| **Speaker** | **Dialogue** |
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| Mark Kaye, BCLP | OK, thanks Jerry. I just wanted kick off by saying good morning to everyone and welcome to this Wellbeing Seminar.  For those of you who don’t know me, I’m Mark Kaye. I’m an employment lawyer at BCLP and we’re really delighted to be hosting this seminar with Endeavour Search and Selection for, for a second time. And for those of you who did attend the last Wellbeing Seminar, which was back in March 2018, I’m gonna have to apologize that I won’t be able to offer you Canapé’s Wine this time. So having said that, with the hype of vaccines on the horizon, I am single hopeful that the next time we do one of these seminars it will be back in our offices and we will have a drink and a chat in between sessions.  And as an employment lawyer I’ve really seen first-hand how employee mental health issues have become a critical challenge really for HR professionals during this pandemic. So, I’m sure you’ll agree that this session, this, this two-day seminar comes at a perfect time, particularly as we head into the third week now of what is Lockdown Two. So, I think with that, I’m gonna pass over to Jerry. I know he’s gonna give you a brief overview of what to expect over the next couple of days, and I hope you really enjoy the seminar. |
| Jerry Goldsmith,  Endeavour Search and Selection | Thanks Mark. And yes, so Jerry Goldsmith, Endeavour Search and Selection. So for those who don’t know, it’s executive search firm recruiting mostly student sectors across many roles, such as HR, HSC Legal, and Wellbeing. But we also chair HR management forums in the last 10 years across many sectors, as you can see from the slide. So we’ve got about 300 mainly blue chip members. And we used to meet up-line quarterly, hosted by the members in their respective offices in various sector-focused forums. However, as Mark touched upon, since Covid, we now meet across all sectors in one all-encompassing forum online about twice a month.  Topics have included: performance management, succession planning, GDPR, [*inaudible*], and wellbeing has popped up on the agenda in the last few years, and we got talking with Mark and they provided quite well employment law talks at our HR forums, and we decided to run a one-day wellbeing seminar, as Mark said back in 2018. This is the follow-up to that. For those who attended both, I’m hopeful you’ll find this one a little bit more practical. We’ve got quite a few case studies involved and we also got talks that are, are gonna to be showing some of the lessons that we’ve learned over the last few years. Wellbeing was quite new I suppose in, on the agenda back in 2015, ’16 and certainly was still quite new in ’18.  We’ve got some great speakers lined up. I hope you’ll find both mornings enjoyable, interesting, and informative, and that you’ll be able to take away at the end some of the ideas that you might be able to kick start your own wellbeing strategies and, or possibly add to the existing ones that you already have in place.  As, as I say, as Mark had touched upon, we, we haven’t got the ability to offer Canapé’s and croissants to, to get you up and we also haven’t got the ability to walk around with a microphone for you to ask questions. But, I think, I’m hoping that all of you will be able to see a Q&A panel up. I must say I can’t, but I, I don’t think the panellists are able to do that. If you can, maybe one or two c-, of you can give me a code on the mobile that was on the email that I sent to you. But the idea is that you will get to ask questions as, as the morning progresses. And so each of the speakers can, can look at those questions and decide upon themselves whether they answer it during their talk or maybe five minutes at the end of their talk. And we try deal within enough breaks during the morning so that you can pop off for a quick cup of tea and keep the concentration levels high cause if managed to sit in the front of computers for four or five hours is, is quite intense concentration. So as I say, we built in quite a bit a few breaks, and including the break at the end where if, if we have enough time we might have a further Q&A panel session for you all.  So, without further ado, I’d like to kick off and introduce our first speaker. He’s the head of programs at one of the leading workplace mental health charities. So, I’d like to introduce to you Stephen Hayes from Mates in Mind. Stephen. [*pause*] You just need to unmute yourself, Stephen. |
| Stephen Hayes,  Mates in Mind | Can you hear me now? |
| Jerry Goldsmith | Perfect. |
| Stephen Hayes | OK, [*laughs*] and can you see the screen OK? Can you see my slide? |
| Jerry Goldsmith | Yeah, that’s all, that’s all perfect. Yeah. |
| Stephen Hayes | Fantastic [*laughs*]. OK, I’m off to a great start already, aren’t we? Thank you Jerry. Thank you Mark, and thank you LT for, for hosting. As Jerry said, I’m Steve Hayes. I’m the head of program for Mates in Mind and we’re a mental health and wellbeing charity that has been going since 2017. And we were largely for, or largely put in place to help support the construction industry in helping to destigmatise mental health and this conversation started [*inaudible*] across construction.  We now work with about 500 organisations, principally construction. We do work outside construction in largely male-dominated industries as well. I [*inaudible*] suppose statistically our work is very much about helping organisations take a much more informed and joined-up approach to addressing mental health and wellbeing in workplaces. So we felt perhaps in introducing the event this morning we ho-, we hope we provide a little overarching view of what we’ve seen from our experience going into the pandemic of, of a little sport [i*naudible*] work with, and what impact is it having on organisations. Jerry, just a sec, sec, I just checked your, your, you, you can see my slides moving, OK? |
| Jerry Goldsmith | Yes, yep. All OK. Thanks, Stephen. |
| Stephen Hayes | Fantastic. I gave a talk last week and when I was up, my screen was still on the same, on the front screen, which is rather embarrassing. OK. So, let’s think a little bit about, you know, where we are at the moment. I think historically that there’s a, we’re seeing, I see, I would say the big thing we’re seeing the most is, is this continual shift of worker wellbeing being seen as something that you provide for employees so that more greater alignment of workplace performance, of business performance, and bottom line, and the wellbeing of the workers, but I think there’s an awful long way to go and, and I don’t think with worker wellbeing that there ever should necessarily be an end point or a gold standard, if you like, in workplace wellbeing. It’s a very dynamic and continually evolving area.  We obviously work with some of your relation, we, we, we’re in [*inaudible*] and regular contact with those organisations and, you know, one of things that we’re constantly keeping in touch with is, is to establish, you know, how is it affecting them, what impact is on [*inaudible*] and obviously what support can we provide as a charity?  Some of the key positives that are coming out, I think that we’re seeing, and this is relatively consistent across the [*inaudible*] we work with is, actually we’re talking more. We’re finding it easier to reach more hard-to-reach groups. Wellbeing has become more priority and certainly at a more senior level. You know they’re finding from an HR health and safety and employee relations element not having to sell the concept or the importance of worker wellbeing to the same degree as they might have done previously. So we are seeing a tremendous shift but conversely, yeah, we’re also seeing increased rates of anxiety, increased financial worries. We’re seeing, you know, the vital role that line managers play in addressing supporting worker wellbeing are really being tested to the full. And often managers we find, you know, don’t necessarily understand their roles or responsibility when it comes to worker wellbeing. More often now we’re now hearing managers come to us with, you know, I want help. You know, I’m, I’m, I’m hearing people come to me in difficulty, they’re struggling and I’m terrified I’m gonna say the wrong thing or do the wrong thing.  I, I think lot of civic [*inaudible*] to some sort of historical approaches to addressing wellbeing at work, [*inaudible*] provided for sudden [*inaudible*] are not the frontline employee, they are people, our managers and our leaders are, and I think probably to some extent to this audience that might be a little bit obvious to stipulate. But of course, there is [*inaudible*] focus in an organisation where, you know, this is, we still have these arguments. A lot of our work is also engaging at senior leadership level, and you do sometime see a disconnect between an understanding of what worker wellbeing actually is, and that’s still a misconception that actually, well that’s all about the, the, the products and services that, that, get that capital investment. But actually your worker wellbeing, as I’m sure, most of us around this, this special table recognise and understand actually, worker wellbeing should be inherent with what we do day-to-day within our business and it’s not necessarily a financial responsibility.  I had a conversation with an organisation about two weeks ago and there was that little devil cynical mindset, in the back of my mind that was the, just wanted to come out and, and, and play but it was the observation from there, from the business leader. It was a company with about 300 employees. The observation was, well of course they, you know, when, when, when things get tough, [*inaudible*] well the wellbeing [*inaudible*], you know, we [*inaudible*] go, and it was very, very tempting. Of course I didn’t of course. But it was very tempting to, to say – does that mean then when things get tough and you understand that [*inaudible*] correct, what you’re saying is these, these are the specific [*inaudible*] line managers and so, all those people management skills you’ve got, can you please ignore those because times are tough, we’ve gotta separate from that, and, and can you, can you stop being polite, can you stop asking teams how they’re doing. Of course, it’s specific [*inaudible*] very, very tempting to jump out, of course, I didn’t on that occasion.  And then no matter how extensive a company’s fleet of employee wellbeing services or benefits are, you know, we continuing to see, particularly we’re seeing a level in more companies start to, not with so many questions but consider what’s the right approach for us, how can we take a more joined-up approach? You know, those, we still hear these ob-, these observations of, look we’ve, we’ve, we’ve done X initiative , we’ve done the EAP, we’ve done the mental health fair stay. No one uses the EAP. No one approaches the mental health fair status. Importantly it’s this growing recognition that the measures used by any organisation to address employee wellbeing needs to be better informed.  So what do we mean by this? So some of you’ll be familiar with their conflict of primary, secondary, tertiary [*inaudible*] in addressing work stress [*inaudible*] across the wider broad gambit of, of, of mental health and wellbeing at the workplace, and what we’re ultimately saying is you’re depri-, addressing the primary causes of worker wellbeing is looking at job design. It’s looking at work organisation. It’s looking at how people feel about their work. It’s creating those environments where we’re thriving at work. It’s spotting and mitigating the work stresses.  At the other end of the spectrum the tertiary interventions are optimizing the support in place to make sure we’ve got the right treatment, the right case management, we’re capturing the issues as well as we possibly can. The second red cross thing around up skilling workforce whether that be time management, whether that be mindfulness training, CBT training, stress management, et cetera, et cetera.  Now what we are seeing is that historically you could argue that most of the focus has been on the tertiary. Which what they’re now seeing is, is, is a greater shift and a reversal of this trend. This is ultimately a very beginning focus, isn’t it? We, we need to focus 80 percent of our attention on worker wellbeing on the primary drivers. It’s all very well teaching the [*inaudible*] to become more resilient but arguably if you’re gonna give me more work and you take away resource for me, you know, what’s the point of, of resilience training? That’s a story for ano-, for, for another, for another day.  And senior leadership teams will now quit asking questions, the what and the why around workers’ wellbeing. You know, every team leader we talk with our senior leadership sessions that we do, yeah, we find business leaders who, you know, quite obviously don’t make significant business decisions based on uninformed data and this shouldn’t be the same. You know there should be no different from, say, for worker wellbeing.  So, ultimately taking a much more joined-up and informed approach is really important. How can we do that? Have a single way of explaining that would be to look up some of what we do with our supporters. Could [*inaudible*] realise that here with, you know, our, our sort of very simple approach of: Number one, assess; number two, design based on informed picture; number three, optimise the support infrastructure; four, monitor and review, but of course, make sure you’ve got effective program management. In a bit more detail from assessing, look at what works, what doesn’t work, what vehicles, channels, methods have we gotten entirely within the workplace, what policies, procedures, practices, work, don’t work, et cetera. But also, understand at an employee level. Recognise and understand the work wellbeing profile. Iden-, Identify exposures to work stresses. Identify how those exposures link to bottom line performance and the wellbeing of our workforce. So effective assessment is really critical. That helps us better design and plan and implement relevant programs to us rather than having ... well we’ve got the EAP over here, we’ve got occupation of our help over here, which sometime links to our absence but it’s not, not entirely consistent. We’ve got some other services over here. We got things really joined, but we’re not quite sure why we put these initiatives in place, but they looked good at the time. We do still come across those. So making sure what, what we’ve got in place is actually built around the needs of our business is important, but also making sure that our C intervention and our support infrastructure is joined up as well. And, I’ll talk a little bit about that towards the end. And then of course monitor and review it so we got a continual picture of worker wellbeing and everything that we do within the business is based around that. And it is certainly where we’re seeing the appetite and the shift in workplace wellbeing.  And of course, making sure we’ve got relevant stake holders engaged, and that’s everyone from making sure we’ve got senior level leadership, and that’s not just the tick box proverbial, I’m on the board and I, I support wellbeing. This is wellbeing as business KPI. [*Inaudible*] making sure we’ve got the right stakeholder, the right ambas-, the champions, we’re depending on the size of the organization, and we’ve got the right people or person managing the [*inaudible*], because we tend to find the most effective [*inaudible*] are those where you’ve got an in-house resource to manage those.  And then again, taking an informed approach is really important. Looking at all of the data outputs is, is, is vital. You know, if we’ve got EAP data, we’ve got to: (a) make sure the EAP is optimised to make sure that the data it ultimately gonna give us is relevant, but don’t just look at the EPA data in isolation. Combine that with all the other worker wellbeing related data sets we’ve got. And I can’t stress probably the importance of the top one. At the most, you know, (a) you’ve got to do this to meet legal requirements but having a clear picture of the work, exposure to work stresses is really critical, and those wellbeing stress risk assessments are – we’re seeing a tremendous growth and appetite in, in that area. But again, look at everything together and get that holistic picture. I used the word [*inaudible*], obviously not necessarily in the systemic term but of course just in the comfort of making sure you’re looking at different set, data sets.  Needless to say, it goes without saying, but, you know, if we think about, the more we understand about the wellbeing of our business, the wellbeing of our people, the more mature our approach can be. So, if we’re just getting started on the journey, for example, you know, it might be that we’ve just got a policy in place and we’ve got some support services in place and they might be focused largely at points of need. We actually [*inaudible*] a more established robust program which largely would be driven from the wellbeing KPI argument. We’ve got robust wellbeing risk assessment models in place. We, we’re looking at multiple data sets to inform the approach, all of our support services are focused on proactive intervention, and we’ve got clear handled appoints from support service to another.  So if we think about an employer assistance program, for example, short-term solutions focus counselling, what happens once an individual either can’t be supported because then they have issues which have gone beyond short-term solutions focus counselling, or it might be that they don’t feel comfortably in the service after putting the call into a counsel because never forget, never underestimate how difficult it might be for someone who is struggling with their emotional or mental health to actually reach out for help, to actually acknowledge there might be an issue. So that’s really important. We’ve got to think about what happens, where does that individual get sign posted to. So we ultimately keep that individual in the support, as long as we possibly can. So, ultimately, the more we know, the more informed approach we can take and this is, I would say, probably the key taker. This is probably the key area that we’re, we’re, we’re seeing in terms of where organisations go.  We’ve also got to be mindful of duty of care and, and of CV, we [*inaudible*] in the present company, of course, included. Employee mental health and wellbeing is covered in various legislation, which, you know, if businesses fail to comply with, could face the risk of trouble or crisis. Where that’s disability discrimination claims, when it’s health and safety issues, such as stress claims, personal injury claims, such as psychological injury, for example. The health and [*inaudible*] that places a general duty on employers to ensure that the [*inaudible*] is practically reasonable, with the health, safety, and welfare of staff, and that includes taking steps to make sure they don’t suffer stress-related illness as a result of their work.  And of course, you’ve got The Management of Health and Safety Work Regs 1999, of which stipulate that employers must risk assess exposures to health risks at work and that, again, includes stress. Businesses must ensure the proper controls are in place to avoid these risks.  Let’s think about stress for a minute. So, as I’m sure we all know around the table, stress is the adverse reaction we have to accept it, pressures or demands, safeguards in the workplace – I love the agency’s definition of that. There is not [*inaudible*] staged and if stress becomes too accessible, prolonged, it can result in poor mental and physical health. So, we’ve got to figure things like, well, how well do we know our workforce? How do we identify the stress risks within our business now? How do we know what controls are in place to manage those risks? How do we establish who might be affected by or harmed by those risks? How do we know what needs to be done to mitigate those risks? And important research, think about how well do our managers know our teams, their teams? When we look at the theoretical pressure performance model here, do all managers know their team’s own comfort zones? Do they know what might push them outside their own [*inaudible*] zone? Some people prefer to spend more time in a, in, in a comfort zone. Some prefer to spend more time being stretched. How do our managers know, recognise the limits of their team? Can we spot when someone is outside their comfort zone for too long? And the key area of growth we see now is in developing approaches based on informed data, as I’ve said. And a critical element of this is in both meeting the legislative requirement by undertaking risk assessments, but not seeking to identify the exposures to work stress, which is our leading teaching, but critically to also understand how those exposures actually link to employee wellbeing and bottom-line performance. We’ve also got to think about help-seeking behaviours, ’cause this has got to play a critical role in the future of worker wellbeing program design. For example, I come back to the, the, the EAP analogy here. EAP use is subjectively low, not because of perceived confidentiality or whether staff see the posters. It’s because one in three people struggle with their emotional mental wellbeing doesn’t mean a third of the workforce will reach out for that particular support. So as a result, the short-term solutions focus counselling service that EAP provide then offer one element of a novel support infrastructure. So in optimising support infrastructure, consideration’s got to be given to how each service and support element integrates with each other to ensure a more seamless journey with minimal barriers to entry.  