

SPEED READ >>>

EMPLOYEE HEALTH AND WELLBEING – WHOSE RESPONSIBILITY IS IT?

“Where does responsibility for employee health and wellbeing lie? Expectations on both sides are higher than ever. Employees expect their employer to back up the ‘people are our greatest asset’ rhetoric with tangible actions, quality services and support. In return, employers expect their people to engage with wellbeing programmes and take responsibility for looking after their health as best they can.”

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WHAT'S THE ISSUE?

Wellbeing at work, while not new, has become increasingly important to business performance in recent years, with many organisations implementing or reviewing health and wellbeing strategies. Employers are increasingly focused on proactive approaches: predicting and preventing ill-health, educating people on how to improve wellbeing, and building mental, physical and, increasingly, financial resilience.

What factors are driving this change in emphasis around health and wellbeing?

- A growing body of evidence that investments in health and wellbeing are worthwhile.
- Higher expectations of employees.
- Demographic change, particularly an ageing workforce.
- Increasing recognition of the impact of poor mental health on productivity, and greater openness about discussing mental health at work.
- A need for employers to fill gaps left by governments failing to offer preventative services.
- Recognition that health and wellbeing programmes are an important part of the employer value proposition.

In this Speed Read we explore what we mean by health and wellbeing, the business case for investing in it, practical considerations for implementing a health and wellbeing strategy, and how to build a 'culture of health'. We conclude with some recommendations for good practice in developing, implementing, and evaluating a health and wellbeing strategy.

WHAT DO WE MEAN BY HEALTH AND WELLBEING?

Health is defined as being 'free from illness or injury'. However, wellbeing is much broader, incorporating a wider range of factors than just physical or mental health, including economic and social wellbeing. Wellbeing in the workplace is about more than managing the working environment to avoid causing harm to employees; it is about actively helping people to maximise their physical and mental health.

THE STATE OF HEALTH AND WELLBEING

As life expectancy in the West has reached an all-time high and continues to rise, we are witnessing a shift in emphasis around health and wellbeing at work, with greater focus on promoting mental wellbeing and supporting healthy lifestyles. Workplaces today are inherently safer and healthier than they have ever been: over the last century the incidence of injuries at work has fallen, the risk of death by communicable disease such as influenza has decreased dramatically, and advances in treatments for diseases such as cancer have also reduced death rates. However, the incidence of 'lifestyle' diseases such as cardiovascular disease and diabetes is increasing. Although we are living longer, many people will spend years at the end of their lives suffering from illnesses that may have been preventable.

WHAT ARE THE KEY HEALTH RISKS AT WORK?

Musculoskeletal complaints and mental illness are the main causes of absence

at work. Analysis by the Institute for Fiscal Studies found that 49% of claims for incapacity benefits among the UK working-age population in 2016 were for mental or behavioural disorders, compared to 24% for musculoskeletal problems.

Other health risks are also increasing.

- **An ageing workforce.** By 2050, 22% of the world's population will be over 60 years of age, compared with 11% today. In addition to the potential health issues associated with older workers, these people will increasingly be called upon to care for elderly relatives.
- **Inactivity.** One in four of the UK population is classed as physically inactive, which increases the risk of chronic illness such as heart disease and high blood pressure. Inactivity is a worldwide trend, with implications for global businesses. The World Health Organisation finds that 6 in 10 people aged 15+ in the European Union 'never or seldom exercise or play a sport', while 31% of people globally are insufficiently physically active.
- **Mental health.** Mental health issues among workers are increasing, at great cost to employers. Research from the UK government's Health and Safety Executive found that in 2017/18, the average person lost 25.8 working days to stress, anxiety, or depression (compared to 14 days for musculoskeletal disorders). A 2017 study by Deloitte, commissioned as part of Stevenson and Farmer's independent review of mental health at work for the UK government, found that the annual cost to employers of poor mental health among employees is between £33-42 billion, over half of which is in productivity losses due to presenteeism, with other losses due to absence and turnover.
- **Obesity.** Globally, people are getting fatter. Diseases linked to obesity, including cancer, heart disease,

diabetes and strokes, are likely to become more prevalent.

