

# Safer Highways Mental Health Online Summit – Where's Your Head At?

12<sup>th</sup> May 2020 11am

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**Elizabeth Hampson**  
**Health and Life Sciences Strategy,**  
**Health innovation Director, Deloitte.**

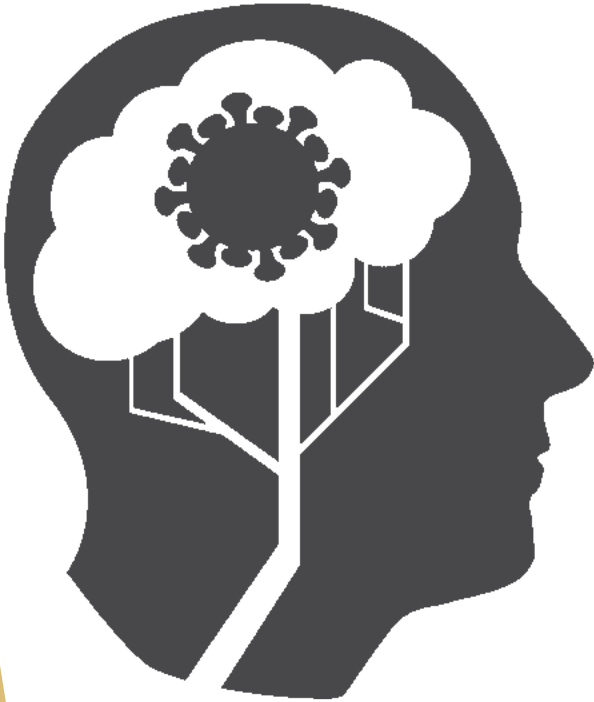
As one of the leads in the recent Deloitte study into the costs of Workplace Mental Health, Elizabeth will focus on the financial benefits of managing workplace mental health in uncertain times.