We’ve also got to think about behaviours is to support, as well. And it is really important. Do I recognise that I’m struggling, have an issue, need help? Could somebody else actually understand what I’m going through? How could talking about my issues even help? When might I find the right time? My boss’s calendar is always full or their door is always closed, it never feels like the right time to talk to them. And gosh if I did, would they even know how to help? What impact might it have on my job, et cetera, et cetera? How is choice architecture in your business influence the walk, the wear, and the how people look after their wellbeing as well?  So importantly, when you think about the support infrastructure in need of business, it consists critically of every single employee, manager, and leader, as well as all of the external support services as well. And again, your pe-, our people need to be equipped, given the permission. The employee role is absolutely fundamental. Likewise if you’ve got psychological first-aid models or people trained as mental health first-aiders, for example, you know, remember there’s evidence that those models can be effective in raising awareness of mental illness and spotting signs and sign posting in wide [*inaudible*] context, but there’s still need to be evidence of their effectiveness in workplace settings. Now, this is largely because there’s so much inconsistency in their application. But they can play a really important role, as part of a wider whole organisation approach where they’re effectively integrated within the overall model, but also, effectively managed new ... is it possible why the struc-, silent initiative, do you have clear oversight in management of the psychological first-aiders? Do the first-aiders have clearly defined roles, responsibilities, and vitally, boundaries? Do they have access to support and ongoing su-, supervision? Is there regular refresher training in place? Is there appropriate data capture of management of the model? Is it effectively communicated? Et cetera, et cetera. So, you do keep in mind, you know, often, human beings will sometimes find it easier to spot issues in other people rather than acknowledging or recognising issues in themselves first. We’re more likely to approach those closest to us before we can get professional support, which is why the role of the manager, the role of the co-worker, the role of the leader is so critical as a support functioning in the new business. And it’s also just because help’s available. You shouldn’t shoo mental and will ask for help.  So, let’s think about, you know, optimising that support infrastructure as well, which is really, really critical. Remember, people will reach out to different types of available support and that’s, you know, subject to numerous variables. But ultimately, the goal in optimising your support infrastructure is to maximise every opportunity for accessing the respective support services. For example, identify and removing any barriers to access. The adoption of relevant referral models. Increasing levels of mental health literacy throughout the organization. So a sign posting to something like an EAP, for example, would come from a co-worker or ideally a manage referral through a line manager. We know that those types of approach have a significantly higher impact on people getting access to the support. Remember, EAP uses not a numbers gain for the sake of numbers to demonstrate to the poor but we’ve got in an EAP and 5% of our workforce using it. It’s irrelevant. We need to recognise, you know, not only when we use every different type of support, we’ve got to recognize that we’re maximising people getting to the right support for them.  And of course also secondly, minimise chances of employees falling out of that support. So the employer calls the EAP provider that was already a little bit uncomfortable, a little bit unsure of himself in calling them, falls out that call because actually he already spent 10 minutes having interview by the EAP provider on my background history. I didn’t even get to talk about what I, what I was struggling with and actually I’m not sure if the can help. What happens to that individual? That individual already a very brave and bold step to get to that point. Importantly I think it’s about taking a whole organization approach and this is where we’re seeing this greatest shift. This is from the business perspective, is about capitalizing on the wellbeing of our people to the benefit of the whole company and this is one of the key shifts that we’ve seen in leadership aptitudes and understanding of recognition in recent years. Aligned worker wellbeing with wellbeing every bottom-line, make wellbeing a KPI. Start little, you know, it doesn’t need to be, you know, war and peace day one. You know, there’s a lot of learning that need to be done in order to achieve that.  Adults, are a vast method of capturing work related stresses within the business. So you can continually assure that all the elements of your work design will drive positive health and wellbeing.  Increasing mental health and wellbeing literacy, absolutely critical. We’re seeing tremendous steps of growth in that all across the, all cross various different sectors. You’ve reinforced the people management capabilities of supervisors, management and leaders, equipment them, make them more comfortable, make them feel more comfortable in, in supporting people. Optimise the professional support infrastructure. A lot of organizations provide a fantastic suite of services, but there’s not enough talking between each of them. So making sure that our people don’t fall out about support network is really key and we’ve got the right support put in place based on the needs and informed picture of our business is critical.  Ultimately, as with most things it good worker wellbeing is a combination of the right factors, the right multiple factors even, whether than one single approach. And it’s the best approach that is demonstrated through, at the end of the day, good attitudes, good behaviours, and competency. If you would like any of our [*inaudible*] reach out, help you with your advertising of do, do get in touch.  Thank you. |
| Jerry Goldsmith | Any questions at all? Obviously we can’t with a hundred of you on on line now, we can’t ask you all to share a thought, but feel free to use the panel the Q&A box down on the column on hopefully your right hand side of the screen if you have any questions you can ask them at [*inaudible*] during the day and at any time. Any questions at all for Stephen? And Laura, I don’t know if you lined Mark [*inaudible*] as well to, to speak cause he’s next. Yes, that is great. So, yes, anybody’s got anything they want to ask? Stephen, you are, you’re not on at the end of the day, are you Stephen? So, you won’t be |
| Stephen Hayes | Probably not. No. |
| Jerry Goldsmith | No, no. OK. I think there’s one just coming, I don’t know. Yep. You got that one? Do you see that? How was working from home changed your approach to dealing with mental health and examples and the best way to use wellbeing KPIs? |
| Stephen Hayes | Oh, gosh, interesting, well the the first one is this, there are numerous. How does, how has working from home changed your approach in dealing with mental health? I’m assuming that was not a personal question for me, as oppose to how organizations ca- can better do it. I mean ultimately probably the most important thing is, is maintaining regular contact, asserting expectations and having the conversations the long work specific conversations. Having those general, those genuine opportunities, their managers, supervisors, co-workers to just pick up the phone and, and just touch base, how you doing? And don’t always make it around, around, around the work conversation, that’s really, really important.  So, I can ju- I can’t see the second. |
| Jerry Goldsmith | The second question from Louise is do you have any examples of the best way to use wellbeing KPIs? |
| Stephen Hayes | Yeah, probably the best example I’ve seen is where an organization has taken annual measures and they, they used things like the health safety management standards indicator tool, for example, and they’ve taken the measures from that as ways in which they they’ve been aligned that with borderline KPIs. |
| Jerry Goldsmith | OK. Uhm, how have you broken down the perceived barrier? This is from Paul. How have you broken down the perceived barrier when it comes to mental health in male dominated workforce? |
| Stephen Hayes | I had a really interesting observation. Just, in fact, just a few weeks ago, which is this observation that, I think th- th- there’s this general theme that men don’t talk and I noticed there, there was this observation back from one of my peers in the industry that said that actually men do talk and largely it comes down to having a permissive environment, to feel comfortable but, but we can do. We can have these conversations. If men won’t talk about their emotions in the same way as women, if I am to be very, very, general about it. [*Inaudible*] important things to do is, is, is to destigmatize it to, you know, increase mental health literacy on the ground. If an organization is to only ever do one thing, which I would never recommend, you know the only if, if, if, all you ever did was one thing, I think all employee general mental health awareness upscaling, upscaling ah, ah, mental health skill sets across, across the workplace is probably the most important thing. You know, instilling these basic principles of psychological first aid, I spotting issues, knowing help, how to have a conversation with someone and letting your boundaries and knowing what support there to sign post that person onto. |
| Jerry Goldsmith | OK. I think, uhm, [inaudible] just one more quick one, An-, An- Angela from [inaudible] hi Angela. So, I appreciate, th-, th- it’s a question that detached from what you’re talking but actually Duncan from IOSH will be covering this in much more detail later on this morning but very quickly nic speed back on the use of mental health [inaudible] you mentioned in your presentation. Any thoughts on the effectiveness of that? This is a side there’ll be a big presentation on that about coming out. |
| Stephen Hayes | Yeah, Duncan my haven’t spoken. So I don’t know what Duncan is going to cover but I would say in a lot of programs that I see it still would be quite a common reason employees contact us will be we got mental outside status, it doesn’t work. And then when you look under the skin you realize actually there’s no, there’s no management, there’s no infrastructure behind it and I still hear the, you know, those horror stories of if I’m mental health, far so to say, yes. Last week I saw three people. I diagnosed one with depression, one with anxiety and of course, there’s no on-going supervision. You know, imagine it, its incredibility challenging sometimes for people particularly mental health [inaudible] to have these conversations with people and they can quite easily become very distressed themselves. Who do they turn too? So capitalizing of support is very critical, putting in place a management model around it. I wouldn’t necessarily think of it as – ‘cause a mental health first aid provide the treatment. You need to provide the infrastructure around and the management. |
| Jerry Goldsmith | [*Inaudible*] that’s fantastic. Thanks very much, Stephen and for linking up many of the issues which obviously to certain people can be a mind field of individual elements, solutions and pulling it altogether emphasizing they must be a tegument and all across the company as well. Thanks very much, Stephen and thanks Paul ... |
| Stephen Hayes | Thank you. |
| Jerry Goldsmith | Came in. I did forget during my introduction for those that enjoy tweeting, the hash tag is devilwellbeing 2020 if you want to tweet your way through this mornings’ session. OK. Thanks again that bit opening from Stephen from Mates in Mind and now I’d like to introduce the first of our seven case studies. And as I have to say if you want to ask questions during the talk, feel free to use it but that was great, thanks very much to all of those who have contributed to the question session so far. So yea, introduce the first case study, Keltbry are members of our construction and build environment forum and that news is the, is their health and wellbeing manager. So Mark, over to you. Thanks very much. |
| Mark Newns | Hello? Thanks Jerry, thanks David. I’m just going to share a presentation. |
| Jerry Goldsmith | Excellent. |
| Mark Newns | Are we good? |
| Jerry Goldsmith | Yup. All up and running. |
| Mark Newns | I’m just going to move your screen out the window screen. OK. Thanks again Jerry. My names Mark Newns [*inaudible*] health and wellbeing program for Keltbry. We run the program, health and wellbeing program called the Fly program and my intention is to give you a kind of specific, a look at the specific, some specific elements of the program. The aim of the session, we’re going to focus on the five health and wellbeing checks, so essentially the health check it’s sometimes called the MOT. [*inaudible*] health check but it may be the way we deliver and the style we deliver and which is, which is what it’s all about and what is interesting. So we use it as an engagement tool for behavior change and this is all, this also this is our primary engagement so [*inaudible*] we trying to face to face when we cannot see around COVID. But this for me is one main way of really getting the help and wellbeing message across. So we, Steve was talking about mental health welfare a loss, because mental health is maturing now. Way back when I started this with our RAM part of our business it was very, very immature in 2013. There wasn’t a lot of conversation around it if I’m honest. So for me this is about us using physical checks, like blood pressure, cholesterol, body fat to build a repoire and trust and create the opportunity to explore the individual’s health and wellbeing intrinsically through, through physical, checks and spending time with them [*inaudible*] actually. We can then start to explore the emotional health base and I mean obviously that’s key. So, I’m curious here. I’m curious about risk. I’m curious about barriers and engagement. I’m curious about changing health behaviors. So that’s kind of stats we are going to look at here. So I hear most people, well not a lot of people may be familiar with Swiss cheese model we used around safety. But if you just apply it to health. You know, straight from where we can see there’s some fairly big holes in the Swiss cheese model and lots of hours which will probably align. Again way back in 2014, there were really, really big holes in the health model. Safety was looking better, looking more mature but health outside of the medical [*inaudible*] assume health surveillance was looking pretty thin on the ground. I think a lot of people sampled and paid notice to 2017 [*inaudible*] published the mind, matter, survey, the mental health survey for the construction industry. [*inaudible*] come out this was males in construction were more likely to die from suicide then a fall from height. Now that really caught people attention for obvious reasons. [*inaudible*] Stephen was [inaudible] a certain of barrier [*inaudible*] in particular male barriers [inaudible] count the skill sets [*inaudible*] generalization with males but we do see [inaudible] when it comes to health. We don’t necessarily want to talk about it. But, fashion fees, you know whether we call it stigma, stigma been used a lot around mental health. We [*inaudible*] a piece macho, macho environment whatever is definitely the and still and yes we make inroads into it destigmatize, increase in the mental health side, the literacy side but still they’ve got problems. Transient work who all with their challenges folks, you know that, limited access to medical care, living away from home, terrible [*inaudible*], noisy, bad sleep, [*inaudible*] all of these things start create, create variables, the melting pot.  Social media, good or bad, you know? It’s good but it’s terrible when it’s not, when it’s not. Peer pressure? This is a big one again. This isn’t just exclusive to males of course this is, I guess goes right across the board but the acceptance to normalizing the risky health behaviours, alpha male behaviour. You know, very strong male. He’s the leader in the group. If they’re behave in a certain way. It’s, OK, for male to behave in a certain way. Much reality that’s human behaviour. Things like smoke and alcohol, gambling, you know, whether it becomes acceptable is acceptable. For all of the cause, you know, [*inaudible*] money is always an issue. Money, you know, she drive, for wellbeing. She also contracts, contracts aspects of construction. Does not help. It really doesn’t help. I tried to get her on the project here folks, tried to turn the Athens to our pound sign. Fitness to work so you know your medical for, you know, for the RAM ware. For example, the laptop a person struck safety medicals to make sure they’re, OK, to go up on trust and there’s a lot of suspicion around this and there’s a lot of fear when the they know they not a medical. There’s not a lot of confidence for people going into without medical. So hopefully the health check will enable them, will give them confidence that they’re on the [inaudible] not on the backlog. I’m actually looking forward to it in some way. I think it’s a fear because of the of course if someone fails the he fitness to work medical they might be restricted from work. Cultural perception, language barriers I heard in the [*inaudible*] environment survey there a, there’s a lots different nationalities working, lots of Eastern Europeans folks. So, it’s, it’s not always going to be easy to communicate ideas and concepts. Whether there are on nightshift workers, again reflecting on parts of our business as well as the built in [*inaudible*], we do have nightshift, nightshift workers. Very, very challenging as far as health goes. You know, with [inaudible] huge alley for silk and white [*inaudible*] Because of that, I mean we’re all working a night it affects our physiology and it doesn’t tend to affect it in a positive way. You see a lot of disease, metabolic styles is a type of disease like diabetes, etcetera around nightshift work. A lot of problems with, with weight and obesity too. A lot of folks have noticed there’s a relationship between mental ill health and nightshift work. And they think about it, just a simple whole my little piece of daylight, melatot-, the whole ram melatonin. Melatonin levels affect geritolbg serotonin the chemical in your brain and there’s so many, so many links and so many risks. This for me is what it’s all about. You know, you can lead a horse to water but you can’t make it drink. Health and wellbeing has been seen for a long time as fluffy, it’s nice, not necessarily just a nice to have. Things have change radically since 2014. You know, I had a little bit of a tough time of getting it in on folks accepting it in the early days but now I’m getting asked for the information around tenders. What, what are we doing around mental health? Before, that wasn’t even on the cards. So there’s a lot of changes happen which is great but it still a faraway to go. So engagement for me, that’s the difference. Because it tell people what to do here, not to say the, you must comply. This is about, this is about merging folks, this is very much about behaviour [inaudible].  How do you make it worthwhile? The motivation to take parts. So who’s our audience? Most male audience, very different demographic age wise, a lot of young people, a lot of older people, too. So I need all my tricks. I need to get all my tricks going to make it interesting and to make them engage with me. Often with health check, focusing on that. It’s not ministry. If, if you want to come in and have it, you know, you can come in and have it. I guess depend on 90% take up on it. Which kind of shows you how popular it is? But it’s not normalcy, no one is suppose to have it. You’ve got to make it interesting. I think a lot of health and wellbeing is almost, think of the counsellor’s style and a person sent to counsellor style. You just have to facilitate people. So, you know, make it about them. Its person centered. Now of course, you know, I couldn’t do a presentation anywhere without public quotes and this is from Benjamin Franklin power play I had a I’m a ruby coach to it and I had it on level to when I was getting trained to, to on a coach of application. [Inaudible] there’s a Chinese proverb where [*inaudible*] from Benjamin Franklin but ah, there’ll be life again, teach me how I remember, involve me and I learn. From what a translate we coaching it spoils across this the thing is the [inaudible] we don’t want to be stuck in there watching someone. They want to be involved and that’s how they learn. So all coaching processes from now for most sports across the UK are hands on. They’re not the old style of watch me, follow me, rigid. Tha- that’s also informed and less work on the go.  