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Contents

- 3** About the Emotional Resilience Toolkit
- 6** Resilient employees needed to create a healthier tomorrow: Dr Will Cavendish - Director, Health and Wellbeing, Department of Health
- 7** Promoting health and wellbeing helps win the battle for survival: Stephen Howard - Chief Executive, Business in the Community
- 8** A resilient workforce helps business bounce back in tough times: Alex Gourlay - Chief Executive of the Health and Beauty Division, Alliance Boots and Chairman, Business Action on Health Campaign
- 10** Why 'emotional resilience' is important
- 18** The business case for promoting employee emotional resilience
- 24** A recipe for success: Towers Perrin Action Model
- 26** PLAN your initiative
- 32** EXECUTE your initiative
- 43** REVIEW AND UPDATE your initiative
- 44** USEFUL RESOURCES AND INFORMATION



Nurture the emotional resilience of your employees to ensure the health of your business in challenging as well as favourable conditions

About the Emotional Resilience Toolkit

This Emotional Resilience Toolkit provides practical guidance in promoting the resilience of individuals and teams in companies as part of an integrated health and wellbeing programme.

Created by employers for employers, this unique resource draws on the collective experience and expertise of the Emotional Resilience Steering Group including:

BT
Department of Health
EDF Energy
Fluent
Health and Safety Executive
Mental Health Foundation
MIND
Nestlé UK & Ireland
Parcelforce Worldwide
Sainsbury Centre for Mental Health
Standard Life Healthcare
Unum
vielife

Sainsbury Centre for Mental Health served as chair. Additional support from Business in the Community's Business Action on Health campaign.

The Toolkit has been designed to be used in conjunction with the Towers Perrin Healthy Workplace Action Pack and includes:

- The business case for promoting emotional resilience among employees;
- Examples of best practice and lessons learned from companies;
- A 12-step model for planning, executing, reviewing and updating your own emotional resilience initiative;
- Useful resources and information.

This Toolkit includes research, case studies and suggested actions which employers can take to facilitate emotional resilience in the workplace, including:

- Providing a pleasant physical working environment (e.g. good lighting, ergonomic seating, etc);
- Promoting healthy behaviour in the workplace (e.g. healthy eating, physical activity);
- Providing training for employees and managers to recognise and take early action to ameliorate conditions that can produce stress;
- Providing opportunities for 'good work' - i.e. characterised by employment security, task variety, autonomy, fair treatment and reward for effort, strong workplace relationships and effective development and use of skills (Coats and Lehki, 2008);
- Providing support for employees with mental health problems (and other related health issues)

to remain at work and/or return to work as quickly as possible. Employers have a legal duty to ensure non-discrimination against people with mental health conditions and this Toolkit can provide support for companies working to meet their obligations in this area.

Building on the Government's Mental Capital and Wellbeing Project Final Report (2008), the Steering Group has recommended five simple actions that employers of all sizes and sectors can take to promote wellbeing at work:

- Foster a sense of community;
- Get people moving;
- Nurture sensitivity to the environment;
- Promote learning and development;
- Encourage generosity at work.

Whether you are a specialist practitioner working in a large organisation (e.g. in Human Resources, Occupational Health, Health and Wellbeing, Corporate Responsibility), an operational manager, a financial director or the owner/manager of a small to medium-sized business with an interest in understanding the business case for investing in employee health and wellbeing, we hope you will find this information useful in developing emotional resilience initiatives for the benefit of your employees and your organisation.

If you would like more information about this Toolkit or about promoting health and wellbeing in your organisation, contact the Business Action on Health team on 020 7566 6656 or email health@bitc.org.uk.

Emotional resilience: A set of conditions that allow individual adaptation to different forms of adversity at different points in the life course.

Good work and employee engagement: the untapped opportunity

Research by Gallup reveals that employees who are engaged with their work exhibit lower turnover, higher sales growth, better productivity, better customer loyalty and other manifestations of superior performance. The more engaged employees are, the greater their belief that they make a measurable contribution to customer satisfaction, product or service quality and cost effectiveness.

Employee Engagement: The Employee Side of the HumanSigma Equation
Gallup.com

54% of fully engaged employees say they have no plans to leave their organisation, compared to just 13% of disengaged employees. Research by Towers Perrin-ISR has proved that there is a link between employee engagement and financial performance. Organisations with high levels of employee engagement outperformed those with below average levels of employee engagement on measures of operating income, net income growth and earnings per share.

The Business Benefits of Employee Engagement
People and Organisations @ Work, British Psychological Society

Six million workers (24% or one in four of the UK workforce) are not satisfied with their job - and almost one in three (30%) do not feel engaged by their employer. What do workers want? An agenda for the workplace from the workplace.

TUC, September 2008

While 86% of employees believe their performance is linked to their mood, almost a third (32%) admit they are not happy at work, with 42% reporting that they do not receive enough recognition from their manager.

Mood and Emotion at Work
Pearn Kandola, June 2006

While employee engagement produces tangible business benefits, organisations are failing to invest in developing workplace environments which engage their employees, promote their emotional resilience and enhance performance.

Only 14% of employees in the UK (compared with a 21% global average) are fully engaged in their work.

Towers Perrin 2007 Global Workforce Survey

Despite general anxiety about the state of the economy and its impact on jobs, organisations with the highest levels of employee engagement are least likely to have worried workforces. Only thirty seven per cent of employees in three star accredited companies (the top award for engagement) are worried about the impact of the current economic climate on their organisation's future. This rises to two-thirds of staff in companies that didn't achieve accreditation and slightly more than half of employees at one star companies.

2009 Best Companies to Work For Survey

Mental ill health in the workplace

The total cost to UK employers of mental ill health among their staff is over £25 billion, equivalent to £1,035 per employee in the workforce.

Mental Health at Work: Developing the Business Case,
Sainsbury's Centre for Mental Health, 2007

Mental disorders affect as many as 450 million people worldwide and employees with a mental health problem are absent from work 7.5 times longer than those with a physical illness.

The Business of Health - the Health of Business
World Business Council for Sustainable Development/International Business Leaders Forum, February 2006

One in 20 healthy people aged 32 and under is developing depression or anxiety disorder as a result of work-related stress each year, with chefs, stockbrokers and shift workers at particular risk. Researchers warn that stressful working conditions early in workers' careers, including long commutes and increasing hours, makes them vulnerable to chronic depression in later life.

Melchior et al, *Work stress precipitates depression and anxiety in young, working women and men*
Psychological Medicine, 2007

- Mental health problems account for the loss of over 91 million working days each year, costing the UK economy nearly £1bn annually.
- It has been estimated that nearly 10 per cent of the UK's gross national product (GNP) is lost each year due to job generated stress.
- Nearly three in every ten employees will have a mental health problem in any one year, the great majority of which will be anxiety and depressive disorders.
- The Confederation of British Industry (CBI) estimates that 30 times as many working days are lost due to mental ill health as from industrial disputes.
- In a CBI survey of over 800 companies, 98% of respondents said mental health should be a company concern, with 81% of those saying that the mental health of employees should be a company priority. But fewer than one in ten of the companies surveyed had an official policy on mental health.

Stress and Mental Health in the Workplace
MIND week report, May 2005

- One in five employers admit to believing that employees who have been off work with stress, depression or some form of mental ill health for more than a few weeks are unlikely ever to fully recover.
- One in three employers think that people with any form of mental ill health are less reliable than other employees. A similar number believe that negative attitudes from workplace colleagues are a major barrier to employing people with any form of mental ill health.
- Around one half of employers – including both small and large organisations – think that organisations take significant risks when employing them or keeping them in client facing roles.

Mental Health – The Last Workplace Taboo (www.shaw-trust.org.uk/mentalhealth) – cited in Mind over Matter: Exploring the issues of Mental Ill Health
Unum Chief Medical Officer's Report 2007

Impacts of recession on employee mental health

Almost two thirds of British people say they feel more stressed, run down and prone to illness than they did three years ago – and more than one in ten say the majority of stress they experience comes from work, specifically their bosses and colleagues. Two-fifths claim they don't have enough time to get things done and because of this, one in three workers don't take their full holiday entitlements due to pressures at work.

Britain Under Pressure Report
Friends Provident, November 2008

In November 2008, 92% of employees reported they were experiencing stress in the workplace and almost a third (31%) feared redundancy in the coming year. 44 percent of workers were losing sleep through stress, with almost a third (32 percent) becoming over-emotional for the same reason and 15 percent turning to drinking to help them cope. Productivity has also been affected, with 24% of people admitting to taking time off work due to stress.

'Stressed out UK employees fear workplace overload and redundancy'
Results of OnePoll survey commissioned by SkillSoft, January 2009

In a July 2008 survey of over 800 HR professionals in organisations employing 2.3 million people, just under one-third reported an increase in work-related stress compared with the previous year.

Absence management: Annual survey report 2008
Chartered Institute of Personnel and Development (CIPD)

Resilient employees needed to create a healthier tomorrow



Dr. Will Cavendish,
Director, Health and Wellbeing
Department of Health

In Dame Carol Black's Review of the Health of the Working Age Population, 'Working for a Healthier Tomorrow', published in March 2008, she identified business as a key potential partner in promoting adult health and wellbeing across Britain. Most adults spend a substantial proportion of their daily lives in the workplace and therefore employers can play a vital role in promoting the physical and mental health of their employees. This means improving the health of people at work as well as enabling those with health problems to stay at work and helping those not in work to enter or return to work more quickly.

Employers who invest in developing the emotional resilience of their workforce play an important role in tackling wider health inequalities across society. They enable their employees to function more effectively in all areas of their lives, both inside and outside the workplace, ultimately enhancing the health and wellbeing of people in the communities where they operate and recruit. Ensuring the resilience of the workforce is even more important in an adverse socio-economic climate.

To help employers promote the resilience of their employees as part of an integrated health and wellbeing programme, Business in the Community's Business Action on Health campaign convened an Emotional Resilience Steering Group to create this Toolkit. This complements other practical tools developed by Business in the Community's network of businesses to help companies develop, manage and measure integrated health and wellbeing programmes.

I would like to thank the other members of the Emotional Resilience Steering Group who, with the support of Business in the Community, have contributed their collective thought leadership, practical advice and best practice examples to this publication.

Commit to act now

Using this Toolkit as a practical guide, we invite you to develop your learning and development activities to promote the health and wellbeing of your own workforce.

Dr. Will Cavendish,
Director, Health and Wellbeing
Department of Health

Promoting health and wellbeing helps win the battle for survival



Stephen Howard - Chief Executive,
Business in the Community

Now, more than ever, employee health and wellbeing is a key weapon in the corporate battle for survival. Even during the economic slowdown of autumn 2008, annual staff turnover remained high, with rates exceeding 20% in 24% of organisations and 37% of organisations reporting retention difficulties (Employee Engagement and Retention Survey 2009). According to YouGov research commissioned in 2007 by Business in the Community's (BITC) Business Action on Health campaign, six in ten workers would consider quitting employers who fail to address workplace health and wellbeing and eight in ten (83%) say employers' attitudes towards health are an important factor when making a decision about a job.

Health and wellbeing has also emerged as an important corporate responsibility issue. The number of companies participating in Business in the Community's Corporate Responsibility Index electing to report on their Health, Safety and Wellbeing performance as a key social impact issue has risen from eighty one in 2007 to eighty five in 2008. Employees expect employers to help protect their health and wellbeing to an even greater extent during periods of adversity, particularly if they are expected to do more with fewer resources.

Our Business Action on Health campaign is providing companies with practical guidance in developing, managing, measuring and reporting on the impact of their health and wellbeing programmes. This Emotional Resilience Toolkit is the latest in a series of 'how to' guides for employers, produced by our Business Action on Health campaign.

We thank the Department of Health for sponsoring this publication as well as the other members of the Steering Group who have worked together to produce it. This Emotional Resilience Toolkit, like the other Toolkits in this series, exemplifies the valuable intellectual capital which our member companies, supported by our partner organisations, can produce for the benefit of their peers seeking guidance in developing responsible business practices within their own workplaces.

With employee health and wellbeing now recognised as a vital element of corporate responsibility, as well as general business strategy, we are calling on all BITC members and other companies to report publicly on the health and wellbeing of their employees by 2011. You can learn more about making the commitment to reporting on our website at <http://www.bitc.org.uk/commit> and about the campaign resources available to 'get your board on board'; and support your organisation on your journey at <http://www.bitc.org.uk/health>. Please dedicate your company to achieving this goal - for the health of your employees, your business and the wider community.

Stephen Howard
Chief Executive
Business in the Community

A resilient workforce helps business bounce back in tough times



Alex Gourlay - Chief Executive of the Health & Beauty Division, Alliance Boots.
Chairman, Business Action on Health Campaign.

In November 2008, the Britain Under Pressure report found that almost two thirds of British people felt more stressed, run down and prone to illness than they did three years previously - and more than one in ten said the majority of stress they experienced was coming from work, specifically their bosses and colleagues. In a second survey, 44% of workers reported they were losing sleep through stress and 24% admitted to taking time off work due to stress.

Employers need to take urgent action to promote the mental and physical health of their employees if they are to ensure the competitiveness of their companies in difficult, as well as prosperous, economic times.

Why this Toolkit is needed: helping employers bridge the 'guidance gap'

Even before the economic downturn, a growing number of companies had already recognised that there is a robust business case for investing in the general health and wellbeing of their workforce. We are now at a 'tipping point' on this issue, as evidenced by the sharp increase in FTSE 100 companies reporting on health and wellbeing (81% in 2008, up from 68% in 2007) as well as international research

by Buck Consultants (November 2008) revealing that 34.5% of UK employers have begun implementing a health promotion and wellness strategy, while another 16.4% of employers have already fully done so.

