



A well new world

Workplace wellbeing today and tomorrow
March 2018



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A large crowd of people, primarily dressed in red, has gathered to form the word "PARTY". The letters are formed by the bodies of the people, with their shadows cast onto a light-colored ground. The letter "P" is on the left, "A" is in the center, "R" is to the right of "A", and "T" is on the far right. A few individuals are standing alone or in small groups outside the main formation.

PARTY



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150
organisations

10,000
individuals

Employees
who are
well
...feel confident and
empowered to make
changes in their personal
and professional lives.

Welcome from Moving Ahead

Since 2014, we have worked with more than 150 organisations and nearly 10,000 individuals across a variety of mentoring and development programmes, helping to bring about change in individual careers, and across organisational diversity, inclusion and culture.

We see wellbeing as a vital element in this landscape. Employees who are well – physically, psychologically and socially – feel confident and empowered to make changes in their personal and professional lives. They are also, as this report proves, more productive, creative and engaged, helping their organisations achieve greater success.

Although still a relatively new idea, organisations are working hard to positively influence their employees' wellbeing, initiating strategies, programmes and activities with varying levels of success. What started as a weekly exercise class and free fruit has evolved. Wellbeing is no longer simply an engagement activity or a tick in a box; it is integral driver of organisational strategy and performance. Yet, there is no consistent framework to help organisations channel their efforts and create a culture of wellbeing from the ground up, and there is no single, proven way to effectively measure success and therefore secure ongoing support. Despite great work happening in this space, there is still much to do.

At Moving Ahead, wellbeing is part of our culture. We employ a number of athletes, former athletes and wellbeing professionals, many of our staff members work flexibly, and our offices on the banks of the River Thames in Oxfordshire allow for fresh air and exercise during the working day. However, we are keen to learn what benefits a truly integrated approach to wellbeing might yield, and want to role model positive practices to the very best of our abilities. So, in the spirit of the growth mindset which underpins everything we do, we embarked upon this third research programme in the hope that the results would be as illuminating for us as for you. And we weren't disappointed.

From our research into inclusive leadership, networks and mentoring we know that open, honest conversations between two or more people has the power to instigate real, long-term transformation. So we were delighted to find that conversation is already being used as an effective tool in workplace wellbeing strategy.

However, we believe it has much more yet to yield. Wellbeing has yet to become embedded as a theme within the mentoring conversations we facilitate and support, and there are many more ways that dialogue and connection can be used to move individual and organisational wellbeing ahead, as you'll see.

As always, this report has been very much a collaborative effort. Our wellbeing co-leads Ashleigh Wallace and Lizzy Nichol have brought their experience within the worlds of sport, strategy, holistic and corporate wellness, to the table. And we are proud to be able to bring you first-hand experiences of those working in wellbeing within a variety of private and public sector organisations. We owe much to these collaborators who have been so generous with their time and insights. Thank you. We hope you enjoy reading and digesting this work as much as we have enjoyed creating it.

Best wishes,

The Moving Ahead wellbeing team



Liz Dimmock, CEO and Founder,
Moving Ahead and Women Ahead



Ashleigh Wallace,
Wellbeing design and delivery



Lizzy Nichol, Wellbeing research,
design and delivery lead



Innovative
fresh
approach

holistic
view

Wellbeing
Strategy is
core
to our culture

Welcome from Mizuho International

At Mizuho International we are passionate about wellbeing and believe it is vital to take a holistic view of our employees' experience in the workplace. We therefore take an integrated approach to our wellbeing strategy, which is core to our culture.

Our wellbeing offering includes annual health screens, private medical insurance and an employee assistance programme, as well as fruit baskets and on-site yoga. We run a range of specialist talks from how to support employees with cancer to sleep hygiene, mindfulness and nutrition, and we also host on-site financial advice and mortgage surgeries. In recent years we have increased our financial wellbeing options and also enhanced our family-friendly policies, including our company pay for maternity and shared parental leave. We will shortly be rolling out an app to all our employees that can provide almost instant access to a medical professional.

The journey of establishing a formal wellbeing programme started with physical health and has progressed to mental health and, more recently, to nutrition. We are now looking to build out our financial wellbeing offering, and how we can impact wider cultural and environmental change in communities. As an example, through our fruit provider we have planted 940 fruit trees in Malawi.



Making the most of our physical space has also contributed to our wellbeing strategy. We moved into our state-of-the-art offices in 2016 and have been able to take advantage of a modern, healthy workplace design. Our desks are ergonomic, our chairs are orthopaedic and attention has also been given to our office lighting.

We've found that it's important to be innovative when it comes to wellbeing, keeping our content and approaches fresh so we don't saturate our employees with similar topics. Providing a wide range of options and topics has ensured that we have high participation. Our lunchtime talks are always very well attended, and we like to think it's not just because of the free healthy lunch!

We are delighted to be sponsoring this research project. It allows us to understand current trends and consider new approaches. Like other participants we are continually looking for opportunities to grow and develop our wellbeing offering, particularly in relation to financial wellbeing, and how we can assess our return on investment. We look forward to further discussions around how a fully embedded wellbeing strategy can better support, engage and motivate our employees, and ensure we create opportunities for them to grow and reach their full potential.

Mizuho International

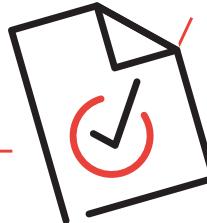


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If you only read two pages

Organisations investing in **employee wellbeing quadrupled** between 2006 and 2016, however **more than half** have **yet to implement** a coordinated plan or strategy

x4



66

Only **17%** of organisations are evaluating the impact of their wellbeing spend; those most likely to have a formal wellbeing strategy in place

99

£100billion

140 million working days are lost to sickness absence each year, at a cost of **£100 billion**



Organisations are initiating an increasing array of **interventions** aimed at **psychological health**, including campaigns, mental health first aid and leadership training, workshops/seminars and networks





Workplace wellbeing approaches are shifting

From **reactive** to **proactive**



From **physical** to **psychological**



From **individual** to **cultural**



From **fragmented** to **holistic**



From **single** to **shared ownership**



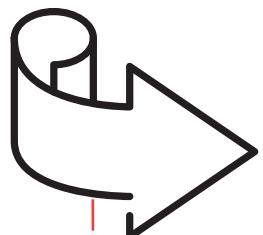
‘

The biggest asset your organisation has is its people; the biggest asset they have is their health and wellbeing – so it makes good business sense for you to look after it’
Investors in People, 2014

‘

1 / 3

employees has a long-term health condition; of which **42%** feel that their condition affects their work



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Continued...

The Moving Ahead definition of wellbeing:

'Wellbeing is a desired positive state in which an individual has the energy to realise their own potential, work productively across every aspect of their life and contribute positively to their family, organisation, community and society at large. Wellbeing is the outcome of a complex and dynamic mix of physical, psychological, social, environmental and financial factors that continually influence how an individual reacts and responds to the challenges, opportunities and stresses of everyday life.'



Look out for these ten trends in workplace wellbeing:

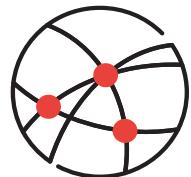
1. Flexible working
2. Sleep
3. Financial health
4. Managing technology
5. Healthy workplace design
6. Wellbeing networks
7. Wellbeing mentoring
8. Leader wellbeing
9. Storytelling
10. Harnessing data

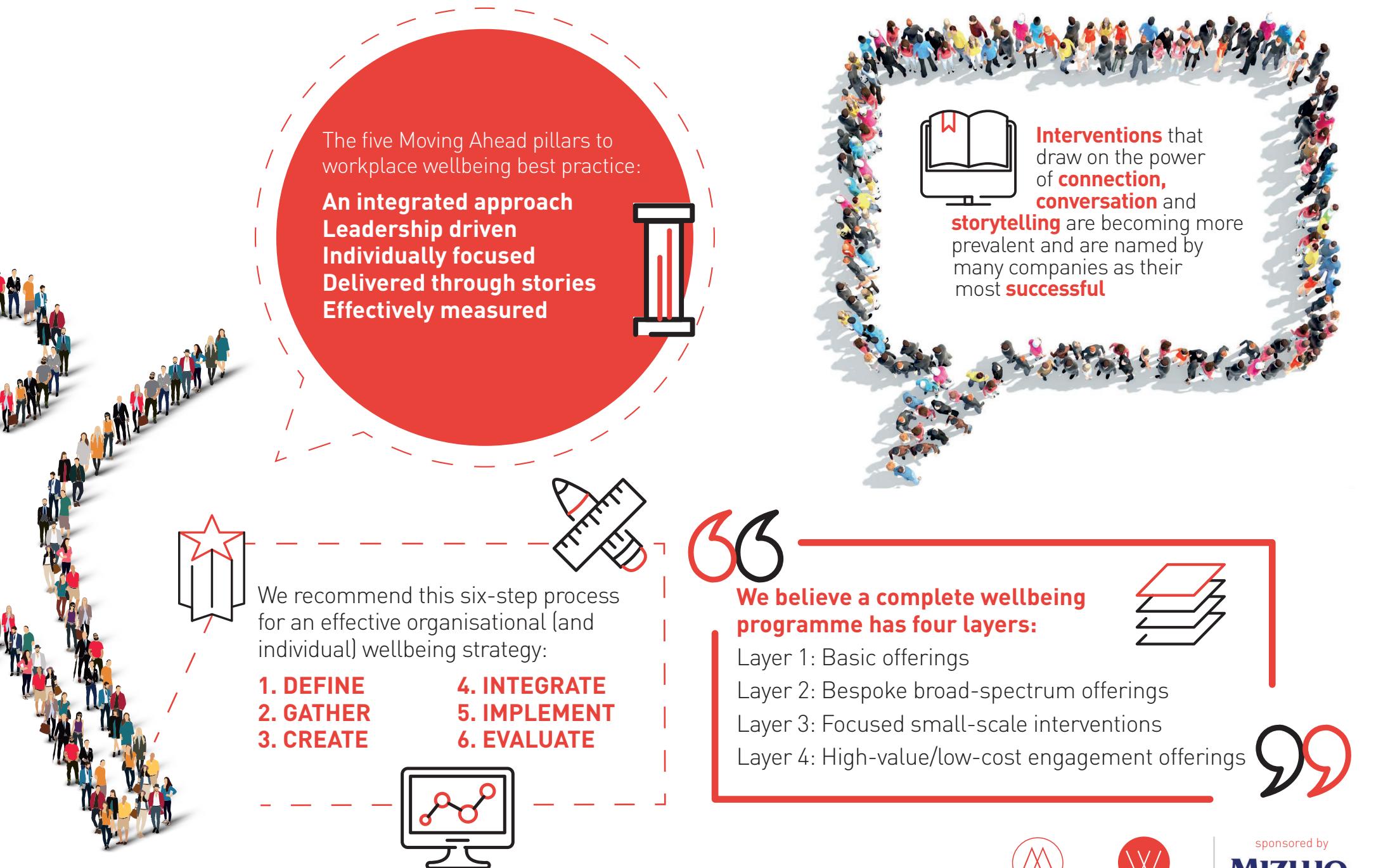


5 Five dimensions for exploring workplace wellbeing:

These thrive when built on a foundation of strong company culture, leadership and change management.

**Physical | Psychological |
Social wellbeing | Financial |
Environmental**





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About this research



In embarking on this research programme, our purpose was, quite simply, to learn as much as we could about the landscape of workplace wellbeing in the UK – past, present and future – for the benefit of our own team and the organisations and individuals we work with.

In particular, we have sought to better understand the rationale and drivers for investment into workplace health and wellbeing, the range of services both on offer and being utilised, and the relative success of current programmes and measurement techniques. Our second aim was to identify best practice, and develop and share practical recommendations with our clients and partners.

Over the past two decades, attention has increasingly focused on the human and financial costs of poor physical and mental wellbeing. As a result, businesses are becoming more aware of their role in creating a healthy workforce and a positive workplace culture, and we have seen an increase in investment into wellbeing solutions and the corporate wellness service market. However, views as to whether organisations investing in corporate wellbeing

programmes are seeing the positive return they desire are considerably mixed. Studies, such as those reviewed as part of this research programme, identify conflicting research that both supports and challenges the impact of employee health and wellbeing programmes. Reports also indicate a decline in the rate of growth of investment in these programmes, coinciding with the slowing of the overall economy in recent years.

As with all previous Moving Ahead research programmes, we took a theory-meets-practice approach. We combined an academic, desk-based literature review with practical real-world insights from around 30 in-depth, semi-structured interviews with those 'on the ground' in workplace health and wellbeing. These organisations span more than ten different industry sectors, from finance, healthcare and professional services, to tech, publishing and government, providing a varied – and holistic – view of the current workplace wellbeing landscape.



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Businesses are becoming
more aware of their role in
creating a healthy workforce
and a positive workplace
culture







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What is wellbeing?

A general definition

As interest and focus on wellbeing as a concept continues to grow, a consistent definition of the term ‘wellbeing’ becomes ever more difficult to achieve. It can loosely be traced back to Aristotle’s notion of eudaimonia, mostly commonly translated as ‘**human flourishing**’. Yet in the modern age, researcher Jennifer Thomas argues that wellbeing is ‘intangible, difficult to define and even harder to measure’.

Here are some of our favourite definitions:



‘Wellbeing is a balancing process between skills/resources and challenges’

1 Giant Mind



‘Wellbeing is the state of being comfortable, healthy or happy’

Oxford English Dictionary



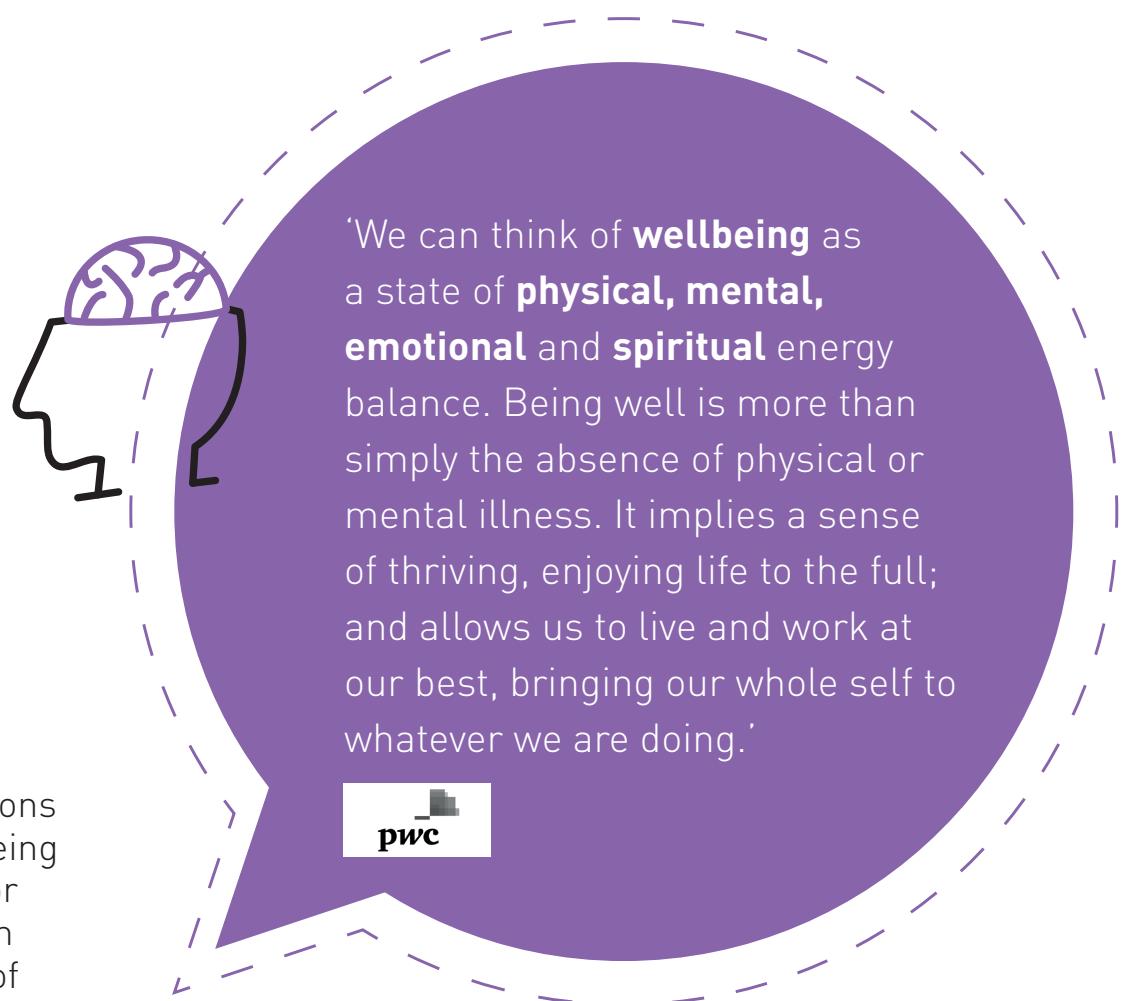
‘Feeling good; functioning well’

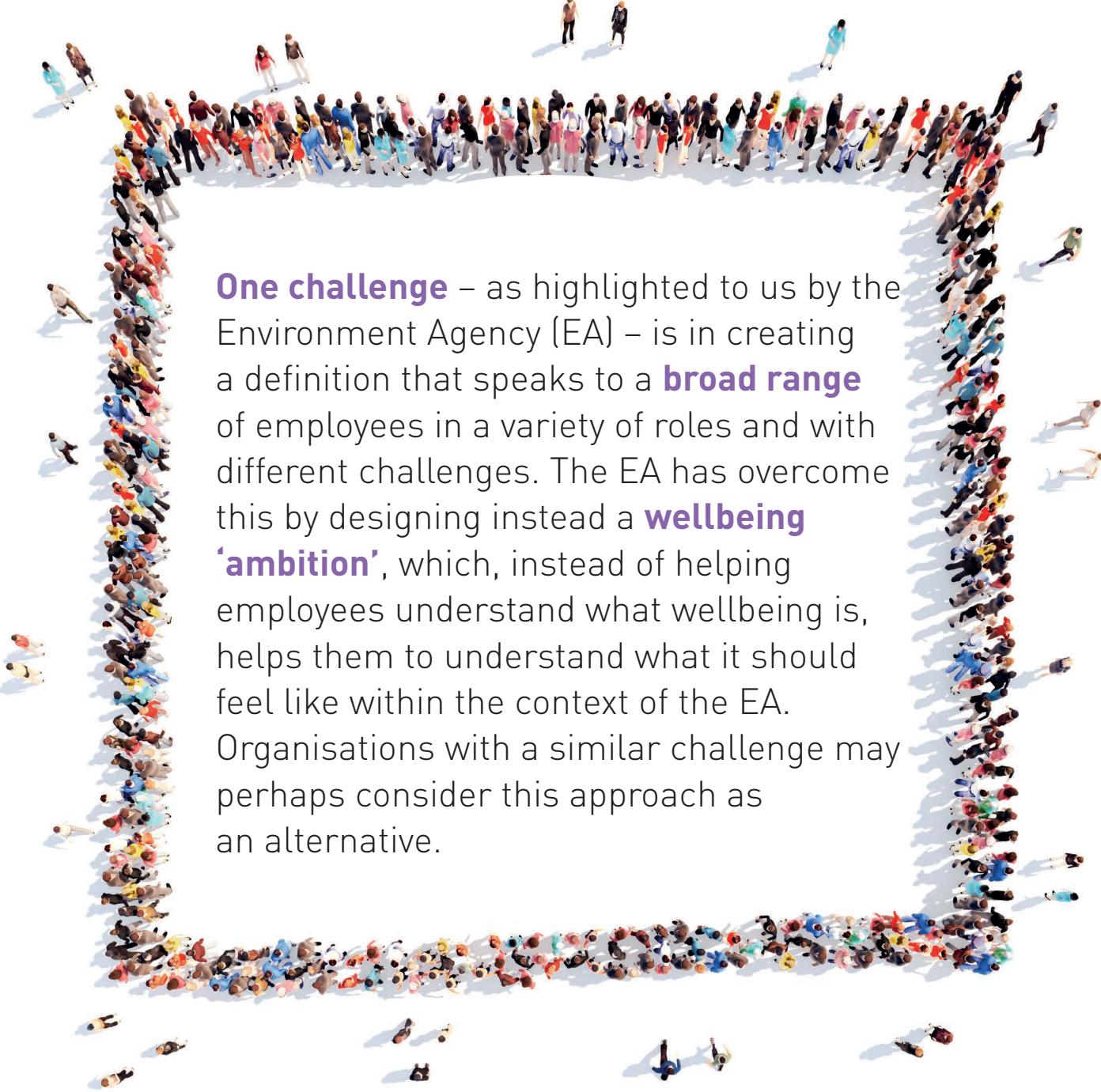
Aked et al, 2008

A definition of wellbeing, of course, also depends on the domain in which it is being considered and who it is being considered by. For some, the notion of wellbeing will focus on mental health, for others the emphasis will be more physical, and for others it will be a combination of a number of areas, such as the physical, economic, social, emotional and psychological wellbeing offered by the Centre for Disease Control (CDC).

Organisational definitions

Our interviews revealed that while many organisations have a clear idea of why they are engaged in wellbeing activities, and what constitutes overall wellbeing for their staff, very few have set out an actual definition of what wellbeing really means within the context of their business. In taking the time to develop and secure support for a bespoke definition – something that speaks to its unique values and vision – an organisation can create a solid basis for their wellbeing strategy; a stake in the ground that can be delivered, communicated and measured against. Creating a wellbeing definition might also help to open the wellbeing conversation and prompt individuals to consider what wellbeing means for them.





One challenge – as highlighted to us by the Environment Agency (EA) – is in creating a definition that speaks to a **broad range** of employees in a variety of roles and with different challenges. The EA has overcome this by designing instead a **wellbeing 'ambition'**, which, instead of helping employees understand what wellbeing is, helps them to understand what it should feel like within the context of the EA. Organisations with a similar challenge may perhaps consider this approach as an alternative.

The World Health

Organization's definition:

'An overall state of health and happiness at the biological, psychological and social levels'

The World Health Organization's definition is based on the **biopsychosocial** model of health first introduced by American psychiatrist George Engel in 1977 as a reaction against the prevalent biomedical perspective on disease used throughout most of the 20th century. The model is useful in that it recognises that health issues are seldom limited to one domain of human experience.

The scientific reality is that physical and mental health are inextricably connected, as the body and mind are linked and continually interact. Wellbeing is therefore a complex and highly individualised phenomenon, with personal wellbeing shaped by a varying range of factors including physical and mental health, personal circumstance, social positioning, environment and relationships. From a workplace perspective, wellbeing is also influenced by contextual factors, including the working environment, organisational culture and how individuals within an organisation communicate and interact.

At Moving Ahead we have developed the following definition of wellbeing:

'Wellbeing is a desired positive state in which an individual has the energy to realise their own potential, work productively across every aspect of their life and contribute positively to their family, organisation, community and society at large. Wellbeing is the outcome of a complex and dynamic mix of physical, psychological, social, environmental and financial factors that continually influence how an individual reacts and responds to the challenges, opportunities and stresses of everyday life.'



