HOW TO CULTIVATE

A culture of wellbeing in the changing world of work

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Contents

Foreword

Wellbeing has always been a vital and integral part of working life, whether we've been fully conscious of it or not.

There was undoubtedly a time where staff health, both mental and physical, was not a key priority for many employers, and so the more negative impacts were keenly felt – presenteeism, falling engagement, low productivity and lack of motivation amongst staff. Employers had not yet made the connection that improved wellbeing at work led to happier people who are more productive as a result.

Thankfully, we have come far in our approach to wellbeing, and that's something to be truly celebrated. It's now generally accepted that it's crucial to create a safe, inclusive environment where team members are encouraged to speak up and ask for help when it's needed. We also have a much greater understanding of the role a holistic approach can play, and recognise that wellbeing comes in various forms, from mental and emotional, to physical and financial health.

When our people feel less stressed and more in control, it helps them feel more relaxed, resilient and able to deal with the inevitable pressures of working life. It goes without saying that employers have an indispensable role to play in this area, especially right now.

The Covid-19 pandemic continues to drastically change how we all live and work. Working from home has become the norm for so many of us, and without the hustle and bustle of the office and seeing our work friends on a daily basis, it's easy to see how people could feel a little isolated.

Keeping the team motivated and united behind one common purpose and keeping the ethos of the company alive has been a test for us all, but it has been crucial to wellbeing throughout such a difficult time.

Now, as attention begins to shift towards a safe return to the office, many businesses are focusing on the immediate demands for wellbeing, and rightly so. However, there will eventually be another shift towards 'conscious wellbeing', where employers can take a progressive approach, working together with their team to create the right culture, whilst delivering on their purpose and enabling growth both for individuals in terms of development and also for the business as a whole.

We hope this whitepaper will act as a useful resource for you and your company, wherever you are on the journey to good workplace culture and team wellbeing. Sodexo Engage has a wealth of experience when it comes to helping companies across the country implement wellbeing tools and strategies that are bespoke to them, their industry and their people. Being people-driven ourselves means that we practice what we preach.

We've been helping our clients revolutionise how they think about and address their team's wellbeing for over 55 years. We've seen the positive impact of our work, and have included ample advice and suggested resources to help you implement some of the measures that have shown proven results. We hope the importance of wellbeing for all really shines through, both in the immediate term and, as over time, we all seek to progress and improve.

Emma Yearwood
Director of HR at Sodexo Engage

Introduction

Wellbeing is arguably the hottest topic in HR right now. Organisations were already seeing the value of investing more heavily in this area but Covid-19 has created new challenges, requiring us to look at wellbeing in a whole new way.

Rather than seeing flexible working as a perk, it has now become a necessity in many organisations. Theoretical 'best practices' like coaching and staying connected to your team have become essential management skills. Building personal resilience has become a commercial imperative if we are to survive and thrive in this constantly changing and disrupted environment. Through spending time apart, we have recognised the significance of social connection and when we consider the Black Lives Matter movement, we see how compelled people are to create a more equitable and inclusive society.

Taking a holistic approach to wellbeing

We are seeing a paradigm shift in how we look at wellbeing, recognising that for our efforts to make a difference at an individual and human level, we have to ensure that our wellbeing endeavors effectively support the mental, emotional and social needs of people in the workplace.

This transition requires leaders to become more aware and conscious of people's fundamental human needs. To create adaptive, adult-to-adult environments in which people feel included, recognised and able to bring the whole of themselves to work. The days of command and control leadership are long gone.

'Conscious Leaders' are creating working environments where people can speak up, where they can achieve balance and where personal development, co-creation and shared purpose are the inspiration for achieving exceptional results.

Helping you transform your wellbeing strategy

The purpose of this paper is to offer organisations and individuals some data, resources and practical tools with which to assess, improve and progress their wellbeing agenda. We hope it will offer direction to those just starting out on the journey, clarity to those who are anxious to know what to prioritise and inspiration to those who are looking for new ways to innovate and demonstrate a progressive approach to the wellbeing of their workforce.

> *Building personal resilience has become a commercial imperative if we are to survive and thrive in this constantly changing and disrupted environment.*

The evolution of workplace wellbeing

Historically, having a well-rounded benefits package that included a good quality employee assistance programme (EAP) and a range of health insurance and wellbeing products was seen as progressive.

