HSW for better wellbeing – the value chain & objectives

➢ Employee health and wellbeing contributes to successful business performance

➢ Highly effective companies **commit** to a culture of health & happiness

➢ Successful wellbeing strategies encompass the work environment, culture & interpersonal relationships

Occupational health, safety & wellbeing services	Improved colleague health, safety & wellbeing	Improved workforce productivity	Better business performance	Investment & growth of company, industry & market
• Wellbeing strategy • How you integrate policy, frameworks and standards • Evidence based support services	• Performance history • Where we stand today • Measuring change in KPIs • How we compare – best in class?	• Defining measures • Factoring KPI movement to £ and non-financials • Cost effectiveness • VOI and people impacts	• Bottom line contribution • Competitiveness • Other non-£ contributions • NPS • More attractive enterprise to join	• Share price • Driving market innovation & expansion • Societal costs/standing & public perception of enterprise & industry

BT

We use an evidence based approach 'the five areas of subjective wellbeing' to underpin our strategy and interventions

Health

Physical health
- Rested
- Exercise
- Nourishment / water
- Breaks / within work recovery
- **Barriers to recovery**
- Physical problems from workplace

Mental health
- Resilience
- Stress
- Line manager
- Organisation
- Aware of support – formal / informal

Happiness
Life satisfaction
Job satisfaction

Subjective wellbeing

Security

Work conditions
- Safety
- Bullying/ harassment

Financial security
- Finances & mental health
- Confidence in future
- Ability to withstand shock

Environment

Physical & systems
- Facilities
- Working patterns
- Tools
- Commute

Culture
- Fairness
- Identify with values

Relationships

Line manager
- Communication
- Support
- Stretching & embracing growth
- Atmosphere
- Fairness
- Change Management

Colleagues
- Support
- Respect
- Personal investment

Purpose

Engagement
- Clear goals & line of sight
- Accomplishment
- Motivation

Job quality
- Ability to influence decisions
- Career development / progression
- Workload
- Use of skills
- Job fit
- Competence

BT

Worldwide insights during Covid-19

On Mental Health:
- 78% of organisations have received requests from employees for help with Mental Health (REBA - UK)
- 35% of individuals reported experiencing psychological distress due to COVID-19 (Source: General Psychiatry - China)
- 80% of respondents felt the need for mental health services to deal with emotional issues and other psychological issues during this pandemic (Resource: Asian Journal of Psychiatry - India)
- 33% + Surveyed reported feeling anxious and depressed during the pandemic (Resource: McKinsey - USA)
- 46% of parents with children under age 18 reported high stress levels related to the coronavirus pandemic (Resource: APA – USA)

On Physical Health:
- Significant decline in musculoskeletal health in 2 weeks (IES study based on home-worker feedback – UK)
- 44% of employees reported losing sleep due to stress about money (Institute for Employment Studies - UK)
- 42% reported more fatigue than before 'lockdown' (Working at Home Well-being Survey - UK)
- Post COVID recovery can be a prolonged process with relapsing episodes of fatigue and other associated symptoms (BMJ)
- People with certain underlying health conditions are more likely to have a severe disease risk of covid-19 (PHE)

What we learned from SARS:
- Post-infectious fatigue and depressive syndromes have been associated with other epidemics, and it seems possible that the same will be true of the COVID-19 pandemic.
- A new report from the Lancet suggests that one in five individuals worldwide has an underlying condition that could put them at risk of severe Covid-19 if infected.

What have we learned from the Covid-19 pandemic?

- **Safe and secure workplaces and tasks**

- **Fragility of "well-practised" resilience plans at National and Corporate levels**

- Belonging

- Purpose

- Workplace connectedness

- **Line manager support**

- **Visible and authentic leadership**

- **Clear unambiguous communication**

- Importance of welfare and wellbeing at work & proactive mental health support

- Employees and family commitments & the importance of being flexible / adjustments at work

BT

Maslow Hierarchy of needs

Self-fulfillment needs

Self-actualization: achieving one's full potential, including creative activities