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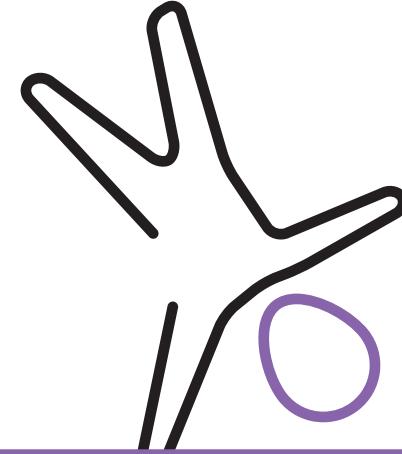


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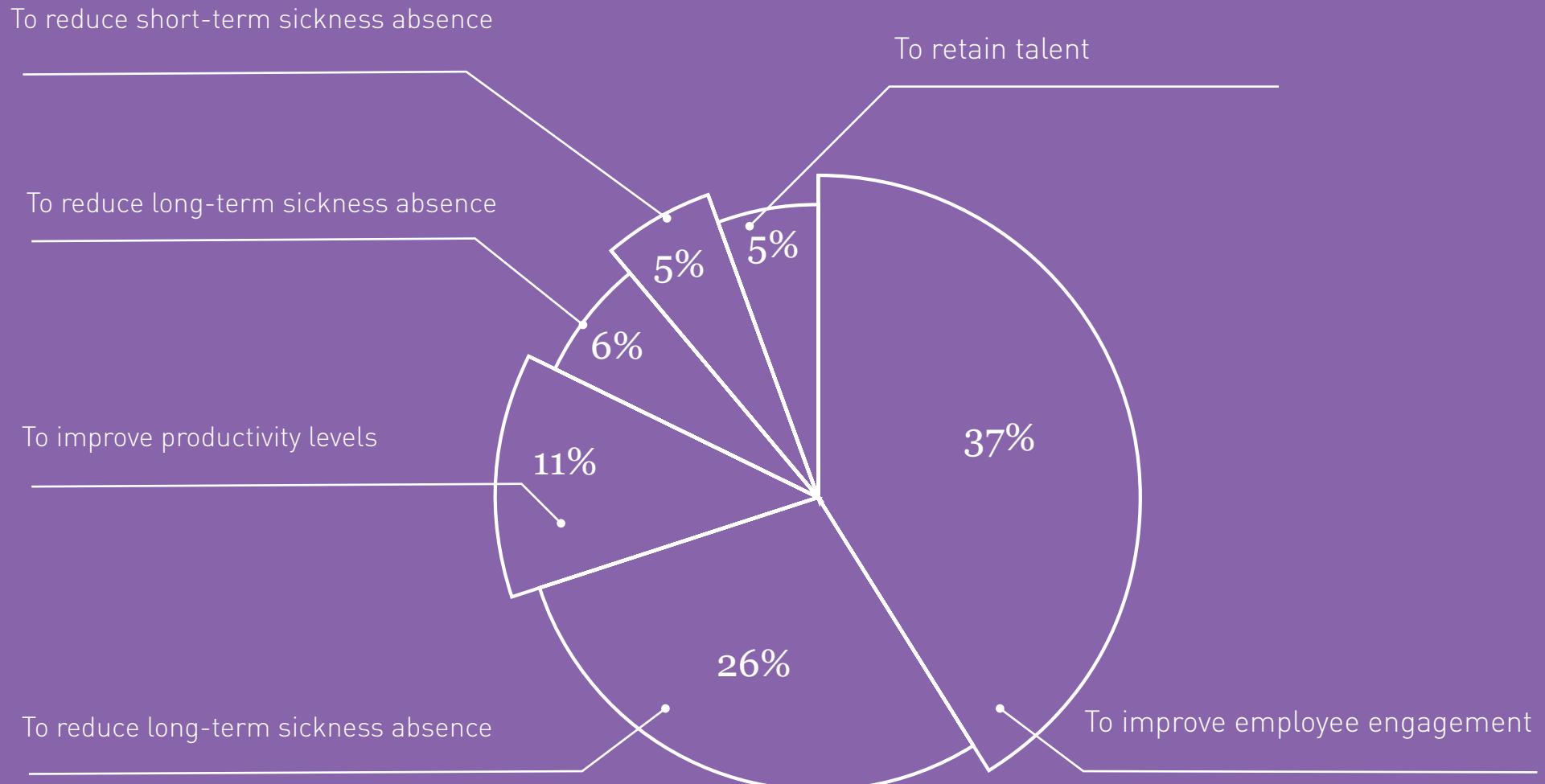
Why invest in wellbeing?



'The biggest **asset** your organisation has is its **people**; the biggest asset they have is their **health** and **wellbeing** – so it makes good business sense for you to look after it'

Investors in People, 2014

Reasons employers give for launching their wellbeing strategy



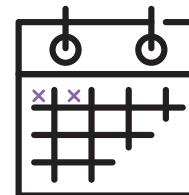
(Source: REBA 2017 Wellbeing in the Workplace)





Because there are significant benefits

The workplace health and wellbeing agenda has grown rapidly in recent years, with academic and practical research in the field maturing significantly. The message is consistent: A healthy workforce will be more productive, more creative, happier and more engaged. Employers who look after the health and wellbeing of their staff will lower the cost of sickness absence, reduce the number of sick days within their workforce, have a lower turnover of staff and reduce recruitment costs. In addition, taking positive action to create a working environment that promotes the importance of health and wellbeing and nurtures a culture of inclusive leadership, open conversation, respect and trust will maximise the benefits of a healthy workforce.



**300,000
PEOPLE**

1 in 3 employees has a long-term health condition; of which **42%** feel that their condition affects their work (**Steadman et al, 2015**)

7% of employees take long-term sickness absence, lasting **2** or more weeks (**Steadman et al, 2015**)

More than **300,000 people** per year fall out of work and onto health-related state benefits (**Black and Frost, 2011**)

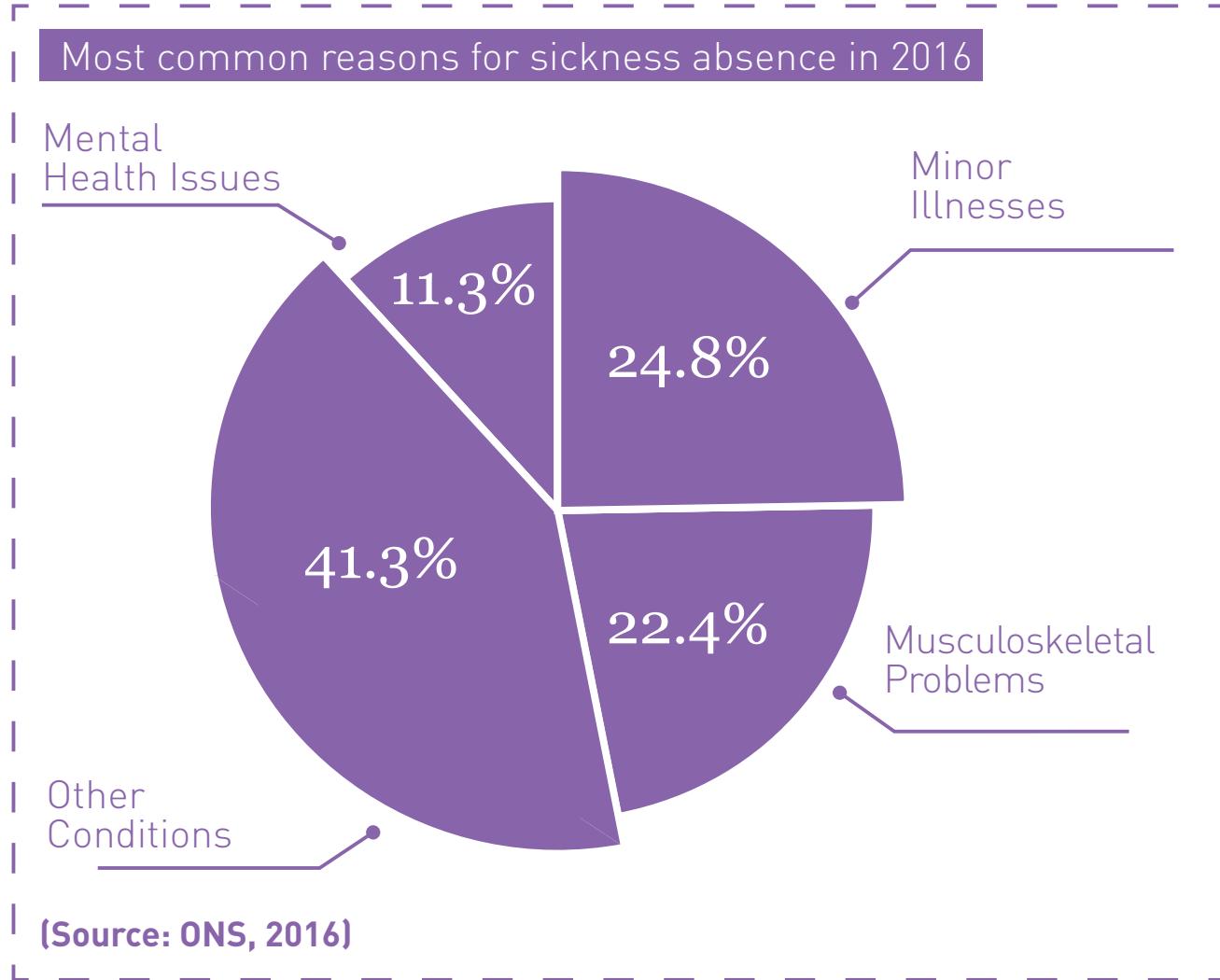


Because it's costing us

The Work Foundation points out that the UK government is faced with two core industry challenges: to grow productivity and decrease deficit. Critical to the achievement of both of these goals is the health of the UK workforce. 140 million working days are lost to sickness absence each year, at a cost of £100 billion. In the past few years additional costs relating to 'presenteeism' have also become evident as employees continue to work through illness (particularly mental health-related). With these costs rising, the pressure for organisations and employers to find cost effective and practical ways of recruiting and retaining a healthy workforce are becoming increasingly important and critical to business success.



140 million working days are lost to sickness absence each year, at a cost of £100 billion.



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Because it combats absentee- and presenteeism

The need for employees to 'do more' is leading to a culture of stress, which is heightened by the technologically-driven 21st century lifestyle that makes it difficult to 'switch off'. Absenteeism figures are currently, and interestingly, remaining stable, but this is largely due to an increase in the issue of 'presenteeism', whereby employees continue to work even though they are ill. High levels of presenteeism are associated with a culture of long working hours, and are also heavily associated with stress-related absence and mental health problems.

41%

£9BN
/YEAR

£30BN
/YEAR

41% of companies say that long-term sickness absence has increased over the past **2 years** (**EEF, 2016**)

Employers spend **£9 billion** in sick pay every year (**Black and Frost, 2011**)

Lost productivity through presenteeism equates to **£30 billion per year** (**Black and Frost, 2011**)

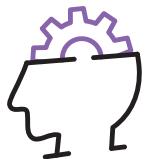


Because it enhances performance

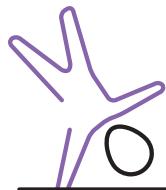
A 2014 review of workplace wellbeing literature identified a link – although not necessarily straightforward and consistent – between employee wellbeing and job performance. In order to enhance this performance, employers should focus on developing wellbeing across three core areas:



Cognitive abilities and processes



Employees' attitudes to work



Physiology and general health

99

Organisational wellbeing links to low employee turnover and high employee performance
(Cotton and Hart, 2003)

Employees in good health can be up to three times more productive **(Vaughan-Jones and Barham, 2010)**

80% of people said they would feel more positive towards their employer if they offered better health and wellbeing benefits
(Investors in People, 2014)



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Because it drives innovation and creativity

In her well-known 'broaden-and-build' theory (2003) American psychology professor Barbara Fredrickson concluded that an increase in positive emotions leads to a broader thought-action repertoire, ultimately leading to more creative, flexible, integrative and open thinking patterns. In a climate of economic uncertainty, where reduced budgets has resulted in a reduced workforce and a reliance on fewer people to do more, organisations are realising that there is an increased need to develop creative and innovative solutions. Wellbeing strategies and policies are being seen as a positive way to achieve these goals while also driving organisational performance.



'The values of the company drive effective interventions. Our company purpose – Everyone Better Off – is at the very core of our being. For us to not do, or approach D&I and wellbeing in the way that we are doing, would undermine that purpose.'



Because it improves quality of decision-making

A large, UK population study by Llewellyn, Lang et al in 2008 looked at cognitive function and psychological wellbeing. Results showed that psychological wellbeing may make socialising, intellectual and physical activities more likely, which in turn influences levels of cognitive function and decision-making skills. In contrast, when levels of the stress hormone, cortisol, are high, quality of thought is compromised. The benefits are clear: a well workforce makes better decisions and takes better actions.





Because it supports diversity and inclusion

Inclusion and wellbeing are inextricably linked. Previous Moving Ahead research revealed that feeling excluded can lead to negative effects including increased self-defeating behaviour, reduced pro-social behaviour, impaired self-regulation and overall reduced wellbeing. Even subtle exclusion can have a profound impact upon an individual and can result in them being unable to show up at their best, integrate into the group and positively contribute. By creating cultures in which people can be well, organisations are simultaneously driving diversity and inclusion.

**By 2025, millennials
(born in 1983 or later)
will make up 75%
of the workforce**



Because it supports changes in the workforce

By 2025, millennials (born in 1983 or later) will make up 75% of the workforce, but – due to the UK's ageing population – employers will also see a rise in the proportion of older workers. Later retirement and an increasing number of chronic conditions means the number of people with a long-term health condition is predicted to increase to 40% by 2030 (from 33% in 2015). With a more age-diverse workforce, and different perspectives and expectations from both younger and older employees, organisations will be forced to move away from a one-size-fits-all approach to wellbeing, investing instead in flexible, highly individualised and strategic solutions that will attract, retain and care for employees of all ages, enabling them and the organisation to thrive.



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Because it makes business sense

Taking action to reduce the financial cost of ill-health and long-term sickness, and keep employees healthy and at work longer and more often, will lead to high levels of cost savings and greater levels of productivity. Research by Professor Alex Edmans of the London Business School showed that **organisations with high levels of employee wellbeing outperformed the stock market by around 2%–3% per year over a 25-year period**. Our interviews also highlighted that wellbeing serves to strengthen an organisation's purpose. For example, many public service companies in which people are the product in a very real way, focus on the fact that employees who are healthy and engaged are able to better serve their clients and represent their companies.

99
Organisations with high levels of employee wellbeing outperformed the stock market by around 2%–3% per year over a 25 year period



Because it's the right thing to do

Our interviews highlighted what we consider to be some important points regarding workplace wellbeing. Interviewees across the board were well aware of the cost-benefits of nurturing employee wellbeing as highlighted by our literature review – factors including reduced absence, increased productivity and engagement, and an enhanced corporate culture. However another less tangible factor came to light: something akin to, 'Because it's the right thing to do.' Alongside a healthy regard for the financial return of wellbeing, there was a strong and genuine ethical and purpose-driven undercurrent to wellbeing activities.



'Each iteration of our wellbeing strategy has felt like the right thing to do. Improvements have been steady, but when you wrap them all up together you can see the general intent with us as an organisation; that whatever your strengths and challenges are as an individual, we will embrace them in a way that encourages you to give your best.'





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**Fewer than half of employers
in the UK have a coordinated
wellbeing plan or strategy**

Some companies remain unconvinced

With increasing recognition that organisations and employers benefit greatly from a healthy workforce, it is unsurprising that organisational focus on employee wellbeing is increasing rapidly and significantly. People are the most important business resource and successful organisations are proactive in ensuring that their people remain healthy, well and able to thrive in their role. Yet, despite the evidence, many organisations have not fully embraced the concept of employee wellbeing. Fewer than half of employers in the UK have a coordinated wellbeing plan or strategy. A higher proportion of organisations offer some form of employee assistance – for example access to counselling services or subsidised gym membership – but there is still a long way to go in terms of developing integrated wellbeing strategies that recognise the need for an holistic approach to employee health and wellbeing.



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We asked:

What are your drivers for investing in workplace wellbeing?

This is how organisations we interviewed responded:

99%
‘As an organisation we are like a family. That’s our culture. And ensuring that our employees are both well and engaged is really important to us.’



‘We’re proud of our **inclusive culture**; it’s what sets us apart as an employer. If we didn’t invest **time** and **effort** and **energy** into wellbeing, that culture would suffer.’



‘When we looked at why we needed to put a wellbeing strategy in place, there’s a lot of **external evidence** in terms of **cost** to business, increased levels of **stress**, loss of **working days** and loss of **performance** for employees. There is also wanting to become a leading employer and making sure we’re supporting people.’



'Our drivers are **employee engagement**, and that comes back to our company values focusing on our **people**. This is a very **nurturing** organisation and a family company. We nurture **skills** within our employees that they can take home and share with their own families.'



'Our drivers for investing in employee wellbeing have always been **commercial**, **ethical** and **social**, and **moral**.'

Michael Page



'We want our people to be able to bring their **whole self** to work and feel more **empowered** to speak up about any issues.'



'We are a **people-driven** organisation and we need the best for our people.'

Linklaters

'For us having a really **credible**, embedded wellbeing offer for our people is absolutely central to delivering our **values**. We really stand on the **quality** of our people, the **experience** they provide when they are working with our clients and, ultimately, the fact that they are able to bring the best of themselves to what they do. Their wellbeing is completely **intrinsic** to who we are and what we do.'



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Special insight: The future is agile

By Kate Millward,
Diversity and Inclusion
specialist, Moving Ahead

Kate has worked in HR for more than 10 years and is a diversity and inclusion specialist. Her most recent role was as Global Head of Diversity and Inclusion (D&I) specialist at Freshfields Bruckhaus Deringer. She has contributed to the work of leading diversity organisations, including the Professional Services Firms' Initiative within the 30% Club, supporting efforts towards increasing gender balance in law firms, accountancy and consultancy.

Agile working reaps many great rewards, not just for individuals but for employers, too. In my experience within HR and D&I, I've found that flexible workers are loyal, engaged and willing to go the extra mile when needed.

Organisations have come a long way in their approach to agility but there's still more to be done to fully realise all the benefits. But the good news is that, if we can get it right, agile working could really help move the D&I agendas of businesses in the right direction.

Whatever form of agility we are talking about – part-time, compressed hours, home working, annualised arrangements or term-time working – they all support employees in achieving the sense of balance they need, which in turn improves their wellbeing. Previously thought of as a 'women and mother' issue, agile working is now recognised as a matter of importance to employees of both genders and all generations. It is evolving to become part of the critical business conversation around what it means to have an inclusive workplace.

Agility can only thrive with certain conditions. First and foremost, successful agile working springs from a culture in which dialogue around work-life blend challenges and solutions can happen. In my experience, employees are often nervous to broach the subject of agility, for fear of it reflecting poorly on their commitment and hindering their progression within an organisation. Bringing people together to share experiences of what isn't working, and hear success stories from others within the organisation, including those at a senior level, is invaluable. This is why mentoring can often work well as a precursor to agile working conversations.



Secondly, successful agile working demands flexibility – on both sides. Employees need to be aware that the flexible working arrangements suitable for different roles may vary and that, at times, business demands can make it difficult to stick rigidly to arrangements. Employers, on the other hand, must recognise that the needs of their employees can shift with time. For instance, the agile working needs of a mother can change as her children grow up, perhaps moving from part-time to flexi-time. The key is ensuring an open and ongoing conversation around agile working.

There are other factors too. Agile working can only succeed where there is mutual trust and respect between employee and employer. And practically, I have found workable solutions can be achieved quicker and more effectively if employers set out a range of options for employees to consider, while allowing for individual creativity. For someone making a flexible working request for the first time, being presented with a blank sheet of paper can be rather daunting.

99

Successful agile working springs from a culture in which dialogue around work-life blend challenges and solutions can happen



What's essential is that organisations continue to develop their thinking on agile working. The influx of millennials into the workplace is only set to increase. This generation want inclusive cultures, they value open communication, real-time feedback, collaboration and – of course – agility. The numbers of those caring for a loved one are set to rise with the ageing population, and they too are seeking agile working solutions. And, with the government seeking to encourage a higher take-up in shared parental leave, we will – hopefully – see more fathers requesting greater agility.

In offering employees the solutions they need, organisations are creating the environment for D&I and wellbeing to leap forward organically. So, in that sense, agile working really is a broader business issue, and should be approached as such.



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How is the focus of wellbeing shifting?

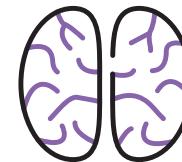
‘Employee wellbeing is still primarily focused on physical and mental health. But for those at the vanguard, employee wellbeing is becoming the new total reward, the new employee engagement. These forward-thinking reward and employee benefits practitioners consider wellbeing to encompass broader emotional and financial health too.’

REBA, 2017



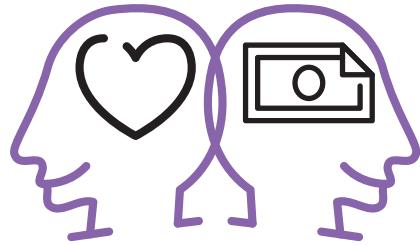
From reactive to proactive

2017 research by Deloitte concluded that as the relevance and impact of workplace wellbeing has been increasingly understood over the years, there has been a visible shift in the approach being taken by employers. This shift has seen employers move from a **largely reactive** approach of addressing and **managing sickness absence**, to a much more **proactive** approach that recognises the importance of employee **engagement** and the **positive** impact of a **healthy** and well workforce.



From physical to psychological

There has also been a shift away from **functional** and physically-based early approaches that primarily sought to address sickness absence by supporting employees in eliminating **unhealthy behaviours** (such as smoking, alcohol and drugs) and **promoting healthy eating**, exercise and medical care. While physically-related health issues – for example obesity – are still a big cause for concern for employers, the huge increase in the prevalence of mental health conditions has shifted the landscape. Organisations such as MIND have become much more visible over the past few years with campaigns such as ‘Time to Change’ aimed at raising **awareness of mental health** as a topic and breaking down the stigma associated with mental illness, and employers have followed suit.



Mental health is a particularly current issue with the publication of the Stevenson–Farmer 2017 review into mental health at work concluding that, 'Underneath the **stigma** that surrounds mental health and prevents open discussion on the subject, the UK faces a significant mental health challenge at work.' The report highlights that UK employers have a significant role to play in helping to shift the **conversations** around mental health away from a view that mental illness is something to be hidden towards one where everyone recognises that they have mental health and that this can fluctuate between **thriving** and **struggling**.

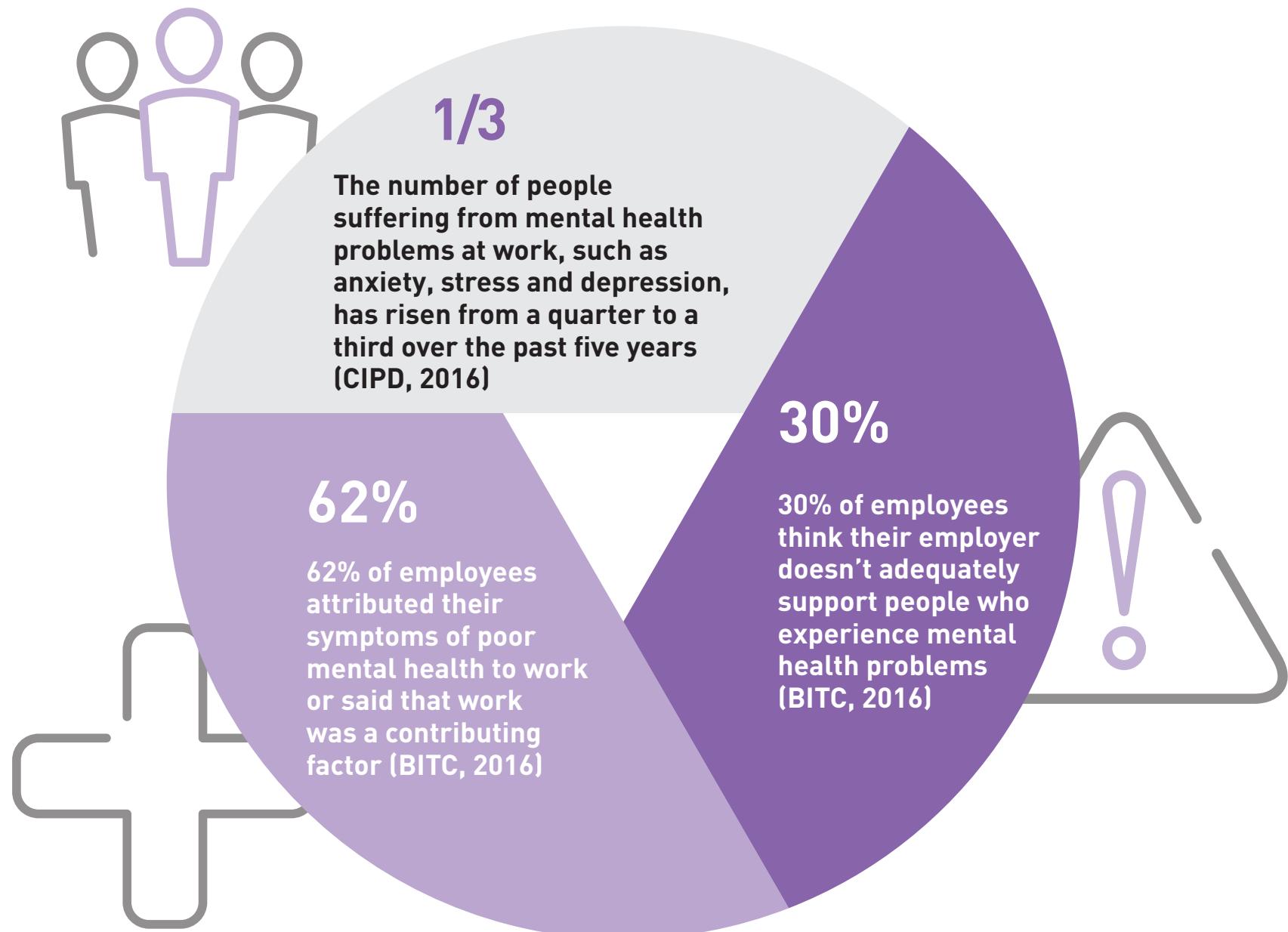
'Underneath the stigma that surrounds mental health and prevents open discussion on the subject, the UK faces a significant mental health challenge at work'



'Around one in four people will experience a mental health problem this year, and the shame and silence can be as bad as the mental health problem itself.'

