| **Speaker** | **Dialogue** |
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| Jerry Goldsmith | We’ll just give it one or two more minutes as the attendee list is going up quite a bit so, just wait a bit. OK I think, we got a decent, we got a decent number on now so I think we’re probably ready to go. That’s, if that’s alright, Laura? |
| Laura | Yeah you’re good to go. [*inaudible*] |
| Jerry Goldsmith | No one is stuck in the waiting rooms or anything that you know about? It looks like… |
| Laura | No you’re all fine. Yeah you’re all fine. |
| Jerry Goldsmith | OK, excellent well thanks once again everyone. Welcome back to day two. For those new on this morning or that missed the introduction yesterday, my name is Jerry Goldsmith, at Endeavour Search and Selection is as it says, an executive search firm recruiting across all disciplines and sectors. But we also run a series of HR management forums across many sectors. We’re around 300 [*inaudible*] member companies [*inaudible*] used to meet quarterly offline, hosted by each member but now since COVID we’ve been running them across all sectors online sometimes weekly but currently twice a month now. We cover all HR issues and well-being is one of the issues that’s been coming up on a regular basis over the last few years. [*inaudible*] firm Leighton and Paisner, the law firm that’s hosting today via Laura. Thank you very much Laura. We’ve had a relationship with them last few years [*inaudible*] present occasionally on employment law issues at our HR forums. And we got talking and because well-being was proving such a popular topic at the forums we decided to run our first well-being seminar across all the forums hosted by BCLP at their excellent theatre back in 2018. And the idea of this year was to run our second forum at their brand new [*inaudible*] but sadly COVID put an end to that but thankfully other than the coffee, croissants in the morning and the champagne reception in the evening we’ve managed to keep all these speakers and thankfully all of the attendees interested to have our sessions online. We were going to do a full one day but obviously being online and concentrating at the screen it was felt that we should split the day into two mornings which helped us obviously we managed to get some extra speakers as well.  So that’s a quick second introduction to what, what it’s all about. For those of you who did attend yesterday I hoped you enjoyed yesterday’s mix of case studies and speakers. And we’ve got many more in store for you this morning. Kicking off with fantastic [*inaudible*] speaker. Martin’s been a leading advocate of mental health and well-being for many years and was trained in a mental, as a mental health first aider before many of us even knew that it existed. He’s named one of the most influential people in health and safety for the last three years and was awarded an OBE in 2014. And so it’s an honour and privilege to introduce Martin Coyd. Martin over to you. |
| Martin Coyd OBE | Thank you, thank you Jerry very nice of you. I wish my mum was on this call. [*laughs*] Let me share my screen. Good morning everybody. And Jerry thank you for the opportunity to tell a story which is why intend to do this morning over the next 30 minutes or so and take questions at the end. I’m from Warrington in the Northwest of England and have irrational regional pride in coming from Warrington; same place as this chap. For those of you who don’t recognise him, that’s Rick Astley. I think in a certain way and believe that we should share things out. I started playing Rugby [SP] league at the age of 56 is a stupid idea in the first place and even more so. But I believe that you don’t get old, you don’t stop playing till you get old, you get old because you stopped playing. And this was me at 18 years of age, a Royal Engineer. My sons have seen this photograph when they were about the same age when they saw it for the first time. Looked at the photograph, looked at me, looked at each other and said oh shit as they realised what time will do to them as they get older.  I joined the construction industry at age 16 years of age as a Fairclough chain boy, a Fairclough tunnelling chain boy that’s the bridge [*inaudible*]. I had the privilege of working on some of the highest profile projects in the UK and around the world. That’s Tottenham Hotspur stadium in the early stages. It now looks like that. I love things like that. I now work for Capco Capital & Counties and one of my primary responsibilities is looking after Calvin Galvin [SP]. My journey in into mental health and well-being came about by accident along with the suicide of this man. His name is Terry Newton. Terry was a rugby league player and at 32 years of age he took his own life which nobody saw coming at all. It was completely out of the blue. And as of result I was in [*inaudible*] at the time as the company manager I was asked to do a mental health main course, which I sort of said OK if you wish. And was a bit sort of indifferent about it but during that course in college [*inaudible*] profound impact on me which I am going to share with you this morning. And I became a State of Mind Ambassador which is a, an old sport thing around state of mind. Well actually it happened in the sport of Rugby league which is the most bloodiest [SP] [*inaudible*] toughest of all team sports when you are knocked over constantly and required to get back up. What happened next was quite profound and [*inaudible*] you recognise [*inaudible*] when the movie starts [*inaudible*] he was asked to identify [*inaudible*]. |
| Jerry Goldsmith | I think, Martin, the video is kind of affecting your voice. Sorry about that. |
| Martin Coyd OBE | OK, well the gist was that, to everybody’s surprise after the suicide of Terry Newton lots of Rugby league players, international athletes of the highest regard stood up and said me too; I have also in this frame of mind and I have considered taking my own life. Which was real shock that nobody did [*inaudible*] talked about. I was working at [*inaudible*] in the construction sector and I, it suddenly dawned on me that the construction sector and the built environment is my preferred phrase is exactly the same. Where you are judged on performance and delivery and in sports you have to win your race or the match, or the championships and if you don’t it’s thought as a negative and in that environment you have to deliver. You have to achieve your target; you have to complete your project to budget, [*inaudible*] quality, on time. And that pressure is there. It certainly occurred to me that never in the construction industry just like sports, is the mental health and well-being and how you feel ever discussed with anybody. I showed you a photograph earlier of me as a soldier. I was in the Royal Engineers for 18 years and I can’t recall one conversation around mental health and well-being apart from derogatory ones where people were judged as being weak in some way. The construction sector, I won’t be reading all of these bullets at you, is absolutely enormous with regards to 330,000 businesses just gives you [*inaudible*]. With that figure of 94% is the amount of the workforce who work for organisations of less than ten people, that these are small, small companies, often family businesses, 94% work for organisations of less than ten people, and 50% of those are self-employed or agency staff. So that immediately tells me that they don’t have an HR department or [*inaudible*] have HR department and they’re certainly without things like employee assistance programs and they’re unlikely to have health care benefits. That doesn’t mean the organisations they work for are bad and very often the family feel and comradeship and mates and long standing relationships and people don’t choose to work in that environment. It’s not necessary bad but it tells me that people are going to be difficult to reach.  So what do I mean by mental health when I’m talking about it? This is the World Health Organisation. Again, I’m not going to read the slides. People would be doing that now. But working productively is really, really important and in my conversations and dialogue with executive businesses they fear the impact of you know the uncovering the mental health at the work place and how it will effect business. And I talk about a J curve where it may appear to dip but it will come out stronger on the other side. The Health Educational Authority talked about enjoying life, dignity and worth. Which you know that enjoying life thing at 56 years of age I’ve realised how important that is and how difficult life can be for some people due to something we don’t talk about which is our own mental health and well-being. Another recent one from the World Health Organisation talks about the sustainability of the business. Well every executive team I have ever spent any time with at any point their main focus is the sustainability of the business and chief executives are judged on it. What was it like at the beginning and the end of their tenure and if we could create a healthy work place I believe that significantly improves everything about the work place and that’s the reason why we do this.  So what do we mean in easy terms? Well my mental health and well-being is the way I think, the way I feel and my sense of well-being. Do I belong? And that changes, it changes a lot. It moves around and it may be the weather; it may be my physical health and well-being, it may be the state of my bank account, it may be me worrying about somebody I care about impacting on my own mental health and my well-being and recognizing that it moves around is a critical thing in a way of explaining what we do. So having becoming trained through sports, I’m deciding to do something about it in the built environment and people were saying to me when I began these conversations what is the challenge, what are we talking about, what are the issues, give me some data, give me some numbers. Which all businesses love, you know, they’ll make their business based on data and there wasn’t any. I was working for Landis [SP] at the time Australian based and there had been a study in Australia where you were six times more likely to die [*inaudible*] from falling from heights so I seized this number and found out that that year we had 30 people lose their lives falling from heights. So I multiplied it by 6 and came up with this number and began to talk about it in public. Faced some robust challenges and people advised me that I couldn’t do that. You cannot just make up the numbers so it was a difficult time. [*inaudible*] this sector I love it. People also ask why, why are we struggling with our mental health in the modern era? Well we live in world of instantaneous gratification where you don’t have to wait for a movie to come out and queue outside at the pictures. You can just get it with Netflix. We have life on demand where an UBER will appear, or Dominos will deliver a pizza. We have all those things instantly, just a click of your phone button. We’re targeted by invisible commerce and there’s no doubt that these people in line with these people gave us him. Well, not for much longer. But they’re targeting people by using smart algorithms to tap into people who were similarly minded and we are being influenced by things we don’t know we’re being influenced by. And people’s purpose and role has changed overtime. Mine is so different to my grandfather’s role. And this is a picture of my family and me. This is what happens when I get home at the end of every day and my wife has baked a large pie. The children will gather around and clap and say daddy’s home. Let’s sit around the table and talk to each other. I’m sure you’re all at home nodding, um, or at work nodding that this is what happens when we go home each and every day. So we have this significant drivers changing the way we live our lives. With young people it’s even more powerful and the Royal Society of Public Health named Snapchat and Instagram in their reporting May 17 about being the cause of anxiety, depression, loneliness, bullying and body image. Things that I never really thought about as a teenager. I didn’t have pressure to fit in and look a certain way and think in a certain way, and this access when you need it to an instance [*inaudible*] we live in an age of curated perfection. I understand there are filters you can put through your computer which makes you look better. I’m using one now.  So where does this fit with work? I saw Tom Oxley speak from Bamboo, very good powerful speaking. I took this photograph [*inaudible*] when he was talking but the causes of poor mental health, work is just 7%, life on itself, by itself is 37% but when you combine them, when there’s pressure with both, 54% of work and life combined people are struggling with that combination coming together.  With construction, again I’m not going to read this out to you but we, you’ll see the dates from 2015 and on the next page you’ll see what, we started to look at it a lot more but those things at the top, working away from home, transient working conditions; not knowing where you’re working next Monday. I did a survey of mobile phone use on building sites and the day with the most usage was Thursdays surprisingly and when asked why people were using the phones on Thursdays the primary answer was I’m trying to get a start for Monday because I don’t know where I’m working next week yet. And that, as a salaried person, was a real shock to me that [*inaudible*] the people in my environment don’t know where the money is coming from next week. More data coming [*inaudible*] critical data around males we have a particular challenge with males and their culture. Some data from a construction site which had 774 people working on it and of that 290 had English as their first language but I would wager less than half of those slept in their own bed at night. So we have people being away from home, their family, their community, the things that make them happy and make them feel like they belong is some real challenges. Just for clarity the multicultural thing on site is massive bonus as it brings real diversity [*inaudible*] make great things to site. Construction News, our paper, did a survey. These slides will be [*inaudible*] there’s no doubt, so you can see these things here will cut across all sectors of industry. This was feedback around 1600 responders. So we first got to know the reality from a study from the Office of National Statistics in 2017 when this data was published and the suicide rate amongst male labourers in construction roles was three times higher than the natural average. And this was a real shock and what was even a bigger shock was that the figure 180 I had been spouting and being criticised for was the wrong and it was a huge underestimate. In 2017, the first year that suicide by profession was measured, it was in excess of 400 construction workers. In a single year in England and Wales, they had taken their own life. Which was incredibly sobering based on the data information I shared earlier. And you can see where fits against other manual labour and manufacturing traits where it used to be so that agricultural, farming, fishing and forestry was the highest risk. Well the building finishing trades where all the pressure is. Randstad did a survey and they came up with very similar things and its there’s ten times more suicide with construction workers than there are people dying as a result of an accident in the work place. Where do we fit in the U.K. compared to other countries, and this again is by suicide? At the top end or the lower end of the rate and so despite our shocking figures it’s less than some countries in the Organisation for Economic Co-operation and Development who shared the data. It changes by region and you can see it is different between men and women, men being yellow and women being in green on the graph. And the very simple analysis is the former industrial regions have higher suicide rates where perhaps work is not as available and fulfilling as it used to be. It’s not confined to the United Kingdom. In 2015, the Irish Times published a report where 49% of male suicides were from people working in the built environment over a period of four years. By trade, this is what I mean. This is the latest data that we’ve got on all of these occupations that are covered in the statistics. The reason that I show this, this is over 38 years, we used to kill in excess of 100 people every year in the construction sector and it’s now dropped down to 30 and massive effort has been put in by all organisations working across the built environment. So I’m not just talking about building sites, I’m talking about facility management, design and architecture, etc. We’ve had a huge reduction after huge investments, and 30 is still tragic and devastating and we have a long way to go but the tracking is in the right direction. And then this is the suicide statistics. And if you look down the left hand column that’s just England. We didn’t get the figures for Scotland in 2018. However, if you added an average of Scotland in across the United Kingdom, England, Scotland and Wales not including Northern Ireland we have 722 construction worker suicides in 2018. So this is a national pandemic, [*inaudible*] pandemic proportion, where we have real problem and you all most likely heard the statistic that 1 in 4 of us are struggling with our mental health at any one time. Well, in construction that means 500,000 people every day are struggling to get through that day. This came from the Guardian newspaper. Note the impact of COVID. It is going to be felt even harder on a vulnerable group already. Samaritans, you know, again you can read these words, the pandemic has affected everybody. Samaritans are worried about pre-existing mental health conditions, young people and the less well-off middle-aged men. People who tend to work in the built environment sector.  On the 12th, Alok Sharma wrote an open letter to the construction sector thanking everybody in the construction sector since the beginning of the pandemic about the contribution they’ve made and I know there was strong encouragement to keep the economy moving by construction workers seeking to attending work. I know in cities, particularly London, construction workers were being confronted by the police as they get off trains, demanding to know, this was at the early stage lockdown in March and April, demanding to know why they were out and about and they allowed to carry letters to say I am an essential worker. Construction workers were also challenged on trains and the underground and harassed for it. What is a real shock, which come out and this again is an Office of National Statistics that elementary workers, construction workers and cleaners is what they are talking about there is the highest death, highest death rate from COVID-19 in the period from March, 9th of March until 25th of May were 421 workers. So I know I spent a long time painting a grim picture but I wanted to get in over the scale challenge.  In July 2017, a group of us got together and created something called Building Mental Health. It’s a framework and it’s a charter. You can’t transact with it, you cannot buy a product from it. It was these organisations and the purpose of showing you this is it features scaffold companies, giant clients like Heathrow, big contractors, trade associations, housing companies, trade unions and the health and safety executives were in the room as well. We were at a broad church of people and we came up with a framework to say let’s raise awareness, let’s give people some mental health training and let’s get people some mental health first aid training. But what we didn’t do was say here is the answer, do this and you will be fine. We recognise that there are lots of solutions and that there’s a board church of support and a lot of them are listed on the graphic in front of you. What people don’t know is where they can go to get help. And construction workers are unlikely to disclose what is perceived to be weakness with a mental health condition because of the stigma and discrimination and ridicule which they fear is coming. We spoke with Acas and talked about a framework with responsibilities for employers and managers need to be trained and educated and competent in dealing with this with their staff and the Acas spoke to me and said, do you think it’s okay to give some responsibility to individuals? And I said absolutely. We must all take some of our own responsibility around self-awareness and if people feel comfortable and safe they will begin to talk in any environment. We, we set up a charter. It said we are going to do the three things, awareness, champions and education around mental health first aid, and what was really important was recognising each other’s training and not saying [*inaudible*] best and it has to be blue. Because we have such a transient and mobile workforce, if somebody arrived with some training or an interesting mental health and well-being contribution to the cause, we would welcome them rather than [*inaudible*] some of their training was as good as ours. Whereas now 571 organisations who’ve signed up to this. One of the biggest achievements we had was securing £1 million pounds worth of funding from the Construction Industry Training Board. To train initial 144 and then is was half million and then another half million to take it up to 288 mental health first aid instructors across the UK, so Scotland and Wales were collaborating with England and I’m talking about mental health first aid there. There are three separate organisations but for the construction sector or the built environment sector and that we still have the program going on. There are opportunities available, the training is in excess of three and a half thousand pounds and we secured grants to pay for this. And the aim is to have big contractors, clients, trade associations, trade unions, the local councils and independent trainers set up around the UK where our industry could become self-sufficient and create its own network. Where we can educate people across the whole of the island. So, 288. We’ve made fantastic progress so far and we are creating this network of people who are out there delivering training in a way that suits them and in an environment that suits them, different types of blended learning that’s under the mental health first aid banner. And can crucially, you can claim [*inaudible*] for each individual that under goes the training, so again enabling access to information. I cannot see you. I’m going to ask you to do something and I’m going to ask you to raise your hand if you had any education or information around mental health and well-being and your emotions, how you are feeling when you were at school. So I know that none of you raised your hand. I’d now like you to raise your hand if you have ever come across mental illness and poor mental health and well-being, if not you, somebody you love, somebody you live with, somebody you work with, somebody you know, a neighbour or work type? And the answer is all of us and I found it strange that in the 20th, 21st century [*inaudible*] we don’t talk around mental health and well-being. In fact, we do the opposite. With boys, we tell them it’s not okay to cry and have feelings and emotions. You need to develop a resilient and stiff upper lip and fight people on beaches, never interfere with human conflict and unhelpful masculine behaviours around this. The Lighthouse Club is the construction industry’s charity and we have set up a help line and its free to everybody who works or has worked in the industry or who, and their families as well; and what we are finding in is people were phoning up around, they’re concerned about an employment law or holiday pay, or sickness and then they are declaring a mental health issue to the people on the phone line. So they’ve all now been trained and have first aid skills where they can provide support for the person immediately whilst getting them on the way to appropriate mental health help which is widely available across the UK, and the poster on the left of your screen gives some examples of where that might be. I heard a speaker yesterday talking about mental health first aiders and some of the problems and perception around it. For me it’s very simple, it’s like, it’s like a [*inaudible*] ambulance physical first aider. Is [*inaudible*] first aid, it may be the first person you come to and the way that a physical first aider won’t perform surgery on an injured person, neither will mental health first aider give, you know, give treatment and psychotherapy, but will often be there to support the person in their time of need and help them get on to the next stage of where they can get the necessary help. So it’s very much about [*inaudible*] first aid and mental health first aid by itself is not the answer to the problem but it’s a fantastic foundation about providing information and [*inaudible*] people.  The graph [*inaudible*] of why people were seeking support through the construction industry help line and you will see the term mental health and well-being was a significant when it comes to be the 30% of people who were reaching out for support. So we’ve created an app, its call the Construction Industry Helpline app. Its free for everybody, anybody can download it, just go to your app store and download it, and there are some brilliant things in there that within three clicks you can get to where you need to, including calling Samaritans in an emergency off the device. There are videos and information where people can go and get help. Will this solve mental health problems for the construction sector and the built environments? No. But it is the great tool and it’s often a starting point for people to go when they don’t want to do a face-to-face situation. We have a challenge, lack of talent at the top is hurting people in construction, hurting construction. There are people[*inaudible*] not to join the built environment sector [*inaudible*] they tend to drop into it whilst looking for something else. We require [*inaudible*] tens of thousands of people each year due to [*inaudible*] yet we’re considered to be dirty and unfriendly and a hostile environment. Now particularly, around health and wellbeing. I just want to finish off quickly with something I’ve became aware of and I’ve developed an understanding as I get older about this opportunity we have in life and how it is absolutely crucial that everybody act as a fair crack and should not be discriminated against in any way. Inclusion would be a great thing and we, still more reports of LGBT in Britain around health for LGBT people. It was staggering around the impact of people on their mental health because of their sexuality. And it impacts people more if they are from the BAME community. And these are some more staggering statistics that Stonewall identify. Whilst I was [*inaudible*] Olympics was on and the Russians were threatening to deport people for homosexuality and I took a challenge [*inaudible*] with Stonewall and this is a coincidental photograph of construction workers and we ran a Rainbow Laces campaign on a [*inaudible*] securities and said we’d like to run a Rainbow Laces campaign which basically says everybody welcome here. We stole the laces from a football campaign from a batting company which we don’t care which side you play for and [*inaudible*] immediately said yes we will support this, which was a surprise. I expected them to say “We’ll get back to you and consider it”. But we ran this campaign and it was amazing. The people stood up and came forward and said yep, I wanna wear those laces and I would like to send a clear message to people in our industry that it’s good to work here and you can be proud of it. There’s a great organisation called Building Equality. The first [*inaudible*] was there were 18 [*inaudible*] 15. We grew to 250 the following year, there were over a thousand the year after that. That’s me filming past Trafalgar Square on my favourite day of the year where three-quarter of a million people celebrate life and we must, in the built environment, reflect our communities’ values and our community is growing. Michael Stipe said this. Michael Stipe, the lead singer of REM, that vulnerability is a strength in this century. We need social liberation and change and this includes mental health and well-being and every social improvement and change has come around by collective action. I just wanted to have the opportunity and I’m very grateful to Jerry and Laura to speak and share my story this morning. And the successes we are having with the built environment sector, which is the highest risk of all sectors, but by working together and making it OK, showing some vulnerability. The youngest person in the team may be the leader. It doesn’t have to be the chief executive or the head of the department. Just begin that conversation that shows some vulnerability. Make it OK and we can make change and make our workplace and communities a better place to be. |
