



# Workplace Wellbeing and Mental Health in uncertain times

**Tony Bough**

Head of Health, Safety and Wellbeing,  
RSA

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# Who are RSA – setting the scene

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## Insurance company

With over 300 years' experience, we've learnt a thing or two about risk and uncertainty and the value of insurance to our customers.

## Call centres

We have call centre operations all across the UK and the world.



## Visiting customers

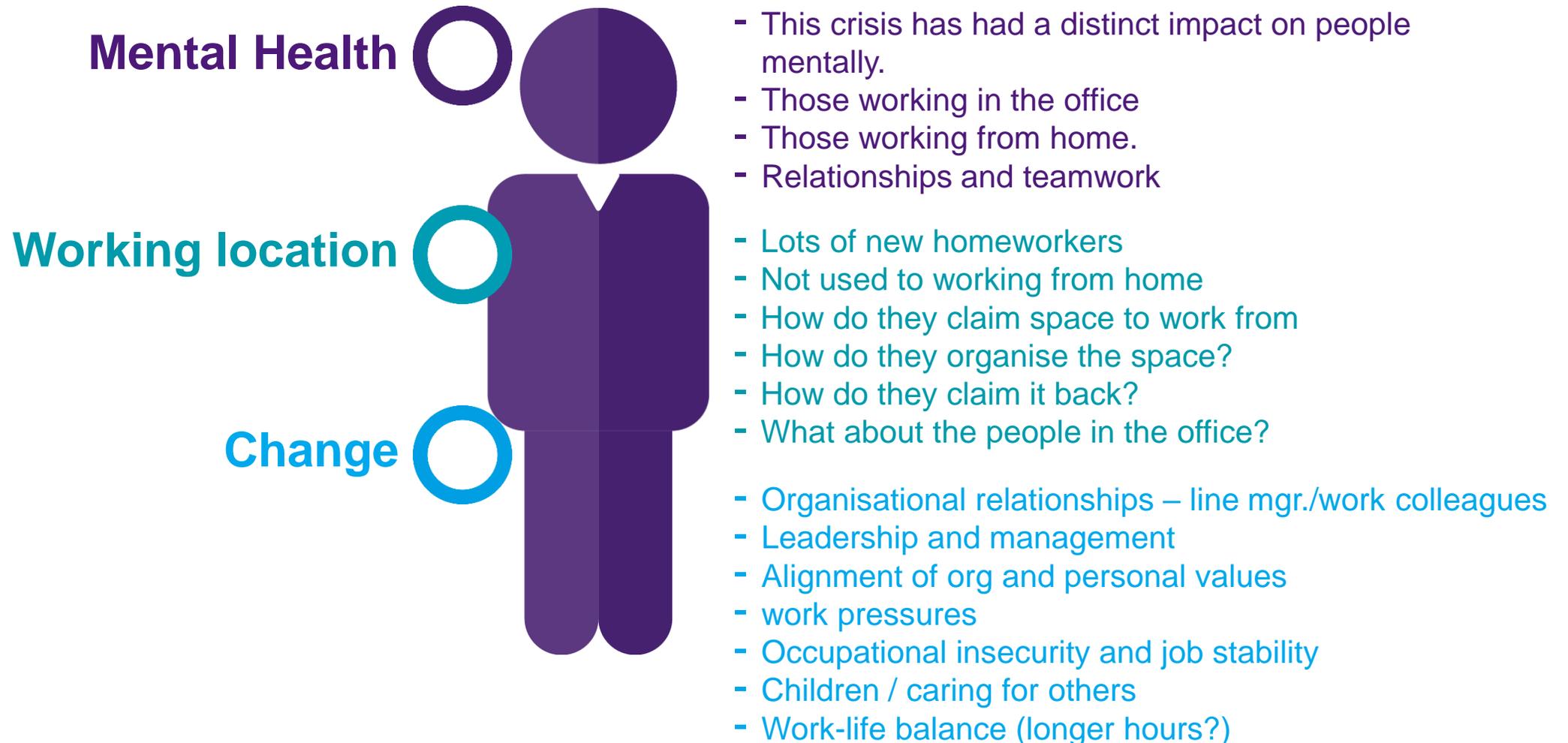
We have global consultants and loss adjusters visiting peoples homes