Time to Change, 2017







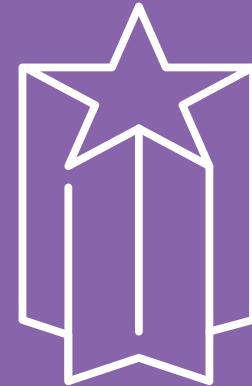
From individual to cultural

Alongside this greater awareness of mental health and the significant role that businesses have to play in providing appropriate support, is another notable shift within the research that is increasingly linking positive psychological wellbeing to higher levels of employee engagement. Organisational culture is now widely recognised as being critical to employee wellbeing, and we already know from previous work around diversity and inclusion, that having an open, positive and inclusive workplace culture contributes hugely to employees feeling trusted, valued and respected for the role that they play, and supports greater individual and organisational wellbeing.



From fragmented to holistic

The concept of 'holism' asks that the individual be considered as a whole rather than as a series of separate domains, as expressed through early, more physical approaches to workplace wellbeing. More modern programmes – such as some of those instigated by our clients – spring from a belief that the body and mind are inextricably linked and that an individual will be continually influenced and shaped by their experiences and the world around them. As such, we are seeing the emergence of new themes within wellbeing activities, including individual purpose and financial wellbeing. Although indirect, the effect of supporting staff around these subjects contributes to positive wellbeing in a holistic sense, which will create numerous positive outcomes for the business.



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From single to shared ownership

In the early stages, it was common for responsibility for workplace wellbeing to be bolted on to a role within human resources or health and safety. This has been – and is still – undergoing a shift. Our research shows that, as the wellbeing offering with an organisation evolves to become more integrated and rooted in company values, it is common for organisations that have the requirement and resources to assign a head of wellbeing role. But yet another shift is happening. As with coaching in previous years, many of our clients are decentralising responsibility for wellbeing, so that line managers, mental health first aiders, networks and wellbeing champions are increasingly taking the reins, with strategic support from HR and senior leadership.

Other interesting shifts:

42% → 88%

The number of companies including **sleep** in their wellbeing strategy is set to double from 42% to 88% in 2017, reflecting an interest in the subject in popular media and culture (**REBA**)

37% → 83%

The number of companies offering **support for carers** was predicted to rise from 37% to 83% during 2017 (**REBA**)

x2

Employers offering **health and wellbeing apps** on smartphones has more than doubled since 2016; they are now offered by almost one in five organisations (**REBA**)

↑ 14% | ↑ 10%

The number of organisations offering **wearable devices**, such as pedometers or more advanced GP trackers, has risen to 14% and 10% respectively (**REBA**)



**Where will workplace wellbeing go next?
For our TOP 10 PREDICTIONS see page 140**

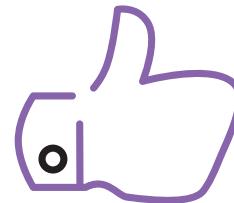


Spotlight on:

Mental health interventions

With stress now reported to be the most common cause of employee absenteeism, and costs associated with mental health-related presenteeism rising, employer initiatives looking at mental health in the workplace are understandably and noticeably increasing.

As we found from the literature and our own research, employers are most definitely taking a stand for the mental health of their staff, with almost all effecting noticeable change through a range of strategies and interventions, as outlined here.



'Employers have a **HUGE POSITIVE ROLE** to play in improving the nation's mental health and it also makes perfect business sense to keep our colleagues as mentally fit and productive as possible.'

Sir Ian Cheshire, Heads Together

Mental health strategy

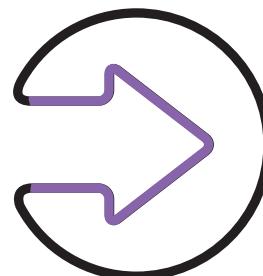
For many employers, mental health is embedded at the highest level within overall wellbeing strategy, often joining 'physical health', 'social' or 'emotional' health, and other values-led dimensions, and forming an umbrella under which individual activities operate.



BT's approach to stress and mental health focuses on **three areas: prevention, protection and intervention**. The strategy, which included a campaign with the Sainsbury Centre for Mental Health and MIND, consisting of website information, roadshows and workshops on positive thinking, resulted in a **30% reduction** in mental health-related sickness, and showed that more than **50%** of those engaged had been influenced to make lifestyle changes.

Internal campaigns

One of the most significant hurdles in addressing mental health-related issues in the workplace is bringing the subject out of the shadows and creating awareness around the signs and stigma of mental health issues. Therefore many employers are taking a campaign-led approach, raising and exploring the subject across several different channels and actively inviting employee participation with a view to effecting long-term behavioural change.



PwC's first 'Green light to talk' campaign happened in May 2016. **12,500+ employees** wore a green ribbon to signal that they were happy to talk about mental health in the workplace. The campaign quickly escalated and was picked up by the Lord Mayor's appeal, with thousands of Londoners wearing the ribbon. It has become a recognised mental health brand within PwC, kept alive through monthly content and video stories.



External campaigns

A general, society-wide focus on mental health has come to the fore in recent years, buoyed by prominent activities like the annual Mental Health Awareness Week and the Time to Change movement, which aims to end mental health-related discrimination. Employers can and – as our research shows – are, using these activities these activities to influence the timing, content and impact of their own mental health initiatives.

'We signed the **Time to Change** pledge in May 2017, and have been absolutely relentless at focusing on breaking the stigma around mental health, and supporting our people to openly talk about it and share their personal stories in videos and the written word. The transformation that we've seen internally – with people feeling more **comfortable** to be **honest** and ask for help – has been staggering.'



Mental health first aiders

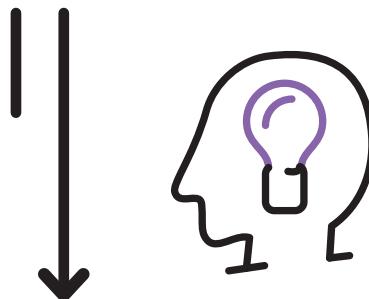
The training of employees in mental health first aid formed a noticeable trend in our conversations with employers, with half having already trained a number of staff members. Of those that have no mental health first aiders yet, a great many are working on implementing this intervention as a priority in the coming months. The goal of Mental Health First Aid (MHFA) is to train one in ten people in vital MFHA skills. In their words, 'The role of a mental health first aider in the workplace is to be a point of contact for an employee who is experiencing a mental health issue or emotional distress'.

'In our London building of **1,000** people, we trained **70** mental health first aiders in 2017, to be followed by potentially **50** more in Q1 of 2018. It was important to make sure that there are two or three people on a floor and within a department, and find people who are at the right level, have empathy and will show compassion if someone approaches around mental health issues.'



Leader training

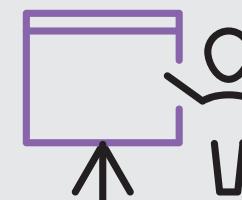
From line managers to partners, organisations are looking to their **leaders to recognise and be a first port of call for symptoms** of mental health issues. Individuals may be chosen because of direct experience with mental health, and are often trained in recognising, listening and responding appropriately to those who approach them.



In addition to rolling out **mental health training** business-wide, RSA has instigated a programme called '**Licence to lead**', helping leaders who spot the signs of poor mental health in an individual feel empowered to elevate the issue to a member of the specially set up HR advice team. Trained to have difficult conversations, these HR representatives are then able to channel appropriate services and support.

Workshops/seminars

Short, standalone seminars led by experts and speakers continue to be a popular way to disseminate information and inspiration related to mental health. As discussed in depth in forthcoming sections of this report, themes include positive thinking, mindfulness and resilience, or might be story-led. The challenge, of course, is in keeping the message alive beyond the hour or so that a speaker might be present, and using it to inspire longer-term behavioural change. However, when used to kickstart conversations, support wider campaigns, test and learn or boost participation in a topic, they can be very effective.



'We do a number of **workshops**, including around **social wellbeing** and **mental health**. Feedback is a big part of it. We care what our employees have to say. We want to make sure we're giving our employees what they want, but it also helps us strategise for the following year.'

Michael Page



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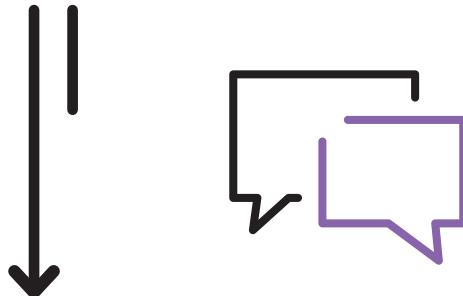


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Access to support

For many companies, providing access to support services forms the backbone of a mental health offering. Often accessed initially through an employee assistance programme (EAP) or the HR team, issues can be picked up and escalated to a variety of internal and external providers.



'We have quite a robust mental wellbeing programme that offers employees quick access to **CBT**, **psychological care** and **counselling**. That's also for line managers to refer people to. So from a proactive point of view we've put in place things that employees can use when they're spotting issues or when they feel they need help, hopefully in the early days.'



Networks

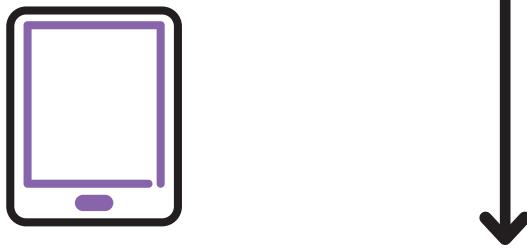
An impactful piece of D&I strategy, internal networks bring together employees from all levels within an organisation to work around certain issues. Networks can be pivotal in supporting employees experiencing mental health issues and in steering mental wellbeing strategy long-term.



At M&G Investments, an employee network called '**Mind Matters**' forms a strong link in the company's '**Healthy Minds**' mental health strategy. Sponsored by two executive board members and supported by the HR team, it has credibility and real power within the organisation. They've been successful in **raising awareness** of the **support** options available, including the **EAP**, also using EAP data to spot trends and highlight certain issues. The network is also responsible for running seminars; mindfulness with music in collaboration with the London Symphonia was a popular recent session.

Technology

To what extent can technology support mental health interventions in the workplace? We can't be sure. However we do know that organisations are using apps to at least collate helpful information on mental wellbeing and provide a first touch-point for individuals in need of support. Technology such as Aviva's 'happy-or-not' terminals can also prove an effective method of capturing interest and feedback in topics around wellbeing:



'We use our **happy-or-not terminals** at a local level, often led by our health heroes, who will set them to ask questions like, 'Did you enjoy your yoga session today?' or 'Would you value a book club taking place on a Friday afternoon?' Obviously it has limitations, because you ask one question and it needs to be answerable with a smiley face and you don't have the why behind it, but it's just a good surface-level judge of what's happening.'



What are companies doing today?



How many organisations offer wellbeing?

In 2006, 10% of around 1,000 organisations surveyed by the CIPD had an employee wellbeing strategy or a similar initiative to help improve the physical and mental health of their workforce. By 2010 this had risen to 46% – a sizeable jump. However, by 2016, the data shows an even more interesting shift: 10% of companies reported having a wellbeing strategy that supported their wider organisational strategy – in other words, something that tied the wellbeing of their people to overall company values and goals. A further 25% had a wellbeing plan or programme as part of a wider people strategy.

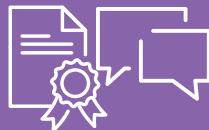
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10% of around 1,000 organisations surveyed by the CIPD had an **employee wellbeing strategy** or a similar initiative to help improve the physical and mental health of their workforce. By **2010** this had **risen to 46%** – a sizeable jump.

99



Other interesting findings (2016)



Larger organisations are more likely to have **formal** wellbeing strategies or programmes while smaller organisations are more likely to act **flexibly** on an ad hoc basis (**CIPD**)



Organisations with a wellbeing strategy spend **£51–75** annually per employee, compared to **£1–25** for organisations without a strategy (**REBA**)



46% of the employers surveyed reported that their organisation had increased its **focus** on wellbeing over the last 12 months; 3% reported a decrease (**CIPD**)



37% of organisations reported that **investment** into wellbeing had increased over the past 12 months and 46% anticipated an increase in the next 12 months (**CIPD**)



Of employers without a workplace wellbeing strategy (estimated by CIPD to be only around 6%), **46%** planned to **implement** one in 2017 and **24%** plan to in the next few years (**REBA**)



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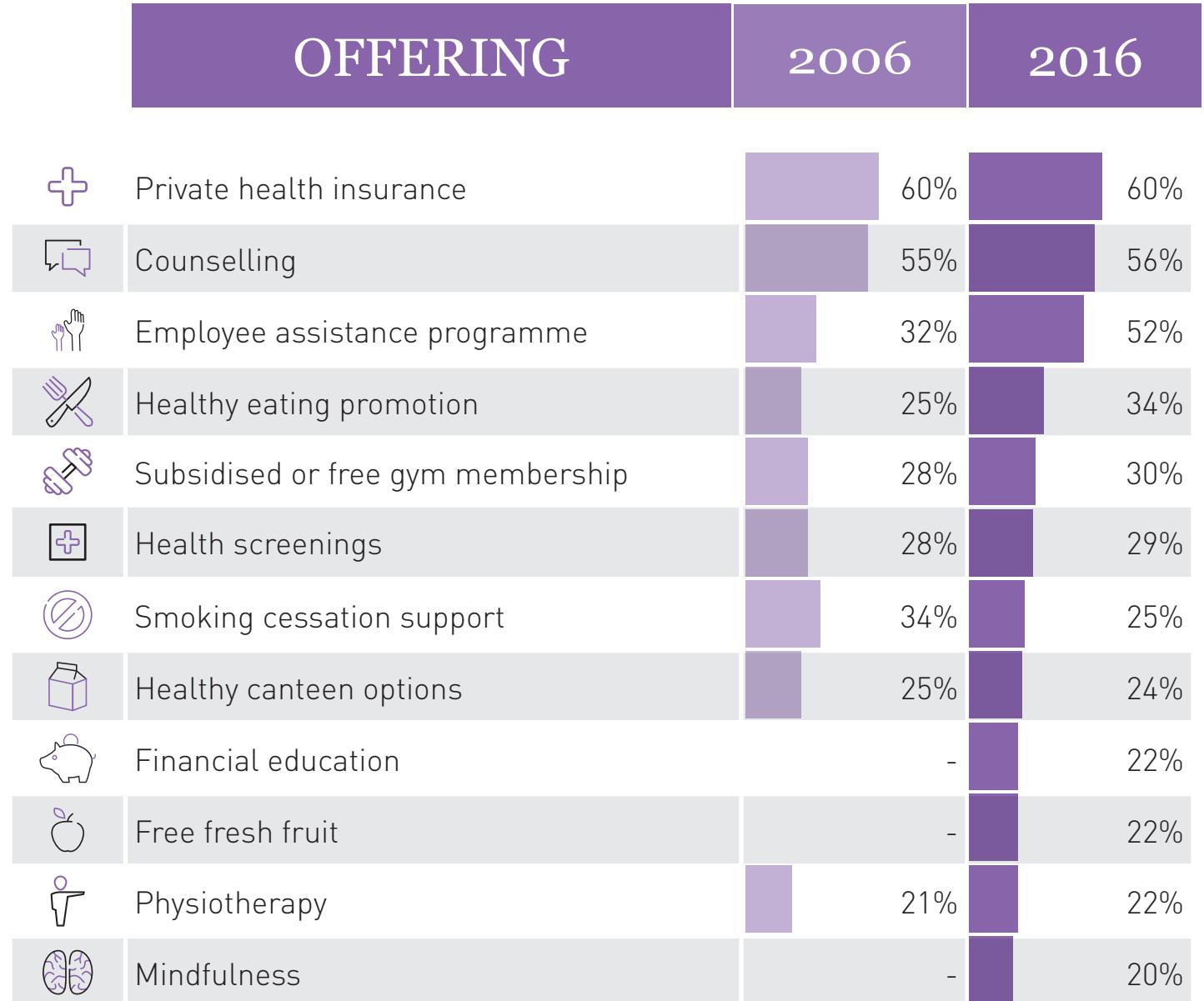
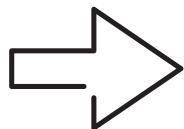
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Continued...

According to REBA's 2017 survey, the top three most frequently implemented workplace wellbeing initiatives are:

1.  Employee **assistance** programmes
2.  Discounted or free **gym** membership
3.  **Health** screenings

The following table shows the percentage of c.1,000 employers surveyed by the CIPD who offer certain wellbeing benefits to all staff (as opposed to a selection of staff based on grade), across a ten-year period:



What exactly are companies offering?



Some notable conclusions from this data (previous page) show that top wellbeing initiatives offered are private health insurance, counselling and employee assistance programmes (which experienced a significant rise over the ten-year period). Although in REBA research published in 2017, employee assistance programmes came out top, followed by discounted or free gym membership and health screenings.



What is most valued?

When it comes to efficacy of these interventions however, employers and employees differ markedly in their views. Employers claim that employee assistance programmes are the most effective for their business, followed by on-site medical support and mental health support. Employees on the other hand, favour free fruit followed by discounted or free gym membership and on-site medical support – short-term (and likely cheaper) offerings that improve day-to-day satisfaction.



How does communication happen?

Data shows that employers are taking steps to improve communication of wellbeing benefits to staff. This constituted the most common change made to wellbeing initiatives from 2015–2016 (66% of employers improved communication) and represented a marked increase on the year before (48%). The main methods used to promote wellbeing are email, intranet and posters and leaflets. More than 25% of organisations have a dedicated online wellbeing website or portal and a further 25% use wellbeing champions.



How is success evaluated?

The CIPD also tracks the percentage of employers who evaluate the impact of their wellbeing spend, which rose from 7% in 2006 to 17% in 2016. Organisations with a formal wellbeing strategy or plan are most likely to evaluate impact. This indicates that despite the growing interest and investment in wellbeing initiatives, evaluation of them is a significantly under-developed area, i.e., few organisations are really considering the long-term impact of their wellbeing investment.



**Organisations with
a formal wellbeing
strategy or plan
are most likely to
evaluate impact.**



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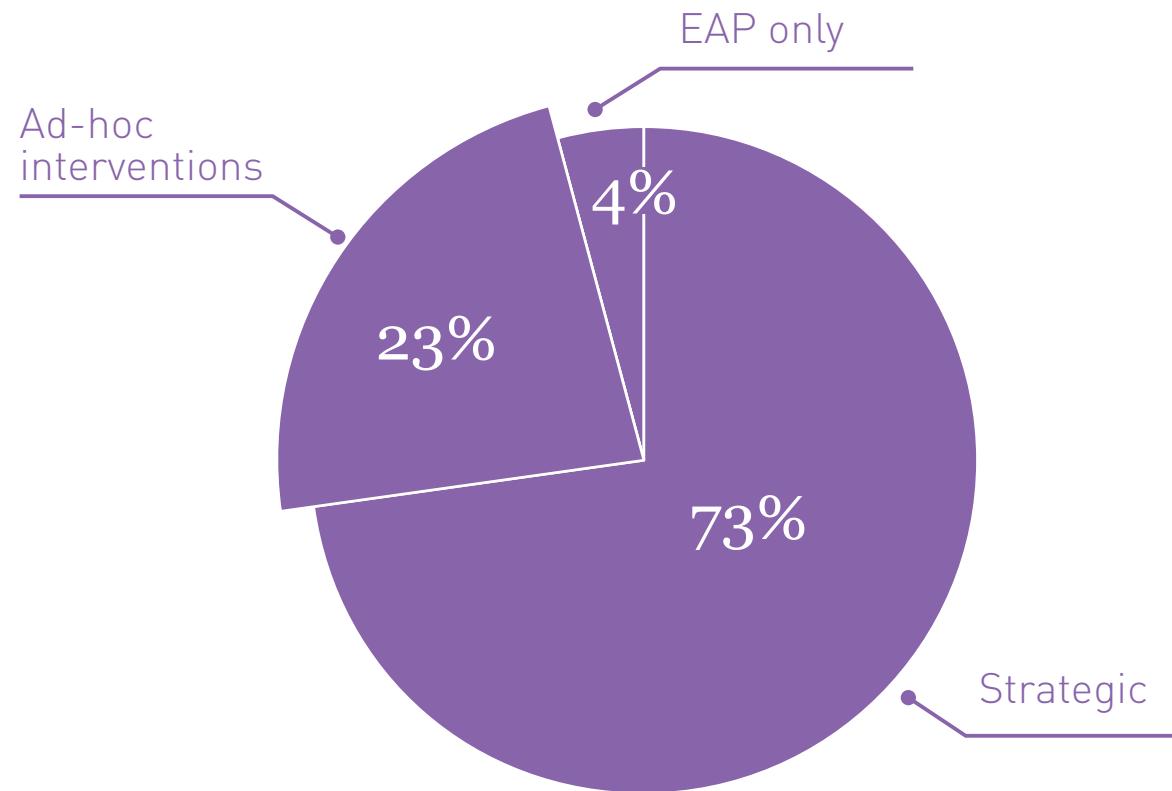


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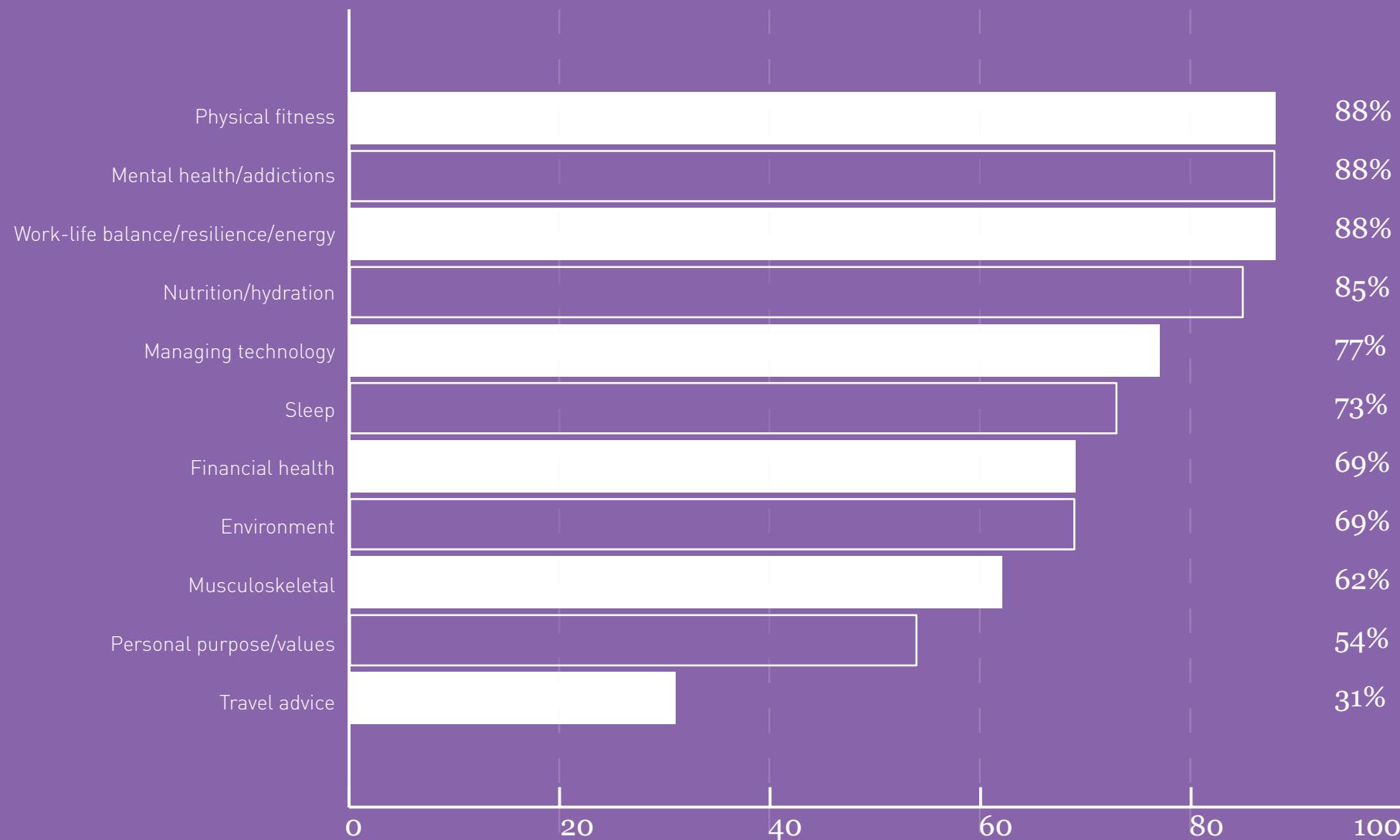
We asked: what are our clients offering today?

We asked our clients a series of quantitative questions to help us assess the landscape of wellbeing offerings among our clients. Here are the results:

How would you categorise your organisation's wellbeing offering at present?