| Jerry Goldsmith | Fascinating, Martin. Again, thanks very much for an enlightening talk and absolutely unbelievable, so thanks very much indeed and by the way I have to say that the PC filter you mentioned is working very well there for yourself. That’s fascinating stuff and I’m sure there will be some questions and obviously there are quite a number of you from the construction sector on here anyway cause that’s one of the key sectors that we look after from the HR Management forums but obviously the message that Martin’s given, transfers across every sector, really. There’s the equivalence of supply change in the warehouses and drivers. Similar stories exist there and every other sector that we got optional workers in the oil industry that there are three other sectors that just straight away out of five that a lot of people around here are from. So yeah, any questions at all [*inaudible*] a few coming through, I don’t know if you could read them. I’ll read them out for everyone else as well that’s on [*inaudible*]. Lucy I think from EasyJet, thanks for such an interesting insight. I want to ask, you spoke about mental health as a weakness when you were in the Royal Engineers. Are you doing anything with the Armed Forces to become more open and supportive of mental health? |
| Martin Coyd OBE | Yes, through sports. I’m still involved in sports and the Rugby league through the Armed Forces, and I speak on a regular case with them. There was a strong movement in the Armed forces, it’s no longer a taboo. Help for Heroes has done some fantastic work with the Armed Forces that combat stress is there primary mental health charity. So, yes is the answer. I happened to live outside of the Royal [*inaudible*] engineering and still in that community in the [*inaudible*] in Kent. |
| Jerry Goldsmith | Ok, excellent. Any other questions? And while, I forgot to mention actually so, for those of you that weren’t on yesterday, the Q & A panel obviously we can’t go around to everyone with a microphone so obviously and rather than wave a hand, which I know I think Zoom does, just put your question in the Q&A box on the column on the right hand side of screen hopefully. I think for most of us anyway depending on the format of how you got yours set up. And we’ll try not to, and I think Martin might be around if he can at the end. We might finish a little bit early depending on how the speakers go and because we got a bit of flex built into the program. So we’ll have questions maybe at the end as well as a panel. But while we wait for questions, if Laura, I think Claire is on as well as the next speaker. So she needs to be made a panellist. So Alison, Alison Hunter in the oil industry, do you see a positive progression in the dialogue around mental health and further openness to discussion especially during this year in the pandemic? |
| Martin Coyd OBE | Yes, can I answer Claire’s question first? The name of the app is the Construction Industry Helpline app; its three words, if you just go to your app store and [*inaudible*], it works on iOS and the other one, and yes I do want to answer Allison’s question, I very, very much so. I’m aware of lots and lots of corporations recognising the [*inaudible*] around job security, working at home, not I-I’ve chosen to work from home this morning to make this call easier; but I personally, you know, struggle with working from home, I struggle to retain focus and in the way that I would do in my normal workplace, but I want to contribute to the national effort and play my part, and so I do see it and if the disaster and tragedy of COVID as a global pandemic is a catalyst for considering mental health and well-being. You know, moreover, that would be a great and unforeseen outcome from it. So, yes I, I hope so. |
| Jerry Goldsmith | OK. Thanks very much. Any, any other questions? Allison, I, I didn’t see Claire’s on my panel, so I’m not sure what type of a question is coming up on my, on my screen which is worrying. So Laura, I don’t know if you want to as well check before we hand over to a different speaker every time. I, I’ve covered every question but I don’t, I can’t see any other questions I can ask, unless I’m missing something. I’ll ask… [*simultaneously speaking*]. Yes, so one more question before we pass over. So, again from EasyJet, the rarity, in the work you’ve done, what would be your top tip to get people to talk more openly? |
| Martin Coyd OBE | Self-examination [*inaudible*] in the class in a school where local, everybody looks up to. So find people [*inaudible*], engage with them, encourage with them and get that sort of popular person who may be the joker, it might be the smartest [*inaudible*] you’re serving, not the one who is the heartbeat of the group and, and support them in beginning the conversation. It gives permission for everybody else to join in. People will see the impact on this confident person who people look up to, and if there is a positive impact, it just makes it OK; and like I say, it gives permission for everybody else to do so. It will take time for people, they’ll wait to see if there is any negative, you know, career disaster, and the answer is invariably no, you know, so if we can get this right, it improves our workplace and from my perspective as a health and safety professional, it makes it a safer place because people are more confident and engaged. It will improve productivity. It will improve quality. It reduces sickness absence, sickness absences are shorter, and people are less likely to want to leave the organisation, they’re more likely to recruit high quality colleagues to the organisation because of this positive mental health environment we can create. So, I’m not talking about some, you know, treating people with mental ill health. That’s very, very important; I’m talking about the positive input at the earliest stages of everything, around making it the best place it could possibly be to work and a great start yesterday was [*inaudible*] disclosed for every pound invested in mental health and wellbeing they get a seven pound return. Well, that’s fantastic. |
| Jerry Goldsmith | Absolutely and absolutely fantastic to hear you, Martin, that’s, that’s really good. Thank you very much indeed, and I‘d like to say you’re welcomed to stay the whole day, and if we get time, we might have a panel at the end for final questions. Many, many thanks again for that. Excellent; OK. So, with that I think it’s time for our first case study of today, and I’ll set one in total, but it’s the first one from the travel and hospitality sector. Claire has worked in aviation for about 20 years now, and she’s now the head of Diversity, Inclusion and Wellbeing at EasyJet, and I’d like to introduce Claire for our first case study of the day. |
| Claire Evans | Good morning, Jerry. |
| Jerry Goldsmith | Good morning. Excellent. |
| Claire Evans | Thanks [*inaudible*] having me. |
| Jerry Goldsmith | You’re very welcome, welcome on. |
| Claire Evans | Alright then, so we’ll see if I can manage the technology. How is that looking? |
| Jerry Goldsmith | Oh good there, Claire, thanks very much. |
| Claire Evans | Brilliant Very good, very good. Thanks Jerry. Good morning everybody, I feel that [*inaudible*] something like Martin, and likes to be involved in the [*inaudible*] today, so I think, and as Jerry sort of mentioned, I, [*inaudible*] for my personal background I’ve worked in aviation and travel for 20 plus years now; and in the last year I’ve moved into the HR world and took on their diversity and inclusion agenda and in which in the last of the six months has now also incorporated the Wellness Agenda. I think any of you following the news will know that this is obviously has been a pretty horrendous year, that troubles back, specifically. We’ve really obviously have been, as a result of the pandemic situation, how they are very much on and off [*inaudible*] model this year we had significant amounts of our employees on furlough, we had significant job losses, and, you know, unfortunately for a year when we should be celebrating our 25th birthday last week, we were actually posted results this morning, we’re showing our first ever loss, which is a pretty stark background to be living in from a point of view of talking about such an important agenda around inclusion and wellness so I just thought it was important just to give you a bit of context of what we have to do, [*inaudible*] almost in survival mode at the moment, you know, and we’re acting as we do each week, to whatever the change is in legislation are on the pandemic. But also to say that that’s not stopping us and that we still take, you know, inclusion around wellness really seriously on our agenda. To be very honest though, I’ll put quite a few caveats around this, we are only at the beginning of our journey and when you listen to some of the content from yesterday and again from Martin earlier on, you can see there’s some great, great work that’s already well-established in other businesses. And, you know, to me it’s been a brilliant opportunity to learn from other experts, so I’m very grateful for all the tips I’ve picked up, so far.  But yeah, I’m just going to give you a walk-through of what we’ve done so far, how we’ve been thinking about it. I guess what we’ve already started today and some other top tips that we’ve already learned I guess for ourselves and what we’re working on next.  So if talk about our sort of behaviour and culture at EasyJet, we talk about having the right people priority and this is a part of our EasyJet strategy. So, our EasyJet strategy is built out of priorities of which there are five; and one of them is the right people priority and promises, and again in which there are in the five. So we have promises around being safe and responsible which is exactly what you would expect of us as being and airline and a holiday business. We also have a promise which I’m particularly passionate about which is in it together, and that’s really about bringing our people to work together and to look after each other. And this all wraps itself up into the right people priority which is what you can see on the screen here so, when we talk about the right people, what we want to be talking about is how people feel matters. We really know that the latest prediction is performances that, you know, how people are feeling. We measure that regularly in our employee engagement survey, and we know that actually if we can [*inaudible*] Martin has been talking about, if we can make people feel like they can be their true selves at work, we’ll be able to get the best out of them. We’ll be able to attract more of them. And in a time when the aviation isn’t, similarly to construction, potentially you know the best, the best career out there for people seem to be leaning to, it is really important that we build, you know, a culture that means our people want to stay in that environment and that we can attract more. So, how you feel matters is sort of our overarching theme; and what that means in a sort of, I guess a discipline and how we’ve been bringing things together , as you talk about three main disciplines, Include, Energise and Grow. So we want people to feel included, we want them to feel like they can be their true selves, we want people to feel energised, we want them to be able to do their best work, and we want them to feel like they can grow and thrive in our business both personally and privately. So from a point of view of, you know, their pension plans but also their career plans. And all of that then depends [*inaudible*] our continuous listening theme, so we hold regular engagement surveys as I mentioned earlier on. We actually do have two specific questions in those surveys, we ask people do they feel they can be themselves at work, and we ask people do they believe EasyJet cares about their well-being; and we can cut that data by function, by demographic, by length of service, and we also get really, really rich verbatim anonymous commentary, so it gives us some real indications of any areas that we really need to focus on, areas where we might want to invest more support from a learning point of view, and it’s a brilliant poll and actually from our sort of big [*inaudible*] how we than make our decisions going forward, you know, really informs of our thinking; and then underneath all of that we need to make sure that we’ve got a strong foundation so simple things like making sure we’re paying people correctly, and we’ve got a majority of workforce that are on flying rosters have a huge variety of variable of pay elements. You know payroll is a really complicated area for us, you know we have to get the basics right, we have to make sure that people can trust our business and that we’ll look after them. So that’s how we sort of strap that all together and part of the right people priority and we also sort of a part of this have launched our sort of campaign brand just in the last year, which is we want everybody to have, feel like they have a warm welcome for everyone. This matches our customer and strap on finder’s well about [*inaudible*] always welcoming Europe. So you know we really want people to feel like they’ve got warm welcome and it doesn’t matter where they come from, doesn’t matter what their preferences are. Actually, everybody can come to EasyJet and thrive and grow.  So how does that lean into the inclusion and wellness strategy and this is something I can only said that sort of it has been coming together over the last couple of months really around how do we bring out the importance of inclusion and let everybody making sure they feel they can be themselves at work matching that with how do we make sure everybody feels cared for and you know you are the best selves from a wellness point of view and what I would say here is clearly as you would expect we have a whole roster of pieces around safety, around licenses and flying safety on our compliance obligations, so sort of stands on its own merit around our you know wellness safety and licensing point of view. If you, from here this more about thinking about people’s probably similarly [*inaudible*] Martin’s conversations, mental health, wellbeing, overall wellbeing and I think Sheila [SP] mentioned it yesterday, we think about wellbeing and the four dimensions, so we think about financial wellbeing, emotional wellbeing, social wellbeing and physical wellbeing. And how we at EasyJet can support all of those things, but also from a peer-to-peer and colleague support point of view and so this is our sort of our new strategies that went into just went into the process of finalizing and launching now and this talks about really making sure we’ve got the right pieces of the jigsaw coming together and you know as I say we’re at the beginning of, these are the things are, some of them are further ahead than others, some of them very much still in their infant stage. And ultimately, we want the leaders to understand that they have a role to play here, it’s important that they care about inclusion and wellness of their people, but it’s important that we give them the tools to be able to do that. So we’ve spent half the time on leader training, on leader toolkits, and I think in the current environment when actually a lot of our leaders resolve are now working remotely and so even I [*inaudible*] we obviously with the path we’ve taken you know over 1,000 people that would normally be very much in an office environment and they are all now working in their homes. So you know, the position and the style of leadership is changing as much a making sure that they’re profiling wellness as well. We talk about firm foundations. We here at EasyJet’s sort of conversations in the [*inaudible*], we talk about that being a data led business. [*inaudible*] and year around particularly passionate about you know the value of data for us and we talk a lot about data from a point of view of understanding what our customers want, but actually there’s a lot more we can do about data for our people and understanding what our people need and understanding whether you know types of sickness, whether we’re talking about different types of you know diversity limits and actually understanding the mix of our people and what that than means their needs are. So we started this work, probably about six months ago and there’s a lot more work to do and a lot more work around, how do we really understand the different pieces of our people and build the best policies and processes for them to be able thrive in EasyJet. So and that’s a key area for us to really you know do a lot more work on.  We’ve talked a bit already and a lot of those presentations so far are around open and honest communication and that’s probably the area we’ve done the most work in so far. So we’ve talked around correcting campaign and support material and I think [*inaudible*] recently asked the question around how do we get people to open up. How do we get people to actually share their stories. We know that when an individual shares their personal story, we get so much more you know interaction and interest and you know learning from that experience and people, actually gravitate towards listening to each other rather than necessarily always, being taken on a learning course. How do we encourage more of that open honest conversation, we have an engagement survey, which gives us honest data, but actually there’s nothing as powerful as listening and engaging with somebody who wants to share their story. So how we create the platform for that, we use Workplace as our sort of internal communication channel and we’ve got an inclusion chat in the Workplace channel and that’s got loads of member sharing pieces you know celebrating successes as well around when they’ve gone through specific journeys or specific events that they want to actually say I’m proud of myself you know be a bit of inspiration for others. So actually really powerful for us and I think you absolutely have to be at the heart of continuing what we you know what we talk about going forward. I personally feel having moved into this area quite new as well that the piece around increasing confidence and capabilities is really important. You know these are difficult subjects when you are talking inclusion and wellness. People don’t want to get it wrong, people don’t want to offend, people who don’t want to ask things the wrong way that they think that might upset somebody. So actually we really need to normalise the fact that having a conversation is okay and it might be an awkward conversation, it might be an uncomfortable conversation, but that’s still a good conversation. And we need to help people feel that they’ve actually got that confidence to know that they might not know all the answers but they can at least point people in the right direction. And we want people to really guess you know have that interest and inclination to ask each other about are you okay, is there something I can help with. And so you know for me, that sort of really links all of us as individuals not just the leaders but you know peer to peer across from function, across teams, there’s a great opportunity to do more with this and around you know spreading that almost like infectious you know spirit, we talk about the orange spirit in EasyJet and that infectious orange spirit and bringing that together across all of our business areas. We know and we don’t know everything, and I absolutely always admit that I don’t, so what is really important that we focus and work with experts so we have a brilliant EAP provider, we have a health provider, we work with people like [*inaudible*] that Martin just mentioned. You know, how do we get the best learning and the best support tools from those experts? How do we bring that sort of network of support and tools to our people in the simplest fashion? So that now that everybody is remote, how do we get things in one quick access? How do we make people aware of the content that we’ve got available but make sure that you know we find the time and [*inaudible*] for example in February and how do we bring that, you know those tools and those extra support elements to life for our people when they are in disparate and disconnected environment currently and they’re not having the you know having the water cooler conversations that they were having probably before.  So that sort of brings together all of our, I guess our strategy. I think, you know I think the key thing here it’s a blended approach. We know that everybody is different, you know we’ve got 12,000 career, 14,000 people in total, everybody is having a different experience, at different times, so we need to have a blended approach that people can you know can pick up and access as they need it. And actually, we are consistent with from a point of view of bringing people you know, to bringing people to the content that’s available for them.  