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MENTAL HEALTH AND EMPLOYERS

Refreshing the case for investment

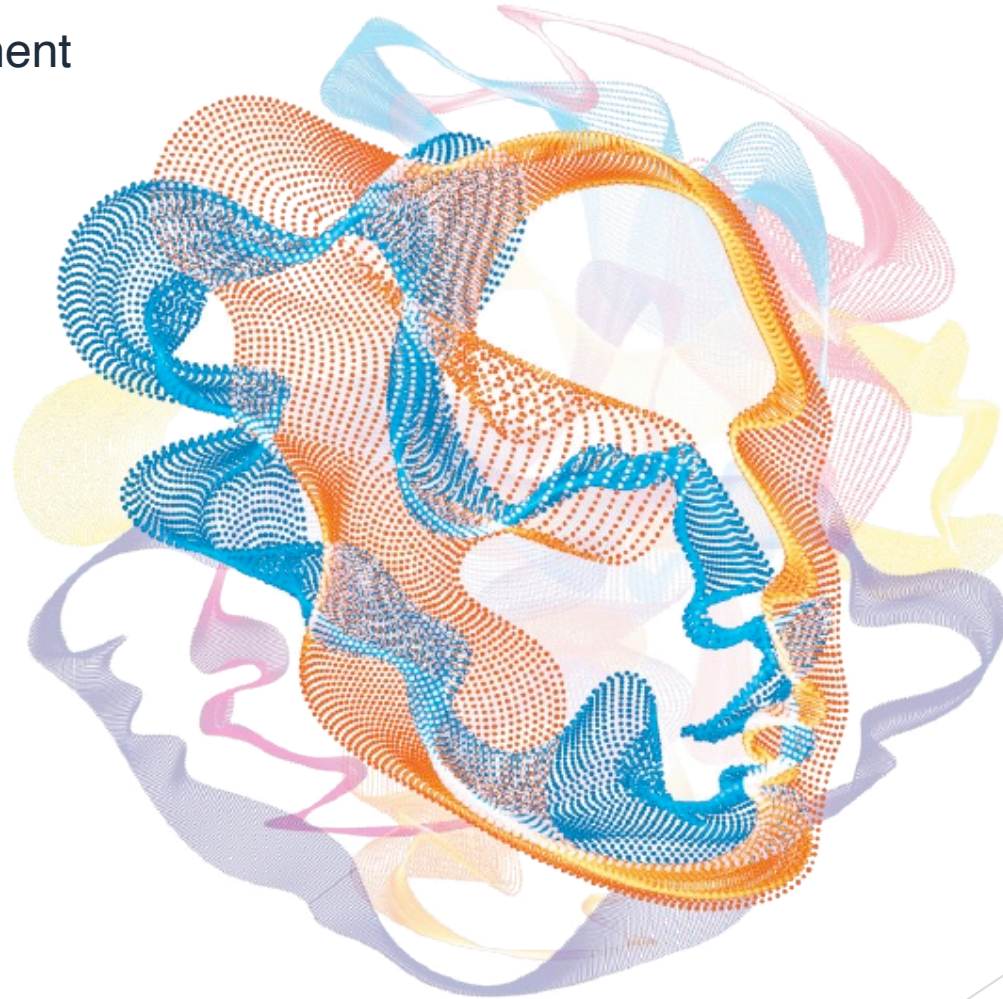


Monitor  
**Deloitte.**

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# A background

## 2014 - 2017



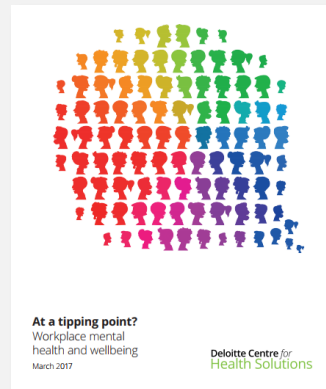
**Workplace Wellbeing Index**  
Our benchmark of best policy and practice

Every employer depends on having healthy and productive employees – valued as outcomes for your business.  
If you want to attract and retain committed employees, prioritising the mental health organisation.  
Our Workplace Wellbeing Index is a benchmark of best policy and practice. It will help you improve your approach to mental health in the workplace.

> Register your interest for the 2018/19 Index

- 2 projects with Mind developing the Workplace Wellbeing Index

## March 2017

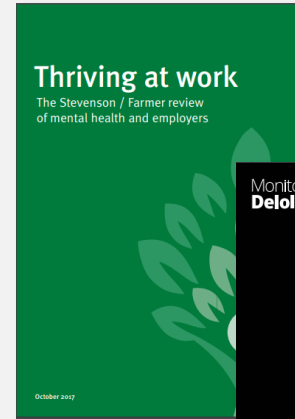


**At a tipping point?**  
Workplace mental health and wellbeing  
March 2017

Deloitte Centre for Health Solutions

- Publication of first mental health and employer report

## Aug - Oct 2017



**Thriving at work**  
The Stevenson / Farmer review of mental health and employers  
October 2017



**Mental health and employers: The case for investment**  
Supporting study for the Independent Review  
October 2017

- Provided support for the Independent Review 'Thriving at work' and published companion report



**What is the cost to employers of poor mental health?**



**What is the return on investment (ROI) of mental health interventions?**



**What are some international examples of best practice?**

## 2012 - 2017

Projects with the UK's leading Occupational Health businesses

# There have been some significant changes in the workplace since our research was conducted in 2017 and since our Jan 2020 report

## + POSITIVE CHANGES

1. **Greater support** is now provided for employees, particularly in large firms.
2. **Greater societal awareness** of mental health issues through a number of high profile campaigns and forums.
3. A **reduction in the levels of stigma** at work associated with mental health issues.

## - NEGATIVE CHANGES

1. An increase in the prevalence of mental health problems among this age group.
2. A **rise in 'leaveism'**, where employees are unable to disconnect from work due to an increased use of technology, contributing to burnout.
3. An **increase in people working under short-term contracts**, in freelance work or without sufficient employer support, creating uncertainty about their financial future and little wellbeing support.