Moving away from a medical non-threatening environment. So a lot of people’s perceptions from health and wellbeing now it will be occupational health, potentially on it, this will be a medical. So what we’ll be testing may factual fail. So we’re trying to push away from that as much as we can. Really make a very comfortable setting a really chill setting so the nonthreatening environment, if they’re not comfortable, you will go nowhere with them and your style is the facilitator. This is key for me. This is the big piece of the jigsaw puzzle right in the middle. Without this, you go nowhere as far as health and wellbeing goes, in my opinion. I’ve been around this game for over 27 years and I have the good looks of it. I’ve been exposed to all kinds of different models, some really, really good practice. You know I’m really up to this cherry pick, bench the best [*inaudible*] and put it into our program. Yeah, but a non-Jewish person you know, I can’t just anyone that comes in assessment when talking about their health. It’s not for me to judge them. And interesting in any empathy comes from the Greek word and if you look at all the languages empathy pretty much translates for us, to us, and so, you know, the rest, the rest of Europe pretty much, which is helpful because, you know, that’s the engagement piece. And again if you’re working with folks which you of familiar parts of the world it’s, it’s astounded that we’ve got to go with.  So again, a couple of more close coherent hearings from they’re from Stephen Covey of [inaudible] across for whom will show you well 7 Habits of Successful People. Listen with the intent to whom the [inaudible] will not reply. That’s not easy in the construction industry. A lot of talent going on. And take time, so, I think this has chi so with people slow is fast and fast is slow. We can’t rush through them. Again, reflecting on medicals we have a set time for medical, 45 minutes get into them, get these things measured, consult failed. With the prior health it will take it took to an hour [inaudible] we’ve gone over an hour and everyone understand, flexible. We don’t rush it. We try to make it annual, certainly accessible and we’re very flexible around the timings [inaudible]. That’s on the cards. It’s been filmed since the program. So it’s on the [inaudible]. Imagine before my involvement I learned, I think a lot of our folks from experience, hands-on those construction industry, you know they want to do things with their hands. So why make them read things. You know, why present lots of words to them. Let them learning through doing. Health check is an opportunity to do loads of kinetic learning. You can get loads of choice which I’ll talk about in a second.  I want to talk about different types of toys and what’s involved in the chat. Yeah, primarily I am looking for medical conditions that be so lifestyle related stuff, you stuff which is modifiable, things like, heart disease, stroke, diabetes or we’re also looking abroad, a broader picture. Obviously interested in emotional health as well as well as physical health. But there’s all kind of things in there, cholesterol, blood pressure [*inaudible*] on the screen there’s a grifter dynamiter. If you never seen one before, they’re a useful tool. I’ll explain more later. What I may have, I’ll have a old guy comes in if you’re 22 with a greatest respect he’s not going to be interested in his risk for heart disease or stroke. He’s probably from a health perspective, he’s going to [*inaudible*] the cosmetic piece. What does he look like? I can look after that. I can do his body first. I can even do a full skin caliper if he’s interested in. I can look at his [inaudible]. Well as a guy my age over 50 I’m probably more interested in in my strokes, possible cancerous. I can also look after that. To make it irrelevant to people. To most people most of the time. With good health and wellbeing program for me causes most people most of the time you’ll never [inaudible] and [inaudible] graphics, visual reporting I use a nice little computer package it’s for all it creates [inaudible] lots of columns, lots of bar charts. Very easy to, to sort of understand and that’s key for me because it’s got to be simple read. The review stuff which is crystal marks the plan for a long time. Not [*inaudible*].  For when you consider our workforce a newer diverse this word that is coming in now and if you haven’t heard it you’ll certainly hear it probably going forward into the next year. If you know if you look at dyslexia for example you’ll want to temp folks across the UK in dyslexic we suggest. Either assume that the dyslexic over for lack of experience in this I suggest in the construction industry probably more. I’m almost sure it is. So how you present this information and its [*inaudible*] this chi. And let’s [*inaudible*] defective with them. That’s grifter dynamo I take it everywhere. If I don’t know people, I’m looking to break down barriers I handle the grifters diner, you know, how strong [inaudible]. I meet all, all the folks in orbit. It’s great it usually you stream [*inaudible*] very quick. I don’t go out shouting when they have a health check with me. I don’t go out shouting to everyone what number [inaudible] quite often when the guy leaves the room they don’t tell us what is [*inaudible*] strength blood pressure it’s up to them. But if they want to be impressive that’s fine by me.  Second chance [inaudible], what if he change this? Folks never not look let’s talk a little bit more about that in a second very, very quickly. I am aware of the time. Cost, measure in cost how this privately cost him a 100£ very quickly look at this screen this is about engagement very, very quickly. This is a piece of software that we use and it’s about essentially batting analogies, evidence based. This guy was in very, very bad shape. He’s very high risk for heart disease or stroke. Very frequent risk for heart stroke. We had a chat with him. We’ve talked about smoker cessation. We’ve explored it with him. We got his risk down to 5%. That is a super toll. A few risk to you can get it for free folks off the internet. Finally, I just want to finish here a little familiar this focus on empathy got all this sort off of one of Elvis’ songs don’t criticize me if [*inaudible*] some you’ve never walked not my shoes. You have to be able to relate to them. So no judgment. Empathy is the key and that’s just my opinion. I would strongly suggest if you’ve not used it before use motivational interviewer styles, which is style [inaudible] health and wellbeing behaviour change.  As a final point, KML [*inaudible*] health team estimates that over 60% of our referrals now they manage from our business of the mental ill help. In 2013, when I started this journey with Keltbry [*inaudible*] it kind of gives you an ideal of Jenny, 2014 all the way through on how we stated to access people both physical and mental health. [*Inaudible*] folks. I left a little bit tided. |
| Jerry Goldsmith | Nah, that’s fine. That’s perfect [*simultaneously speaking*]. |
| Mark Newns | Yeah, any questions? |
| Jerry Goldsmith | I think, um, is it echoing? It was echoing a minute. But it slowed down now. Yeah, any questions for Mark in the Q&A box on anything he said there so far? Nope. |
| Mark Newns | Nothing. OK. I’m around if anybody – thanks. Thanks Jay, thanks for the opportunity. |
| Jerry Goldsmith | Well no, absolutely. Thanks very much for that interesting how that, as you say, you know, it’s difficult getting, getting your message across when you first started many, many years ago but now you’ve got some the managers pushing you and asking for [*inaudible*] so, ah, interesting how, how, your company developed.  If anybody does have, want to ask questions outside of this, uhm, oh, actually. Is that the question coming up? Have you seen, yeah, so have you seen a decrease except from Natasha? Um, how, have you seen a decrease in suicide rates? |
| Mark Newns | OK, with Natasha, that’s a, that’s a diff- it’s not difficult to answer what we have seen is loads more conversations around back traces and the spectrum, if you like from a mental health point of view. I mean, we’ve have lots more opportunities where people have come forward or through the mental outsource status [*inaudible*] or the mechanism we created within the health and wellbeing model and we’ve, we’ve seen lots more conversations and in particular a force made around covid at the crisis and both aligned anxiety at a panic attacks points of view there’s been a spike and also around the, if you will, very, very mood piece on the suicide piece. So I, I, I would argue, I mean, we’re not measuring suicide I search but in the business we’ve got 1600 people in our business so you know, it’s a reflection. I can tell you quite categorically that the conversations are out there and because the conversations are out there, it means we can do something about it. So, it’s not unusual for me to be, to be to helping to manage suicidal conversation. Unfortunately, health spiked during covid. |
| Jerry Goldsmith | Uhm, couple more minutes. Duncan, I know Duncan on its, maybe we delay your talk by 2 or 3 minutes and allow a break for people. Uhm, so yes, a couple of more questions have come up. But where can I find Que Risk 2 talk. |
| Mark Newns | Yes, just go up on google, type in querisk2. You’ll come up with querisk2 and 3. Three’s a bit more advance. They moved all [*inaudible*] more evidence. They’ve add more, if you like variables, its the risk. It’s a risk its’ a risk calculator it’s calculator on algorithm [*inaudible*] cardio heart disease, heart stress and stroke. For Qu3 is asking for more information and it’s a little bit hard to get that information. Believe it or not it ask for things like erectile dysfunction [*laugh*] which is correlated strongly to cardio vascular fitness, of course, the vessels etcetera. So we use [inaudible] 5% humours tubular. Than modified risk factors are easier to have conversations around. It’s a 3 [inaudible] please don’t want to explore it, utilize [inaudible]. It’s a great tool to have conversation that it engage people. You know evidence based on the stages of what if you make changes and explore change rhythm. It’s a [*inaudible*] place to explore behaviour change. |
| Jerry Goldsmith | [*Inaudible*] thank you. |
| Jerry Goldsmith | [Inaudible] at [Inaudible]. How do you move from the physical to mental? How do you tackle talking about mental health in health in health chats as well? |
| Mark Newns | Yeah, uhm, if it’s a first health chat someone have, and it’s a lot of resistance, you know, think of the counselling level. You’re in counselling resistance. So if there’s a lot of resistance it might not necessarily come to that. A good point to talk about it in the health chat if like. These chats are on your – it’s all in how you feel merely with them.  I just want to build their confidence. But to be honest with you by the end of an hour with most people they’re at a point, where I just use a simple phrase. I say, we talk about your physical health but how about your mental and your emotional health are you on your full force or your back force? And by then we’ve built quite a relationship in an hour and, you know, buyout generally enables me to have that conversation to build confidence. But don’t forget, [inaudible] is a mental layer mental health first aiders. You’ve got all [inaudible] in place and other things, so over a year, maybe two years people get a more amore conference discuss mental ill health, you know, so it makes it more accessible. But generally that would be my answer in the first session with them. If they feel confidence I sense it’s right, we’ll broach it. |
| Jerry Goldsmith | Lovely. I think ah, Mark. I think [inaudible] thanks to all the questions. Welcome back everyone and da, yeah, umm, hope you found the first two talks interesting and certainly, I know there was a question in one of the talks about mental health first aiders which is so its potency. I did mention at the beginning that this would be hopefully a more practical seminar than the first one we held in 2018 with more case studies but also the talk coming up will be key to that I think in terms of – we’ll hear some of the lessons learned in the past because Duncan is going to have his first and you’re on both [inaudible]. Umm, so the first talk will be on some of the research on mental health first aiders. But I think what Angela, I think it was that asked one of the questions to speak earlier. Duncan head of advice and practice at the Institution of Occupational Safety and Health at Ails and so I [*inaudible*] Duncan on, on the mental health first aiders research. |
| Duncan Spencer | Thank you very much, Jerry. So let me just share my program. See if my slides come up. There we go. Can we just give a thumbs up, Jerry that that’s, OK? |
| Jerry Goldsmith | Yep, that’s perfect. |
| Duncan Spencer | Brilliant. Thank you very much.  So good morning everybody and welcome to seminar and to my talk this morning. I’m very grateful for this opportunity to, to talk through some of our research in this area. And one of things that I’m very keen to pursue, of course, is new knowledge, that’s the fundamental part of being in the position I’m in as head of advice and practice. So we are the thing tank of our professional if you will or the heart of IOSH. It includes a research and academic function, a set of industries specific thinking groups, each run by a committee of volunteer members all working in that particular industry and a content development team and so together our role is to deliver-deliver thought leadership into the profession and indeed to our partners.  So, IOSH, and, and I need to give that a little bit of a heads up of who we are because it helps to set the context of the messages I’ve got. So first of all, the Institute of Occupational Safety and Health, we operate internationally. We were founded in the UK. But we now operate internationally and we work towards our vision of a safe, safer, healthier world of work and trying to bring that into reality. We are the worlds’ leading charter professional body for people responsible for safety, health and wellbeing in the workplace. We have over 47,000 members across now 130 different countries and we act as the champion advisor advocate and trainer for safety and health professionals working in organizations of all sizes and in most sectors.  Our focus is to support our members and their efforts to create workplaces that are safer, healthier, and more sustainable for everyone as well as being a professional body and a membership organization, a thought leader an enabler in helping organizations around the world to excel in this field. So our vision is to is clear safe and healthier world of work. We’re very conscious of the fact that actually the conversation, particularly in the UK but also in other countries around the world has started to change of late and is becoming less about the physical safety and now much more about how do you keep people healthier for longer and so our framework for achieving this is our strategy of code word 2022 and we actually structural all of our activities around collaboration to influence and enhance in ways that will make it work better for everybody and within that we have 6 priorities and as you can see there, there are 2 related to the 2 talks that I’m going to be giving in this conference. The first one being around wellbeing and mental health and the second one abounds rehabilitation and return to work, which will be tomorrow. So I, I see my presentation actually is being the same presentation in 2 parts in that respect.  So i know this is getting a little bit older now because it was 2017 th-that this report was commissioned and delivered by the government but it is worthwhile and going back to that because it is still the, the foundation I think for the present discussion in and around this topic. It helps to set the context. So some of the data that was included in there, you can see there on my slide, and but what was really important, of course, as many of you will know are the aims that were set by Stephen [inaudible] and firstly, employees will have good work. Secondly, that each employee is to be provided with the knowledge, tools and confidence to keep themselves mentally healthy. So self-help and mutual help to be part of that. Thirdly, all organizations regardless of size need the tools to address the arrangements to support and know where else to get that support from. And fourthly to dramatically reduce the proportion of people with long-term mental health conditions. So this is something which is, is a, aims I think the tenants behind what we heard previous 2 speaker really talking around already in this, this [*inaudible*] and no doubt that they will come back in time and time again.  And the global picture, of course, is that we are now working in a, a society that is tremendously complex. We’ve got technological change. We’ve got work related change. We’re having a profound impact on peoples lived experiences. So this kind of rapid transformation in the, in the workplace and what is happening in the workplace has the potential to effect emotional and physic, physiological and psychological wellbeing. So in that respect, you know, you think about covid-19 for second because that has actually brought things much more to the full because we’ve disrupted people’s normal lives and, you know, the human brain doesn’t always accommodate those changes in the most productive and positive ways. So the impetus for managing well- mental wellbeing can be traced, I think, back to the UN sustainability goals. The delivery of these goals are then adopted by the likes of the World Health Organization, International Labour Organization, The International Social Security Association and such like, in fact, the latter has launched their own division zero campaign in the recognition that the economies cannot support the escalation of work related illness, including psychosocial risks. We much find ways to keep people healthier and in the workplace for longer. This in term places governments under pressure to form policy to drive businesses to raise standards and it’s in our moral and financially interest to respond to that. So as you can see, this is not going to go away. Just by that argument, you can trace it all the way down from that verbal pressure groups and, and goal setting right the way down into our own particular workplaces. I think in this decade this is going to be the decade of wellbeing, of health in the workplace, not just in the physical safety side of things.  So the consequences of course of failing to manage mental health, are staff turnover, burnout, exhaustion, presentism and the failure to attract and keep talent and that’s our, of most concern because particularly the younger age groups these days, you know, they, they recognize that they’re not necessarily going to get the biggest of salaries, so what else do they chose working for a company over? Well, you know a company that cares. It’s very much bubbling to the surfaces of their minds. But if you get it right then you can, you can, really start to reap the benefits.  I was at another conference recently, where I had somebody talk about network rail. Who’ve actually demonstrated that for every pound they, they invest in wellbeing they get a 7 pound return. So that is, you know in terms of productivity and so on and so forth. So as you can imagine that is, umm, something to strive for.  So from a trans point of view, you can read these trans for yourself here and traditional practice is changing and evolving practice is coming. We do need to manager health and wellbeing much smarter than we have been doing up until now. That is unquestionable. And the focus is now on system design, we’ve heard about that from speaker already this morning. And have a people centred and preventative approach. So being people centre of course has health as human resources professional should be very familiar with that. There is no reason why that concept can’t extend over into this area too.  So when you’re looking, the other things to think about in terms of setting the context right, I talk about the research that we did is is something around individual resilience. Again, I think we, we’ve touched on this, in the previous speakers but there is a particularly good talk if you google it and look for the tech talk by Guy Winch, he’s makes a particularly interesting observation through a story and he tells a story of the fact that his four year old son, and actually understands and that if he’s great as he’s need, he need it clean and put the plaster on. But what he doesn’t understand necessarily is how to deal with the emotions and that might be tested through, I don’t know umm, rejection or all those kind of things. So talks very much about the fact that emotional whims are things that we’ve got to become more conversant about. That we need to be thinking about failure of rejection, loneliness, pressure and what kind of wounds that they can actually deliver. And as an organization we need to be able to accommodate those things. Now, let pause at that moment just to, just to bring another contextual point in, I think, which is that most people when they come to work, of course, [laugh] everybody, they bring their minds with them. So whatever is happening in home will bleed across into work and likewise when they’re at work what is happening at work will affect their mind and then they will go home with it. So you can’t really divorce what is work related and what is domestic related when it comes to mental health. Because it will be influenced by factors in both cases and that’s something which is come over as a strong thing in order of the IOSH research so far that we’ve been doing in this area. Is that people do not divorce those things. So any sensible organization really needs to address the whole aspect of this and start to think about if we’re going to develop systems, if we’re going to raise awareness, [inaudible] new people tools to be able to, be able to improve on their resilience in such like then those things need to be operable in both of those circumstances, not just in the, the workspace but also at home as well. Because you just cannot divorce it. So let’s just end that conversation and just recognize the fact that it is the person, the being that we’re trying to address here.  