So we thought, the simplest way to do that was to bring together a sort of campaign headline which we’ve called “You Matter” and you know ultimately this is about bringing energy, inclusion and growth, I talked about earlier on together in one sort of master brand so to speak. So we talked about energy being a health safety and wellness. We talked about inclusion being that, we’re here together, we’re in it together and we look after each other and we talk about growth being our own personal growth but also the fact that that will help the company grow and obviously in the current climate and that really is important for us. So we’ve launched the “You Matter” framework at the beginning of this year and we’ve talked about actually identifying what each of those elements were and how people knew, what they should, you know where they should be looking for things. And part of that we corrected the whole suite [SP] of collateral assets, content support, etc. So you see on the left hand side we launched our You Matter help. This is a SharePoint site and it’s got all the different kinds of categories that I mentioned earlier on. So for example under Grow we have financial health and that financial health page will take you to how can you sort your pension, how you can look at the benefits that we have available. What other discounts we might have available. But it also has under growth your personal growth so it talks about your career journey, your development plans, your personal development plans, your you know outside work learning. We know that there is you know a mix of content is really important for our people both from the point of view in for financial support as well as the personal support. On the energy side on the left hand side we talk around both our emotional and mental energy but also our physical energy. So there’s tips in around how you know, how do you support yourself in getting a good night’s sleep. You know thinking about how do you exercise when you’re at your desk on constant Zoom calls and you don’t get time to get outside and enjoy the gorgeous fresh air. So it’s a top tips around to actually being able to leverage your physical energy as much as your mental energy or your emotional energy. And all of these points will always link you back to our EAP [SP] so accessible times of our EAP and what tools that are available there. And they also link you back to your HR team so at any point every function of HR business partners that supports them.  On the right hand side you’ll see what was talked about as a leader toolkit. We know, especially in this time more than ever the leader’s the responsibility you know is so, so important. We need to make sure that they feel equipped and we need to make sure that they feel that they can ask questions. So we’ve got a variety of different toolkits and training. We’ve done different things around having conversations and opening conversations whether that be about mental health whether that just be about generally how people are coping with now working at home. Whether that being actually thinking about building resilience in yourself and in your people and how you can be alert to perhaps when other people’s resilience is suffering. I think in this current environment you know understanding how your team needs to work. You know what is the right thing you know we perhaps need to be more flexible now. I think someone mentioned yesterday about having time in the day, time to do a yoga class or you know some exercise rather than [*inaudible*] not necessarily as easily as it’s a bit dark and damp now. So I think, you know we need to our empower leaders we just need to give them the confidence, going back to the piece about earlier on about confidence and capability around you know what do they, what other top tips to look for, what are the top conversations to have. And we spend a lot of time building our service so the overarching lead toolkit, there is the remote working leader toolkit, there is a mental health leader toolkit. So toolkit all this collateral which people can get into at the right time depending on what the conversations are that they are having.  I mentioned earlier on about open and honest conversations, this year we’ve done a quite a few sort of services and we put it in the air we worked most on because it was on around [*inaudible*] conversation and starting to do that educate and celebrate. So we did some myth-busting around mental health that was done within an independent expert and also from a point of view of being launched by one of our own internal leaders and I think to me the piece around the myth-busting is it means that because people don’t want to ask the wrong question, because people don’t want to say the wrong thing actually confide in something that they can learn from without exposing themselves and making themselves feel you know vulnerable and actually that everybody can take something from it as an example in the document there is like we talked about the five top myths and how [*inaudible*] you can never be successful if you have a mental health issue before. We absolutely know that is not the case. But we also put some support pieces in there around how to contact and how to contact the Samaritans, how to use the head space app and there are other different pieces that may well help different people at different times so that was really successful. We talked earlier on about making sure people feel they can be their true selves. We celebrated Pride virtually this year. You know, Pride for us is obviously [*inaudible*] flying. It was a time when people would not know whether they had jobs or not but we still wanted to make sure people could feel that they could celebrate with us so we had lots of people sharing their stories and really inspirational pieces around and how people have overcome stigma, have overcome discrimination and overcome challenges in their personal and professional lives. Again, inspiring people to want to use their voice and it’s been really powerful through the Pride campaign. And then most recently we talked about Black History Month and again we had our brilliant people talking about what it means to them and what they’ve experienced and how they’ve been able to make a difference for each other. So really bringing that to really being part of the same team and no matter where you come from and what your background is and what your preferences are actually we’re in it together and this is the time we really needed to be in it together. The other point of view other support material we have online learning and as you can see we got some sort of “You Matter “ set of collateral there which again people can do on their own time [*inaudible*] a video and other support material [*inaudible*] and as you can see we’ve got cultural [*inaudible*] which again people can do on their own time. It’s bite sized. Some of it is five minute video. Some of it is 20 minute eLearning and sort of quizzes. Again, blended approach depending on different peoples learning styles and preferences are and we’ve been, you know, it’s like today, we’ve also been sort of posting quite publicly some of our senior leader’s blogs and letting them talk about their experiences and just trying to create the, you know, environment where people will actually want to start talking. And then most likely worked really hard on this with me. We’ve been really thinking about how do we support hybrid working. So, we’ve gone through all of this change in this very short period of time. We’ve been flying, not flying, but we know categorically going forward the office communities are going to have to continue working in a hybrid way and we need to do that in a safe and responsible way. We need to do it in a way where people still feel connected even though they’re not necessarily seeing each other regularly. We need to do it in a way where they’ve got the right physical environment. So, we’ve taken lots of time. We’ve done lots of focus groups with people. We’ve listened to different pieces of feedback. Interestingly, because [*inaudible*] we had a high amount of commuters. Actually, a lot of people are valuing not having to spend time in traffic getting into the office which is brilliant and they’re using that time to do something with their family or exercising. Actually, that still doesn’t mean, you know, this is always the option and the way that people want to work so, again, it’s been about giving people help from the point of view of their health and their wellbeing, giving them support from the point of view of setting up their physical and safety environment and then making sure that they’ve got opportunities to connect and stay involved with their people. We know, you know, we are not going to be going back into a fully, full on office environment any time soon so we need to set this up for success. And this is just going to keep evolving, you know, we know our next way of working will be very different to the way it was earlier this year so we need to keep the regularity of how do we make wellness part of the hybrid working agenda. That’s a little bit of a snapshot of a EasyJet. |
| Jerry Goldsmith | Thanks very much, Claire. That’s excellent. And what was great actually is that you mentioned right at the beginning that your relatively start of your journey and I am sure many people on, as attendees login on to develop a strategy for the first time. That would resonant quite, quite well with quite a lot of the attendees. Any questions at all for Claire and while we’re, we’re doing that Laura, I think Sandra and Helena are online, so if they could just get ready, but I think we will have a quick break between, between this talk and then. Any, any questions for Claire at all and what EasyJet is doing or especially as I said they are kind of a start. I can’t see any but then again I didn’t see every single question that came up last time so, I don’t know if I’m missing any, but it doesn’t look as though at the moment there is any questions. OK so Thomas is asking, “what ways have you found most effective in keeping colleagues engaged that aren’t in the office roles and are perhaps furloughed? |
| Claire Evans | So, I think, we’ve had, we found Workplace to be really interesting. I think because Workplace has been more of a chat for where people have been sharing their stories and strictly and particularly for applying praise and for the lots of opportunities for them to just talk about you know what they’ve been doing. How they got involved with, have a lot, a lot of our crew supporting with DNA test and some of the community activities. So actually they’ve been sharing stories and encouraging others to join us. So that’s probably been the sort of the basic success from furlough point of view and how people stayed engaged on that, that side of things. |
| Jerry Goldsmith | Okay, so Sasha is asking how did you get this information to your non-office workers? So probably similar, similar questions. |
| Claire Evans | Yeah. So I think. So we, so we can have Workplace as an app on your phone. The, he must [*inaudible*] as I showed you is also an app on your phone. We would always for people [*inaudible*] like there markers in the sound that says there’s a company briefing, so example for today was a day of results, there will be a company briefing and people will sort of know that their [*inaudible*] so that those sort of key events will go on. And then a lot of it is also about the line manager cascade. |
| Jerry Goldsmith | Excellent. And Sandra who’s is on our panel, sitting next to you all be it virtually. How do you encourage get your senior managers to get involved in the story telling to raise awareness of mental health? |
| Claire Evans | I think it’s about finding the probably similar to what Martin said earlier on, the finding the ones that actually want to be involved. Almost like, you know find that, find the key advocates that already have strong opinions on this stuff or already have some relevant experience. So, I think an example we used somebody in our IT team when we did the World Mental Health Campaign, because he’s renowned to lot of people, he’s a lot, you know larger than life person, actually he shared his story about he suffered from anxiety point of view and it’s, it’s the humanizing piece. So, I think my mind so far has been go where you know people actually are already got, already talking about this. And then try and cover you know different people and different people in the area of the business. |
| Jerry Goldsmith | Well excellent thanks, once again Claire. I don’t know if you managed to stay with us all day, but if we do have time at the end, we’ll do what we did yesterday with a quick question/answer panel session, but those of you that love tweaking the hashtag is #endeavorwellbeing2020, I think, I think I’m the only one who has put anything on there so. So that the back in case anybody likes to do that. But I think Sandra and Ellen are ready, but just before they do, maybe if you want to fire a few minute break, it’s 10:12 at the moment. So literally just after quarter past you might get back say 10:16 or something like that. So if you want to a, a put the kettle on, grab a cup of tea and have a couple of minutes break and then we will get back together in 3 or 4 minutes time. Is that okay Laura? And Helen and Sandra you okay to go, just after quarter-past? |
| Laura/Helen/Sandra | Yes, that’s fine. |
| Jerry Goldsmith | Brilliant, okay. I’ll see you in a couple of minutes. |
| Helen/Sandra | Laura on the presentation screen it’s not allowed to share? |
| Laura | Yeah I just need to make you [*inaudible*], a new [*inaudible*] that’s going to be shared |
| Helen/Sandra | Yes |
| Laura | Yes, so it [*inaudible*] |
| Helen/Sandra | Thank you. |
| Laura | You should shortly have the ability to share. |
|  | [*pause*] |
| Laura | Yeah, that perfect that we can see it. I’m good. |
| ??? | Thank you for [*inaudible*] |
| Laura/Helen/Sandra | Yes.  Okay  Just need to figure out how to turn the camera on.  I’m just worried I’ve got an echo.  Can’t hear you.  Okay  I can  Okay  I’ve turned the Camera  Just worried I’ve got an echo.  I can a little bit just you guys [*inaudible*], you guys [*inaudible*] your microphone  No, I’m not actually on, a  Do you check if your computer is on [*inaudible*]  I’ve actually got one of the [*inaudible*] on  What’ve you got I’m sorry?  I’ve got my [*inaudible*] microphone.  Yeah, we have got some echo in. I’m not sure where it’s from.  I think it might be from me. Cause I think I’ve got my, I don’t know Sandra? |
| Sandra | Yeah, [*inaudible*] |
| Laura/Helen | I’m not sure can you put your [*inaudible*] for a second and I’ll, makes any difference. Down the bottom, that’s it, can you hear me okay, Laura? |
| Laura | Yeah, you are clearer now, unless it’s Sandra. |
| Helen | Yeah, I think what, what I think maybe what I need to do is when I’m speaking Sandra if you go on mute and when you’re speaking I’ll go on mute. I think that might be the problem. |
| Sandra | Perfect |
| Helen | OK. |
|  | [*pause*] |
| Helen | Jerry what did you say your, the twister was? |
| Jerry Goldsmith | The #endeavourwellbeing2020, I think I’ll double check on that. |
| Helen | OK. |
|  | [*pause*] |
| Jerry Goldsmith | Oh OK, is everything sorted as far as the echo is concerned? |
|  | [*inaudible*] |
| Jerry Goldsmith | Yeah, endeavorwellbeing2020. Great OK, are we okay to kick-off? |
| Helen/Laura/Sandra | Yeah, Yes, Yeah |
| Jerry Goldsmith | OK, so, right welcome back everyone and I say, it’s time for our last piece and it is actually the first one from the supply chain and logistics sector and indeed they were the last company to host one of, any of our offline forums before sadly COVID, I think we just got in, in time, early March or the end of February, so our very last meeting together. So, yes, great pleasure to welcome Helen and Sandra from Guestco, over to you. |
| Helen Grover | Hi, thanks so much. Hello everybody, thanks for asking us to talk to you on this really interesting topic, hopefully, so I actually met some of you when you last came to our Guestco office. [*pause*] have you different size intensive, EasyJet, I but hopefully that will give you a good, good reference point in term of how you can scale these type of programs up or down and how different they can be from large organisations to perhaps smaller ones and in Guestco we’ve got 16,000 people worldwide so we’re a huge company worldwide and but in the UK, we just have 700 employees made of a mix of permanent and temporary workers. We’re mainly in the logistics sector and this year we, we achieved a great milestone in becoming one of the top organisations, the top large organisation and a “Great Place to Work” and something that we’ve been striving for, for four years. It was on our plans for next year. We’ve managed to do it a year early which is absolutely fantastic. So that was one of the positive things that came out of this year, and we’re going to talk a little bit about that in our presentation today, Sandra’s got some wonderful insight and some other things that we’ve done to get where we are, and I just thought that I would introduce it for a moment and tell you a little bit about how we got to the position that we are in today. So, I think one of the things I would say is that the most important part of it is having this senior leadership management team buy-in, and if you haven’t got that then that makes it a really big challenge for you, it still can be done, but you really need those applicants at the top table to be pushing this agenda. Of course, assuming that this in this area and in other words it makes it a really big job to HR and when it becomes another HR initiative which actually might start to HR, you don’t want it to be owned by HR, it’s something that needs to be owned by the business.  If anybody asks me, and they do occasionally, about what the biggest piece of advice I would give to people around engagement, what it takes to work and well-being, I would definitely say that the biggest thing around it is all about hearts and minds and really getting to what would make that difference in those hearts and minds for your people, and we focus very much on our families, and the Guestco families, not just internally but you as an employee or a manager or as a leader, and your family, and you become a part of our wider business, and that’s how we found we got the biggest turnaround from people; and when you’re thinking about hearts and minds, it’s not something that can be done through a leaflet or a website or an app. Well-being I would strongly say one of the things that you really have to try to resist doing in HR is putting that distract line and putting all the base things together, which HR tends to try and do. In bigger organisations you have to, the reason we try to resist that is because the well-being part of our programs on engagement is all about interaction and it’s all about human interaction through every possible stage we try to look at. How can we interact on a personal basis with our employees? It’s really hard work and I’ll give you an example of that because somebody just asked a question about ‘How do you keep people engaged while they’re on furlough’? Well, we’ve done many different things, but one of the things we did do is every single week, we had to dial in all the management team accounted by dial in, we made sure it was a conference call, it wasn’t on Teams, it was a conference call so that anybody who didn’t have access to computers, they could dial in; and the other things that lined up are questions and answers; we told them about the business, we told them what was going on, we told them how likely it was that people would be coming back when they were coming back; and we’re very transparent and honest with people. We’ve shared with them the information about how much money we were getting from the government, absolutely everything we knew, we told them, and that builds that trust up. Over and above that we made the decision quite early on to contact every single employee by phone who was on furlough and I found that the management team picked the phone up and rang them all. I heard there were 300 people which for most of you that wouldn’t be completely achievable and that it would be hard work to do; but I think that was one of the most important things that we did, just pick the phone up and say, “How are you?” “How is your family?”, talk a little bit about yourself and what you learned from well-being, or how you’re struggling or finding it challenging. Those little acts is what I mean when I talk about hearts and minds, and also about human interaction. Another biggest part of the advice I would give, when we first started this journey around well-being Guestco a few years ago I was completely nervous about it, to be very honest and I was worried about what would happen and would it open up a door I didn’t want to open up within the business and it’s difficult and it’s scary and I think a lot about other pervious presenter said about your own; [*inaudible*][*pause*] and you just have to be honest, you know, we’re not very…we’re not experienced perhaps in this or we weren’t from the start, but you build and grow in confidence after the employees around it. One of the things that in terms of struggling, one of our employees spoke with us, which is a really, really nice statement actually, it sums it all up. It’s OK not to be OK; and we still talk about that with a pledge, [*inaudible*] enough, just as a reminder just to people that it’s actually OK to say you’re not OK; and that’s where we started things off and talking to people and starting to get the conversation going between people. It’s in those little small acts that we do rather than any great specific program, rather than any specific act or anything like that and it’s about the small acts and actions that we do. I was listening to one of our management teams just a few weeks ago, doing a virtual conference and they said, “Oh, everybody it’s Mental Health Wednesday, make sure you’re talking and things like that.” So, all that’s really great and that’s a really big sack full of that money to just save up, but then in his next breath he was talking about how hard we’ll all have to work and how he really needed everybody to focus on and that’s a big project that we were delivering. I think that often is the dilemma isn’t it in that that some of the mangers feel as if they have to say something then in the next breath be driving people hard. So, I think before you embark on the well-being journey, you have to really help people in the firm from a leadership perspective and philosophically about what we need in our well-being and what type of company that we want to be. Now luckily, I’ve got an amazing HR team and Sandra really is the driving force between behind what we’ve done with well-being, she’s the one that pushed me around nonstop saying “We need to do more?” “Can we do more?” “Can we introduce this?” “Can we introduce that in slowly?” and I began to open up my eyes about what a difference it can make to the organisation, and I will say that implementing these well-being programs in a way that we’ve done them in actions rather than talk, and that led us to achieving a Great Place to Work. So, if it’s OK with everybody, I’d really like for Sandra to share with you some of the things that we’ve done and inherited. So, it’s over to you Sandra. |
| Sandra Trainor | Thanks very much for that. [*Pause*]. |
| Jerry Goldsmith | You can unmute, Sandra. Sandra, you-you’re on mute. |
| Sandra Trainor | There we go, I’m sorry about that. Where would we be without one of these meetings that I accidently put it on mute? So thank you very much for the introduction, Helen. So for the next few minutes, I just want to quickly go through and start my journey in a quite like business, so here’s the story. You’ll see that there is lots of synergy. We also want to share with you some of the top knots that we’ve counted along the way, and also then start talking about the here and now. So, looking at the [*inaudible*] quickly and reference to COVID and a few of the challenges that just goes back to what we were going through in 2020 before we finish up with that. We do have a short video so we’re pressed on timing, Jerry. Let us know whether or not we can carry on and play it? |
| Jerry Goldsmith | Yes, that’s fine, that’s fine. OK. [*Pause*] Hey you’ve gone on mute again. [*Laughs*]. |
