BUSINESS IN THE COMMUNITY

THE PRINCE'S RESPONSIBLE BUSINESS NETWORK

Wellbeing at Work
We need to talk about mental health

Louise Aston, Wellbeing Director

A critical business issue

- Mental ill-health is the leading cause of sickness absence in the UK

- Mental health costs the UK **£70bn** per year, equivalent to **4.5%** of GDP

- Mental ill health costs each employer **£1,035** per employee, per year

- Failure to unlock discretionary effort costs UK business **£6bn**

- Only **2 in 5** employees working at peak performance

- Studies suggest that **presenteeism** from mental ill health alone costs the UK economy £15.1 billion per annum, in what is almost **twice** the business cost as actual absence from work

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Stress in on the increase

- **15.2 million days of sickness absence across the UK in 2013** were caused by everyday conditions such as stress, anxiety or depression – a dramatic increase from 11.8 million days in 2010.

- Stress at work, leading to long-term absence, has more than doubled since the 1990s, with **an estimated 500,000 suffering from work-related stress in the UK**.

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The moral case

Yet only a **third** of employees received any support to manage workplace stress:

- **Less than half of those that are affected by mental ill health feel confident to disclose their condition**, which can mean issues become more severe.

- People are suffering in silence.

- **You can't manage what you can't talk about**

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Line managers

- More managers are experiencing **stress-related ill-health** and symptoms of **psychological ill-health**

- **3 in 5 managers** are concerned about the impact of longer working hours on their **stress levels**

- Over half of managers **are concerned about the impact of longer working hours** on their psychological health

- The average manager works an **extra 46 days** each year

- **63% of parents** who are managers are worried about the impact their working hours have on relationships with their children

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Key findings

- Senior leaders should create an organisational culture with wellbeing being a critical issue.

- Leaders must commit to transforming the role of line managers to promote wellbeing.

- Line managers should have a responsibility to lead and manage a culture of health and wellbeing in the workplace.

- Good job design is critical to supporting line managers to manage employee wellbeing.

- Managers need to be able to maintain their own wellbeing and positively influence others.

- Managers need to have a core understanding of mental health, be able to spot signs and symptoms of an employee in need and how to access support.

Business in the Community: Workwell Model
Embedding wellbeing into organisational culture

Recommendations for business

Working Well

The central role of leadership and governance in creating a culture of wellbeing:

- Sign the Time to Change pledge and develop an action plan that includes transforming the capabilities of line managers to support wellbeing.

- Set specific goals related to improving the capacity of your line managers to promote mental wellbeing.

- Develop robust governance and reporting arrangements to ensure your strategy and goals are implemented and monitored.

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Recommendations for business

Better physical and psychological health

Creating an environment that actively supports the physical and mental health behaviours of employees:

- Provide all line managers with a full induction on their organisation's wellbeing approach and facilities, so they can promote the various channels and resources available to their staff.

- Incentivise line managers to act as role models and ambassadors for organisational wellbeing approaches, and encourage an open culture around mental health through their own practices.

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Recommendations for business

Better work

Good job design that supports mental wellbeing:

- Ensure that job design is informed by employee consultation, and that processes for reviewing job design incorporate employee wellbeing.

- Review the role descriptions for line managers, to ensure that their job design includes wellbeing as a key function.

- Review engagement processes, to ensure line managers are well equipped, but not solely responsible for cascading wellbeing information to employees and feedback to management.

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Recommendations for business

Better relationships

Developing line managers to promote communication and social connections:

- Recruit and promote line managers with strong interpersonal and communication skills to promote wellbeing.

- Include interpersonal skills as a key component of line manager training, so that line managers can develop an inclusive, approachable manner.

- Line manager appraisals should include a focus on the wellbeing of the people they manage.

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Recommendations for business

Better specialist support

Equipping line managers with the skills and knowledge to promote wellbeing:

- Equip line managers with the skills to look after their own mental wellbeing such as resilience and mindfulness.

- Provide all line managers with basic mental health training, including how to spot the signs of stress, anxiety and depression amongst their staff.

- Develop clear, simple referral pathways for internal and external specialist support, including self-referral options.

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8 key steps to embed wellbeing into organisational culture

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1. Sign up to the *Time to Change* organisational pledge to tackle mental health stigma. This signals a commitment from the boardroom to promote positive mental wellbeing internally and externally.

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2. Use the 'Working Well' segment – which is one strategic element of the Workwell Model – to position mental health as a boardroom issue, on a par with physical health.

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3. Promote and communicate throughout the organisation that wellbeing is a key driver for productivity and maximising performance.

Research shows that a good line manager can deliver a 25% uplift in performance, increase sales growth by 50% and boost market share.

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4. Make employee wellbeing a core part of line manager job responsibilities, and provide line managers with the time, resource and training to support the staff they oversee.

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5. Recruit, promote and support line managers with excellent interpersonal skills, and/or cultivate these skills as part of their ongoing professional development.

6. Support line managers to maintain their own wellbeing, in order for them to support others and set positive examples for their teams.

7. Introduce *Mental Health First Aid* training to line managers. This builds literacy and knowledge around common mental health conditions to ensure that line managers can spot issues and that they feel confident and equipped to address these issues.
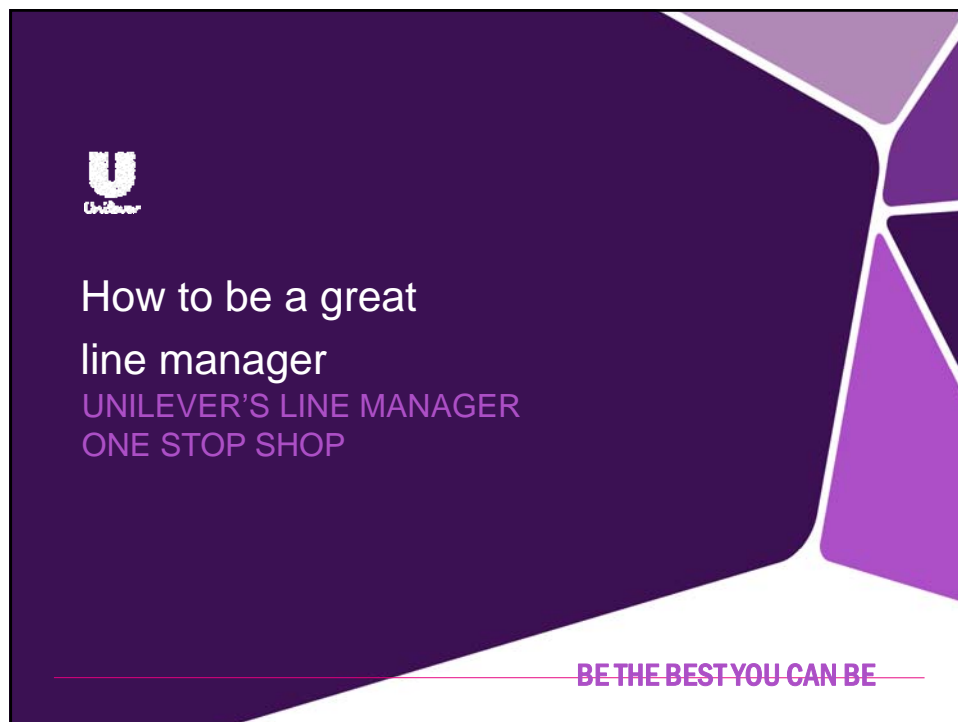

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8. Develop and promote clear referral or assistance pathways so line managers can take appropriate action to support employees.

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Closes 29 July 2016

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Survey partners

Questions?

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