Psychological needs

Esteem needs: prestige and feeling of accomplishment

Belongingness and love needs: intimate relationships, friends

Basic needs

Safety needs: security, safety

Physiological needs: food, water, warmth, rest
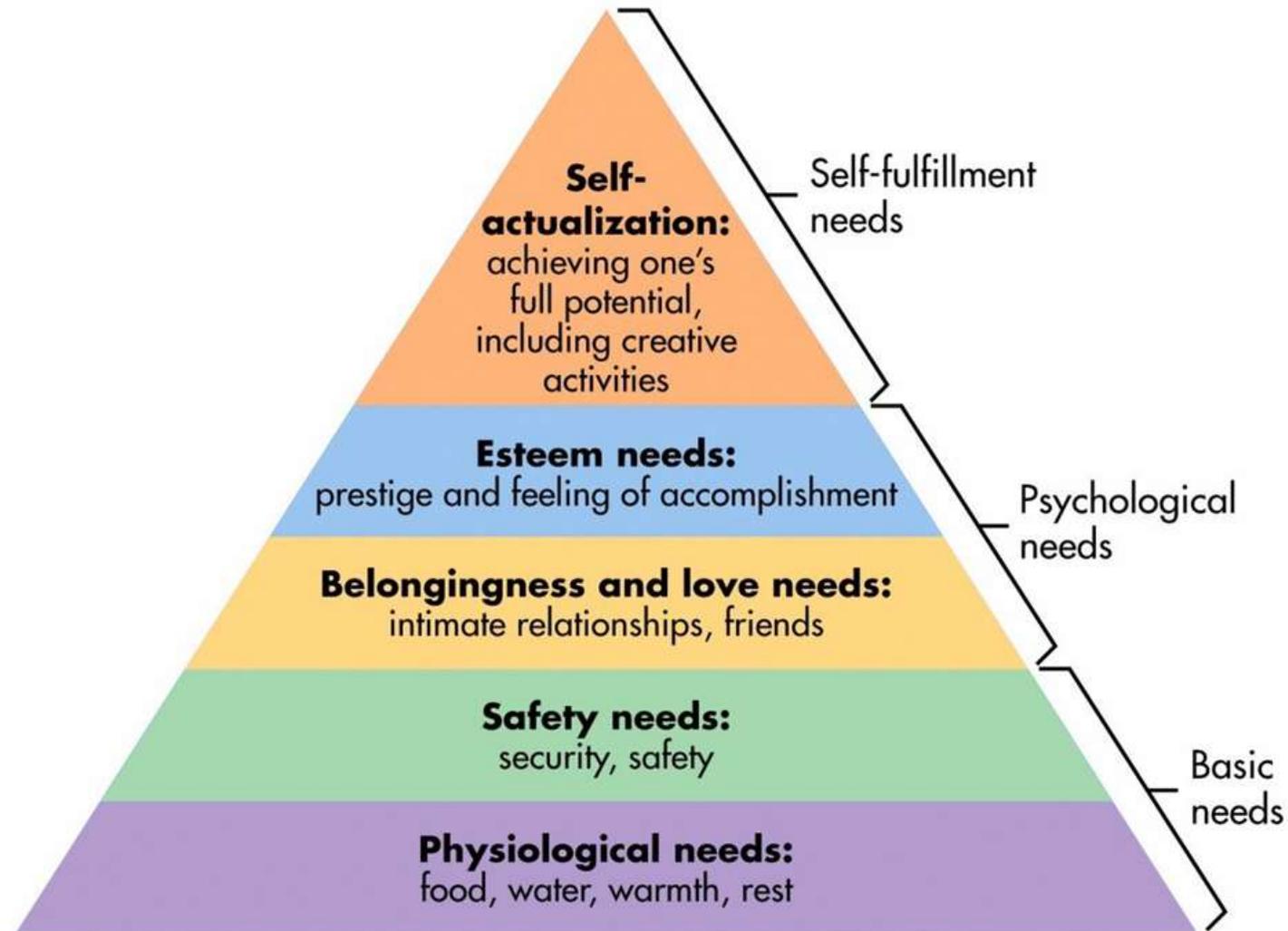
BT colleague feedback during Covid-19

We asked colleagues how they **feel**, what they **would like help with** and **what matters to them** in a pulse survey on 7th July.

How colleagues feel

67% of colleagues feel supported by the business

79% feel supported by their immediate manager/supervisor at the moment.

