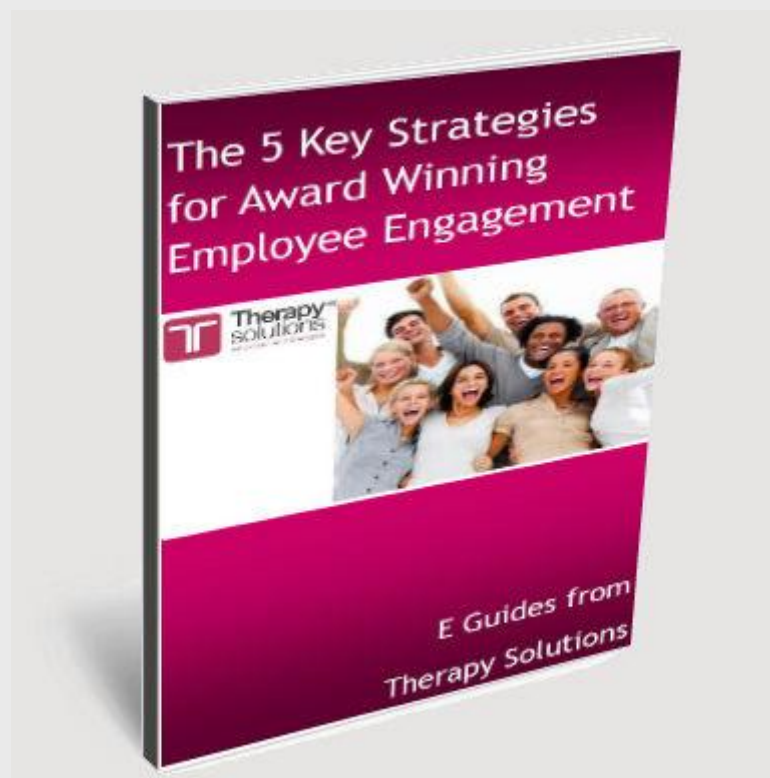


The 5 Key Strategies For Award Winning Employee Engagement



Contents



1 Why Is Engagement Important?

2 Engagement...Have You Got It?

3 The 5 key Areas/The Engagement Cycle

- Reward & Recognition
- Leadership, Supervision and Culture
- Communication
- Environment
- Wellbeing

4 Our Approach

5 Learn from the best— Award Winning Strategies from The Admiral Group and British Gas





Why is Engagement Important?



In a highly competitive market for both customers and talented staff, employee engagement is the current Holy Grail. Many companies realise that maximum productivity doesn't come from just a "satisfied" or "happy" employee. They know that the most productive and loyal

employee is an *engaged* employee, but what is that exactly?

Unlike the latest piece of performance improving software true engagement is not something you can buy off the shelf, one size fits all neither is it something that can be implemented overnight. It takes time and frequently substantial shifts in mindset at manager and agent level to create.

An engaged workforce will drive business performance and have a direct impact on the bottom line. Engaged employees are people that are highly motivated and vested in the success of their organizations and are willing to make an extra, discretionary effort in their daily work.



Many managers shy away from it as they think it is too “touchy feely” to have any real value but the truth is that an engaged workforce will drive business performance and have direct impact on the bottom line. Employee engagement is as vital as the right software and technology to a call centre’s success.

Employee engagement at work is about enabling people to feel connected in meaningful and authentic ways with their roles and responsibilities, their colleagues and what the organisation is trying to deliver to its chosen customers. It’s about having a belief in, and a passion for, what they are trying to do together.



Engagement is about moving from “me” to “we” to “us!”

Companies with higher percentages of engaged employees perform better than their industry peers. Researchers at The CIPD, Gallup, and Hays have measured the impact of employee engagement and HR best practices on business performance.

- ⇒ **Engaged employees generate 43% more revenue than disengaged ones** (Hay Group, Engage Employees and Boost Performance)
- ⇒ **Engaged employees take 2.69 sick days per year, disengaged take 6.19** (Gallup)
- ⇒ **86% of Engaged Employees very often feel happy, versus 11% disengaged** (Gallup, Feeling Good Matters in the Workplace)

Many company leaders described the moment when the understanding of the full significance of employee engagement dawned



Tesco Chief Executive Sir Terry Leahy recalled his 'light-bulb moment' when he realised that **“the company knew more about its customers than it did about its employees!”**

The Three Types of Employees	
1	ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
2	NOT-ENGAGED employees are essentially “checked out.” They’re sleepwalking through their workday, putting time -- but not energy or passion -- into their work.
3	ACTIVELY DISENGAGED employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

Typically

31% of employees are engaged

52% of employees are not engaged

17% of employees are actively disengaged



Engagement can be observed in the workplace from three main angles:

1. The Energy Angle:

How much someone puts into their actual work and day to day routines

2. The Focus Angle:

Attention and concentration. How much someone is focused at work, while they are at work and not doing their shopping list in their head or thinking about their next holiday!