So the IOSH study in particular about mental health, first aider is then it became very vogue and very popular for, for a, a period of time over the past couple of years. So, umm, IOSH commissions a piece of research by Nottingham University and Professor Alfred Drummond who lead that particular piece to look at very ability of many mental health first aid implementation different organization sections experiences of key of stakeholders, identification of how best to measure impact and recommendation s on the delivery in the workplace. And what they actually found was some, some interesting issues that, that came out.  First of all mental health first aid is just one strategy for addressing mental and health issues and it appears to be a useful vehicle for raising that awareness around mental health issues. But what it doesn’t tackle, is their root causes. So let’s be really clear here that MFA and indeed EAPs for that matter treat the symptom and not the cause. So whatever you do in terms of putting a, a, a system together, it need to targeted at – yes of course, dealing with those people who do suffer in making sure that we mitigate that. But most importantly it needs to be preventative. So you heard people quote in the Lauren earlier on the whole aspect of the Lauren in the UK is to be primarily predictive so that you can be preventative in your approach. So, that’s something that they we really need to focus on.  Secondly, balancing a page job role and as an image FA as a mental health first aider. Actually that requires some guidance cause these people are often then contacted by lots of employees and requesting help so on and so forth. And, of course, they have a day job to do as well and when they are called away to deal with somebody who has a particular mental health issue is not feeling well that day so on and so forth. You cannot predict how long they’re going to be away for. They can’t just go for a quick 10 minutes. Sometime it will only be a quarter of an hour. Other occasions it might be an hour or even longer. So who you chose to be a mental health first aider within the organization is really key and it’s also really key is this, this, the findings actually found from another perspective because the kind of people that volunteer themselves is mental health first aiders might not necessarily be the right kind of psychology if you will to be able to deal with this kind of stressful situation. Dealing with other people stresses and so on and so forth.  So who you actually selected is not just important from a job perspective but also from important from their own mental resilience. You know, do they have a resilience also from emotional strain?  So you have to some kind of selection criteria arranged around who you’re going to pick for that. And indeed, one of the most important things that’s coming out, and again, we, we heard about that in the first speaker’s measuring the impact and success of the program is problematic because of the inform nature of mental health first aid conversations. You know, th-they are held in confidence and so on, so how do you actually measure the performance? How do you actually measure that there has been an effect by that person being involved and then by the systems in accordingly? As really key aspect to the, of the whole process if we’re going to demonstrate that the investment of time and effort is actually producing what we want it to produce. So there are far more detail in and around this and see, and I can point to here to those 2 documents that you can see their on my slide and because we are a charity and we do give our research away for free so you will find not only the fully research report but you will also find a summary report which is much more digestible, if you forgive me, and, and, of course there are also tools and, and, other guides that we’ve developed in and around this area and they’re all free to have if you go onto the websites you can see on the slide.  So within this study we’re in [*inaudible*] responses from 8 people in different organizations and what we found was there was cynicism in the organizations about from, from the mental health first aider in particular that were interviewed. They were very cynical about the organizations intention on motivation of getting them to attend that training and to be a mental health first aider, first of all. So that demonstrate there’s a disconnecting in communications somewhere.  Most attendees understood the limitations of their roles but across the organization there were variations and expectations of others toward that trained person. To some people actually saw the mental health first aider as being somebody who could diagnose and, and also and give a prognosis in, in terms of their condition. Which is absolutely not the case, of course. So the membership at a management systems needs to support mechanisms for mental health first aiders. And often, what our study found was that they were ill thought through or were entirely missing.  And then lastly, different ideas of what success looks like for different stakeholders. So mental health first aiders, employees, the management, li- line management chain and so on. All have different objectives from, from their systems. So, sometime they were in conflict and hence that also led to that cynical feeling that many organizations and portrayed many mental health first aiders portrayed. So a couple of documents that you might want to consider. The Mental Health First Aider Workplace Considerations and considers the adoption and implementation of this intervention and some arises some of its limitations as revealed in the research and there is and information sheet which considers the adoption and implementation of this of this intervention. It summarizes how limitations, how some of the limitations and how mental health first aiders can be integrated into a wider system of support.  And secondly the mental health in the workplace benchmarking questions. This is a simple tool to help organizations with a design of their mental health and wellbeing systems and us benchmarking questions about workplace mental health and wellbeing support and by evaluating the design and identifying areas for further development. Organizations can then, of course, develop an action plan for moving forward. So, I forgot mention that also our mental health first aid research was substantiated by a similar piece that was done by the Health and Safety executive who came out with very similar findings as well, and I believe that’s free on their website.  So, umm, lots of, of, of, thinking through there from, from the point of what we can do together to help you with that. I’ve covered this slide I think, so I’m going to move on.  Remember that, from a point of view of mental health first aid, you know, we, we talk about people at different stages and what have you. But actually it’s, it’s a continuum. People have an elastic band which flexes from being healthy to a situation where they’re coping and to struggling and being unwell. So, so, think about that. You know, if you’re in a healthy position from a science logical point of view, everything is rosy, you’re really thriving at work, you’re having a really great time coping. Well you’re starting to have the outbreak date but generally speaking everything is good. Struggling, you’re having more bad days than you’re having good days and things aren’t going very well, you know. And then unwell, you’re getting into a stage now where you cannot cope. So understanding that, thinking about where about does mental health first aid come? Well, of course, it comes in at the right hand side of that diagram. It doesn’t come in at the left hand side. And the left hand side is where we really need to be concentrating and working. Because the left hand side is about identification and preventative approach. Mental health first aiders are not about a preventative approach. Yes, they can help to some degree because you have some expertise so they can deliver awareness training and discussions and such like. So they can help in that area around the left hand side of the diagram but is much more about how do you control the stresses in the first place and how do you engage people in, in a way which enables them to be able to come forward much earlier or be able to identify before they even recognize it in themselves. So in that sense, on the left hand side of the diagram there is far more for the line manager to do than perhaps we are presently using them.  So anything, anything you do in terms of developing your system, remember there are, there are both sides of this continuum that we must be able to address. So this is a diagram I always show twice, once today and once tomorrow in my, my presentation. And what we’ve been talking about so far today is over on the left hand side of the diagram around controls. And so what are the things that we talk about in the occupational safety and health profession is controls in 3 senses. First of all being preparatry[SP], execution controls and recovery controls. So preparatry, that is much more about raising people’s competency about raising the awareness. It’s about training. It’s about understanding and what are the challenges that are going to be faced and thinking about how we’re going to get them the tools, the mental tools, the behavioural tools or whatever is necessary to be able to recognize those issues for themselves before they get to bad and to do than do something about it.  Execution is much more about monitoring and measuring. So are we getting that right and are we therefore managing to keep everything in check?  And we heard the first speaker today talking about yet the performance indicators and such like really cru- crucial that we think about how we’re going to do that and how we going to feedback on these kind of things. You know, at the very least, you know, how many mental health first aid meetings are there happening within the organization? You know, on average what are their lengths? You know in doing [inaudible] serve aids, you know those kind of things are all in the [inaudible] to make sure the people are realise what’s going on and what’s happening. [*Simultaneously speaking*] And the Calvary controls is about when somebody is, is suffering mental ill health. How do we manage to be able to get them back into the workplace? Because as I will talk at length tomorrow about, it is recognized by medical and specialist as well as many foresight companies, companies with great foresight. That actually getting somebody back into the workplace gets them back to be productive very much quicker. And actually is much [inaudible] their recovery. As I say, I will talk about that much more tomorrow. So don’t forget the other alia processes that goes with this as well. You know, like your stress management, your stress risk assessment and so on and so forth. Maybe your, your bullying and harassment policies in such light will also fit into this and we need to, to network across and may be inclusion and diversity and, and so on. You know there lots of policy areas that actually all fit in this space and all need to be coherent and talk to one another in terms as to how you as an organization moves forward. Because if there are incoherent then your line managers are going to be – find it very difficult to be able to implement any mental wellness system that you might want to put in place. And, da, so, I urge you to think about things much more holistically and comprehensively as a result.  So some challenges and, and complications are most of the concluding now. So from the point of view of those, those things I touched upon some of those things like a causality, you know, it’s just a whole mental health issue is work mental health issue. Actually, I don’t think it matters. The fact is that the FX people in the workplace and there is a bleed across from, from domestic to work situations. And the inability of many adults to be able to control negative emotions, it/s not something that comes naturally to them not necessarily and we’ve heard from the last speaker around the construction industry where actually that mature culture sometimes get in the way of those kinds of things as well. There is the lore of course and including something we haven’t talked about yet in the UK, the lore of torts. So it is possible for people to sue for, for mental ill health and they can be very costly. The way the law of torts still stand at the moment is that the first time you go off sick with mental ill health is not regarded as being reasonably foreseeable. However, the second time you go off it is reasonably foreseeable. So any of those people are coming back into the workplace, you need to make doubly sure that you don’t make the same mistakes the second time if you’re going to avoid the possibility of litigation from that, from that angle.  And we have the stigmatization notes we’ve talked about, you know it is about behaviours, it is about being [inaudible] but it is possible, you know if you look at people like Tim Waters for example, it’s done huge amount of work in terms of destigmatizing mental ill health. So but it is possible in those kinds of environments.  And role definitions, choosing the right people and how do you engage those line managers and such like. How do you control workload and, and so on. So you can read all those for yourself.  Just got one quick story if I may finish Jerry. Because there was one last point I’d like to make. I’d like us to talk about my daughter for a second. Because my daughter is a special needs teacher and she works in an environment as you can imagine is very stressful. She works with children with profound mental and learning difficulties and they often have complications a lots of other diseases and conditions and such likes that they’re contenting with on a daily basis. And she’s in a classroom where, you know, you have tantrums, you have seizures, you have, you know, children needing all sorts of nursing needs in, in many ways. And I spoke to her about this once in terms of saying, you know, “boys that’s an environment that anybody would find really challenging, how do you and your team, your classroom team, actually manage to work through all of that?” and she replied” “that is quite simple” she said “we focus on the little things that happened really well with each child every day and by celebrating that success we manage to stay motivated for the next day and we don’t allow those kinds of things that, that, would perhaps challenge us and challenge our own wellbeing in terms of, of being able to cope in such light because we are focusing on those little things.”  So I’m also conscience is my final point that, that building on that story is that quite often when we develop our systems we develop the system to deal with the negative and we forget about the aspect of the system that is necessary to celebrate the positive and actually celebrating the positive is one very effective way of being able to engage the workforce in terms of moving this forward. Provided of course that it done in a very sincere way and in a very genuine way and is not seen as being cynical in any way, shape or form.  So when you’re thinking about mental health first aiders, you know, again they might have a, have a role to play in this. But don’t just look at them from the negative. Also look at them from the positive.  So thank you very much Jerry. |
| Jerry Goldsmith | Thank you, thank you Duncan. That’s [inaudible] stuff. Um, well, I mean are there any, are there any questions at this, traditionally first aiders were financially rewarded from your research. Are you aware of that? That’s from James [*inaudible*]? With instructions actually. |
| Duncan Spencer | Yeah, that’s, that’s a great question. Because it is an extension, I believe of physical first aider because many physical first aiders are paid some kind of a premium. So when I worked on the John Lewis partnership, for example, I think to become a fir- a physical first aider you were given a premium of about 100£ euros thing as a thank you. So I think that that is possible but I think its usually a nominal thank you and that’s [*inaudible*] being a strong motivator for people coming forward necessarily. As I say more, there’s much more important is having some kind of selection criteria so that you select the good people with the right kind of psychology to take on these challenging roles. |
| Jerry Goldsmith | Yeah. Any other questions? And, and while we’re waiting for questions, Laura, if you can make Sarah Hopkins join the panel. Sarah’s in, in one of the participants, so … oh, excellent, OK.  So yes, so any, any other questions at all for Duncan who will be back tomorrow as well on some of the other things? Is there anything specifically on mental health first-aiders that you may want to ask?  Just to answer Sue [*inaudible*]’s question, and some of the talks are being recorded and with their permission for those of you that, that do have your laptop issues, we will send out a recording, so just let us know at the end of the day which ones you want, and also if you want some of slides. We won’t send out to everyone everything, but for those of you who are having difficulties or, or want a copy, let us know afterwards.  So, just one quick question then, before we move on to Sarah from Alexandra from Hermes in the supply chain sector, how do you know who is suitable for a mental first-aid. |
| Duncan Spencer | [*laughs*] That’s a really good question. My, my, my thoughts would be, well, you know, we, we have consultants to help with all sorts of areas, and this is one area which I think is, is quite important so, if you’ve got occupational health specialists that work within your organisation, that’s a good port of call. But if you don’t, normally organisations will have access to external consultation on occupational health, so they might also be able to help you to be able to sort out what those criteria are.  But I think don’t forget about your appraisal systems, because your appraisal systems will also have some kind of an idea around, you know, who would be a good person and who wouldn’t. So, line managers would also, I think, have an influence as, as to who would be an appropriate candidate, I’m sure. |
| Jerry Goldsmith | Excellent. Well it’s fascinating, thanks very much, Duncan. And, … |
| Duncan Spencer | You’re welcome. |
| Jerry Goldsmith | [*simultaneous speaking*][*inaudible*] Duncan’s gonna be here all, all day. But if we do have time, just a reminder to those of you on-, online, some of the speakers will be here for most of the morning, and if we do get time we will have a final Q&A session at the end. We should have about 10 or 15 minutes if, if, if we want the time. But I’m not sure if we will, actually, ’cause there’s so, it’s good, some good questions coming up already, so we’ll, we’ll see how we go. And, … |
|  | I, I will make sure I come back for that, Jerry. |
| Jerry Goldsmith | Oh, brilliant, thanks for very much, [inaudible]. And, OK, brilliant. Ah, well, that, that’s fascinating stuff; I love the, the, the, the link of bringing your mind to work and your mind back to, to home again. Really important, the align there. Thanks very much, Duncan. Fascinating. Can we move on? And we have our second co-study, and it’s from The Financial Times [*inaudible*] forum. So I’d like to introduce their group HR director, Sarah Hopkins. Over to you, Sarah. |
| Sarah Hopkins | Hi everybody, thank you, Jerry. I’m not quite sure how I share, I mean, I share my screen, there you go, just a minute. Hopefully you can all see me and hear me. |
| Jerry Goldsmith | All set, yep. All going well, Sarah. |
| Sarah Hopkins | Can you see my, you can see my slides? |
| Jerry Goldsmith | Yep, it’s all, it’s all workin’. |
| Sarah Hopkins | Excellent. I’ve done well, then. [*laughs*] |
| Jerry Goldsmith | [*laughs*] |