## - COVID

1. An increased environment of uncertainty (both financial and health) – ***the impact of COVID is not reflected in our latest cost estimates.***

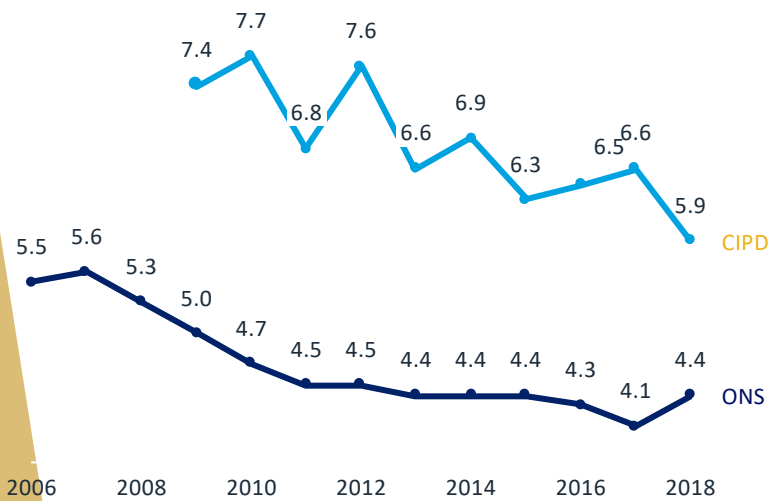
# Through updating our research we have found an increase of 16% in mental health related costs to employers to £42bn - £45bn

The costs and cost drivers to employers of poor mental health:

## Absence costs £7bn

Sickness absence rates have fallen slightly.

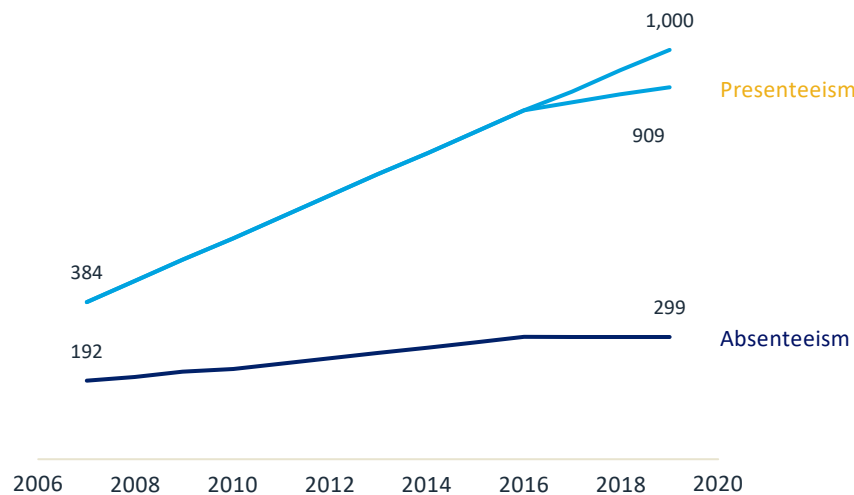
Average number of days lost due to sickness per worker



## Presenteeism costs £27bn - £29bn

Presenteeism has risen.

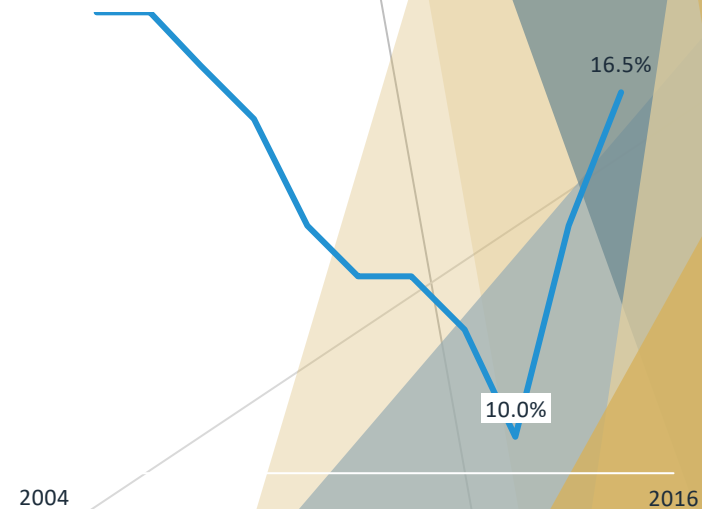
Absenteeism vs Presenteeism  
Average Cost per Year per employee



## Staff turnover costs £9bn

Small increase in turnover costs due to poor mental health.