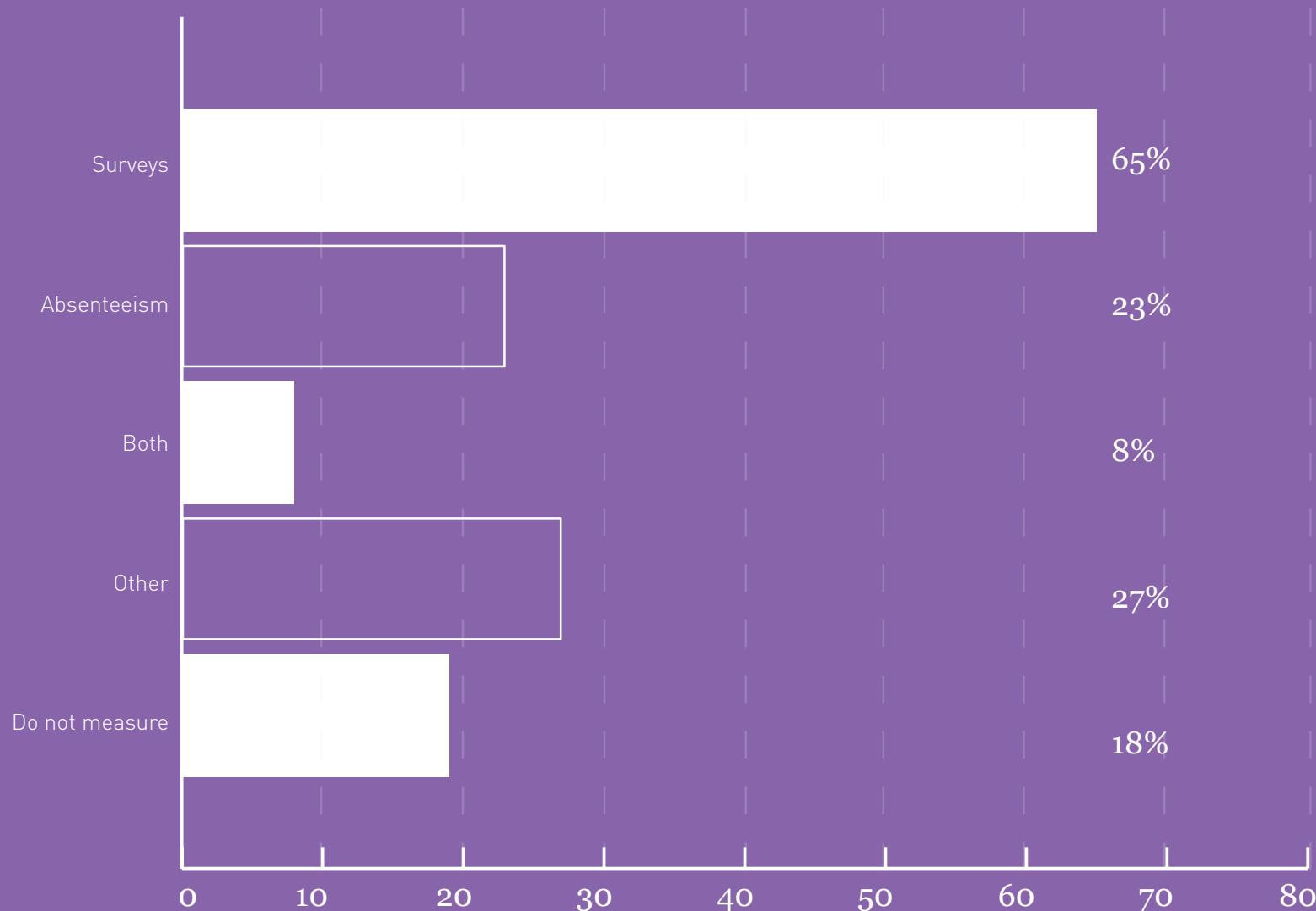


Which topics have your wellbeing activities covered to date?

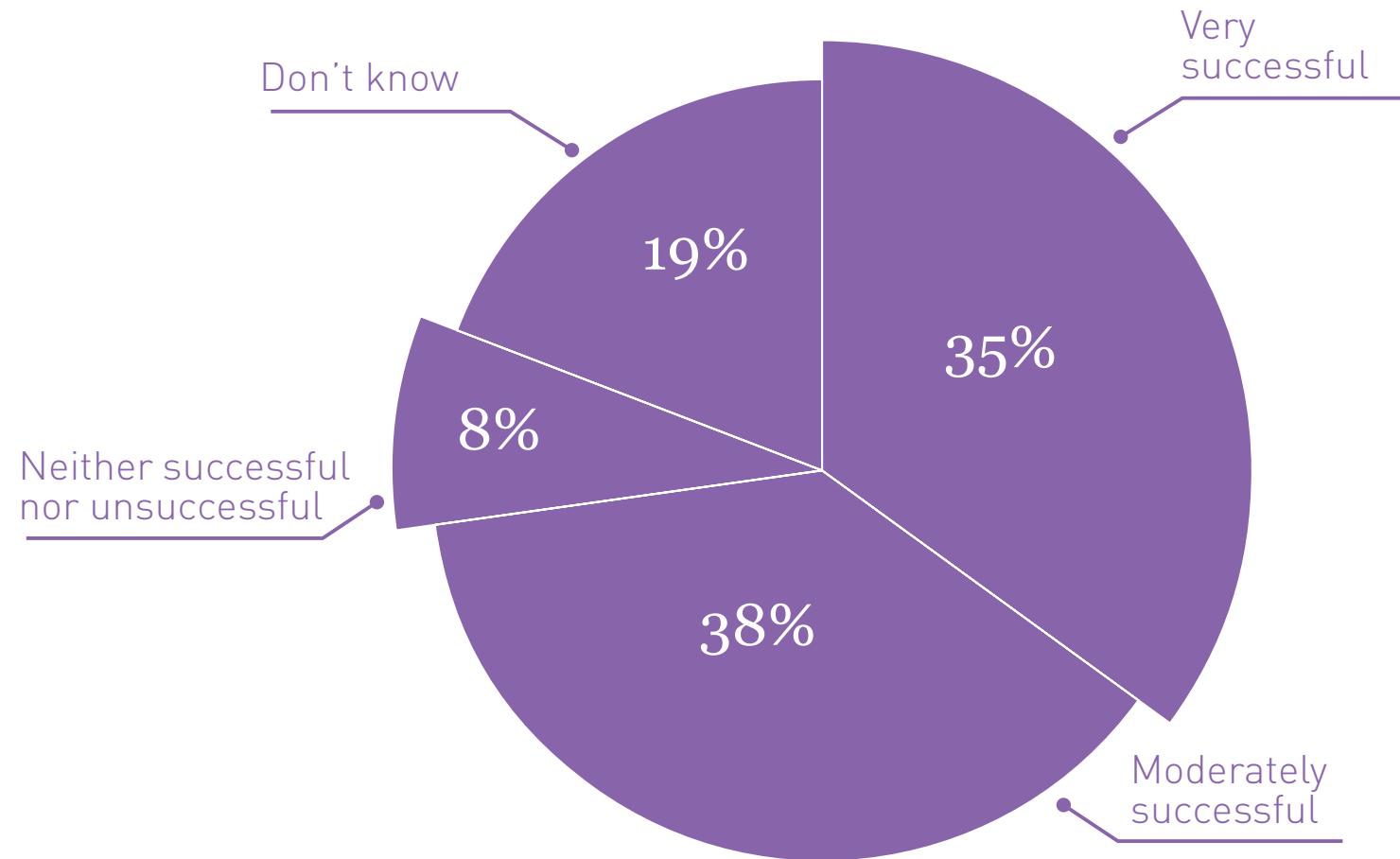


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How is the success of wellbeing activities measured?



How would you rate the success level of wellbeing interventions?



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We asked:

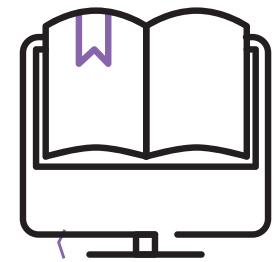
What is the most effective wellbeing intervention you have implemented and why?

This is how organisations we interviewed responded:

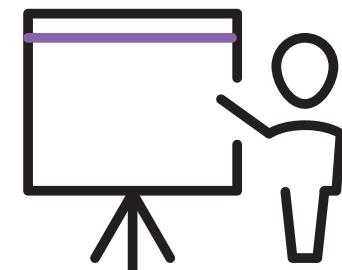
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'The **storytelling** campaigns we've run, with people sharing their experience of mental health issues, whether it's their own issues or people in their family or people in their team. It really helped people feel comfortable to speak up.'

Linklaters



'Our **mental health awareness workshops** have been really powerful. We have seen specific examples of managers who said that as a result of this workshop they are going to have a conversation with someone. It has removed the stigma associated with mental health.'

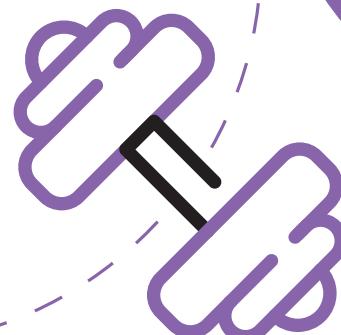


'Our **table-tennis tables**. We have four, and they are in use every lunchtime. We work closely with Table Tennis England and staff also participate in weekly out-of-hours coaching, which is subsidised by the Group. Two members of staff have also recently been asked by the coach to join a local league.'



'We've been running **resilience training sessions**. It's a half-day workshop on the science behind how your mind works, how you can be more resilient, managing technology and how to spot whether somebody else is stressed. It's had excellent feedback across the board.'

MACFARLANES



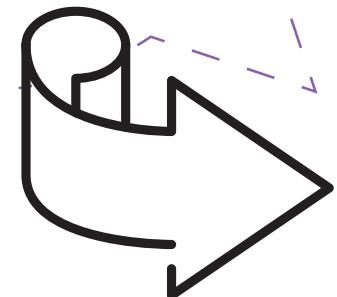
'The **wellbeing hub**, an online portal where we push out communication. People follow it like social media. Because we've got a real remote workforce we're reaching a lot of people.'

RICOH
imagine. change.

“ ”

“ ”

'We've built a group of **wellbeing champions** across the business who have become advocates for the wellbeing programme, and also a source of ideas and directions.'



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Spotlight on:

Employee Assistance Programmes (EAPs)

+20%



Evolving from alcohol-support services offered to employees in the US, Employee Assistance Programmes are now the most commonly offered of all employee wellbeing benefits. As mentioned in the previous section, **the provision of EAPs grew by 20% from 2006 to 2016**, and now more than half of all UK employers offer some kind of EAP to employees. Of the employers we interviewed, around 70% offer some kind of EAP.

What is an EAP?

Delivered by a third-party provider, and often sitting alongside a broader health insurance plan, they include a combination of services or programmes from which an employer will select those they feel are most appropriate for their employees' needs. Delivered confidentially by phone, online or – depending on the employer and the provider – on-site, EAPs are designed to help support employees, and sometimes their families, with a range of physical, mental, emotional and professional issues that may affect their wellbeing and performance.

Common services offered includes:



- Assessments
- Short-term counselling
- Referrals

Common issues EAPs can support include:



- Psychological issues
- Relationship problems
- Addiction
- Childcare/eldercare
- Debt/legal worries

‘

‘Within a lot of companies, people are unsure if the EAP is confidential, unsure of the details of it and whether conversations will be reported back to the employer. We launched an employee network around mental health, used that to promote the EAP and have seen an increase in uptake. People know that they have somewhere to go to if they want to talk confidentially about personal matters, and can get the support that they need. We have a quarterly usage report that gives us an idea of the number of calls and what the key themes are. We monitor those themes, and can see whether there is a spike in something, and raise awareness.’



What do EAPs cost?

Costs depend on the number of employees and the breadth of the service. Employeebenefits.co.uk reports that a telephone-only service might cost between £2 and £3 per employee per year, while the average annual running cost for a comprehensive EAP is £14 per employee.

How effective are EAPs?

The Employee Assistance Professionals Association (EAPA) reported in 2013 that, on average, 10% of a workforce will actually use EAP services and there is little evidence (especially UK-based evidence) to demonstrate that these interventions actually deliver the results that employers set out to achieve (e.g., enhanced productivity, reduced absenteeism).

How can companies maximise EAP effectiveness?

Our conversations with organisations highlighted that although many offer an EAP as standard wellbeing practice, few are taking steps to maximise the return on investment. We believe this represents a missed opportunity. Not only can an effectively-communicated and embedded EAP provide essential support to employees and their families, but EAP data can potentially reveal trends in employee concerns and drive wellbeing strategy from the inside out. One organisation we spoke to had achieved a 35–40% EAP usage rate, and uses it to inform the direction of broader wellbeing initiatives:



Spotlight on: Wearable wellbeing technology

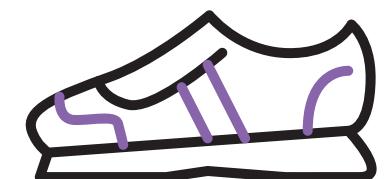
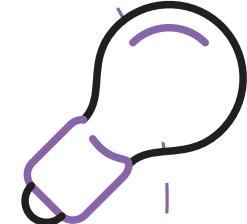
Research by REBA found that **14% of organisations offer wearable devices to their staff.** Of the organisations we interviewed, only one had successfully delivered this intervention, making it a cornerstone of their wellbeing strategy and evaluation methods, and naming it their most successful wellbeing activity to date. Lucie Stewart, People Business Partner at Belron, shares how they did it:



'The idea came from a conversation I had with our CFO, who decided one day that he'd spent too long in the office looking at a laptop, and went for a walk. We've got a Trim Trail around our site, which is about a kilometre, and we wanted to encourage more people to have meetings outside, walking.'

'Wondering how we could track it, we started looking at introducing Fitbits. The company funded a Fitbit Flex for every employee; if they wanted to upgrade it, they paid the difference themselves.'

'It's not only been helpful from a health and wellbeing perspective, but it's helped encourage our people to work more cross-functionally. Functions and individuals have competitions against each other and we do team challenges, too. It's a real talking point. People from our overseas businesses ask, 'How are you doing with your Fitbit? How many steps have you done today?' But not only that; we've noticed so many people going to get their steps up and take their meetings outside, taking time away from their desks and getting fresh air.'





'Physical activity is important to us. We host things like netball challenges, rounders tournaments and an annual Spirit of Belron Challenge event, which is huge – 2,000 people from all our business units come over to challenge themselves in events such as Olympic, sprint and super sprint length triathlons, duathlons, 5km fun runs and half marathons to name a few. It is about having fun, and giving people the opportunity get away from their desks and to have a play. It is also about helping our people meet a challenge they have set themselves and stay motivated. All the things we do at Belron are with our people at the heart of it and most of the ideas are driven by our people, so it creates a much more fun way of doing exercise together, rather than thinking, "Oh, I've got to go it alone".'

'Fitbit, who we went into partnership with, design challenges as well: for example, you can "beat the boss". Off the back of the success of the initial launch, we found that people are using their Fitbits while at work, but they also want to do challenges with their friends and family as well. So we gave them an option to purchase another one at a discounted rate for one or two friends and family.'



'As the administrator I can see limited data such as average step counts. We did have to go through quite a few legal checks because of data protection issues, so we don't look at sleep, although individuals can see their own. They can also monitor their heart rate and weight (again, we don't look at that), so they can take more ownership of their wellbeing. When I feel there hasn't been a fitness-related activity for a while, I'll think about the next challenge, always trying to keep it fresh and engaging.'

'It's not only been helpful from a health and wellbeing perspective, but it's helped encourage our people to work more cross-functionally.'



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Spotlight on: Wellbeing champions



'We have spent quite a bit of time putting together a network of **wellbeing champions**. We have about **200+** now across the UK who operate in our business. Sometimes they can be the first port of call for somebody who is in trouble.'

PwC

'Advocates', 'champions', even 'Heroes' – whatever name they go by, one thing is certain: engaged, health-conscious individuals are helping our clients drive workplace wellbeing agendas from the bottom up, with outstanding results.

While support from senior stakeholders is an essential factor in successful wellbeing strategies, there are clearly huge advantages to delivery from a grassroots level.

With roles outside HR, wellbeing champions maintain a distance from strategic levels of wellbeing while being plugged into day-to-day working practices on the ground, so are ideally placed for spotting opportunities and challenges. As such, they can become the driving force behind often overlooked small-scale interventions that make big differences to behaviour, from organising walking meetings to – as one client told us – putting a bottle of sugar-free squash next to every water cooler. We know from our research that easy, low-cost interventions such as these can be highly valued by staff.

'I think it's almost indisputably true that wellbeing activities will more accurately reflect what's important for the business, what's going to hit home and what's going to be effective, if you decentralise it and involve people from the business.'





'Our health heroes have been iconic and a massive factor in our culture change. They've got a passion for wellbeing and they want to make a difference to the people in their site. They are the bottom-up wellbeing revolution really supporting our top-down corporate approach. I don't know how you'd successfully launch a wellbeing strategy any other way.'



As volunteers, usually with a special interest in at least one dimension of wellbeing, champions are also able to role model healthy behaviours in ways that perhaps those in more central, senior roles, do not, creating a ripple effect through teams and local offices. They can also reinforce the benefits of strategy-led campaigns and activities, bringing them to life and, ideally, increasing uptake. Not to mention gathering the feedback that is so essential to keeping the cycle of wellbeing going. The CIPD found that 25% of organisations use wellbeing champions for the purpose of feedback.

Use wellbeing champions to:

- Listen to wellbeing issues
- Research ideas for activities and gauge interest
- Implement a rapid test-and-learn approach
- Adapt programmes for different sites or locations
- Spot and brainstorm around challenges
- Allocate wellbeing budget
- Support actual behaviour change
- Promote wellbeing activities
- Gather and analyse feedback

'Two members of staff have been trained as Dementia Friends Champions. They work closely with the Alzheimer's Society, delivering awareness sessions to Phoenix staff, as well as members of the local community. To date 281 Phoenix employees have attended a Dementia Friends session, a figure that is increasing quickly. These sessions have been very well received, and staff recognise that the Dementia Friends initiative is not only relevant to our families' wellbeing, but will also help staff better understand the needs of our ageing customer base.'



Recruit wellbeing champions who:

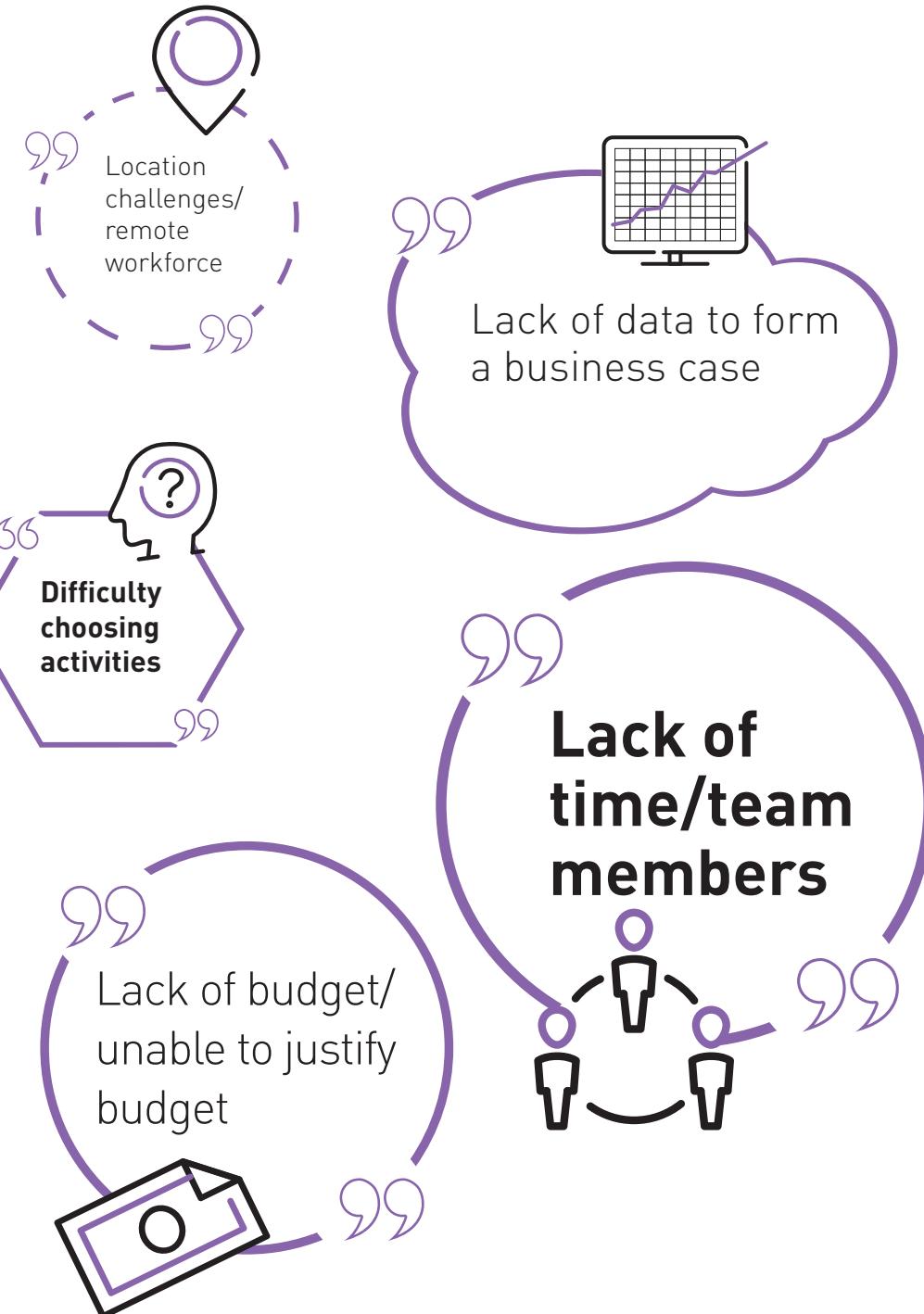
- Are from all business levels, across departments and locations
- Are interested in taking on a new volunteer role within the business
- Are passionate about promoting and role modelling positive wellbeing



We asked:

What barriers prevent you investing further in workplace wellbeing?

This is how organisations we interviewed responded:



'Where we haven't had the **budget** to go out and do health days and big events, we have been able to keep **wellbeing activities** going with **communication**, so communicating how people can get **free checks** or smoking cessation support on the NHS. We've been able to draw on a lot of the **free support** that's available **externally** and communicate that to employees.'



'Knowing that a certain activity is actually going to be the most **successful** thing you could do in that space is quite **challenging**. We are not faced with any **lack of enthusiasm** or desire to **invest** in wellbeing, but what is challenging is deciding exactly **what to do** and **who** to do it with, and knowing what is going to happen in terms of the impact.'



'It's important to keep **engagement** up. We run **stress** and **resilience** seminars on an ongoing basis because that's something that constantly needs to be addressed and your **participants** will **change** over time. The question is, how do you keep that fresh?'







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Dimensions and themes within workplace wellbeing

Successful organisational wellbeing is not only about providing employees access to services that support their physical and mental health, it is, crucially, about how an organisation develops and sustains an environment in which people feel good about themselves, their colleagues and the place in which they work. As we've seen, perspectives have shifted over time from an emphasis on physical and psychological wellbeing to one that now encompasses a broader, more holistic view, including social, environmental and financial dimensions. The Moving Ahead wellbeing model helps demonstrate the interconnected nature of workplace wellbeing messaging.



The foundations: These fundamental elements have an impact on the biopsychosocial elements of wellbeing and are pivotal to achieving success through the five dimensions of wellbeing.



A company culture based on strong values, that embraces inclusivity and diversity, is the foundation on which successful workplace wellbeing is built and sustained



Strong, multi-level leadership, underpinned by operations, drives effective wellbeing strategy



Effective change management recognises that **change is challenging**. It generates a clear vision for success, and initiates tools to highlight resistance, and programmes to identify limiting beliefs

The dimensions: If in good balance, **physical, psychological, social, environmental and financial wellbeing** lead to a sense of thriving, both personally and professionally, and at an organisational level.

The themes: Traditional and emergent themes within each dimension are driven by trends and challenges within the wider wellbeing conversation and the workplace itself.