3. The Emotional Angle:

How they feel at work. How much dedication and connection they have with the organisation and colleagues.



Engagement...Have You Got It?

The Cost of not embracing engagement is a high one, so how do you know if you have got it?

The state of engagement is observable through an employee's responses and their behaviours.

If your staff are disengaged you will be constantly fighting negative responses and behaviours such as Mondayitis!

Mondayitis is the attitude disease that effects people on a Monday or any other day of the week, when they do not want to work. Classic symptoms include apathy, disinterest and taking unscheduled days off. When they do turn up they are so disengaged they may as well have not come in... and it is highly contagious!

What sort of behaviours are your staff displaying?

Below are typical, tell tale behaviours of disengaged employee's.





The 5 Key Areas

The 5 key areas that need your attention if you are to going to create true employee engagement within your contact centre are

- 1 Reward and Recognition
- 2 Leadership, Supervision and Culture
- 3 Communication
- 4 Environment
- 5 Wellbeing





The Engagement Cycle

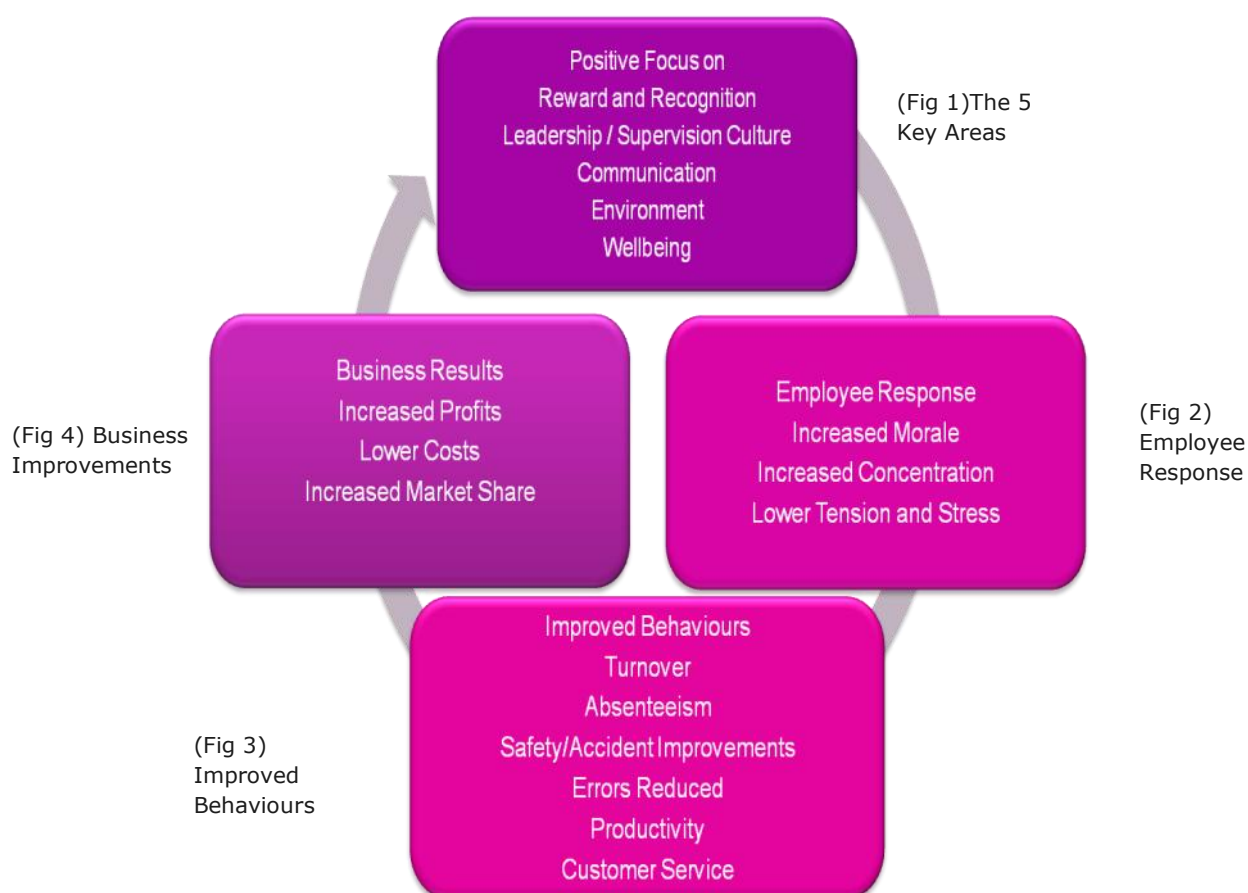
Fig 1 *The 5 Key areas requiring a positive focus*
(this creates the positive employee response)