• **Smoking, alcohol and nutrition.**

According to Bupa, nearly one-third of the total burden of disease and disability in the UK is linked to lifestyle behaviours such as smoking, alcohol consumption and poor diet.

Bupa estimates that around 17 million people in the UK are living with a long-term health condition such as diabetes or arthritis, and expect this number to increase over coming decades. In the European Union, chronic diseases such as Type 2 diabetes and cardiovascular diseases already account for 86% of all deaths. 23.5% of employed people in the EU have a chronic condition, and disease-related absenteeism costs the EU an estimated 2.5% of GDP annually. The overall health picture is not encouraging, and it has significant implications for employers.

- More people working while in poor health.
- More employees with long-term conditions requiring ongoing treatment and management.

HOW ARE EMPLOYERS RESPONDING?

Employee health and wellbeing is clearly a significant business issue. Employers need to take a strategic approach to health and wellbeing, one that responds to the specific needs of their own workforce and is aligned to overall business objectives. We found that the best employers focus on developing a 'culture of health' that not only supports individuals in being healthy, but also fosters an environment where positive attitudes to health and wellbeing are the norm.

THE ESSENTIAL FEATURES OF EFFECTIVE HEALTH AND WELLBEING PROGRAMMES

We found that the most effective approaches to employee health and wellbeing have a number of common features.

- A clearly articulated wellbeing strategy, linked to business objectives.
- Leaders at all levels visibly engage with the strategy.
- Programme elements are coherent, consistent and well-integrated.
- Application of evidence-based practices, focused on measurable outcomes and avoidance of 'gimmicks'.
- Activities aligned to the demographic and health characteristics of the workforce.
- Services easily accessible for those who most need them.
- Spend focused on areas that can have the greatest impact.
- Consistent with the organisation's culture and values.
- A focus on preventing ill-health, enabling healthy employees to stay healthy, and early intervention when employees are ill.
- Taking actions that support behaviour and lifestyle change, as well as building awareness and promoting good health.
- Good quality programmes, which recognise that change can require multiple interventions.
- Good communications, so employees and line managers are aware of what's available and how they can access services they need.
- Clear connection to the employee value proposition, so employees understand the purpose of the programme, and how it benefits them.
- Proper evaluation of outcomes.

Sadly, we find that few organisations have reached this level of sophistication, and that success varies among those who have. The physical location of health and wellbeing initiatives has emerged as a critical success factor. A 2017 study by Towers Watson found that 53% of employees reported that they had adopted a healthier lifestyle as a result of employer wellness activities when those activities were near or on-site, but only 16% did so when initiatives were not near or on-site.

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THE BUSINESS CASE FOR HEALTH AND WELLBEING

What is the evidence that employee health and wellbeing is good for the bottom line? As with any people-related intervention, it is difficult to find an unequivocal answer. There is no standard measure, so different studies measure different factors, and outcomes are also highly variable.

Most evidence of positive returns on investment (ROI) comes from the US, which has a unique healthcare model. US employers fund employee healthcare costs directly, either through insurance or self-funding. US employers therefore have a greater incentive to reduce healthcare costs, as they make up a significant portion of employment costs, and any improvement in health outcomes has a positive impact on the bottom line.

In spite of these caveats, there appears to be evidence of a positive correlation between investments in health and wellbeing and financial results.

- Research by Berry, Mirabito and Baun suggests the ROI of comprehensive well-run wellbeing programmes can be as high as six to one.
- A 2010 review of academic studies found that return on investment from some workplace initiatives ranges from £2 to £34 per £1 spent.
- A 2012 meta-analysis of 42 studies found that participants in workplace health programmes incurred 25% lower absence and medical costs.
- Research by PwC, commissioned as part of Dame Carol Black's 2008 review of UK workforce health, found a positive impact on both the bottom line and on 'intermediate' factors such as sickness absence, staff turnover, accidents and injuries, employee satisfaction, productivity and company profile.