| Sarah Hopkins | Brilliant. Well, thank you, Jerry. Hi everybody. It’s great to be here and to have you all virtually. And, so I’m gonna share some of the details about the practical things that we’ve done at the FT to support employee wellbeing.  Firstly, just to give you a quick overview of the FT, for those of you who aren’t familiar with us, the FT provides news and information services to the global business community. We have a number of products and services, as, as well as the well-known newspaper and Ashley dot com[SP], including some very niche specialist titles that shows the investment chronicle and the banker.  We have around two-and-a-half thousand employees, and that includes our global network of, of 700 journalists. We are recognised for our journalistic integrity and for truthful, accurate, and independent journalism. That purpose is very important to our people. It is a huge part of our culture, and it, and it, it matters in terms of how we then operate as an organisation.  And so, as a test like many others have gone through huge amounts of change over the last decade and more, we have transitioned from a traditional [*inaudible*] media product with most of our revenues coming from, from [*inaudible*] to digital paid-for subscription business, providing actually content through our, our new [*inaudible*], including FT dot dom.  And, as I’m sure you’ll appreciate, this year has been even more challenging. So, on the positive side, we have seen a significant uplift in our readership due to the current needs agenda, but the pandemic has also inevitably had a significant impact on our revenues, so specifically our advertising revenues, as well as our events business FT5 [SP].  And of course, the pandemic has had a big impact on our people, and on their wellbeing. So, this is our wellbeing vision, to create a global cohesive wellbeing approach to promote productive, engaged, and healthy employees. We launched our vision up in early 2019, and encouraged this framework that you can see here. And, while they had started to become increasingly important to our business stakeholders, it was coming up time and time again in the conversations that we were having. Any [*inaudible*], employee expectations were increasing about the support that they felt that ot-, others as their employers, should be providing.  And also, it’s becoming increasingly relevant in the context of our diversity and inclusion strategy. So we, we’re already doing a number of basic, promoting a number of basic wellbeing provisions already at the organisation, that we decided we need to kind of pull this together under one holistic framework. So we identified five co-pillars of wellbeing, which you can see here: financial, mental, career wellbeing, physical, and social wellbeing.  Now, rather than talk to you all of these elements with you today, what I thought I would do, is talk to you about our activities specifically in relation to mel-, mental wellbeing, because that sort of seems very relevant in the current context. So, we, you know, and also because we were hearing in particular from our journalist, we were under a huge amount of pressure, that given a need agenda philosophy, not only have you got the impact of the, of, of the Covid pandemic on the economy, but even prior to Covid, you know, the year’s China trade relations, the recent US election, and of course Brexit, these are all big, big needs to resort the FT and [*inaudible*] are very motivated by these stories, you know, and, and, and they’re very used to working to tight daily deadlines, and they, they enjoy that pressure.  Say, for a period of time, the relentlessness of it, I think, you know, does start to take its toll. And, and even moreso, when you’re having to do that all from home. So, and if it’s the first time in our 135-year history that we have ever had to produce a newspaper fully from home and, and that’s obviously been very demanding on our people.  So, [*inaudible*] the mental wellbeing pillar, we identified four key priority areas, where we wanted to focus our activity. We can see each of these here. And I’ll start just because you’re just sitting with each other at some of the things that we’re doing and each one.  So, firstly, our first priority was around raising awareness, and how we raise awareness is, as mental wellbeing within the FT. So, we have set up a number, we have a number of employee networks across the organisation, and but, specifically, we set up an employee network focusing on mental health. They have elected to the sponsorship, so they are sponsored by the Our Management Board and, and they have, very importantly they have budget. And so, this is so much [*inaudible*] by the business. Our objectives are to raise awareness of mental wellbeing across the FT by helping to develop a culture where people feel that they are able to talk very openly about their mental health. So they will run a number of events and workshops throughout the year, and for lots of opportunities for discussion, and for sharing resources.  Secondly, we have established mental health first-aiders. We shall see we to review that earlier. So [*inaudible*] give the people that can provide practical support across our organisation, point people in the right direction so that they can find resources and support to help them with their mental health.  The third area we’re also looking at, and this is, I should say, this is very much a work in progress, but we are looking at the impact of mental health and, and particularly the, the Covid 19 pandemic, in terms of the specific demographics within our organisation.  So a good example of this is our fee marketing [*inaudible*]. So we are making sure that, and we certainly earlier this year, we were seeing that, that mental disease with this [*inaudible*] that they shut, that that was having a disproportionate impact on our female employees compared to our male employees, because they typically will, spend, have to spend more of their time with youth children at home, so, and, you know, I should think we’d all [*inaudible*] in, in that category. And so we wanted to make sure that we were keeping very much an eye on that and providing support where necessary.  And then, and then, secondly, in the long-term, what that means given that in a post-Covid where we expect to see much more flexible working arrangements across our whole organisation, so very much in the long-term, we would anticipate that people will be able to continue to, to work from home, but that person has again a disproportionate impact on, on different demogr-, -graphics, within our organisation. So, for example, that’s because more women might work for, from home than men, that that doesn’t have a disproportionate impact on their careers, because they are less visible. So this is something that we’re very interested in in keeping an eye on and, and again not exclusively women, but, but across all different demographics.  And, and this is where I think our data becomes very important and, that we do put on the data that we track quarterly, what is going on within our populations, as far as seeking feedback from our employees to our quarterly engagement survey.  So the next paragraph is around creating safe spaces. So this is about creating spaces where people can feel that they are able to talk openly about their challenges and destigmatizing mental health challenges within the organisation.  So, in fact, again, creating a culture of inclusion, where people feel that they belong. So the first thing that we did, we ran a this is me comparing. I don’t know if any of you are familiar with it. This is me as a business ledge campaign run by the Lore mass appeal charity and they support organisations by changing attitudes toward mental health. And they do it by sharing stories and to destigma. This is really powerful, for us, and through our own employee participated in the campaign. So they were videoed talking about their own, sometime very personal experiences of mental health. And then we shared those videos across the organisations can start the conversation. So really, brave things our employees today.  Secondly, we and have [*inaudible*] looked at the and considered the intersection between right and mental health, mental wellbeing. This became particularly important this year following the terrible murder of George Floyd and also the disproportion in part that Covid is having on our Black and ethnic minority communities. Many of our employees were very deeply affected by the story by the George Floyd murder. We felt that we needed to talk about that and help managers engage in those conversations and understand the lived experiences of that team member. So we launched Let’s Talk Race Round Table and, you know, in a physical and emotional space to have brave conversations, encouraging my managers to talk with their teams about these issues. And another safe for employees to feel that they could share their experiences without feeling they were being judged in any way.  And then the third part is around ways of walking and productivity. So, this is really some very, again, how do we build a productive home working environment for people and supporting their, their mental wellbeing. In particular, where we’re having to work from home for, for a prolonged period of time. And this is really very basic stuff.  So, meetings is one of these we looked at and we looked at our meeting etiquette. We’re finding that people were becoming very drained by spending so much time on [*inaudible*]. And this is impacting productivity and moral. So we did some very simple things. So, we have set informal guideline across our organisation that we expect people to spend no more than 50% of their time in in [inaudible] meetings each week.  We’re also very mindful of our global employees when we schedule a meetings and when we send emails to make sure that we’re managing expectations. So that if I send an email today at 12 o’ clock to my colleagues in our Hong Kon- Hong Kong office. I’m not expecting them to respond [*inaudible*] it can be their next day. So they’re on again minding expectation. We have also adjusted our legal calendar settings. If they want to set up a meeting Rob then automatically devoting to an hour which defaulted them to shorter meeting times just to kind to try and get people some time and space [*inaudible*]. We have a new informal guideline again. Of no PowerPoint presentations. They won’t say, it, instead PowerPoint, we should send a pre‑read document and then when we have the actual meeting itself, what we do is the first 20, 30 minutes of that meeting is for reading the period documentation and asking questions and then the meeting itself is just focusing on questions that that people asking whether than the presentation itself. And to support all of that, we provide, we do what we call a lighting talks which are very, very short, 4 or 5 minutes conversation to share tips and techniques, tips and tricks on the various different tools and technologies that are available to them once they’re working from home. So just some really simple ways to help people to more effectively navigate and manage their time and their day.  And finally, facial and connections. As you know, we’re coming up to the holiday, Christmas period we’re still all working from home at the moment. The evenings are getting darker and you know the Winter months ahead. We really need to make sure that our people are staying connected and in touch and that we’re, you know, engaging with them. Actually have done quite a lot of work around, some of it is very facially based in an online. Done online training sessions, lot with, you know, around [*inaudible*] online delivery so that we can connect people across our organisation. You know, put on workshops so that people to engage with. Put sharing podcasts, you know virtual happy hours all those kind of things to help people to feel connected, not only within their teams but also across the organisation because I think a lot of those moments where you bump into [inaudible] organisation are lost, obviously having to work from home often. So hopefully, that provides them, use for examples for you as some of the things that we’re doing at the FT.  Happy to answer any questions or, I think you’re running into a break now. So I don’t want to run into your break but, yeah, over to you Jerry. Thank you. |
| Jerry Goldsmith | Excellent. Thanks very much Sarah. Any questions for the, the Sarah, FT? As always use the Q&A box there. Don’t anybody got anything they want to ask? OK. To what? I’m not sure Claire’s question is what’s made the bid. Oh, yes. So Clai- so all the images that you just now mentioned, Claire, ah, Sarah, except for Claire, Wilma Dixon what made the difference do you think? |
| Sarah Hopkins | I think the network ma- makes a huge difference. I think they, you know, it leaven owned by business with people who are very passionate about the topic and the subject and it enables those to kind of take a grand, you know, a grand at grassroots approach as well as [inaudible] which I think is very important. So, I think the fact that they have full sponsorship is, is, crucial. It it enables us to kind of keep things going over the weekend, over the year and, and run numbers of events and keep [inaudible] live and they also, I think challenge the management teams to make sure that they’re, you know, looking at the next thing and making sure we’re that we’re keeping on the agenda. So I think they’re really powerful, and great. So they can each have budget and time. They also give them time off to do this stuff. And its very important to the organisation. |
| Jerry Goldsmith | OK. And I think you mentioned about in the future that there’ll be, that there’ll be people getting more use to working from home. Stephen pointed out on one of the questions there are a lot of people that like coming into the office just for the structure and, and escape route from home. Have you found that there are those that, that there’s a balance of individuals, a mixture? |
| Sarah Hopkins | Yeah. Though when we’ve looked at our long term [inaudible] we’re going to move to a hybrid [inaudible] model and in fact need for an example, if you look at our [inaudible] and I think that’s where you see the biggest challenge working from home. It just, it’s just not to the factor as them sitting at a, a, a need desk and having a live discussion about, about, things in the news throughout the day. So, it’s, it’s you lose sort of those connections and that balancer and that conversation. So, I think, I completely agree. I think it needs to be bias. So we’ve searched, we’ve a, a, a, kind of number principles which are essentially all about making sure that people remain connected. And yes, of course we’ll have more handwriting in the future. But equally that making sure that our population recognize the importance of, of, the special, that connection that work. They corridor conversations happen and the importance of that in terms of our culture. Many [inaudible] think of if you if you’re [inaudible] within our organisation and you never had the opportunity to meet people and really get your head around and understand and feel our culture of nothing if really, really comes from having regular time in the office. So yet completely it will be best. |
| Jerry Goldsmith | Well thanks very much Sarah. [Inaudible] staff again. Tracking quarterly is very interesting and also you’ve [inaudible]. And also let’s talk about right initiatives. Obviously, Sarah’s part of our HR forum so all of the members if you do have questions outside of this, I’m sure we’ll be able to take some of those at the top of the forum meetings as well. [Simultaneously speaking] Thanks very much Sarah |
| Sarah Hopkins | Thanks Jerry. Bye. |
| Jerry Goldsmith | It is a coin- the third case is free. [Laughter] [Inaudible] only, only last night when I was [*simultaneously speaking/laughter*] so, so it wasn’t planned. But there you go. So yeah 3 member of our digital content forum is [*inaudible*] times and I’d like to great pleasure in welcoming Alan who’s head of Wellbeing and Recognition. Over to you Alan. |
| Alan Millbrow | Brilliant. Thanks a lot Jerry.  See, I just sort of share with everyone, since I, what we really been doing at Three to kind of drive wellbeing culture. Really to just kind of set the scene 80% of our peoples say that 3/10th of the their wellbeing so do what we call sent check three times a year and one of the question is, you know, whether, whether Three cares about and their wellbeing *[background voices*] my thought just in the interest of time today is whether go these where we got to be show you some of the key initiatives that we do then if we want to get into any more in a bit more detail at, at, at the end we can to that. Really, you know, just to get across before I go into it is that really we use a lot of our internal insight in order to shape the initiatives that we do. What people are asking for? What, what, they think they would like? And then once it is agreed and what we doing really is hereon from the top down. So we make sure that we get that leadership engagement. And actually we get fairly consistent execution right, right, right away through the business.  So it’s really going to go through five of the key things and then I’ll just touch on what we’ve been doing to for mental health which is quite a core part, part of scheme. But and I’ll sort of spend a few minutes on going through that towards the end.  The first thing is that we have add a discovery store. This, this actually work that we do for our customers but it really helps drive that wellbeing culture around the business not just for our people but also pe- people, people in the community. So we have a number of discovery stores across the country. And where we don’t have a discovery store people can [inaudible] session on a one-to-one basis. And that’s where we, you know, we bring schools in. We teach them lessons on how, how to code, how to get [*inaudible*] to do things based on different coding techniques. Different members of the community seeing sharing how to use space time [inaudible] apps, wellbeing apps, such as come on and head space and we’ve held, we’ve held, many, many thousands of these sessions over the last 5 years for many members of the community.  Then fraction for our peoples so one of the key initiatives that we write here, something that we call the wellness fund and this is where teams can go in an apply for 50£ [*inaudible*] going through a wellbeing activity this kind of gets us all premium together a bit, but also allowing [*audio fades inaudible*] so you know, we get to do surveys. We’ve got some examples here where one team gonna climb the, climb the OC and this my team here where we went out for lunchtime kind of painting session over a few hours and learn how to paint a landscape photo. And what we have also done with the wellness fund here during the pandemic is try to get involved with to include, you know virtual options. So we gettin’ people doing things like having installed kits being deliver to the homes. There’s lot of kind of cocktail making. Activities that people can do together over, over teams. The platform that we use is free. So we sort of tryin’ to translate personal data this is really built on top of a driver who have been doing this kind of level off or benefits that people get them to have it to applicable to all tenants. We’ve got about 50 from the day allowance to sort of what usually take me several years to build up so you now get that from day one. And on top of that you get to additional days per year to go and do something that’s personal and important to you. So for some people that like, you know, they might be planning a wedding. There some people might to pair, want to take a day off to go and, you know, chose and buy that pet. You know, I, I use it often like on my dad’s birthday, I’m gonna do something with my dad’s birthday on, on, a work day you know Friday planning out to the weekend do some of the things. So they use all kind of things. So people can get out and take some time to themselves but its not [inaudible] their holiday. It is a very popular initiative that we have. As well as Wednesday, so and really this done in core and kind of head off this function so we try and break [*inaudible*] so between 12 and 2 on Wednesdays nine meeting can be put in, into the diary and we encourage people that’s to go and take that time and do something for themselves as I say some people, you know, counts as one area of the business where they do that and the do and some people use it just to just, you know, to take a bit of a longer break and have that time for themselves. We had on person, actually use the time to contribute to writing a children’s [*inaudible*] writing th- th- that’s now been published. That’s been very, very popular across the business over the last few years. And we’re working now on how we kind of evolved that to a remote working environment so we not quite as applicable that the whole area of kind of personal boundaries is, is, is very important and [*inaudible*] getting to people and trying to fight and struggle with same differentiation between their work and home life. So we are looking into fit into look into a gold fish possibly into something new to fit the kind [*inaudible*] then really, you know, I just did a talk about using our internal incite about what people, you know, would like to see us bring in and, and how they’re feeling about the issues [*inaudible*] and we do, do this regular process. And one of the things we brought in what Three is by now so we just go into that third year of it. [*Inaudible*] we essentially [*inaudible*] cold and flu and that sort of that continues through last year as well and it’s a bit more difficult this year because of the scarcity of the [*inaudible*] obviously flu has actually done right down anyway with the way we’re all living [*inaudible*] and we will continue to do that in the future as well.  And just very quickly I just [*inaudible*] mental health. So, it is the largest cause of sickness that we have which I think [*inaudible*] organisations [*inaudible*] and we’ve done a lot of work over the past few years about really raising awareness [*inaudible*] 2017. That’s where we began sharing stories from our leadership teams about when they struggled with their mental health and [*inaudible*] encourage people [*inaudible*] to come forward and share their stories and we have this phrase that creates OK not to be OK. And during 2018, we rolled out [*inaudible*] so this is part of the induction program where you spend a day on just yourself and what other types of things that are gonna trigger you or can cause you to kind of slide down on the mental health [*inaudible*]. And how it’s actually try and break those, and bound to handle those triggers in a better way in the cost of your own mental health. We did a mental health first aid show with 60 people and from that, we developed quite a [*inaudible*] strategy ready for the [*inaudible*] in 2018 and we’ll also continue raising that awareness. [*inaudible*] few key things on this. We do have 200 of them which is [*inaudible*] five percent of that overruled and [*inaudible*] number of people. [*inaudible*] and again just to really sought and try to break down those barriers and make sure that people feel comfortable just approaching [*inaudible*] and just if they all struggling and if there’s anything that they want to talk about and understand more about where they can go to get any support they need and [*inaudible*] really well. We provided additional training as well, so this is really around the services that are available within [*inaudible*]. What is occupational health? And when Is the right time to kind of reach out? [*inaudible*] of the employers distance program at the private medical offering that we have and also we have a health care [*inaudible*] product which is an either private medical type insurance but it covers mental health [*inaudible*] and that’s sort of everybody that works in our retail stores. We provided that additional training about additional things that we offer and so that they know who to sign posts to where and when. We did improve the services that we offer so we upgraded [*inaudible*] to help make sure that we were [*inaudible*] gonna meet behind what the mental health first aid is. So we sure really can assign posts to high quality services and they are all making a difference everyday so we do get [*inaudible*] come back. We just have to log how many calls they make, I mean conversations they’ve had and they are making efficiency. We had about 60% uplift in EAP [*inaudible*] and it’s stabilized across right about 40% vs. the levels of EAP uses that we were having [*inaudible*]. And also we just do raise awareness on a regular basis [*inaudible*] the left ear is pretty pandemic, but we would have [*inaudible*]. We have a Facebook group [*inaudible*]. Really just making sure that we shout about the work that we do and really open up those other [*inaudible*] work so people can talk about it [*inaudible*]. That was a really quick wrap up. I think that’s 11 minutes according to my calculations, that’s just slightly over. That was a good useful quick fly by and if anybody has any questions, I’m happy to take them. |