Fig 2 *Employee Response* (increased morale and less stress etc
which fuels the improved behaviours)

Fig 3 *The Improved Behaviours*
(reduced absenteeism, improved performance etc)

Fig 4 *The Business Improvements*
(such as lower costs and increased profits)

THE BEST CONTACT CENTRES ARE CONSTANTLY LOOKING TO SEE HOW THEY CAN IMPROVE THESE AREAS BECAUSE SHORT TERM FOCUS WILL ONLY GIVE SHORT TERM RESULTS. THE PROCESS IS A CONTINUOUS ONE





1 Reward and Recognition



When was the last time you rewarded or recognised a member of staff? A contact centres most valuable asset is it's people.

It doesn't matter how advanced the technology or software is that runs the centre if the agent is disengaged when answering a call the customer knows it.

People who feel appreciated are more positive about themselves and their ability to contribute...and are potentially your best employees."

All the evidence tells us that money isn't the answer it doesn't motivate in the same way a well thought out non monetary reward programme can.

According to the CIPD non monetary rewards can be

"more effective than financial rewards when they are highly valued by staff".

What agents value are meaningful, relevant, long term incentives that make them feel valued. Many rewards are random, one off events with no long term focus, they may delight on the day but the feeling is short lived and can have a negative effect.

"In the best-run contact centres, agent rewards and recognition go far beyond helium balloons and pizza parties. While such traditional and trite activities won't do any harm, they also won't drive high performance nor do much to fend against high turnover. Agents, you see, don't typically go the extra mile for noble gases or mozzarella." **Greg Levin Full Contact**



2 Leadership, Supervision and Culture



Engaging managers are the key, at the heart of all employee wellbeing and engagement lies good people management.

An employees relationship with their line manager is crucial as they are the eyes through which the employee views the company and through which the company views the employee.

Research shows that 80% of the variation in engagement levels was down to the line manager, as a result the employees most important relationship at work is with their manager, people join organisations, but they leave managers.

- If a manager is disengaged themselves then it will flow down the chain. Employees need managers who are engaged themselves and who are committed to the organisation, put simply, people learn what they live.
- good Leader will offer clarity, employees need to understand their place and role within the organisation and also they need to be in no doubt about what is expected of them (and what is not) through feedback sessions, coaching and training.
- They must also ensure that employees are treated as individuals, with respect, fairness and a genuine concern for the employee's wellbeing.
- And finally a good manager must ensure that all the working process are designed to run effectively and efficiently so employees can deliver.



"people join organisations
but they leave managers"

**"Remember:
culture eats
strategy for lunch"**

Rita Maehling

3 Communication



Listen and get involved: Listen to the said and the unsaid. Body language can speak volumes about the atmosphere in an organization, read it!

Promote Teamwork: Teamwork is the way to go, pitting one against the other can only be counterproductive

Praise and Encourage: Simple praise and words of encouragement for a task well-done are always welcome.

Appreciate and Acknowledge: Appreciation of a task and acknowledgement of efforts put in are wonderful morale boosters.

Show concern and extend help whenever possible: This makes life easier and better both for the employee and the organization.



4 Environment

The work environment can include various factors- the lighting, furniture, colours, smells, sounds- everything that makes up the environment where work happens combines into an overall effect. Some things cannot be helped, of course. The job is the job after all and sitting at a desk for hours and taking calls is what you can expect if you work in a call centre. However we can make that process easier, more enjoyable and healthier by ensuring the environment is suitable and does not have any negative impact on the agent or their ability to do the job.

All too often long hours sitting at a desk and constant calls have a wearing and damaging effect on staff both emotionally (e.g. stress levels) and physically muscular skeletal problems (back pain, headaches RSI etc) nothing disengages someone more quickly than being stressed or physically uncomfortable. If you have an aching neck or a headache just how focused can you be?

Reducing the physical impact of the environment by ensuring that employees are comfortable while performing their work and not inadvertently creating long term physical damage is key.

5 Wellbeing

"Wellbeing - The state of being comfortable, healthy or happy."

(The Oxford English Dictionary)



Creating a wellbeing programme for a contact centre environment is not as straight forward as this simple definition would suggest. Managers frequently fail to ask the most important question **“what does wellbeing mean in *their* workplace and for *their* staff?”**

Many companies will put in a host of good intentioned but generic wellbeing initiatives such as free fruit, smoking cessation programmes, help lines, dietary counselling etc and while any wellbeing initiatives will be beneficial and are to be applauded “off the shelf” initiatives such as fruit will only go so far. It will boost their general health and help towards their 5 a day which is obviously worthwhile, but it will only have minimal relevance to the real issues being experienced by agents. For example if the employee’s main problems are aching muscles from prolonged periods of sitting at a desk or feeling stressed. No amount of free fruit is going to help! There has to be a balance of generic and specific job related wellbeing initiatives to create a truly balanced wellbeing programme.



