or personal health issues related to physical fitness and obesity or a lack of primary health care resource in the community. An integrated approach combining work environment directed (both physical and psychosocial), community-directed, and person-directed approaches to examine all aspects of the problem and potential solutions could be effective
- Use your recruitment process to select people with the desired interpersonal and social skills, to ensure that healthy workplace practices have a greater chance of being integrated into everyday work
- Try to avoid people taking shortcuts or using less-than-healthy interpersonal skills to get work done by having performance management systems that set behavioural standards as well as output targets. This can reinforce the desired behaviour and recognise people who demonstrate behaviours and attitudes that lead to a healthy workplace culture
- Have key workers and supervisors demonstrate appropriate healthy workplace attitudes and behaviours.

Conclusion

11

Prevention of ill-health

There is consensus that investing in the likes of Employee Assistance Programs and Mental Health First Aiders isn't the most effective way to prevent ill-health in your workforce. It is much better to focus on the root causes and stop issues arising. It's never too late to prevent ill health. Some steps you can take are:

- Make simple adaptations to peoples' working days which involve more movement
- Create an open and trustworthy environment within the workplace to improve mental health and therefore quality of work and colleague relationships
- Provide staff with mental health awareness education and training
- Encourage a good work-life balance including focusing on enough sleep

- Provide facilities for your workforce to get their cholesterol and blood pressure checked or encourage them to do this outside of work
- Help your workforce make healthy food choices by removing sugary items or highly processed foods from vending machines and the like. Encourage them to bring in homemade meals prepared with fresh, healthy ingredients
- Provide facilities so that they can drink plenty of water throughout the day
- Conduct regular workplace monitoring to ensure that your workforce is safeguarded against occupational injury and occupational health diseases
- Discourage excessive drinking or smoking. Provide relevant sign-posting for those that need help.

This guide to wellbeing at work aspires to help everyone to thrive at work. Good wellbeing at work and good management go hand in hand.

Our eleven Tips are designed to help you approach the creation of a healthy workplace like other business planning practices, with everyone able to be involved.

Ending the silence of suffering by breaking stigma and looking after our mental health is a collective challenge in which we all have a role.

Factsheet:
Understanding more about an Employee Assistance Programme

Unless your organisation already provides employees access to confidential counselling services, you may want to consider introducing an Employee Assistance Programme (EAP).

What is an EAP?

EAPs provide confidential information, support and counselling to staff with personal or work-related issues. Services are commonly accessed via a central 24/7, confidential telephone advice line and commonly include advice, information and support on relationship problems, addiction, caring responsibilities, financial and legal matters. Coaching, career and leadership development support may also be available, subject to the contract you arrange. Many EAP providers also offer web resources and secure online live chat features.

Governance

The professional body for the EAP industry in the UK is the Employee Assistance Programmes Association (EAPA). They are responsible for promoting the interests of the industry, setting standards and fostering the development of EAPs. They also publish various documents including EAP Guidelines, Buyers Guide and Standards of Professional Practice.

The professional body for the counsellors who are employed or contracted by an EAP is the British Association for Counselling and Psychotherapy (BACP).

Service agreements

The most common uses of an EAP among the surveyed organisations are for depression (57%), and coping with family events (56%). Workplace issues are less reported – difficulties with line managers (20%), workplace restructure (15%), bullying (6%). EAPs are also seen as an important resource for managers looking for support. In the research, 68% say it's being used by managers asking for support on how to manage workplace issues, for management consultation (49%) and management information on employee and organisational interventions (44%). However, not all employers are aware they have an EAP as part of an existing arrangement. So do check any existing insurance arrangements you currently provide. If you are unsure, speak to an independent employee benefit advisor or the EAPA.

EAPs are typically priced based on a per capita cost per employee and the type of services you choose. These can be summarised as follows:
- Basic helpline and online services
- Helpline and online services, with structured (short-term solutions focused) telephone counselling services (typically up to 8 phone-based sessions)
- Comprehensive EAP with helpline, online services and structured [short-term solutions focussed] telephone and face-to-face counselling services (typically up to 8 sessions). This is the most commonly provided service chosen by employers.

Factsheet
Quick support references for individuals

If you or someone you know needs urgent help, support or someone to talk to, there are many confidential services available. Your company may also provide a 24/7 helpline, which you should publicise. All services have staff who are trained to listen and not to judge.

Samaritans: 116 123
The Samaritans offer a safe place for you to talk any time you like, in your own way – about whatever's getting to you. 24/7 support for people who are in despair or suicidal.

National Counselling Society: www.nationalcounsellingsociety.org/find-counsellor
As a Supporter, your organisation has access to The National Counselling Society (NCS). The NCS deliver a free assessment and up to 8 counselling sessions at a fixed rate of £30 per session for all Supporters.

To find a counsellor that is partnered with Mates in Mind, please go to the NCS website, search the location you need and then refine your search by selecting the drop down list "Charities we work with" and select Think, Talk, Together. This will populate a list of counsellors who work with us.

Mind Infoline: 0300 123 3393 (or text 86463)
The team at the leading mental health charity Mind can provide information on a range of topics including types of mental health problem, where to get help, medication and alternative treatments.

Campaign Against Living Miserably (CALM): 0800 58 58 58
CALM provide a helpline for men in the UK who are down or have hit a wall, who need to talk or find information and support. The helpline is open 5pm–midnight, 365 days a year. They also offer a webchat service between the same hours.

Prevention of Young Suicide (Papyrus): 0800 068 41 41
Papyrus provide confidential help and advice to young people and anyone worried about a young person. Their HOPELineUK service is staffed by trained professionals who give non-judgemental support, practical advice and information to; children, teenagers and people up to the age of 35. They can be contacted on 0800 068 41 41, by email: pat@papyrus-uk.org or SMS 07786 209697

The Silver Line: 0800 4 70 80 90
The Silver Line is the only free confidential helpline providing information, friendship and advice to older people, open 24 hours a day, every day of the year.

Workplace mental health support service: 0300 4568114
Provided by Remploy, in partnership with Access to Work, WMHSS offers a free and confidential support service to help you remain in your job when it is being affected by stress, anxiety, depression or other mental health issue (whether diagnosed or not). If you are finding work difficult or you are absent from work their advisors will help you make a wellbeing plan and support you with workplace adjustments, including how to get support from your employer.

Zero Suicide Alliance: www.zerosuicidealliance.com/ZSA-Resources
The Zero Suicide Alliance (ZSA) is a collaboration of National Health Service trusts, charities, businesses and individuals who are all committed to suicide prevention in the UK and beyond. The ZSA is ultimately concerned with improving support for people contemplating suicide by raising awareness of, and promoting, suicide prevention training.

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No-one should be injured or made ill through their work.

Our mission is to keep people as safe and healthy as possible in their work through education and practical guidance. We look forward to working with you to achieve this goal.

If you have any enquiries or require further information, please do not hesitate to contact us.

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