These are now seen as the baseline; a foundation upon which to build a culture where the workforce can take care of their needs and wellbeing effectively.

In spite of these efforts, efficiency, growth and hyper-connectivity have led to heightened levels of stress in the workplace and consequently a decrease in wellbeing, suppressed productivity and high attrition rates. In 2019 the Financial Times reported that 56.5% of 23,000 workers surveyed had one or more work-related stress factors (FT/Vitality, 2019).

They also reported that the average worker loses 14.6% of their working hours to absence and presenteeism (being at work but unproductive). This represents a loss of 38 days per employee per year (up from 23 days in 2014).

In 2018/2019, there were 602,000 workers suffering from work-related stress, depression or anxiety and an estimated 12.8m days a year lost at a cost of around £100bn to the UK economy (HSE, 2019).

The main contributing factors cited were workload pressures, including tight deadlines, too much responsibility and a lack of managerial support.

Personal financial anxiety is also common, with 51.1% of employees reporting at least some level of concern and those with significant concerns reportedly losing twice as much productive time as those without (FT/ Vitality, 2019). In-work poverty is an increasing issue with the rising cost of living not being sustainable with the salaries of low-income roles.

Encouragingly, employers are responding to this emerging data and there is mounting evidence to show that investment in wellbeing is worth making.

For example, Deloitte has demonstrated £5 ROI for every £1 invested in wellbeing (Deloitte, 2020); and, according to REBA, the number of workplaces delivering wellbeing consistently across their business has doubled in a year (REBA, 2020).

Yet many organisations are still left grappling with the challenge of how to best support wellbeing in the workplace. This whitepaper seeks to enlighten the reader about what contributes to wellbeing in the modern workplace and how to make a positive difference.

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How Covid-19 has shone a light on the importance of wellbeing

There is no organisation in the UK that has not had to implement some kind of change since the Covid-19 crisis – many have had to drastically adapt their working practices.

Those unaccustomed to working remotely have had to upskill in new IT systems and processes, adapt to managing or being managed remotely, and learn how to deliver services and sales online.