What the management perceive as wellbeing may not be what the employee wants or needs. Finding the right balance of broad and targeted programmes for the specific job in hand is the only way to make the wellbeing choices you make relevant to the employee and therefore effective. This makes employees feel that the company appreciates them. Acknowledges the challenges of the role they perform and is genuinely interested in their wellbeing.

Defining what type of wellbeing programme is relevant for a specific job role is fundamental. For example the specific wellbeing issues of an agent in a contact centre will not be the same as those of a plumber or an engineer out driving all day.

What's needed are effective and relevant programmes. For contact centre staff major wellbeing issues would include:

- High stress levels
- Muscular aches, pains and postural problems
- Headaches and migraine
- Low energy and poor concentration

“Wellbeing can range from gym memberships, to massages within the workplace, confidential help lines offering advice on stress, dependency issues or workplace bullying. These non-financial benefits are increasingly being expected by employees, and by offering them, employers are illustrating that they have a care for the entire ‘wellbeing’ of their employees – not just for their levels of production.”



Perry Timms Chair of Engaging For Good 2012
Chartered Member of the CIPD



The Therapy Solutions Approach

If we change employee behaviours we will change the outcomes and turn negative behaviours into positive ones.



By developing a customised massage service that has been specifically tailored to the unique call centre environment and its operational needs we can provide staff with treatments that are energising making them ready for their next call (not sending them off to sleep!) Described recently as “Massage with attitude!” and with the effect of a double espresso it makes staff feel re-energised and valued. It also makes staff feel comfortable by reducing the day to day aches and pains that can result from sitting at a desk.

“The ultimate attitude adjuster!”

When we first offered our Call Centre Massage™ Service it was perceived as just a reward, however over time our clients have seen the improved employee responses, experienced the improved behaviours and enjoyed the improved business results

(The Engagement Cycle page 9)



With over 13 years experience of employee engagement and wellbeing in the call centre industry we have observed the improvements that achievable with the service and know the tangible and relevant benefits it can bring. To convince the sceptics we have developed a comprehensive survey to give managers measurable and unequivocal results.

DO YOU KNOW
YOUR NUMBERS?



The service is underpinned with a benchmarking survey that gives measurable results and monitors the key wellbeing performance indicators such as stress levels, energy, concentration levels, morale and muscular skeletal problems (e.g. back pain RSI) headaches etc.

Employees are questioned before and after their treatment. The pre treatment results give the current wellbeing levels on site and the post treatment results show the uplift the Call Centre Massage service has.

Having measurable results allows the significant return on investment for the service to be calculated.

Following on are actual survey results from a typical call centre environment with a few agent comments to start.



"This was a glorious treat and one of the most pleasant work experiences I have had in 12 years"



"Great idea to improve performance and reduce stress at work!"



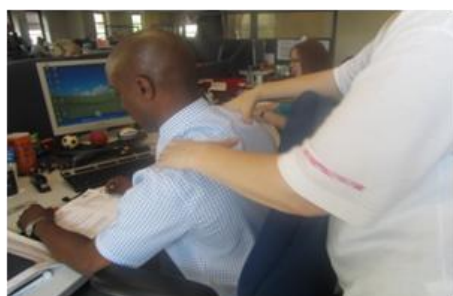
"A good incentive especially for the call centre where they have to adhere to their desks all the time"



"It is rejuvenating and refreshing to body and mind. That renews my ability to work this afternoon. It also made me feel that my wellbeing was important to the company so I felt appreciated and had a more positive outlook generally"



"Feel 100% better"



"Thank you very much for this stress relieving therapy which has seriously improved my day"



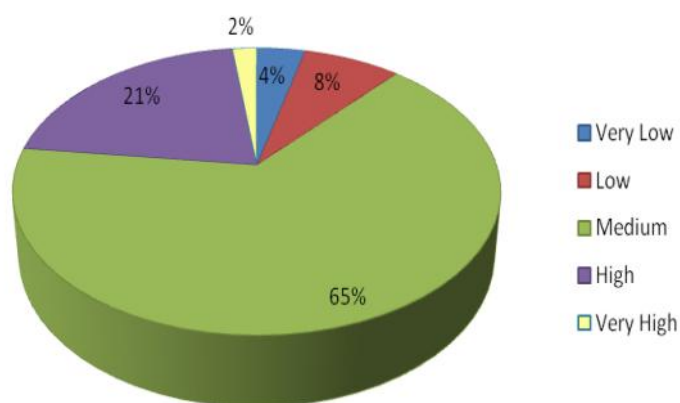


Wellbeing and Engagement Survey - Typical Results

(excerpts from recent survey—Insurance company Bristol)