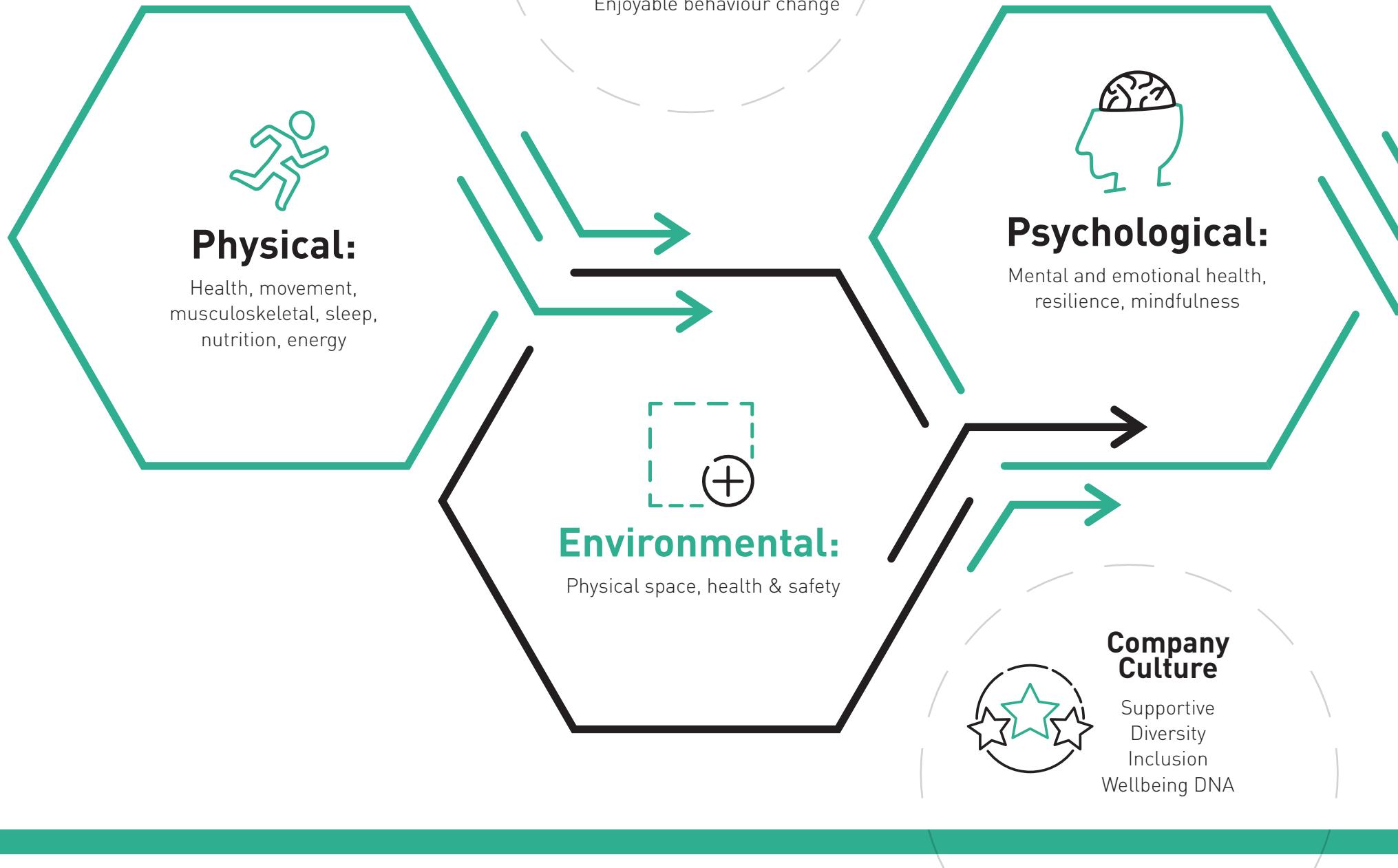
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Leadership

Authentic endorsement support
Role modelling from CEO/SMT
Layers of leadership to support and drive



Social:

Connections, community, purpose, managing technology



Financial:

Budgeting and money management, managing debt, protection, savings, planning for retirement, investments and tax efficiency



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Special insight:

Building a wellbeing culture

By Beth Stallwood

Beth is a cultural development expert with an proven track record of enabling organisations of all shapes, sizes and sectors to achieve results by engaging their people. She leads on cultural development at Moving Ahead, as Head of Cultural Development Lead Facilitator.

The concept of wellbeing is broad and has many facets to consider. It's a complex area, where deeply personal issues and preferences need to be recognised, understood and elegantly managed. There certainly isn't a 'one-size-fits-all' solution than can be bought off the shelf and applied to any organisation. Yet the business benefits are clear and organisations who want to stay ahead of the game, attract and retain diverse talent, and achieve great results, are looking closely and carefully into what will work for them.

From my perspective, the likelihood of success of a wellbeing strategy is directly correlated to how integrated it is within your organisational culture. This is one of those times in business when 'talking the talk' will have significantly less impact than 'walking the walk'. To truly reap the many and varied rewards of investing in wellbeing, organisations need to enable a culture in which wellbeing moves beyond the big bang events, employee benefits package and initiatives, and simply becomes, 'The way we do things around here'. This is far more challenging, it will take longer, and it will require a different kind of effort, but, if you can get it right, it will outlast any initiative or campaign. It will become part of your organisational DNA.

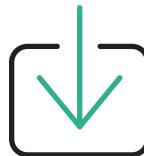


To build your wellbeing strategy in this sustainable way, I'd encourage you to:



1. Embark on the journey now

Don't wait because it's all too big and scary, or until you've secured a bigger budget or more resource. Find people who are passionate, be the brave early adopters and make something great happen. One small step at a time is plenty. Pick one thing to actively launch, promote and talk about every day. Once you've got that one thing under your belt, pick the next thing on the list.



2. Engage people in the process

Wellbeing isn't something that an employer does to or for an employee. It should be for everyone and with everyone. There's power and perspective in the people already in your business. So give your people a voice in setting the strategy and the plan. Ask people from different departments, levels and backgrounds – the more diverse the voices, the better (and always ask the cynics; they'll ensure your plans are actually possible).



3. Equip managers to talk about wellbeing

Remember that people leave managers not organisations. Make sure your managers at all levels can ask great questions, really listen and respond with empathy. At a deeper level, leaders and managers need to really walk the walk and proactively look after their own wellbeing so they can demonstrate the behaviour they are seeking from others.

4. Embed into everything you do with people

It's no good embarking on a wellbeing strategy that encourages flexible working, if next week you give someone an appraisal score based on how many hours they showed their face at the office! You have to put your money where your mouth is and ensure that all the jigsaw pieces fit together.

5. Encourage people to tell their wellbeing story

Sharing perspectives and the challenges they've overcome, and demonstrating what's possible is powerful fuel for your wellbeing fire. A variety of real-life stories from across your organisation and the external world will inspire people to take ownership of their wellbeing.



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Dimension: Physical wellbeing

Physical wellbeing – the ability to maintain a healthy quality of life by adopting healthy behaviours – has, as a workplace wellbeing category, been around the longest, due mainly to a desire to reduce sickness absence among a workforce.



For an in-depth look at stress and burnout, see page 98



Theme: Health

Programmes encouraging and promoting the benefits of physical health are arguably one of the most commonly adopted approaches by organisations within their wellbeing strategies. This perhaps reflects the fact that workplace wellbeing has evolved from an approach built upon the need for a physically ‘well’ workforce, alongside the general societal perspective that has, for many years, recognised the importance of physical health for a longer life expectancy.

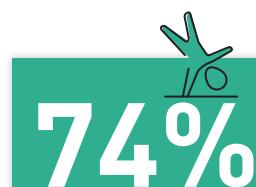
When it comes to...



Successful programmes will combine both reactive and proactive care, either provided internally or through third parties. Examples include smoking cessation support, health screenings, free flu immunisations, and cancer awareness interventions.

Theme: Movement

Interventions aimed at maximising the physical fitness of employees initially focused around the need for workers to be physically able to undertake their role. Recently, there has been a shift to a broader perspective as research has shown that devoting work time to exercise can lead to higher productivity. AXA reports that 29% of employees who exercise before or during work report improvements in mental and interpersonal performance and...



of employees who exercise regularly feel better able to manage their workload.

While early fitness offerings were largely based around providing access to onsite gyms or corporate membership schemes, organisations are now more creative. Cycle to work schemes (some incentivised with additional holiday), ‘walk and talk’ meetings, and in-house fitness, yoga and/or pilates classes are all popular. Some organisations are increasingly exploring wearable technology and smartphone apps that promote or support movement.



Theme: Musculoskeletal

The overall highest-ranked cause of long-term sickness is musculoskeletal disorders such as back, neck and upper limb problems (equating to 30.8 million working days lost in 2016 alone). This is unsurprising.

Even in industries not involving manual labour, the average **UK office worker sits for 10 hours each day,** →



Common interventions – many of which are among the most **well established** and widely offered within workplace wellbeing programmes – include **ergonomic** and **spinal checks, physiotherapy** or **chiropractic** referrals (sometimes on-site) and **massage services**, yet it's clear that musculoskeletal issues remain endemic. Why is this? Our experience within the field highlights a common problem: people often look to physical therapists as facilitators charged with '**fixing**' their condition (yet, crucially, not its **source**), rather than as collaborators with whom to work towards **healing** together. This is perhaps why **preventative ergonomic measures** such as sit-to-stand workstations and ball chairs have been introduced by companies with such great **success**.

Theme: Sleep

Literature is unequivocal in its recognition that an appropriate quality and quantity of sleep is vital in maintaining good mental and physical health, quality of life, and safety.



And, as organisations are increasingly recognising, **good sleep** is also important for **focus, creativity, and successful decision-making and problem-solving.** However, research shows that the number of us actually getting consistently good sleep in our **hyper-connected** and ever-shifting environments is low. With long-term lack of sleep linked to outcomes including **weight gain, immune deficiencies, increased risk of cardiovascular disease, diabetes and/or stroke, and depression**, it is no surprise that practical guidance around sleep habits (often referred to as 'sleep hygiene') is increasingly popular within workplace wellbeing programmes.

Theme: Nutrition

With obesity rates (and associated outcomes) at the forefront of the nation's mind, it's no surprise that initiatives promoting...



Were some of the first wellbeing approaches to be introduced into the workplace, often focused on the provision of healthy options and information within on-site canteens.

Today, the growing field of **neuro-nutrition** is discovering links between **good nutrition** and **improved cognitive performance** and **mental health**, and **focus** is much more around education. However, across the board there is a recognition that **change** will not be driven simply by raising **awareness**. While individuals can often intellectually appreciate the benefit of good nutrition, maintaining the **motivation** to change is a different challenge. It is now more common to see an incentivised approach, in which individuals are supported in and **rewarded** for making changes.

Theme: Energy



Is the fundamental **currency** of **high performance**, yet we often fail to recognise its importance. Everything we do in our professional and personal lives requires **energy**. For better or worse, every one of our **thoughts, emotions** and **behaviours** has an energy consequence, and, without the right **quantity, quality, focus** and **force** of energy, we are compromised in any activity we undertake. Schwartz and Loehr (2005) state that performance, health and happiness are grounded in the skilful management of energy. Workplace wellbeing strategies should consider this paradigm, emphasising to employees how necessary it is for them to **recover, refuel** and to **build capacity**, so they can **optimise** performance in a challenging environment. Engaging speakers and seminars suit this kind of messaging perfectly.



Special insight:

Creating the corporate athlete

By Ashleigh Wallace

Ashleigh spent 20 years as a sports physiotherapist for Team GB before becoming an athlete health consultant and taking an instrumental role in the development of an innovative athlete performance monitoring system. She leads wellbeing at Moving Ahead.

There is a great deal of similarity between a high-performing athlete and a high-performing professional, and thinking like an athlete may be an important paradigm shift in improving professional performance.

In the world of elite sport, we need to build resilient athletes, both in body and mind. Arguably, physical energy affects mental readiness, resilience and cognitive function, and we increase the capacity of an athlete by strength training. The process of stressing tissue to a point where fibres start to break down, followed by adequate rest, leads to an increase in strength known as supercompensation. Given the right amount of recovery, the tissue will not only heal but, in fact, grow stronger.

This thinking can – and should – be applied when addressing physical and mental wellbeing in the workplace. A balance between stress and recovery is the key component to managing wellbeing. Athlete monitoring of sleep, nutrition, mood state, hydration and energy levels have helped to increase our awareness of stress–rest cycles and, with increased insight, training strategies can be put in place to optimise performance. Research on ultradian rhythm by chronobiologists has found that glucose and blood pressure drops every 90 minutes or so. By failing to take a recovery break, you override the body's natural stress–rest cycle and overall capacity is compromised. Optimum is considered to be a ratio of 90–120 minutes of work, to 20 minutes of rest.



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'A balance between stress and recovery is the key component to managing wellbeing'



Improving health and wellbeing in the workplace requires not only looking at physical fitness but – as we do with athletes – at endurance, resilience, coping with stress and pressure, sleep and diet. Increasing hydration and stabilising a sleep routine are easy but effective places to start. Eating regularly and well is another simple tactic to feeling more energised at work. Adding a form of structure and incentive to your fitness routine may help focus your mind outside the workplace. Ultimately, each person should adapt slowly to what works for them and steadily refine their individual wellbeing plan as they go. This approach, which allows for a mindset change, may then lead to changes and improvements in health and wellbeing that last and lead to better performance.



Finally the importance of happiness should not be overlooked. Practicing three random acts of kindness has been found to promote good endorphin release in the body, as has laughter. While it may sound like soft medicine, there is good research to show the tension release and heart health benefit from this approach. Double Olympic champion Michael Johnson echoed the importance of the happiness factor in his book, Gold Rush, and Jonathan Austin, CEO of Best Companies says, 'The end game has to be lasting the distance as a business leader or football manager, with health, happiness and success. This is surely the mark of a true corporate athlete'.



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Dimension: Psychological wellbeing

Psychological wellbeing – the extent to which a person is happy and content – is achieved by finding a balance between rewarding and challenging life events, and is generally recognised as having six key factors: self-acceptance, personal growth, purpose in life, environmental mastery, autonomy and positive relations with others.



For an in-depth look at stress and burnout, see page 98



Theme: Mental and emotional health

As described in the 'Mental Health Interventions' chapter (page 38), an increasing number of organisations are recognising the need to address mental health, even making it the foundation of their wellbeing strategy. Interventions range from campaigns to workshops and seminars, mental health first aid training, networks, technology and access to support. The Mental Health Foundation defines emotional wellbeing as, 'A positive sense of wellbeing which enables an individual to be able to function in society and meet the demands of everyday life'. Interventions focused purely on emotional wellbeing include supporting employees in getting clarity on their personal purpose and/or values.



Theme: Resilience



'Through guided practice we can deliberately, purposefully create new neural pathways that build resilience. The growth of new positive pathways is called 'neurogenesis' and it opens up enormous possibilities. Business leaders worldwide are understandably paying close attention.'

Feilden, 2017

Resilience – defined as the ability to positively adapt to challenges – has gathered real momentum over the past decade, arguably moving in to take the place of work-life balance. Indeed, literature indicates that during times of adversity, change and rising stress levels, resilience is essential to developing a mentally healthy workplace, continued workforce productivity and business success. There is also general agreement – linked to developments in the field of neuroplasticity (which holds that the brain continues to grow and adapt over time according to input) – that resilience is a skill that can be learned and developed. Therefore, organisations that see resilience as a key characteristic or behaviour are implementing interventions, often centred around resilience 'training'. Varying in length, training sessions help employees understand their unique response to stress and the demands of work, and develop a personalised solution, which it is their responsibility to initiate. Of the organisations we interviewed for this research, more than one cited resilience training as their most successful wellbeing intervention to date.



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Theme: Mindfulness

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'The awareness that arises through paying attention on purpose, in the present moment, and non-judgmentally to the unfolding of experience moment by moment.'

Jon Kabat-Zinn



Originating from within Buddhist psychology, research into mindfulness has flourished over the past thirty years and, more recently, crossed over from the field of clinical psychology into the world of workplace wellbeing solutions.



In 2012, the Journal of Occupational Health reported that employees who undertake a **12-week mindfulness course** save their organisations \$2,000 per year.



With proven benefits on stress, anxiety, productivity and performance, it is an increasingly appealing tool. The CIPD reports that 20% of companies now offer mindfulness-based activities, compared to 13% in 2015.

There are, however, challenges. Dr Silke Rupprecht identifies that the mindfulness 'industry' is largely unregulated and that many of the interventions on offer in this field are delivered by individuals with little experience and training. She also highlights a tendency for organisations to want a 'quick fix', yet developing mindful behaviours and habits requires a long-term approach. Indeed, the single most significant factor in the success of mindfulness is that individuals practice six out of every seven days – a significant hurdle. Organisations should be aware of this when developing wellbeing programmes around mindfulness.

Special insight:

Successful working under pressure,

Cath Bishop

Cath was an Olympic rower, competing at three Olympics, winning World Championship gold and Olympic silver. She worked for the Foreign Office as a senior diplomat specialising in conflict stabilisation, with postings to Bosnia and Iraq. Cath now draws on these experiences in her work as a leadership expert and is a member of the Moving Ahead Speaker Academy.

Working under pressure in various complex political situations during my career as a diplomat required a real awareness of psychological wellbeing in order to not just survive, but to thrive, and be able to deliver clear progress, often against the odds. Whether it was hours- or days-long negotiations, often lasting through the night, or working within a complex, chaotic, conflict-affected area of the world, the psychological pressures on a personal and professional level were significant. This actually helped us to be proactive and conscious about providing support to colleagues, without which, the consequences for psychological wellbeing were destructive for the individual and the work mission.



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'Psychological wellbeing requires a mindset that places it at the very heart of our personal and professional development'



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From personal experience and a study across the UK government, I believe there are three qualities we must cultivate to operate successfully in pressurised environments and maintain positive psychological wellbeing:



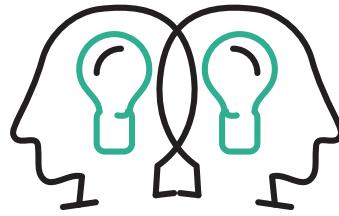
1. Psychological flexibility

In a **conflict**, the world around you can literally **change** overnight, often for the **worse**. It was absolutely essential to have **psychological flexibility**, allowing us to accept changes, often signifying a step (or three) backwards and perhaps the destruction of a project. We needed to **focus** on ways to **rebuild**, perhaps moving in a slightly different direction. Professional life can be so **constraining**, from the suits we wear and the office environment we work in, to the meeting schedules and outlook calendars that seem to control our lives. These can start to constrain us psychologically. It's therefore essential to be able to think **flexibly**, to keep considering all the options, and to be **creative** and **innovative** around new solutions and new ways forward. A sense of acceptance of reality, and a willingness to **grow** and **adapt**, are key to this psychological flexibility, and, of course, sit at the heart of resilience.



2. Self-awareness under pressure

Often we understand ourselves and our preferences. We know our **Myers-Briggs profile** or other **personality profiling** as it applies to the good days, but we tend to focus less on understanding ourselves **under pressure**. Yet it's under pressure that we make **crucial decisions**, that our leadership is scrutinised, and that we are **judged** by our peers and team members, so we need to be open to reviewing how we cope with pressure, to asking for feedback about our performance under pressure, and to ensuring that we can **grow, develop** and look at ourselves in the toughest of times. Then we can be open to crucial personal **growth** and leadership development for the long-term.



3. Genuine collaboration

None of us can succeed on our own.

Relationships sit at the heart of all our lives, **personal** and **professional**. In the diplomatic world, building genuine **links** enables **influence** and **persuasion**, and building **bonds** and **alliances** moves a situation in a **positive direction**. Developing deeper relationships with colleagues and key stakeholders, and going beyond the transactional in order to build relationships that could withstand disagreement and challenging circumstances, was crucial to **success**. Yet genuine collaboration and authentic relationship building aren't possible when we're not in a **positive** state of psychological wellbeing. When we are internally **stressed**, our **empathy** diminishes and our ability to relate to others reduces, hindering our ability to collaborate and reducing our chances of success. In my experience, collaboration and support have always seemed crucial to psychological wellbeing and effective working.

There's a final component to mention; one I find is an increasing factor in discussions around effective leadership and performance with a range of companies: **Energy**. I see energy as a helpful and easily comprehensible **indicator** of wellbeing, **productivity** and **performance**. Wellbeing can feel abstract; energy can feel more tangible. Thinking about teams we've worked in that had positive energy, or where pockets of energy exist within an organisation, can be a good basic indicator of where success and results occur, too, so energy is becoming a new metric for success.

A more **conscious** approach to recharging energy can help here. Let's move away from seeing energy as a process of starting the day full and experiencing a gradual **depletion**, then trying to fill up overnight through **food** and **sleep**, and starting again the next morning, which can lead to a cycle of ever diminishing recovery. To balance the inevitable meetings and events, and other activities that might drain us, each working day should contain planned elements to recharge us, whether it's talking to a like-minded, positive colleague, going for a **walk** at **lunchtime**, or simply **switching off** for a moment to reflect and clear one's mind – all planned into the calendar to ensure they happen.



In short, psychological wellbeing is a complex, dynamic, personal process, that requires us all to take responsibility and make conscious decisions each day. It also requires a mindset that places it at the very heart of our personal and professional development.



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Dimension: Social wellbeing

Social wellbeing describes the extent to which an individual feels **connected** and included within their community, and the ability to create and sustain **meaningful** relationships in order to develop a true sense of **belonging** and **inclusion**. It's vital that employers consider this emerging dimension of wellbeing.



It is reported that,
in the UK, only

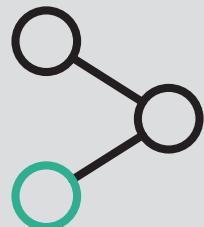
17%

of employees are engaged,
or emotionally invested
in and focused on
creating value for
their organisations.

These employees
are estimated to be

21%

more productive than their non-engaged counterparts. As a workforce, we are increasingly seeking to derive meaning, happiness and social connections from our work, and are attracted by employment that provides personal development, fulfilment and wellbeing. We believe that the themes of connection, community and purpose have a bearing on wellbeing – and therefore performance – that cannot be ignored.



Theme: Connections

Scientists believe that our need for **human connection** is as fundamental as our need for food and water, and this is as relevant in the workplace as outside it. Research by Gallup correlates a connection-friendly environment with greater levels of engagement and professional success, while Great Place To Work identified **teamwork as a key driver of wellbeing**. So, organisations are now tasked with overcoming the effect of email, social media and digital communication tools that hinder face-to-face connection, instead creating a working culture that embraces and promotes it. Interventions range from physical workplace design to bringing like-minded people together in networks, and facilitating internal or external networking.

Theme: Community

A truly **holistic** understanding of **workplace wellbeing** extends beyond employees. It recognises that, as humans, we do not exist in a vacuum, but are inextricably tied to our **family** and **cultural** groups, and it places the organisation and its employees within the larger systems of **community** and **society**. Taking this view has myriad benefits, including enhanced engagement, relationships and retention, and being seen more **positively** by clients and customers.

A 2013 study by Forresters found that... **82%** of 1,100 people said their buying decisions would be affected by whether a company engaged with charities and its local community.

→ and a study of 1,000 US employees found that 61% said that community service helps them improve their sense of wellbeing and effectiveness at work. It was not uncommon among the organisations we interviewed that wellbeing benefits be extended to families, and facilities opened up to the community.



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Theme: Purpose



What values do you live by?

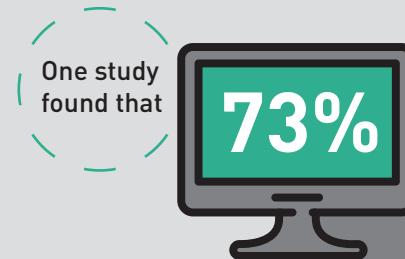
Why do you do your work?

What makes you approach it with enthusiasm and give it your best?

Leaders who don't know this about their employees, or haven't supported employees in discovering their own answers, are missing a huge opportunity. A sense of purpose fuels passion, commitment and – crucially – resilience, all of which enhances motivation and productivity, and leads to wellbeing in and out of work. Half the organisations we spoke to have done work with their employees around this fundamental, but often overlooked, theme. It lends itself perfectly to a workshop format, or as a subject explored through conversations and storytelling, and within the more intimate settings of teams, networks and other groups. It should also play a role in personal goal-setting sessions and performance reviews.

Theme: Managing technology

Technology boosted world economic output by nearly **\$200 billion** in 2011, and has undoubtedly been the most significant enabler behind flexible working solutions. Yet, paradoxically, technology can have an adverse effect on psychological and social health that actually undermines the productivity, diversity, work-life balance and overall wellbeing it seeks to create.



of computer-using professionals felt that disconnecting would put them at a professional disadvantage, and that **46%** of remote email users showed addiction-like symptoms.

Almost all the organisations we interviewed have offered employees support around managing relationships with technology, ranging from awareness campaigns, mindfulness sessions and designated email-free times. Some companies have gone further, switching off servers out of hours or even banning email altogether. Expert advice suggests building this theme into wellbeing strategy as a priority and leaning on leadership to role model healthy behaviours.

Special insight:

How social health helps create wellbeing

By Julia Hobsbawm OBE



Julia is the author of Fully Connected: Social Health In an age of Overload. She is Honorary Visiting Professor in Workplace Social Health at Cass Business School, and the Chief Curator of the Content & Connection business, Editorial Intelligence she is a Moving Ahead speaker.

The idea of measuring and valuing workplace wellbeing is in full swing, and is about a decade old. That's great...but. The 'but' is that a decade is an awfully long time in our '**always-on**' era. The world is changing; wellbeing, and how we understand and implement it, needs to change, too.

For instance, in under five years, **Facebook's active user base reached one billion people – a seventh of the planet** – and then doubled. Of those active users, the average time spent a

day on the **social network** is **50 minutes**. Given that social media is now embedded in the office, that's a lot of time we're **fragmenting** away from, well, actual work. Here's another 'for instance': Research shows that the average workplace **interruption** from **email** can rise to **80 separate episodes** in a day; that contrary to what we have told ourselves, it is rather difficult – not easy – to **multitask**, and that, when we do, it plays havoc with our attention and our wellbeing.