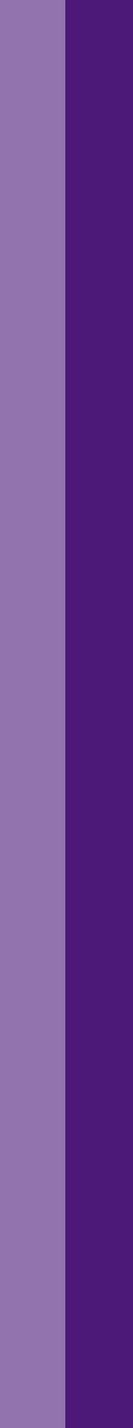
## Home workers

We did have existing homeworkers or agile workers in our workforce.

# Lets talk about – mental health

Our mental health and wellbeing can be affected in various ways



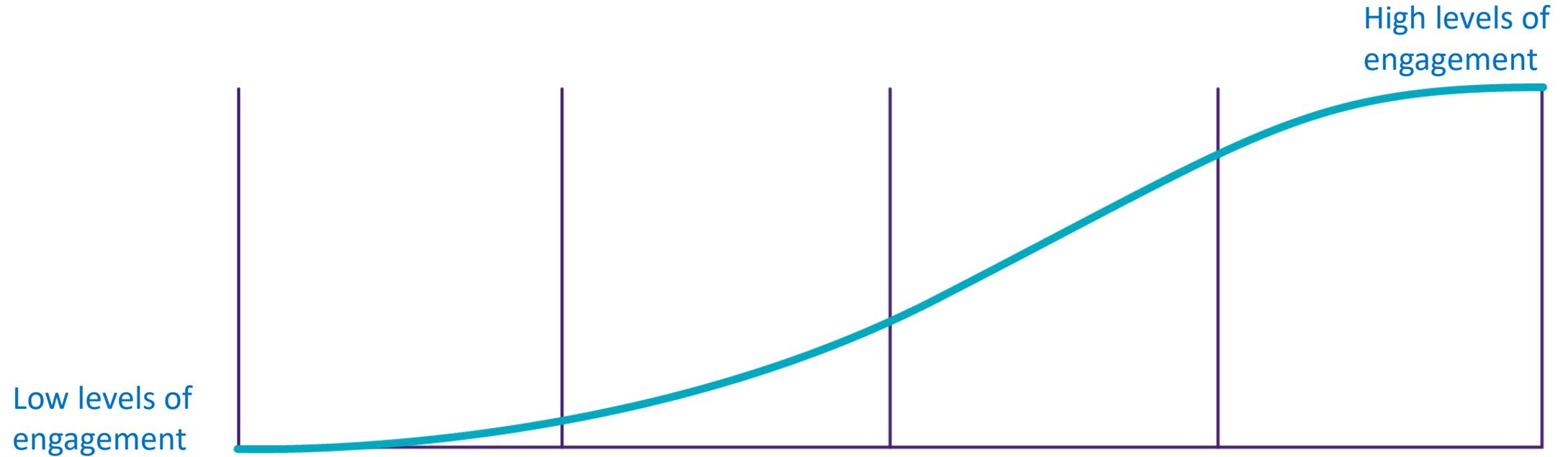


I truly believe that if you take  
care of your employees, they will  
take care of your business



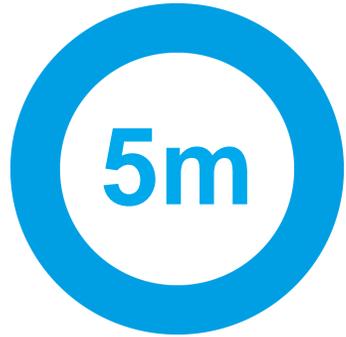
Richard Branson

# Mental health & wellbeing engagement curve



Level	Basic	Intermediate	Advanced	Best practice
<b>Motivation</b>	Risk mitigation and legal compliance	Reactive case management	Employees attraction and retention	High-performance, inclusive workforce
<b>Policy</b>	None or very basic	Basic	Comprehensive	Strategic priority
<b>Reach</b>	Individuals in need	Individuals/managers	Wider workforce	All employees
<b>Measurement</b>	None or basic	Tracking against	Clear business case	Cost-benefit analysis