Morale Levels—Key Points

Morale Levels Pre-Treatment

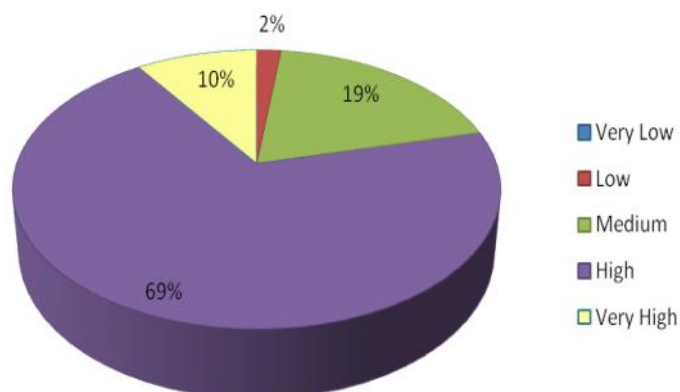


Pre Treatment

12% of employees complained of very low and low levels of morale

65% chose the medium option

Morale Levels Post - Treatment



Post Treatment

90%, of employees enjoyed increased levels of morale as a direct result of the treatment

Very low levels of morale were completely eliminated and low levels reduced to **2%**

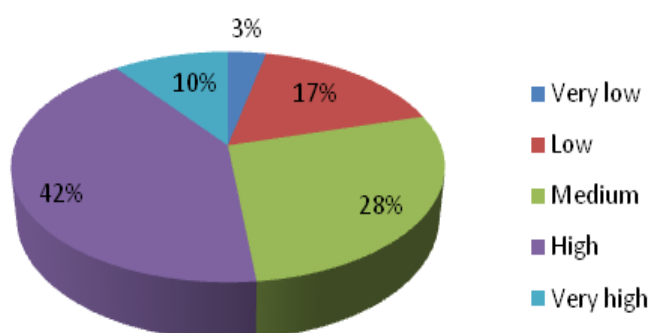
Very high and high levels accounted for just over three-quarters, at **79%**

Medium levels converted to High **69%**



Stress Levels—Key Points

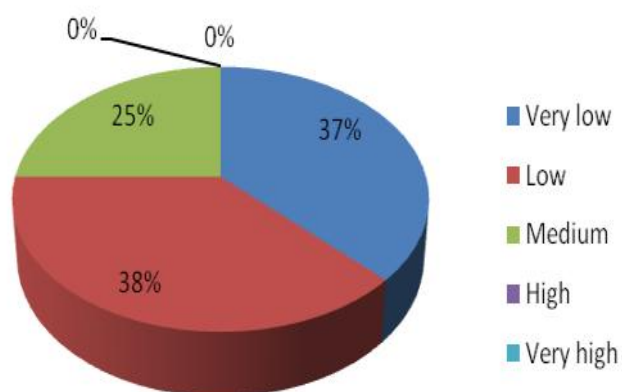
Stress Levels Pre Treatment



Pre Treatment

52% Complained of suffering with very high or high levels of stress

Stress Levels Post Treatment



Post Treatment

96% of employees enjoyed reduced stress levels as a direct result of the treatment

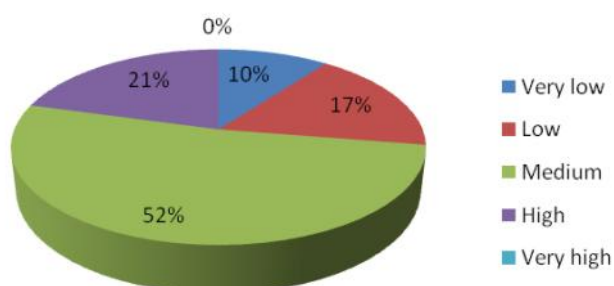
Very high and high levels of stress were eliminated completely

75% Enjoyed very low or low levels of stress (increased from 20%)



Energy Levels – Key Points

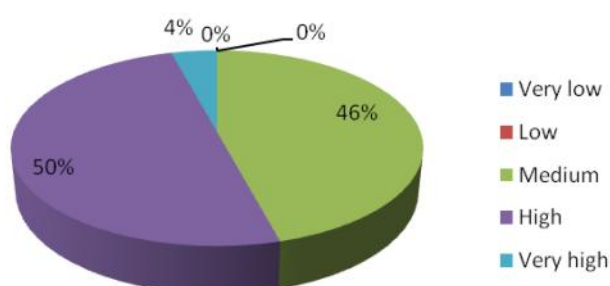
Energy Levels Pre Treatment



Pre Treatment

27% of employees complained of suffering with very low or low levels of energy

Energy Levels Post Treatment



Post treatment

63% of employees experienced increased energy levels as a direct result of the treatment