While nearly two-thirds (64%) of businesses agree that employee wellbeing has a direct impact on workforce productivity levels, according to Norwich Union Healthcare's January 2008 'Health of the Workplace' report, 24% are failing to invest in the wellbeing of their staff because of insufficient access to relevant occupational health information.

To bridge this 'guidance gap', Business in the Community launched the Business Action on Health campaign in October 2007 to help companies promote health and wellbeing in their organisations for the benefit of their businesses as well as their people. We are working in partnership with Government to raise awareness of the business case for investing in employee health and provide practical guidance to employers in developing, managing and measuring the impact of health and wellbeing programmes.

Promoting resilience creates business opportunities

The current total cost to employers of employee mental health problems is estimated at nearly £26 billion annually, according to the Sainsbury Centre for Mental Health. This total, which includes the costs of sickness absence, reduced productivity and staff replacements, equals £1,035 for every employee in the UK workforce.

Despite evidence of the cost of mental ill-health of employees to business, many companies do not fully grasp the extent to which their employees are affected by mental health problems. A 2005 Shaw Trust employers survey found that 45% believed none of their employees suffered from any form of mental ill-health, despite an average of three out of ten employees being affected. In a CBI survey of over 800 companies, 98% of respondents said mental health should be a company concern, with 81% of those saying that the mental health of employees should be a company priority. But fewer than 10% of companies surveyed had an official policy on mental health.

The case studies in this Toolkit highlight the business benefits of investing in promoting employee mental health and emotional resilience. These include cost savings due to lowered absence levels and reduced insurance claims; enhanced employee morale and engagement, performance quality, productivity and corporate reputation.

About the Emotional Resilience Toolkit

Building on the 12-step framework developed for the Towers Perrin Healthy Workplace *Action Pack*, this **Emotional Resilience Toolkit** has been produced with the support of the Department of Health to supplement the Action Pack with more in-depth information on promoting the personal resilience of employees. This guide provides a flexible framework for action and can therefore be used by companies of any size, ranging from small and medium-sized businesses to large organisations.

We appreciate the work by the members of our Emotional Resilience Steering Group - with additional support from Business in the Community's Business Action on Health campaign - to produce this Toolkit. The examples of action they and others have provided illustrate that even relatively simple interventions incurring minimal cost can have a significant impact. It is therefore worthwhile for all companies, regardless of their size, to consider investing in the health and wellbeing of their employees for the benefit of their business as well as the workforce.

Call to action: the Healthy Workplace Commitment

Once your company has embarked on the journey to better health and wellbeing, we ask you to commit to reporting on the health of your employees, using those indicators which are most relevant to your business. Our goal is to ensure that 75% of FTSE 100 companies are reporting publicly on workforce health and wellbeing as a boardroom issue by 2011. Please join us in working to achieve this goal. You can learn more about the Healthy Workplace Commitment and how you can achieve it from Business in the Community's Business Action on Health website www.bitc.org.uk/commit.

Alex Gourlay,
Chief Executive of the Health & Beauty Division, Alliance Boots.
Chairman, Business Action on Health Campaign.

Why 'emotional resilience' is important

What is 'emotional resilience'?

In contrast to traditional Occupational Health approaches which aim to reduce illness, a growing number of companies are working proactively to promote physical and mental health through health and wellbeing programmes. As part of this new approach, employers are developing interventions which aim to promote the emotional resilience of their employees in order to enhance productivity and performance, rather than focusing exclusively on managing and reducing stress after it has emerged.

But what is 'emotional resilience'?

GlaxoSmithKline have defined 'resilience' as:

"the ability to succeed personally and professionally in the midst of a high pressured, fast moving and continuously changing environment"

and have applied this concept in the company's work to enhance the effectiveness of individual employees as well as teams.

vilife, who conducted research on emotional resilience using corporate data gathered across the UK via its Healthy Risk Assessment tool, have similarly defined 'emotional resilience' as:

"the attitude and skill set of an individual allowing them to cope with great efficiency and effectiveness in periods of change and stress."

Wilson and Ferch (2005) emphasise qualities of mental flexibility and creativity in defining 'resilience':

"Resilience refers to the psychological ability to let go of old internal structures of thinking and behaving that over the years have given us a sense of stability and coherence; as well, resilience refers to our ability to create and reintegrate new structures of thinking and behaving that provide us a more mature sense of coherence".

Peterson et al. (2008) have reported evidence of a neurobiological basis for resilient behaviour in leaders:

"Resilient individuals are characterised by a staunch view of reality. They are very logical in their interpretations of setbacks—what is in their control, out of their control, and options for taking action. Finally, this brain activity leads to the development of "realistic" optimism as well as the motivational processes involved for pursuing the courses of action related to confidence and the strategies devised for overcoming life's obstacles."

The members of the Steering Group who created this Toolkit have adopted a broader definition of 'resilience' proposed by Bartley et al. (2006) which places greater emphasis on the influence of external influences on the adaptability of employees:

"a set of conditions that allow individual adaptation to different forms of adversity at different points in the life course".

In addition, the Group characterised 'resilience' as an attribute of individuals and teams (versus organisations) and emphasised that 'resilience' needs to include life both outside, as well as inside, the workplace inasmuch as many issues which arise outside the workplace (e.g. childcare, eldercare, depression or anxiety triggered by events outside of work) can have a profound impact on wellbeing and behaviour at work.

What is common to all these definitions is a focus on what enables individuals and teams to adapt successfully to prevailing conditions, whether that adaptability is the product of neurobiological events, a set of skills and abilities or attributes of the physical and psycho-social environment in which individuals and teams function.

For purposes of discussion in this document, we have used the following definitions of terms related to 'emotional resilience':

Work-related stress:

The adverse reaction people have to excessive pressures or other types of demand placed on them at work.

Health and Safety Executive website, www.hse.gov.uk/stress/furtheradvice/whatisstress.htm

Mental health:

"A state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community."

World Health Organisation website, www.who.int/mental_health/en/

Presenteeism:

The loss in productivity that occurs when employees come to work but function at less than full capacity because of ill health. 'Presenteeism' accounts for 1.5 times as much working time lost as absenteeism

and costs more to employers because it is more common among higher-paid staff.

Sainsbury Centre for Mental Health
Mental Health at Work: Developing the business case (Policy Paper no. 8)
http://www.scmh.org.uk/pdfs/mental_health_at_work.pdf

HOW EMPLOYERS AND EMPLOYEES CAN PROMOTE EMOTIONAL RESILIENCE AT WORK



- Employee actions recommended by Foresight Mental Capital report
- Employer actions - recommended by Emotional Resilience Steering Group

**As defined by Coats and Lehki (September 2008)

WHAT'S IN A HEALTHY WORKPLACE?



Good physical health

Create a safe and pleasant physical work environment

Promote healthy behaviours;

Healthy eating

Physical activity

Smoking cessation

Sensible drinking



Good work

Create a healthy psychological work environment

Management style and organisational culture

Employment security

Job design: task variety and challenge

Skills available to cope with pressure

Autonomy, control and task discretion

Fair treatment (procedural justice)

Balance between effort and reward

Flexible working arrangements



Good specialist support

Provide interventions to manage mental health issues

Occupational health

Human resources

Employee assistance programme/ counselling

Training for line managers and employees



Good relationships

Promote communication and social cohesion

Line Manager

Team Colleagues

Support networks

Family

Friends

What supports emotional resilience?

The diagrams shown on pages 11 and 12 capture the range of influences which the Emotional Resilience Steering Group believe can support employees' emotional resilience, and also suggests actions which employers can take to create a healthy workplace which supports its development. These include:

■ Promoting good physical health by:

- Providing a physically safe working environment with optimal air quality, temperature, noise, lighting and layout of work spaces;
- Promoting healthy behaviours such as mental activity which builds self-esteem, healthy eating, physical activity, smoking cessation, sensible drinking and avoidance of drug misuse;

■ Providing good specialist support to manage mental health issues. Practitioners working in human resources, occupational health, employee assistance programme/ counselling providers or providers of training for employees and line managers can help teams manage mental health issues at work or facilitate a return to work for those off work;

■ Creating a healthy psychological environment for 'good work' which, according to a Work Foundation report by Coats and Lehti (September 2008) is characterised by the following features:

- Management style and culture promoting mutual trust and respect;

- Employment security;
- Work that is not characterised by monotony and repetition;
- Autonomy, control and task discretion;
- A balance between the efforts workers make and the rewards that they receive;
- Whether the workers have the skills they need to cope with periods of intense pressure;
- Observance of the basic principles of procedural justice;
- Strong workplace relationships (social capital). This overlaps somewhat with the promotion of communication and social cohesion to support 'good relationships' (below).

Creating opportunities for 'good work' which benefits health and wellbeing is a central recommendation of Dame Carol Black's Review of the Health of the Working Age Population (Working for a Healthier Tomorrow, March 2008) and the Government's response to the Review (Improving Health and Work: Changing Lives, November 2008).

■ Promoting communication and social cohesion to support good relationships in the workplace, particularly among colleagues in teams and between line managers and employees. Relationships outside work can also be supported through flexible working practices which allow employees to spend time with friends and family. Good relationships – at work and at home – provide the "social capital" which individuals need to maintain mental health.

Inasmuch as individuals need to take an active role in managing their own emotional resilience, five actions suggested by the Government's Foresight Report on mental capital (Mental Capital and Wellbeing Project, 2008) have also been included.

Contextual factors influencing emotional resilience

Writing about wellbeing and work in the Foresight Mental Capital and Wellbeing final project report, Dewe and Kompier (2008) have highlighted how factors associated with the changing landscape of work – including globalisation, managerial competence, changing careers, the introduction of new technology and the shift of developed economies from manufacturing to services and knowledge – has impacted wellbeing.

Specifically, the growth of the service economy and the increase in knowledge-based services as a proportion of exports influence critical issues that strongly affect wellbeing, such as work security, the intensification of work, work-life balance and stress . . . the shift to services has also increased the emotional content of work as employees interact more with clients and the public. Several of these factors interact with poor health and wellbeing in a vicious circle – with both employers and employees losing out.

The demographic profile of the workforce is also changing.

- Women now fill 70% of jobs in service industries. The employment rate of mothers with dependent children has risen from 57% in 1990 to 65% in 2000;
- By 2020, the number of people working beyond 65 is expected to increase by about 33% compared with 2005;
- In the case of younger workers, changing aspirations and expectations are creating a generation gap;
- There are also increasing numbers of immigrant workers, many of whom are filling skills shortages in critical sectors such as healthcare.

Overall, the key challenge is 'to balance the relentless demands for increased competitiveness in a changing world with the needs of the workforce to adapt to change, to cope with increasing pressures, but also to flourish'.

Promoting emotional resilience to 'survive and thrive' during recession

The advent of global economic recession has precipitated a wide range of impacts on the wellbeing of the workforce as well as behaviour by employers. While the long-term consequences are not yet known, commentators have reported a number of short-to medium-term effects, including:

Changes in priorities away from talent retention. The Personnel Decisions International (PDI) Pulse on Leaders global survey (February 2009) revealed a dramatic shift in leaders' top business challenges,

with respondents ranking financial pressures to cut costs and rapid market decline as their toughest business challenges and talent management falling to last on a list of challenges.

Changes in the 'psychological contract'. The 'psychological contract' between employees and their employers has been defined as 'the perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other'. Beyond the legal contract which defines explicit terms and conditions of employment, this implicit 'contract' consists of employee expectations regarding job security, respect and career opportunities – many of the elements of 'good work' – and may be more influential than the formal contract in affecting how employees behave from day to day ('The psychological contract,' CIPD 2009).

It has been suggested by organisational psychologists that economic recession has altered the terms of the psychological contract in some specific ways ('The new work order,' The Guardian, 24 March 2009). Angela Carter of Sheffield University's Institute of Work Psychology has observed that "employers want more for less, and employees want more control. It's all about you as a worker taking control; if you've got what an organisation wants, you can find yourself in a very good position." However, John Philpott of CIPD notes that as a result of heightened awareness of general job insecurity, workers who keep their jobs may lapse into a 'survivor syndrome,' disengaging from work: "Those who do keep their jobs still feel depressed by the fact that they're feeling insecure and

that their colleagues are departing. Whereas some will respond by working harder, others will fall into resignation and depression, and start doing their jobs more reluctantly and half-heartedly," he says.

Research by Bupa found that fears of redundancy escalated dramatically between September 2008 and March 2009, with an increase of 41% in the number of calls to its counselling helpline about stress at work. ('Redundancy fears more than triple,' hrlook.com, 17 March 2009).

Increasing failure to support employees with mental health problems. Despite warnings that employers could face greater risks of costly personal injury claims by failing to take seriously employee complaints of stress ('Workplace stress on the rise,' hrlook.com, 27 November 2008) and CIPD/ACAS advice advocating greater employee consultation and support for health and wellbeing ('How to manage your workforce in a recession,' February 2009), research suggests that employers are not following such advice.

Analysis by the Chartered Management Institute (January 2009) of calls to its hotline found that managers seeking help with redundancy in their organisations had not recognised the importance of managing the 'survivors' of downsizing.

Online survey research by Mind ('Employers must work on mental health,' October 2008) has revealed that employers are not willing to take on people who have experience of mental distress and are not providing employees with adequate mental health support. Specifically:

- 58% had to leave a job because of lack of mental health support;
- 31% had been sacked or forced out of a job after disclosing a mental health problem;
- 26% had been demoted after disclosing a mental health problem;
- one in four had job offers withdrawn after disclosing a mental health problem which is illegal under the Disability Discrimination Act.