| Sandra Trainor | I was just coming back from what Helen was saying for in 2016 from the first day if we have to change to the [*inaudible*], and one of the things that our new MD decided to do in his early days was to go around to all of our sites and it became quite obvious that we have low engagement like Helen mentioned, there was some patch communications, in terms of how we communicate that to our teams and we also saw quite large breaks in absenteeism. So in 2016, it’s probably first [*inaudible*] that like lots of organisations we have some health issues, so things like the employee assistance program, occupational health and house furloughs. But when we started looking at the purpose of some of these services we realised that they were quite reactive and possibility in response to some of the things that other businesses created in the first place. So if we take things like stress related cases, whether it was work or personal related, the employee assistance program would assign post cancer services to things like relationship breaks, so on and so forth. So what we wanted to do is to try and turn it on its head and to make the services division and strategy more responsive to individual needs and to also put in preventative measures. But rather than assume what health and well-being strategy should look like what we decided to do was to send out a blanket invitation to all of our employees and invite them to focus groups. So over a number of different focus groups we have 28 people who participated. Very enthusiastic and [*inaudible*] lots behind it about what should be incorporated in health and well-being strategy. And what it did do was show four pillars, so again very similar to some of the other organisations but at the defences over the last couple of days. The four pillars came up with being immensely resilient. This was a big core driver, this is by us allowing people to perform, to talk about [*inaudible*] potentially open to that point, being treated both to subject. The second pillar was about being well informed, this is making sure that the communications strategies that we put in place fits the purpose. The [*inaudible*] assign post people to different initiatives that we were organizing and launching an organisation and being physically active, we all appreciate the positive impact the physical activity has on mental health. So again, we wanted to make sure that we were, made lots of things that we were doing as an organisation and the big one for me was socially connective, so again companies like Care and Cisco have all mentioned this but to me it was about being, it was much broader then being philanthropic through not just about the challenges I’ve seen and the stress life often times of being there through this. So what we decided to do is to launch the strategy, but we wanted to make sure this, it grew organically and as Helen mentioned what might’ve started out with HR leave it was really important towards the ownership was taken locally. So we each do social with Jeff, so each site in 2017 was then allocated per person, per calendar month, so they could shape and determine what, how small, how big initiatives they wanted to roll out to their employees for years and we ran that alongside from essential initiatives and that we introduced as well. And in 2019, with the [*inaudible*] accord, we actually participated in the Time to Change Campaign. So something that would really drive forward the agenda to talk about mental health. So with that we have lots of initiatives like Blue Monday encouraging people to talk about how they were feeling, like other organisations that present this, we started providing additional training for people who have existing [*inaudible*] that we have in the business and we also then asked people to volunteer to become mental health first aiders. But a lot of it was just a simple gestures and things like sending thank you cards to team members to say thank you for their support. And then, if we have a look at some of the sites specific initiatives, what was quite interesting is that, although a lot of it was food related so we have lots of different sort of things should actually, fish and chips coming onto site, coffee buns, crepe buns, cheesecake buns. What was quite interesting was this, somebody from Care spoke about breaking down the barriers between operations and the office space staff. So that was fantastic, because it gave people an opportunity to talk to people in the queue, while queuing up for fish and chips to talk about their day, their families and what was going on in the business. So this whole thing about being socially connected really starts to come in as key part of what we were doing as a business. We also introduced things like flu shots, annual medical so that people could actually go and sit down with somebody that would take their blood pressure and weigh them and give them some advice about their lifestyle. And it was quite interesting, because we actually managed to highlight one of our employees. Their blood pressure was off the radar and subsequently that triggered him to go to his GP, hopefully that meant that we prevented that person reversely suffering with health issues will return. The big one for me, was listening, giving people and time to tell us what they wanted us to do as a business was probably the biggest investment we did. So we didn’t always get it right, but we certainly had a lot fun finding out what some of our sites were doing to make Guestco a great place to work.  So what remains in our opinion for small changes, we did get some big rewards and we really, really placed in 2019. To be awarded the Half-a-Mile [*inaudible*] the company of the year award. [*inaudible*] for me, I did say that we’d share with you some the mostly charged situations among the way. So we are still learning, but one thing that we recognise is that we have to constantly flex and change our approach in-line with what our sites require. As some of you may be familiar with the art installation that was promoted by ITB called 84. It was a living art installation to highlight the biggest killer of men under the age of 40 in the UK is re[*inaudible*] for 84 men each week take their own lives and in 2019, we received devastating news that one of our team members had taken his own life, and just coming back to what Claire, the lady was previous talking about, you know we’ve got larger than life characters in our business who, that they hide what’s going beneath the surface. So the response in the business, when we find out about situations with to offer counselling, the sites initially, you would think it would work, but we decided we would go ahead with this anyway. And the response was amazing, in fact they sought us out for an additional three days, for bereavement counselling, to go in. And this was somebody, looking for professional support in terms of how people were feeling and again some of it is the survive skills, so wide connected some of the signs that this individual wasn’t coping and what it did allow the business to do was to very much start talking about, about it’s okay not to be okay. So to make sure that this is something that’s always in the back of our minds. In remembrance of the individual, we now have an award named after him and we recognise this individual each year.  So mental health is something that’s not going to go away and I think 2020 has been quite an interesting time for all of us, in terms of seeing an increase in cases of stress related incidences at work and there’s a lot of uncertainty with employees regarding jobs and the market and their future job security. So as I mentioned to you before and it was quite an interesting way of testing our resilience as an organisation to find that what was working and what wasn’t working and give us an opportunity to tweak it. So in 2020, not only have, we all have to endure the new normal of COVID-19, Guestco also had the additional challenge of a cyber-attack, so when we talk about resilience, it’s the ability to bounce back from challenging situations and just coming back from things that Helen mentioned, we made sure that the contingency planning was something that we’ve popped in the diary weekly. Seeing the managers, to flag any concerns or issues that might have in terms of a vacancy they have. It was about making sure that we have those weeks brief, as Helen mentioned to you before. We also wanted to work very collaboratively with our agencies [*inaudible*] to like organisations. We had to let go our agency workers, so in the beginning we wanted to work with them to find out what they would do to support their staff and so we had the restart programing in place. We did a number of wellbeing sessions, life training and events and again making sure that the people that the people that worked throughout COVID, that they worked with us to put the new measures in place. So that when we started reintroducing other work back into the workplace, that we have a very comprehensive re-induction onboarding program to really address some of the concerns that they might have. And again, thinking about what Claire was saying before, the working from home policy, it’s quite interesting because pre-COVID it was something that we shied away from and now we are embracing it thoroughly because it’s proved that it can work. So in terms of what’s next, we don’t see 2020 or 2021 being any different. We want our teams to impress us with their ideas about what they want to do to raise the bar. And I am sure that in 2021, that impresses, that their idea about the health and wellbeing initiatives that they want to put in place to make sure that we are caring for one another. Jerry have we got time for a quick video? Are you on mute? |
| Jerry Goldsmith | Hi, I think, I think that probably, we’re probably out of time, unfortunately, if that’s okay. |
| Sandra Trainor | Okay, that’s fine. |
| Jerry Goldsmith | Yeah, cause I don’t know how many questions you, that might come through. And also, Laura if you could get Jeff on, into the panel. That’s brilliant, thanks very much, Sandra and Heather. Now are there any, any questions for Guestco and the strategy that they’ve, the journey they’ve been on? Any questions at all? If we get time at the end Sandra, we may ask the panel when it’s time, we may try to run the video again if that’s OK, if you’re still with us? |
| Sandra Trainor | Sure |
| Jerry Goldsmith | Excellent. Any, any questions at all? Doesn’t look like were getting, we’re getting any questions there I’m afraid. So, OK, actually thanks very much Sadly, obviously a link shared with Martin so in the [*inaudible*] journey that you’re on. All right. I think sort of echoed. Is Gef-, Is Geoff now on? |
| Geoff McDonald | I am Jerry. |
| Jerry Goldsmith | Excellent. Excellent. OK, and do you, you need to what with Laura, get a slide out at all before I introduce you? |
| Geoff McDonald | No, I think I should be, OK. When I’m ready to share the slide. Yeah. [*Inaudible*] I’ve got sharing capabilities. |
| Jerry Goldsmith | How, you got 35 – 45 minutes. Whatever [*inaudible*] |
| Geoff McDonald | Cool. Yes, that’s fine. |
| Jerry Goldsmith | Yeah, OK. Excellent. OK, well—once again, thanks very much Sandra and Helen and as I say, if we do get time at the end, we will try and share that video and they are here with us till the end of the day. If we do finish a little bit earlier we might have a Q&A panel as well for any questions.  But I now like to introduce another truly inspirational speaker. Geoff was previously global VGHR Talent Marketing comes Unilever Worldwide and is now a champion advocate of mental health and wellbeing in the workplace. I personally lost count of the number of times I’ve heard Geoff speak and still kind of come away motivated to do something special after hearing him. So over to you Geoff. |
| Geoff McDonald | OK, thank you very much Jerry and thanks for having me today. Wonderful to participate in this, in this event that you have put on and I’m sure there’s been lots and lots of hard work that you’ve had to endure in trying to put on an event in a very, very different way.  Where shall I start today? Hello to everybody, all the attendees. Great to see you. You’ve got a really good turnout, Jerry. Yeah, I hate introductions like that because every time Jerry introduces me like that, the bar gets higher and higher and so hopefully I’m able to deliver and you do walk away with something new and different today.  I think for a lot of you, you know, part of what I hoping to do today is two things. In listening to me, I might confirm a belief for you which might mean that because that belief is being confirmed you really might feel even more motivated to go even the extra mile when it comes to this whole area of mental health and the health of our people at work. For others I might challenge your belief and in challenging that belief you might think differently about the health and the wellbeing of your employees and you might then go and do something very different back in your workplace.  I also want to just make a distinction between health and wellbeing. So often when we talk about health people often go straight to physical health and I’m going to talk more today about wellbeing, which I think is a more broader concept than just health. But if I use the word health I want you to think of it in its broadest sense. So that is the physical health of your people, it’s the emotional health of your people, it’s the mental health of your people and it’s whether your people feel that they have a sense of purpose in working for the organisation that you all represent.  I think it was Mark Twain who once said the two most important days in your life, what are they? And often when I ask that question to audiences, and I’ve got people in front of me and I can, I can look them in the eye and they can respond versus on a, on a Teams or WebEx where it’s very difficult to see everybody. The response that I usually get when I say Mark Twain asked the two most important days in your life, what are they? And most people respond by saying the day they were born and the day they die. And I often wonder after that response, what is it about the human species that we can’t wait for the second most important day in our life which is the day that we’re gonna die. So, yeah, let me born, day two stick me in an incubator; switch all the machines off and then we die. But, of course, Twain didn’t say that. What he said is he said, the two most important days in our life is the day we were born and the day we find out why we were born. On answering that question that why, reflecting deeply on that question why was I born? And you know Jerry, I believe everybody on this WebEx today, everybody has been born with a unique gift and when we uncover that unique gift we bring that to the world to make it a better place. Living out that sense of why. And my why is a very simple why. Since I left Unilever [SP] at the end of 2014 and in fact I, I, I began this journey in Unilever around November of 2012 and that is to create workplaces and you know, yes Unilever is a workplace, yes HSBC is workplace but so is a kindergarten, so is a fire brigade, so are the armed forces, so is the Navy, they are all workplaces and my purpose is to try and create workplaces all over the world where people in those workplaces feel that they genuinely, genuinely have the choice to put their hand up and to just ask for some help. If they might be struggling with a common form of mental ill health. There could be anxiety, depression, P-, PSTD or bipolar. And I don’t think that that is a very noble or lofty purpose. And let me tell you why because in every workplace everywhere in the world as we talk today if an individual have a common physical illness they put their hand up and ask for some help. Yet in the 21st century we still have billions and billions, not millions, billions of people in workplaces all over the world that don’t think that they genuinely have a choice to just put their hand up, turn to a peer, turn to a line manager and just ask for some help if they are struggling with a common form of mental illness.  Now, you might say to me Richard, why you so pestilent about trying to create those sort workplaces all over the world? And it’s really simple. It goes back to my own personal story. Back in 2008, I’ll never forget the date. It was my daughter’s 13th birthday. She was going to turn 13 on the 26th of January 2008. So you can imagine how much excitement there was in our household on the evening of the 25th of January. Why? Because this young girl at midnight on the 25th, she was going to go through a rite of passage. She was going to become a teenager. And I don’t think there’s anybody on the WebEx today who can’t resonate with that feeling. Remember the day before you were about to become a teenager? How excited you were? In fact quite excited to hopefully have some of your friends who weren’t teenagers and you were going to wake up the next day and you were going to say to them “I’m a teenager today” and you’re still a little boy or little girl. And I remember Jen talking to me that afternoon on the 25th and saying to me “dad you know as of tomorrow, you’d talk to me differently” and I’m saying to her “what do you mean I talk to you differently” and she said “yes, dad, tomorrow I’m no longer your little girl. I’m going to be a teenager” and at midnight on 25th of January 2008 I was woken up with a massive, massive panic attack. Now I never experienced a panic attack in all my life. Never ever experienced a panic attack in all my life. I don’t think the word panic attack was part of my vocabulary. I don’t think I had ever had a conversation with anybody about a panic attack. My fingers are tingling. The ends of my toes are tingling. The bed sheets are wet with sweat. My heart is beating very, very quickly. My breathing is quite irregular and because I’m so naive about this, I think I’m about to have a heart attack. I remember thumping my wife Vivian saying “Viv I think I’m about to have a heart attack.” She said “why?” And I explained what was going on and she said “why don’t you get up, walk around the room, take some deep breathes.” You know, I don’t know how many times I’ve told this story, but every time I tell it, I feel the anxiety. And usually at this moment in my talk, I take a deep breath and so I do that. I take some deep breaths and slowly, slowly the levels of anxiety begin to subside. I get back into bed but I can’t go back to sleep. Now, the reason I can’t go back to sleep is because I’m petrified that if I fall back to sleep it will happen again. The adrenaline is pumping through my body and I develop the capability, I don’t know where it came from, to catastrophize over the most insignificant issue in my life. I would make a mountain out of a mole hill. I remember getting up at about 3 ‘o clock in the morning on the 26 of January 2008 going into the bathroom, I had a sore on the inside of my mouth. Interrogating the sore. Interrogating it. And convincing myself, back in bed that I had the beginnings of throat and mouth cancer. My ability to catastrophize was incredible and I don’t know where this came from. Recovers running into our bedroom at 7 o’ clock the next morning. Jennifer so excited. She’s thirteen. We have a tradition at home, where we put presents at the end of the bed and we open birthday presents together as a family and little sister Anna comes into the room as well, whose 10 at the time and all I can say to the two girls and to my wife Vivvy is please, leave me alone. I can’t engage in anything that is enthusiastic, happy, joyful, lots of excitement. All I want to do is take the duvet and I just want to pull it over my head and for the life of me I can’t get myself out of bed. I feel paralyzed and essentially this anxiety that I’m feeling. Didn’t text the kids downstairs, didn’t open the presents, go up to school, Vivvy gets back about 10 o’clock, where am I? Still in bed. But I’m not the sort of person who’s in bed at 10 o’clock every morning. I’m a typical South African who loves the outdoors and I usually go for a run or a walk or a swim or a ride every morning and here I am on my daughter’s 13th birthday unable to participate in it. In bed at 10 o’clock. Vivvy says “what’s wrong? I said “I don’t know.” I just can’t I just feel I just can’t get myself out of bed. She said Geoff “you should go and see a ... go and see a doctor.” Why must I go to a doctor? I got no aches. I’ve got no pain. I’m not feeling nauseous. Why should I go and see a doctor? She said “please, please just go and see somebody. This is not like you.”  Lunchtime I’m in the doctor’s rooms. And to tell a long story short, I leave the doctor’s rooms, diagnosed with anxiety to depression. Me, depression? You have to understand the word depression was up until that point? I wake up on a Saturday morning it’s pouring with rain and I turn to my wife and say “I’m depressed”. She says “why?” I said ‘cause it’s raining outside. I can’t go for a bike ride.  I remember when I first came to work in the UK with Unilever. They transferred me from South Africa to the UK in ’98. And I’ve been here for about two years. Around January time people use to talk to me about a thing called SAD, Seasonal Affects Disorder and I use to say to these people. So tell me a little bit more about Seasonal Affects Disorder. What is that? And they’d so no, it’s the weather. It can influence your mood. And being this privileged South African, who’d grown up in the most beautiful climate in the world, I used to think to myself, what a load of crap. The weather influence your mood, why don’t you just man up you smoke lite? It’s kind of what I thought. And here I am on my daughter’s 13th birthday, around mid-day diagnosed with anxiety-fueled depression. As I leave the doctor’s room, I make a decision that saves my life. And the decision I made is that I refused to be burdened by the stigma that is associated with this illness. In many ways the doctor had liberated me to make that decision. I had a diagnosis, I kind of knew what was wrong with me and I was lucky to be able to make that decision for three reasons. The first is I just, I just, what you see is what you get. I wear my heart on my sleeve. You look me in the eye, you’ll see there’s something wrong. I’m not very good at masking it. You know, I was listening and I think it was Sandra who was talking earlier about men and their ability to mask this stuff and not be able to have these conversations. Well, I’m just, I’m kind of lucky in some ways I’ve got a personality which allows me to, or people can just see when I’m not Geoff McDonald. The second reason I was really lucky is that I was a very senior HR professional in Unilever at the time. I’d had 20 years of real credibility. I’d built all my credibility. I wasn’t chasing the next job. I didn’t think that if I shared what was wrong with me that it would be a career limiting move. I’d built so much credibility over 20 years. And the third reason, the third reason and probably the most important is that I had a boss at the time who had a compassionate understanding, compassionate, not empathetic, a compassionate – it means he didn’t judge me – he had a compassionate understanding of mental ill health. I was so, so lucky. But you know why that decision saved my life? Because when I spoke to my children, to my wife, to my close friends, and to some of my colleagues at work about what was wrong with me, sharing what was wrong with me, not saying that I had glandular fever, being absolutely open and honest about what I’d been diagnosed with, the reason it saved my life in my darkest, darkest moments – it took me three months to get better. I had to take three months off work. I had dark moments during that time. And you know, one emotion in the world kept me alive in my darkest moments. It’s the most powerful emotion in the world. I don’t know how many songs have been sung about it. It’s called love. Just knowing how much I was loved by family, friends and colleagues in my darkest moments kept me going. Together with a sense of hope, I used to meet with a guy every ten days. He was a colleague of mine and two years prior he had been admitted to the Priory and I used to meet with him, Martin. And I used to meet with Martin and, you know, he had been so ill with depression. He had been hospitalised and I saw he was better. I saw he had got better. Do you know what he gave me? He gave me that little bit of hope. That tiny bit of hope that this will pass. I can get through this. I can begin to recover. And so a combination of a sense of love, hope, yes, medication, yes, cognitive behavioural therapy, yes, slowly getting back onto my bicycle or going for a run. Those factors all contributed to my recovery.  I went back into Unilever, 2010 I had a bit of a relapse, nothing as bad as 2008, and then in October of 2012, it was the 11th of October 2012, I lost one of my closest, closest friends to suicide. And when I got home that night I lay in bed and I thought to myself, here I am in 2012 learning every single day, every day, how to maintain my recovery as somebody who is susceptible to anxiety-fueled depression, learning every day, practising small little things every single day to maintain my recovery as somebody who is susceptible and my friend’s gone and in many ways I’m flourishing. And, you know, I think it was Carl Jung who once said the brighter the light the darker the shadow. Think about that. The brighter the light, the darker the shadow. Ruby Wax, Stephen Fry, Winston Churchill, Abraham Lincoln, Vecchi, the [*inaudible*] guy. The brighter the light, the darker the shadow. That was my friend. He brought so much energy, passion, compassion to the world and now he was gone. And I lay there and I thought what’s the difference between him and me? Here I am flourishing and he is now passed away. And I came to the simplest insight and that was I had been able to have a conversation. I had been able to go and see a doctor. I had been able to talk to friends, family, colleagues. I had been able to experience this outpouring of love, the sense of hope, and he couldn’t have that conversation. And I lay there and I came to a very simple conclusion with that insight and the conclusion I came to was that stigma, stigma had just killed my friend and how can that be in the 21st century. How can it be that we can talk so much about our physical health when we are all physical, we are all emotional, we are all mental but we can’t talk about our emotional health, we can’t talk about our mental health? How can that be? Why hadn’t he talked to me? I had the badge. I had the t-shirt.  