Colleagues would like help with

38% - Support & guidance with readjustment to office life.

35% - Support and flexibility for childcare/care for family members or friends

26% - Support with feeling generally anxious about coming back into the workplace

34% - Support for those colleagues classed as vulnerable

80% - Flexibility (ability to work remotely at times)

What matters to our colleagues

59% - ensuring the office is properly disinfected.

42% - clear guidelines in place and visible based on public health.

51% - availability of disinfecting materials or personal protective equipment.

BT

We use an evidence based approach 'the five areas of subjective wellbeing' to underpin our strategy and interventions

Happiness
Life satisfaction
Job satisfaction

Subjective wellbeing

Health

Physical health
Mental health

- Rested
- Exercise
- Nourishment / water
- Breaks / within work recovery
- Barriers to recovery
- Physical problems from workplace
- Resilience
- Stress
- Line manager
- Organisation
- Aware of support – formal / informal

Security

Work conditions
Financial security

- Finances & mental health
- Confidence in future
- Ability to withstand shock
- Safety
- Bullying/ harassment

Environment

Physical & systems
Culture

- Fairness
- Identify with values
- Facilities
- Working patterns
- Tools
- Commute

Relationships

Line manager
Colleagues

- Support
- Respect
- Personal investment
- Communication
- Support
- Stretching & embracing growth
- Atmosphere
- Fairness
- Change Management

Purpose

Engagement
Job quality

- Clear goals & line of sight
- Accomplishment
- Motivation
- Ability to influence decisions
- Career development / progression
- Workload
- Use of skills
- Job fit
- Competence

https://whatworkswellbeing.org/

Health, safety & wellbeing.

BT

What BT has done during the pandemic

How we supported our colleagues through the COVID-19 pandemic
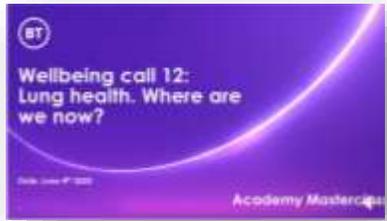
Delivered a bespoke series of 15 Wellbeing Webinars.

Created a group strategy on **pandemic preparedness planning**.

Ran a campaign to support physical wellbeing.

Strategic partnering with key teams on pandemic support – **business continuity, P&FS, Employee Relations, HR and CFU wellbeing leads.**

Ran a group wide support campaign for Loneliness Awareness Week.

Launched a new version of **Your Wellbeing** for our colleagues outside the UK.

Created a CMO Weekly Update to keep our colleagues informed.

Created a new process for colleagues who are **temporarily working from home.**

Increased availability of Mindfulness calls to **three times a week.**

Created bespoke videos and graphics to help colleagues make sense of new health advice.

Created a new process and guide for **Vulnerable Worker Risk Assessment.**

Liaised with **public health England** on positive BT cases and workplace controls .

Created and hosted all the Covid-19 guidance and support on Your Wellbeing.

Supported safety leads across the business to create **safe working practices and risk assessments.**

Provided colleagues with free access to multiple platforms to support their mental health and wellbeing.