These trends suggest that with the advent of recession, employee trust, engagement and productivity have been put at risk in many businesses at the very time that employers should be investing in the emotional resilience of their workforce to ensure long-term organisational sustainability.

Companies that recognise the value of maintaining and developing good work, good physical health, good workplace relationships and providing employees with good specialist support will reap the benefits of a more emotionally resilient, loyal and productive workforce. They will 'survive and thrive' during, as well as after, recession.

Positive psychology and emotional resilience

The field of positive psychology is gaining ground in the workplace because its suggested interventions are perceived as effective in reducing stress, boosting morale and improving productivity. A key objective of positive psychology interventions is to encourage individuals to re-frame life situations in positive terms, increasing the likelihood that employees will feel empowered to take responsibility for their own wellbeing.

American psychologist Martin Seligman believes this capacity for re-framing is a skill which can be learned and has designed interventions to achieve this (Seligman, 1998). He has identified three ways of being that are conducive to happiness: a lifestyle that is pleasant; one that is 'engaged' (in which someone is involved in absorbing, engrossing work) or one that is meaningful, in which the person feels that their work is connected to some greater meaning or purpose ('Wellbeing: Positive thinking pays off,' Personnel Today, 03 December 2007). Staff who are engaged and absorbed in work they find meaningful are likely to be 'resilient' – or better able to deal with pressure and challenge – than colleagues who feel undervalued, or feel they have no control over what they do.

Self-help interventions can be delivered via the web, producing measurable improvements for people

with depression, anxiety and work-related stress (Van Straten et al., 2008). Non-cognitive interventions such as improved nutrition and physical activity can also improve sleep and reduce stress (Merrill et al., 2007).

vielife research highlights correlates of emotional resilience

Alongside this Toolkit, Business Action on Health commissioned research by **vielife** examining links between health-related indicators, emotional resilience, and the ability to function during periods of stress and significant change. This included regional mapping of resilience using health risk assessment data from business organisations across the UK as well as trend analysis of data from a recent Populus survey of business opinion formers regarding their beliefs about the importance of emotional resilience.



Staff engaged in meaningful work are more resilient than those who feel undervalued



Encourage employees to be curious, catch sight
of the beautiful and remark on the unusual

The analysis of self-reported Health Risk Assessment (HRA) data revealed a number of striking findings:

- Older employees reported higher levels of resilience than younger employees;
- Men reported higher levels of resilience than women;
- Healthcare workers reported lower levels of resilience than workers in other sectors;
- Workers in the Midlands and West reported lower levels of resilience than workers in other UK regions;
- No significant differences in levels of resilience were reported by employees occupying positions in different levels of authority;
- A high correlation was found between self-reported levels of resilience and effectiveness at work.

Business and opinion leaders surveyed for this study reported that emotional resilience was very important for their organisations and that the responsibility for its development resides with both individuals and their employers.

The researchers concluded that further investigations were needed to better understand the causal relationships between factors identified in the HRA data analysis and, in particular, to better understand how resilience affects work effectiveness. Such research could then be used to underpin practical tools, such as this Toolkit, which enhance resilience and create business benefits.

Emotional Resilience and the Working Population, March 2009

Emotional resilience and health inequalities in the wider community

Companies do not exist in a vacuum; they are integrated with the communities where they operate. Similarly, employees have lives and relationships which extend beyond the workplace to encompass home and family responsibilities as well as the communities where they live. Employers therefore need to understand these wider domains if they are to support employees in managing their mental health issues effectively. The amount of stress-related absence arising from non-work causes has been estimated at between 60% (CIPD, December 2008) to 80% (HSE calculations based on their Self-reported Work-related Illness Survey 2007/08 and other sources). In many cases there is a complex relationship between different causes of stress at work and home.

In a joint Mental Health Foundation/ World Health Organisation report (Mental health, resilience and inequalities, 2009), Dr. Lynne Friedli highlights the importance of taking a holistic view of mental health from a societal perspective:

Levels of mental distress among communities need to be understood less in terms of individual pathology and more as a response to relative deprivation and social injustice, which erode the emotional, spiritual and intellectual resources essential to psychological wellbeing.

Just as we know that a small reduction in the overall consumption of alcohol among the whole population results in a reduction in alcohol related harm, so a small

improvement in population wide levels of wellbeing will reduce the prevalence of mental illness, as well as bringing the benefits associated with positive mental health.

Friedli's suggested priorities for action include:

- social, cultural and economic conditions that support family and community life;
- education that equips children to flourish both economically and emotionally;
- partnerships between health and other sectors to address social and economic problems that are a catalyst for psychological distress;
- reducing policy and environmental barriers to social contact;
- employment opportunities and workplace pay and conditions that promote and protect mental health.

Bartley (2006) has emphasised the value of eschewing 'deficit models' of population health which define communities in negative terms in favour of 'asset models' which tend to accentuate positive capability to identify problems and activate solutions, which promotes the self-esteem of individuals and communities, leading to less reliance on professional services.

By promoting the emotional resilience of their employees - as well as working in partnership with other organisations to address social and economic problems as part of a wider corporate responsibility agenda - employers can play an important role in promoting the health of their local communities, thereby building the goodwill and trust needed to run their businesses effectively.

The business case for promoting employee emotional resilience

- Promoting emotional resilience improves the health of businesses as well as employees. As a result of investing in the emotional resilience of their employees, the companies profiled here have enjoyed lower absence-related costs and reduced insurance claims; enhanced employee morale and engagement, performance quality, productivity and corporate reputation.
- Any business of any size in any sector can promote the resilience of their employees. Many simple interventions incurring little or no additional costs can have profound effects.
- Measurement is the key to success. Decide up front what success looks like and how you will measure it, either qualitatively or quantitatively.



With companies facing unprecedented pressures to perform in the wake of the global economic downturn, investing in employees' physical and mental health is becoming more important than ever. Such investment pays tangible dividends: research by corporate governance watchdog Regnan and Goldman Sachs JBWere (October 2008) has found that companies with workplace health and safety systems outperformed the S&P/ASX 200 (the top 200 stocks listed on the Australian Securities Exchange) by 38.4 per cent.

Case study research conducted by PricewaterhouseCoopers for Dame Carol Black's March 2008 review of health at work found that investment in employees' health and wellbeing is being driven by several macro-level factors, including:

- an ageing and increasingly diversified workforce requiring greater employer support to remain productive at work;

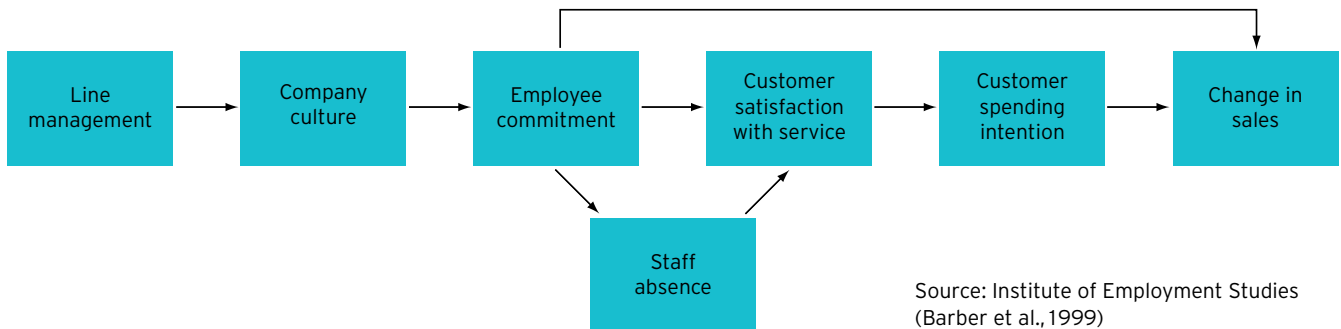
- increasing levels of chronic disease in the general population;
- rising costs of ill-health in the workplace associated with increased absenteeism and reduced performance;
- external societal pressures such as growing expectations that employers will promote wellness programmes as a duty of corporate social responsibility; a need for employers to distinguish their offerings to attract recruits in an increasingly competitive labour market; and attempts by government to reduce public health expenditure.

Some of the specific benefits of introducing health and wellbeing programmes have been documented by companies recognised as Big Tick winners in the Healthy Workplaces Award category of Business in the Community's Awards for Excellence. Measurable health and financial outcomes include:

Improving	Reducing
Staff health and wellbeing	Stress
Staff engagement and satisfaction	Sickness absence rates
Staff recruitment and retention	Staff turnover
Productivity	Recruitment costs
Product and service quality	Agency cover costs
Brand image	Health-related employee benefits
Customer satisfaction and loyalty	Liability cover
	Litigation costs

Develop and support emotionally intelligent management to maintain a resilient workforce in challenging times

HOW LINE MANAGEMENT AFFECTS CUSTOMER OUTCOMES



Here are some examples of how employee wellbeing impacts the bottom line of businesses.

Relationship between line management and customer outcomes

Research by the Institute of Employment Studies (Barber et al, 1999) found that line management shapes company culture and employee commitment, impacting sales directly as well as indirectly through impacts on customer satisfaction and staff absence (see diagram above).

Costs of failing to address employee ill health

Stress is one of the biggest causes of employee absence. CIPD research (2008 Absence Management survey report) finds that stress is the number one cause of long-term absence for non-manual employees and the fourth biggest cause for manual workers. In addition, stress-related absences are frequently long, averaging 30.6 days per spell

of absence according to figures from the HSE Self-reported Work-related Illness Survey 2007/08. The impact on UK plc is significant. The HSE has calculated that 13.5 million working days were lost to stress, anxiety and depression in 2007-08, with an estimated cost to the UK economy of £3.9 billion a year.

Guidance on developing the business case for managing workplace stress by CIPD (December 2008) notes that higher levels of stress are associated with:

- Increased absence;
- Lower levels of motivation and commitment;
- Conflict at work;
- Higher intentions among employees to leave organisations.

Downsizing impacts absenteeism

Sickness absence rates from all causes are 2.17 times higher after major downsizing than after minor downsizing. This increase in absence is partially explained by concomitant

increases in physical demands and job insecurity and a reduction in job control. Downsizing is associated with negative changes in work, impaired support from spouse, and increased prevalence of regular smoking. So, multiple mechanisms rather than a single change in work may underlie the adverse effect on health and absence in employees after major downsizing (Kivimäki et al, 2000).

Business benefits of promoting emotional resilience

Three companies, AstraZeneca, GlaxoSmithKline and EDF Energy, undertook comprehensive health and workplace programmes which promoted the emotional resilience of their employees and produced benefits for their business. All three were recognised as Big Tick Winners in the Healthy Workplace Award, Business in the Community's Awards for Excellence.

AstraZeneca

AstraZeneca, headquartered in London, undertakes research, development, manufacture and marketing of prescription pharmaceuticals and the supply of healthcare services. Ensuring the personal wellbeing of employees helped maintain the innovation and creativity needed to maintain competitiveness in a global environment.

What was done?

Health and wellbeing initiatives included:

- Health promotion activities;
- Home-work balance initiatives;
- Ergonomically-designed working environments;
- Fitness opportunities;
- Healthy eating options in restaurants;
- Health assessments;
- A counselling and life management programme;
- Fast-track healthcare insurance;
- Rehabilitation programmes;
- Integrated occupational health/human resources interventions.

What were the business benefits?

Cost savings

- £500K to £700K saved through improved productivity after counselling;
- £80,000 saved on health insurance costs for psychological illness.

Improved health and safety

- Global accident and occupational illness rates reduced by 6.1% against a target of 30%;

- High employee awareness and favourability ratings for employee assistance (counselling) programme.

Improved image

- 84% of employees proud to work for AstraZeneca and 82% would recommend the company as a good place to work;
- 80% of employees said they had enough flexibility in their job to be able to balance work and personal life;
- 88% said AstraZeneca demonstrated commitment to the health and wellbeing of its employees.

Recognition

- AstraZeneca was named Britain's Healthiest Large Employer in 2006 and a top employer by Science magazine 4 consecutive years.

"AstraZeneca recognises that employees are our most important resource, and their welfare is essential to maintaining the highest standards. We believe that people are at their most productive and creative when they are in an environment where they feel positive and enthusiastic about their job, with a clear understanding of their role and confidence in their ability to meet their individual targets. Management of health and wellbeing issues is an important element in developing and maintaining such an environment."

Sue Connelly, Global Health & Wellbeing Manager, AstraZeneca

EDF Energy

EDF Energy, with UK headquarters in London, provides power to a quarter of the UK's population via electricity distribution networks in London, the South East and the East of England. A workplace audit revealed that employees were suffering from psychological ill health, with the company losing around £1.4m in productivity each year as a result.

What was done?

EDF Energy's Employee Support Programme (ESP), a partnership between Occupational Health and a psychology service, was developed in consultation with all the company's stakeholders, including the EDF Energy Executive, Branch Managing Directors, Occupational Health, Unions, over five hundred members of staff and top three hundred managers. A Cognitive Behavioural Therapy (CBT) programme was rolled out to employees at the company's one hundred sites, providing fast access treatment and advice for mental health difficulties. A related training programme taught one thousand managers to recognise psychological ill health amongst staff and minimise its adverse effects.

What were the business benefits?

- Improved productivity saved the business of an estimated £228,000 per year;
- Staff morale improved (employees "happy in my job" increased from 36% to 68%);
- Retirements due to psychological ill-health were reduced to just one in 2007;

- The Health and Safety Executive (HSE) awarded the programme Beacon of Excellence status.

“Without the support of both the Employee Support Programme and Occupational Health, recovery would have been hindered and return to work an impossibility.”

Susan Greenwell, Team Manager, EDF Energy

“The benefit of being able to fast-track employees for CBT is huge, and their GPs are so grateful because waiting lists for this sort of evidence based treatment is otherwise significant.”