REBA's research showed that prior to Covid-19, 57% of businesses surveyed recognised that organisational change was a risk to employee wellbeing (up from 17% in 2019). Add a global economic contraction, a recession and an increase in job uncertainty to the landscape and the need for adaptability has never been more important.
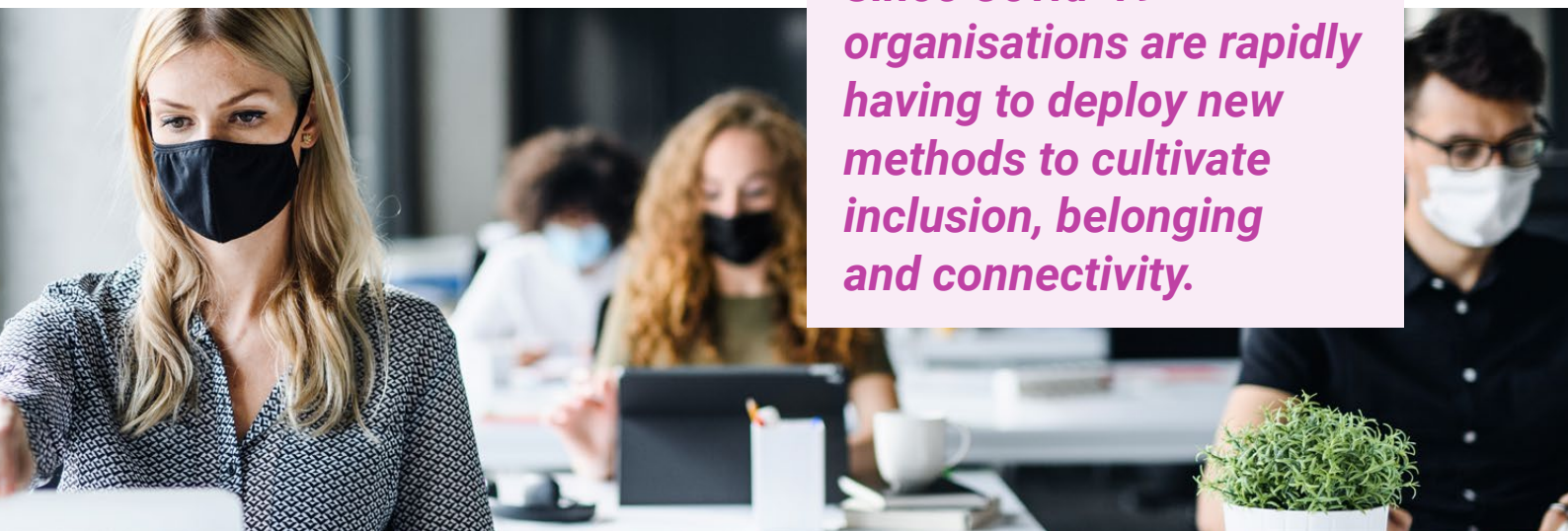
In a world where the boundaries between home and work life were already blurred by technological advances, those who face prolonged periods of homeworking are having to overhaul the way they do business and manage their energy.
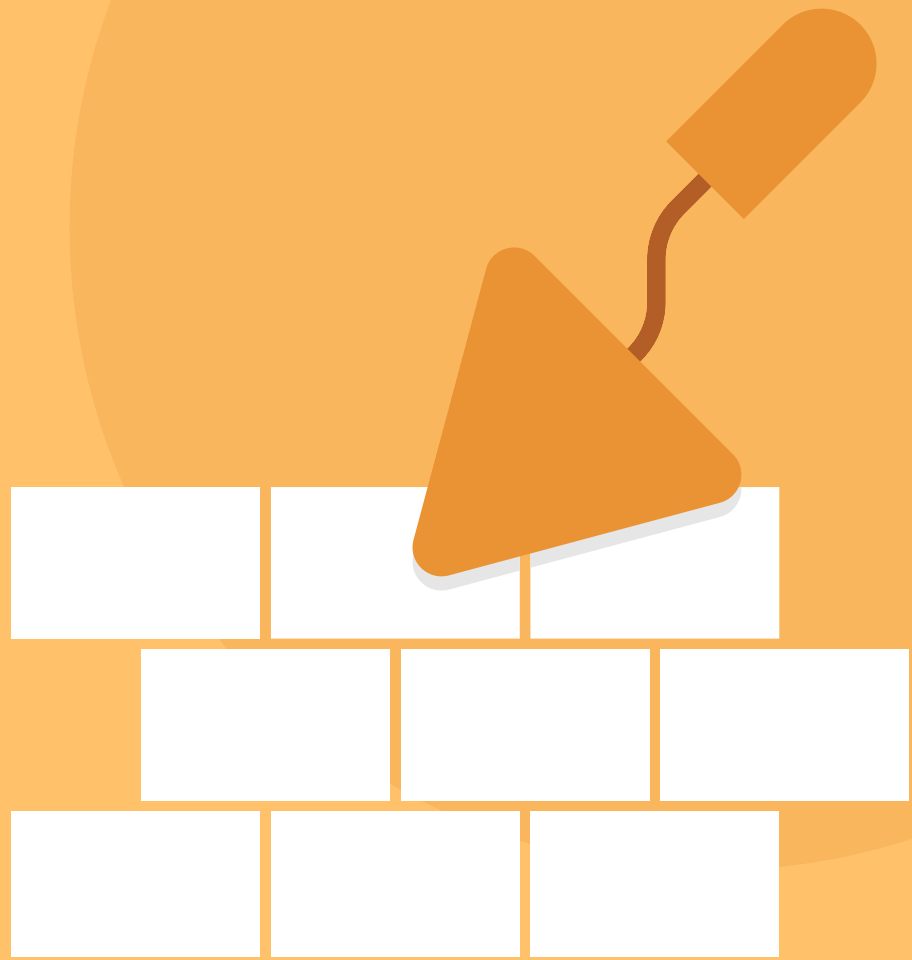
Employee engagement has been a challenge for some time, but since Covid-19 organisations are rapidly having to deploy new methods to cultivate inclusion, belonging and connectivity without the possibility of bringing everyone together for rousing speeches and social time.