# The challenge BEFORE COVID-19



workers estimated to be suffering from a mental health condition in UK each year

*Reward & Employee Benefits Association (REBA)*



of people with mental health conditions fear admitting to these at work could damage their career

*REBA*



40% of all workers globally face high stress in their jobs

*Deloitte, global trends*



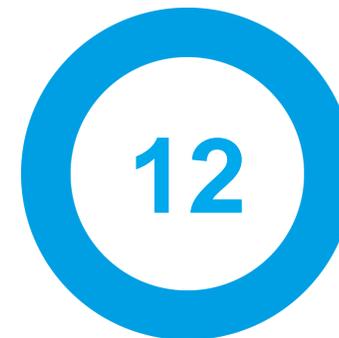
of mental health survey respondents in Hong Kong said they needed better support at work

*University of Hong Kong*



billion is the cost to the global economy each year in lost productivity from depression and anxiety

*World Health Organization (WHO)*

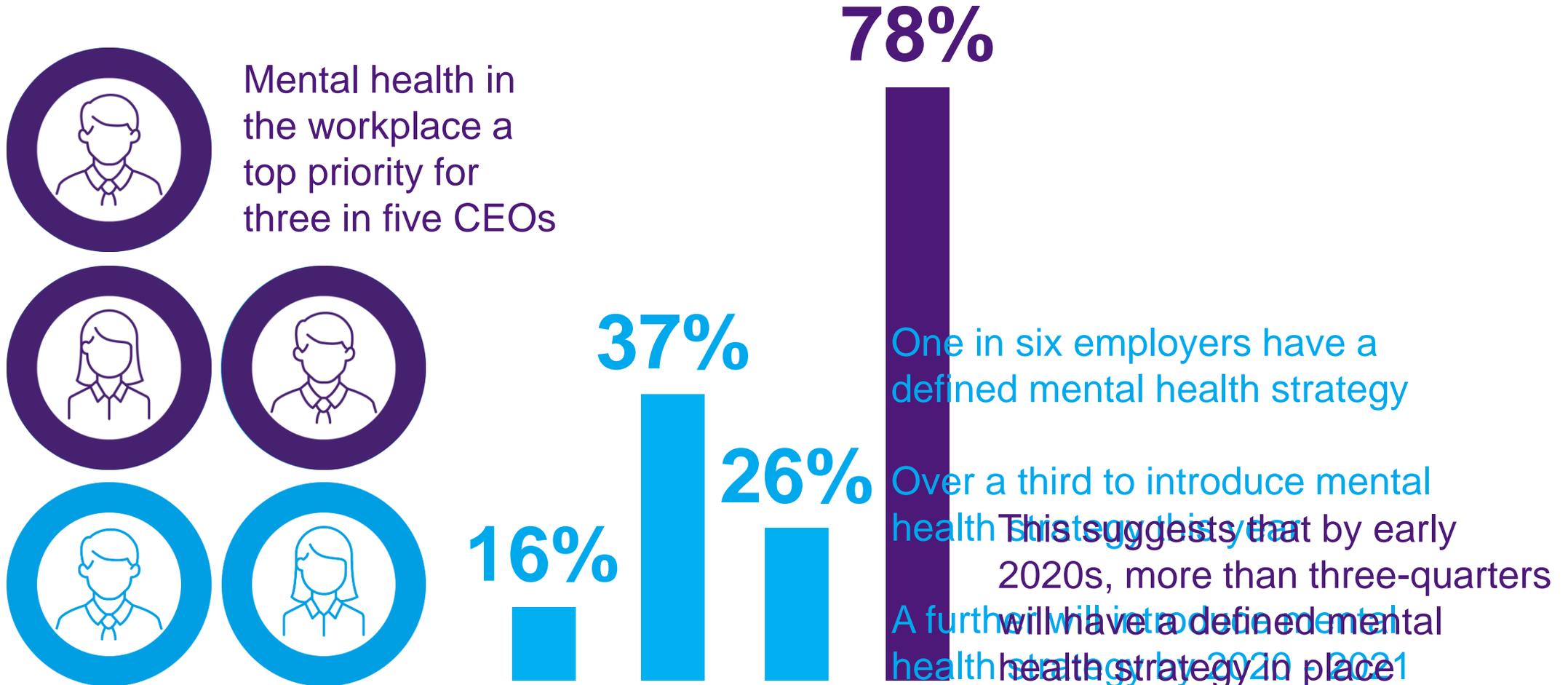


billion working days lost each year because of mental health issues

*WHO*

# Making progress, but

Mental health a priority – but a minority have implemented strategies



# The employer-employee gap – Before COVID-19

Employee values not met by employer provision



# Change – it came fast!

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## BCM

We started to plan as soon as we saw this coming. It gave us the ability to be flexible. We are even now planning re-occupation etc!

## Look after our people

I'm amazed by the response from the top!!



## Leaders

Learning new means of communication

## H&S

Mental Health

Ergonomics

In and out of the office

# In the office

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## First aid

How?

Advice!

Worry!

## Social distancing

How?

Worry!



## Community

How do we keep a sense of  
community?

Anxiety?

## Fire

Fire wardens / Emergency  
Marshals.

Tests?

Worry!

# At home

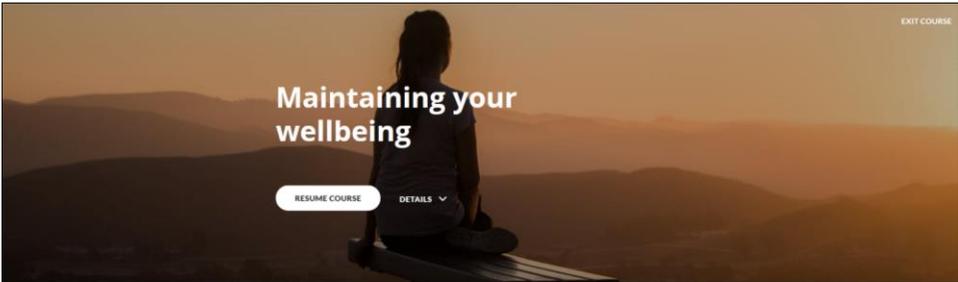
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New homeworkers!



# At home

## One hub



RSA takes the wellbeing of its staff seriously. This resource is designed to help you take control of and improve your mental and physical wellbeing.

NB: Please make sure that government instructions regarding social distancing are complied with during the current Covid-19 outbreak.