Dr Margaret Samuel, Chief Medical Officer, EDF Energy

GlaxoSmithKline

GlaxoSmithKline is a global leader in producing medicines, vaccines and healthcare products, with global headquarters in Brentford, London. The company needed to ensure employees remained physically energised, mentally focused, emotionally connected and spiritually aligned to its mission: to improve the quality of human life by enabling people to do more, feel better and live longer.

What was done?

A company-wide personal and team resilience programme was created, incorporating health and wellbeing initiatives which focused on Expertise, Execution, Behaviours and Self-awareness. The range of initiatives supporting and enhancing

employee wellbeing included on-site health and fitness centres, flexible working arrangements and family support services.

Healthcare benefits focused on prevention and access to innovative and proven treatments, including musculoskeletal and ergonomic improvement programmes, smoking cessation support, walking programmes, weight management programmes, blood pressure machines, health promotion and sleep roadshows. All employees were offered a Health Risk Appraisal (HRA) to assess their current health risks and the risk of future ill health.

What were the business benefits?

- Global work-related mental ill-health levels dropped 60%;
- Working days lost fell 29%;
- Staff satisfaction increased 21% and performance and productivity increased 7% - 13%;
- 53% reported significant improvement in physical, emotional, mental and spiritual performance (US);

- Employees experiencing strain at work fell 3%;

- Days lost fell by 44% and musculoskeletal case levels fell 33%.

“[Energy for Performance (E4P)] is highly useful for anyone who wants to take their current energy, performance and achievement to the next level - personally and professionally.”

Sue Cruse, Director, Leadership Health and Sustainability, Employee Health Management, GlaxoSmithKline

“I am fortunate that GSK sent me to the Energy for Performance (E4P) programme because it literally changed my life, professionally, personally and physically. I learned the importance of managing my energy more than managing my time.”

Anne Whitaker, Senior Vice President, Global Leadership and Organisation Development, GlaxoSmithKline



Employee assistance programmes, counselling and cognitive behavioural therapy (CBT) have all been shown to improve staff morale, reduce psychological illness and improve productivity



Steering Group Members endorse benefits of promoting Emotional Resilience

There are things we can all do to promote our own **mental health** and **wellbeing**. **BT's Positive Mentality** campaign aimed to educate people on ten simple steps that can be incorporated into our daily lives that can lead to good mental health. In addition, **Positive Mentality** also set out to address the lack of knowledge and understanding of common mental health problems which can result in stigmatisation. This upstream approach to mental health management is one of the **key strands** of BT's mental health framework.

Dr Catherine Kilfedder - BT Group Health Adviser

Whether **mental distress** is caused in work or out of work we spend nearly half our waking hours in work; because of this it makes sense to have a **stronger, healthier** and more **emotionally resilient** workplace.

Paul Farmer - Chief Executive, Mind

EDF Energy is committed to doing what it can to **manage and reduce stress at work**. It's clear that more **resilient employees** are more likely to be able to buffer themselves against the changes and pressures of everyday working and home life. A **resilience programme** gives employees a stronger platform to weather the **pressures of life** and we therefore fully endorse BITC's approach towards this important issue.

Dr. Margaret Samuel - Chief Medical Officer, EDF Energy

As an SME it is essential to our **business success** that our staff are able to work to the **best of their potential** at all times. The health, wellbeing and emotional resilience of our staff is therefore critical and as such it is at the heart of our **business strategy** - we take action, monitor and review it regularly as a **business necessity**.

Becky Hall - Director, FLUENT

People in **"good health"** are up to **20% more productive** than those in "poor" health, and the impact of health status can also be seen across absence levels as well. Ensuring your working population are **as healthy as possible** isn't just a soft "fluffy" spend, it's **good business sense**.

Jessica Colling - Product Director, vielife

The **mental health of our workforce** is key to controlling costs and improving productivity. This guide makes the business case for a range of simple, proven actions that any employer can take to **improve the wellbeing** and resilience of their employees - and is a particularly timely contribution in the present period of **economic turmoil**.

Bob Grove - Employment Programme Director, Sainsbury Centre for Mental Health

Building resilience to cope with change and periods of adversity is essential in the challenging times that lay ahead for all businesses. Employers can go a long way to **creating a healthy and resilient workplace** by ensuring jobs are designed well and that work is **well managed** and organised.

Peter Brown - Head of Health and Work Division, Health and Safety Executive (HSE)

Building resilience in employees and teams has to be at the centre of the drive for **mentally healthier workplaces**. In the future the need for **flexibility, understanding, and supportive team work** will be even more critical than it has proven to date if organisations are to thrive in a rapidly changing economy.

Celia Richardson - Campaigns Director, Mental Health Foundation

At Unum we have long recognised that work has **benefits for health**, but that these benefits are dependent on the workplace being a **supportive environment**. We also understand that **wellbeing at work** is likely to have benefits for productivity and attendance. This toolkit provides employers with extremely useful guidance on how to maintain and **maximise the health of their working environments** and we are delighted to be associated with it.

Prof. Michael O'Donnell - Chief Medical Officer, Unum

In increasingly difficult times - both economic and personal - **building resilience** in employees, teams and workplaces has to be at the centre of the drive for **business survival**, development and success. In the future the need for recognition and integration of **employee wellbeing** - both physical and mental - will be even more critical than it has proven to date if organisations are to **retain, attract, support and develop employees** in a rapidly changing and uncertain world. The BITC Emotional Resilience Toolkit not only provides a knowledge base but also a practicable approach built upon existing good practice which will be of **benefit** to all users.

Dr David Batman - Head of Employee Wellness, Nestlé UK Ltd

A recipe for success: Towers Perrin Action Model

Working in partnership with Business in the Community's Business Action on Health campaign, global professional services firm Towers Perrin created the Healthy Workplace Action Pack, a step-by-step guide to help companies develop and maintain a health and wellbeing programme. The Action Pack was published as part of the campaign launch in October 2007.

This Toolkit complements the Action Pack by providing the employer with more in-depth guidance for developing an initiative to build emotional resilience as an integral part of their health and wellbeing programme. It is therefore meant to be used in conjunction with the Action Pack and not as a standalone resource. Copies of the Action Pack and other health management resources and services can be obtained from Towers Perrin (<http://www.towersperrin.com/hrservices/uk> select 'Human Capital Services' then 'Health and Wellbeing Consultancy' or call 020 7170 2000 and ask for the Health and Risk Consulting Practice).

The 12-step model which underpins the Action Pack provides a framework within which companies can identify the actual health needs of their workforce and the risks to their business. Companies can then address these needs in the most appropriate, targeted and efficient way possible through a cohesive and structured programme which is based on an annual calendar cycle.

Emotional resilience is an important issue to be addressed in your health and wellbeing (HWB) programme. Emotional resilience initiatives are then developed on the basis of the same framework which guides the overall HWB programme.

An Overview of the 12 Steps to Developing Your Health and Wellbeing Programme:

1. Identify perceived health and wellbeing issues and programme vision.

Even before conducting any level of formal needs analysis, you are likely to have some idea of potential health issues within your workforce. These might be generic commonplace issues or be based on instinct along with no particular evidence.

2. Know the business environment. A successful programme must work within your organisation's physical environment, management structure, business strategy and activities. It should involve all key stakeholders, including your employees. You should identify existing and future strategies and business activities that will impact upon the design of the programme and when these will take place.

3. Create the project team. To optimise the success of your programme it is vital to have representation from all internal stakeholders from business leaders to employees, with a defined central programme manager, programme coordinator and information analyst.

4. Evaluate current resources. Find out what you already have available which might fit with your programme. Clarify the profile of your employees, including their demographic profile and geographical spread. The content and style of your programme will depend to some extent on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units.

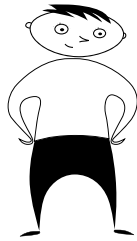
5. Create/review the core framework.

This framework is the means through which your programme is funded, co-ordinated, delivered and measured and through which future needs are identified for targeted intervention. It is developed by realigning your existing provision and services; identifying any remaining gaps; establishing the most effective approach to interaction between stakeholders; establishing the portal through which employees will access the programme; and branding the programme.

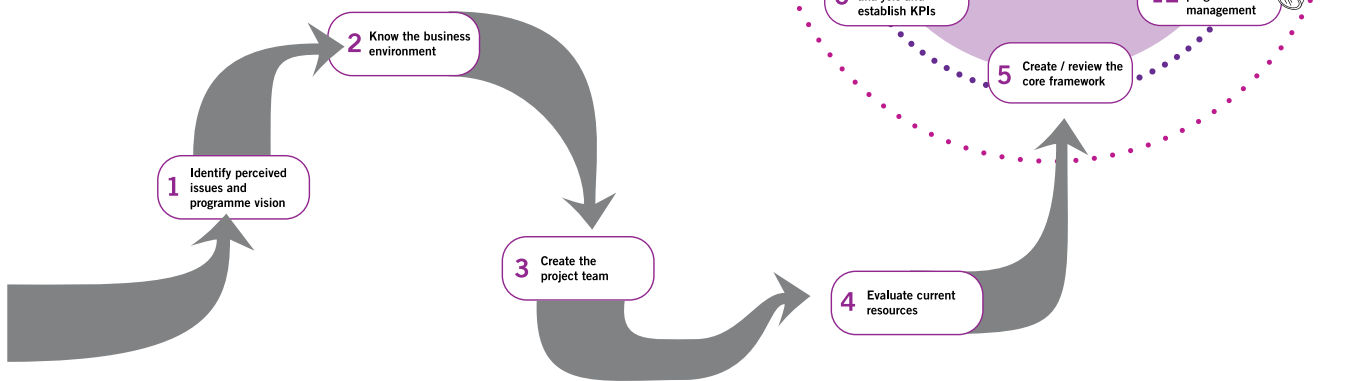
6. Undertake a needs analysis and establish KPIs. Your needs analysis should be structured in such a way as to provide a 'snapshot' of the current health of your organisation in measurable Key Performance Indicators (KPIs) to compare against future performance. What you can or should measure will depend on your existing structure and provision.

7. Clarify initial objectives. Having undertaken the needs assessment, you should now be in a position to clarify your initial objectives for the programme. Evaluate and prioritise the objectives that you would like to address within the first 12 months of the programme and 'park' less important issues for consideration in later years.

8. Develop the year's programme. The programme will consist of the interventions needed to address the goals you have identified in Step 6. It will include programme management activities, needs analysis, data collection and interpretation and targeted interventions. Here is the point at which your emotional resilience initiative will be established alongside interventions tackling other HWB issues.



12 Steps to Developing Your Programme



9. Find the right business partners. The in-house facilities, services and capacity available to your business will vary significantly. Partners and suppliers will largely fall into two categories: core providers (usually insurers or administrators of any health-related employee benefits or services you offer staff) and ancillary providers (specialists who deliver targeted initiatives).

10. Communicating the programme. The communication of your initiatives is key to their success. If employees are not aware of them or do not participate in them, they have failed. To optimise awareness, interest and engagement, each intervention should be supported by a relevant campaign.

11. Launching the programme. Once the core framework and key events are developed, providers are in place and the branding and communications are prepared, you are ready to

launch your programme to staff. In launching the programme, consider the expectations you will be raising to ensure that the programme will meet them; and demonstrate that you have taken on board feedback and information from the needs analysis stage.

12. Evaluation and ongoing programme management. Ongoing management is essential in maintaining an efficient, effective, sustainable and continually relevant programme. Once the programme has been launched, Steps 5 to 12 will continue to be relevant. It is important to share with relevant stakeholders the programme results including key findings of data analysis; progress made; return on investment; success stories; and learning experiences.

More detail on these steps is available in the Appendix and in the Towers Perrin Healthy Workplace Action Pack.

To guide companies of all sizes in setting up their Physical Activity initiative, a simplified version of the 12 step model is set out below, with steps grouped under the following headings:

Plan your initiative - corresponds to Steps 1 - 7;

Execute your initiative - corresponds to Steps 8 - 11;

Review and Update your initiative - corresponds to Step 12.

Each section contains examples of action taken by Emotional Resilience Steering Group companies.

PLAN your initiative

AGREE YOUR STRATEGY AND VISION

All organisations have an interest in ensuring their employees are healthy, alert and productive at work. However, the approach which each business adopts to manage health and wellbeing issues will reflect their unique management processes, organisational culture and history.

Members of the Emotional Resilience Steering Group exemplified this diversity in their respective approaches to health and wellbeing generally and mental health issues specifically. While some aimed to achieve specific business objectives, others promoted health and wellbeing to improve employee quality of life in more general ways.

- **BT** was seeking to promote good health as well as to reduce sickness absence and increase productivity across its workforce of 104,000. A specific goal was to intervene early with 'at risk' cases and provide support for rehabilitation back into work;

- **EDF Energy** established its health and wellbeing programme in response to a stress audit which revealed over three hundred people were being diagnosed with psychological ill health every year, resulting in a £1.4m loss in productivity;

- Organisational development consultancy **Fluent** introduced a holistic health and wellbeing programme as part of its wider corporate responsibility agenda and the need to 'practise what we preach'. This encompassed giving staff six days off for volunteering per year, contributing to their sense of positive contribution and making a difference, a core value for the business;

- **Nestlé UK & Ireland** sought to ensure its workforce was healthy, agile and engaged as part of its mission to be the world's foremost nutrition, health and wellness company. The three pillars of its health and wellbeing programme were increased physical activity, nutrition and mental resilience;

- **Parcelforce Worldwide** aimed to support its people to improve their own, and their family's, health whilst also contributing to achievement of group targets for reducing the cost of ill health and increasing colleague participation in health promotion programmes;

- Disability insurer **Unum** aimed to make work a better place to be in order to maximise employee productivity and attendance. Specific goals included reducing sickness absence and improving results in the company's employee opinion survey;

- Healthcare insurer **Standard Life Healthcare** believed that happy, healthy employees would deliver better service to customers. As an organisation selling itself on world class service, it was therefore vital to provide an environment in which employees could be themselves and feel comfortable;

- Health management consultancy **vielife** aimed 'to practice what we preach,' noting that 'it makes commercial sense to invest in the health and wellbeing of your most valuable asset!' Operational goals included attracting top talent to the organisation and keeping them motivated and productive.