In one sense this crisis has united people, but organisations are having to be more intentional about how to keep people connected, communicating and collaborating. 'Zoom fatigue' is now a familiar term and the lack of 'water cooler' chats mean we are missing those serendipitous opportunities to integrate and co-create with any spontaneity.

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CHAPTER ONE

Laying the foundations for wellbeing

What do we mean by wellbeing?

If you saw a child running around with its shoelaces undone, you wouldn't run to find a plaster and wait for the inevitable fall. You would stop them from tearing about, suggest they tie their laces or even show them how to do it if they hadn't yet learnt.

Wellbeing is not the plaster we stick on a person once they've reached capacity or burn out. It is the extent to which we keep ourselves in balance and energised by the work we do, the people we spend time with and the way we live our lives. There are an infinite number of contributors that cost us our wellbeing, and just as many that can fuel it.

Whilst it is encouraging to see a huge surge in mental health first aid in the workplace and recognising when people are 'suffering', wellbeing efforts should be on prevention rather than treatment.

It has long been obligatory for employers to look after physical health and safety but there are also strong ethical and commercial reasons for a company to do so. The mention of negligence or corporate manslaughter is enough to ensure stringent safety measures are in place.

Work is underway to develop a complimentary standard to ISO 45001 (Occupational health and safety management). ISO 45003 Psychological health and safety in the workplace will cover the areas that can impact a worker's psychological health including ineffective communication, excessive pressure, poor leadership and organisational culture and it is expected to be published in 2021 (ISO 2020).

The intention of the report is to mandate that organisations also take better care of people's mental and emotional health.

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The role of the five pillars of wellbeing

The Engage for Success volunteer group, responsible for supporting employers to improve workplace wellbeing, have defined some areas that contribute to individual wellbeing.

For employers to properly support people's wellbeing at work, all five pillars must be considered.

As well as supporting people to stay physically well, using digital technology in a healthy way, minimising financial stress, keeping people connected and supporting mental health are all crucial to overall wellness.
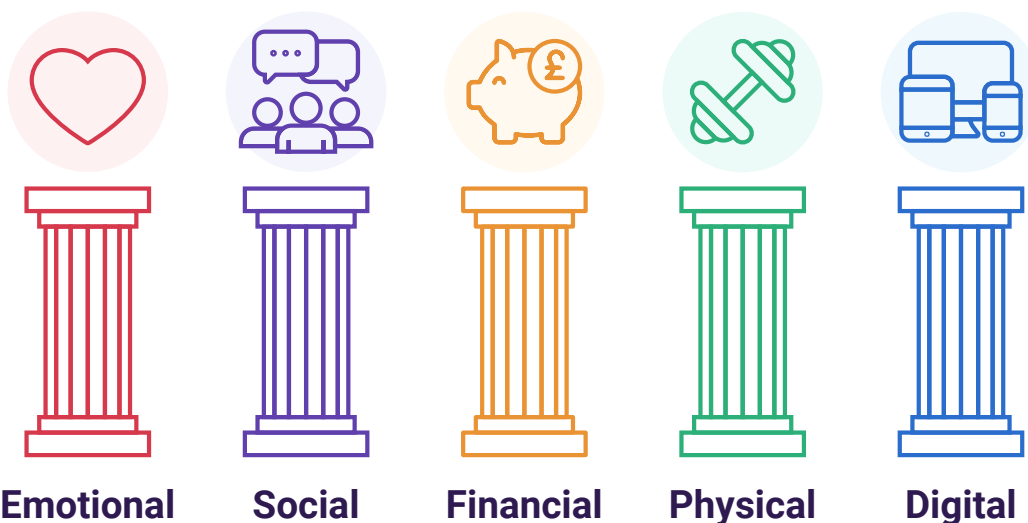
Using these pillars as a guide it is possible to build a holistic approach to an individual's wellbeing.

A person's wellbeing can be dramatically affected if even one of these areas is unsupported and, by extension, organisational wellbeing and resilience can be affected too.

Whilst the organisation can play a vital role in supporting this, it is imperative that the individual takes (and is enabled to take) ultimate responsibility for their wellbeing.

See Appendix A for a breakdown of what wellness looks like in each of these areas.

The five pillars of wellbeing are:

| Emotional | Social | Financial | Physical | Digital |

What gets in the way of individual wellbeing?