And, you know, it’s not only in workplaces that we battle to have these conversations. It’s in family groups. Members of the same family find it difficult or might find it difficult to have this conversation. In friendship groups, it might be difficult to have this conversation. And I lay there and I thought stigma has just killed my friend. I have to do something about that. I have to do something about it. That night I wrote to Alistair Campbell completely out of the blue because he was doing some advocacy and campaigning with Time to Change back in 2012. Within ten minutes he had responded to me. A week later Alistair and I met up in Belfries Park and ever since that day he began to open some doors, introduce me to some people which allowed me to take tiny, tiny footsteps on a journey filled with a very, very deep sense of purpose and that is to give every single person everywhere in the world in every workplace the opportunity to have one conversation because that one conversation might just save a life. And you know not for one minute, Jerry and everybody else on this call, not for one minute am I saying today that had my friend been able to have that conversation he would definitely be alive today. I can’t say that. I can’t say that and I’m not saying that. But what I am saying is that there is a tiny chance, there is a grain of sand’s chance, beach sand, tiny chance that had he been able to have one conversation he might just be alive today. And do you know that that is worth fighting for every single day of my life? And I know this morning you are hearing some wonderful case studies from other organisations who have [*inaudible*] places where people feel it’s actually okay to be able to have that conversation. It’s actually okay not to be okay mentally and emotionally and I salute those organisations who have taken up this challenge of creating workplaces where people feel that they can just have a conversation because that one conversation might just save a life. Somebody once said that having a sense of purpose and sense of meaning in your life will take you to people and to places you could never, ever imagine. A sense of purpose will take you to people and places you could never imagine.  When I left Unilever at the end of 2014, I could never, ever have imagined that I would have been to places and met some of the people that I’ve met over the last six years as I’ve travelled this journey. And what I wanted to share with you today in addition to my story and why I’m so passionate about this is I just wanted to share with you some thoughts on an insight that I’ve gleaned over the last 18 months. And the insight is the following: the most limiting resource that I see in workplaces today, the most limiting resource, is the energy of people. People are frazzled. They are frazzled by going to work. And I can tell you Corona has not helped in any way. As a result of all those kind of factors out there – uncertainty, financial insecurity, loss of a loved one – it’s had huge psychological effects on people. But at the end of the day, what I’ve noticed prior to COVID is the most limiting resource in organisations today is the energy of people. And do you know what? Having energy, when you feel energised, you can perform. And I would suggest that the most important driver of an individual’s performance in an organisation, of a team’s performance, is the energy and the passion of that individual or in that team. And do you know where we get our energy from? We get our energy from our health, from our physical health, from our emotional health, from our mental health, from having a sense of purpose and meaning in our lives. And so if energy and health, if health is such an important driver of individual team performance in organisations, my question to organisations now is why is the health of your people not a strategic priority in the board room? Why is it that wellbeing week is one week of the year? Why is it that we’ve got a few bananas next to the [*inaudible*] in the canteen? Why is it that we’ve replaced sweets in meeting rooms with fruit bowls and ticked all the boxes instead of it being a strategic priority? Because it’s probably the most important driver of individual team performance in an organisation, the health, the energy of people.  I often used to say in HR people are our most important asset. I’ve changed that and I think it’s the energy and the health of our people that is the most important asset. And so my challenge to organisations and to those that have done some amazing work in breaking the stigma around mental ill-health is could we now begin to elevate and continue that work and see the health, the overall health of our people as a strategic priority? And you know COVID in many ways has been a tragedy. It has been a tragedy this pandemic. People have lost loved ones. People have not been able to be with their loved ones when they are ill or in a care home. Parents have not been able to be with children if they’ve got married. It’s been tragic. Economies have come to a standstill. People have been made redundant. It’s a tragedy in many ways. Yet, there might be a little silver lining that as we, as we move through the portal that this pandemic has offered us, there is a tiny, tiny window of opportunity, a window of opportunity for us to really think differently about the health of our people in organisations and that we begin to elevate the health of our people to being a strategic priority.  And what I wanted to share with you today is what might that look like. What might that look like? And this is what I think it looks like. And this is not, this is just some of my own thoughts and ideas that I’ve begun to glean over the last six years but what you will see in the middle of that circle is a triangle which is the Warwick Edinburgh kind of definition and the energy project’s definition of wellbeing – our physical health, our emotional health, our mental health and having that sense of purpose and meaning in our life. The reason I don’t think health initiatives or wellbeing initiatives truly stick in organisations is I think that there are four things missing. The first is, it’s not a strategic priority. The second is, there is no organisation accountability to keep people healthy, none whatsoever. We spend billions in health and safety. Guess what? It all goes to keeping people physically safe at work. Think about that. There’s no organisation accountability to keep people healthy. The third reason, is there’s no individual accountability. Individuals don’t feel a sense of accountability to maintain their health as a critical driver of their performance. And the fourth is in executing this as a strategic priority, there’s no change program put behind it. And if you think of any strategic priority in your business at board room level, when that is executed it usually brings about some change in the organisation and we put a change program behind it.  So what does organisation accountability look like? What it looks like, and we’re beginning to see organisations do this now is that they’ve invested resources and made resources available to their people to enhance their physical, emotional, mental and as an organisation they’ve created sense of purpose and a meaning for people, not just about growth and profitability. A purpose beyond growth and profitability.  The other thing that an organisation would do in taking accountability apart from it providing the resources to their people is they’ve addressed the stigma of mental ill-health. They’ve created a psychologically safe place where people can talk openly about all aspects of their health. The organisation has looked at the leadership behaviours and looked at their leadership development model and introduced a behaviour where you expect of your leaders, leaders to enhance their own health and to enhance the health of others, to role model activities and ways of maintaining their own health and role modelling that across the organisation. Because I honestly believe that as a leader, if leaders – and by the way a line manager is a leader, a shift manager is a leader – but if a leader in an organisation can’t care for their own health, they won’t care for the health of anybody else, they won’t. And so what do we do? How do we create a set of leadership behaviours or a behaviour where we’re expecting our leaders to encourage, to role model enhancing the health of themselves and others?  And then finally, that organisation has also done an audit of its ways of working. I often say that if the flower doesn’t bloom, there’s nothing wrong with the flower. It’s the environment it lives in and so could we audit some of our ways of working and change some policies, some processes, some procedures that cause stress on people? And finally, we’ve got some measurements in place. We are measuring the health, the wellbeing of our people just like we did, we’ve got measures for safety. Let’s work out some measures whereby we can measure the health of our organisation both in terms of ways of working and in terms of the individuals and that’s what organisation accountability looks like. And I think more and more we’re seeing organisations, yes, providing some of these losses, yes, focusing on stigma, but we haven’t seen organisations yet thinking about leadership behaviour and what, and the kind of leadership behaviours we want to encourage around health. I’m not sure lots of organisations are truly doing audits of their ways of working and finding out what the real stressors are and I’m not sure they’ve fully worked out how they’re going to measure some of this and show the progress of, guess what, coming to work for this organisation do you know what happens to your life, it gets enhanced. Imagine an employee value proposition which says come and work for us. You know why? Because we’ll enhance your life.  And then finally, we have to build a degree of individual accountability. We have to build that and what does that look like? For me what it looks like is that we change the performance management equation in an organisation and we say that performance equals knowledge, skill, behaviour, experience multiplied by the most important driver of performance, energy and health. Because if energy or health is zero, performance is zero. Now, I don’t want us to assess people on their performance through their health. I don’t want to make an assessment of your health and that then is an assessment of your performance. But what I do want to do is I want to say that as part of your development in this organisation because your health, your energy is such a critical driver of your performance, because we’ve invested resources, because we’ve done an audit of the ways of working, because we’ve got these new leadership behaviours, we now expect you as part of your development to draw on those resources to maintain and enhance your energy, your health. And so let’s begin to have not just a skills development plan for somebody or giving them a coach to help with some of their behaviours, let’s begin to expect people to have a future fit plan, a future fit plan, a wellbeing plan as part of their development, as part of their development in an organisation. And therefore, those conversations run right through the organisation from the CEO to his subordinate, from the next subordinate to another subordinate, all line managers in the organisation are being expected to have these kind of development conversations with their people.  So, Jerry, hopefully today I’ve just, what I’ve done with you and your participants is I’ve given you a sense of my purpose in life. I’ve given you a sense of why is it so important for us to continue, continue this crusade of creating workplaces where people feel psychologically safe and are able to have the conversation. Hopefully, I’ve also shared with you an insight as to what I think is the most important driver of individual team and organisation performance. Hopefully, I’ve given you a sense of why I think health should be a strategic priority and what might that look like. What would you have to execute over a period of time to deliver on that strategic priority? So, for some of you, I’ve confirmed some beliefs and maybe you’ll just go the extra mile now for you truly believe that health is the most important driver of individual team performance, the energy of people, and for others of you, I might have just challenged a few beliefs and you’ll walk away today thinking a little differently about the health of your people in your organisation. Thank you, Jerry. |
| Jerry Goldsmith | Thank you again for a inspirational and motivational talk, Geoff. Fantastic and [*inaudible*] pushing organisations to make energy and health a key strategic driver. Absolutely fascinating talk as always. Any questions for Geoff at all? I don’t know if you’re staying with us, Geoff, today but let’s have a look. So, there’s a few coming in. |
| Geoff McDonald | Okay they want me to repeat – shall I, I’ve got [*inaudible*] what time, what time, how much time have we got, my friend? |
| Jerry Goldsmith | A couple, a few minutes if you’ve got some |
| Geoff McDonald | Okay, a few minutes. Okay. Let me, I’m going to run through a couple of these. Shall I do it? |
| Jerry Goldsmith | Yeah do yeah. |
| Geoff McDonald | Oh, wow. Okay, so from about – could you share your video – okay, the video. |
| Jerry Goldsmith | Now that’s, they’re from the previous speaker. Yeah, I’m not sure if we’ve got any – they’re just some fascinating statements and most are just re-emphasizing that what they’re going to take away but [*inaudible*] |
| Geoff McDonald | Thank you. So, Michelle Hatfield, I just want to say a big thank you. Thank you, Michelle. You know, it’s messages like yours that just affirm my work and give me the fuel to continue doing what I’m doing. Thank you so much. Somebody asked could I repeat the equation on the final slide. So, the equation is performance, P, if you think about the current performance management equation that all us HR professionals use and businesses use, we say that performance equals knowledge, plus skill, plus behaviour, plus experience. So, if you’ve got the right knowledge, you’ve got the right skills, you’ve got the right behaviours and the right experience, we say you will perform. And if you’re missing a skill, we send you on a training course to get that skill so that you can improve your performance. What I’m saying is take that whole equation and multiply it by health / energy because, you know, when I was ill with anxiety fuelled depression, 20 years in Unilever, I had all the knowledge, all the skills, all the experience, the right behaviours but you know what I didn’t have, I had no energy and so I couldn’t perform. And so that’s the equation that I would like us to start thinking about and as I said, I don’t want to assess people’s performance on the basis of their health. But what I do want to do, like we do for safety, we don’t want to put you at the top of a crane and say to people go up to the top of that crane, I mean we put all the safety resources around them to keep them safe at the top of the crane. We’re authentic about the fact that it’s unsafe to go to the top of the crane so we give you the safety resources. Well, let’s do the same in workplaces around health. We know that we’re putting stresses and strains on people in the workplace so let’s put some resources around them to maintain their emotional, their mental health, their physical health. Let’s look at our ways of working and shift some of those ways of working. Blah, blah, blah, blah. And if we do some of that, then let’s have a development conversation which says, you know what, Jerry, I care for you. I care for you as a human being in this organisation. We want to help enhance your life but, you know what, you’re going to have to do something about it. Here are some resources. Now, as part of your development in this organisation, I want you to begin to use those resources to maintain your energy, maintain your health. |
| Jerry Goldsmith | Thanks. Just a couple of questions, just a couple of questions related to that, I mean, so Sophie [*inaudible*] is asking: Has any, do you know anyone who has actually implemented that format? |
| Geoff McDonald | Yes, yes, Unilever right now are expecting all of their people to have future fit plans going forward. You know, PWC has been talking about some of this stuff. We are beginning to see this. We are so many, you know, the technology that’s out there right now, there’s so much technology that allows employees to actually measure their physical, emotional and mental health. These technologies exist now and so, but, you know, I’m also not asking for us to get too scientific about all this stuff. You know that little triangle that I shared, I mean, what I love about that triangle is you could use that at an individual level, all right. So, just to get this going and to pilot it, you know, I could say to Jerry – Jerry, as part of our development conversation, you know what I want you to do is just assess yourself for me. By the way, we’ve addressed stigma, right, so there’s no stigma in mental ill emotional health between Jerry and I. So, I say to Jerry – Jerry, do an assessment before you come in for your development conversation. I want you to tell me on a scale of one to five how are you feeling? Where are you physically, emotionally, mentally, and have you got a sense of purpose or meaning? And then Jerry comes in and he says, listen, I’m a two or I’m a three emotionally and then- okay, let’s have that conversation. And by the way, we as an organisation, the line manager says, we’ve got these resources to help you with maybe your emotional, maybe you’re feeling emotionally down because of a bereavement. Well, we’ve got some resources available. Why don’t you go and engage in those resources instead of what I see in most organisations is we wait for somebody to fall over and then we say, oh, did you know about EAP and then they say wait, EAP? What’s that? I’ve never heard of it in my life before. I mean, everything is so reactive. So, I don’t think we have to get too scientific about this stuff. We can just get really practical and just begin to use that little framework to start these conversations. |
| Jerry Goldsmith | Yeah, yeah. Sheila’s saying how have CEOs reacted to this? |
| Geoff McDonald | Well some CEOs are really interested in the, by the way, we are not even at base camp when it comes to climbing Everest on this, alright. And you know what really, what really gets to me is we wait for who else is doing this before we want to do it. Why don’t we just do it? Why don’t we just say, you know what, this just feels the right thing to do. Let’s have that conversation with our executive team, with our board, with our HR team. Let’s just get this conversation, it just feels the right thing for us to be doing. The thing is we’ve come through a pandemic when we know that if people aren’t healthy, no production, no performance takes place and so don’t wait for others to do it. I mean, let’s all just start doing some of this stuff. Now, now, yes, there will be some organisations out there that you’ve got to build a business case, you’ve got to show the link between performance and health and etc., etc. And yeah, there are, you know, I’m not naive enough to think that those organisations don’t exist but I just think right now the pandemic has given us this window of opportunity to allow us to start having these conversations and I honestly believe that if you can just have the conversation anything becomes possible, Jerry, anything. You know, Kennedy once started a conversation about putting a man on the moon and bringing him back safely. They didn’t know how to do it but, guess what, it happened because of one conversation and I think the same applies in this publication that I’ve given to all of you today. |
| Jerry Goldsmith | Fantastic. I think one final question from Angela at Tellow. Going back, going on to [*inaudible*] then how have they, what are their future fit plans then? How is it going? |
| Geoff McDonald | Their future fit plans are based on that little framework, the energy project framework and it’s based on that where they’re having those kind of conversations, they’ve invested the resources, they’re expecting people to draw on resources, etc., etc. |
| Jerry Goldsmith | Brilliant. Geoff, fantastic as always. Thank you very much again and it’s a motivational, inspirational talk. Fantastic. Thank you. Brilliant. |
| Geoff McDonald | [*inaudible*] |
| Jerry Goldsmith | Yep. I think we’ll, we’ll take a five minute break and then we’ll carry on with Alan from Cundall. So, let’s just have five minutes and reflect on that one and then we’ll get back to you shortly. Laura, I think, oh, Alan’s on the panel here. Alan, we’ll probably kick off in about five minutes if that’s alright with you. |
| Alan Fogarty | Yes, I’m here. Thank you. |
| Jerry Goldsmith | Excellent. |
| Alan Fogarty | And I want share content. Do you need to label that? |
| Jerry Goldsmith | Laura, are you able to help Alan on that? |
| Laura | Yeah, I was just about to do that, Alan. I’m just making [*inaudible*]. |
| Alan Fogarty | That’s great. Thank you. |
| Jerry Goldsmith | I mean Alan I feel it reflects within the day so, so we’ve got time in as well if you do, if you do need a little bit extra. |
| Alan Fogarty | Great, thank you. I’ll be going through this very quick for there’s quite a few slides for discussions [*inaudible*].  [*Pause*] [*inaudible*]. |
| Jerry Goldsmith | OK. Will we be OK to [*inaudible*]? |
| Alan Fogarty | Yep. I seem to be ready. |
| Jerry Goldsmith | Yep. I’ll just introduce you and we can, kick off. So welcome back everyone. So, back in 2018, we actually kicked off the sector with a fascinating talk from a company he designed [*inaudible*] meet the first European award, for well-being design. That was Cundall and that was Alan and they [*inaudible*] talk their talk, and so I’m very glad to welcome Alan back. Again, slightly different part of the agenda this time, so Alan when you kicked us off last time in 2018, and we are coming to the end of schedule left, so I am very glad to welcome back Alan; over to you. |
| Alan Fogarty | Thank you, can you hear me? |
| Jerry Goldsmith | Yes, perfect. |