Post COVID-19

workplace wellbeing & strategy
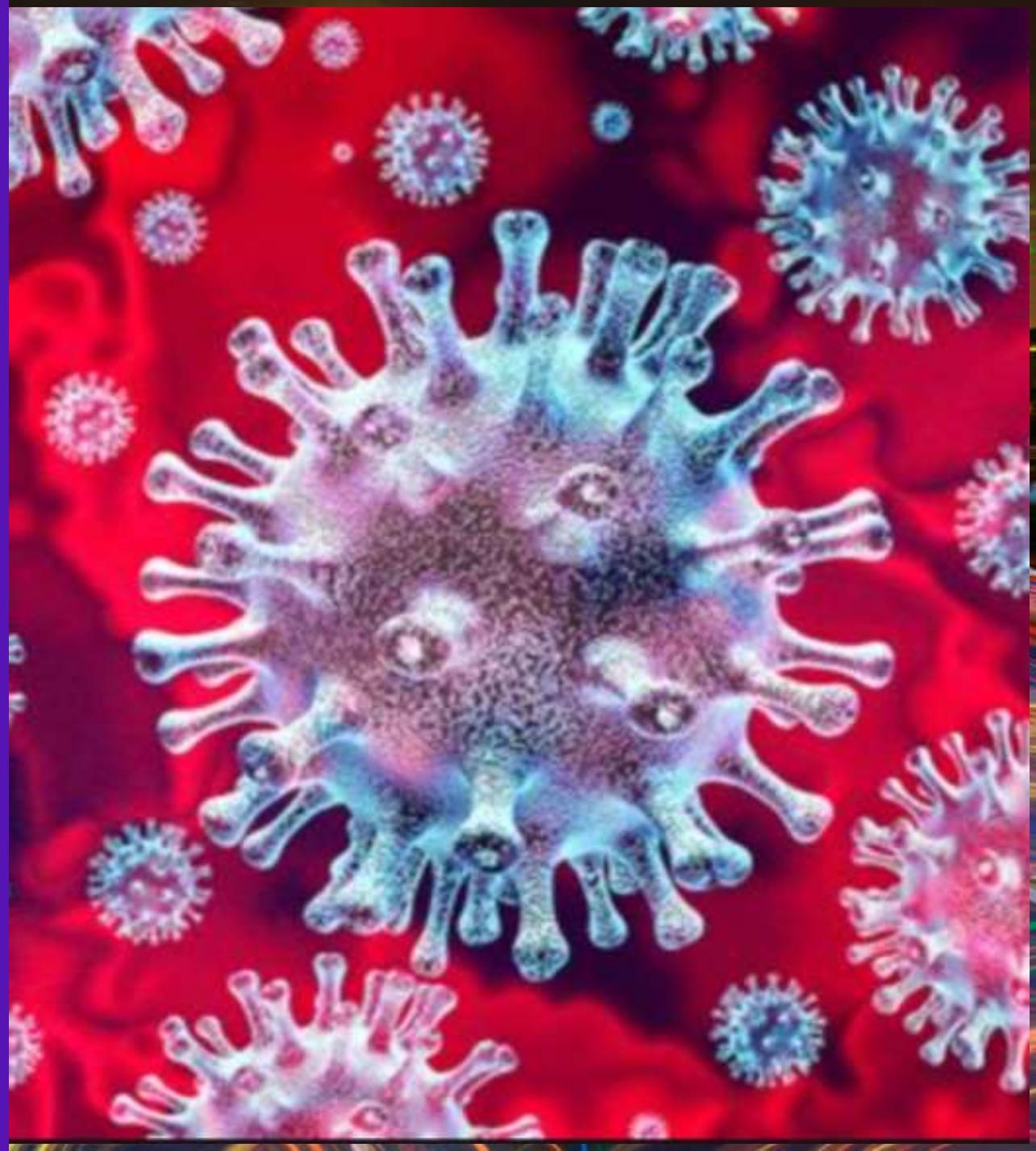
Wellbeing is multi-faceted and complex

- Five key drivers of wellbeing:
    1. Health
    2. Environment
    3. Relationships
    4. Security
    5. Purpose

- Dependencies e.g. a key driver of mental wellbeing issues is financial/job insecurity ("money worries")

- Research shows that companies with good wellbeing programmes tend to outperform, have a more productive workforce, and greater employee advocacy

