



Our wellbeing strategy



**INVESTORS
IN PEOPLE**
MAKE WORK BETTER

Why focus on wellbeing?

The business case for wellbeing Bad workplaces cost lives



822,000
526,000

Workers suffering in the UK due to work-related stress, anxiety or depression.

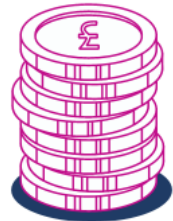
Health and Safety Executive, 2020/21



17.9 million
15.4 million

Working days lost in the UK due to work-related stress, anxiety or depression.

Health and Safety Executive, 2019-20



5% of GDP
Annual cost of **mental health** for the UK.

LSE and Mental Health Foundation, 2022



The positive business case

Gallup conducted a meta-analysis of 112312 business units

They compared performance outcomes for the top and bottom quartile teams for engagement

Teams with top quartile engagement had...

- 10% higher customer loyalty
- 18% higher sales productivity
- 41% less quality defects

<https://www.gallup.com/workplace/32172/5/gallup-q12-meta-analysis-report.aspx>

The Relationship Between Engagement at Work and Organizational Outcomes

2020 Q12 Meta-Analysis: 10th Edition

James K. Hayer, Ph.D., Gallup
Pam L. Brown, Ph.D., University of Iowa
Sergio Lopez, Ph.D., Gallup
Anthony Rhee, M.A., Gallup
Stephanie K. Posner, M.A., Gallup
Pete Jett, M.A., Gallup
Jim Harland, M.A., Gallup

OCTOBER 2020

The overall satisfaction item and Q12 items are:

Q12: Overall Satisfaction On a 5-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your company as a place to work?

- Q01: I know what is expected of me at work.
- Q02: I have the materials and equipment I need to do my work right.
- Q03: At work, I have the opportunity to do what I do best every day.
- Q04: In the last seven days, I have received recognition or praise for doing good work.
- Q05: My supervisor, or someone at work, seems to care about me as a person.
- Q06: There is someone at work who encourages my development.
- Q07: At work, my opinions seem to count.
- Q08: The mission or purpose of my company makes me feel my job is important.
- Q09: My associates or fellow employees are committed to doing quality work.
- Q10: I have a best friend at work.
- Q11: In the last six months, someone at work has talked to me about my progress.
- Q12: This last year, I have had opportunities at work to learn and grow.