### Maintaining our Health and Wellbeing during Covid-19

Right now everyone's making important changes to the way we work, connect and support our customers. Adjusting to these changes takes up our time, energy and focus and many of us might also experience stronger emotions. So it's important we pay close attention to how we feel and what we need to maintain our [health, fitness and wellbeing](#). Please use these resources and register for our [online learning events](#) to support you in the coming days and weeks. Can't find what you're looking for? Please [let us know](#), we're here to help.

#### Healthy Mind



##### Time for me:

A simple breathing and meditation practice

8 calmness boosting podcasts

NHS Activity Pack

The Mental Health Foundation Activity Pack

Wellness Action Plan

Smartphone App downloads

Finding headspace at home

Worried sick: EAP guide to managing health anxiety

Poetry corner

##### Reaching out:

EmployeeCare

EAP (EmployeeCare) Toolkit

NHS Mental Health

#### Healthy Body



##### Setup for success:

Healthy agile working  
Getting enough sleep

AXA healthcare app

Smartphone App downloads

##### Good food:

Balanced nutrition

NHS Eat Well

NHS Smokefree

##### Keeping fit:

Couch to 5km

PE with Joe Wicks

Fitter, better, sooner

Yoga with Adriene

Dancing supports brain function

#### Healthy Connections



##### Meaningful connections:

Working together online

Talking about what's possible

Virtual meeting skills

##### Embracing technology:

Guide to video-socialising

Using technology to communicate

#### Healthy Workspaces



##### Working Parents:

Five top tips to stay sane  
How to work from home whilst looking after children

Talking to children about Covid-19 and explaining social distancing

Activity ideas

##### Carers:

Supporting a person with dementia

Supporting the elderly in self-isolation

##### Equipment ergonomics:

Workstation set-up

Home office set-up

Laptop set-up

[WFH - Employee Guide.pdf](#)