| Jerry Goldsmith | OK. Thanks very much Alan. [*inaudible*] really great initiatives all going on, whole range of things all under one [*inaudible*]. I don’t know if this one was for you, who contributes to the wellness fund? That was from Alexandra from [*inaudible*] I don’t know if that was yours. |
| Alan Millbrow | Yes. OK, so we have a budget, the well-being and we paid for the wellness fund out that budget. So we usually have about 2 ½ thousand people take advantage of it and although they can claim up to 60 pounds ahead. They use the average claim is around about 40, so we spend about 100,000 a year on the wellness budget and that’s a budget that we have within [*inaudible*] and the wellbeing, part of the well-being budget. |
| Jerry Goldsmith | OK, any other questions? And while you are thinking of any questions, Zorah [SP] could you make Mark a panellists? He’s online [*inaudible*] next speaker [*inaudible*]. Any other questions at all from anyone? Alan at three. So we’ve gone back to your use of Mental health [*inaudible*] this is James from [*inaudible*] in the construction sector and how do you recognise [*inaudible*]? |
| Alan Millbrow | So from a financial perspective, we don’t operate anything. It was far interesting because I thought we would actually struggle to get people who want to become mental health first aiders, that we would actually overwhelms with number of people that apply to do it. And I think really, no financial compensation. They just do it out the kindness of their hearts and I think we have [*inaudible*] so we even encourage the first [*inaudible*] as well a green [*inaudible*] on it and [*inaudible*] how to do it and to be able to help. |
| Jerry Goldsmith | Well thanks very much [*inaudible*] all the initiatives that you’re doing and now I [*inaudible*] fourth case study [*inaudible*] from our construction and [*inaudible*] environment, HR forum. Kia Highway [SP] and Tracy Collins, over to you Tracy. |
| Tracy Collins | Wonderful. Thank you Jeremy. Can you hear me OK? |
| Jerry Goldsmith | Yeah. Perfectly. |
| Tracy Collins | Wonderful. Brilliant. So I thank you for inviting me to join you today and it’s been great to hear some of the presenters so far. So, I guess from a, from a Kia Highway’s point of view, what I wanted to do today was take a bit more…We’ve heard a lot about the increase and engagement and working from home. We’ve got probably 50% of our workforce that are key workers and therefore have continued to go out onto site. And I think that’s probably the focus of some of our well-being activities today. It is looking at them and we’ve done a recent post survey of sort of engagement and how people feel. And just like Mark said, we are generally seeing that a lot of people within in our organisation are enjoying life working from home and we’ve had quite a bit increase in employee engagement. So from those working from home, we found that the engagement has gone up from so about 65% engagement rates where we were last year to about working from home. They currently sharing 78% engagement rate. But our concern is that those employees within Kia that are working from sites. Their engagement has actually gone down to 52% and I think there has been a number of things to that that we’ll touch on during this presentation. But we’ve almost sort of found that we’ve become this [*inaudible*] where we’ve got half of workforce that are living life, that are generally feeling engaged and [*inaudible*] enjoying working from home. Yet, we’ve got the employees that have had to continue to go to site that probably feel more at risk. That feel that they are having to juggle a lot more pressure and not only [*inaudible*] at risk. But being key workers, they have to make the decisions to send their children to school and others you know haven’t had the chance to keep their children at home etc. So we’ve very much found a number of factors causing that our site workforce, so our keyworker are actually feeling more stressed and less engaged to [*pause*]. |
| Jerry Goldsmith | I think you went on mute for a minute Tracy. |
| Tracy Collins | Yeah. I’m just struggling to move my slides onto the next one. There we are, lovely. So, I guess what I want to do is just take back to a few steps, to looking at where we started our journey really and actually, our journey around well-being, probably wasn’t triggered by some of the sutitial [spelling] means, but actually was sort of came from, we found that when we looked back in 2017. A part of our easy and eye sort of journey, we survey our employees like a lot of people do around their key demographics. So you know, a number of different aspects. I’m really alarmed to see that actually within care highways, the biggest proportion of, prefer not to say in our demographics survey was around disability. So actually, we found that people would tell us all about other characteristics. They would tell us about their ethnicity, their sexual orientation, their religion, but they wouldn’t tell us whether they had a disability or not, and for us that showed a real trust issue within our workforce. So when we looked to depict that, there was certainly with our sighting p[*inaudible*] a perception that if they told us about workforce, you know things that were affecting their health and their disabilities, that we would just manage them out of the business, and I think that that would be a perceptional for a lot of practical certainly construction related industries. So for us that started our journey and it was a real concern so you know we had only three percent of our workforce declaring a disability and as I said over ten percent preferring not to say. So amongst a number of other things we went on a journey to become a disability constant leader and for those of you that might not know that the program is a government, it’s a government program and it’s a really good initiative to help you through, how you can be more inclusive to people from a range of disabilities. And as we started the journey, we weren’t really thinking, we didn’t really know what disabilities our people had. Because they wouldn’t tell us, so we didn’t know if these people had physical disabilities, learning disabilities, disabilities affecting their mental health because they actually wouldn’t tell us, and until we have some good data we really couldn’t to start to help our employees become more aware about you know what was affecting them. And you’ll see there, I’m going to start talking about some of the things that we did. But actually, we’re really pleased that this year in 2020, we’ve just redone our, our survey and we now have over ten percent of our workforce declaring a disability and only 1.3 percent of our workforce now preferring not to say, so perhaps that has been a massive plus, a massive journey and we were really pleased that two years ago, we became the first construction company to be awarded the disability constant leader status. Which also showed our commitment to the journey. You know, and now we know, because we’ve got much better data, that actually of that ten percent of our workforce that declare a disability, 41 percent of those are mental health related. So you know that gave us an idea of the picture and the scale of what we were dealing with. And, I think that we’ve mentioned and Mark mentioned on the last, the last presentation, that we shouldn’t be scared, a lot of things, it’s almost like for me people don’t want to talk about the business benefits of well-being because that are sort of, should actually be all around the employee. But, I think we found with our quality and diversity, are well-being journey, but that actually we shouldn’t be scared of saying that this is a business benefit as well as an individual benefit. That actually there’s so many good statistics around the benefits to a healthy engaged motivated workforce. To both the business and to the employees, and we’ve built some really strong business case, sort of figures that we’re measuring around that really you know what journey we’re going on and what the business benefit can be. And also, I think it was during the three presentation earlier, Abstract Line of [*inaudible*] it’s okay to not be okay. Not show if any of you have read that, that books. It’s a really good read, but being from the construction industry that’s where we started. You know our people didn’t want to tell us that they weren’t okay. They didn’t want to tell us that they were struggling and therefore we could put in place as many support initiatives as we wanted but actually if our people didn’t trust us and also felt due to this sort of macho culture of the construction industry, that that there wasn’t, you know they had to always put up that brave face. We were never going to get anywhere with our journey, so we started with the basis that we needed to make sure our people knew that it was okay not to be okay. And, we also wanted them to know that their health and well-being matters to us. You know and actually it was really important for us to know what’s going on for them and so we went on a sort of bit of a campaign to raise awareness. So what we wanted to do was really get into the world of our operational workforce because we found that a lot of the campaigns that we were putting out or looking at engaged well with our online workforce but our operatives, our site employees didn’t think it meant them. And we needed to get into their world and we were doing lots of toolbox talks but they were often being delivered by a supervisor that was not very comfortable themselves to talk about mental health, so we actually produced a series of films that follows an operative’s journey. Taking them through what we felt was quite a you know a journey that someone in his shoes could go on. So we produced six videos that was shown over a number of weeks for both our direct workforce but also our supply chain. And I was going to show you a clip of one of those videos today, but unfortunately, apparently videos don’t play well on this platform, so I’ve decided not risk it, and I’ll just talk to you a little about that. But, the story was around an operative who involved in or witnessed an accident at work and we have quite you know, I guess our people work on the network and a lot our people working on the roads are the first or are some of the first on scene when they witness nasty accidents. So our people have to go onto, you know main roads where there’s often been fairly nasty accidents and clean up. Close the road while the emergency services deal with it and then put the road back together and that can be cleaning up in all matter of different ways and what they see is often not, not pleasurable. So we do have quite a lot of our people that witnessed or involved in different traumas and Charlies’ story sort of took us through. An operative is to say that saw this accident and then started to behave out of character within the workplace. So was missing things, was disengaged, was angry at work and snapping at people and it also followed, you’ll see at the bottom left there his journey at home. Where it started to affect his home life balance as well and sort of relationships. And Charlie like some of our operational workforce was very antsy about talking to people, he felt that it wasn’t for him, he felt that people would mock him, you know would would think badly of him if he admitted to people that he wasn’t okay. But luckily Charlie had some really good colleagues, one of them being a mental health first-aider, who kept sort of, kept pursuing Charlie, almost badgering Charlie that he really wasn’t okay and he needed to speak to someone. And then as the videos goes through, Charlie did eventually accepts some help. He also found out the actually a number of his colleagues had also gone through scenarios where they were, were, you know, struggling and needed some help and actually in the end Charlie himself became the mental health first-aider. And wanted to help others because he started to get a picture that there were a number of his colleagues who weren’t, OK, as well and if he went through his own journey figured that, that he would help other people. |
| Tracy Collins | This six page video, we found really helped our operational workforce, sort of breakdown some barriers, start good conversations around mental health and really start to stress on that story that it is, OK, not to be OK. And, you know, I think it’s something that we were really proud of. It was just the beginning, but we needed to get the story out there that, that it was OK to accept help.  But a number of other things to raise awareness so that we did, we take part in, in the sort of the in the gov- the, the, the initiative mental health awareness we time to talk there if, you know, we really focus on getting our operational staff involved so we see these are all pre-Covid days. And we also got some other people involved, so, we, engaged with a group a charity group Faith Mime which were sport players who and in particular this, this chapter so called was a rugby player whom himself had gone through quite the mental health issues. And I think again, these people were people that were from mature environments where our, our workforce could really start to engage and say actually if it’s all right for them not to be OK, maybe it’s all right for me not to be, OK, as well.  I think we’ve heard some discussions today about mental health first aiders and we’ve certainly been through a journey where we trained a lot of people in first instance and a lot of them were people that were probably quite well placed i.e., HR team, safety team, etcetera. But actually what we found was the feedback from our people were that they weren’t the people that they wanted to speak. So, they were very well trained people but people were sceptical to go to a member of the she team or a member of the HR team and ask for help and actually, what they wanted, was to talk to their colleagues.  So our second, so after our first round of mental health first aid training what we did was go back to sort of drawing board a bit and actually ask for volunteers from within the workforce. And actually when we made that change we found that it had a really good benefit in the use of our mental health first aiders. So, they stopped seeing them as someone, oh my god I don’t know if I want to speak to them to saying actually that’s someone I know, that’s someone I know quite well and, and, and there’s people that they could talk to.  We also, put some other training in place. So although it’s really good to train mental health first aiders, actually it was really important for us to all of our line managers recognised the signs that people might be struggling. Because often people, you know, don’t necessarily comes forth themselves and we found certainly with our third population they needed a bit of a process. So by a supervisor recognising signs and being able to say to someone hey mate you don’t quite look, you know, you, OK, you look tired today. You’re not quire yourself. Then they can sign post them to the mental health first aider. And we also did some awareness training for individuals. So we went through some bit of a four stage program, some awareness training for individuals, some resilience training for individuals to help them prepare themselves, training for supervisors and then training mental health first aiders to give us that real, you know, platform right way through the business. I just mention there that you know I guess that mental health first aiders I think they’re really good tool they’re not the be all and end all and I do like the that, that, sort of more approach to someone’s that there to talk rather than the mental health first aiders and I certainly took that note from the 3 presentations that actually that may be changing the name of the mental health first aider to someone that’s around, you know, time to talk would be really a good move and something that will certainly, certainly live today.  We also put in place, some other education and self-help, I think talking to an individual is not right for everybody. And so we’ve got a number of things that, that help people to help themselves and, you know, and like someone mentioned earlier, I think it’s really important that our supervisors, line managers and mental health first aiders know how to sign post people. I’m really help about that initial stages of, of self-help. And actually that 46% that declares this mental health disability will be a whole lot more people in the workpl- place especially in the current times that are feeling out just or struggling t- to balance their work life or feeling that their resilience might be a little load.  So we’ve put in a number of tools. We’ve got a wellbeing sense focused around a number of sort of, you know, sort of moving, getting healthy, money and also mind as well. And we’re also through our, through our occupational health department, we use the thrive at which some of you may also use which just again is some it take people through some self helps. So, that sort of initial stages of help that someone might want and there’s bits there that they can undergo relaxation, CBT training, etcetera. So people might become more comfortable helping themselves. So it’s understanding that everyone’s on a different, at a different stage and having tools in place for, for everybody.  Like other, we’ve also got the employees sick program and I think it’s important to have that, as a, as a back stop, that means that if people have got a stage where they real do need some help and that, that we have that available 365 days a years and 24 hours a day.  So, you know, I guess for me it’s a journey and it still certainly a journey we’re on and no one was expecting Covid. So, you know, it’s stifled everybody’s plans but we certainly found engaging with the off lying population is something that we’ve gotta work really hard on. I think during the Covid times we’ve all got quite relying on teams. I think our offline population feels that their, the visibility of leadership and the visibility of people on sight isn’t quite where it should be. And so we’re working really hard just to get out and speak to people in a Covid safe way and I think you know some of those messages that all our offline/online pop- should work from home if you can and actually what we’re saying is if you work from home, you can but don’t forget we’ve got half of our workforce that are out feeling a bit brief and batted and we really need to consider how we look after their, their wellbeing as well.  So that me, thank you, Jerry. |
| Jerry Goldsmith | And that’s brilliant. Thank, thanks very much Tracey.  Interesting how you start the journey th-,th-, the thing they weren’t opening up was on disability and the improvements you’ve got that award.  I think one of the questions and I’m sure the video was obviously a helpful [inaudible] Sue Dobson has asked how did Keir get equal to open and declare disability? |
| Tracey Collins | I think it was just constant. It was like almost making, OK, in everything that we do. So the videos were there but you know, we had wellbeing, we changed all of our, so within every meeting we, we didn’t care have to start with a safety moment. Where we went through, you know, a whole month where all of those safety moments need to be wellbeing related. So it, I think just making it part of everything we do. I think the other, someone touched on is leading by example so we asked some of leaders to be put themselves out there, be a bit vulnerable, tell their stories. So I think, you know, it, it wasn’t a one stop thing. It’s about making wellbeing being almost out there as much as you talk about safety within our environment. |
| Jerry Goldsmith | Leading on from that then, was, an-, an- and I appreciate what you just now said, but what there Sarah’s asking, was there one thing or was there anything that was the most impactful out of everything you did? |