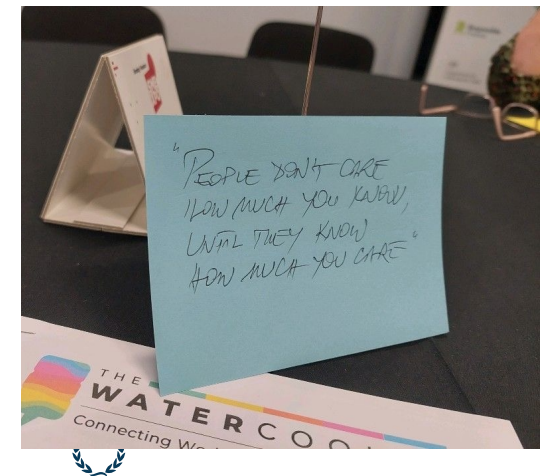
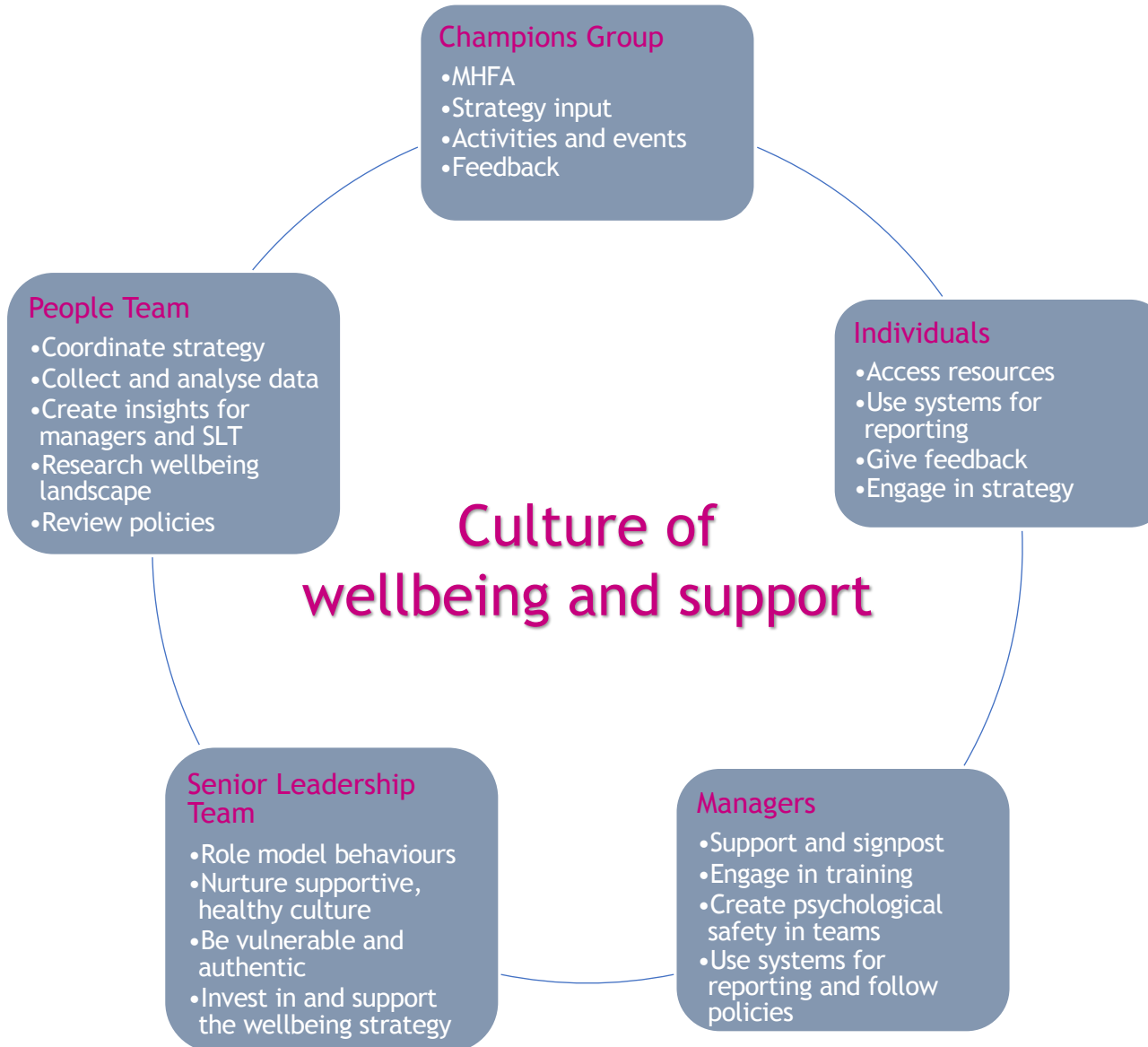
Vision and purpose

- > Realise the potential of the organisation by investing in individuals to be their best at work
 - > Foster one team culture and sense of belonging and connection
 - > Increase awareness and engagement with wellbeing topics

What does wellbeing mean to us?

- > We define wellbeing as feeling like the best version of yourself
- > We recognise wellbeing as covering mind, body and life factors (mental, physical, social and financial wellbeing)
- > We believe it is everyone's responsibility to invest in and support their own wellbeing, but that we as an employer can and should help with that

Our roles



Goals

- > Our team know about and can use the tools and benefits we provide for wellbeing, in a preventative capacity and at point of need
- > To develop and execute a data strategy around wellbeing to inform the impact of our approach, adjust as necessary and enable improvement of support over time
- > To increase awareness and understanding of relevant wellbeing topics so people are empowered to help themselves and others

Some final reflections...



WHAT I THOUGHT WOULD
MAKE ME PRODUCTIVE



WHAT ACTUALLY DOES