[WFH - Leader](#)

#### Healthy Leaders



##### Leading through change:

Breaking through uncertainty

Learning through change

Responding in a crisis

Learning from a crisis

##### Leading remotely:

A Leader's guide to Mental Health Awareness

Leading virtual teams

Supporting people

# At home

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Look for the good in any situation !



## **No commuting**

Reduction in cost and time

## **Learn new things**

Take the time to learn new things yourself in a work and non-work setting

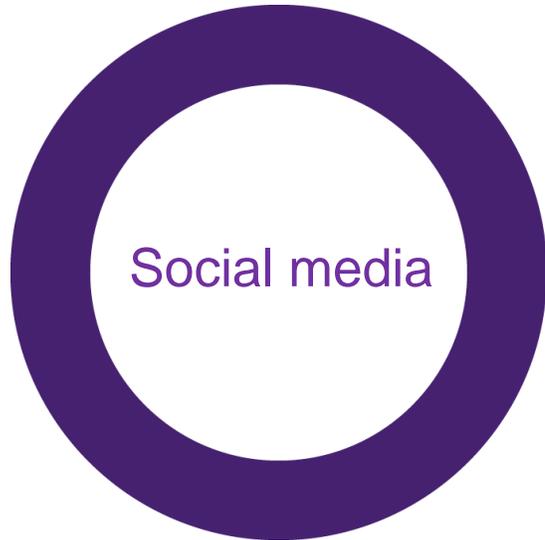
## **Family time**

Don't over-work, make time for the family!

# At home

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## Embracing social media in and out of the office



### Connects us all

We needed to use how to learn it in some instances and in others how to BETTER use it

### Lots of options!

Yammer and email (work)

Skype (work)

Zoom (social)

WhatsApp (social)

Google hangouts (social)

Healthunlocked (social)

Action for Happiness (promote on Yammer)

Charities e.g. elefriends (MIND)

### Meetings

Advice

Guides

Learn-as-we-go

### Learn how to let go

We have guidelines

Trust people using it socially!

# At home

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New homeworkers!



## **Mental Health First Aid**

Using the people we have in a different way

## **Empower the social**

Yammer campaign

Being human and open

## **Information**

Intranet

Leveraging what we have, EAP etc.

**Find a slogan that works with your company values to drive your message!**

Physical distancing not social distancing!

## **Leaders**

Being better than ever

Advice to them from HR

# At home

If you are uncomfortable – you are really not happy!



Finding space

## Learn about ergonomics

They came to me!

Step outside of the regulations  
but don't hit a lower standard!

## Don't stress out each other

Try and give your partner space!

But make time – maybe over  
lunch??

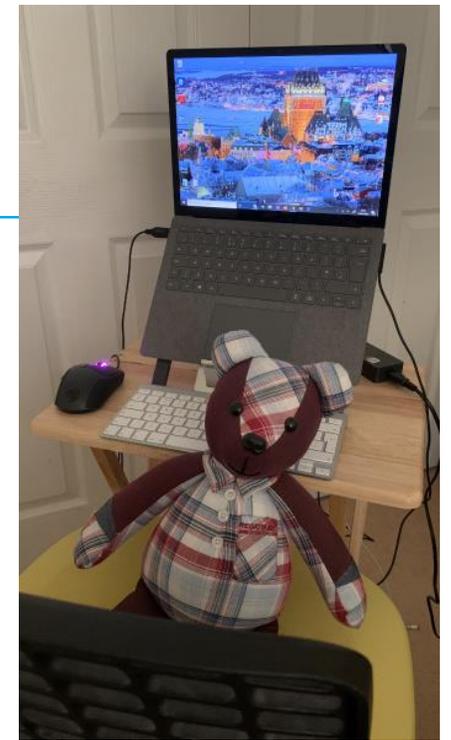
Be social on social apps to help  
you to disconnect for a few  
moments

## You can't do it once

Homeworkers in phases.