| Tracey Collins | I don’t think so, no. I think certainly bringing in, when we brought, you know, outside people. So that went really well in a wor- just to so they see someone face-to-face. These were big rugby players talking about, you know, thinking about committing suicide at the peak of their careers when everything should have been, you know, really on the outside look like it was going really well. So, I think that helped. I think and helped to start discussions as well, so, you know, I think it was, it was a few list of things but certainly in the depos where got face-to-face to with other kids with people that they could really relate so, that seems to be a big catalyst in those particular areas. |
| Jerry Goldsmith | OK. Excellent. |
| Jerry Goldsmith | I think we got a couple of other questions and while we’re at it, Laura, I think Sheila’s in the participant’s list, so if she could be made a panellist and we’ll have a break Sheila’s talk just for a couple minutes as well. I think somebody, Melanie’s asking how many mental health first aiders do you have as a percentage of your workforce? Is that a-- |
| Tracey Collins | Oh, we have about 1 to very 25 employees. |
| Jerry Goldsmith | Right. |
| Tracey Collins | To quote a high number, I think what we’re looking at the minutes and doing some research and work on is more around stats so how, how utilized are they are those people? Because I think what we found is, we got some people that are getting used a lot and some people that not getting used much at all. So I think, and we’ve got to sort of take why that is. So we started with a numbers game but now we’re looking more about how utilized they are and the sort of people that actually, you know, why are some people turning to a particular mental health first aider. So we’ve got a good number. What we’re finding is the workload isn’t that well spread across them. |
| Jerry Goldsmith | Yeah, yeah, yeah. OK, we’ve got James asking if who do you use forward financial wellbeing? As a thought. |
| Tracey Collins | Well, as a minute we saw a number of people, so we’ve got, during our wellbeing so we have a care wellbeing platform and so a lot of our wellbeing support is on there. We haven’t had particular companies into doing well, ah, financial support but is an area where we getting a lot of feedback and in particular in the current climate. Obviously we- we’re cur- we’re looking at as we speak do we need to give more financial support to people. It seems to be real worry in the current situation. Obviously, understandably so. [*Simultaneously speaking*] So that’s area where the minute is all online support but we’re looking at how we do some more physical, you know, how do we get people more out into the workforce to get financial support. |
| Jerry Goldsmith | OK, and finally, Ming asking what practical do you give to engage with up-, up-line employees? |
| Tracey Collins | So, yeah may I think, if the communication is a challenge with up-line employees. So we have found, we rely quite heavily on that cascade approach and so, you know, we’ve had to give our, our supervisors training because some of these subjects they don’t feel comfortable with and so I think upscaling of supervisors cause the rely heavily on, on them. But we’ve also tried, we’ve been a bit sort of, because we don’t give IT to operatives, we’ve almost shied away from communicating them by IT. But actually, we’ve, you know, 90% of the population having smart phones we’ve done a lot more so a QR code around the depo etcetera and actually doing some sort of videos or sound bites etcetera that operatives could view on their own personal devices. |
| Jerry Goldsmith | Right. |
| Tracey Collins | And that, they’ve actually been really engaging with that. I think they really appreciate the fact that, you know, there is a lot that they can be communicating with by IT as will. |
| Jerry Goldsmith | Excellent. Well thanks. Once again, Tracey, fascinating and from a neutral and naive perspective really I hadn’t anticipated that your road workers and the mess that they have to clear up, traumatic. Saw this thing after accidents. Unbelievable. So, thanks very much. |
| Tracey Collins | No worries. |
| Jerry Goldsmith | Sheila’s gratefully come back and fantastic. Thanks to have you back Sheila. You, ah, you’re one of our panellist at our very first forum meetings back in 2019 and CISCO were well ahead of many companies back then in terms of some of the things that you already been implementing. So it’d be quite hear how that’s developed further in the last 2 or 2-1/2 years. So, I’d like to introduce Sheila from, Sheila Champion please from CISCO. |
| Sheila Champion Smeeth, CISCO | Thanks very much Jerry and thank you for organising, you know, such a great couple of days. It’s so important to kind of hear things that’s going on out there and the different ways that organisations are dealing with wellbeing these days. I mean, you know, from my perspective [*laugh*] it’s never been more important and it’s never been busier actually. It seems like a lot of people are finally realizing that wellbeing is an incredibly important topic to tastefully an organisation’s like ours at CISCO.  So, just to touch on some of the, the things that were important to us as a company and why the wellbeing piece is important.  We’ve got a great accolade when the great piece of work we’re in the number one world’s best workplace for the second year in the row, actually. Which is a wonderful achievement to have, and you know, we spend a lot of time focusing on giving back to the community as well as focusing on full spectrum inclusion as well.  We talk about our conscious culture that we want to have as an organisation. And this is basically how we feel, you feel like you belong somewhere within the organisation. It’s about people being aware and inclusive of one another and it really is about providing that safe place to talk which many of your speakers have spoken about today. And we do spend a lot of time focusing on our leaders and ensuring that we have great leadership and the best teams that we can possibly have. And we do this through focusing on people living our principles every single day, building trust with one another and focusing on the strength and values of the people.  But I truly believe that you can’t do any of these things as an organisation without focusing on the individual human being. And we call this the whole you. And this is where you taking accountability for yourself as an employee. Its where you’re building your own resilience and it’s how you deal with life challenges that come at you. I try to think of wellbeing fairly simplistically and I know a lot of people have talked about the different areas as well today. But when we think about the whole you it’s really, you know, it’s you at your best. It’s focusing on the physical wellbeing, the emotional wellbeing, the social wellbeing and the financial wellbeing. Ultimately to me, wellbeing is just about life. And it’s how you make choices through your day that helps you take care of your wellbeing. So the physical side of things really moving regularly, focusing on preventative health but really encouraging people to do things that they can to help with their quality sleep and we’re really asking people to make sure they still take their holidays. So we’re seeing a lot of countries where employees are not actually taking their PTO holidays, whatever you want to call it and just because people don’t know what to do with their time, and so just try to encourage each other and showcase what other people have been doing to get creative.  The emotional wellbeing. The mental health side of things really making sure that individuals understand they have to focus on themselves first and foremost before they can focus on their family, friends and perhaps a bigger purpose in life. It’s about being (a) being aware and supportive of one another. And then the social wellbeing, the connections that you have with people, really about being vulnerable or frantic and humble with one another. Celebrating the moments of success and really making sure that you get to know your teams. When you’re on a one-to-one with your teams if you do doing video conferencing or if you’re face-to-face if you are been working in that way. Then it’s really about asking somebody how they are and making sure that you look into their eyes or look into the camera if it’s on technology. To listen to the response that’s given. Listen to understand.  And then the financial wellbeing. It’s wonderful hearing others talk about this today. But, really it’s critical to be aware of finances, addressing mediate needs and planning for the future. Making sure people are optimising the benefit options that they have available to them. Some, oop. Sorry, just come back one s-. Some of the things that we’ve been doing at CISCO which is been so important is from the moment that Covid hits us, we went to having instead of our monthly check-ins with our chief exec, Chuck Robbins, and the executive leadership team, we went doing weekly sessions. And these are an opportunity where we really got to know the executive leadership team on a deeper level. They weren’t in the studio at work. They were actually on camera from home with their family members dropping in. This is our CEO an [*inaudible*] whose granddaughter come and meet the whole of CISCO because 72,000 employees are invited to join these sessions. We also have doctors, so experts on these sessions as well to make sure that people are getting their questions answered because we know that the media isn’t necessarily the place when we actually truly needs to get these answers to what people have been having to deal with during Covid.  Regular collaboration, obviously we’re very fortunate to have the technology that we have. It’s what we sell as a business, but we do make sure that we are collaborating regularly. And also just like giving people permission to put home life first. So whatever that means for them, making sure that people are carving out windows of time, in their day, to truly take care of themselves. And encouraging each other to do that and getting to know the team members on a much deeper level. We’ve heard that a lot. People are really feeling like they know their team members on a deeper level now.  The other thing that we offer is three paid days in addition to everybody’s normal paid time off globally for every single person across CISCO. Where we ask people to just take a day for you. We call it a “day for me” and it’s about replenishing and recharging and making sure people were stepping away from the work because it’s definitely seems to have got more meetings and the diary and people are working longer hours. So that was a concern of ours. We have something called the CISCO provoke of wellbeing initiative which I did talk about talk about last time but this has really grown. I’m now across the globe where we really think about, you know, wellbeing is the foundation and it really provides a back drop basically for a lot of our existing wellbeing offering of benefits. But enables people to understand why they need to focus on their wellbeing and then utilise some of the benefits that we have available being motivated and then inspired to do that.  It’s about connecting to our conscience culture as well and providing a framework where we think about realities of the environment, the people are in, the beliefs that they have about that situation, the behaviours as well. Please do excuse my spelling mistake, there. I’ll correct that later. But also just focusing on the philosophy of the 4 elements. And so the 4 elements are eat, sweat, think and connect. And as I suggest you puts the “L” codes down philosophy, and it’s all about the food that we put in our bodies every day. It’s about how we are moving and getting our minds and body really connected in movement. It’s about the awareness of the think element. This is all about the mindfulness element and the awareness that we have of each of the actions that we take each day.  And then the connections that we have. The connections to ourselves. Connection to another person and a connection to a greater group of, of, of, group of people. As well as a connection to something greater than you.  So what’s so brilliant about this offering that we have that we have for our employees is really inclusive and it when you think about eat, sweat, think and connect it doesn’t matter where you live. It doesn’t matter what you. They transcend across the globe and so every single person can think about what are they doing in each of those 4 areas every moment of their day.  So what do we do with people? We get them involved either in workshops, we have webinars. We offer live events where people are coming together through our CISCO TV opportunity. And the way that we do this is through our pioneers. The wellbeing champions if you like. And this is where you have people who are really enabling wellbeing across the organisation that they work in. And coming up really cool ideas about how to do that. So have recipes on our online community the Provoker House for CISCO. We get people involved in challenges. Now these challenges might be step challenges but they also challenges that make people think about those four areas, eat, sweat, think and connect. And it gets people to kind of score points in those areas. And the other thing that we do is get people post their pictures about how they are living these four elements every day. Because what that does is it inspires and motivate others, motivate others as well. It’s a great community opportunity that we have. You can see here a few examples we did a respect your body challenge and there are people who are posting their pictures. Some rather random, but lots of different exciting ideas of how people are taking care of themselves and respecting their body during Covid. It’s never been more important.  The other thing I do, is when I join team meetings I literally get to the heart of what’s going on with the people. I ran a meeting with a senior leadership team the other day cause they wanted to come in and talk about what’s going on with the world being of their organisation. But I wanted to start with them, so I took them through an exercise where lot- lot of people would have heard about doing things like this but literally getting to share one word about how they’re feeling right now. And there were many things that were coming up for people. Exhausted. Stressed. Sad. Grateful. Some people feeling low and some people, people feeling calm. But a lot of difference things that pop up for people and as they are sharing those words, you start to have a conversation with people and understanding what people are thinking.  And then to switch up to make it a bit more positive as we want to ask them what one small change have they made recently in their life. And you can do this now. But thinking, you know, what one small change have you made recently that had a positive impact for you and your family. It’s a beautifully way of coming up with tall things to do. But we have to be a little bit more creative. We have everything from people buying disco balls and dancing in their kitchen at weekends. So you see obviously the, the favour is seems to be getting a new dock on people really, that was really helping their mental health a lot of people have ready found. And people buying outfits to entertain themselves and actually dressing up in the home and having online web ex parties where they’re connecting with their friends and really just connecting on a deeper level. So creative ideas are beautiful way of fi- finding out what people are doing. And then what’s getting in the way of you focusing on your wellbeing. Cause once you know what’s getting in the way of it, you can then do something about it. So these discussions are great and you can get down on a deeper level and then getting people to think about when is your next break from work to rest and recharge? And again, love you all to think about that as well because really important for us.  And what we do, is we share this, these slides with our teams so that they can go away and think about these. We ask them to have conversations with their people. Talking about how you doing today? How are things at home? And really actively listening to the answer. How are you taking care of yourself? How are you finding time to step away from work to rest and recharge? And what do you need from me and how can I support you? If a manager’s asking these types of questions, you really getting to know your people on a deeper level and understanding what’s going on for their wellbeing. So we ask the men in team meetings. You know perhaps bring a photo to share of what it’s like for them being at their best. You know, asking people what do they do to spend their time off, their holiday time. Perhaps focusing on what favourite things to do when you’re not working. Believe me usually in CISCO you get, you know, you often have meetings where you dive in straight into the work but we’re finding more and more that people need to talk on a deeper level and on a more personal level. Some leaders will struggle with this but the more that we encourage it and see it happening across the organisation the better we can get this going everywhere.  So the other thing we encourage is people to focus on their wellbeing goals, we have a platform called team space which is an online tool where people track all their work priorities for the week. They say what they loved and loathed doing the previous week and, and then they also have the ability to ask their managers something that they need help with. So what I’ve done is encouraged people to put in their wellbeing goals as well. And these are small things that they need to do each week. So as I put these in, I think about these goals and I commit to them personally but then I have a conversation with the boss about it. And my boss will be like oh, really love that think goal this week. I’m going to try that out as well. So it’s a really nice way of actually truly embedding it into the conversation from a leader and team perspective.  And what we do is encourage people to think about rituals. So think about creating a spaces of talked about throughout the day. Minding the morning. The mornings are the opportunity to set the tone for the day. I don’t know how many you grab the device first before you get up and out of bed. But really trying not to do that, focusing on the intention that you want for the day. Pay attention to how you’re feeling and knowing that you’re [*inaudible*] choice. Really helping people understand that these rituals are so important and you know, making them easy and accessible is key as well.  So, we and as I said about before I think most important thing as making sure that we are sharing and inspiring and leader role modelling is so important. So what we’re looking to have throughout CISCO, employees, managers and leaders who are at the best themselves so that they can give their best. We want people to give their egos a day off. And that means that accepting you or your team member may, may need extra care for their wellbeing. It’s not always about you. Giving something of yourself. Having empathy and kindness for your peers on your team. And really people should take accountability for our own choices, actions an impact that we can have one another.  Taking difference to heart. Recognising that different people need different things at different times and people are unique. What somebody needs to make them happier, healthier, more productive will be different to somebody else. It’s about taking a bold step and really leaning in to make wellbeing a priority for people and team success as well.  So I love to sort of end on this really and just remind us all because one small choice can cause a smile or change a life and ultimately I think it’s just so important right now to think about in a world where we can be anything we need to be kind. That’s kind to ourselves and then kind to other people around us.  So these are some of the things just to touch on Jerry, and we’ve been doing at CISCO, there’s a lot more to it but so, I pause there and see if there’s any questions. |
| Jerry Goldsmith | Yeah, lovely. Thanks very much Sheila. That’s excellent. Love that we’re allowing time to ask questions before you plow into your meetings, released you on. Any, any questions to talk to Sheila at all on that and the things that they’re doing on the different initiatives there? And not. And Laura you can, I think, uhm, please if you could make Chieu Cao a member of the panel. Because I think he’s on as a, a, attendee at the moment. Uhm, great, great comment from Paul. |
| Sheila Champion Smeeth, CISCO | [*Inaudible*] thank you very much.  I think just about the tips on, you know, you can get the bull moving but how do keep up from Tracy is really important because, you know, this is hard to do but it’s how you then weave it into every [*inaudible*] from that, manager to manager one conversation through to a team meeting through to the, you know a big old company meeting perhaps. And also just helping people realise that this is, you know, it’s up to them to ultimately pay attention to themselves. But how do you share that with other people that can help you on the journey as well. |
| Jerry Goldsmith | Excellent. Well [*inaudible*] thank you very much for coming back a second time, giving us valuable insight to what your, your, [*simultaneously speaking*] |
| Sheila Champion Smeeth, CISCO | Thanks for having me Jerry. |
| Jerry Goldsmith | [*Inaudible*] half an hour that [*inaudible*]. |
| Jerry Goldsmith | Excellent. |
| Jerry Goldsmith | OK. Chieu you, OK [*inaudible*] |
| Chieu Cao, Mintago | Yes I am. So Jerry. So thank you so much for having me. Give me one second while I pull up -- |