- Common features of good wellbeing strategies in companies are:
    — Wellbeing embedded in the fabric of the organisation and decision-making
    — Programmes, information, and tools are easily accessible and well promoted
    — Championed and role modelled by senior leadership
    — Offer employees tangible benefits of participating
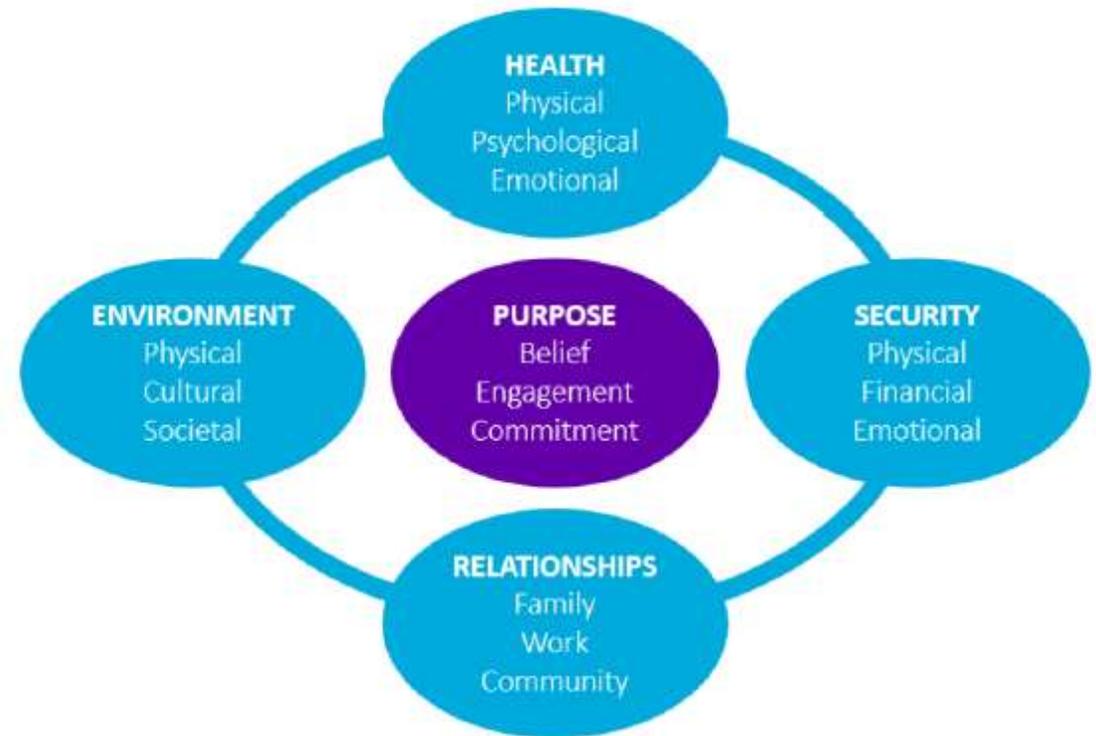
5 drivers to wellbeing - https://whatworkswellbeing.org

Strategy built around the 5 drivers of wellbeing

Our goal

Help build a team of fulfilled, safe, happy and healthy employees in a culture where everyone can thrive

Our ambition

Enhance and promote our best in class wellbeing programme, recognised internally and externally for supporting our colleagues to be more resilient and live happy, healthy lives both in and out of work

Supporting the full picture of our colleagues' wellbeing

Health	Security	Environment	Relationships	Purpose
Providing facilities and services that positively impact our colleagues' mental and physical health, inside and outside of work	Creating working conditions and practices that prioritise colleague safety at all times and support financial security	Providing high quality working environments, facilities, tools that contribute to a positive working culture	Embedding and promoting a culture of respect, support, tolerance and empathy for all colleagues	Giving colleagues clear direction, purpose, support and development to build fulfilling and brilliant careers

How we'll achieve it

1.
Support for colleagues when they need it

2.
Engaged leadership who champion and role model

3.
Clear communications to help everyone find the support they need

BT

Wellbeing regulation – current and in consultation

- The UK regulatory aspects of wellbeing are covered by the **HSE 'Management Standards'.** These standards cover six key areas of work design that, if not properly managed, are associated with poor health, lower productivity and increased accident and sickness absence rates. <u>BT ensures compliance with these standards via the BT *Stream & Stride* assessment tools.</u>

- **ISO 45003 'Psychological health and safety in the workplace'** is currently in consultation. This standard extends the HSE management standards, and the impact of psychosocial hazards on how work is organised, social factors at work and the work environment, equipment and tasks. **It recognises the importance of wellbeing of the worker, the obligations of the employer and commitments are included in the H&S policy**. The successful management of psychosocial risk calls for a commitment throughout the organisation, and top management should lead this, and managers and workers at all levels should help drive it. **BT's current model of Health, Safety & Wellbeing (HS&W) CoE is well placed to embed and drive the legal obligations, protecting the business and its leaders from enforcement & prosecution.**

- **The leadership and commitment to managing psychosocial risk** (wellbeing) have also been identified as key areas in the CIPD 'Health & Wellbeing at Work' 2019 survey, the BITC 'Mental Health at Work' report & Deloitte's 2020 report on 'Mental Health and Employers; refreshing the case for investment'.