“At the heart of the problem is, I believe, an obesity of information”

99

In short, the radical reshaping of how we live and work around permanent connectedness, usually online, is causing problems. And there's another problem:

To date, the language around solutions and the narrative around 'wellbeing' is a bit stuck. This is not surprising given that even the OECD cited ten metrics of wellbeing in 2014 and none of them focused on connectedness, even though it now pervades everything. **Connectedness** is becoming as important a metric in social wellbeing as class, social welfare, nutrition and sleep.

Understanding how we are connected to each other and how to bridge the divide between physical and mental health, and social health, could provide a breakthrough to reducing the 10 million working days a year lost to stress across the UK annually (an average of 23 days off taken by those affected) and the estimated £27 billion cost to 'UK plc' as a result. All of this means that the way we talk about, think about, and implement wellbeing in the workplace has to change. We need to be honest about where wellbeing is a tick box exercise (no, we don't need 'mindfulness rooms').

At the heart of the problem is, I believe, an obesity of information, deluging and disorientating us from our tasks; a serious shortage of time as a result of emails and social media, and a tangle between the networks we cultivate and build online, and those we need to nurture most: offline, face to face and in small groups. I call the solution to this knotty problem '**Social Health**', and have a straightforward '**KNOT**' solution: By putting management of '**knowledge**', '**networks**' and '**time**' in your organisation, your team and your individual working practices, you can wrestle back control – just like you have learned to do around what we now consider 'basics' of wellbeing: sleep, exercise and diet.



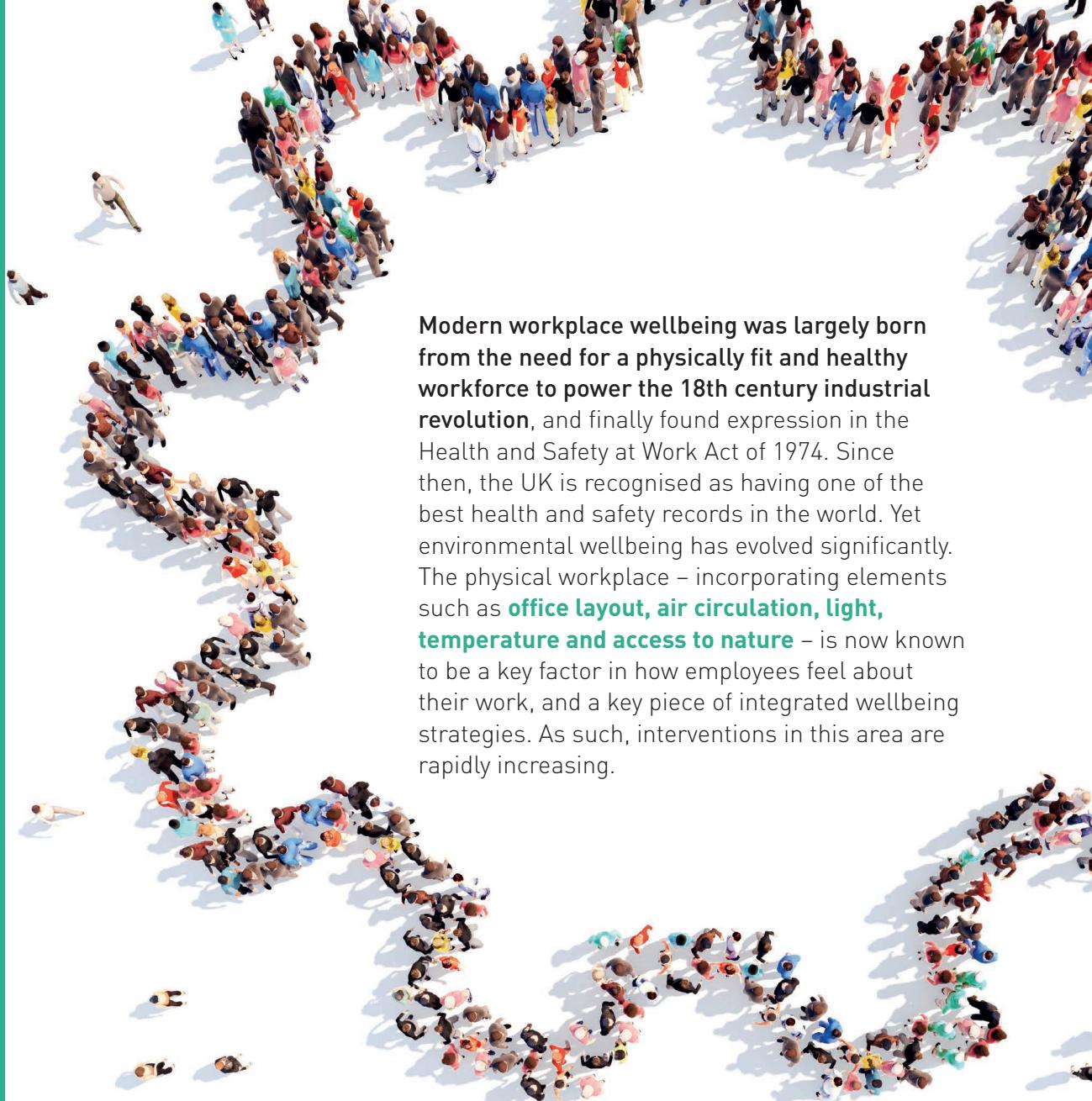
Everyone can make a difference.

We are all capable of switching on a lightbulb in our organisations. But, as the old joke goes, only one person is needed to start the process but, 'The lightbulb has to really want to change'.

Dimension:

Environmental wellbeing

Research has made a link between physical security – including the safety of work practices, the adequacy of equipment and the pleasantness of the work environment – and higher employee wellbeing.



Modern workplace wellbeing was largely born from the need for a physically fit and healthy workforce to power the 18th century industrial revolution, and finally found expression in the Health and Safety at Work Act of 1974. Since then, the UK is recognised as having one of the best health and safety records in the world. Yet environmental wellbeing has evolved significantly. The physical workplace – incorporating elements such as **office layout, air circulation, light, temperature and access to nature** – is now known to be a key factor in how employees feel about their work, and a key piece of integrated wellbeing strategies. As such, interventions in this area are rapidly increasing.



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‘When space is designed with purpose and focused on supporting people, it can have a big role to play in facilitating behaviours that make our life at work more meaningful; connecting us with others to share knowledge and ideas, to concentrate and focus, to activate our mind and body, to connect with nature, recharge our energy and be inspired to do our best work.’

**Despina Katsikakis,
Cushman & Wakefield**



Theme: Physical space

We are innately wired to be in relationship with natural elements such as daylight, air, water, flora and fauna. Connection with these elements increases cognitive function, productivity, happiness and engagement. In fact, healthy building features, including active staircases, nutritiously stocked break areas, filtered air and water, circadian lighting and greenery, can be counted as among the wellbeing activities with the highest potential for success available, as all employees engage in and benefit from them without taking any specific action. Organisations like the World Green Building Council and certifications like the WELL Building Standard™ are now available to guide employers on environmental wellbeing.

Eight features that make healthier, greener offices:



Indoor air quality and ventilation



Thermal comfort



Daylight and lighting



Noise and acoustics



Interior layout and active design



Biophilia and views



Look and feel



Location and access to amenities

Theme: Health and Safety

'Those who create risk are best placed to control that risk, whether employers, employees or manufacturers of articles or substances for use at work.'

HSE, 2013

Formal health and safety practices and legislation have evolved rapidly since the 1974 Health and Safety at Work Act, and workers in the UK now benefit from comprehensive policies that recognise and protect their rights to work in a physically safe environment. Employers are required to carry out a risk assessment and make arrangements for delivering appropriate health and safety measures, which, depending on the organisation and industry, can be incredibly varied. However, there is a sense of health and safety themes shifting over time, as certain risks gain traction in wider society. For instance, skin cancer campaigns for those working outdoors, and ergonomics and stress-related injuries for those in an office environment.



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Special insight:

Designing the healthy workplace,

Despina Katsikakis



Despina is International Partner, Head of Occupier Business Performance at Cushman & Wakefield. She is passionate that the built environment should have a positive impact on the performance, health and wellbeing of people, and has more than 30-years' experience of leading innovation, research and implementation of transformative business environments and exemplary real estate developments worldwide. She is a member of the Delos advisory board; the pioneers of Wellness Real Estate and founders of the **WELL Building Standard™**.

In its first product catalogue in 1948, Herman Miller defined the ideal working environment as, 'A daytime living room that would be welcoming and humane, where the most important thing is not the furniture, but the people'. Working practices have changed beyond belief in the 80 years since this insightful statement, yet the need for 'welcoming and humane' working environments has not; it's more important than ever. Open plan office design combined with email has shattered our ability to focus. Multitasking and a lack of places to work without interruption has further reinforced a culture of intermittent thinking and stress, inevitably leading to lost productivity, a reduced bottom line and a disengaged workforce.

Here in 2018, designing for efficiency alone is not an option; it is now necessary to redefine how and where work is best accomplished. The time has come to explore how the workplace can stimulate and sustain engagement and energy, inspire and enable collaboration, promote creativity and diversity, and improve quality of life. To perform at our best we need to move our bodies, spend time outside and make meaningful connections with others. To cope with the intensity of work we need access to spaces where we can concentrate, think and recharge, as well as spaces that meet various functional working needs and also inspire us.

Australia continues to be the global market leader in providing workplaces that improve wellbeing, boost productivity and contribute to the bottom line. Medibank's office in Melbourne has 26 types of workspaces, from tranquil areas to collaborative hubs. There are fireplaces on every floor, herb gardens, sports facilities and a programme of curated community events. The Medibank office is the centrepiece of a culture transformation programme and the benefits have been significant: absenteeism is down 5%, 2 in 3 staff feel healthier and 80% are working more collaboratively.

99

‘There is simply no point making changes to workplace design without an empowering workplace culture to support it’

99



I have long believed that the physical environment is a powerful tool that both reflects and shapes the culture of an organisation. There is simply no point making changes to workplace design without an empowering workplace culture to support it. A gym and standing desks are not a solution. Change is an ongoing process requiring an integrated approach between the corporate mind (leadership and vision), body (space and technology) and spirit (policies and culture).

When space is designed with people and purpose in mind, it can make our life at work more meaningful. It can help make us more aware of what we are doing and who we are ‘being’ at work; to more meaningfully connect with others, to share knowledge and ideas, to concentrate and focus, to activate our minds and bodies, to connect with nature, to recharge our energy, to delight and inspire us to thrive. Is there an organisation competing for talent today who can afford not to take advantage of the benefits that thoughtful workplace design offers?



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Dimension:

Financial wellbeing



What is financial wellbeing?

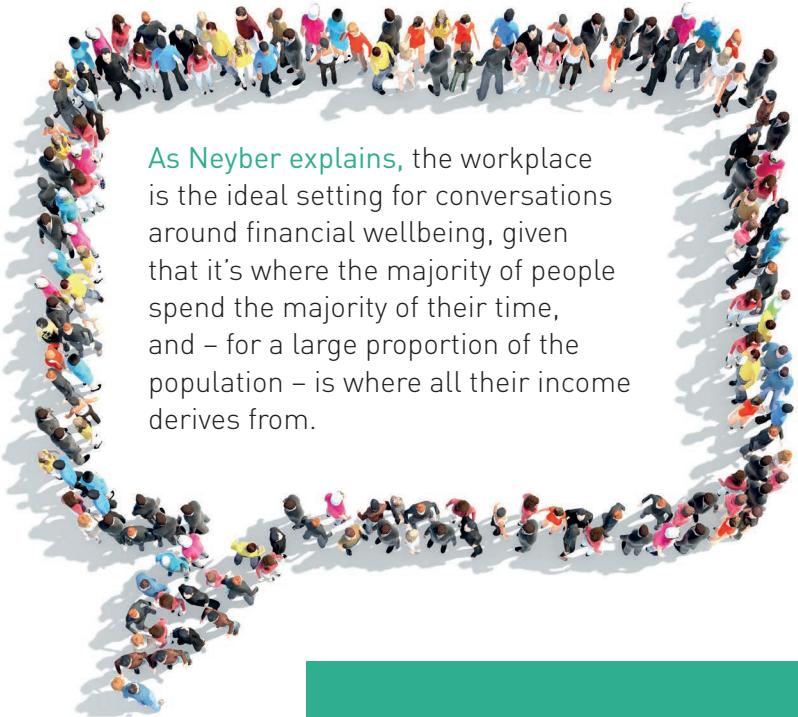
Financial wellbeing can be defined as having present and future financial security. Present financial security is the ability to meet basic daily needs (e.g., housing, food, healthcare, child care) and feel a sense of control over daily finances, whereas future financial security focuses on the ability to maintain adequate income throughout a lifetime. Having emerged from the recognition that, without it, there is likely to be a knock-on effect on psychological and physical wellbeing, personal financial wellbeing is now being addressed by many organisations.

Research carried out by financial wellbeing company **Neyber** showed that the number of people who had experienced financial concerns dropped from...

70% TO 58%

...Between 2016 and 2017, suggesting that the organisations leading the way in financial wellbeing interventions are doing so successfully.

Why is financial wellbeing

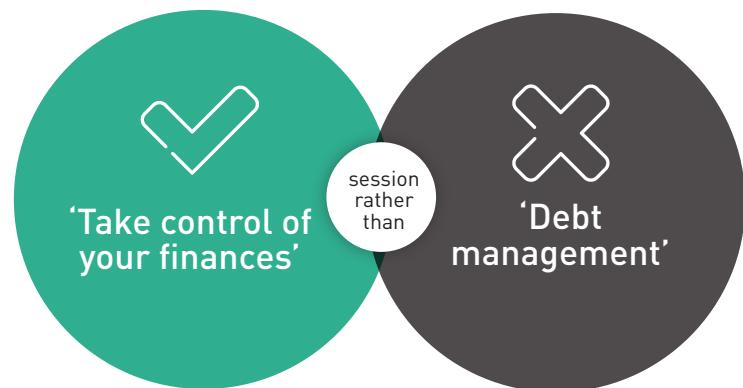


As Neyber explains, the workplace is the ideal setting for conversations around financial wellbeing, given that it's where the majority of people spend the majority of their time, and – for a large proportion of the population – is where all their income derives from.

With many organisations already supporting employees around physical and psychological health – both of which can be affected by financial concerns – addressing financial wellbeing makes perfect sense. Furthermore, being offered access to products, services and support within a trusted environment and with the backing of their organisation, is invaluable for employees.

What do financial wellbeing interventions look like?

Popular themes within financial wellbeing activities include budgeting and money management, managing debt, protection, savings, planning for retirement, investments and tax efficiency, all of which should be considered over short-, medium- and long-term timeframes. Popular formats range from face-to-face group presentations, focus group-style sessions, advisory drop-ins and one-to-ones, as well as webinars, podcasts and online content. Neyber explains that the key to success is offering employees as much choice as possible in how they access the information and support they need, and framing activities positively, i.e., offering a...



Special insight:

Overcoming stigma around financial wellbeing

By Heidi Allan

Heidi is Head of Employee Wellbeing at Neyber. She has been in financial services for more than 25 years; the last 15 of those focused on employee benefits and financial wellbeing. She is hugely passionate about improving the financial awareness and capability of UK employees. She carries out high-quality research and promotes healthy conversations about money.



48%

of us has borrowed to meet basic financial needs in the last year; that's borrowing not to buy luxury items, but to cover food, utilities and housing. The most common form of borrowing is, of course, the most expensive – credit cards.

**In addition
24%**

of people have less than one month's savings. Add in factors that are outside our control – like terrorism, UK and US politics, and Brexit – and you have a huge catalyst for stress. Somebody could be just about managing month on month, but then something happens and it really tips them over the edge.



99
'We've come together to tackle mental health; I think we need to do exactly the same with financial wellbeing'

Often people say to us, 'Surely it's about just paying people more?', but that's not the case; financial wellbeing issues go right across age groups and right across the earning spectrum as well. We find that the more one partner earns, the less reliance there is on the other, who may work part-time or full-time on a lower wage. If something happens to that main breadwinner, the impact on their family – and not just direct family, but extended family, too – can be significant. With money, it's never just about the individual themselves, but about their wider circle.

At Neyber, we start talking to people about financial wellbeing in terms of their ability to cope if something should happen. Having that first conversation, being able to say, 'I'm feeling uncomfortable' or 'I'm not as in control as I'd like to be', can make a massive difference. Then it's about reaffirming the message that it's okay to have made mistakes in the past, that there are ways to turn things around and take back control, to build their confidence back up again. This goes far beyond a budget and a spreadsheet.

Financial wellbeing topics can be quite sensitive. That's why we offer information in a variety of different formats, from group sessions to one-to-ones, on and offline. We favour podcasts over videos, so nobody needs to know what you're listening to. And our printed materials are in A5 rather than A4, so they're a little bit easier for people to subtly take away with them. The goal for us is to get financial wellbeing on the agenda, to make it okay to have those conversations, without judgement and without ridicule, to help break down the barriers of stigma and open up a world of fair, transparent, useful products. We've come together to tackle mental health; I think we need to do exactly the same with financial wellbeing.



Spotlight on: Stress and burnout

'Job stress and other work-related psychosocial hazards are emerging as the leading contributors to the burden of occupational disease and injury.'

LaMontagne et al, 2007



What is stress?

Stress can be both **positive** and **negative**, however in the context of work it has been defined by the **Health and Safety Executive (HSE)** as, '**A harmful reaction people have to undue pressures and demands placed on them at work**'.



Why do we experience stress?

Stress is a **natural, physical response** that helped keep early man **safe** from **danger**, and, more recently, can be triggered by common psychological situations within the **workplace**. These include **workload pressures** (e.g., tight deadlines and too much responsibility), a lack of managerial support and periods of change or uncertainty. Yet those aren't the only factors: the physical and psychological climate created by **senior management**, and the behaviour of **line managers** and **colleagues**, all combine with the physical workplace environment to determine how an individual feels about their work, and their consequent **levels of stress**.



How do we experience stress?

Whether triggered by concern over **physical** or **psychological safety**, the symptoms of stress are the same: **heart rate, blood pressure** and **adrenaline increase**, as do peripheral vision and vigilance. Oxygen is diverted away from functions like digestion towards major organs and limbs in preparation for what we know as '**fight or flight**'. However, fighting or fleeing is an inappropriate response to workplace stress and these symptoms therefore have no physical outlet. Moreover, when triggered again and again over a long-term period, they can have **serious physical consequences**.

				
Physical	Emotional	Intellectual	Behavioural	Organisational
Sleep disturbances	Anxiety	Loss of concentration	Alcohol/substance misuse	High absenteeism
Headaches	Irritability	Lack of motivation	Decreased libido	High turnover
Poor digestion	Depression	Difficulty with thought process	Inappropriate behaviour	Poor time-keeping
Raised blood pressure	Changeable mood	Loss of memory	Isolation	Poor performance and productivity
Cardiovascular disease		Poor decision-making	Unpunctuality	Low morale
				Poor motivation
				Increased complaints
				Increased ill-health, accidents and incidents



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How is burnout related to stress?

Burnout has been gaining traction as a wellbeing theme and research topic – particularly within the contexts of **sport** and the **workplace** – for years. As with wellbeing, there is no single **definition**. Our favourites are offered by Gorgievski and Hobfoll:

'Burnout

is the unavoidable result of the chronic and steady depletion of an individual's resources'



... and Pines and Aronson: 'A state of **physical, emotional** and **mental exhaustion**'. Usually a **gradual** process, it occurs when exposure to **prolonged stress** leads to an individual no longer being able to function effectively personally or professionally.

What is the impact of burnout?



The **long-lasting** nature of **burnout** makes it a real area of **concern**, as individuals who are prone to high levels of stress and, ultimately, burnout, are likely to demonstrate **poor levels** of job **performance** and may experience serious and long-lasting **health problems** (the core symptoms offered by psychologist Sherrie Bourg Carter are illustrated in the table opposite). This clearly has considerable impact on the individual, but also a cost to their organisation related to increased **sickness absence** and the more recent phenomenon of '**presenteeism**'.





Physical and emotional exhaustion



Cynicism and detachment



Feelings of ineffectiveness and lack of accomplishment

Chronic fatigue	Loss of enjoyment	Feelings of apathy or hopelessness
Insomnia	Pessimism	Increased irritability
Forgetfulness/impaired concentration and attention	Isolation	Lack of productivity or poor performance
Physical symptoms	Detachment	
Increased illness		
Loss of appetite		
Anxiety		
Depression		
Anger		



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How can organisations tackle stress and burnout?

There is a lack of robust and large-scale case studies investigating the cost-benefit of workplace wellbeing interventions that seek to reduce stress, and therefore no single way in which these intimately related issues can be addressed and managed. However, there is general consensus in the literature that integrated approaches in which individual wellbeing is considered alongside organisational structure, environment and culture, are most effective. Several researchers also indicate that stress reduction interventions should adopt a 'multi-level' approach, encompassing the organisation as a whole, its team and individuals.

What is clear is that great organisations create an environment of physical and psychological safety that enables employees to grow, learn and thrive during their time at work, and in which the conditions for stress and burnout are minimised.

'Employees with high levels of burnout need help in structurally changing their working conditions and health status.'

Bakker and Costa, 2014



How can employees and organisations become more resilient?

Anthony Feilden identifies that...



'heightened resilience'

will undoubtedly raise company financials and improve employee morale and loyalty'.



This statement alone goes some way to explaining why resilience has recently come to the forefront of stress-reduction tools, but the question is, how can organisations cultivate it most effectively? Resilience trainer Kate Howlett emphasises that there is no one-size-fits-all solution: 'It is vital to meet individuals where they are, and give them ideas and support with a personalised approach. There has to be an appetite for it.' Researchers believe in mentoring for cultivating this individualised approach.

'Workplace mentoring strengthens employees for overcoming challenges related to professional and personal development and has an important role for enhancing the resilience of employees.'

Arora and Rangnekar





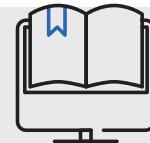


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What we've learned so far

1.

Interest in **workplace wellbeing** has **grown** significantly, reflecting growth in the literature advocating the benefits of a healthy workforce.



2.

Organisations **investing** in employee wellbeing **quadrupled** between 2006 and 2016, however more than half have yet to implement a coordinated plan or strategy.

x4

3.

A definition of wellbeing has several **benefits**, including providing a **benchmark** for success, however very few organisations have one.



4.

Counselling services and employee assistance programmes (EAPs) remain the most common wellbeing intervention offered by organisations... However, there's a big difference in having an **EAP** and using it to **maximum effect**, as a tool to stay on top of concerns and collect and analyse data, informing interventions.



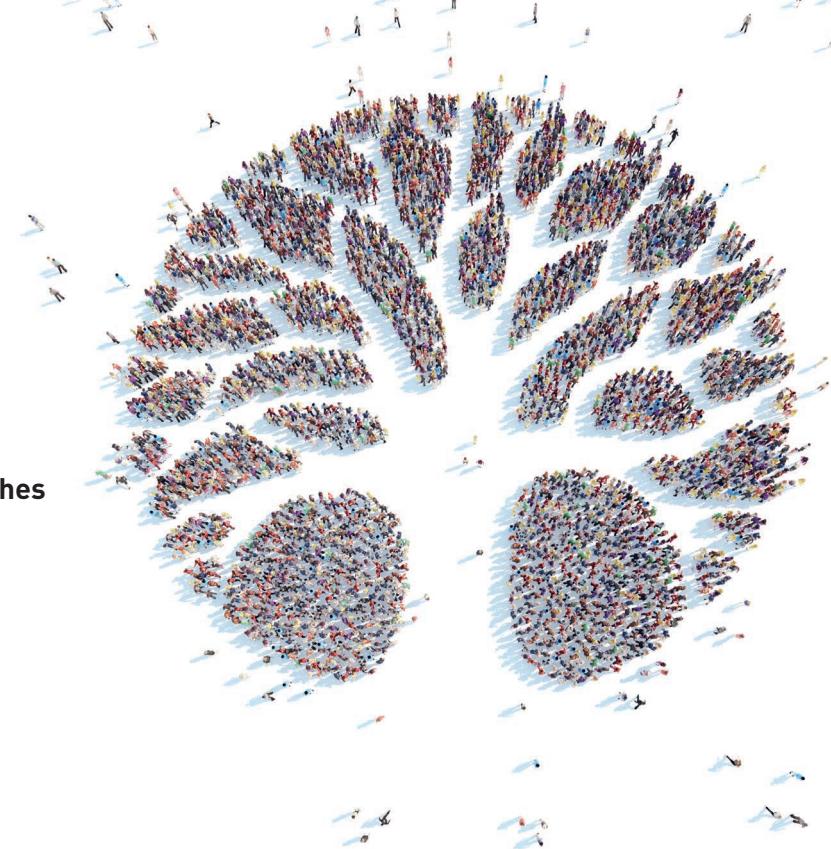
5.

The most significant **barrier** to further investment in employee wellbeing is cited as a **lack of time** or **team members**, followed by budget constraints.