Very high levels of energy introduced

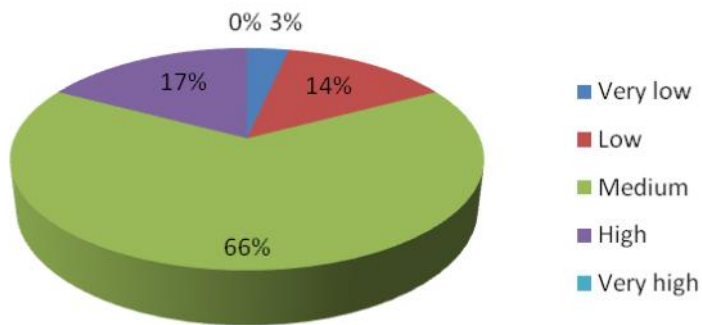
54% enjoyed very high or high levels of energy

Very low and low levels of energy were eliminated completely



Concentration Levels—key Points

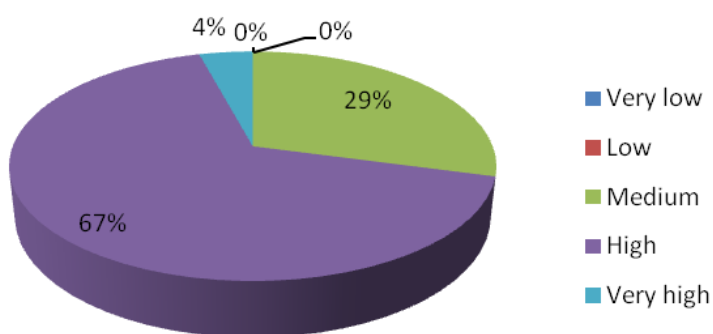
Concentration Levels Pre Treatment



Pre treatment

17% of employees suffered with very low or low levels of concentration

Concentration Levels Post Treatment



Post treatment

75% of employees experienced increased levels of concentration as a direct result of the treatment

Very high levels of concentration introduced

71% of employees enjoyed very high or high levels of concentration



Muscular Aches and Pains

- **75%** of employees complained of muscular tightness, aches and pains (MSD'S) mainly neck, upper back and shoulders
- **52%** complained it affected their level of work
- The percentage they worked at when suffering with muscular tightness, aches and pains was on average **51%**
- Average employee performance lost due to muscular tightness **49%**

Headaches

- **46%** of staff complained of suffering with headaches or migraine
- **69%** claimed this affected their level of work
- The percentage employees worked at when suffering with a headache was on average **53%**
- Average performance lost due to headaches **47%**

How does your contact centre measure up?

Uncover the hidden costs of low employee engagement with our exclusive wellbeing and engagement survey

Call 08454 681068 to find out more!



Whatever engagement initiatives you choose

Implementing is crucial employees must see you mean business, talk is cheap delays will only reinforce their belief that nothing will ever change. True employee engagement is created from the top down.

If an employer wants their staff to go the extra mile they have to be seen to have walked it first.

Being an employer of choice is about being amazing when it counts because to attract and retain remarkable people you have to offer remarkable

things. Employees want a workplace that will inspire them and a job they can be proud of and shout about. Engagement is something the employee has to offer up: it cannot be 'required' or expected as part of the employment contract.

“When employers deliver on their commitments (when by their actions they fulfil employees' expectations) they reinforce employees' sense of fairness and trust in the organisation and generate a positive psychological contract between employer and employee.” CIPD

When an employer provides positive, meaningful rewards with relevant wellbeing programmes, combined with a strong, fair leadership and culture. The level of trust shown to the employees is recognised and understood and it is always repaid to the employer over and over again.



It's no coincidence that we are working the best, award winning companies in Europe

Companies who understand the benefits of providing their staff with a massage are the companies who realise the importance of employee engagement so we asked two of our award winning clients The Admiral Group and British Gas to share the secrets of their success.



ADMIRAL

Justin Beddows is Communications Manager at The Admiral Group which includes brands such as confused.com elephant etc

When Therapy Solutions first began working with Admiral in 2000 they only had 2 sites and a few hundred staff.

Over the last 12 years Admiral have grow into a highly successful FTS 100 company Therapy solutions still deliver their call centre massage but now its to 8 sites and over 5, 500 employee across the across the UK

Justin has taken the time to uncover what makes The Admiral Group so successful.