Among the voluntary organisations in the Steering Group, setting an example for others was a common theme.

- **Mental Health Foundation** established a wellbeing programme to improve quality of life at work. An operational goal was to be an exemplar employer, both in the recruitment and employment of people with mental health conditions and in creating work conditions in which all staff could flourish;

- Mental health charity **Mind** cited a moral and ethical obligation to treat staff in a way that promoted mental wellbeing and to 'practice what it preaches' as part of its organisation-specific ethical and health focus, recognising that a happier, healthier workforce would also be more productive. Specific operational goals included reduction of absenteeism and presenteeism, compliance with the Disability Discrimination Act, and supporting employees in looking after their (and each other's) mental health;

- **Sainsbury Centre for Mental Health (SCMH)** noted that 'mental health is our business so we feel we have to demonstrate leadership by example to our own staff as well as the outside world';

- Corporate responsibility campaign organisation **Business in the Community (BITC)** also cited the importance of 'walking the talk' by supporting employee health and wellbeing for the benefit of its member companies and has established a People Plan to improve staff retention and support. While no formal health and wellbeing programme was established, BITC utilised its own tools to support employees at its various UK locations. The organisation was also working with BUPA as an occupational health provider and offering flexible working options to staff.



Well-planned emotional resilience initiatives help ensure employees are healthy, alert and productive at work



Employers who take a long term view of their organisation recognise the value of maintaining employee trust and engagement, even during recession

Levels of resourcing varied widely across these programmes. Some organisations allocated no formal budget allocations to health, work and wellbeing (HWB) activities while others funded new HWB activities from existing budgets. Amounts earmarked ranged from under £10 up to £1000 per individual employee.

UNDERSTAND THE BUSINESS ENVIRONMENT

Understanding the context in which your initiative must work is vital to its success. Wider business strategies and ongoing activities which impact your workforce, such as restructuring, will impact upon its design and timing.

Engage stakeholders

Getting 'buy in' from key stakeholders including employees is essential to the success of health and wellbeing programmes.

Governance structures for Steering Group members' health and wellbeing programmes varied in their scope and complexity. Key internal stakeholders included senior directors and managers as well as specialists in Human Resources, Occupational Health, Health & Safety, Wellbeing, Nutrition and Exercise, Learning and Communications, Corporate Affairs, Policy and Internal Relations, Facilities Management, Purchasing, Sales, Strategy, as well as union representatives. Programme Champions were sometimes appointed at site level in large organisations.

EDF Energy invested heavily in stakeholder consultation prior to development of its Employee Support Programme, including the EDF Energy Executive, Branch Managing Directors, Occupational Health, Unions, over five hundred members of staff and top three hundred managers. Once the programme was launched, all employees, including Branch Executives and the EDF Energy

Executive were kept advised of its progress via quarterly meetings, the Corporate Responsibility Performance Report and 'storyboard' performance reports across key company sites.

By contrast, in smaller organisations where Occupational Health or HR specialists were not employed, support from senior directors was considered essential to advancing the health and wellbeing agenda.

Sainsbury Centre for Mental Health (SCMH) engaged its entire workforce through whole staff meetings and a section on their intranet through which people could put forward ideas, suggestions and make arrangements for social events.

Align health and wellbeing with business strategy

As several Steering Group member organisations were engaged in developing products and services to enhance health and wellbeing,

alignment with business vision, mission and values were a key driver of HWB programmes. Such alignment could encompass corporate responsibility agendas, equality and diversity (making the workplace more accessible to people with health conditions).

Other business drivers included brand enhancement, promotion of employee engagement and productivity, reducing costs of absenteeism and presenteeism, reducing health and safety risks, ensuring resilience of the workforce during recession to maintain competitive edge.

Management of health and wellbeing issues were integrated with a wide range of operational strategies and processes including staff recruitment and retention; organisational development; managerial training and development; appraisal processes; one-to-one supervision; internal communications and employee assistance programmes.

EDF Energy recognised that beyond a direct £1.4m loss in productivity, stress and psychological ill health was having a significant impact on performance. The business therefore aimed to benefit directly from increased productivity, and indirectly from improved performance and staff satisfaction.

For **Nestlé UK & Ireland**, a specific business strategy was to accelerate profitable growth by enabling employees to engage directly with its vision of transforming the business into a food, nutrition and wellness company, tangibly experiencing the results of the organisation's cultural transformation. A related, more holistic, strategy was to enhance employee health, resilience and personal performance in all aspects

of their lives in order to impact directly on business performance.

At **Standard Life Healthcare**, health and wellbeing was a key piece of a wider engagement activity which also encompassed leadership and clear communication, designed to make the company a great place to work.

As the leading provider of Group Income Protection, **Unum** needed to be able to demonstrate the company's expertise to customers in order to promote good practice among them.

ORGANISE THE SUPPORT YOU NEED

Your programme or initiative needs organisational support in order to succeed. Where possible, use existing facilities and in-house teams (e.g. occupational health, nutrition) with inside knowledge of their organisations to administer programmes and initiatives. This helps to:

- increase the cost-effectiveness of programme management;
- ensure that programme roll-out and communications are integrated with ongoing processes and procedures;
- enable the organisation to make effective use of lessons learned.

What is your workforce profile?

The content and style of your programme or initiative will depend to some extent, on the demographic and geographical spread of your workforce, both across the company as a whole and within specific

sites or business units. You will need to consider the potential opportunities and difficulties which this workforce profile will create for your programme or initiative. Among Steering Group members, selection of health promotion topics, delivery methods, work schedules and other features of health and wellbeing programmes were tailored to meet the needs of different demographic groups in the workforce.

Create the project team

Establishing a core team with responsibility for developing, managing and measuring the impact of health and wellbeing interventions is critical to success.

Steering Group members' project teams engaged a variety of representatives from across the business including Board Directors, the HR Director, Chief Medical Officer, specialist advisers from Health and Safety, Occupational Health, Employee Wellness, Diversity, Corporate Responsibility, Training, Unions and Communications as well as Factory Managers and Heads of Business Units. Some teams included external partners (e.g. nutrition and exercise experts) whose role was to challenge, support and advise on ongoing programme developments. Wellness Champions based at different sites played important roles in coordinating and promoting participation in HWB activities.

Responsibility for programme delivery could be devolved to departments with outcomes measured against key performance indicators standardised across the business.

Evaluate current resources

In determining the resources required to deliver your programme across the company as a whole, consider what health-related services, benefits and interventions which you already have in place at your various sites and business units. Most organisations will already have established in-house some of the elements, or potential elements, of a workplace health programme.

Steering Group members drew on a range of existing resources within their organisations to support their health and wellbeing programmes including:

- expertise of internal specialists;
- intranet and email facilities;
- facilities for production of leaflets and posters;
- a room transformed into dedicated wellbeing space with cushions where people could go to relax;
- time off (e.g. to attend smoking cessation clinic);
- re-allocated staff time to run HWB road shows or training events;
- discretion for senior staff to authorise day to day adjustments to working schedules;
- support from external Non Governmental Organisations (NGOs) and third party suppliers;
- budgets which were re-allocated to support health promotion through purchases of fruit, water, smoothies and other caffeine free drinks; discounted reflexology and massages and discounted tickets to events such as ice skating and theatre productions. In one instance, a new server was bought to enable staff to work from home as necessary.

In contrast, **EDF Energy** made a major strategic decision to invest £250K in its new Employee Support Programme (ESP) as part of its £1.75m Occupational Health Programme. This included contracting with an outside provider to deliver support from twenty six Clinical Psychologists/Cognitive Behavioural Therapists as well as other Occupational Health specialists. An additional £2m was invested in training one thousand managers over a two-year period to ensure managers were able to recognise and minimise adverse effects on the mental health of staff. £7k was spent on ten further workshops for thirty people, each conducted by the Director of the ESP, on 'Change Management', covering practices that minimise stress for employees during organisational change.

Make provision for data gathering and analysis

Collecting data on measures which are relevant to the aims of your health and wellbeing programme and, more broadly, the business is essential to determining its effectiveness. Steering Group members gathered data on a diverse range of measures including:

- Employee attendance at work and absence related to ill health (including stress and other forms of mental ill-health);
- Days allocated to health promotion (separate from annual leave or absenteeism);
- Days spent volunteering by staff;
- Utilisation of online health check facilities;
- Reductions in weight;
- Increases in diet and fitness regimes undertaken;

- Company performance in employee opinion survey (EOS);
- Employee scores on a Health Risk Assessment measure. In some instances, employees were incentivised to complete such assessments to enable the company to design appropriate health and wellbeing interventions for the workforce.

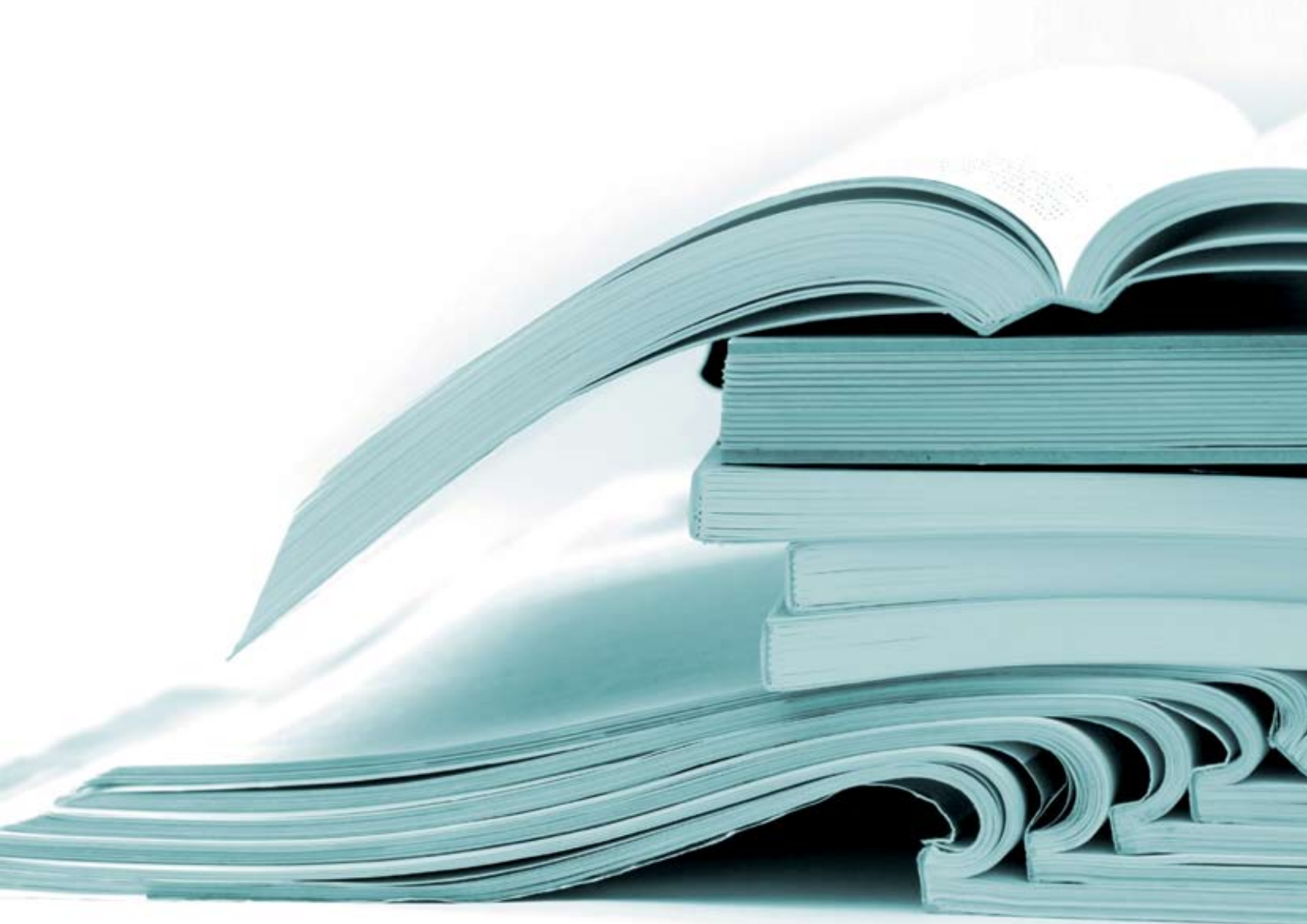
Programme communication

Among the Steering Group companies, the smallest organisation, **Fluent**, communicated policy initiatives at face-to-face team meetings and training events. While other organisations used the intranet and other online channels to communicate with staff about their initiatives. **Nestlé UK & Ireland** took a positive position to ensure that all wellness activities could be 'felt, seen and experienced' by employees, with all healthy choices being simple choices, as many employees worked in a manufacturing environment with no daily need to access intranet services. **Unum** used their Employee Assistance Programme as a communications channel.