There are many potential obstacles to attaining individual wellbeing. Here are some of the most common barriers to look out for:

Leadership behaviour
Years of experience has shown us that the most successful wellbeing strategies are those that are supported and primarily modeled by senior leadership. We look to those more senior than us to signal acceptable workplace behaviour.

A lack of psychological safety
Not feeling 'safe' can be a powerful stop sign. People need to be able to 'take interpersonal risk' and to trust their manager and the people around them if they are to feel safe, included and well at work. The Fearless Organization by Amy Edmonson is a great source of information on this (Wiley, 2018).

Lack of adaptability
Working with individuals to determine where flexibility can be built into working hours, location and role is hugely beneficial to wellbeing. There are some industries and roles for which this can be more difficult to achieve, especially in retail, hospitality and in the medical profession where shiftwork is common.

Lack of awareness
Sometimes people's wellbeing is far down their own agenda and it can be difficult for people to recognise the need to take better care of themselves. It takes real skill to encourage others into a place where they are cognizant of their own state and able to change familiar but unhelpful patterns.

Historic culture
Wellbeing can be a simple adjustment to the way an organisation operates but sometimes, it requires an abolitionist approach to reset with a new and fresh set of behavioural standards. This can meet resistance.

Why organisations are starting to change their approach

In 2017 the government-commissioned Taylor report found that "while having employment is itself vital to people's health and well-being, the quality of people's work is also a major factor in helping people to stay healthy and happy." (Department for Business, Energy & Industrial Strategy, 2017)

The report made it clear that we need to create working environments where "people feel they are respected, trusted and enabled and expected to take responsibility." The London Business School calculated that organisations with high levels of employee wellbeing outperform the stock-market by 2-3% (London Business School, 2017).

Moving beyond a curative approach

We know that wellbeing is evolving beyond EAPs and occupational health referrals. The focus is shifting to 'upstream' actions that can be taken to create an environment in which people can take care of themselves. It is becoming more about building the energy and motivation needed to stay resilient, engaged and invested in doing the best possible job.

Personal issues can impact our ability to feel well and perform well; work-related stress, relationship difficulties, caring responsibilities and major life events such as bereavement or divorce can all affect our ability to perform (REBA, 2020).

Equipping and educating a workforce with the tools, knowledge and freedom to manage their personal circumstances helps to build resilience and minimises the risk of ill-health and absence though reducing the stress of everyday life. Demonstrating an empathetic understanding to 'normal life' is an attractive quality in an employer.

Furthermore, the most progressive employers are those who engage with each individual in exploring their values, purpose, aspirations and skills, and seek to use them to their full potential. When people feel they are understood, listened to and can play to their strengths and aspirations, it energies and motivates them – keeping them well.

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Wellbeing isn't the responsibility of HR

The role that everyone in the organisation plays

Whilst we often have HR professionals to thank for driving the wellbeing agenda and supporting the more challenging personal issues that people face, they cannot be *solely* responsible for keeping everyone well.

Every person in an organisation has a role to play in creating a culture of wellbeing.

- **HR**
  Understand what leads to wellbeing, make the right support, tools and education available, support and develop leaders and managers to cultivate wellbeing.

- **Senior leaders**
  Model healthy behaviour, articulate a clear and purposeful vision where taking care of wellbeing is part of the narrative.

- **Managers**
  Provide direction and support needed on a day-to-day basis, stay in regular communication with the team and make it safe to talk about emotions.

- **Employees/wider workforce**
  Take individual responsibility for wellbeing and support others around them to do the same.

- **Wellbeing champions**
  Communicate the importance of wellbeing and mental health through paying attention to what people need at a local level and helping to respond to it.

Why the manager-employee relationship is fundamental to wellbeing

The most successful manager-employee relationships are those considered to be a partnership, based on mutual respect, trust, open and reciprocal dialogue with a shared responsibility for results. Working in partnership requires regularly discussing how things are going, agreeing expectations and goals and discussing feedback in a supportive manner.

According to the latest McKinsey report on talent management, investing in managers' coaching skills is critical to enhancing performance (McKinsey, 2020). Experience shows us that managers who take time to know and understand the skills and values of their team members and who demonstrate the qualities of a 'conscious' leader are likely to build strong, high-performing teams.