We have seen – and will continue to see – significant shifts in workplace wellbeing approaches

- From a **reactive to a proactive** approach, seeking to promote positive wellbeing across several dimensions
- From a **physical to a psychological** focus, latterly encompassing elements of social, environmental and financial health
- From **individual to cultural**, in which wellbeing is a form of engagement and contributes to staff feeling valued and included
- From **fragmented to holistic**, springing from a belief that the body and mind are inextricably linked
- From **single to shared** ownership, in which bolt-on, part or dedicated wellbeing roles are giving way to an environment in which many people are responsible for wellbeing



Success looks different for everyone

1.



Employers claim that **employee assistance programmes** are the most effective for their business. Employees favour free fruit.

2.

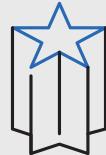
Successful strategies should demonstrate **balance** between reducing negative behaviours/causes (e.g., musculoskeletal), and promoting positives (e.g., resilience). **Change** is always a two-pronged approach.

3.



The most successful interventions seem to be those within the **mental health** and **resilience space**, reflecting the evolving challenges and needs of employees.

4.



The most **successful** organisations have adopted an **integrated** approach to wellbeing and are reaping the **rewards** of their commitment.

5.

Interventions that draw on the **power of connection**, conversation and storytelling are becoming more prevalent and are named by many companies as their most successful.

6.



Only **17%** of organisations are **evaluating** the impact of their wellbeing spend; those most likely to are those with a formal wellbeing strategy in place.

What we can learn from others

'Mark Twain said there is no such thing as a new idea. He was right. There can only ever be fresh connections made between previously unconnected stimuli.'

Kirk Vallis, Google and Moving Ahead

At Moving Ahead, our background in mentoring has led us to believe that two heads are always better than one, and that listening to different perspectives almost always leads to more creative outcomes. That's why, for this research programme, we decided to widen the scope of our conversations beyond clients and partners in the private sector. We believe that the employee wellbeing industry and its leaders within organisations could benefit from listening to innovative ideas from the diverse worlds of sport, the armed forces, schools and the prison service. We sought out these perspectives, and hope you find them as enlightening as we have.



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The power of data: A wellbeing lesson from elite sport

As much as **90%** of an athlete's time is spent preparing and just **10%** competing. Rather than focusing on what isn't working, emphasis is on understanding what makes an athlete good at what they do and how they can become better. Sensitive and effective systems for capturing those insights and optimising athlete health and wellbeing can be of value to corporate organisations.

The challenge: the importance of athlete health and wellbeing

An analysis of 9 sports revealed that more than 22 years' worth of days were lost by their athletes to injury and illness in the three years prior to the 2012 Olympic and Paralympic Games. Injury and illness (both physical and psychological) is one of the single biggest factors preventing athletes from being successful and sports from achieving medal targets. Therefore, as Team GB moved towards Rio, improving athlete health and wellbeing, and reducing the number of lost training days – thereby enabling athletes to spend more time working with their coaches on technique or improving their physical condition – had the potential to deliver a significant competitive advantage.

It is a major objective of the High Performance System (HPS) and one of the key priorities of the English Institute of Sport (EIS) – which deploys teams of practitioners including doctors, physiotherapists, strength and conditioning coaches, nutritionists, psychologists and performance



lifestyle coaches – to work with sports on a day-to-day basis, delivering services to improve athlete health and wellbeing. The teams also wanted to provide additional support to improve athlete health and fitness of their athletes, and reduce the incidence and impact of injuries.

Accelerating an idea from concept to reality is always challenging. HPS and EIS favoured a 'design thinking approach', in which the issue, the context, the constraints and the vision of success were mapped out in the 'insight' phase, which led into the 'idea' phase and the development of a simple but universal model of intelligence that was relevant to athlete health, wellbeing and performance. The small size of the team facilitated rapid prototyping, which led to accelerated product development of a solution bespoke to the high performance system.



The result: an information-led approach to managing athlete health

The resulting, proprietary approach – a framework for monitoring athletes across three fundamental elements: availability, effort and recovery (AER) – is based on gathering data from a variety of sources within the sports and interpreting it to generate insights that can influence decisions about the training, recovery and rehabilitation of athletes. It has been highly effective in creating behavioural change in the management of GB athletes.



Availability denotes whether or not an athlete is able to take part in or complete a training session or a competition. As athletes often carry injuries, this includes capturing when an athlete has restricted availability to train or compete.



Effort measures what the athlete does in a training session and the extent to which the athlete is able to exert optimal and appropriate effort.

Z z z

Recovery looks at how athletes recuperate after training and, in cases where they are injured or unwell, how quickly and effectively they recover. This includes their response to training and wellbeing metrics, e.g., sleep quality, muscle soreness, general health, mood state and fatigue.

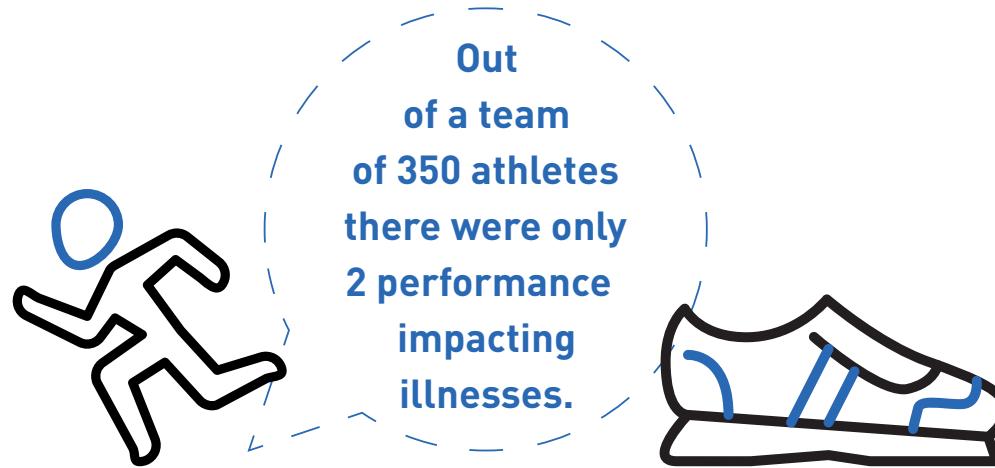
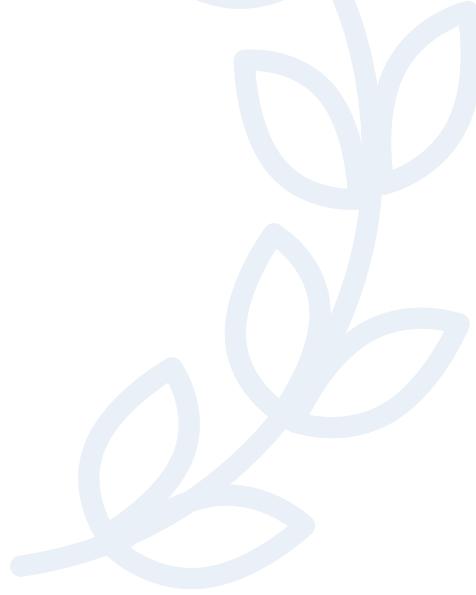


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These three elements provide an objective illustration of an athlete's AER, which can then be considered in relation to the broader narrative of each of them as an individual, taking into account a range of other factors about the athlete, such as their injury history, age, personality, patterns of behaviour and track record. AER reflects the reality that sport is an uncertain world and aims to use multiple sources of information to help navigate this uncertainty. It gives coaches and performance directors insight into injury and health risks – intelligence that enables them to monitor and adapt training programmes, and manage recovery – and optimises their athletes' availability to train and compete, thereby giving them the best possible chance of achieving performance targets.

AER monitoring can also provide an early warning system as to when an athlete may be highly susceptible to injury or illness, or approaching what is often referred to as the 'red-zone' in terms of psychological stress, so threats can be mitigated early. And it provides insights that enable sports to work with the performance innovation team on the development of solutions in areas such as kit design, equipment and engineering that can also have a positive impact on health and wellbeing.

In three years, AER has driven a greater awareness of athlete health and wellbeing within the high performance system, and the significant role it plays in elite performance. At the 2016 Rio Olympics, Great Britain became the first nation in history to increase its medal count after hosting the games. Out of a team of 350 athletes there were only 2 performance impacting illnesses.

'Through monitoring and having the ability to measure the impact of training and how it is affecting the players, in terms of things like fatigue, physical or mental strain or ability to complete technical tasks, we are better placed to prevent them from tipping over from the beneficial impacts of hard training, into harmful ones that might lead to them picking up an injury or becoming ill.'

GB Hockey

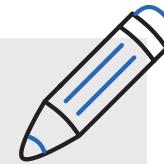


The HPS and EIS' motto of, 'The strength of the team is the individual; the strength of the individual is the team' underpins a focus that recognises the importance of creating individualised health and wellbeing strategies. Not only has the approach succeeded in driving engagement and performance, but it has brought about a shift in mindset. Athletes are connected to specific interventions based on their identified risks, and are offered targeted, relevant information about how to modify behaviour, programmes and lifestyle. In many businesses, as in sport, people are the product, so a robust, data-driven system providing individual insights and opportunities to optimise could be game-changing.

What is clear is that – an organisation or an individual – every single day you should be learning, developing and improving, because if you don't you will lose out to someone who is.

There are four 'MUST-HAVES' for success in this approach:

1.



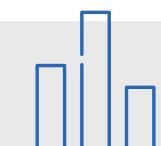
Start with a robust, **strategic plan** that is aligned to the organisation's and the individual's performance model

2.



Adopt an **individualised approach** in which **data** is captured and analysed within the context of each individual narrative, and used to inform decision-making and foresee threats

3.



Design a method allowing for easy **collection** and **visualisation** of information

4.



Continually **develop**, **deliver** and **enhance** optimal and appropriate **strategies** based on a robust **review** process



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The power of leadership: A wellbeing lesson from the military



The strength of any army is in its soldiers, who must be mentally and physically prepared to perform tasks effectively in highly pressurised situations. Traditionally, responsibility for soldier health and welfare lay with medical staff, however high attrition rates hinted that a new approach was required.

A new strategy has focused on empowering those at different levels of leadership to take responsibility for the health and welfare of their soldiers, starting at the top with the commanding officer. Moving down, it is the responsibility of the majors to be cognisant of issues in their squad. They have been trained to high level in situational leadership and also in leadership skills that focus on the longer-term (rather than just mission-orientated) health and improvement of the army, with the effect of bringing health and wellbeing into daily operations. Officers are routinely trained in methods of suicide prevention and stress management, while the medical team is now solely responsible for healthcare.



The approach reflects a powerful trend in the way we – as individuals, organisations and a society at large – are coming to think about wellbeing, namely that it is everyone's responsibility. Not just doctors, not just HR teams, but everyone's. We are already seeing a shift in workplace wellbeing strategy that reflects a more decentralised approach, but for organisations yet to follow suit, it is clear that there is much to be gained by empowering and training leadership, from top to bottom, to support the day-to-day wellbeing of their teams, and, as a knock-on effect, of their families and communities, too.

The power of openness: A wellbeing lesson from education

By occupation, jobs that are common across public service industries - including teaching professionals - show higher levels of stress as compared to all jobs. Three years ago, a West London high school recognised a need to change.



A poor Ofsted result followed by a staff survey revealed that 60% of staff felt unsupported and 45% felt uninspired to do their work. High workloads along with inconsistency in management were all identified as areas that were leading to extreme stress, which was having a pronounced effect on staff wellbeing.

The creation of a wellbeing team, led by a deputy head, has helped 'build a better culture of care' and effected a marked drop in stress levels. Openness and dialogue have been key to its success, expressed first in the willingness to take an honest look at issues and explore possible interventions as a team, and secondly in the willingness to highlight issues as individuals.

In contrast to the preceding era, the senior leadership team works hard to identify staff members who are struggling, and department heads are encouraged to be more mindful of staff who demonstrate high stress levels. Together with a culture in which individual staff members themselves feel empowered to talk about personal issues, the school has found it is able to address



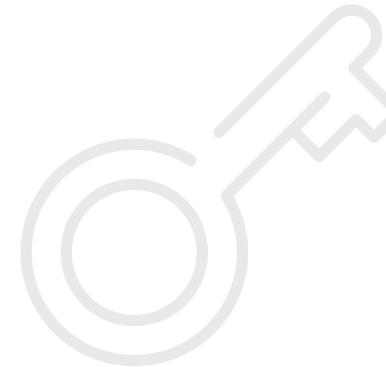
issues earlier. An easy, but highly effective intervention has been 'mug people', in which any staff member can nominate someone who they notice seems stressed, who receives a mug filled with chocolates, flowers and stationery.

This new, '**collegiate approach**' in which everyone supports everyone else's wellbeing within a culture of honesty and openness, has worked wonders. The performance of teachers has improved and the latest survey found that 86% of staff feel supported. The benefits can – and do – translate directly into private sector organisations, many of which are equally delighted by the success of campaigns and activities that focus on sharing stories and offering peer-to-peer support through networks, mental health first aiders and wellbeing champions. It is clear that wellbeing thrives in a culture of openness and honest dialogue.



The power of inclusion:

A wellbeing lesson from women's prisons



You might recognise many wellbeing activities at Eastwood Women's Prison in Gloucestershire. Governor Suzy Dymond-White, an ultra runner, has, like many CEOs, a keen interest in the subject and is seeking to transform wellbeing in her prison and others like it.

There is a wellbeing committee, a wellbeing calendar with a focus for each month (themes so far have included movement and mindfulness) and annual wellbeing events where people can drop in to the gym, and get smoking cessation advice, massages and a health check. Like many businesses, the prison also offers an EAP.

However, unlike any of the private sector organisations we interviewed as part of this research, the stakes are much, much higher. Women often enter the prison addicted to drugs, from an abusive relationship, and severely under or overweight. Self-harm and suicide attempts are not uncommon. Staff on the other hand, deal with physical and verbal abuse as a regular part

of their work, which has the potential to send stress levels soaring. Well-chosen and designed wellbeing activities are absolutely essential to the prison community; the key word being, 'community'.

Suzy made a dramatic change in the wellbeing strategy when she started as governor, in that wellbeing activities that were previously open to prisoners and staff separately, were merged. As a result, staff and prisoners attend exercise classes together, as well as sessions aimed at promoting positive mental health. She explains why:



'We are all members of society and prisoners need to be encouraged to behave in a way that will allow them to integrate. Staff should respect that these women will soon be out in the wider community and we have a responsibility to enable them to lead a normal life. I believe that people should all be treated with the same respect and focus on their wellbeing, and everyone soon accepts that mixing staff and prisoners is the norm. I often get asked when I am going to yoga next and have pleasant conversations in the gym at lunchtime.'

While some private organisations still struggle with D&I (particularly around gender) Suzy emphasises how quickly this culture of inclusivity has become the norm at Eastwood. What has been key is regarding the prison as a community, in which everyone has a role and responsibility for maintaining it, and within which wellbeing is able to thrive. From that standpoint, non-inclusive behaviour becomes extremely visible, and prisoners often leave much healthier than they entered.



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We asked:

If you had unlimited resources, what would you hope to offer or achieve through wellbeing interventions?

This is how organisations we interviewed responded:

“ ”

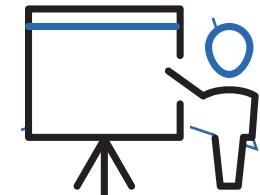
‘We’d have individual tailored wellbeing programmes for each person, with somebody on-site who could meet with them and actually have that one-to-one interaction.’

MIZUHO

“ ”
‘It would be wellbeing through the complete employee lifecycle. Being able to offer a wide range of wellbeing activities, advice, guidance at any stage in your career, your life, your age – a kind of complete programme.’

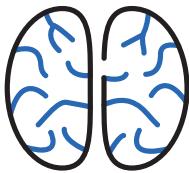
NATS

‘Training managers so that they can proactively identify and support their people is critical. The ideal is for colleagues to be able to access personalised support both in and outside of work when they need it.’



‘It would be more **tangible measurement**; that what we’re doing is actually doing good, and that we therefore have evidence that it is providing a certain outcome towards improving wellbeing for our people and their families.’

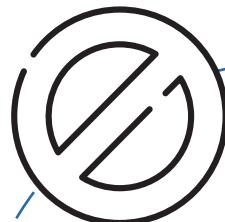




'Raising awareness and encouraging an open culture around wellbeing in general, and mental health. For wellbeing activities to be offered consistently across all our offices, and be easily available to our employees so they feel that they will use it.'



PRAHEALTHSCIENCES



'To break down some of the barriers in terms of employees wishing to use services without any fear, particularly around mental health.'

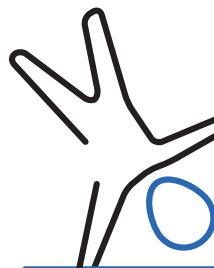


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'To create the environment where people feel stretched, feel talented and satisfied with their job but not at risk for burnout. And put things in place to be able to measure if it's working.'

Linklaters

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MACFARLANES



'To set something up so that every single employee could almost have a **tailormade wellbeing plan** or offer that suited their specific needs; a kind of menu that they could draw down from.'



'I would have more measures in place to give people **opportunities to move and be fit**. I would like more opportunity to just say, Right, we're all going for a walk at lunchtime' or 'Here's a running route, go and do it', or 'We've got a personal trainer in today for your team.'



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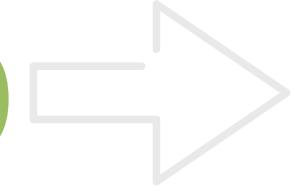


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A six-step process for effective organisational (and individual) wellbeing strategy



1. Define

- What does the word 'wellbeing' mean for your organisation?
- How will greater employee wellbeing support your goals and values?
- What resources do you have (e.g., people, budget, time)?



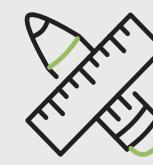
2. Gather

- What wellbeing risks are involved for employees in your organisation?
- What – if any – gaps are there in your current wellbeing offering?
- Have any new wellbeing concerns arisen recently?
- What are the particular needs of your employees and how will you gather this information?



3. Create

- What does success within employee wellbeing look like?
- What are your short-, medium- and long-term goals?
- Which themes/activities will create the biggest impact?
- What barriers can you foresee?
- What are your deliverables?
- What do you require from employees?
- What is your evaluation/data collection strategy?



The results of our research into effective workplace wellbeing led us to the creation of what we believe is a thorough process for defining, designing and delivering effective programmes and strategies. What we most often found was organisations executing some of these points extremely effectively, but failing to set their programmes up for the greatest success by skipping the initial and latter stages (definition and measurement), often because of a lack of resources or having adopted a more reactive rather than proactive approach. For organisations entirely new to workplace wellbeing programmes, we would recommend starting at the beginning and completing each step in turn. For companies with a more evolved output, we hope this may serve to help you fill in gaps in your process or initiate new thinking.



4. Integrate

- How can you link wellbeing strategy to networks, performance reviews and PDPs?
- What infrastructure do you need and how will you implement this?
- Will you recruit role models? If so, how?
- How will you communicate wellbeing programmes and activities?
- How will you engage stakeholders and achieve leadership support?



5. Implement

- For each theme you wish to cover, what activity/activities will work best? (i.e., campaigns, content, training, seminars, software, hardware, environmental changes)
- Which activities will you deliver internally?
- Which activities will you engage external providers for? How will you engage them?
- How will you advertise activities so as many employees as possible are aware of them?



6. Evaluate

- How will you gather and use attendance and feedback data from individual activities?
- How will you link wellbeing programmes to absenteeism/presenteeism data?
- How will you link wellbeing programmes to recruitment/retention efforts?
- Can you request data from your EAP provider? How can you use this to inform further activities?
- Is wellbeing covered in an annual employee engagement survey? How will you use this data?
- What is the value of your investment into wellbeing? How will you leverage this?



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A four-layered approach to engaging everyone

Our research has proven that there are as many different ways of considering workplace wellbeing as there are organisations that offer it. At Moving Ahead, we have come to think of a complete workplace wellbeing offering being supported by and expressed in a number of different 'layers':

Layer 1: Basic offerings

This comprises a base layer of workplace wellbeing services and those that are offered readily and easily by most organisations:

- Employee Assistance Programmes
- Health insurances
- Availability of healthy food and fitness
- Health screenings
- Digital wellbeing content



Layer 2: Bespoke broad-spectrum offerings

These are programmes that are integral to the values of the organisation and respond directly to its unique challenges. Often long-term, they will if possible include some kind of long-term support for change, and form the backbone of wellbeing strategy, for example:

- Mental health campaigns
- Physical activity campaigns
- Resilience training
- Dedicated networks





Layer 3: Focused small-scale interventions

This layer comprises short-term, often ad-hoc offerings often responding to internal or external challenges or trends, or requests from within the business:

- Standalone workshops/seminars
- Sports events
- Wellbeing weeks



Layer 4: High-value/low-cost engagement offerings

This final layer includes day-to-day offerings that, although cheap to implement, are highly valued by employees. These are often an opportunity to demonstrate ongoing care for employee welfare and happiness:

- Free fresh fruit and/or healthy snacks
- Sports equipment (e.g., table tennis tables)
- Plant sales



A complete workplace wellbeing strategy would, ideally, encompass all four layers, reaching as many employees as possible and stretching beyond the individual and organisation out into wider society.



Five best practice recommendations for effective workplace wellbeing



1. An integrated approach

'For an integrated programme to show measurable benefits, it needs to be built into the very DNA of a company. It's actually kind of at the core of what the business does as opposed to being a program of the month or a one-off experiment, and it needs to be aligned with that particular company's culture and business goals.'

Robert McLellan in Orchard 2015

A 2007 CIPD report into the changing face of wellbeing in the workplace began to articulate the real need for organisations to consider wellbeing as an integrated part of their business strategies, concluding that this approach 'Seems to be giving real benefits to these organisations in reducing turnover and increasing the productivity and engagement of their employees'.

As Orchard (2015) identifies, an integrated approach to workplace wellbeing simply means, 'Tying together a number of factors that affect workers, including emotional, social, mental, physical, financial and intellectual health'. In other words, it recognises that an individual state of wellbeing is influenced by a complex and dynamic interaction of many factors and that maximising wellbeing requires more than offering support around only physical and mental health. A truly integrated wellbeing strategy will consider the holistic needs of employees and develop programmes or interventions based on the unique requirements of their workforce. It will be built on and executed from the belief that employee wellbeing is fundamental to the overall success of the business.

'An integrated approach to health and wellness isn't something to do just because someone says it's a good idea. I think it really is a necessity if you want to be a high performing company.'

Nicolaas Pronk, in Orchard 2015

At Moving Ahead, we've observed that integrated wellbeing strategies are often the result of a long-term, organic evolution of wellbeing activities and programmes. Established organisations often begin with a reactive approach to wellbeing – troubleshooting specific challenges, e.g., long-term sickness absence as a result of stress – before moving to a proactive approach that anticipates the needs of employees and offers built-in support. Finally, wellbeing will become truly integrated. However, there is a huge opportunity for younger companies to work through the six-step process for effective organisational wellbeing strategy as outlined in the previous section, and engender wellbeing in their company culture from the ground up.



To identify where your organisation is on the path to integrated wellbeing, see page 138



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2. Leadership driven

'There is a straight line from the inner life of a leader to the actions they take, the relationships they build, and the impact they create. You can't understand what's going wrong around you if you don't understand what's going on inside you.'

Erica Ariel Fox, Harvard Business Review

An essential element of **integrated workplace wellbeing** is **leadership**. At the highest level, senior leaders throughout the organisation must be **fully aligned** to the desired approach to wellbeing. Paul Sheridan, Senior Managing Director of recruitment firm Robert Half believes that, 'Most business leaders acknowledge that **workplace happiness** has a tangible **impact** on **productivity** and **profitability**.' At Mizuho International, the support of the board and CEO has been pivotal in creating an integrated culture of wellbeing. 'Health and wellbeing really **matter** to him,' says talent development specialist Nicole Mather.

At the next level of leadership, managers must visibly **commit** to taking **action** for the benefit of themselves and their team members. Health and wellbeing at work rely heavily on **good line management** and having a **supportive team**; particularly important in a climate of increased workloads and responsibility. Several of the organisations we interviewed have instigated line manager training, supporting them in spotting the signs of, in particular, mental health issues.



Santander has trained more than **1,600 managers** to be **Positive About Mental Health**, a course that helps them to understand the spectrum of mental health conditions, how to have **difficult conversations** and where to signpost people to get the help and support they need. To complement this it also provides managers with unconscious bias training and leadership skills. Paula Dunne, Head of Engagement and Wellbeing Strategy, explains why: 'As an HR Team we can't reach everybody, so we are **reliant** upon our **managers** and **leaders**. The training we provide helps them manage those situations and equips them with the knowledge of where to go to get help and support, either for themselves or for their team members.'

A study of nurses in 2014 identified a link between authentic **leadership** – which emphasises qualities including **self-awareness** and **behavioural integrity** – and the **prevention of burnout**, stating that, 'Leaders play a key role in creating work environments that optimise employee performance and workplace wellbeing' and 'shape the quality of the immediate work environment, which has an important impact on employees' experiences with their work and subsequent job and health-related outcomes.'