In practice, we found few organisations make significant efforts to measure ROI systematically.

For many organisations, the benefits are broader than simply financial.

- Improved employee health and wellbeing can be a virtuous circle, leading to higher productivity, which in turn leads to better health and a greater sense of wellbeing.
- Wellbeing links to a strong employer brand, a positive image in terms of corporate social responsibility, better employee attraction and retention, and a more highly-engaged workforce.

HR professionals looking to convince senior management of the benefits of investing in health and wellbeing need to be prepared to discuss both tangible and intangible benefits. See our [full report](#) for further evidence on the links between investing in health and wellbeing and positive business results, including financial and productivity outcomes and impacts on the employer brand.

Employers also need to be patient and persistent, as it can take many years for investments in health and wellbeing to bear fruit: experts estimate that payback doesn't come for three to five years.

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IMPLEMENTING A HEALTH AND WELLBEING STRATEGY – PRACTICAL CONSIDERATIONS

Figure 1: Implementing a Health and Wellbeing Strategy



1. Take a strategic approach

It is critical that businesses take a strategic approach to health and wellbeing, focused on preventing illness through promoting healthier lifestyles and actively supporting those who are sick. Developing a more strategic approach means:

- linking health and wellbeing plans to business strategy and corporate goals and objectives
- building a portfolio of interconnected health interventions
- tailoring the strategy to the health profile of the workforce

- engaging whole populations of employees and their families – not just individuals
- making sure wellbeing activities tie in with the organisation’s values, culture and norms.

For example, segmenting the employee population may flag up a need for significantly different solutions to the health issues of different employee groups. At British Airways, two key populations – ground staff and airline crew – have completely different needs. For staff members who fly, mental health issues such as loneliness, depression, sleep quality and nutrition are the most significant concerns.

For ground staff, musculoskeletal conditions, smoking and diabetes are bigger issues.

We now consider the key steps in taking a strategic approach to health and wellbeing.

2. Establish the baseline

Whether your organisation already has a number of health and wellbeing initiatives, or you’re starting from scratch, you have to understand the current state of health within the organisation before deciding which actions to take. This helps set priorities, objectives and targets, including business goals such as absenteeism, productivity and customer satisfaction, and forms a basis for evaluation.

This may involve:

- reviewing existing data such as absence figures, utilisation of private health and income protection insurance, and Employee Assistance Programme (EAP) usage
- making comparisons with industry benchmarks
- looking at employee demographic data to understand key risk factors
- gathering the views of the senior management team and employees through focus groups
- reviewing responses to employee surveys or conducting specific wellbeing polls.

3. Set targets

As well as establishing the baseline, it’s important to be clear about the aims and objectives of the wellbeing plan.

- Research shows that programmes rarely deliver their full benefit in the first year, and can take three to five years to make a difference. It is therefore important to consider multi-year targets. Targets should focus on measurable outcomes, such as

improvements in health assessment scores and participation rates, or a reduction in absence.

- There is a considerable body of evidence around the types of health interventions most likely to work. It's important to target these interventions, to ensure that money is well spent.

4. Decide what to do

Employers can choose between a huge variety of interventions, providers and delivery options. We suggest keeping some key principles in mind.

- **Maintain a strong focus on prevention.** While the needs of the 5-25% who are sick may take up a disproportionate share of resources, you also have to consider the needs of the 75-95% who are currently 'well', to help them maintain good health. Budget should be allocated to both populations. Evidence suggests it may be more cost-effective to prevent serious conditions developing than to treat them once they become advanced.
- **Don't do things in 'ones'.** Single-issue campaigns – for example, running 'No Smoking Week' once a year but doing nothing else – may tick a box but rarely lead to significant behaviour change. There needs to be a rolling campaign of events, activities, promotions and so on, which underpins the programme targets and reinforces key health messages.
- **Adopt a blend of wellness and health promotion activities.** We distinguish between 'wellness' programmes, which are ongoing integrated programmes with targets and measurement, personalised to individual needs, and 'health promotion', which involves more generic communications and education. Many organisations start with health promotion and develop wellness activities as they become more sophisticated. We found that the most effective programmes combine aspects of both.
- **Ensure actions support behaviour and lifestyle change.** Health promotion can raise awareness, but

sustaining behaviour change requires coordination, repeat messages and follow-up. Health-risk assessments – questionnaires employees complete to determine their current state of health – have become very popular, and they are a good way of making people aware of their key health risks. But regular follow-up and repeat tests, ideally every year, are important to sustain interest over the long term. Policies and practices may need to be updated. This can be as simple as painting a stairwell to encourage people to walk upstairs.