IDENTIFY WHAT YOU WANT TO ACHIEVE AND HOW SUCCESS WILL BE MEASURED

Steering Group companies collected a wide range of health and wellbeing data on their employees - both to ascertain the levels of need for interventions and also to benchmark programme effectiveness against Key Performance Indicators (KPIs) - from a number of sources including:

- Statistics on sickness absence (including the Bradford factor, short term and long term sickness), length of time before return to



Encourage employees to learn and remain mentally active

work; Occupational Health (OH) referrals; Employee Assistance Programme utilisation rates and anonymised statistics; lost time injury rates; pre/post campaign surveys; numbers of bullying and grievance incidents; number of reasonable adjustments made; numbers of disclosed versus undisclosed disabilities; employee retention rates;

- Physical health indices such as body mass index and blood pressure;
- Behavioural indices such as smoking cessation rates and percentage uptake of healthy meals served in site dining facilities;
- Feedback from training and internal communications;
- Online stress risk assessments;
- Appraisals, supervisions and performance reviews;
- Staff surveys;
- Employee engagement and satisfaction (versus performance) scores;

- Employee motivation and willingness to change behaviours;
- Anecdotal 'water cooler' evidence.

SET YOUR GOALS

Steering Group companies adopted a range of objectives for their mental health/resilience initiatives, including:

- Improve employee awareness of health and wellbeing;
- Address lifestyle behaviours (e.g. smoking, nutrition, physical activity, interpersonal and coaching skills) which affect performance, general resilience and productivity;
- Improve employee strengths leading to increased employee engagement, improved retention, enhanced discretionary effort and quality, with resultant increased customer satisfaction and loyalty, increased sales, profitability, shareholder return and business growth;

shareholder return and business growth;

- Improve the general wellbeing of staff;
- Improve employee morale and motivation;
- Improve employee resilience (living and changing in unsettled times);
- Create a working environment where staff enjoy their work;
- Develop and support emotionally intelligent supervision and management;
- Ensuring managers understand their own psychological health and wellbeing, can recognise others with problems and have skills to address these or know where to seek help and guidance;
- Improve colleague participation in health promotion programmes;
- Reduce sickness absence rates and associated costs.

EXECUTE your initiative

WHAT CAN ORGANISATIONS DO?

Recapping the points from the “What supports emotional resilience?” section earlier in this Toolkit, Steering Group members and the Healthy Workplace Big Tick winners profiled in the “business case” section of this Toolkit (AstraZeneca, EDF Energy and GSK) tended to focus their emotional resilience interventions and activities in four areas:

- Promoting good **physical health** by:
 - Providing a physically safe working environment with optimal air quality, temperature, noise, lighting and layout of work spaces;
 - Promoting healthy behaviours such as mental activity which builds self-esteem, healthy eating, physical activity, smoking cessation, sensible drinking and avoidance of drug misuse;
 - Providing good **specialist support** to manage mental health issues. Practitioners working in human resources, occupational health, providers of employee assistance programmes, counselling or cognitive behavioural therapy (CBT) or providers of training for employees and line managers can help teams manage mental health issues at work or facilitate a return to work for those off work.
 - Creating a **healthy psychological environment** for ‘good work’ which, according to a Work Foundation report by Coats and Lehki (September 2008) is characterised by the following features:
 - Management style and culture promoting mutual trust and respect;
 - Employment security;
 - Work that is not characterised by monotony and repetition;
 - Autonomy, control and task discretion;
- A balance between the efforts workers make and the rewards that they receive;
 - Whether the workers have the skills they need to cope with periods of intense pressure;
 - Observance of the basic principles of procedural justice;
 - Strong workplace relationships (social capital).
- Promoting **communication and social cohesion** in the workplace, particularly among colleagues in teams and between line managers and employees. Relationships outside work can also be supported through flexible working practices which allow employees to spend time with friends and family. Good relationships – at work and at home – provide the ‘social capital’ which individuals need to maintain mental health.

Help managers to manage mental health issues more effectively

The line manager-employee relationship mediates all these areas. Organisations can support this relationship by ensuring that line managers have the competencies to manage stress.

The Health and Safety Executive (HSE) conducted research (Yarker et al, 2007) to identify and recommend ways to develop these competencies as follows:

MANAGEMENT COMPETENCIES FOR PREVENTING AND REDUCING STRESS AT WORK

Management competency	Description
Managing workload and resources	Arranging for extra staff when needed, monitoring and awareness of team's workload, having realistic expectations on delivery
Dealing with work problems	Effective problem solving, e.g. developing action plans, being decisive
Process Planning and Organisation	Planning and reviewing both present and future workloads
Empowerment	Trusting employees to do their job
Participative approach	Listens to and consults with team, manages on a team basis
Development	Helps employee develop within the role
Accessible/Visible	Keeps an open door policy, in regular contact with team
Health and Safety	Takes Health and Safety of team seriously
Feedback	Showing gratitude, providing praise and rewarding good work
Individual Consideration	Provides regular one-to-ones with employees, flexible with regard to work-life balance issues
Managing Conflict	Deals with workplace bullying, seeks to resolve conflicts fairly
Expressing and Managing Emotions	Remains calm under pressure in front of team, rarely loses temper
Acting with Integrity	Keeping promises, e.g. keeping personal issues with employees confidential
Friendly Style	Relaxed, easy-going approach, e.g. socialising, using humour and buying treats for team
Communication	Keeps staff informed of what is happening in the organisation, communicates clear goals and objectives
Knowledge of Job	Shows understanding of the tasks that the team performs
Taking Responsibility	Leading from the front, taking a hands on approach
Empathy	Sees each employee as a person, e.g. awareness of employees personal lives, stress levels and of differing needs within the team
Seeking Advice	Seeks advice when required e.g. occupational health, HR and other managers

Source: Health and Safety Executive (2009)

It is vital to support line managers in developing such competencies inasmuch as the role of human resource specialists is becoming progressively more strategic in organisations (HR business partnering, CIPD 2008), with responsibility for delivering support to employees devolving to managers.

The HSE, in association with the Chartered Institute of Personnel and Development and Investors in People, has designed a tool (2009) to allow managers to assess whether they currently have the behaviours identified as effective for preventing and reducing stress at work.

Employers could also invest in developing the emotional intelligence (EI) of their managers. The EI model popularised by Daniel Goleman encompasses a wide array of competencies and skills that drive leadership performance, clustered around four main constructs, which can be worked on and developed to achieve outstanding performance:



Promoting healthy behaviours helps employees remain resilient in the face of work-life balance pressures and other stressors

- **Self-awareness** – the ability to read one's emotions and recognise their impact while using gut feelings to guide decisions.
- **Self-management** – involves controlling one's emotions and impulses and adapting to changing circumstances.
- **Social awareness** – the ability to sense, understand, and react to others' emotions while comprehending social networks.
- **Relationship management** – the ability to inspire, influence, and develop others while managing conflict.

There is a strong business case on how emotional intelligence contributes to the bottom line in any organisation (Opportunity Now, October 2008). Not only do bosses and corporate leaders need to display clear emotional intelligence, every employee at whatever level will advance or receive greater job satisfaction if strong emotional competency is attained.

Help employees practise healthy behaviours

The Foresight Mental Capital and Wellbeing report (2008) identified five suggested actions for individual action to promote mental health and wellbeing – the equivalent of 'five fruit and vegetables a day':

1. 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.

2. Be active... Go for a walk or run. Step outside. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.

3. 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.

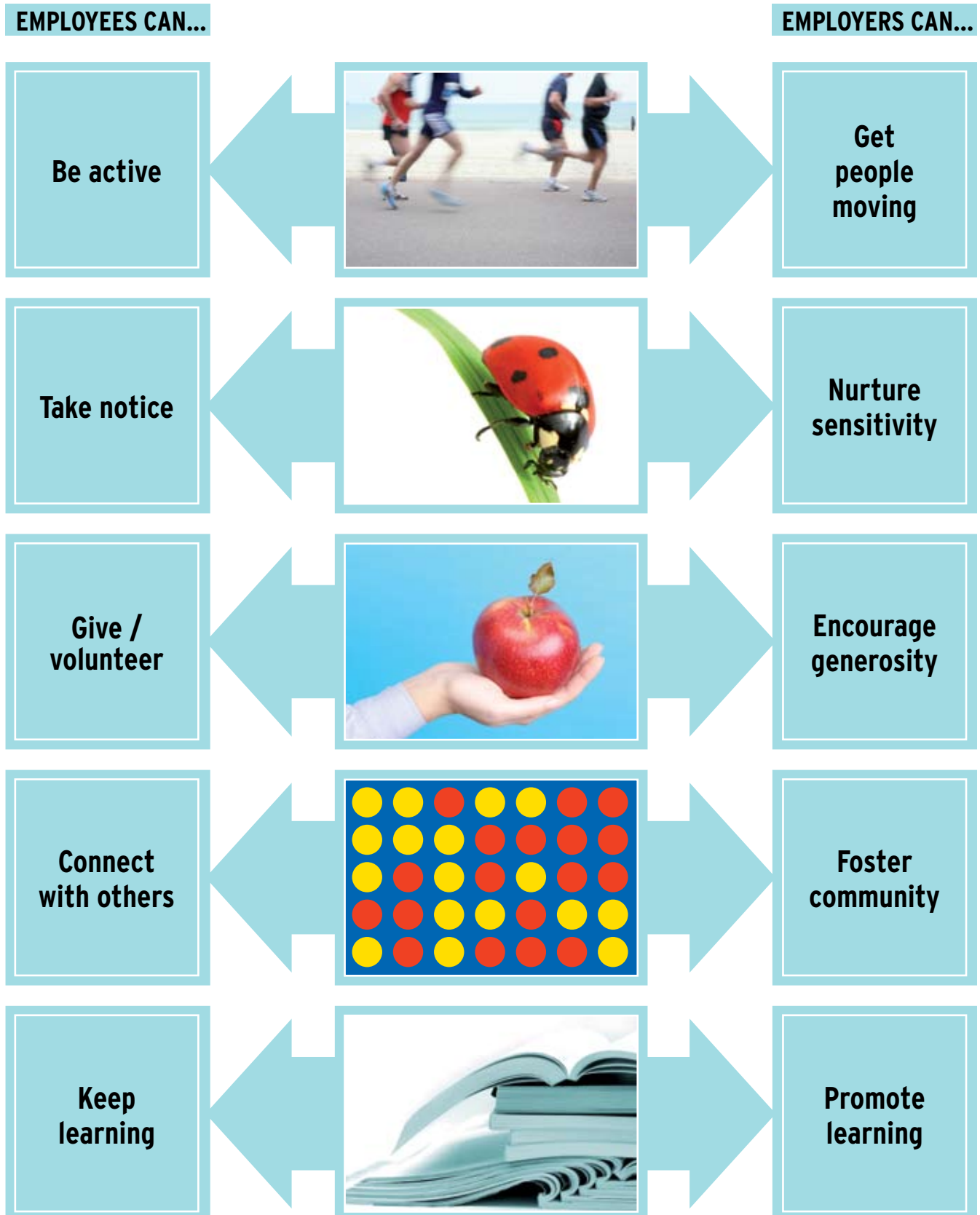
4. Keep learning... Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you enjoy achieving. Learning new things will make you more confident as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

5. 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, as linked to the wider community can be incredibly rewarding and creates connections with the people around you.

Employers of any size can take action to support employees in practising these behaviours. Below are some suggestions.

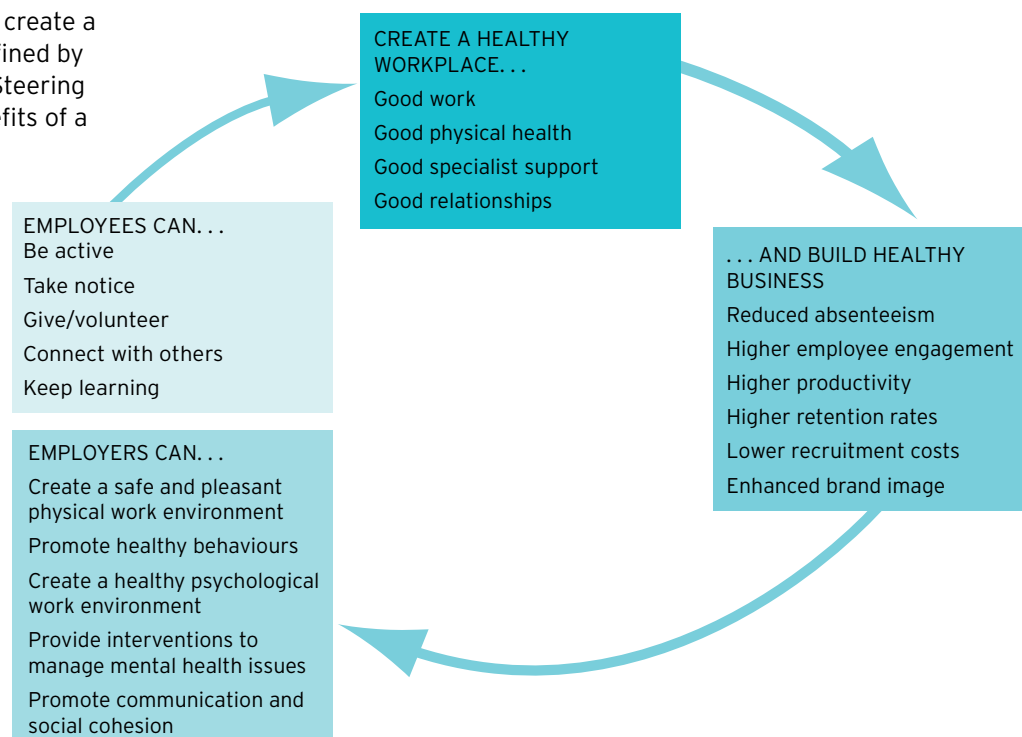
What employers can do to promote wellbeing at work	
1. Foster a sense of community.	Encourage colleagues to become aware of, and connect with, others within and beyond their immediate workgroups, whether it's through collaborative work projects, eating together in communal break areas or canteens, participation in sports or other physical activities, informal networking, formal social events inside/outside the workplace or community volunteering. This will make the workplace a fun place to be and enhance the effectiveness of the organisation as a whole.
2. Get your people moving.	Prioritise, and provide opportunities for, physical activity as part of a healthy lifestyle. Encourage colleagues to walk or cycle to work; use stairs instead of taking lifts; exercise at lunchtime instead of sitting at desks; get up and walk around during break times; engage in team sports or other group activities which build camaraderie. Alongside physical activity, provide opportunities for healthy eating to optimise energy levels. The resulting improvements to physical and mental health can help reduce absenteeism, improve engagement at work and aid recruitment and retention of staff.
3. Nurture sensitivity to the environment.	Ensure that colleagues have opportunities to take regular breaks, leave their workstations, go for walks or find other ways to vary the rhythms of their daily routines so as to enhance awareness of, and enjoy, life around them. Encourage people to focus attention fully on whatever they are doing - whether it's listening to a colleague, concentrating on completing a task or relaxing during a work break - instead of trying to do several things at once. This will not only enhance the quality of life of individuals but improve their effectiveness at work as well.
4. Promote learning and development.	Provide opportunities for colleagues to develop and apply new skills, take on new responsibilities or challenges, or pursue new interests, whether it takes the form of learning on an existing job, a secondment into a new role, the result of job re-design or work re-organisation, or formal training or education courses. This will enhance both their capabilities and their sense of wellbeing, benefiting the workplace community as a result.
5. Encourage generosity at work.	Promote respect for others, regardless of their formal status in the organisation. Encourage managers to say 'please' and 'thank you' and publicly recognise the efforts and achievements of their colleagues. Support contributions to the local community by allowing time off for volunteering or providing other resources (e.g. cash, expertise, access to services and networks) to community groups or voluntary organisations. This builds goodwill with colleagues as well as with potential recruits and the wider community.