Trusting people to take care of themselves

Cultivating trust is an essential part of wellbeing and central to this is for colleagues to maintain adult-to-adult relationships. All too often, especially between manager and team member, a parent-child dynamic can form triggering unhelpful responses and a reticence for the team member to take responsibility.

Principally, honesty is integral to communication if these relationships are to be fruitful for both parties. Managers need to trust individuals to know their wellbeing needs better than anyone and empower them with the flexibility to choose the conditions that will allow them to flourish.

To help inspire a culture of trust, managers must first put on their own oxygen mask. If tending to their own wellbeing is not a priority, nor will it be for those whom they manage.

CHAPTER THREE

Taking a conscious approach to wellbeing

How a culture of wellbeing requires us to be conscious

Wellbeing is not accidental. There are some wonderfully conscious leaders, managers and team members already taking good care of their personal wellbeing as well as enabling others to do the same. But for most of us there is still work to be done.

The two main obstacles to feeling well and fulfilling our potential are self-knowledge and self-care. To stay well we must know what leads us to being well.

Being able to answer these questions is important:

- What makes us happy?
- What gives us energy?
- When do we feel most in balance?
- What are the areas of our lives that need managing?
- How happy are we with the progress we are making?
- What makes us feel anxious?
- How does our behaviour enable us?
- How meaningful is our work?

- To what extent does our mindset enable us to move forward?
- To what extent do we have a supportive network?

When everyone involved in the organisational ecosystem becomes more aware of themselves and each other, and can demonstrate compassion and understanding and take action as a consequence, it leads to an environment that feels more 'well'.

Being mindful of self, being 'present' and open to changing your patterns of thinking and behaviour enables us to connect with the people around us.

The longest study of its kind conducted by Harvard Medical School demonstrates that "our relationships and how happy we are in our relationships has a powerful influence on our health...Taking care of your body is important, but tending to your relationships is a form of self-care too." (Harvard, 2017)

How conscious leaders behave

It can be tough to stay 'conscious' in the modern world with all its distractions. Those that can turn their attention to what matters most, both practically and relationally will thrive. Recent research carried out by Conscious Works has identified some standout attributes demonstrated by leaders who have a consistently positive impact on others. We call these Conscious Leaders.

Qualities of a Conscious Leader

- **Present**
  They pay attention, listen deeply, stay curious and make people feel like they matter. They are also available when team members need them.

- **Supportive of development**
  They coach and mentor people to deliver more than they thought was possible. They believe in others and focus on learning rather than blame when mistakes are made.

- **Inclusive**
  They treat people the same regardless of their role or background and are respectful of others, their ideas and perspectives. They also reserve judgement and exercise compassion.

- **Dependable**
  They follow through on their commitments or take responsibility for when they have failed to. Their words match their actions.

- **Honest**
  They are not afraid to tell the truth, even if there is difficult news to share. They anticipate how others may feel and allow it to influence their communication.

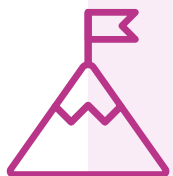# A 'conscious' framework for building a culture of wellbeing

There are five fundamental building blocks to creating a culture of wellbeing. These form a framework around which organisations can develop their strategy. For a cultural norm to be introduced, it must be firmly rooted in all departments rather than bolted on as an afterthought.

1. Work Together

Create an environment of trust where people feel included and able to speak up about what matters.

- Help managers and leaders to understand what leads to wellbeing. Create the space and opportunity for people to express themselves and make it OK not to be OK.

- Co-create the answers to make improvements, regularly seeking the opinion and feedback from everyone involved.

2. Deliver on Purpose

Set clear direction and give everyone a sense of meaning, aligning effort towards common objectives.

- Set a clear 'higher' purpose supported by strategic objectives that are visible to everyone - focus on profit, planet and people.

- Set 'agile' goals (which can be adapted if needed) in partnership with people, helping them to understand how they are contributing to the 'bigger picture'.

3. Enable Growth

Support the development and progress of individuals and teams through a growth mindset.

- Develop managers and leaders as coaches to allow them to be present, curious and to give effective feedback. Demonstrating gratitude and appreciation is critical in this.