| Jerry Goldsmith | Laura, if I could just check if we, if we just flatly go out for one o’ clock is [*inaudible*] OK? |
| Laura Duffin | No, [*inaudible*] it’ll be fine, it will continue. |
| Jerry Goldsmith | Yeah, OK, so if we have a few extra questions at the end, we, we can, we can have 5 or 10 minutes. So, yeah, well while he’s getting. So, I find for today kind of quite risky in a lot [*inaudible*] OK, yeah. Just a quick introduction and then da, then da, I’ll turn the microphone off. So, yeah, so, umm, as I said, it’s come up quite regularly in a lot of talks, different versions of finance wellbeing and what, you know, always been a type about hypo hila and founder of Mintago and they provide an independent talk and support that covers the wider context of financial wellbeing without actually [inaudible] going into any one special product. So, hopefully we’re going to get an overview of the of the financial wellbeing space and the talls of Mintago can help us with. Ov-, Over to you. |
| Chieu Cao, Mintago | Hear me. Great. Oh thank you so much [*inaudible*] screen. |
| Jerry Goldsmith | Little bit [*inaudible*] microphone. |
| Chieu Cao, Mintago | OK. How’s that? Now, is it better? |
| Jerry Goldsmith | Yeah, that’s better [*inaudible*] |
| Chieu Cao, Mintago | OK, great. Listen [*inaudible*]. So my name’s Chieu, I’m the CEO and founder of Mintago. We’re a financial wellbeing platform. We really do love what we do. We believe that the future of financial being is just beginning. There’s so much, we can do that we haven’t done yet. I think we’re [inaudible] start by, by talking about a definition of financial being.  Financial being is to define that the state of being in which a person can fully meet current and ongoing financial obligations, feel secure in the financial future and can make choices that allow enjoyment in life.  So what does that mean? That means essentially, we need to start with security. We need to provide our employees with financial security and once they have that, they can start thinking about freedom of choice, making decisions that can improve their life. That’s our definition of financial wellbeing.  So what does that mean for employers? Why should employer care? Well employers are the single largest beneficiary of this. What they can do to help employees improve from financial wellbeing translate to increasing prod- productivity. And, secondly, there’s a duty of care to help.  Financial wellbeing as we’ve seen are just really poorly and stood across employees to cross in most companies. There’s lots of issues that employees struggle with and what we see now is that there’s a lot of companies that generously feel that this is their job to help improve the financial literacy of their staff. And lastly, with, like with employee wellbeings employers who can offer better financial wellbeing platforms can [*inaudible*] tension, this is just, you know, something that they can see a direct relationship whereby supporting employees with the best deals that they can get that they cannot get themselves.  So what, in terms of looking into the future financial and let’s take a look in the past. So, you know, in our view there’s just been three ways. In first way to started suppose in 2012, 2013 when the government implemented auto enrollment. That was legally mandated that everyone gets pensions. So that was sort of the start of what we believe is financial wellbeing and it’s designed meant so that everyone is included in this and that’s way one. And then way two we started to look at what we call plug solutions, where there’s lots of providers that have software individual needs of employees it’s typically why the larger ones that they focus on. In the future and what we’re seeing right now is, is that the, the wave three is, is what we really what we’re looking at and that’s support for the individual on an individual basis at each sta-, each stage of their lives.  As well we’re seeing is the future of financial being. We’re at, we’re approaching wave three. So wave three is actually very exciting but it’s actually very complex. It’s not easy to do it right. So let’s talk about wave three and what we’re seeing in terms of future financial, future financial wellbeing. For you as an employer, it’s, it’s complex itself. The difficulty of implementing new solutions for employees is the organisation take a reactive approach. Seeing a problem and fixing isn’t necessarily a bad thing but it does mean that companies tend to invest in countless point solutions that negate the new interest of each employee.  For example, having distinct providers that specialise in pensions, mortgages, loan management or budgeting among others can become convoluted and often pricing method to address a wide range of financial challenges. There’s no one size fits all financial [*inaudible*]. Some members of your team might be struggle with some debts others build family ow-, own a home while ahead for preparing retirement. Single a date or point solution in every [inaudible] set employees can fall through the cracks. So that’s hard to fix. And then secondly, it’s a hard to know what to do. You know, research shows that people who talk about money make better and less risky financial decisions, have stronger personal relationships, help their children from good life style money habits to less stress or anxious about and more control. While this is great in the workplace it’s still considered a bit of a taboo. The legacy of contractually not being allowed to mention to co-workers how much you earn mean that people just don’t talk about money. This could lead to people not sharing great solutions to problems to the co-workers that they may have faith and issues that are coming there too late.  And lastly, complex to manage and measure. In the past, we typically just used surveys to get employees feedback. But that, as we know, not always accurate. So in the future it needs to be around the [inaudible] base and analytics with aggregated information. So what does this mean? This means understanding what are the right matrix for success as an employer. Is it sign- raise retention where it’s job satisfaction surveys, response, benefit take up the rates. So in order to truly future proof an organisation, needs to focus on shopping tools and edu- education, that is, focus on prevention and education. Like life, financial being is a journey and yet employees need to be mentally and financially prepared life for whatever life throws at them. So that’s the employer. But, you know what, the employees face a similar problem as well. It’s also complex for them to solve. Fifty-five percent of people find it difficult to financially plan if they don’t know how much their future would cost. And there’s also three times more likely to go into the problem debt after a major life event. So, and then they actually don’t know what to do. There’s so many financial products out there. Each employee faces a multiple financial, multiple influence when it comes to finances. The government financial [inaudible] the friends and the family and of course, internet. The question is are people getting the right information? Will banks sell them more products? Does searching on-line give people the right guidance? Because the employees are looking for employers to offer tools rather than direct financial assistance. Organisations can use their platform to employ third parties solutions that will fill and be less intrusive and more unadvised. And employees need this. It’s very [*inaudible*] out there.  And lastly, we all know that the average person has at least 10 jobs in their careers. So what does that mean? That means at least 10 different pensions. And so, there’s a lot of information out there, lot of data and lots of pots of money that’s sitting out there that’s really very hard for employees to manage. So this, it is hard for them to manage themselves. So what does that mean in terms of the wholly grill for financial wellbeing? So solve this we really need to look at individualize more context space support journey. That’s where the future is in terms of solving it and to know what to do it needs to based on a trusted unbiased guidance. So unbiased is really important. Education and with the right partners.  And lastly to manage this and measure properly it needs to be on a platform that’s simple, it’s on a single platform and it’s secure. And so, some, some let’s start with some helpful advice. So, what I say is, you know, it neeeds to be unbiased, practical tips through soring through Covid. So for example, you can sign post unbiased debt advice solutions let your money [inaudible] there’s a great government website, Tully is another provider. You can have guidance on government support in terms of work from home tax credits from gov.uk. There’s lots of other solutions their out there that actually best in market so things to help lower bills like Switchcraft and Dashly which got to do with utilities. Dashly is mortgages. But interesting things about these providers that they are marketplace. So they are generally unbiased. They’re not trying to sell a solution themselves. They’re trying to just show you what is out the.  And lastly, sign post, as much as you can free and by support around the office. The money is very service is a great service from the government as I said before. In terms of tips for the future. One thing that I look, that I say when you’re looking for suppliers is to look at their business model. Understand how they make their money. Is it really aligned with what you’re trying to achieve? Because if it’s unbiased, if it didn’t make, you know, that’s really important. And secondly, you want to prevent and not just react to financial planning. Prevention is more important than then reacting to a problem that’s already there.  And lastly, you want to help the employees understand themselves. Ultimately what we see as financial being is about self reflection understanding what they the know and what they don’t know and where, wh- and so and whether they’re comfortable seeking help to adjust this.  Financial wellbeing is a solution that is solved in one go. It is a lifetime of making [*inaudible*] behaviours about being to the right kind of habit and so it is not just an easy thing for us, for a lot of people.  And lastly, just a bit about Mintago. So what, Jerry said, is true that we are a financial wellbeing platform. We are unbiased. What we seek to do is help create journeys for the employees. We put them on this journey by understanding what they want to achieve in their financial lives. What are they struggle with? And then we start matching them up with the right kind solutions and providers. We work very closely with the employers within it’s all an app but also it’s on the desktop. One of the most important things we deal with is pensions. So we also have a pension dashboard where we actually help the employees consolidate all of the pension pots. So using our pension planner, you can find, like I said before, employees have over 10 pots of potentially, 10 pots of set of pensions across different employees. We help kind of combine that. We also help them design their, their retirement, understand how much they need to save to live comfortably. Something that’s really important. So what we want to do is, is empower your employees. Put them in control of what they want. And the way we see the world is based upon journeys and if we help them so mentally as well as financially prepared for these financial journeys I’m sure the staff will be in much place.  Thank you very much. |
| Jerry Goldsmith | Excellent. Oh, hey. Well, [*Inaudible*] you can put them on the Q&A and while, while we’re waiting for this, uhm, I think Laura’s going to make all those speakers still with us part of an overall panel for any last minute questions. I think Paul, Paul was just asking platform you mentioned about Switchcraft, what was the other one? |
| Chieu Cao | Dashly. |
| Jerry Goldsmith | Dashly. OK. |
| Chieu Cao | And so, they’re both on actually Mintago platform itself. So we work with them as a partner and so as, as a, as a we are an aggregator of great providers and that’s one of the things that we offer as well. Obviously you can work with them directly but it’s part of the overall parts and journeys that we create. We can analyse and support individuals with these plat-, platforms as well. |
| Jerry Goldsmith | So, is there any more questions for [*inaudible*] before we open up to everyone? We’re being joined by Sheila, by Duncan, by Mark and by Tracey. [*Inaudible*] still on as well but if you [*inaudible*] haven’t seen [*inaudible*] just give me a shout or a, yes, Sarah’s on now. So yes, we’ve got a panel of about six or seven as well as two. Any, I know there were some questions that we missed for one or two of the speakers. So are there, are there any are there [*inaudible*] one of the questions. |
| Chieu Cao, Mintago | Well yes, we, we, obviously it’s a sliding scale and we can obviously talk about you know the, the [*simultaneously speaking*] the key thing is that we provided comprehensive solution for [*inaudible*] stuff. And there’s lots of things we can do to customize it. |
| Jerry Goldsmith | So excellent. Thanks very much Chieu that’s excellent stuff and I know you [*inaudible*] into the schedule last minute so appreciate for especially you coming in and joining us that’s brilliant. Well, we going out to quite of a and as I say, I know that there are one or two questions that some of the pieces that we didn’t get to ask so do you want to continue to ask questions free to ask questions that we missed as well, if you’re still on. But also highlight the speaker you’d like that question asked to or if it’s a very general one we’ll, we’ll let the, we’ll let each of the speakers answer if they want the panel.  I suppose James is going to asking you two how, how do you help employees reach upper aligned employees? |
| Chieu Cao, Mintago | Well the off line in platform we actually have a combination of a desktop solution but also an app. We know that a lot of employees are premise based so they’re not in front of a PC, so that’s one way to do it. But I think one of the most powerful ways is to work with the employer to ensure that they’d using the, the accounts that are in place because, you know, employers play a big role in, in educating the staff. But also creating a culture of learning and being themselves like what Sheila saying like you want to be mindful of your staff and asking these questions and some of the questions you may ask is not just about the general wellbeing but more specifically about you know their financial, you know challenges. It could be that they have issues with their spouses not working, right. And that could be a blue cause of other things at work when they’re stressing out. So, absolutely it’s a combination of working through our problems but also through the employer. |
| Jerry Goldsmith | I think this a question to panel and it hasn’t, hasn’t got a specific question to anybody so it’s, it’s, it’s what one thing do you do to maintain your own wellbeing? So, I don’t know who wants to, if any of you want to ans- answer the question. Which one thing do you do to maintain your own wellbeing? |
| Sheila Champion Smeeth, CISCO | Well, I’m happy to, I’m happy to go Jerry cause you know from perspective it’s all about making sure that you’re showing and sharing what you do so, I do try and you know, work, well I workout every morning. And I’ve been introducing palates which I’ve not done before. So I’m switching up a little bit because I’ve got a bit of a knee injury and that’s been going really well. But the other thing that I do is I’ve walk to the park and do a meditation practice every morning, now. So whatever the weather, I go there. I sit on a park bench and take 5, 10 minutes to do a meditation practice. I’m using a chart pro app to do that. You can use anything. But it’s fascinating because I’m there, sitting there in this park with lots of people, well, not too many people [inaudible] thankfully. But, you know, people are seeing me and they’ll be thinking what is she doing? Is she meditating? Again, it’s how you’re show and share but also it’s just beautiful place to be. So, a couple of things I’m doing. |
| Jerry Goldsmith. | Excellent. Excellent. OK, anybody else on the panel want to answer that one from--? |
| Tracey Collins, Kier | I think for me Jerry it’s, it’s the balance of team meetings. So I’m trying to be really discipline with my diary management. I think it’s, you know, it’s a crazy time on the online meetings at the minutes. So, I’m trying to use some of those tools. Making sure that I book 45, 50 minutes in rather than an hour giving people tea and coffee breaks but also for myself I’ve booked a, make sure I’ve got a lunchbreak scheduled in and, and, and a dog walk during the day. So I’ve got that breakout time. I think earlier in the lockdown I was looking at my apple watch at the end of the day and seeing that I was sort of down about, you know 250 steps during the day. Wherein as in the old time, when I was chasing around it was near the 10,000, so I’ve been making a real conscience effort to make sure, I think it’s easy to just sit still, sit stiller in the current time. So getting up, getting moving and making sure that this books time in the day to do stuff for me rather than otherwise you start at night and it’s half 5, 6 o’clock and you realise you’ve not moved hardly, you know. You’ve done 3 trips to the kettle and that’s probably be about your job for the day. So I think you’ve got to be quite discipline in the current climate. |
| Jerry Goldsmith. | Yep, yep, yep. Definitely. Excellent.  Looking back over some of the questions that we did miss, I think El Cutta from and the supply tank thinks a question for you, Duncan. I think if you will.  Is there a recommended ratio of mental health first aiders to start? |
| Duncan | Not that I’m aware of, no. And I think there, in fact, need to think about and you might need to think about where the hotspots are and how your workforce, forces actually deployed because people can be deployed in a sparse environment or a close environment. So that that will also influence it. The number of sites that you got and that includes, you may be on one site, but you may have a number of buildings on that particular site. You might also consider where your hotspots are. You know in terms of where people are complaining more about wellbeing. So I think it’s, it’s a horse or courses thing. I think you need to look at your own picture and then decide what might be right for you. |
| Jerry Goldsmith | Yep. Thanks very much. And I’ve got [*inaudible*] partially fair is not with us. There’s a question for the FT. I don’t think Sarah’s online. I think she’s unfortunately not with us at the moment. So, yes, do anybody any more questions for any of the panellist? So we’ve got Duncan, Tracey, Sheila, Chieu and Mark with us. Mark Newns, that is. Any last minute questions at all from anyone? Couple of minutes on that. Otherwise we shall, we shall finish early I think. [*Laughter*] |
| Duncan Spencer | I was just gone to Jerry. It goes back to the preview. As I asked that we have interviews on with the home working as a response to Covid-19. Is the ability for people to work much more flexy time than we ever tolerated before? And because people obviously got carrying to, to such [*inaudible*] and issues and so on and so forth. So it is actually really important but we’ve expanded that a little bit in this second lockdown because in the first lockdown, of course, being back in March, April, May the you things were nice and light so you could have a break from work. You could go and do something different. But actually now that the nights are drawn in and such light is a little more difficult. So what we’ve been saying to people is that, is by agreement with a line manager, of course, if they needed to have two hours off during the day and then redo those, those hours, perhaps later in the evening or first thing in the morning, so that they still are achieving the same ends then that is entirely up to them. The enables them and while they’re delight has disappeared in the evenings and such light and for them still to do that dark work or in my case I like to get on motorcycle and ride for a little bit. You know those kinds of things enables you to recharge your batteries. So, I just thought I’d mention that as an idea. |
| Jerry Goldsmith | Yep, definitely. Excellent. Thanks very much, Duncan.  Any, any last minute points from any other speakers or any last minute questions before we, we turn them off, then? Nope. Well, that’s been brilliant. Appreciate all, your all your, all your talks have been fantastic. Thanks very much. I hope everyone’s gained quite a bit of information out of that and as i said right at the beginning, you know, it’s a chance to either learn about implementing and wellbeing stress to you from scratch if you haven’t got one already or hopefully, hopefully taken away snipits of information from each speaker [inaudible] what you have already.  I’d like to thank all those speakers that are still with us and those that left us and I know we’re all coming back tomorrow, Duncan. All the others you’re welcome to come back and join in tomorrow as well. And tomorrow we’ve got some case studies and we’ve got some more examples and some more speakers with us. So with that, I thank you, thank everyone for being with us. Thank you Duncan and everyone else that’s on and we’ll see some of you tomorrow. OK. |
| Sheila Champion Smeeth, CISCO | Thanks, Jerry. Thanks Laura. |
| Jerry Goldsmith | Laura thank you very much for managing the technology and ... |
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