| Alan Fogarty | OK. So this is a couple times with you, [*inaudible*] of who we are and what our knowledge is in these things, so, [*inaudible*] typically an engineering practice, I am going for over 40 years now, we have people located around the world and some good offices that we stray there; Singapore, Hong Kong, Shanzhen, Middle East, and various locations in Europe and right around the UK as well. We do all kinds of engineering in terms of relation to building design and so, civil structures and anything and then a whole range of specialism and that kind of give it perspective away only [*inaudible*] in terms of how buildings are designed and performed and other thought processes came into our [*inaudible*] and [*inaudible*] standards. And we are also a one timed company, which means that we practice what we preach in terms of sustainability. So, internally, we monitor everything that we do and recently we’ve become the world’s first carbon neutral consultancy and is certified by the carbon trusts and we look at a whole range of sustainability issues, health and well-being being one of those [*inaudible*] aspects. And two years ago when the well-being standard first came out, it was referred to as the second wave of sustainability which I always kind of objected to at the time because it’s a suggested that the first wave was done [*inaudible*] and clearly as you see the last year and a half with the drive for net zero carbons that that is not the case but still a very, very important aspect as we see now. People are very concerned about health and well-being in buildings as a result of COVID and lots of other things. And certainly for the current the office worker we’ve spent 90% of our time in buildings which is kind of a shocking statistic. It can suggest too that your maintenance manager has a bigger say over your health than your PT which is a terrifying prospect when you’ve seen some of the things I’ve seen in buildings. And equally businesses are much more conscious of the fact that in salary costs is a significant and cost driven business 90% of your business costs. And rent is of x of nine percent than energy of one percent. So getting increased and performance out of your staff is a very important focus for any business. So it trends towards healthy buildings. So the well building standards, when it came out first of all to my mind it looked very much like a common sense type approach to building design. I just said to myself, do we not look at all these things anyway? And we could have grabbed this and we applied it our fit out of our London office just to see how far we would get with this. And we could look at all these various areas or [*inaudible*] a big aspect of the well building standard and nourishment, lights, fitness,comforts, and mind. This is version one, version two comes into effect next year and will be the only version that you will be able to use. It’s elementary the same thing but they just split as various things [*inaudible*] identifies in its own rights as found materials have been separated as they’re going to be used in community. But fundamentally it’s the same thing that I’ll be talking about here and people really understand the well building standard, quite different to kind of some of the sustainability projects that you have or leave and [*inaudible*] because it purely focused on people’s health and for every aspect of the world [*inaudible*] look at, it’s focused on a system and the body and something that might cause a stress to it. So if you [*inaudible*] stress itself, it causes the issue. I’ll probably [*inaudible*] it etc. So you can see exactly what’s happening in the midst of [*inaudible*] or individuals. And like any rating system, it provides a graduated standard so the lowest level of silver, gold and platinum so very similar to the American leave and that type of approach. One thing that is very important about the well building standard and I think it’s a real strength is that you don’t get awarded any of the credits or any of the certifications unless you attest to advice and as to whether or not that standard has been delivered and then equally every three years you got to retest to maintain the certification. So you just don’t walk away and you know job done, you’ve got to maintain the standards as you go forward. So this is a reception area and [*inaudible*] calls and we can have various other certifications [*inaudible*] in terms of brand and which are truly about sustainability. And when the first [*inaudible*] was air quality and we certainly had to achieve the basic standards, the American standards because it is an American standard and UK standards by default are higher and all the blue area there is our open plan office space. The red box in the centre is our print room to all the printers have been taken as of the general office space and that started by trying to keep ozone out of the general environment but actually the good thing to do anyway because nobody wants to sit beside a printer; it cause a distraction etc. So we are moving it from the general office accommodation is a good thing. And certainly with COVID and everything else, there’s great thought process in relation to how much air we should be trying to put into buildings and there is certainly a case for putting more within and having kind of a, an American theatre approach where you would run all your systems for 24 hours. The one thing that we gotta watch really careful with this kind of thing though is that all this energy and quite a lot of energy. And we are trying to get to net zero carb. And we can’t just by default switch systems over to a kind of emergency response and then forget to switch them back which happens very very frequently in buildings. So whatever response we do come to in terms of anti COVID or any future types of emergencies, we are gonna make sure that it’s not just burning through energy for no, no purpose whatsoever.  And a key point for us was materials so it’s all the pollutants that come from materials, formaldehydes etc. So we were looking at our furniture, we had it all made locally by a local joiner and that’s a good things to do anyways in supporting of local economies and taking transport commissions down. And it’s not just individual elements such as carpet etc. it’s absolutely everything picking up your paints, you could look at your glues etc. And there were really hard exercise with the contractor because all very new. And there was a close from the individual at one point, they understand that now they can easily consult us. You can kind of sense the frustration of the individual at the time. But it is a very demanding exercise that you have to go through and we have gone through this whole process of setting all the materials and glues and everything else and managing us. And whom we actually went to test in the face and we could see that the contaminant level was almost three times the permitted level in terms of VOC’s and really what happened? We found that afterwards was that after they put these answers in place to do the measurements, the Landlord had sent in the cleaning staff to clean ceilings etc. And effectively their cleaning products have very high VOC’s to them so very much emphasise the fact that doesn’t matter how you design the space, if you don’t actually manage it properly and get people to behave themselves and what might have been low VOC and healthy so it becomes high and potentially unhealthy. And acknowledges everything as always so air quality monitoring was one of the elements that we have introduced into the offices, so all of our offices around the world now we monitor temperature, CO2 levels, VOCs, PM10s and again being able to do that is really important in relation to understanding what air quality is in the space and in current times what the potential risk of infection might be and this is like monitoring from our office over a week period and basically all the numbers around four and five hundred is showing very low levels of CO2, anything goes over 1,000 is suggesting that there is potentially a problem and you can see there we’re finding certainly some occasions is getting much higher. What we found was that the [*inaudible*] had been fitted out [*inaudible*] they managed to take [*inaudible*] as 30% of this. The [*inaudible*] were much higher [*inaudible*] we’ve addressed that the billings and recommissions, but we hadn’t been looking at what’s happening, we would never have, had known that our air had been removed by [*inaudible*] below and the levels of stuffiness and the impact and productivity could be quite significant and we also observed that on one day in January the outside air pollution was worse than Beijing, but actually, it showed also that within the office over the weekend the pollutant levels got much higher and we are trying to figure out what happened and basically nobody in the ventilation system switched on. It’s pressurizing the building and it keeps the outside air outside and it’s being filtered through the filter system, but on the weekends it’s switched off and the actual facades themselves are very leaky, so the dirty outside air was coming straight into the office accommodation without going through the filtration system. So that’s an issue that we highlighted with the landlord and some remedial measures have taken place. Water testing is another key point. And we first tested, we found that we were failing and we had to put in a filter system to clean the water, a very demanding standards and as a result that was quite an expensive exercise It was six or seven thousand pounds. So the water quality is good, and a expensive exercise to rectify. Light is very important and the Circadian lighting, so it’s a life level that’s Circadian system in the body itself and again by focusing on this we can improve peoples’ ability to sleep at night time. Make a difference of up to 45 minutes sleep and that ups the impact of peoples’ performance. We’ve looked at this for our other offices as well, this is our premier office and we introduced licenses so it varies across the day, so it gives people greater contact with outside and it looks really attractive as well. Again just reinforcing, the Circadian approach.  Generally, daylighting the office is great and we had gone for this VOC plastic prolong material for the floor and it’s not a carpet, it’s very easy to clean, to recycle the plastic. And because it’s very easy to clean, we went for a much lighter finish, which gives it a nice airy feel to the space, which is fantastic, it really lightens it up. But what it also does, is it makes the light travel further within the office, which reflecting daylight from the perimeter into the office further and we found that subsequently, when we measured this, we’re getting 20 to 30 percent more daylight across the office space. So, simple choice of materials for your floor for maintenance can actually impact on what’s happening deep into your office space in relationship to daylighting.  In terms of nourishment, we had to have seating for 30% of our staff, so they could all sit together. And for us, it is a bit of a risk associated with this because where do we put it? it beside our reception area and people haven’t shown any great interest in sitting together in our last office, so would they actually show great interest in this office. And, if it really, really successful, people would sit there, two or three sitting at lunch time, have breakfast there, it’s been used for breakout space during the day, impromptu meetings, etc. So, it’s been, it’s been a great success for us, in terms of bringing people together. Our last bit for nourishment is, again very relevant to current times, about hygiene and having surfaces that are microbial. You’ve got [*inaudible*] counter in the canteen area or the taps or the handles are perhaps and they naturally will causes microbes to dissipate or virus for that matter as well. The sink themselves have particular standards to height of the water column and the distance from the edge of the sinks is minimum standard for that sink. It is enough space to be able to wash your hands and not be at risk from cross contamination. Paper towels are essential and basically doctors use towels, surgeons use towels to dry their hands because it’s better at reducing key environments, key hands, much better than using hand dryers, etc. So again, well [*inaudible*] standards requires the use of paper towels and we provide vegetable platters and fruit for our staff, which go down very well. Again another, well standard and staff very much welcomes it. And if anything, because the well building standard is very much against sugary drinks. Trying to get, keep Coca-Cola out of our fridge which has been very difficult, particularly when you have clients that visit us from the states, such as Apple or Microsoft, etc. If they want Coke, they get Coke. So the well building standard, is very much against high sugary drinks, but actually has no problem whatsoever with alcohol, which is a relief. And other aspects of our well building standards surround fitness, so very much [*inaudible*] is that fitness is what we normally do in terms of cycling to work split teams, etc. It is about encouraging people to, to do these things, so there’s incentives to join the gym and the like. And we’ve seen staff responding by forming jogging clubs, had yoga classes going for a period of time, [*inaudible*] times. And, it is not our office, but we introduced some of these kind of active desk type arrangements and frankly they were a waste of time, the only people who used them was the marketing team to get some good photographs but the reality of it is that it is very distracting having this type of thing going on in the office, so I would say keep [*inaudible*]. Standing desks have been very popular with people but you do have to watch how you use it because again it can be quite distracting so it’s probably better to put to use together, so if people want to use them they distract each other and everybody else around them. Other aspects are duty and the time and it’s not the script that fits it’s about how you think about things and in our architects came up with this kind of patterns on the wall of the reception and for the architect it was all about Monet’s [*inaudible*] paintings, for me it reminded me of our honeybees and so it’s going to be a case of beauty in the eye of the beholder. And what one of the aspects of our building, which establishes to us to meet at the same pole and one of the things that we didn’t do was put in [*inaudible*] film to prevent the tourists from looking into our meeting rooms because there a huge amount of tourist around St. Paul’s and that was going to affect the, a celebration of the place and beauty, because St. Paul’s itself is obviously a fabulous place. And a key element too, is by [*inaudible*] design and this is all about connecting people with nature, that material surfaces, etc. and I believe this to be a very strong feature for any building, it really does have a very popular effect on the staff and we look at all kinds of aspects in terms of natural woods and we’ve got this trellis in the reception area and which is plants embedded, which it has a very strong impact on people as they come into the space and they think that it looks really fabulous. And we are going to use this mock, in certain locations around the office. And it’s funny because, when they first got this it came in three panels and I put the first panel up myself. But, I didn’t do terribly well, the [*inaudible*] contractors, the other two panels went onto this bench at the end of the canteen right beside the meeting room itself and it was there for two to three weeks before the contractor put it up. And it was really interesting to watch staff, the people would sit there in preference to any other benches, even though there wasn’t much room and you could’ve had eight people sat at that bench, where people just really enjoyed being close to this really nice natural material. So it does really show the strength of this temporal approach. And again I’ve been in office at the head of the stairwell and there’s no straight lines with nature and [*inaudible*] opponents but it looks fabulous and it looks like a very natural feature and again and were very strong impact on people. It doesn’t have to be plants in the office it could be what you look at throughout your window. I must say I really enjoy seeing the tree there, it draws my vision [*inaudible*] and stretches your eye and gives you a brief pause from your working day. And comfort and [*inaudible*] is a really important area and frankly worldly founded simply references an existing comfort standard and I don’t think it’s nearly good enough and I don’t think we properly understand what makes people comfortable and one temperature one humidity setting does not do that, it’s by choice and giving people the range of temperatures where they can choose where they sit in an office is an important aspect of it. And in our office we seen temperatures go up as high as 27 degrees which in theory is too high and it is a bit high but certainly [*inaudible*] response you get from being in the office from the chances materials etc. People are actually very [*inaudible*] of us and as result the complaint is very, very low. We adjusted the access point downwards but the lack of complaints is telling. One area where I think we had struggled is acoustics and the problem is it’s actually too quiet [*inaudible*] of being with that and we’ve got soundscaping systems and [*inaudible*] area which provides backgrounds noise, water, bird songs etc. again that’s a really nice environment to update it.  So last couple of slides just looking at some of the impact some of these things the cost the total cost, the most important data [*inaudible*] the £200.00 per head. So the £200.00 in terms of an investment in that members of staff is absolutely nothing. Come onto to with a return on that might be, this is a survey that we did and our old office was half and half and the survey that we did there was really successful like people liked space it was a very, very nice office to be in and but we compared that with the new office we could see some very substantial improvements in relation to people’s perception of how it is [*inaudible*] attractions, increased productivity is very interesting, sustainability, corporate image, workplace culture, etcetera. So as an employer this is a response from our staff is really powerful and for me cannot justify it as to the action that we took but some of our HR statistics have been really impressive. So the first year we saw it at 50% reduction in absenteeism and now when you move office you get a balance so we compared that with our new counsellor in Edinburgh office, offices both who had moved to a similar plant compared to ourselves and their balance was varied by 20%, 27% reduction. So 50% is very significant. There was also 20%, 7% reduction in staff turnover and that equates to about a £212,000 savings per annum. So the £200 costs per head are 30,000 in total extra costs absorbed by the savings in terms of a group performance from staff. So that was very successful for us.  Thank you for listening. I will leave it there. |
| Jerry Goldsmith | Excellent again, [*coughing*] [*inaudible*] Alan, I think I’m echoing through your microphone. |
| Alan Fogarty | I, I’ll mute it for you to talk sorry. |
| Jerry Goldsmith | OK. Oh, that’s it. Yeah, no. Many thanks once again on a presenting some physical things that people, or companies can implement quite simply really in many cases to help with overall wellbeing strategy and really interesting to hear some of the things that didn’t work as well as some of the things that did work and the lessons that have learned. Any questions at all for Alan, in any of that? So, Alan, you’re not, unmute yourself and so in relations to paper towels has there been a set change to move to hand dryers and what’s your thoughts? I hope not but from the horror stories I’ve heard about hand dryers, they’re over to you Alan on that. |
| Alan Fogarty | Well as I said, the said the wellbeing standard requires the hand dryers and actually quite a lot of people preferred the [*inaudible*] refers paper towels. We have hand dryers as well but most people prefer using the paper towels themselves. I think as an anti-COVID approach hand dryers are typically getting switched off because they’re just simply circulating air and in the space which can increase in the risk of cross infection. So I suspect we will see hand dryers being less popular as a way forward. The whole range of thought that thought that’s going into this particular area as to how you deal with air quality in spaces. You said use UV lights to try and cleaners whether you should have in your ventilation system etcetera. And evidence will slowly adhere to support one of them in the approach. |
| Jerry Goldsmith | Excellent. OK, thanks for very much. That was a question from Paul. Any other questions at all for Alan before we move on? Nope, that wasn’t a question. [*Chuckle*] Just a colleague. OK, looks like, that’s, that it as far as questions are concerned. Alan that’s been brilliant.  Laura if you could get Duncan lined up as well as the next panellist. Alan, I bet if you’re going to get to stay with us, we might finish a bit earlier. Because we might rather than have a final break as we only got one talk after the final break we might just go straight on and then have a big panel at the end if anybody is still around. So welcome to stay with us and join us on that. Don’t know if your slides are available to share at the end. |
| Alan Fogarty | Yes, that’s no problem. [*Inaudible*] |
| Jerry Goldsmith | OK, great, so yes so I thought the questions coming up about that. I did notice that there were some late questions for GEFCO, but I think, I think Sandra’s going to stay with us till the end. So if those people that did ask some questions for GEFCO, if you want to re-ask them at the end then we might have that panel as I said. Excellent. Well great to have Duncan back. Welcome back again. So those of you who were on yesterday we had some very enlightening research from IOSH about mental health first aiders and there was a lot of talk on that yesterday. Find out that there’s been slightly different bias today in terms of some of their talks and what’s interesting is that this this other research that Duncan’s done on how companies miss – probably relates quite a lot to some of the talks we’ve actually had so it’s quite going to [i*naudible*] it’s calling them about how companies deal with people returning from mental health. So obviously, lot of companies, most companies are all geared up for welcoming back employees after a long-term physical sickness or injury but how are they when, when someone comes back from a mental health. So Duncan, over to you. For us, as your second talk. Thanks very much. |
| Duncan Spencer | Thank you very much Jerry. If I, just bear with me second while I find my presentation so hopefully everybody can see that. So yes, IOSH has recently delivered two pieces of research around return to work after common mental disorders. Both them by the same teams. So I’m going to talk about the results of both of those today.  So, I, introduced myself yesterday so hopefully everybody has seen that. We haven’t got long, so I don’t know I’ve got a lot to be able to get through so I will press on. I think that yesterday we talked more generally about the challenges of good mental health management in organisations and I highlighted the recent research that IOSH commissioned from Nottingham University on mental health first aiders and their effected deployment.  Today I’m going to focus on another aspect of mental health management system: Helping People Recover and Return to Work. So before we get into the main subject for the discussion Return to Work or RTW as I will call it. Let’s first reflect on the why? Of course, primarily it’s a moral duty and it is just the right thing to do but sometimes people need more of shove in the right direction. So this diagram highlights the legal imperative for preventing work induced mental ill health. And that’s one of the things I’m very keen that, that that people don’t lose sight of. It is our primary responsibility to be preventative rather than, you know, treating the, the symptom so we can treat the causes and make sure the people don’t fall ill in the first place. And as you can see the trends of the day have us consider our duty of care in the lower tort personnel legislation, controlling conflict in the workplace, human rights in some countries even compensation systems and the requirements to access and control stresses. But let’s not get too deflected by the fact that what we will be discussing today is return to work which a recovery control. Responsibility we all have is to build preventative systems of management and control. I mean we must ensure that we don’t break people in the first place. Waiting for them to suffer first before we do something to help them is actually morally reprehensible to most of us I hope. So it’s worthwhile just, I’m flicking over the future of work again here for a second and there are massive changes happening in the world around us. Globalization, technology, new forms of labour employment, like Gig Work and Transitory Labour Forces, Economic Migrancy, Modern Slavery and then there has been an acceleration in organisational changes in response to a rapidly changing world, too. Doing more with less, increasing pressure on employees, an encroachment of work into our private lives are all starting to take their toll. And then of course along comes COVID-19. The pandemic has accelerated these changes. It has force a new radical approach to work in many sectors. For example, a friend of mine manages a treasury team for a well-known bank and he was telling me prior COVID security would not be, would not allow his service to be located anywhere else other than in a controlled office space. COVID came along and then within two weeks they had the software that was necessary and everybody was working from home. There was complete U-turn in policy and so there is a major question mark here in terms of can we ever go back to the way thing were? And I don’t think any of us can answer that question with any degree of certainty at the moment. So COVID has introduced new stresses, let’s not forget, illness, loss of family members, caring for children, trying to work while you’re home schooling at the same time, working from a bed sit, lack of interaction with other humans, people are talking about the possibility that COVID is bringing along a new pandemic and that is the pandemic of, of mental health. So can you, or should you divorce work stresses from home ones you may ask. Well in the UK liability lies with causality of course and if mental health problems have domestic origin then it’s true that employers have no direct liability. Yet, they do have a responsibility to adapt and flex work to accommodate peoples changing capability. Frankly, you bring the same brain to work that you take home. So, I’d argue is a pedantic argument anyways. Some of you heard me say yesterday, forget the legal arguments it’s just good practice to have healthy, happy workers. They’re much more productive as we heard from Geoff MacDonald earlier on today.  So moving on then. So we have been conducting two studies with our partners Tilburg University in the Netherlands with Dr. Margo Jewson and her team. The first one was Return to Work After Common Mental Disorders and second one Return to Work Among Employees With Mental Health Problems which kind of was an extension of the first study. So as you can see, IOSH has first on the left-hand list looked to the barriers and facilitators in the return work process. Why people go sick? And what effects how quickly they will return to work? On the back of these findings we decided to dig a little further with the second study focusing on how people return to work? And by understanding how we can identify the facilitation is necessary so that we can be more assured of a successful conclusion for all parties when they do return.  So let’s have a look at results of the first study. There is a fact which is well founded in research, now and it has stood up to numerous different studies and scrutiny very well. And that fact is that work is good for health particularly for depression and general mental health. So there are studies that are being done that have demonstrated that the very best place for people to rehabilitate is actually in the workplace. And there are benefits as well to the organisation, cause where that person might not be a 100 per cent productive; at least you’re getting some production out of them rather than nothing. And what you’re left with when you do encourage and help people to come back to work is it you’re left with a much more loyal and often more productive employee as a result of it. So again, there are many studies that actually illustrate that. So as you can see here, there are five themes that came out this study in terms of a successful return to work.  