- **Offer a variety of delivery options.** Health and wellbeing programmes need to reflect the different ways that people are likely to engage. For some, a mobile app might be the best answer. PepsiCo brought health kiosks into UK factories to make it easy for people to measure their key health metrics.
- **Invest in good quality programmes.** Bring in experts with a track record in delivering the outcomes you are looking to achieve – cutting corners is unlikely to pay off. For behaviour change to stick, you have to invest in regular events over a long enough time period to develop good habits.
- **Target your efforts.** Organisations need to ensure that the programmes they implement appeal to the employee groups that most need support. People earning between £10,000 and £29,000 per annum are the most likely to suffer ill health, but many of the programmes in place appeal to higher-earning and often more highly-educated staff, who understand the need to eat healthily and can more easily afford to do so.

5. Encourage sustained behaviour change

Employees are more likely to enjoy good health if they adopt a healthy lifestyle, characterised by good nutrition and hydration, effective stress management, quality sleep, regular physical exercise and maintaining a healthy weight. For many people, adopting and sustaining such a healthy lifestyle requires significant behaviour change. What actions can employers

take to help employees sustain healthy behaviours?

- **Make it fun, social and competitive.** Many organisations run mass exercise programmes or workplace challenges, open to anyone in the organisation. These programmes often employ two highly engaging elements – competition and social engagement with peers. Activity programmes and competitions appear to be effective in encouraging people to do some form of exercise for a period of time. But organisations also have to think about how to sustain activity levels once the challenge has ended.
- **Understand the role of incentives.** The use of incentives to encourage participation in wellbeing programmes is extensive in the US, but fairly limited elsewhere. However, if an employer can achieve higher savings than the cost of the incentive, there is clearly a business case. In other parts of the world, financial incentives are seen as something of a blunt instrument, and employers are wary of being perceived as 'coercing' employees. Incentives should always be positive, worthwhile, and integrated with other health and wellbeing activities.
- **Make it personal.** Some organisations use individual health assessments as the foundation of their approach to health and wellbeing. These allow people to understand how the generic messages around health promotion affect them, and what their individual risk factors are. Some assessments assess 'health age' compared with an individual's chronological age, which can be a spur to action. Following up an assessment with support from a health coach can help people tailor a programme that suits them, and this, combined with ongoing support from the coach, gives them a greater chance of following the plan.
- **Engage families and the community.** Wellbeing programmes increasingly include family members so that changes made at work are more likely to be sustained at home. For many people, the sources of ill-health may be unrelated to work (financial pressures are a major cause of mental health issues, for example). However,

the best organisations recognise that it is in their interests to address the health issue and its consequences at work, regardless of the source of the problem.

- **Engage vendors.** We found that the most enlightened employers are highly engaged with their health and wellbeing service providers, and use them to support and reinforce their wellbeing strategy.
- **Integrate new technology.** Technology has transformed the health and wellbeing industry in recent years. In particular, the combination of affordable wearable technology and mobile apps has given individuals easy access to key health information and allows them easily to set goals and monitor their progress.

For a more in-depth discussion of tactics for sustaining behaviour change, see our [full report](#).

6. Rethink the physical environment

A high-quality work environment can reinforce health messages; conversely, a poor workplace can undermine a good wellbeing programme. The following are key areas of focus for companies we interviewed.