- Focus on individual strengths to build self-awareness, confidence and to sculpt roles that energise the person and drive performance in the organisation.

4. Stay Awake

Get to know oneself better and the role that our thinking and behaviour has in enabling or disabling wellbeing.

- Be conscious of bias, educate leaders and managers to understand and dissolve inherent biases; critically assess processes and ways of working.

- Ensure everyone is connected and communicating effectively and encourage them to get to know each other.

5. Build Resilience

Normalise the need to manage energy and mental health and build a mindset that strengthens.

- Empower everyone to work in a way that best suits them, while allowing them to continue to deliver in their role.

- Educate the workforce on how to cultivate a healthy mindset, what leads to wellbeing and good mental health and where to go if they need support.

How reward supports a culture of wellbeing

How reward is helping to support our mental health

We know that feeling valued and appreciated is an important motivator for a workforce. These days it is rare to find a business that doesn't have a benefits package tied to an offer of employment. In fact, according to Sodexo Engage, 70% of employees cite the benefits offered as a reason to stay longer with a company.

These schemes are an important foundation for allowing people to take care of their short and long-term wellbeing needs. Employers are finding that these schemes are crucial to supporting the everyday needs of their people and are investing in enhancing these offers to provide even better value and greater personalisation.

Getting the basics right

Organisations need to think about the value their workforce can take from the benefits that they currently offer.

It's important to adapt to a post-Covid-19 world. For example, setting budget aside to allow people to set up sustainable homeworking stations, supporting improved internet and technology to work from home, online access to medical and therapist support, online exercise classes instead of gym memberships. We've even heard of companies setting up fresh flower deliveries to people's homes during lockdown.

Taking a progressive approach

The most progressive organisations recognise that benefits can play a key role in helping people to manage their health. Many are working to support education around financial wellbeing, menopause and caring responsibilities. They are providing wellbeing apps that track and support mental health, access to wellbeing coaches and virtual doctors, and some are making digital wellness pledges to ensure that people commit to switching off.

Mental health first aiders are operating in 'safeguarding' roles, acting as trusted advisors, signposting those who are challenged at work. And sleep education is improving sleep health – recognising that the quality of our sleep significantly influences the quality of our waking hours. Enhanced maternity, paternity and adoption provision is recognising that people have family lives outside of work and mindfulness programmes are helping people to manage their day-to-day stress.

Data
and evidence

Measuring success – where to start

Proving the ROI for wellbeing strategies is often an important part of getting senior backing for investment or initiatives.

Metrics such as absenteeism, attrition rates and productivity are all one way of delivering a quantitative measurement of efficacy. However, a more salient approach to measuring the success of wellbeing initiatives can be to take the emotional temperature of the workforce and track their progress over a period of time.

As we've already mentioned, the fluidity of a person's wellbeing means fluctuations take place over the course of weeks, days or even hours. An annual employee engagement survey is not going to provide an organisation with the data necessary to know where resources are best directed. A more informative method would be to take regular pulse readings from the workforce.

Signposts for more information and resources

We recommend the following for further information and corroborative data:

- REBA Employee Wellbeing Research 2020: Wellbeing is evolving to be at the core of workplace culture

- Mental health and employers Refreshing the case for investment

- Work-related stress, anxiety or depression statistics in Great Britain, 2019

- Thriving at Work: the Stevenson/Farmer review on mental health and employers

- Business in the Community Mental Health at Work Report 2019

- McKinsey Performance Report - Aug 2020

- Good work: the Taylor review of modern working practices

- Britain's Healthiest Workplace

- Purpose for plcs - time for Boards to focus

- Sodexo Engage Blog

Start your journey towards a wellbeing culture

Progressive wellbeing cannot be a 'one size fits all' model. It must be tailored to both the individual and organisation and permeate through the company's culture.

The workplace needs to be psychologically safe and when leaders become conscious of their role in enabling people to feel included and supported, they get to know people and their needs better.

Building a culture of wellbeing means looking at 'the whole person' using the five pillars of wellbeing (emotional, physical, social, financial and digital) to create ways of working, education and tools that support people.

If you're not sure how to begin your journey towards building a culture of wellbeing, the 'Conscious Framework' is a good starting point. It ensures wellbeing is embedded into organisational culture.