ADMIRAL GROUP plc *Employee Engagement at The Admiral Group*

“Our employees are our most important asset, and their happiness and wellbeing is essential in order to be a successful company. We have a philosophy at Admiral – People who enjoy what they do will do it better, this in turn means they provide better customer service, meaning happier customers. We realise that working in a call centre can be a stressful job, , so we try to make working here fun. We have our Ministry of Fun (MOF) which is responsible for organising fun events in work. This can be a company-wide theme day, where staff come to work in fancy dress or free doughnuts for everyone or a close up magician wandering the departments to entertain staff.

We also look after our staff physical and mental wellbeing through our Ministry of Health (MOH), it organises health awareness weeks on topics such as stress, skin cancer, women’s health and men’s health. It also arranges regular visits from the therapists at Therapy Solutions to provide their Call Centre Massage and organises delivery of free fruit to all our offices daily which staff can help themselves to. The MOH was also central in establishing our Admiral Inspire Choir, which includes staff of all levels who rehearse weekly in work and perform at company events and other events around South Wales.

We pride ourselves on the relaxed, fun and informal atmosphere at Admiral. Most of our staff count their colleagues as their friends, they work together but they also play together, both in and out of work, there is a tremendous sense of camaraderie here. We know work can be stressful, so we do our best to make sure being here is as comfortable and pleasant as possible. We believe it is important that there is a smooth transition between work and home and if we make it easier for our staff to be here we can create a happier, and therefore more effective workforce.”



Justin Beddows
Communications Manager
Admiral Group plc



Our Culture

“If people like what they do, they do it better”



This is a simple philosophy that runs throughout the Group. At the core of Admiral's success is a skilled and motivated workforce and the Group invests significant time and money in 4 key areas which underpin this:

1. Communication
2. Equality
3. Reward and Recognition
4. Fun

Communication at Admiral is designed to be open, transparent and two-way. Employees are provided with a wide range of communication tools to assist in understanding the Company's goals and objectives. We work to communicate these in as many ways as possible. For example everyone is encouraged to attend the annual Staff General Meeting (SGM).

Team briefings, suggestion schemes, staff forums, online chats and internal newsletters are a few of the other examples.



We firmly and wholeheartedly believe people who like what they do, do it better and as such we go out of our way to ensure coming to work in Admiral Group is enjoyable. We think happy staff will create happy customers, happy customers increase profits, and increased profits will make happy shareholders. Admiral Group is proud to offer a honest and open culture, every member of staff is treated as an equal, achievement is rewarded and recognised and most of all, coming to work is fun.



Forget the stuffed shirts Admiral staff are more likely to be donning Mexican Sombreros or stockings and suspenders in preparation for their latest theme party.



Our People

The people who work for us are our greatest asset and we try our best to make sure the working environment is supportive, fun and good for their personal development.



Ministry of Fun

Admiral's Ministry of Fun (MOF) organises events for everyone in the company and ensures there's entertainment most days. Each month the running of MOF moves to a different department in the company, which ensures ideas and events remain fresh and interesting and that everyone in the company gets involved.



Ministry of Health

The Ministry of health (MOH) ensures that employees wellbeing is top priority with regular massages for all the staff keeping stress and the muscular aches and pains of a desk job to a minimum other initiatives include providing everyone with daily fresh fruit.



Award Winning



Across the Group we participate in a number of independently managed surveys such as; The Sunday Times Best Companies to Work For, the Great Place to Work Institute UK's Best Workplaces and the Great Place to Work Best Workplaces in Europe.

Admiral was again listed as one of The Sunday Times 100 Best Companies to Work For. Since its first publication 12 years ago, we have been listed every year, something we are very proud of and this year received special recognition for this achievement. In the 2012 list we were extremely pleased to be placed in sixth position – an excellent result for Admiral and everyone who works within the Group. We were also extremely pleased to receive the Well Being award and for Henry Engelhardt's ranking in the Best Leader category.

The organisers of the event have identified eight key factors that define the best companies to work for in Britain:

1. Leadership: how people feel about the head of the company and its most senior managers
2. My company: feelings about the company people work for as opposed to the people they work with
3. My manager: people's feelings towards their day-to-day managers
4. Personal growth: to what extent people feel stretched by their job
5. My team: people's feelings about their colleagues
6. Fair deal: how happy employees are with their pay and benefits
7. Giving something back: how much companies are thought to put back into society and the community
8. Wellbeing: how people feel about stress, pressure and the balance between their work and home life

“Call centre work doesn't have to be boring” says founder and chief executive Henry Engelhardt. He has encouraged a Ministry of Fun and Health ethos in an effort to drive profits while keeping employees happy and healthy at the same time.





Survey

One of the most important tools we use to measure how we are doing, is an anonymous survey that collects views on what it is like working for Admiral. The survey includes questions covering a wide range of topics including morale, development, management, communication and social aspects of working at Admiral. The survey results are analysed by department and each department manager is expected to share the survey results with their team, explore issues and concerns, and then make recommendations to address them.