Stephenson Farmer Thriving at work

What we want to happen

- Workers in all types of employment will have good work which will have a good effect on their mental health, our society and the economy.

- Everyone will understand and be able to look after their own mental health and the mental health of people around them.

- All organisations will be able to support their workers' mental health.

- All organisations will help and support people with mental health conditions so that they do the best they can in their job.

- All organisations will help people to stay in work as much as possible.

Thriving at work

The Stevenson / Farmer review of mental health and employers
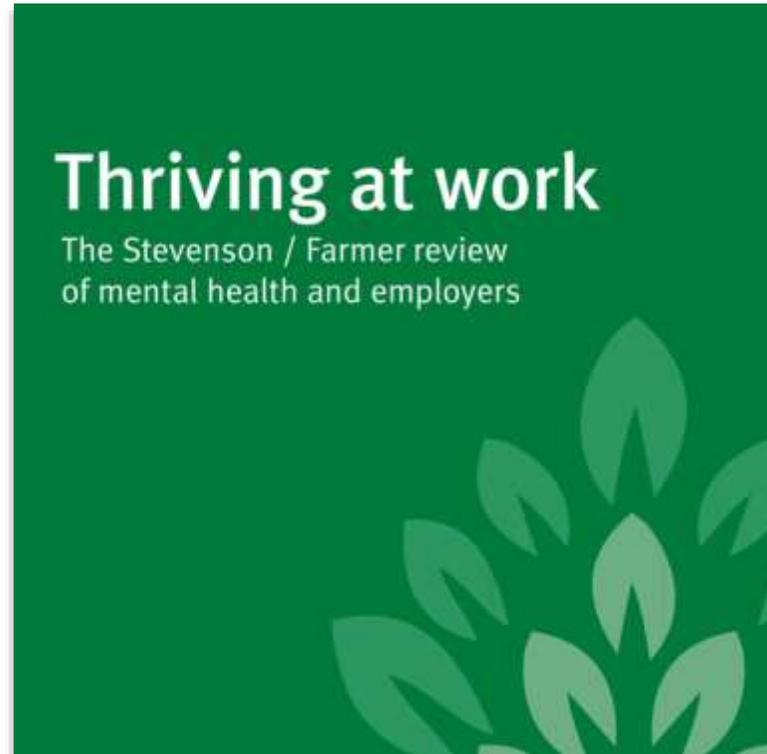
How we can make sure these things happen

6 things employers can do, the core standards. Organisations can start to put in place the core standards in their workplaces.

1. Make a **mental health at work plan** and tell workers about it.

2. Make sure that **workers know about mental health.**

3. When workers are finding things hard, give them the chance to talk about mental health and the **help and support** they can get.

4. Make sure workers have **control and a sense of purpose about their work.** Working should make people feel good.

5. Make sure that **managers and supervisors manage people properly**.

6. Make **regular checks on workers' mental health** and their wellbeing.

Does Employee Happiness Have an Impact on Productivity?

- This research is ground breaking and provides evidence that employee happiness does positively impact on productivity

- Conducted by University of Oxford and the London School of Economics' Wellbeing Programme, facilitated by Butterfly software in collaboration with BT, looking at workers in our UK contact centres

- The BT workers were asked to rate their happiness on a weekly basis for six months using a simple email survey containing five emoji buttons representing states of happiness – from very sad to very happy.

Overall, how happy did you feel this week?

- Data on attendance, call-to-sale conversion and customer satisfaction were tracked, along with the worker's scheduled hours and breaks.