SIMPLE ACTIONS TO PROMOTE EMOTIONAL RESILIENCE



The diagram below illustrates how employees and employers can work together in partnership to create a healthy workplace – as defined by the Emotional Resilience Steering Group – and reap the benefits of a healthy business.

WORKING TOGETHER TO BUILD A HEALTHY BUSINESS



INTERVENTIONS OF STEERING GROUP MEMBERS AND BIG TICK COMPANIES

Below is a summary of interventions and practices implemented by Steering Group members and Healthy Workplace Big Tick winners to promote the emotional resilience of their employees.

Organisation

Description of learning and development interventions

AstraZeneca

Health and wellbeing initiatives included:

- Health promotion activities;
- Home-work balance initiatives;
- Ergonomically-designed working environments;
- Fitness opportunities;
- Healthy eating options in restaurants;
- Health assessments;
- A counselling and life management programme;
- Fast-track healthcare insurance;
- Rehabilitation programmes;
- Integrated occupational health/human resources interventions.

Business in the Community

BUA is used as an Occupational Health Provider. All staff are given the right to request flexible working patterns, in a bid to be as flexible as possible to accommodate their needs.

BT

The Work Fit - Positive Mentality campaign provided guidance to its employees on how to improve their mental health both at work and at home. By encouraging staff to adopt small changes to their lifestyles and by using proven techniques for increasing their resilience they will cope better with the pressures of modern living and work more creatively and productively. Positive Mentality was complemented by other Work Fit interventions promoting smoking cessation, healthy nutrition and exercise.

Organisation

Description of learning and development interventions

EDF Energy

EDF Energy's Employee Support Programme (ESP), a partnership between Occupational Health and a psychology service, was developed in consultation with all the company's stakeholders. A Cognitive Behavioural Therapy programme was rolled out to employees at the company's 100 sites, providing fast access treatment and advice for mental health difficulties. A related training programme taught 1,000 managers to recognise psychological ill health amongst staff and minimise its adverse effects.

Fluent

Fluent takes a holistic approach to people management. Interventions include:

- Buying staff a bicycle to get to work (health & environmental benefits);
- Supporting staff to give up smoking - including time off to attend support sessions;
- Providing fruit, water cooler and caffeine free drinks in the office;
- A comprehensive flexible working policy that accommodates the needs of staff;
- Staff given 6 days volunteering per year;
- 'Creative days' held twice a year, to keep staff fresh, inspired and mentally agile and open.

GSK

Health and wellbeing initiatives focused on Expertise, Execution, Behaviours and Self-awareness and included:

- on-site health and fitness centres;
- flexible working arrangements;
- family support services.

Healthcare benefits included:

- musculoskeletal and ergonomic improvement programmes
- smoking cessation support
- walking programmes
- weight management programmes
- blood pressure machines
- health promotion and sleep roadshows.
- A Health Risk Appraisal (HRA).

Mental Health Foundation

- Encouraging staff to have a work life balance and to take part in group activities at lunch time and after work;
- A dedicated wellbeing room with cushions and was a space where people could go to relax;
- Complementary smoothies and discounted tickets to events such ice skating, theatre;
- Reflexology and massages at a discount and a masseur came into the office once a month;
- Helpline for staff in distress
- Counselling sessions
- Flexible working
- 3 duvet days per year

MIND

Interventions encompass a set of procedures, policy and actions to create a healthy and open culture, support staff to work with, and make adjustments for mental health conditions. This activity is run in parallel to physical health initiatives such as cycling and healthy eating.

Organisation	Description of learning and development interventions
Nestlé UK & Ireland	<ul style="list-style-type: none"> • Activities in nutrition, physical activity, health screening and mental resilience; • Training to ensure managers understand their psychological health and wellbeing and recognising others with problems and having the skills to either address them or knowing where to seek help and guidance.
Parcelforce Worldwide	<ul style="list-style-type: none"> • On-site Health Screening clinics - Physical/ lifestyle assessment and advice. • Health risk assessments and control of high-risk activities. • On-line health facility tool available for all employees • Better absence management: face-to-face home contacts; get-well-soon guidance cards; return to work place; muscular-skeletal-disorder rehabilitation; stress counselling. • Wellbeing resource promotion: gyms; bicycle loans; mutual healthcare; sports grants. • 2 days annual health and wellbeing training for every manager. • 24/7 health and wellbeing contact centre. • Health education programme including stress, smoking and nutrition guides delivered personally by the managers. • Annual team challenge day to encourage volunteering and team building.
Royal Mail Group	<p>Working in partnership with occupational health services provider Atos Origin, Royal Mail Group provided a comprehensive health service (Feeling First Class) which included:</p> <ul style="list-style-type: none"> • A national physiotherapy and occupational therapy service; • An improved 24/7 National Contact Centre; • Musculoskeletal rehabilitation clinics; • Employee Assistance Programme; • Mobile Health Unit which provides information booklets and leaflets to employees on a wide range of Health Care issues.
Sainsbury Centre for Mental Health	<ul style="list-style-type: none"> • Our organisational goal is to be an exemplar employer, both in the recruitment and employment of people with mental health conditions and in creating work condition in which all our staff can flourish. • SCMH does not spend money on any particular health promotion activities, but staff have the time to take proper breaks, socialise and to suit their working patterns to their domestic arrangements. This is made possible by good IT and a lot of discretion for senior staff to authorise day to day adjustments to working schedules • Fully equipped kitchens enable staff to cook and eat lunch together as and when desired. • Flexible working arrangements suit individual needs - transport, childcare, domestic emergencies • Staff have access to an Employee Assistance Programme and counselling services as needed. SCMH is also a charter signatory to the Mindful Employer initiative.
Standard Life Healthcare	<p>The programme included a full spectrum of health promotion interventions, OH services and permanent health insurance as well as an Employee Assistance Programme featuring:</p> <ul style="list-style-type: none"> • Confidential face-to-face and telephone counselling • Unlimited access to a 24-hour dedicated helpline including: childcare, elderly care, and debt counselling • Legal and Financial advice. • Intranet health care line service. • Manager Support Package with access to a 24-hour support line service. <p>Specific interventions to promote resilience and combat stress included: stress at work, anti-bullying and flexible work policies; massage, reflexology, Pilates and yoga classes; stress management training and HR support for managers.</p>

Organisation

Description of learning and development interventions

Unum

HWB programme was introduced to address perceived dissatisfactions at work, to make work a better place to be to maximise employee productivity and attendance.

Unum worked closely with an EAP provider on provision of health and wellbeing information. Emotional resilience was not specifically addressed, but the EAP developed a range of tools to assist with life skills and dealing with life's problems. Interventions included:

- Healthy eating – provision of healthy foods in the cafeteria
- Health information provision
- Gym at one site and discounts on gym membership for the others
- Information on maintaining good mental health from EAP
- Better backs campaign and workstation assessments for all

vielife

Interventions included:

- Online support tools via the HRA
- Off line support tools – events, medical days, educational seminars etc
- Healthy eating days
- Foods from around the world – allowing all staff to bring food in and present their local dishes
- Food for under a fiver and fit!
- Yoga classes
- Massage
- Fruit every day in the office
- People, Passion, Performance Awards quarterly
- Celebrating Success Away Days

FIND THE RIGHT PARTNERS TO DELIVER YOUR INITIATIVE

Partners, whether in-house teams or external suppliers, play important roles in delivering your initiative.

Although your organisation may already be working with one or more providers in delivering staff benefits, before selecting them for your initiative it is important to determine whether they:

- Understand what you are trying to achieve, the purpose and nature of your initiative;
- Understand the role which they will be required to play within the wider structure;

- Are able and willing to work alongside other providers and stakeholders;

- Are able to provide useful management information within a required schedule which fulfils the requirements of your needs analysis and KPIs.

Several Steering Group members worked in partnership with external providers to deliver their interventions:

- To deliver its Work Fit programme, **BT** worked with two unions – Connect and the Communication Workers Union (CWU) – and two mental health charities, the Sainsbury Centre for Mental Health and MIND.

- **Parcelforce Worldwide** worked with Atos to conduct on-site and online health checks, with contractual initiatives supported by Benenden Healthcare and Boots the Optician. The Men's Health Forum produced Haynes Manuals.

- **vielife** worked with Fruitdrop, Nuffield and Cigna (parent company) to support its own staff as well as acting as a partner delivering online health management services to a number of Steering Group member companies.



Connecting with reliable delivery partners can help ensure the success of your initiative



LAUNCH AND COMMUNICATE YOUR INITIATIVE

Consider a variety of approaches to maximise the awareness of your programme and its benefits:

- Posters to be placed to ensure greatest relevance and visibility;
- Tangible items and freebies e.g. fruit, water bottles;
- Regular updates and features on your notice boards or intranet;
- Regular email bulletins on 'hot topics';
- 'Credit-card' containing all relevant contact numbers;

- Competitions;
- Training to explain the value of the initiative for them and their employees in a personal and business context and how they can engage their team;
- Staff events to showcase the programme.

Steering Group companies employed a range of channels to communicate their initiatives including:

- Email, Internet and intranet;
- Posters in kitchen areas;
- Free smoothies at a lunchtime meeting;
- Wall mounted information screens;

- Bi-monthly news publication delivered to home address;
- Work time listening and learning sessions each week;
- On line news letter for all manager and admin colleagues;
- Informal interactions - popular in small organisations.

Use of testimonials and leadership team endorsements was important in helping others to overcome taboos about discussion of mental health issues.

Some organisations did not undertake formal launches, preferring to integrate new practices into everyday organisational life.

REVIEW AND UPDATE your initiative

To sustain your programme or initiative over a longer-term period after its launch, the repetition of Steps 5 - 12 will be important. Measuring, analysing and communicating the achievements and outcomes of your programme - using the KPIs established in Step 6 - will be particularly vital in documenting the return on investment in your programme and ensuring that your management and stakeholders continue to recognise its value.

To keep the programme fresh and relevant, update its contents in light of feedback from employees and the changing needs and risks of the workforce. Repeat the needs analysis on an annual basis, measure the outcome of your interventions and adjust these accordingly.

Steering Group companies reported a variety of positive outcomes:

- "We have achieved a motivated workforce who are happy to give up evenings and weekends to support the charity and we have low staff turnover."
- "A mentally healthy and resilient workforce, which means people with MH want to work for us, and are more likely to disclose, which in turn means we can manage MH better."
- "We are still very much at the beginning of the 'Transforming well-being into an organisation-wide initiative' process, but employee wellness benefits are already apparent."
- "Has been beneficial in team-building and creating a better sense of community. . . It has also helped communicate [the company's] interest in its employees as people, creating a sense of employee engagement."

LESSONS LEARNED BY STEERING GROUP COMPANIES

- Ensure that the company integrates any employee wellbeing program within a business strategy and is not seen as an 'added project' which may have a limited lifespan;
- Agree programme for health and wellbeing from the top down and make sure an company-wide activity fun, inclusive and simple;
- Have a key senior manager responsible for managing the programme;
- Engage a governance structure which incorporates external views and challenges and a business structure which involves all business units and employee groups;
- Involve Union officials at all levels - including National officers;
- Make activities relevant to employee lifestyle - key areas are - simplicity, low cost, high impact and visibility, fun, ability for all to be involved, make choices available (ie nutrition) and do not impose one way only;
- Set measurable targets - objective and subjective;
- Make employee wellness objectives in line with other business objectives;
- Keep it (emotional resilience interventions) light and wrapped into the overall wellbeing programme.