At Moving Ahead we believe not only in the power of authentic leadership, but in leadership that is also resolutely inclusive. Our 2016 research showed that wellbeing is a key output of inclusive leadership, and that an inclusive leader demonstrates skills and competencies, among them emotional intelligence, curiosity, listening and being a role model.

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An essential element of integrated workplace wellbeing is leadership. At the highest level, senior leaders throughout the organisation must be fully aligned to the desired approach to wellbeing.

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3. Individually focused

'When you're a broad-ranging organisation like ours, you would be foolish to think that one size fits all. It really doesn't.'

Aviva

Integrated wellbeing strategies are also specifically tailored to meet the needs of the individual. Our knowledge and research has revealed several ways that organisations can and are delivering wellbeing support that delivers on an individual level. We'll look at two here: Networks and mentoring.

Networks

Wellbeing 'champions' of all descriptions help to **disseminate wellbeing practices** and activities through an organisation from the bottom up. Some organisations we spoke to have set up a **wellbeing task-force** comprising stakeholders at various levels and staff members with a particular interest in wellbeing. Others have initiated **specialist wellbeing networks**. M&G Investments created the '**Affinity Network**' to raise awareness around mental health issues:

'This employee network group has top down support – two executive board members that sponsor it as well as HR support. The employees in the network have direct experience in mental health or indirect experience through family members or charities, and are able to **drive mental health conversations** to other employees, who feel that, 'Actually I'm not the only one struggling here' and that it's okay to talk about it.'

Our 2017 research, '**Networks that work**', found that networks provide a '**safe space**' for critical diversity and inclusion **conversations**, and enable minority groups to raise challenging issues in a positive environment. Networks, therefore, lend themselves perfectly to **mental health interventions**.

'Ultimately the network is about engagement, having a space for employees and changing culture.'

Jonni Learoyd, Channel 4

Moving Ahead's International Standard for Effective Networks makes these six recommendations:

1.

Create a **clear vision** and **long-term goals** for the network



2.

Ensure an **open channel** of **communication** between the network and wider organisation



3.

Assign a **chair**, find committed **advocates** and **engage** executive level support



4.

Design activities with **inclusivity** in mind



5.

Encourage members to embody **positive behaviours** beyond the network



6.

Maintain **momentum** with appropriate **investment, evaluation** and **recognition**



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Mentoring

'The right mentoring relationship can be enriching and life changing for both parties'

**Michael Cole-Fontayn,
formerly of BNY Mellon**

Good mentoring focuses on the provision of support, guidance or development, and focuses on behaviours such as advising, modelling, counselling, supporting, advocating, introducing and nurturing. It cultivates a high degree of openness and trust between mentor and mentee, which ultimately provides the basis for honest and truly transformational conversations.

Our 2017 research, supported by Deloitte, found that there are nine requirements for effective mentoring:

1.

A clear purpose for the mentoring programme



2.

Positive buy-in from all key stakeholders



3.

Advocacy and support from senior leaders



4.

Clarity of roles for mentors and mentees



5.

Effective mentor and mentee matching



6.

Robust preparation, briefing and training



7.

Appropriate resource commitment



8.

Recognition of the importance of mentoring



9.

Insightful monitoring and evaluation



If these steps are followed, effective mentoring has outcomes that include enabling **time to think**, fostering **meaningful connections**, providing **two-way inspiration**, empowering and developing confidence and accelerating culture change.

These facts make **mentoring** a **powerful** – and somewhat previously unrecognised – **tool** in creating an integrated, all-level **culture** of wellbeing within an organisation, and one that can be utilised in many different ways. For instance, the scope of current mentoring relationships could be expanded with specialist training to encompass **wellbeing issues**, while group **mentoring** would gather together people to support each other around specific **issues**. Even reverse mentoring could be highly effective, as millennial employees with a wellbeing mindset are paired with those more senior to help them understand and prioritise wellbeing issues within their own lives and the life of the organisation.

At Moving Ahead, we are increasingly seeing the aims and **impact** of structured formal internal **mentoring programmes** linked to broader change, in which a culture of **openness, curiosity, and ongoing learning** – particularly a growth mindset – can thrive; qualities that, in turn, foster a happy and healthy, and therefore a productive and **successful workforce**.



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4. Delivered through stories

'Stories constitute the single most powerful weapon in a leader's arsenal'

Dr. Howard Gardner, Harvard University



A decade ago Jonathan Benjamin, a 20-year old diagnosed with a **schizoaffective disorder**, tried to **take his own life** by jumping from London's Waterloo Bridge. He was **talked down** by Neil Laybourn, a man he eventually found through an online campaign that went viral. Their extraordinary story, dubbed '**The stranger on the bridge**', has been recounted by international media, made into a film and is delivered by the pair themselves to audiences all over the world.

But what makes it so captivating?

It takes concepts we are familiar with in theory – the **power of listening**, empathy, connection, action and recovery – and makes them tangible. It makes them **inspirational**. Story is and always has been a powerful means of emotional connection, so it was no surprise that some of the most successful wellbeing **interventions** we heard about during our research were built around storytelling. While many organisations invite speakers to share their stories with

employees, others have invited employees themselves to share their own stories, causing a ripple effect that would seem to carry a message far further than other means of delivery.

Law firm Linklaters designed a **campaign** to encourage staff to **share** their **experiences** of mental health issues. What began as stories told on **postcards** soon graduated to full-length – and, crucially, **non-anonymous** – stories written and shared on the company intranet. They received more than **1,000 views**. Now the campaign has expanded again, with partners from the UK Linklaters office sharing their stories on camera to the whole firm. The campaign has helped to **dissolve** the **stigma** around mental health issues that holds so many people back from reaching out for support in the workplace.

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‘Whether it’s their own issues or family issues, or those of people in their team, the campaign really helped people feel comfortable to speak up.’

**Jenny Lloyd,
Linklaters**

At Moving Ahead, our belief in the inspirational and motivational power of stories led us to create our unique **Speaker Academy**, in which individuals with a wide variety of experiences are given a forum (and the skills) to share their messages with organisations.



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5. Effectively measured

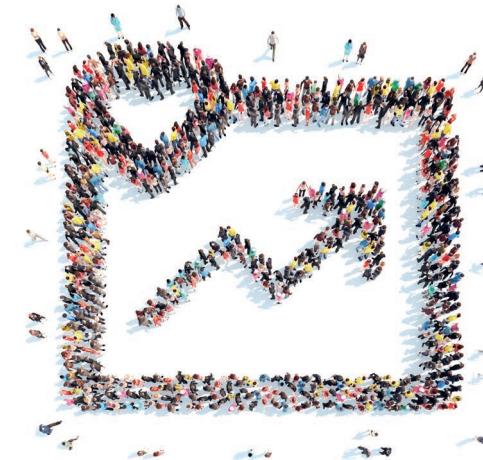
'Too few organisations evaluate the organisational impact of their health and wellbeing activities. It is vital that HR practitioners monitor and report on a range of health, employee satisfaction and organisational measures to build a strong case to convince senior management of the need for ongoing financial commitment.'

CIPD, 2016

Evaluation is a crucial element of wellbeing strategy, helping to **test** and **track** interest in certain themes, and secure support and resources for ongoing activities. However, fewer than **30%** of organisations really **invest time** and effort in tracking the impact of their workplace wellbeing investment, and those that do are more likely to be acting from a formal wellbeing strategy.

So what's the problem? A consistent issue is that, while organisations investing in workplace wellbeing are often seeing improved wellbeing and employee engagement, they are often unable to attribute **improvements** directly to **one** specific **cause** or **activity**. This is unsurprising given that, as we have seen, wellbeing is influenced by a dynamic interplay of factors that cannot be separated from one another.

Evaluation measures are relatively **simple** to start with. **Absence rates**, for instance, have commonly been used to gauge the **health** of an organisation and some use them proactively to implement preventive measures.



However, as more organisations take a **proactive** – rather than **reactive** – approach to wellbeing, it is necessary for appropriate measurement techniques to evolve in kind. And, of course, organisations can reliably measure interest in certain themes through **take-up rates** of individual interventions. However, these factors – even implemented together – do not offer an **entire picture** of the extent to which wellbeing programmes are actually increasing wellbeing, neither do they indicate the role increased wellbeing plays in overall company productivity and **success**.

In her 2016 report 'Employee health and wellbeing programmes: time to look beyond cash returns?', Dr Bridget Juniper stated that, because wellbeing is a complex, dynamic and often subjective topic, the **link** between **wellbeing** interventions and relative **individual health** is **not linear** (i.e., there is no guarantee that investment in one course of action will definitely lead to a clear outcome). Therefore, a more considered approach to measurement is required.

Our research has highlighted several guiding thoughts for what a more considered approach might look like:

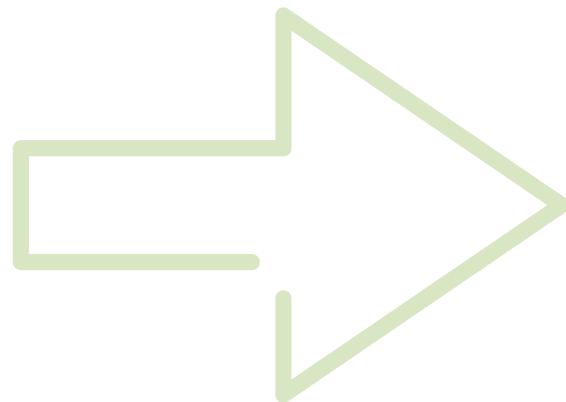


The evolution of wellbeing strategy

In light of the six-step process and best practice recommendations outlined on the preceding pages, it is worth noting again – and talking more about – the fact that wellbeing strategies rarely evolve in a linear fashion, taking in each step we have outlined and encompassing all the elements of best practice.

Workplace wellbeing is still relatively new, and, as such, organisations are developing their offerings in response to the changing needs of their workforce and learning by trial and error. However our research has revealed that there are stages to the evolution of workplace wellbeing.

The table opposite has been inspired by a model from coaching expert Professor David Clutterbuck, and tracks the development of an intervention within an organisation from nascent to integrated. Setting our – or any – wellbeing best practices against these stages can help organisations better understand where they are at, and plan where to focus attention to accelerate the evolution towards an integrated strategy.



	NASCENT	TACTICAL	STRATEGIC	INTEGRATED
Goals	Narrow, specific goals, e.g., reducing sickness absence	Broader goals, e.g., engaging employees	Enhance performance, attraction and retention of employees, building an employer brand	Aligned and amplifies organisational vision and values; to attract diverse employees. Drives best practice beyond the organisation
Focus	Mostly physical, functional – ad-hoc interventions with no thread joining them up. Small take-up. Pockets of awareness	Responds to specific challenges, e.g., stress, flexible working – targeted and clear in comms and offerings. Increasing take-up. A number of pockets of awareness	Several wellbeing dimensions (.e.g., physical, psychological, social wellbeing) that are connected via clear communications and positioning. Take-up spans multiple levels and roles. Broad awareness	Multifaceted, integrated focus of many wellbeing dimensions. Awareness throughout the ownership and at all levels, up to board. Part of business planning/ integration
Ownership	Additional focus from a passionate individual who champions this, or a bolt-on to HR/H&S role	Bolt-on to HR/H&S role	Standalone wellbeing role, e.g., Head of Wellbeing	Decentralised, owned by everyone, everyday. Seen as 'The way we do this'. Integrated into performance reviews (on wellbeing approaches)
Measurement	None	Little, e.g., measurement of attendance or take-up of offerings	Measurement and data informs strategic decisions and design of interventions	Measurement is linked to a clear purpose and definition of wellbeing. All activities are measured quantitatively and qualitatively, with ongoing and transparent measurement



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What's next for workplace wellbeing?

“

As we've seen throughout this report, workplace wellbeing has evolved from a physically-focused concept with its origins in health and safety, to a more sophisticated, holistic model in which supporting the physical, psychological, social, environmental and financial wellbeing of staff is key to enhancing organisational productivity and success. As shift after shift takes us towards **truly integrated wellbeing strategies**, various trends have come to the fore, often reflecting a particular focus on the subject throughout the general media and society.

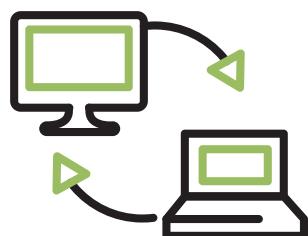
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1.

Flexible working

'Flexible working' describes working part-time or flexi-time, extended or compressed hours, from home, or job sharing, and is a key way to drive engagement and wellbeing with very little investment. More than 50% of UK employers currently offer flexible working, and 50% of workers report that they work outside the office for 2.5 days a week or more, allowing them to spend more time on leisure and relaxation, and with loved ones. In addition, employees report that remote working helps them concentrate and reduces 'cabin fever'. For businesses, it helps reduce absenteeism, improves productivity and retention, and enhances engagement and loyalty. As technology develops, more millennials enter the workforce and wellbeing becomes a greater personal priority, we predict that flexible working practices will become ever more mainstream as a credible wellbeing offering.



2.

Sleep

The importance of sleep has become a popular message within literature and media within the last couple of years. Bestselling books such as Arianna Huffington's 'Sleep Revolution' and Matthew Walker's 'Why We Sleep' emphasise the importance of sleep for all aspects of physical, emotional and social wellbeing, framing it as a cornerstone to personal thriving. We know that when people thrive, the organisations they work for thrive, too, so it is no surprise that companies are offering practical advice on maximising quality and quantity of sleep as they seek to harness its wide-ranging benefits, with Google famously going a step further and installing 'nap pods' globally. Two thirds of our interviewees already offer advice on sleep, and it is our prediction that, as the holistic nature of wellbeing is increasingly understood and integrated workplace wellbeing strategies become more common, this fundamental theme will continue to grow.



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3.

Financial health

In line with REBA predictions, we are seeing financial health grow in popularity as a workplace wellbeing theme. Around 70% of organisations we interviewed have already offered information about it to their staff, with many more commenting that it is on the agenda for the coming year. Again, as we move towards a more holistic understanding of wellbeing, the impact of financial security, particularly on psychological and emotional health, is being increasingly recognised. And as organisations move from reactive to proactive and integrated models of wellbeing, our prediction is that financial advice will continue to move from a delivery system solely through an EAP, into the realm of longer-term positive support.



4.

Managing technology

Rapid advances in technological innovation have changed the nature of work beyond anything we could have imagined 20 years ago. As developments in mobile communication and cloud computing continue to open staff to extremes of productivity and working hours, and automation, robotics and artificial intelligence become more prevalent, it will be more important than ever to give employees tools that help them create a mindful relationship with technology. Three quarters of the organisations we interviewed are already offering support around this subject, with – as we predict – many more to follow suit.





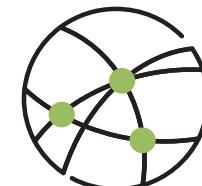
Healthy workplace design

The launch of global organisations like the International WELL Building Institute (2013) and Fitwel (2015) is a testament to the growth of an industry dedicated to optimising buildings for their inhabitants' wellbeing. There is now 1.22million sq ft of WELL-certified office space in central London alone, meaning that it has achieved certain standards in categories including air, light, nourishment, fitness and comfort. As well as serving as a physical expression of an organisation's wellbeing principles, healthy workplace design has a huge advantage in that it engages and benefits everyone. As the idea of wellbeing graduates from the personal to the organisational, it follows that buildings will come to be seen as wellbeing interventions in themselves.



Wellbeing networks

Several of the organisations we interviewed have created and are using wellbeing networks with great success within their organisation. Networks bring like-minded people together to share ideas and support around a common goal, and – as our previous research found – help drive diversity and inclusion. As such, they can be a powerful vehicle for disseminating wellbeing. We believe that networks are particularly well suited to psychological wellbeing, helping to facilitate the conversations and peer support that are so vital to breaking through stigma. So, while we predict a rise in organisational wellbeing networks in general, we hope to see them being put to particular use in the evolution of psychological wellbeing interventions.





7.

Leader wellbeing

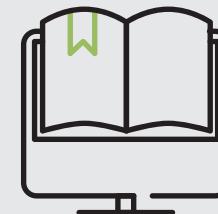
As responsibilities – both professional and personal – increase as one moves up through an organisation, balance and wellbeing become more challenging to achieve, yet are just what is required to really engender wellbeing culture and inspire those further down. Therefore, the importance of supporting CEOs and senior leaders in achieving and role modelling wellbeing cannot be overstated. The majority of organisations we interviewed also recognised the important role of line managers and are, or are planning on, investing in training to help them better support their teams. We foresee a future in which leaders are trained and empowered to have conversations around wellbeing, and the wellbeing of their team is a KPI of effective line management.



8.

Storytelling

Where classrooms are moving away from the traditional 'eyes-forward' format, so, we predict, will wellbeing education within the workplace. While disseminating information through seminars, digital technology, or even printed content, will likely continue, we believe in the power of stories to truly engage and facilitate long-term change. Stories can be delivered cross-channel, as first-person accounts during mentoring meetings or within networks, through writing, video or podcast, or spoken from stage. For organisations wanting to really land their wellbeing messaging, look no further.





9.

Wellbeing mentoring

Two or more people coming together to support each other represents to us, as mentoring experts, a powerful vehicle for change. Our programmes and research have proved beyond doubt its effectiveness in the fields of diversity and inclusion, and we believe that harnessing this hyper-individualised approach could fill the spaces that traditional wellbeing activities leave untouched. For instance, while disseminating information is easy, organisations understandably struggle to support staff in effecting actual behavioural change. This is where mentoring shines. Structured, formal programmes drawing on different types of mentoring (e.g., cross-company, reverse), such as those we offer at Moving Ahead, are ideally suited to wellbeing. They also have evaluation methods built-in, and could help harness valuable data to power the ongoing evolution of wellbeing within the workplace.



10.

Harnessing data

From pedometers to heart rate monitors, sleep and nutrition trackers, the past few years has seen an explosion in popularity of wearables and apps that help people keep track of their health. Our research shows that some forward-thinking organisations are translating the benefits of gathering health data into the workplace in various ways, including giving staff Fitbits and providing information through an app. Data collected can be put to work in gauging certain aspects of health within a workforce and designing ever more tailored wellbeing solutions for them. At Moving Ahead, we believe the next stage will be to give staff the tools to monitor their own physical, psychological and emotional wellbeing in real-time and long-term, helping both them and the organisations they work for to see trends, flag issues, create personalised solutions and continually optimise overall wellbeing.







Conclusions

'The more resources employers give employees to become more effective, creative and collaborative, and less stressed, the more valuable they will become for the enterprise. Wellness is not a hippy concept or a buzzword, it is the path to greater performance of individuals and for the companies that take it seriously.'

Peter Jones, Strategic Consulting



Looking back over the results of this research programme, we are struck in particular by the ever-changing and slowly evolving nature of wellbeing in the workplace. What began as a few organisations initiating interventions focused on addressing the physical drivers of sickness absence, has graduated not only to encompass other dimensions of wellbeing but to embrace the idea that seeing employees as beings within whom all aspects of wellbeing are interwoven, and supporting them in achieving their goals, leads to outcomes that few can afford to lose out on: better engagement, improved culture, a bolstered bottom line and greater organisational success.

Each organisation we spoke to finds itself somewhere on the continuum between nascent, 'lets-see-what-works' efforts, and the final goal of a truly integrated wellbeing strategy that speaks to the values and goals of the organisation as well as every employee at every level within it. That progress has largely been – and to an extent can only be – organic. However, we've learned that there is much organisations can do to help their wellbeing strategies leap forward.

First, they can review the evolution of their wellbeing strategy to discern what steps, if any, have been missed, and return to fill gaps in their process. We outlined six steps for this on **page 122**. Second, they can seek to incorporate the aspects of best practice as we identified, creating a strategy that is:



Sharing learnings and insights, such as those so generously offered for this research, can only support the workplace wellbeing agenda in moving forward.

The **theme** that runs through our **best practice** recommendations is one close to our hearts at Moving Ahead: **human connection**. Our previous research into mentoring and networks highlighted the powerful outcomes that become possible when two or more people are brought together in **open, honest dialogue** and mutual **support**.

Some of the **most successful** wellbeing interventions our clients cited have been those that involved connection, most notably around **psychological wellbeing** issues. Campaigns, networks and wellbeing champions put the responsibility for wellbeing back in the hands of employees. Stories and challenges are **shared**, and appropriate **support offered** over extended periods of time. This is how **change** truly happens, yet we believe it has further to go.

We notice organisations striving hard with **talent, diversity** and **inclusion** aims, however, these are all inextricably linked, and wellbeing is a powerful outcome of an inclusive culture. By facilitating connections, we can lay the **foundations** for both **inclusivity** and **wellbeing**, individually and at an organisational level, too.

Mentoring sits at the heart of this approach, enabling and structuring these connections. Mentoring also powers the **learning** and **support networks** so critically needed, not only to optimise **talent**, teams and organisations themselves, but for society to flourish. This research programme has revealed to us that, side by side with the evolution of wellbeing themes themselves, **delivery methods** are **evolving** to reflect the messages they offer. The era of passive content and listening is passing, making way for dynamic storytelling and conversation. We believe mentoring is an as yet **untapped resource** within workplace wellbeing; one with the potential to drive inclusion and effect real **cultural change**.



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About Moving Ahead



MOVING AHEAD

Moving Ahead is a specialist development and diversity organisation. Its sister organisation, Women Ahead, is an award-winning social enterprise, founded with the belief that parity between men and women will benefit individuals, organisations and society as a whole.

We are a team of global mentoring and development experts supported by first-class programme managers, researchers and development experts.

Since launch in 2014, we have worked with more than 160 organisations across sport and business, including



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and supported nearly **10,000 mentors and mentees**. Our programmes are rooted in the belief that no matter what our choice of career, we can all benefit profoundly from escaping our silos and engaging with different perspectives.

Working within the world of sport, with athletes and sporting governing bodies, provides a core foundation and inspiration to our work. The growth mindset – a belief that with focused attention we can navigate setbacks and develop new skills – underpins our work.



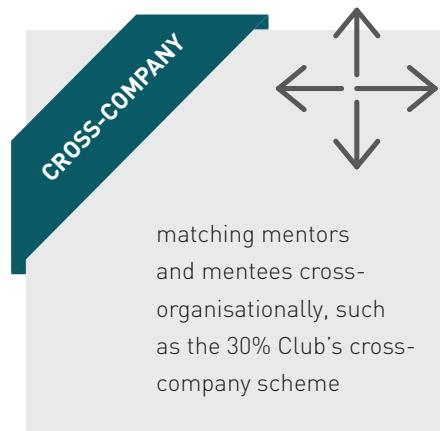
Women Ahead collaborates with the **30% Club**, a gender diversity movement. We manage their cross-company mentoring scheme, which now has more than **100 participating companies and 2,000 mentors and mentees**. The knowledge of working at this scale, and breadth of organisations, informs our work and the continual development of our practice.

There are three main pillars to our work:

Mentoring; Workshops, masterclasses and keynotes; and Research and consultancy



We believe in the power of mentoring to create positive, tangible change for individuals and organisations. We design, deliver, manage and measure mentoring programmes:



Our programmes are delivered from schoolroom to FTSE 100 boardroom, and we work with all core types of mentoring: peer, reverse, sponsorship, paternity, maternity, transition, diversity, graduate, speed and mentoring circles.



Workshops, masterclasses and keynotes

We believe in the power of storytelling to create learning and inspiration. We design and deliver workshops, keynotes and masterclasses to effect change. Whether developing presence and impact, networking skills or inclusive leadership skills that mitigate unconscious bias, our sessions are rooted in research, practical insight and inspirational stories.

We have a unique Speakers Academy, within which we develop the speaking skills and narratives of athletes, explorers, experts and leaders to provide organisations with compelling and innovative keynotes.



Some of our speakers and subject-matter experts are featured in this report. Please contact the team to find out how to secure them to speak to your organisation, or to make keynotes part of your mentoring programme development sessions:



Julia Hobbsawm OBE – expert on networks, social health and connectivity, and best-selling author



Cath Bishop – former Olympic rower and British diplomat, expert on leadership and resilience



Ashleigh Wallace – health consultant and Moving Ahead wellbeing lead, expert on the corporate athlete



Lizzy Nichol – Wellbeing research, design and delivery lead

Research and consultancy

We believe in the importance of robust research so that we can better understand, and address, the issues that we are aiming to overcome. Our first research programme tackled organisational networks, looking at how to accelerate and amplify the impact of networks. The second explored mentoring for gender diversity. This one, on wellbeing, is our third. We also continually benchmark and evaluate your programmes, ensuring that we have reporting and measurement to track the impact of our work.

Providing consultancy to organisations on their inclusion and diversity strategies underpins our approach and work. By working across a range of initiatives and organisations we are able to provide insights and benchmarks into best practice, in addition to guidance on best-in-class approaches to broader diversity and inclusion.



MOVING AHEAD



WOMEN AHEAD



Talk to us

Moving Ahead can help support your organisation and wellbeing strategy in a number of ways:



To talk to us,
email kate@moving-ahead.org
or call **+44 (0) 1491 579726**

Thank you... to the organisations that contributed to this report:



Michael Page



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