The key results relating to morale and whether employees feel that their opinions are important are provided in the table below. There are no specific targets with respect to the survey results as the Executive team use the results to look at trends within the scores rather than absolute values.

Survey question	2006	2007	2008	2009	2010	2011
Morale is high within Admiral	76%	89%	90%	93%	89%	90%
Morale is high in my department	87%	82%	90%	86%	84%	85%
Taking everything into account I am happy at Admiral	92%	87%	90%	91%	88%	89%
Every effort is made to understand the opinions and thinking of staff	74%	73%	86%	87%	88%	88%
I am proud to be associated with Admiral	91%	91%	94%	96%	95%	95%
I would recommend Admiral as a good place to work	90%	90%	94%	95%	94%	95%
I am more likely to stay at Admiral because of the share schemes	69%	71%	71%	79%	78%	79%
Admiral is truly customer oriented	90%	88%	90%	90%	86%	87%
Admiral treats its customers fairly	86%	84%	87%	88%	86%	86%



The final results were announced on 23 February 2012 and are based on questionnaires completed by a number of UK employees, who were randomly selected by the organisers. For the 2012 results, surveyed during the fourth quarter of 2011, 3,322 (2011: 1,237) employees provided responses – a response rate of 75% (2011: 77%) of those receiving the questionnaires.

Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Position	32	42	46	60	20	20	21	57	37	16	9	6

The table below provides the overall scores (out of 7) compared to the previous three years.

Survey Factor	2009	2010	2011	2012	2012 v 2011
Leadership	5.64	5.77	5.91	6.00	+2%
My Company	5.47	5.58	5.82	5.89	+1%
My Manager	5.69	5.74	5.85	5.91	+1%
Personal Growth	5.10	5.17	5.41	5.53	+2%
My Team	5.79	5.86	5.94	6.03	+2%
Fair Deal	4.03	4.32	4.57	4.64	+2%
Giving Something Back	4.81	4.99	5.12	5.15	+1%
Wellbeing	5.12	5.19	5.30	5.27	-1%



British Gas: Smile Programme

For the 1,200 employees at British Gas's Cardiff call centre, sickness absence was a stubborn problem; at the end of 2008 employees were off sick on average one day a month, and 30 people were on long-term sickness.

In 2009 British Gas launched its SMILE campaign, a research-focused initiative, (finding, for example, that stress and depression accounted for two-thirds of long-term illness), through SMILE they devised bespoke response solutions to the results.

Using the five drivers of wellbeing recommended by the World Health Organisation

- Psychological
- Physical
- Financial
- Social
- Environmental

British Gas developed the concept of **SMILE** based on five characters, each representing the different area, and predicated on the fact everyone is different. Initiatives for each of the five pillars were developed, including free health checks, free Call Centre Massage, fruit and discounted gym membership under the 'physical' banner, through to emotional resilience seminars, chill-out rooms with TVs and Nintendo Wiis for 'psychological' and five-a-side football and concierge services for 'social'. These were communicated through buzz sessions with team managers.



British Gas Awards



European Call Centre Awards

British Gas' Call Centre in Cardiff has been named both 'European Call Centre of the Year' and 'Best Centre to Work for in Europe' for the second year running.



The Sunday Times 25 Best Big Companies to Work for 4 years running

4th year running The Sunday Times have named us as one of the 'Top 25 Best Big Companies to Work For'.



Great Places to Work

British Gas has been chosen as one of the Top 50 Great Places to Work for the 3rd year running.



Stuart Kendall
Recruitment Manager
British Gas - Cardiff

“At British Gas, the health and wellbeing of our people is a priority. The British Gas team in Cardiff is leading the way, and has won the award for European Call Centre of the Year two years running. In addition, we have recently received our highest ever recorded employee satisfaction scores. Our people receive regular visits from Therapy Solutions, providing massages and support which has received very positive feedback. It helps our people feel relaxed and valued, knowing the company cares about their health and wellbeing, and is a great way of rewarding staff.”
Perceived as a luxury and indulgent treat by the employees, for the company this is an extremely cost effective reward with an excellent` return on investment.”

***Discover the secret of
energising and motivating
staff, minimising sickness absence
and maximising
performance at your
contact centre.***

To find out more contact
us on:

08484 68 10 68

Or email

info@therapysolutions.co.uk

www.therapysolutions.co.uk



Donna Phillips MICHT MGPBT

Director of Happy Healthy Staff Dept



78 York Street

Marylebone

London

W1H 1DP

***Reader Offer!
Free wellbeing
survey (worth £325)
when booking a
Call Centre Massage
Trial day***