Ensure your emotional resilience interventions are integrated holistically with other elements of your health and wellbeing programme

USEFUL RESOURCES AND INFORMATION

Towers Perrin Healthy Workplace Action Pack

Business Action on Health website

The Business Action on Health website, part of the Business in the Community family of websites, provides access to publications, campaign event details, case studies and other information to support employers in developing, managing, measuring and reporting on their health and wellbeing programmes.

Visit the website at <http://www.bitc.org.uk/health/>.

For more information about committing your company to reporting publicly on your employees' health and wellbeing, visit the Healthy Workplace Commitment page at <http://www.bitc.org.uk/commit/>.

The Business HealthCheck

This evaluation tool was developed by Dame Carol Black's Health, Work and Wellbeing strategy organisation in partnership with Business in the Community's Business Action on Health Leadership Team and consultancy PricewaterhouseCoopers (PwC) and launched in July 2008. The tool enables organisations of all sizes and sectors to assess the cost of ill-health to their business and the impact of their wellness programmes. The Business HealthCheck has been downloaded by over 1,000 organisations and is available free for evaluation and piloting from the Health Work Wellbeing website at <http://www.workingforhealth.gov.uk/Employers/tool/>.

Health Work Wellbeing website

The Government's Health Work Wellbeing initiative has compiled a range of resources from downloads to links, to help answer questions about Health, Work and Wellbeing, help organisations improve their approach and provide signposts to people outside government who have an interest and expertise in this area.

<http://www.workingforhealth.gov.uk/Resources/>

Towers Perrin Healthy Workplace Action Pack

The Emotional Resilience Toolkit is to be used in conjunction with the 12-step guide to help companies develop and maintain an integrated health and wellbeing programme, created by Towers Perrin. The Action Pack is available from Towers Perrin (<http://www.towersperrin.co.uk> and select 'Human Capital Services' then 'Health and Wellbeing Consultancy' or call 020 7170 2000 and ask for the Health and Risk Consulting Practice).

Other useful websites and online resources

SOURCE / DESCRIPTION	WEBLINK
Anxiety UK This national charity works to relieve and support those living with anxiety disorders by providing information, support and understanding via an extensive range of services, including 1:1 therapy services.	http://www.anxietyuk.org.uk/
Banks, Dr. Ian, Extracts from the Haynes Brain Manual (Sept 2006)	http://www.malehealth.co.uk/uploaded_files/Brain_text.pdf
Beyond Stress: A Guide to Mental Health & Workplace Wellbeing - produced jointly by Great Place to Work Institute UK and the Employers' Forum on Disability (January 2009).	http://resources.greatplacetowork.com/press/pdf/beyond_stress_a_guide_to_mental_health_&_workplace_wellbeing.pdf
Change4Life A Department of Health initiative to reduce obesity and overweight in the British population. Contains resources for promoting physical activity which aids emotional resilience.	http://www.promotingactivitytoolkit.com/

SOURCE / DESCRIPTION	WEBLINK
Chartered Institute of Personnel and Development (CIPD)	www.cipd.co.uk
2008 Absence Management survey report - contains data on: rates of employee absence; costs; targets and benchmarking; causes; work-related stress; managing absence; employee well-being; rehabilitation. Looks at how organisations manage absence, with data on the approaches used and respondents' views on their effectiveness (July 2008)	http://www.cipd.co.uk/subjects/hrpract/absence/absmgmt.htm
Building the business case for managing stress in the workplace - looks at the impact of stress on individual employees and on organisations; provides guidance on identifying and managing stress in the workplace, and on how to build a business case to persuade the organisation to take action (December 2008)	http://www.cipd.co.uk/subjects/health/stress/_bscsstrss.htm
Emotional intelligence in the workplace. Briefing paper no. 1. Opportunity Now (October 2008)	http://www.opportunitynow.org.uk/
Employee well-being and the psychological contract - summary of research by David Guest and Neil Conway defines the dimensions of the psychological contract (fairness, trust, delivery of the deal between organisations and employees) and links a positive psychological contract to good performance outcomes (2004)	http://www.cipd.co.uk/subjects/empreltns/psycntrct/empwellbpsyc.htm
How to manage your workforce in a recession - a joint Acas and CIPD guidance note giving 10 key areas for managing a workforce in recession with action points for each (February 2009)	http://www.cipd.co.uk/subjects/emplaw/redundancy/_hwmngwrfrcs.htm
HR business partnering - highlights efforts by HR to transform itself into a 'value adding' function. (CIPD Factsheet, October 2008)	http://www.cipd.co.uk/subjects/corpstrtg/general/hrbusprtnr.htm
Line management behaviour and stress - includes links to a competency framework (developed with HSE) and updated guidance for line managers and HR	http://www.cipd.co.uk/subjects/health/stress/_lnstrswrk.htm
Mental health at work - gateway to CIPD practical guides, surveys, research, reports, news and library resources for HR practitioners	http://www.cipd.co.uk/subjects/health/mentalhlth
The psychological contract - CIPD factsheet (revised January 2009)	http://www.cipd.co.uk/subjects/empreltns/psycntrct/psycontr.htm
Redundancy - a factsheet prepared by CIPD and ACAS (February 2009)	http://www.cipd.co.uk/subjects/emplaw/redundancy/redundancy.htm
Smart working: The impact of work organisation and job design (March 2008)	http://www.cipd.co.uk/subjects/corpstrtg/orgdevelmt/_smrtwrkgri.htm
What's happening with well-being at work? (CIPD Change Agenda) - includes case studies of employer wellbeing programmes (June 2007)	http://www.cipd.co.uk/subjects/health/general/_wllbngwrk.htm
Citizens Advice Bureau	http://www.citizensadvice.org.uk/
Online CAB advice guide provides help with debt management, resolving disputes at work and other issues.	http://www.adviceguide.org.uk/
Consumer Credit Counselling Service (CCCS) - a registered charity offering free, confidential advice and support to anyone who is worried about debt.	http://www.cccs.co.uk/
Employers' Forum on Disability The national employers' organisation focusing on disability in the UK. EFD makes it easier to recruit and retain disabled employees and to serve disabled customers	http://www.efd.org.uk/
Health and Safety Executive	http://www.hse.gov.uk/
Work-related stress - online resources supporting effective stress management	http://www.hse.gov.uk/stress/

SOURCE / DESCRIPTION	WEBLINK
HSE Stress Management Standards - provides advice aimed at anyone with responsibility for tackling work-related stress in an organisation	http://www.hse.gov.uk/stress/standards/
Stress Management Competency Indicator Tool (2009)	http://www.hse.gov.uk/stress/mcit.htm
Yarker, J.; Lewis, R.; Donaldson-Feilder, E.; Flaxman, P., RR553 - Management competencies for preventing and reducing stress at work: Identifying and developing the management behaviours necessary to implement the HSE Management Standards (2007)	http://www.hse.gov.uk/research/rrhtm/rr553.htm
Mental Health Foundation	http://www.mentalhealth.org.uk/
How to look after your mental health (Sept 2008) - suggests 10 practical ways for people to look after their mental health	http://www.mentalhealth.org.uk/publications/?entryid5=63403&p=7
Keeping us going (April 2007) - a practical guide for people who have a mental health problem and their friends	http://www.mentalhealth.org.uk/publications/?entryid5=43993
Line Managers' Resource: A practical guide to managing and supporting people with mental health problems in the workplace. This resource has been developed by Shift, the Department of Health's programme to reduce the stigma and discrimination directed towards people with mental health problems.	http://www.shift.org.uk/employers/lmr/
What works for you? (December 2008) - this booklet outlines how colleagues can help someone with a mental health problem and suggests where to go for further advice.	http://www.mentalhealth.org.uk/publications/?entryid5=67219
Mind The leading mental health charity in England and Wales, Mind works to create a better life for everyone with experience of mental distress. The website offers advice, information and background briefings on a wide range of mental health issues and mental health problems.	http://www.mind.org.uk/
Mindful Employer Employer-led initiative aimed at increasing awareness of mental health at work and providing support for businesses in recruiting and retaining staff.	http://www.mindfulemployer.net/
Sainsbury Centre for Mental Health - works to improve the quality of life for people with mental health problems by influencing policy and practice in mental health and related services. In the workplace, SCMH develops and promotes new ways of helping people with mental health problems get and keep work.	http://www.scmh.org.uk/
Samaritans Stress Down Day website for annual stress awareness event raises awareness of the importance of seeking support rather than letting problems get out of control.	http://www.samaritans.org/ http://www.stressdownday.org/
Seligman, Martin E. P. Learned Optimism: How to Change Your Mind and Your Life. Second edition. New York: Pocket Books (Simon and Schuster, 1998).	http://www.amazon.com/Learned-Optimism-Change-Your-Mind/dp/0671019112
Shaw Trust Tackle Mental Health is a one-stop shop to help employers support staff with mental health issues.	http://www.tacklementalhealth.org.uk/
WorkWell Promoting positive mental health at work: A guide for employers	http://www.healthpromotionagency.org.uk/Resources/mental/Promoting_positive_mental_health.html

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Barber L, Hayday S, Bevan S. From People to Profits: The HR link in the service-profit chain. Report 355, Institute for Employment Studies (June 1999).	http://www.employment-studies.co.uk/pubs/summary.php?id=355
Bartley, Mel (ed.). Capability and Resilience: Beating the Odds. UCL Department of Epidemiology and Public Health (2006).	http://www.ucl.ac.uk/capabilityandresilience/beattheoddsbook.pdf
Bartley M, Schoon I, Mitchell R, Blane D. "Resilience as an asset for healthy development." In: Ziglio E, Morgan A, editors. Health Assets and the social determinants of health. WHO, 2006.	www.ucl.ac.uk/capabilityandresilience/resilienceasanassetforhealthydevelopment.doc
Britain under pressure: a factsheet to help you manage stress to feel more relaxed and reinvigorated. Friends Provident (November 2008)	http://www.friendsprovident.co.uk/doclib/stress.pdf
The Business Benefits of Employee Engagement.. People and Organisations @ Work, British Psychological Society	http://www.pow-bps.com/insights/the-business-benefits-of-employee-engagement.cfm
The business of health - the health of business (World Business Council for Sustainable Development/International Business Leaders Forum, February 2006)	http://www.iblfi.org/docs/BizofHealth.pdf
Coats, David and Lehki, Rohit. 'Good Work': Job Quality in a Changing Economy - examines the broadening of the 'health at work' agenda to encompass the impacts of job quality and work organisation. (The Work Foundation, September 2008)	http://www.theworkfoundation.com/assets/docs/publications/197_good_work_final2.pdf
Dewe, P. and Kompier, M. Foresight Mental Capital and Wellbeing Project. Wellbeing and work: Future challenges. The Government Office for Science, London (2008)	http://www.foresight.gov.uk/Mental%20Capital/Wellbeing_and_work.pdf
Employee Engagement: The Employee Side of the HumanSigma Equation	http://www.gallup.com/consulting/52/Employee-Engagement.aspx
"Employers must work on mental health," Mind, October 2008	http://www.mind.org.uk/News+policy+and+campaigns/Press/Employers+must+work+on+mental+health.htm
Foresight Mental Capital and Wellbeing Project (2008). Final Project report. The Government Office for Science, London.	http://www.foresight.gov.uk/OurWork/Active Projects/Mental%20Capital/ProjectOutputs.asp
Friedli, Dr. Lynne. Mental health, resilience and inequalities. (Mental Health Foundation/World Health Organisation, 2009)	http://www.euro.who.int/document/e92227.pdf
Improving health and work: changing lives - The Government's Response to Dame Carol Black's Review of the health of Britain's working-age population. (The Stationery Office, November 2008)	http://www.workingforhealth.gov.uk/documents/improving-health-and-work-changing-lives.pdf
Kivimäki et al., Factors underlying the effect of organisational downsizing on health of employees: longitudinal cohort study. British Medical Journal, BMJ 2000; 320; 971-975.	http://www.bmj.com/cgi/reprint/320/7240/971.pdf
Lekhi, Rohit and Blaug, Ricardo, 'Good Work': Job Quality in a Changing Economy - report examines the broadening of the 'health at work' agenda to encompass the impacts of job quality and work organisation. (The Work Foundation, September 2008)	http://www.theworkfoundation.com/assets/docs/publications/197_good_work_final2.pdf
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Mood and Emotion at Work: Survey 3 (Pearn Kandola, June 2006)	http://www.pearnkandola.com/templates/pk_website/download/Mood&Emotion_at_Work.pdf
"The new work order," Jon Newey, The Guardian, 24 March 2009.	http://www.guardian.co.uk/money/2009/mar/24/work-and-careers-recession
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Staying@Work 2005/6: Raising the Focus on Employee Health and Productivity (Watson Wyatt, 2006)	http://www.watsonwyatt.com/research/resrender.asp?id=W-875&page=1
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Working for a healthier tomorrow - Dame Carol Black's Review of the health of Britain's working age population (The Stationery Office, March 2008)	http://www.workingforhealth.gov.uk/documents/working-for-a-healthier-tomorrow-tagged.pdf



Companies of any size can create a positive environment which promotes the resilience of employees and the health of the business

Make a public commitment to promote the health of your employees

As members of the Emotional Resilience Steering Group, we recognise the importance of investing in employee health and embedding it in core business strategy. We are committed to boardroom reporting on our workplace health and wellbeing programmes as part of that strategy.

We are calling on your organisation, no matter how large or small, to join us in this commitment, using those indicators which are relevant to your operations.

This commitment will support the goal of Business in the Community's Business Action on Health campaign to ensure that health and wellbeing are embedded at the heart of business by making reporting on health and wellbeing standard practice in UK boardrooms.

For more help in getting started with your emotional resilience initiative, contact Business in the Community on 0207 566 6160 or email health@bitc.org.uk.

Members of the Business in the Community Emotional Resilience Steering Group



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