- **Nutrition.** Many companies have redesigned their canteen menus, improved labelling, changed the presentation of healthy food to make it more attractive, and offer subsidies for healthy choices. It is also important to ensure that healthy choices are available in vending machines and on-site cafés.
- **Encourage exercise.** Providing showers, lockers, secure bike parking and gyms can help make it easier to exercise during office hours. Many companies now offer on-site personal training, yoga, Pilates and running clubs.
- **Ergonomic work environment.** Given that one of the top two causes of absence is musculoskeletal disorders, organisations need to set up workstations properly, provide spaces for rest breaks and encourage people to move around and take breaks during the day. Some companies provide standing and treadmill desks

and stability balls, which have been shown to help with musculoskeletal conditions.

- **On-site services.** The range of on-site services provided by large employers has increased in recent years. In addition to occupational health, these include GPs, nurses, midwives, physiotherapists, counsellors and cognitive behavioural therapists, along with mole, breast and prostate screening, massages and smoking cessation programmes. The main reasons employers cite for providing such on-site services are convenience and a desire to keep people healthy, but there are undoubted productivity benefits in minimising time away from work for appointments.

7. Provide early intervention and support when people become ill

While we have noted a marked shift towards more preventative models of corporate health provision, leading employers are also providing good support when someone is absent or sick.

- **Early intervention is key.** Statistically, it is unlikely that someone who has been absent for longer than six months will return to work. Through active case management and early intervention, employers can ensure employees receive the support they need in order to return to work as quickly as possible. This requires good co-ordination between the employee's line manager, HR, occupational health and external partners such as private health and income protection insurers.
- **Care pathways.** Some organisations have taken this a step further and have developed care pathways for their top health problems, including mental health problems, musculoskeletal conditions and coronary heart disease. These describe the key steps involved in identifying early that someone is at risk of developing that condition, implementing preventative measures and using best practice to manage the condition. Employees are referred quickly for necessary treatments. Line managers and HR need to be made aware of care

pathways and know how to invoke them when necessary.

8. Communicate well and continuously

Failing to tell employees about the health and wellbeing services on offer is like pouring money down the drain. Well-crafted communications plans boost participation in activities and encourage sustained behavioural change. Our research considered the features of an effective wellbeing communications strategy.

- **Stimulate awareness, interest and uptake.** People need to understand what's available. You may have an initial launch event, but you have to communicate continuously to remind people of what's available and encourage them to participate. Make sure you build in feedback loops because employees' experiences and opinions may prompt you to change the design of the programme or services on offer.
- **Branding.** Employers with the most sophisticated wellbeing programmes have usually developed a brand with a distinct identity to badge all their health and wellbeing activities.
- **Use multiple communications channels and media.** Getting the message out and keeping it alive requires a variety of approaches. It's particularly important to consider how to reach employees who don't have access to email and web portals, as they are often the lower-earning employee groups with the greatest health risks.
- **Segment the audience and tailor messages to them.** You may need to pay particular attention to certain high-risk groups. For example, a home energy supplier with a large population of engineers, who spend all day travelling between jobs in their vans, provides sessions at the depot offering tips on how to eat well, avoid junk food, stay hydrated and maintain energy throughout the day.
- **Use internal health champions.** A popular low-cost technique for spreading awareness and encouraging participation is appointing voluntary internal 'health champions'. They can

perform a number of roles, including co-ordinating local communications, signing people up for campaigns, acting as role models for activities or healthy-eating programmes, and providing feedback. While most health champions are unpaid, they are often rewarded in other ways – receiving discounts or prizes, for example.

- **Tell stories and celebrate success.** CRF’s research report, [Storytelling – Getting the Message Across](#), describes how organisations use storytelling to communicate in a highly engaging and memorable way. Telling stories about how people have used the services on offer to transform their health can be a good way of spurring others to action.

9. Evaluate your health and wellbeing activities

Evaluating the outcomes of health and wellbeing programmes to determine whether they provide value for money is essential but hard to do. It’s important to distinguish between measuring results (whether through attempting to quantify ROI, or by using other data) and evaluating the quality of the wellbeing programme and whether it has delivered the desired results.