- The researchers collated this information alongside administrative data obtained from the firm on worker characteristics, work schedules and productivity.
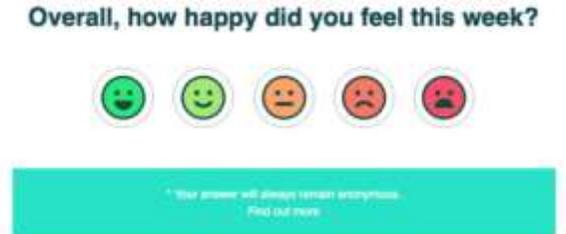
Conclusion

Workers make around 13% more sales in weeks where they report being happy compared to unhappy

- Improving happiness and wellbeing is good for the individual and good for business
- The business impact is higher sales and better customer satisfaction
- BT's wellbeing strategy sets the scene and platform

- External research shows that although all of the 5 wellbeing drivers are important the ones to give priority to are:
  - mental health
  - financial security (particularly towards the lowest paid)
  - work relationships

Figure 3: Happiness and Sales Performance (within-worker estimates)
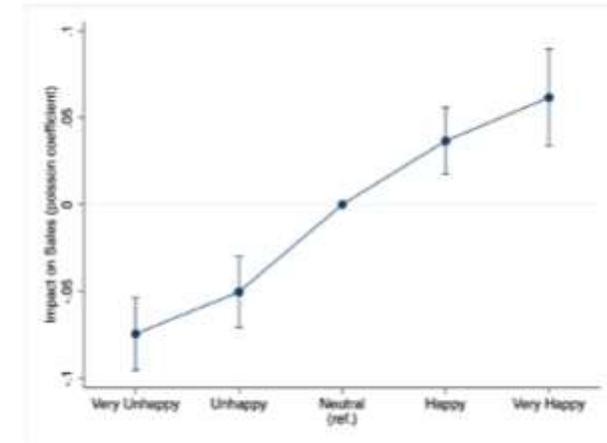
Note: Coefficients and 95% confidence intervals shown from a poisson model in which the number of weekly sales are regressed on a series of happiness dummies, a full set of individual and time fixed effects, as well as scheduling controls. This is equivalent to model (6) of Table 2.

The emerging challenges we are facing
due to the Covid-19 pandemic

Physical health

- Musculoskeletal decline
- Sleep and fatigue
- Healthy eating
- Exercise/ deconditioning
- Alcohol and substance misuse
- Ill health/post Covid-19 recovery support
- COVID vaccination programmes – education & delivery (key worker/national programme)
- Non-Communicable Diseases increase due to NHS service disruption

Mental health

- Anxiety, fear and worry
- Unemployment
- Loss of social utility
- Sleep and fatigue
- Depression
- Burnout / "Fizzle out"
- Suicide risk
- Grief and loss
- Isolation (in and outside work)
- Loneliness
- Deconfinement anxiety/avoidance of normal social contact

Safety

- Keeping people safe in Covid-19 secure workplaces & safe systems of work
- Meeting legal requirements
- Compliance with government COVID guidance
- Preventing enforcement action by HSE/EHO
- Ensuring operational needs are met
- Insurance claims defensibility
- Avoid adverse publicity and potential risks to company reputation

Clear communication and leadership on wellbeing helps us create a culture where people can be their best

BT

Wellbeing Post COVID

In the post COVID-19 period, **belonging, workplace connectedness and authentic line manager and leadership support** are identified as **future drivers of positive colleague wellbeing**.

Many employees may also face **personal financial hardship** as the **economic impacts of the pandemic affect them and their loved ones**. Our foundation of financial wellbeing will be a key factor in helping mitigate the impact and stress and is one of the 5 drivers of wellbeing.

Mental health and wellbeing is truly becoming more personal, and the **competence and confidence of managers and leaders in looking out for colleagues health, safety and welfare will be the single critical area for investment of time, effort and resource.**

We've launched our innovative Small Business Support Scheme, providing a range of measures to help SMEs as they adapt to challenges from COVID-19, including a bursary for Start Ups, a mentoring scheme and commitment to pay small suppliers within 60 days

5 simple and practical things we can all do to build and maintain our wellbeing

Five ways to wellbeing

- Connect
- Be active
- Keep learning
- Give
- Take notice

Connect... with the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in developing them. Building these connections will support and enrich you every day.

Be active... Swap your inactive pursuits with active ones. Go for a walk. Step outside. Cycle. Play a game. Garden. Dance. Walk or cycle when making short journeys. Being active makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.

Take notice... Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.

Keep learning... Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you will enjoy achieving. Learning new things will make you more confident as well as being fun.

Give... Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Look out, as well as in. Seeing yourself, and your happiness, linked to the wider community can be incredibly rewarding and creates connections with the people around you.