It's a marathon not a sprint!

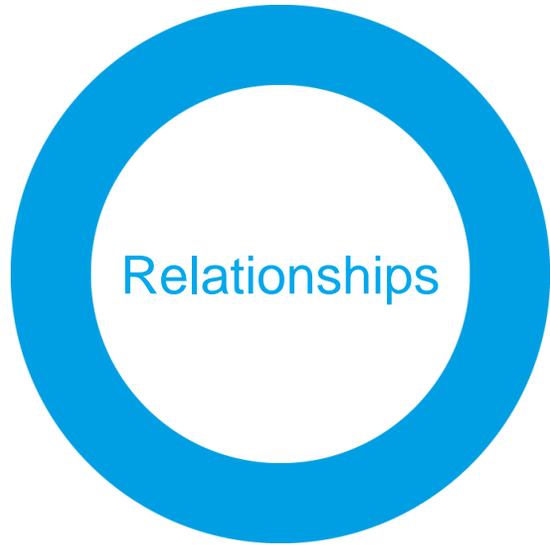
Product diversification – make it  
fun and or engaging – you still  
need a hook



# At home

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New homeworkers!



**Who are all these insane people I live with??**

Alone time

Family time

Partner time

**It's a different team dynamic at work!**

Social media is a tool!

What tools do you have?

Video calls – you might hate it but it might be important!

**It's an opportunity**

Learn together

Play together

A new dynamic?

# Very practical questions and concerns

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What am I getting asked on a daily basis?

## Ergonomics?

Help it hurts!

How does this work?



## It's a different team dynamic at work!

Social media

What tools do you have

Video calls – you might hate it  
but it might be important

## I feel isolated!

Use what you have

Be human

Social media can connect us  
socially in a positive way!

# Business benefits – BEFORE COVID-19

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The returns on investment

Greater  
productivity  
– up to 20%

Higher  
staff retention  
&  
engagement

Reputation &  
profile

Improved  
efficiency &  
effectiveness

Reduced  
sickness  
absence

Stronger  
employer  
brand

# Key takeaways

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It worked for us and might work for you?



Social media is a tool

- *It's not good or bad it's a tool.*
- *Pick a platform – at least on a team by team basis*
- *Learn together*
- *It's ok to make mistakes*
- *We are social animals!*
- *Respect matters!*



Ergonomics

- *People are really interested – cool!*
- *Give guidance*
- *Be open to new ideas and ways of working.*
- *Keep communicating*



Teamworking

- *We are developing*
- *Back to point one!*
- *Communicate!*
- *Daily check-ins help*
- *70% of communication is non-verbal so do a video call!*



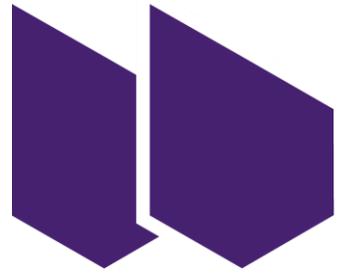
Work-life balance

- *Encourage your people to work sensible hours.*
- *This is a marathon not a sprint*
- *You don't need to answer everything instantly!*

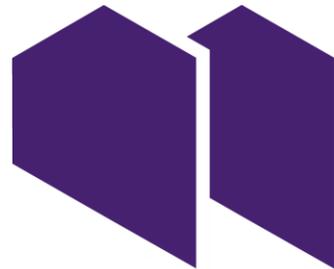


Breathe

- *Wellbeing is never more important than it is at the moment.*
- *Everything is already online.*
- *You have lots of things*
- *Use the relevant means to make it relevant to your workplace!*



Leadership is not about  
being in charge. Leadership is  
taking care of those in your  
charge.



Simon Sinek

**Thank you**