First of all, motivation, emotions, cognition, coping, understanding your people really is that first point. If you understand your people and what makes them tick then you’ll be able to manage them better. So understanding the motivation of the employee in their return to work is a fundamental point that everybody needs to think about how you do that.  Secondly, work adjustments are necessary. If we don’t do any adjustments, what the study showed is that it leads to new sick leave. So if a person is gone off sick, there are reasons why they’ve gone off sick and if there is no adjustment when they return, they will return to sickness, I’m afraid. So, what we need to do and as quickly as possible in any return to work process is that we need to progress them into small successes as rapidly as we possibly can because that helps to re-establish their self-confidence and, and, and it helps them to, to engage once more, to feel like they’ve got purpose and such like things that we’ve heard about previous speakers talking about today.  The third point. A safe, welcoming, and stigma-free work environment. The employer is not always motivated to have the sick worker return to work. You know, because they are worried about this productivity. They feel that, you know, this person needs to go away and come back when they’re 100% fit, rather than accepting the fact that they might not be but they might gather that 100% fitness while they are back at work, perhaps when phased return or something of that nature. Plus, relationships between the sick worker and their colleagues may been damaged in the period and that they have been away on sick and then, then, in fact their colleagues might ev-, not even understand the condition of that individual and what that, the individual is presently tussling with. So all of that fuels stigmatization rather than reduces it. So there is a very key idea here in terms of, well how do you reduce that stigmatization? It’s simple, you’re more open and you discuss more about mental health in the workplace.  Fourthly, and there is no standard for return to work and because everybody is different, so a personalised approach for each returnee is absolutely essential. The study actually made it very clear that, that the supervisor, for example, staying in, in regular contact with the worker is very beneficial. And, but it is a balance. Sometimes the supervisor can be in touch too often and sometimes not often enough. So once again, the study is demonstrating that actually you need to do this by agreement with the employee and feel your way forward with this.  And in the fifth area, collaboration between all stakeholders. There are a lots of stakeholders in this, and this study made it really clear that the most effective return-to-work programs for individuals included all of the stakeholders. Stakeholders including primarily the worker themselves; line management, of course; they might have an occupational safety and health professional who’s looking at some of the risk assessments as a result of an occupational health professional doing a capability study for that individual, in terms of what they can and cannot do which may affect the risks that they are associated with; there might also be external caseworkers and maybe a psychologist or other healthcare professionals involved; and of course there might even be the GP. So the research suggests that the best plans will be inclusive of all of these stakeholders in some way at some stage. So one of the things I think is really important to note here is that four out of five of these themes, line management plays an absolute key role. So it underlines the fact, as with most systems, in actual fact I’m sure you will agree, if you don’t have educated managers to understand this and can facilitate it within their role, then you will have a system that doesn’t operate as effectively as it might.  So, factors that were, were taken into account here and which you can read for yourself there, the diversity of factors and barriers and facilitating factors, type of work, inadequate management, relationship with a supervisor, you know how good is relationship between employee and their boss, interpersonal factors, complaints, homework interference, professional support, all of these things, all affect in either a positive or a negative sense, that person’s return to work; it needs to be included in the considerations of any work plan that is, is put together.  So the recommendations that, that sit around this from this particular study is that we need to improve managers’ knowledge and skills in guiding workers with common mental disorders. We need to support workers in gaining self-awareness and gaining, regaining control, personalise worker’s return-to-work support, and, and we made to make sure we get that collaboration.  So, one of the key things, also, which isn’t listed here actually, but it’s worthwhile highlighting as it wasn’t in the report. Have it, being able to degree, decrease the perceived workload in the mind of the individual who’s suffering from the common mental disorder and increasing their self-reflection in terms of where they are in their, in their response and in their development, their, their health and such like, is absolutely crucial and must be included in, in the strategy. We need to address the perceptions and we need to increase the self-reflection. They, they are very important aspects of any return-to-work process for that individual.  So onto our second study. So in our second study we actually looked at how people return to work, and as you can see there, there are five different models that were put up by Tilburg University and in the bottom right-hand corner you can see the proportions of people in the study who were associated with each of, of those trajectories. So let me just talk about those trajectories a little first.  So employees in the faster trajectories, that’s classes one, three, and five, were more likely to have suffered from stress complaints and adjustment disorders; whereas employees in slower the trajectories, classes two and four, more frequently had to experience depression and burnout. Regarding personal characteristics, older employees and females showed slower return-to-work trajectories, such as classes two and four, and with regard to work characteristics employees working in the profit sector showed faster trajectories, classes one, three, and five.  So which model you, you have, you would have employed, I suppose or, or you would experience is probably is the best way of putting it, will very much depend on your industry, it seems. So interestingly, of course, one of the other things that this study showed was that part-time employees were no more prevalent in faster trajectories than full-time employees. So it didn’t seem to discriminate the amount of time you’re at work. You know, you could be a full-time or partial time or whatever, but everybody seemed to reflect in these different trajectories anyway and it seemed to be non-influential in that regard. So there is no differences between the five trajectories were found on sustainable work resumption in the two years following a full return to work. So in total 7,054 employees, 71 point-, 74.1% stayed with their employer in the two years following full work resumption. Of this group, 808 employees, that’s 11.5%, had a recurrent sickness absence record due to mental health problems and 6,246 employees, eightyf-, 8.5%, remained at work. So if you know which of these trajectories that an individual finds himself upon, you can start to examine how you might adapt that return-to-work program with that individual in order to be able to mitigate the relapses that might actually be experienced otherwise. So important facto-, factors, I think, so. Trajectories were characterised by a combination of diverse mental health problems, work-related factors, and non wor-, work-related factors were taken into account. In line with the findings from the first phase of the study, faster tr-, trajectories were said to be characteristic of less severe mental health problems and slower projecties-, trajectories by more severe mental health problems.  So, hopefully that is of, of some help there. So from moving onto my next slide here. So our findings have several implications, I think, for stakeholders. First of all, presenting the different identified return-to-work trajectories to occupational physicians and employees with mental health problems, employers, and other stakeholders can increase awareness regarding the diversity of trajectories employees can pass through before returning, before getting to the full return-to-work status. In other words, talking through these different trajectories were, was helpful in people being able to picture how they might progress and what might change in their, their reintroduction back into the workplace. And helps them to prepare for when that happens because they are aware of it and therefore much more willing to be able to link with, with the program to help them to mitigate those, those challenges.  Secondly, awareness can stimulate reflection and discussion regarding the risk factors for, for all people as well as for informing tailored interventions. It is important when creating such awareness, however, to avoid further stigmatization of the subgroups in slower trajectories and to emphasise that sickness absence dur-, duration can also decrease in trajectories with more tailored treatments. The finding that faster trajectories contain more employees with stress complaints and adjustment disorders while slower contain more employees with burnout suggest that timing interventions may prevent more severe mental health problems and long-term return to work trajectories. So, some of this is, is pointing towards the fact that prevention is better than cure, which is something that I said on a number of occasions now.  So both our sickness absence data and the multi-stakeholder expert meeting suggested that trajectories with and without relapse did not vary on the type of mental health problem, objective work characteristic, or demographic factor. Based on the findings from the meeting it appears that relapse is likely to depend on potentially modifiable circumstantial and psychological factors. Meaning that it may be possible to prevent relapse trajectories. So in other words, I think that is just academic gobbledegook for you’ve got to monitor for how people are reacting and, and make sure that you react in term and, and recognise where somebody might be in one trajectory or another and therefore prepare for, for what might be happening. So, interesting models from that perspective.  So those of you who were here yesterday, saw me show this diagram and yesterday we, we spent a lot of time over on the left-hand side of the diagram and so today, I draw your attention over to the right-hand side of the diagram, as I said I would.  So, one of the things that we need to think about is, is about collaboration and the competency of managers, and these two studies that I’ve talked about today make both points very, very strongly. We need to think about who can help us to be able to form the best program possible for each and every individual in getting a return-to-work program in place for them. So that does mean collaboration with people internally and externally to the organisation, and it does mean that the, that the competency of the manager is really important in this, in terms of their understanding around mental health and also their willingness to be able to use their managerial and leadership skills to be able to help that individual and indeed to help the other people in that individual’s team to understand what is happening and, and how things are moving forward.  So, what about the other bubbles? Of course, we’ve heard other speakers today talk about leadership. But leadership is needed to promote the good practice and ensure that people are engaged in acts to destigmatise the subject. Policy is needed so that managers can be held accountable for complying with the management and control system that, that is designed. So as you can see, whatever you deliver as being a, a program for managing mental wellness it needs to be quite comprehensive. You need to think about all things in each of those particular bubbles and areas.  So above all else, remember in UK law you must be able to demonstrate what effective steps you’ve taken to control the stresses and put preventative measures in place to reduce work-induced mental harm. That having being said, mechanisms to capture mental ill health early and helping people back into the workplace is not only morally right but will help p-, people to recreate loyal and productive workers. The evidence of this research leaves little doubt that that is true.  So my final slide, Jerry. So remember that IOSH is here help. We are a charity and not just a, a member organisation for occupational safety and health and professionals. But we’re also here to be able to give information free of charge.  So once again, I draw your attention to how IOSH can help. We have published free of charge, a benchmarking tool, a set of questions that will help you to identify any gaps and shortfalls in your present system. Knowing what the right questions i-, are will help us to arrive at the right solution. We also have some training in place as well as you can see with the managing occupational health and wellbeing course. Our website has summaries of the research I have highlighted and you can also read the full report too, if you have a mind to, particularly if you wonder how these results and conclusions have been arrived at. On our website you will also find a wealth of free guidance material on stress, homeworking, managing remote teams. We have a specialist COVID risk assessment site, as you would imagine, and much more related to that subject. And if you are interested in the course, then if you call our customer service centre they can help you, if you wish to, to purchase that into your organisation. There also lots of accredited trainers out there as well.  So, I will end that and ask if there’s any questions that you have, but please bear in mind I am more of a practitioner than a research expert. So I’m happy to answer any, any queries you might have from that perspective.  OK, thank you very much. |
| Jerry Goldsmith | Excellent. Thanks very much, Duncan, for some excellent research again. Second, second day running. Any, any questions at all on Duncan’s presentations, or indeed from yesterday that you may have thought about, about the mental health first aiders while he’s on? Any, any questions at all to Duncan on that? By the one, I don’t think we’ve got our next speaker lined up at the moment, Laura. So we might take a couple of minutes break off anyway while we’re waiting for Dane. I told him we were running late, but [*laughter*], but Duncan that was running at a hundred miles an hour so you closed out very quickly, so, excellent.  Any, any questions at all for Duncan? Doesn’t look like it unless I’m missing some that I can’t see but don’t think there are. Duncan, thanks very much and hopefully if you can stay for another half an hour we might have a Q&A session right at the end, after Dane’s talk. |
| Duncan Spencer | OK, Jerry. I’ll be there. |
| Jerry Goldsmith | Excellent. OK … |
| Duncan Spencer | Thank you. |
| Jerry Goldsmith | … If everyone wants to ... thanks very much Duncan. If everyone wants to take two or three minutes break, so we’ve caught up a little bit, but it would be good to have that Q&A session at the end while we got a few of the speakers on and, and we did miss a couple of questions as well. So Sandra’s hopefully getting back on later. So yeah, have a couple of minutes break. I’ll chase Dane to see where he is and he, he, he acknowledged that we were running ten minutes late. So presumably he’s, he’s, he decided not log on until ten minutes time so I’ll give him a call, and we’ll come back in about four or five minutes. I’ll speak to you soon.  [*Pause*]  Hi Laura, Dane’s just managed to logon, so if we can get him all sort in, then we’ll kick-off at, at 20 past. Maybe? |
| Laura | Yep, perfect. |
| Dane Krambergar, Mind | Sorry about that. |
| Jerry Goldsmith | That’s, OK, Dane ... no … no, no worries, no worries at all. |
| Dane Krambergar | [*inaudible*] |
| Laura | Just a couple of minutes actually, Dane, we’ll just …. |
| Jerry Goldsmith | We’ll just, we’ll pick up at maybe at 20 past, 20, just, just give people a couple of minutes break there. |
| Dane Krambergar | Yeah, sure. Is it worth me sharing my screen now or should I exit? [*simultaneously speaking*] |
| Laura | Yes, yes, you want to pull up. |
| Jerry Goldsmith | If you want to actually dock with a, with a slide, and have that ready and, and waiting then that’s fine. Yeah. |
| Dane Krambergar | OK. Perfect. [*inaudible*] Oh OK. [*Pause*] Do you mind? [*inaudible*] |
| Jerry Goldsmith | I think, yeah let’s ah, think let’s ah, let’s kick-off then. So, once again thanks to Duncan, and so we’ve come to our last talk now which but hopefully, certainly not la-, last, but certainly not least. So I’d like to welcome Dane who’s, I mean he’s basically had many, many talks about different aspects of wellbeing and mental health, but how do you actually measure that, and certainly Mind, the charity Mind, had a certain Index that is one way of measuring how, how good a company is in terms of their wellbeing strategy.  So, without further ado, last, but no-, but certainly not least. Over to you Dane. |
| Dane Krambergar, Mind | Very intense, very much [*inaudible*]. Can you hear me OK? |
| Jerry Goldsmith | Yeah. |
| Dane Krambergar | Good, OK, thank you. So, sorry, just, I switched on my video hopefully. I can’t see myself so I hope the others can see me. I’m just seeing a bit of black square. But, [*laugh*s] hopefully my video’s on.  So, yeah, good afternoon everyone. So my name is Dane Krambergar. I am the head of Workplace Wellbeing Services at Mind. So as Jerry mentioned, I am going to be talking to you today about facing mentally healthy workplaces and how you can do that through data and insight. And the tool that we use within Mind is the workplace[SP] called In-, Induction Match, something that we developed over, over a number of years to really answer two of the most common questions that we get at Mind. So the two questions are really, where do I start? If I, I, I know that this is important thing for us to do as an organisation to look after our employees, but where do I start? And the other question that we get, particularly for organisations who are further along in their journey is, you know, what if I’m doing a lot. Is it, is it actually making a difference? How, how are my initiatives going to then change actually impacting my employees, and, and how do I demonstrate return on investments and, and that, that sort of thing so, hopefully that’s, that’s what the, the index really does for, for organisations is, is, is answer those two questions.  So, I just wanted to talk about very briefly for anyone who’s not familiar with Mind, so, we’re Mind, the mental health charity, and our mission is that we don’t give up until everyone experiencing a mental health problem gets back support and respect. And we, we all have mental health just in the same way we all have physical health, and one in four of us will experience a mental health problem in any given year.  So, the scale of the challenge is, is very clear and the, the cost of doing nothing is also privily evident as you can see from, it’s on this slide, the cost to UK employers of poor mental health every year is up to 45 billion pounds. And that’s made up of absenteeism and presenteeism in term of an apologies of who’s [*inaudible*] had been shared prior to, to this session, but it is just a recap on, on, on the cost of poor mental health, and the biggest cost of poor mental is really presenteeism. So if anyone’s not familiar with the term “presenteeism,” it’s when employees are working but are not at their [*inaudible*] productivity, this is they’re unwell. Wrapped up in, in presenteeism is also leavers and so when people are supposed to be on leave, so working outside of the powers or working weekends or holidays, so basically working when they’re, when they’re not supposed to be. And that is on the rise, presenteeism, and, and represents the biggest cost to, to employers. And that’s a correspondent reduction in [*inaudible*] sickness absences, people feeling less able to take time off certain, having [*inaudible*] more pressure to be present at work, even if they’re not necessarily feeling well.  And then for 300,000 people every year, that flew out of work due to poor mental health, that’s cost them 8.6 billion pounds a year, it’s for things like recruitment costs and [*inaudible*], et cetera. And all of that really boils down into an average cost of 1,652 pounds per employee. So if you take that 1,652 pounds and multiply by the number of people within your organisation, you get a pretty good sense of what poor mental health might be costing your organisation.  So really what the Index tries to do is address this by understanding through data and insight what, wh-, where are those challenges, where do they lie? What support do employees feel that they need that they may not be getting, and also what’s working really well and what, what do you build upon, or, or those initiatives that are really comfortable in, in, in addressing poor mental health.  So how does the Workplace Wellbeing Index work? Well, we, what this is about, is it’s an assessment and benchmarking tool. So, by signing up to the Index, you’ll undergo an assessment process whereby you’ll complete an employer assessment, so that will be things like telling us about any sickness absence levels that you’ve got, how much you’re spending on Workplace Wellbeing initiatives, do you have things like employee assistance programs in place, or occupational health services. Essentially what are you putting in place at the top level organisational level to support employee mental health and wellbeing.  And the next element of the assessment is a stop service, so all employees can [*inaudible*] survey, getting feedback on how they feel the organisation supports their mental health and wellbeing. And so that, that’s everything from things like the physical workplace environment, obviously that’s very different from any of us working from home now, but things like the physical workplace environment, things like people management, policies and procedures, things like youth experience, leadership, so all of these various assessment areas that make up the key drivers of good, good mental health at work. And we also, in addition, depend on the level of participation involving EU organisational policies as well, so. Things like the mental health policy or health and safety policy, sickness absence policy. Anything that has a feasibly, anything that feasibly impacts on employee mental health and wellbeing, we can review those policies and provide recommendations on what Best Practice looks like.  And so, combining all of those impress[SP], what we’ll then do is produce a report for some valuable insights into what’s working well and where can improvements be made. They’ll be tailored recommendations based on that, to say, this is how we believe you should, you as an organisation should move forward with your mental health and wellbeing strategy.  And also, to some core that, that, that analysis and insight, you’ll also see some benchmarking data to show how you might compare with other organisations that are taking part in the Index. We’re also gonna break that down by, by sector and, and, and in some cases, industries, so you can get a really clear benchmark to show you how you’re stacking up in it to other organisations, and also, having opportunity to learn from other organisations and seeing what their [*inaudible*] and whether that’s working or not.  You also achieve public recognition for our awards events, so based on the score that you achieve by signing up for the Index we’ll award you gold, silver, bronze, or connect you to action. And as say, there’s an opportunity at those awards events, but then also at various shared dining events throughout the year, to learn from each other and also impart your knowledge upon on other employers supporting everyone within your industry to, to, to reach a high level and a high standard of supporting employees.  So, in terms of the individual insights that every organisation receives, that really helps you as an individual organisation to take forward some, some, some practical, some practical changes that you can make. But what it also really helps give us at Mind is an aggregate view of the general workplace trends that are happening across the board. And, from last year’s Index, we, we, we got the few [*inaudible*], so I just wanted to share, and all of this is made possible through participation in the Index, so it’s not just that you’re gonna be helping, you know, you’re an organisation Drive Forward, but you’re also contributing to Cutting Edge Group [*inaudible*] in, in, in, in what good workplace mental health looks like.  