MEASUREMENT

In some ways, it is easier to measure the results of health and wellbeing initiatives than it is other HR initiatives such as coaching and leadership development, because you can build a picture using both internal and public information. Below are examples of data that different organisations collect and compare over time.

- Trends in clinical markers such as cholesterol and BMI.
- Behavioural data, such as responses to health questionnaires.
- Absence data.
- Employee performance data, such as call rates in customer service centres.
- Trends in healthcare costs – are premiums reducing?

- Data from insurers and other third parties on trends in presenting issues (although privacy issues make this difficult to obtain in some countries).
- Responses to employee surveys.
- Participation rates in wellbeing programmes.

Taken together, these data can paint a broad picture of organisation health. However, it is more difficult to build this into a robust assessment of ROI.

- How do you quantify spend? What do you include?
- Health markers may be improving, but is it possible to put a monetary value on this?
- If you simply look at trends in healthcare costs, are you missing out on other benefits?
- Can you rely on data that are self-reported by staff or recorded by managers?
- Are the data you need available in a joined-up way?

The key point is to make sure you understand the baseline you’re measuring against, identify which measures you want to track, and follow up.

EVALUATION

Evaluation can help you determine programme effectiveness.

- Is there a plan for evaluating the programme before it’s implemented? Have you established the baseline before you start?
- Does the programme have clear objectives, and is it meeting its goals?
- How does it compare with best practice, and what are your peers and competitors doing?
- What’s the evidence that a particular intervention works? Do those who are delivering the service have a good track record?

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BUILDING A 'CULTURE OF HEALTH'

Leading employers do not simply provide health and wellbeing services for their employees; they also focus on developing a 'culture of health' – essentially an environment where it's easy to make healthy life choices.

At any one time, 5-25% of staff are at high risk of developing a disease requiring significant medical intervention. Focusing on a 'culture of health' means doing something for the remaining 75-95% who are essentially healthy, but could do better. The evidence suggests that helping this group reduces the chances of them moving into higher-risk groups later.

WHAT DOES A 'CULTURE OF HEALTH' LOOK LIKE?

We find there are four key determinants of a culture of health.

- The actions and attitudes of senior leaders
- The role played by line managers
- Communications style
- The work environment and nature of work.

Figure 2: What does a 'culture of health' look like?



THE ROLE OF SENIOR LEADERS

The attitude and commitment of senior leaders is critical to developing a culture of health. A well-crafted health and wellbeing strategy will not succeed if it is undermined by leaders who fail to support it or whose actions create an unhealthy environment. Yet leaders who are strong advocates for health and wellbeing appear to be in the minority: a 2014 Towers Watson survey found that only one-quarter of employees felt their leaders visibly supported a healthy work environment.

Leaders can demonstrate their commitment to health and wellbeing in many ways.

- Act as role models by making time for exercise and encouraging others to do the same.
- Be prepared to 'front' events such as health fairs.
- Talk about health and wellbeing in general communications to staff.
- Make sure people are given active support – especially time – to take part in wellbeing activities.
- Be careful not to let their personal preferences act as a barrier to others. One interviewee talked about trying to persuade a marathon-obsessed CEO that there was more to health and wellbeing than running.
- Help to spread responsibility for health and wellbeing beyond HR – by encouraging other senior executives to sponsor programmes, for example. HR may play a key role in facilitating the debate and co-ordinating activity, but the impetus has to come from the top.

ENGAGING LINE MANAGERS

For many people, the most significant relationship at work is with their line manager. In the same way that senior leaders define corporate culture, line managers shape 'micro-cultures' within their teams. They are the critical link in terms of how wellbeing strategy works on the ground.

Good managers can make the difference between someone returning to work quickly and successfully, and failing to return at all. However, many find it difficult to have sensitive conversations with staff about health, or lack the empathy required to spot that something is wrong. HR has a critical role to play in educating line managers about the sorts of situations they may face, explaining how their response can create either a positive or a negative outcome, and holding their hands when a situation does arise. See our [full report](#) for further information on how organisations can help line managers promote health and wellbeing.