Now, more than ever, your organisation needs to invest greater efforts in wellbeing.

Employees increasingly see the societal responsibility that organisations play, and the employers who are seen to be taking wellbeing seriously will be the ones who attract the best talent in the future.

The opportunity presented in this whitepaper to embed wellbeing into the cultural fabric of your organisation – by taking a more progressive, conscious approach – is not to be missed.

Now more than ever, your organisation needs to invest greater efforts in wellbeing.

The five pillars of wellbeing: definitions

Mental and emotional wellbeing

My role

When I am mentally and emotionally well, I can think clearly. I am aware of my feelings and feel able to choose how to respond to them. I have the personal resources and resilience to effectively respond to varying levels of challenge and know when to ask for help.

Organisational role

We foster an environment in which people feel able to be themselves. We communicate openly, provide clear direction and give people the freedom to safely express themselves. We proactively support mental and emotional wellbeing and provide support when people are facing challenges.

Social wellbeing

My role

When I am socially well, I have a sense of belonging and feel connected to those around me. I take the time to communicate, to stay connected and to contribute to the groups I am a part of. I act with kindness and compassion and I appreciate and respect both the differences and similarities between myself and others.

Organisational role

We provide good work that builds on individual strengths, supporting individuals to be their whole selves at work. We foster a culture of togetherness and enable and promote collaboration and knowledge sharing across groups. We nurture trust and transparent communication and create opportunities for connection and relationship building within a safe and supportive space.

Financial wellbeing

My role

When I am financially well, I have the skills and resources to effectively manage my own finances. I am confident in my ability to financially plan and to cope with the financial pressures and challenges that I may face.

Organisational role

We recognise that most people experience financial stress from time to time. We help to remove the stigma and provide employees with education, tools and support to effectively manage their finances and build their financial resilience.

Physical wellbeing

My role

When I am physically well and thriving, I move regularly and manage my energy by taking care of my nutrition, rest and sleep. I understand the importance of physical wellness on my overall wellbeing and take care of my whole body to ensure my performance and long-term health is maintained.

Organisational role

We give people the flexibility to work in a way that suits them and provide the space needed to work well as a team or individually. We enable people to manage their energy, fitness and recovery through reasonable workloads, healthy working practices, time for rest and professional support.

Digital wellbeing

My role

When I am digitally well, I feel in control of the technology in my life. My workplace technology helps me do my job and I don't feel distracted or overwhelmed by it. I feel confident switching off from work outside of hours, managing screen usage in my personal time, ensuring it doesn't negatively impact my relationships, wellbeing or sleep.

Organisational role

We nurture a healthy digital culture where technology improves efficiency and wellbeing and we ensure that everyone understands the health risks and pitfalls of over-reliance on technology. We understand the importance of good work-life integration and use technology to support it. We empower the management of work technology in a way that suits the individual and is respectful of others.

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Natasha Wallace is the founder and chief coach of Conscious Works, a workplace wellbeing consultancy and author of The Conscious Effect: 50 Lessons For Better Organisational Wellbeing. As a former People and Development Director and with a background in organisational development, she is a trusted authority on what leads to sustained performance and wellbeing at work. Natasha is a highly respected leadership coach and advises organisations on how to develop their wellbeing strategy and deliver change in their workplace.

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About Sodexo

Part of the Sodexo Group, Sodexo Engage is the UK's leading expert in employee engagement.

Through an award-winning range of employee benefits, recognition and rewards, we help bring people and businesses together; creating experiences that build connections that make a real difference to people's lives, both inside and outside the workplace.

But who are we really? Well, we're a bold team of behaviour experts, engagement specialists and creatives who are completely dedicated to giving our clients – and the people they work with – more.

We love getting to know people. We love trying something new. We love creating stuff and we love seeing our work make a difference.

We're Sodexo Engage. Here for you and your people.

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About
Culture Pioneers

Celebrating the heroes of culture change in an uncertain world.

Culture Pioneers is an HRZone-led initiative to recognise and celebrate those who are building a better culture for their people in the midst of the pandemic. We're inviting UK HR and L&D practitioners to share their stories of how they are reshaping culture in these disruptive times.

HRZone.com is the UK's leading online community for senior people practitioners, covering the latest trends, insights and research in the changing world of work.

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