In terms of the key findings the first is that, encouraging openness and discussion about mental health is a really key way of, of gaining trust and, and respect, and, and, and support from employers and feeling that they are supported so. I mean 9%, so less than one in ten are staffing organisations without that openness and discussion feel that their, their, their organisation supports their mental health. So really clear there that having an open culture in which people are encouraged to talk about mental health, particularly senior leaders to, to really set that example, is, is, is really key.  The second is that people management is about more than just work targets. So three quarters of employees who disclose poor mental health to their manager, only 45, ah, sorry, 40-uh, 75% disclose poor mental health to their line manager, but only 45% feel that their manager understands their problem. So, we know that our manager is typically the first person that we will speak to if we’re struggling with poor mental health. But if only 45% of us feel that our manager understands our problems, that’s not gonna lead to a positive outcome in, in a lot of cases, if managers aren’t skilled up to have the confidence to talk about mental health effectively.  So that leads on to the next point, which is that employees, employees need to feel comfortable about disclosure because half of them can’t be [*inaudible*] tallies with 45% feeling that their manager doesn’t understand their problem so, if there’s, if that support from managers isn’t in place, that can be a real barrier to discouraging poor mental health. And we know that when employees do disclose a mental health problem, in most cases their situation will improve. It doesn’t always, but in many, many cases and in the majority of cases we felt improved, so we need to remove those barriers to disclosure by ensuring that line managers have the effective tools and confidence to have those conversations and to promote wellbeing effectively.  The fourth is being aware of employee’s workflow. Really, we live in an, in an age where we are constantly trying to do more with less, and that has, you know, been no more true than, than it is now, then living through COVID-19 and lot, lots of organisations having to make cuts trying to, trying to make the most of things. But really what is something that is gonna have the biggest impact, one of the biggest [*inaudible*] impacted to someone’s wellbeing. We know that for a quarter of those who work more than 50 hours a week, those employees with an unimaginable workload experience anxiety multiple times a month, so workload and anxiety and, and stress can be very much [*inaudible*].  The other, the last thing to talk about is review and assess your mental health with wellbeing support tools. Really the key message here is that ineffective support can be worse than no support. So we know that 17% of those with ineffective support so their sit-, situation got worse compared to 5% who had no support at all. So what this means is, is that if there are support tools within your organisation and they aren’t effective, they can end up making someone’s situation worse. So, be sure that whatever interventions that you have in place, whether that’s an employees’ assistance program, whether that’s a wellbeing portal, wh- you know, there’s an in-house counsel[SP], whatever that might be, be sure that you’re gathering feedback and assessing the effectiveness of those tools because they can end up doing more damage than good.  So I just wanted to kind of finish up on what the impact of the Index is. From, from my perspective as a charity, it’s really important that we reach as many people as we possibly can and we’ve already supported over a million people [*inaudible*] mental health at work. And a key part of this really is our Workplace Wellbeing Index and that’s knowledge that’s here, and since launching in 2016 we worked with over 160[SP] employees with over 180,000 staff members sharing their views on how their mental health is supported. That gives us a really rich data set and mine and really get those interesting insights. You know, being able to [*inaudible*] by industry and sector and, and, and demographics, and so it’s, it’s so, it’s so helpful for us as a, as an organisation to build that momentum and continue to understand what, what makes workplaces tick, but then what’s also giving that individual insight to organisations to help in [*inaudible*] good practice.  And then lastly, just last year Overhausen[SP] and 60% of employers who took part have moved up from bronze to silver or silver to gold. So, sharing that over time if you continue to take part in the Index and implement those, those recommendations that as an organisation you are very much likely to move up in terms of your score or your award. So, this is very much a long-term strategy and using the, the, the influx or the Index to, to build on an existing strategy or to develop a new strategy, and then also to evaluate the long-term impact of [*inaudible*] interventions and instruments that you have in place.  I hope that was useful. I don’t know if we’ve got time for maybe a couple of questions or if we have to move on. |
| Jerry Goldsmith | No, um, so thanks very much, Dane. No you are, you’re the last speaker, so there’s a, a lot of flex now built in, so yes, so you’re welcome to stay as well. We might invite one or two other speakers that are still online listening, but be-, before we do that, any, any questions specifically to Dane at all on the Mind Index? And anything else to do with Mind? Any, anybody got any questions at all for Dane while we’re on?  Doesn’t look like any – Oh, hang on a second. So, OK. So, yeah, Dane, so from James who’s at a – unfortunately your video doesn’t seem to be working there [*laughter*] [*inaudible*]. But, yeah, James in Boise from the construction industry wants, have you got any construction companies as part of that 160, ah, that’s it, you’re on. Yeah, out of, out of those, out of those companies that you’re working with, how many are in the built environment arena? |
| Dane Krambergar | Yeah, we’ve had quite a few construction industry employers to take part. In fact, our winner, our winners from last two previous years have been Lendlease[SP] and Mount [*inaudible*] so, yeah, very much good representation from the construction industry on the Index. |
| Jerry Goldsmith | Who is, who are the winners recently? ’Cause the first two years, I think it was the, um, …. |
| Dane Krambergar | Environment Agency. |
| Jerry Goldsmith | [*inaudible*][*simultaneous speaking*] Agency, yes. So, who [*inaudible*] [*simultaneous speaking*] …. |
| Dane Krambergar | Uh, Lend-, Lendlease and Mount [*inaudible*]. |
| Jerry Goldsmith | Ahh, OK. All right. OK. Yeah. Yeah. Excellent. So on what actually building on that, so what is the split now between … ’cause when you first started, it wa-, there was quite a [*inaudible*] sector or, or, or government type audience that’s kicked it all up. But what’s the split now, private to public? |
| Dane Krambergar | So, we’ve not actually finished recruitment for, for this year, for signing up to, to [*inaudible*] Index L[SP]. We, we, there’s a-, there’s another few weeks left. Particularly, the split has been relatively 50/50 between private sector and public sector. |
| Jerry Goldsmith | Yeah. Excellent. And so going forward, Emma’s asking who should, who, wh-, the contact to go forward? Would it be yourself? |
| Dane Krambergar | So, uh, the, the best thing to do is to go to Mind [*inaudible*] sites in Mind.order-, Mind.org.uk/index and then if you register your interest through there, one of the team will get in touch and we can, we can discuss what, what your needs might be and, and get you signed up after that. |
| Jerry Goldsmith | Excellent. And Paul’s mentioned about there are sub departments. So information can be broken down into even more useful information? |
| Dane Krambergar | Yeah, absolutely so as part of your report, you can let us know what, what subjects you want to break that down into, so, as a matter of course we can do things like age and gender, et cetera. But then you let us know what your departments are and we’ll ask specific questions in the survey to break down by different departments or different kind of sub-businesses within your business.  Sometimes organisations choose to have just one department within the organisation take part in the Index as a trial, and then roll it out further later. So there, there’s all kind of options on the table. |
| Jerry Goldsmith | OK. So, Laura, I think we’ve got Claire from EasyJet. Duncan might still be on. Martin, I think he’s still on, and Sandra from GEFCO is still on. If they could maybe be put back online into a, an overall panel along with Dane, if that’s possible and then, I don’t know if anybody’s got any final Q&A sessions for any of the case studies or any of our speakers. Laura, are you, are you there at all? Yeah. Excellent.  Yeah, if anybody’s got any question. I know there were a couple of questions for GEFCO that we missed. So I don’t, don’t [*background noise*][*inaudible*]. Oh, I don’t know who’s on the echo there. I don’t know if, ah, whoever asked those questions, if you’re still on. So maybe if you still have questions to Sandra of GEFCO, please send them again. [*inaudible*] just in case you’re not, you’re no longer on. And likewise, anybody else still around. We’ve got a panel now of about four or five of the speakers, and so has anybody got any final questions that they would like to ask any of those speakers, at all on any thing they’ve [*inaudible*], that they, they’ve presented? And obviously Duncan presented on two things so over the last couple of days. OK. [*laughs*] Somebody’s asking if a video can be shown. So we will try and we’ll try and get that going. Sa-, Sandra maybe we’ll wait that to be at the very end. Although we’re not sure how good WebEx is at showing videos. We didn’t have much success during our rehearsals so we’ll see, we’ll see how we go in the last ten minutes of today to see if we can get that going.  So yes, so Sandra, there’s a question for you from Emma. And, and that’s how did you balance leavers and reductions at a difficult time with wellbeing issues to keep things moving on a positive focus? |
| Sandra Trainor | I think it might be made its ’cause in the [*inaudible*] by the way. So my apologies in advance, just in case. And, I’m gonna make an assumption about these questions about being linked [*inaudible*] linked current COVID situation, so I think Helen mentioned in the presentation that through, throughout the insure lockdown, we made the point of making sure that we highlighted the importance of communication. So [*inaudible*] managers and HR were all responsible for ringing people on [*inaudible*], checking with them to make sure them and their families were OK. [*inaudible*] and wellbeing a podcast and training sessions that we’ve organised. But irrespective of whether or not you [*inaudible*], then we wanted to make sure everything [*inaudible*] was accessible by all.  And, and it was really listening to people about what their concerns were. So, for example, we have some people that were acting as primary care as for elderly parents, and before they came back to work with some anxiety about what the new measures would look like. So it was listening to those reservations about the anxiety and making sure that we invited people in [*inaudible*] that they want to come back onto the job so that they could actually see what kind of measures we put in place. But we really encourage a two-way dialogue so that if anybody saw or could think of anything [*inaudible*] and that it’s giving them a platform to raise those ideas or concerns with us. |
| Jerry Goldsmith | OK, excellent, thanks, thanks for that Sandra. And then Monique. So this is a question, probably for the panel. So, and I don’t know how many of you want to ask this in different ways but we’ve, uh, some Monique’s, and we have, I’m not sure what organisation that is actually. We have mental health first aiders but the uptake to their support is very low. How can we pro-, improve this and would it be possible to provide examples of business KPIs for wellbeing of employees? So got couple of questions there from Monique. So I don’t know who wants to kick that one off. |
| Duncan Spencer | The first half of the question, if you wish. So, having a problem trying to recruit mental health first aiders. It is, it is something that became apparent during the, the study, actually that, that I talked about yesterday. That it wasn’t unusual for organisations to have this problem, and it mostly related to one of two things. First of all, the level of awareness around mental health within the organisation in the first place. So how well educated was the workforce? And secondly, how good your construct of your management system around mental wellbeing is in your organisations? Because if i-, if that is relatively immature, then where do the mental health first aiders actually fit?  So, so at sometimes the, the inference, and I tell you, this was inference and, and so it is an, an opinion that was expressed at the time. There was some feeling that the, some of the cynicism that was coming back from some people who had taken the mental health first aider role was probably related to the immaturity of their organisations on both of those points. You know from the point of view of Well, why are you asking me to do this? It’s only because you want a check in the box so that to show that you’re doing something. Now that, that stems from the, the, the stigmatization and lack of awareness. It also stems from the inability for the mental health first aider to see where they sit within the whole program so that they’re not, the, the, the magic bullet because they cannot be. But what they are is a useful tool within an overall system.  So, I think the answer to that question really is to, is to look more closely at those two areas and you might well find the answers as to, as to why people are a little reticent at the time being. |
| Jerry Goldsmith | Excellent, thanks very much, Duncan. Anybody else like to answer that one? |
| Sandra Trainor | I just want to say in support of what was just said. So initially when we choose mental health first aiders, we opened over 20 [*inaudible*] that was in trust and attending the training to save the system [*inaudible*] that, that was to be in track [*inaudible*], and I think partially is we wanted them to help [*inaudible*] help lobby initiatives that we have in place. And I think quite quickly we realised that (1) we, we haven’t been ambitious enough about how many first aiders we should have at the site level, and (2) some of the mental health first aiders who so came through the training were very open to say, I’m not really sure where this [*inaudible*] so, we, we don’t think this is a waste opportunity because I think it is very important for those to go through the training. But I think it, it’s one of those ones that you, you’ve got to make sure, I think the lady from [*inaudible*] mentioned it yesterday, a representative and population of people that people feel comfortable to go to, and that those individuals have a society from [*inaudible*] for business, and that we support them as much as we possibly can. |
| Jerry Goldsmith | Lovely. OK, thanks very much Sandra and Duncan and, and then the other point of that question from Monique was – Has anybody got good examples of business KPIs for wellbeing of employees? Don’t know-- |
| Claire Evans | Uhm, Jerry do you want me to [*inaudible*]? |
| Jerry Goldsmith | Yeah. Excellent. |
| Claire Evans | Sorry, I guess from our point of view at EasyJet we talk to anyone, we have the engagement that are results so we have the two specific questions are answered [*inaudible*] functions and, and we track that every time we do the survey. So, I feel I can meet myself and EasyJet coast on a wellbeing. And the other things we’re looking at are utilisation of our tools and our support. So how much utilisation have we got from our EAP provider or from a point of view engaging with the self-service tools as well as any referrals, and familiar with their occupational health, and, and then looking at from a point of view all of when we are doing the same question asked you all about who was volunteering to get involved into being part of this sort of campaign and sponsorship, then we’re sort of measuring how much interactions we’ve got with each of those campaigns as well. So, there, that’s a, you know, being in the journey but those are sort of softer measures at the moment. |
| Jerry Goldsmith | Excellent. Thanks very much, Claire. Anybody else have got any, anything to add to that, as far as KPI? |
| Sandra Trainor | I think if anyone’s from the Time to Change pledge it’s quite interesting because it really pushes you to pull together an action plan and, and, one of the things that we acknowledged at the very beginning is if we were expecting to see stress-related cases formed as a consequence of promoting health and wellbeing, then we’re being incredibly naive and we actually set half our [*inaudible*] targets because our anticipation was that we see and create an stress-related cases in the workplace and that certainly happens even before we saw COVID. But we also put in place come back to work and plan to stand back from the softer measures, and so we, we, we did a lots of research, we did checking sessions to make sure that the action plan was [*inaudible*] beaten path person that we were capturing the things for these shoots, the message for employees.  So I think it’s really important that you were so enclosed in the softer skills not just the hard facts that we all typically look at. |
| Jerry Goldsmith | Lovely. Thanks, thanks Sandra. Paul from Eason, which is in the supply chain, a logistic sector. So he’s, he’s wondering there’s been a quite focus, so, on the key workers. And so he, he’s suggesting that there’s been quite a lot of talk over the last two days when we talked about COVID on focusing on most people working at home. But, what, what are we doing to ensure that the key workers working in the offices are [*inaudible*] to feel included as well?  [*Laughs*] I’m sorry. Let’s read that again.  So, to those of you on the panel who have key workers still based at [*inaudible*], since the last focus has been on those working from home. Yeah, what would you do to suggest we continue to feel included, both, both people in the office and people at home, actually? Yeah. |
| Duncan Spencer | I think there, there is a very simple answer to that. And that is, be human. I think the more human we can be in terms of reaching out to, to talk to people in these crises wherever they might be, I think it, it’s really important. You know, in, in my particular profession there’s often been a debate around what’s the difference between a lone worker and a remote worker? Well, actually, there isn’t a difference because both of them are working by themselves in some way, shape, or form.  So how, how do you pull those people in to make sure that they feel included is the same across the board wherever they might be working at the present time? So having simple things like coffee mornings or you know, little, little things like that, just ringing up for a chat. You know, we’ve heard a number of ideas throughout this conference about how you can reach out and, and converse with people on another level other than work to try and make sure that, that you can be human. I think that is, that is the essence of this. How are, how are we going to be a human, or-, human organisation and converse on a realistic level with people so they can feel engaged and worth and, and, and make sure that, that, that they understand that we all value their, their inputs and what they’re doing and give them an escape hour if they need to just air things.  Now one of my colleagues, actually, she has regular meetings with her team three times a week and the first five minutes it’s a, it’s a ge- it, get it off your chest session, where everybody can just, no holds barred, just say what you think, and then we’ll put back in, you know the, the, the political better ways of behaviour afterwards. But it just helps to clear the air and give the opportunity to be able to see what’s troubling people at the time. So, there’s lots of things like that. Just, just allow people to be human and to be human in return would be my honest advice. |
| Jerry Goldsmith | Excellent and thanks Dane for, uh … thanks Duncan and thanks Dane for the, the link to, to a sign post there in the, in the panel. And sorry, in the Q&A panel. Any other, any other points on, on that one?  She answered Paul’s question.  I don’t know, is, is, Martin, Martin are you, are you with us at all? Or is that just a [*chuckle*] [*inaudible*]? So, hi Martin, yeah, I think we’ve got a question from the audience. As I mentioned that your talk was quite transferrable and so Donna[SP] is, is one is saying that a lot of her workers are offshore um, so great coronations with construction. How would you ensure moment- How would you ensure momentum with mental health is kept high when dealing with remote workers? |
| Martin Coyd | It’s, it’s really a difficult challenge. And a couple of years ago I did a seminar with the national union of seamen on, on, on international mariners who work hard and then go back to smaller bunks by themselves [*cough*]. So with regards to offshore workers, as much interactive stuff as you possibly can, where, where Duncan slides earlier mentioned how dependent we are on one another and being socially interactive. So it, it, it’s critical to do that. Regular and frequent communication with what’s going on. People taking an interest in one another and just a continuous two-way flow into making back and forth rather than just send the individuals. I think we can sum it up in, in, in just, just caring for one another and being kind and, and keeping the conversation open. |
| Jerry Goldsmith | Excellent. Thanks, thanks Donna for the question and thanks [*inaudible*] again for staying with and, and answering that. Any, any final questions at all? I’ve got another minute or so to remain? OK. Doesn’t look like there’s any more questions coming in, so let me thank – especially the panellist that’s still with us today at now and, and all the speakers that we had as well, both yesterday and today. Thanks everyone for attending.  An interesting dynamics in terms of being online. But I hope people have managed to keep with us in terms of concentration levels because some of it, it’s [*inaudible*] not some ... all the talks have been phenomenal and very interesting and thanks to, to you all.  Hopefully those that have been attending will be able to take away with them some key links and the challenges to set up their wellbeing strategies from scratch, if, if that’s the case or, or to fine tune what, what they already have in [*inaudible*] organisations.  Many thanks, Laura and to BCLP for hosting on, on their WebEx. We’ve, we’ve managed to get through the two mornings without any, any major hiccups.  I think, Sandra you had a video, didn’t you? That we, we, we got a couple minutes, so, and, and, I think you, you had [*inaudible*] although that was, that was managed to [*inaudible*], nice to have that. So Sandra, if you wanted to show your video the last two or three minutes, if it’s going to help [*inaudible*], feel free to do so. [*Background Noise*] |
| Sandra Trainor | [*Inaudible*] Laura, can you give me the presenter rights [*inaudible*]? |
| Jerry Goldsmith | We’ll see if works. [*Laughter*] The other thing while [*inaudible*] [*background noise*] while we winding this up, there’s, see there’s a questionnaire at the end that Laura sends. If, if you can just kind of complete that. Let know what you think. |
| Sandra Trainor | And th-, this is just sort of montage of some of the initiatives that Jack [*inaudible*] pulled together to demonstrate the [*inaudible*] care. [*Pause*] [*Background music*] |
| Jerry Goldsmith | The video is working, OK, [*inaudible*] but there’s no sound. |
| Sandra Trainor | Lots of things. Needless to say. |
| Jerry Goldsmith | There’s no sound coming out [*inaudible*], so, yeah. [*laughs*] |
| Sandra Trainor | Just to be [*inaudible*] but I think again it was legend code[SP] it was talking about his ability where there was no initiatives that you can do that didn’t cost anything apart from [*inaudible*]. |
| Jerry Goldsmith | Brilliant. As I say thank you. [*inaudible*] I think you’re, think you’re echoing there. So I think it might be coming through [*inaudible*], yeah. Brilliant [*laughter*]. Thanks very much once again to everyone then so, and as I say, there is a questionnaire that when you log off, I think Laura [*inaudible*]. We have got, as I say, slides. So over the next couple of weeks we’ll be just collating some of the, some of the spit, some of the talks that have been recorded. So for those that may have kind of missed one or two of the, the talks during the, the sessions, let us know and we’ll be able to hopefully send them out.  So over the next few days we’ll be tidying up the, the slides and the, and the presentations for anyone that wants to, to, to have those, just let me know. But otherwise, many thanks as I say. For all the speakers and everyone attending and to the law firm of BCLP for hosting.  Thanks and all the best to everyone. |
| Unknown | [*inaudible*] |
| Unknown | Thanks Jerry. |
| Jerry Goldsmith | Thank you. |
| **[END OF TRANSCRIPTION]** | |