COMMUNICATIONS STYLE

A culture of health is rooted in trust. Leaders are transparent about what they expect, and keep people informed. Employees know that they can raise issues without fear of being judged unfairly, which is particularly important for 'taboo' subjects such as mental or financial health. This implies a particular communications style.

- People treat each other as 'adults'.
- They feel able to have open and honest conversations.
- They feel comfortable raising health concerns, especially mental health, and are confident they will be treated sensitively without fear of reprisals.

- Leaders are able to talk openly about mental health issues they have experienced.
- Managers are sensitive to when and how people work best, and are sufficiently flexible to accommodate different work styles.
- People have choices around things like working long hours.
- Managers flex policy to suit individual circumstances, rather than sticking rigidly to the rules.
- Design jobs with an appropriate amount of challenge – enough to be engaging, not too much to create high stress – balanced with the right level of support.
- Provide opportunities for stretch and development.
- Encourage the development of supportive social networks.
- Minimise job insecurity, and handle any necessary redundancies with dignity and transparency.

HOW THE NATURE OF WORK AFFECTS WELLBEING

Although people often complain about work, the evidence points to it being generally good for health and wellbeing. People in work typically enjoy better physical and mental health than those not working. However, certain conditions enhance wellbeing, while other work characteristics can lead to a 'toxic' and stressful environment. If an organisation invests in health and wellbeing activities without addressing the environment in which a person works, the benefits of any wellness programme will not be sustained.

So what can employers do to improve the quality of work?

- As an absolute minimum, make sure the working environment is safe and comfortable.
- Ensure people have adequate resources to do their job, an appropriate level of autonomy, and support.
- Be clear about goals and expectations and how performance will be measured, and don't move the goalposts.
- Design jobs so people have a clear line-of-sight between what they do day-to-day and its impact on customers, business results and the wider community. Be clear about the organisation's purpose (beyond making money), and find ways of giving people a sense of the social value of the organisation's work.

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RECOMMENDATIONS

We suggest employers consider the following points when thinking about how to implement an effective health and wellbeing strategy in their organisations.

1. Does your organisation have a clear definition of what health and wellbeing means in your context? Who's responsible? Where is it written down? How is it communicated? How often is it reviewed? What is the purpose? Is it tailored to the needs of different segments of the workforce?
2. Have you identified the key stakeholders and engaged them in the wellbeing strategy? How do you know they are bought in to the programme objectives? Who's responsible for signing off the strategy? Are the right people involved in conversations? Are the different functions that are involved in delivering health and wellbeing services aligned, and do they have compatible objectives?
3. Are you clear about the goals and objectives for health and wellbeing within your organisation? Who decides what the goals should be and on what basis? Are they written down? How are they communicated?
4. How do you check whether the stated goals have been achieved? How do you communicate the outcomes of your investment in health and wellbeing?
5. Do the goals and objectives of your health and wellbeing strategy link to business outcomes? Do you know what the investment priorities are and why?
6. Have you done enough groundwork to understand the specific needs of your workforce? What actions have you taken? Who have you spoken to? What data and evidence have you gathered? Which experts have you consulted? Is your health and wellbeing strategy linked to an overall people strategy and workforce plan?
7. Does your strategy take account of the needs of different population groups within the workforce? Does it strike the right balance between prevention and sickness management?
8. Are your HR policies consistent with your stated aims for employee health and wellbeing? For example, if you are looking to build resilience, does your travel policy allow people sufficient time to recover from intercontinental travel? Does your email policy give people a chance to switch off?
9. Does the physical and cultural environment help or hinder wellbeing? How do colleagues and senior people react when someone takes time off work to learn, exercise or meditate? Who's responsible for ensuring the wellbeing of key people and educating senior leaders in the importance of employee health and wellbeing?
10. What is your approach to evaluation? Do you have a dashboard of measures that tell you whether your plan is working? Who is involved in evaluating your activities? Do you consult independent experts? Who sees the results of your evaluation?
11. What successes have been achieved? How can you share those stories to build momentum and support for the programme?

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