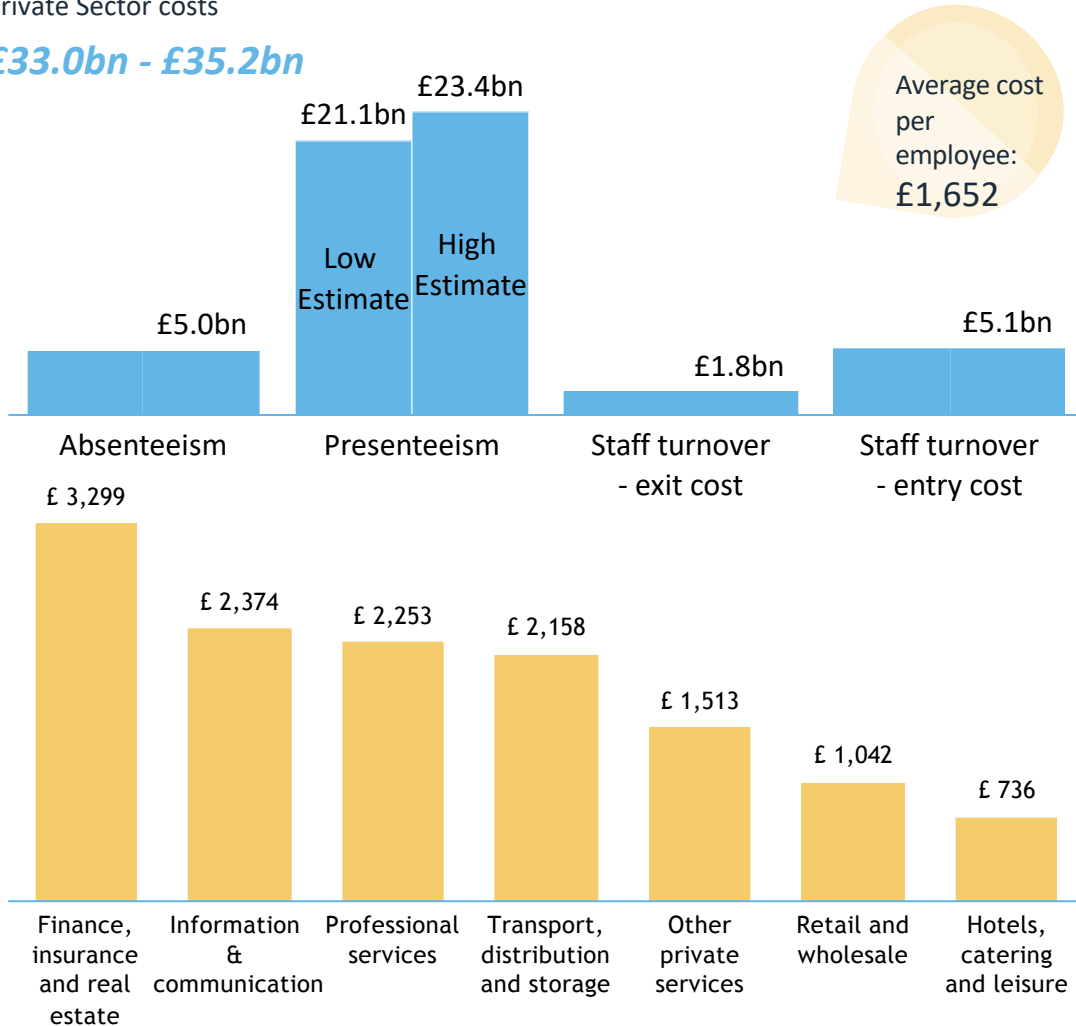
Median rate of labour turnover (%)



# Per employee, the highest costs can be found in the financial services industry, but average mid-point costs by sector are highest in the public sector

## Private Sector costs

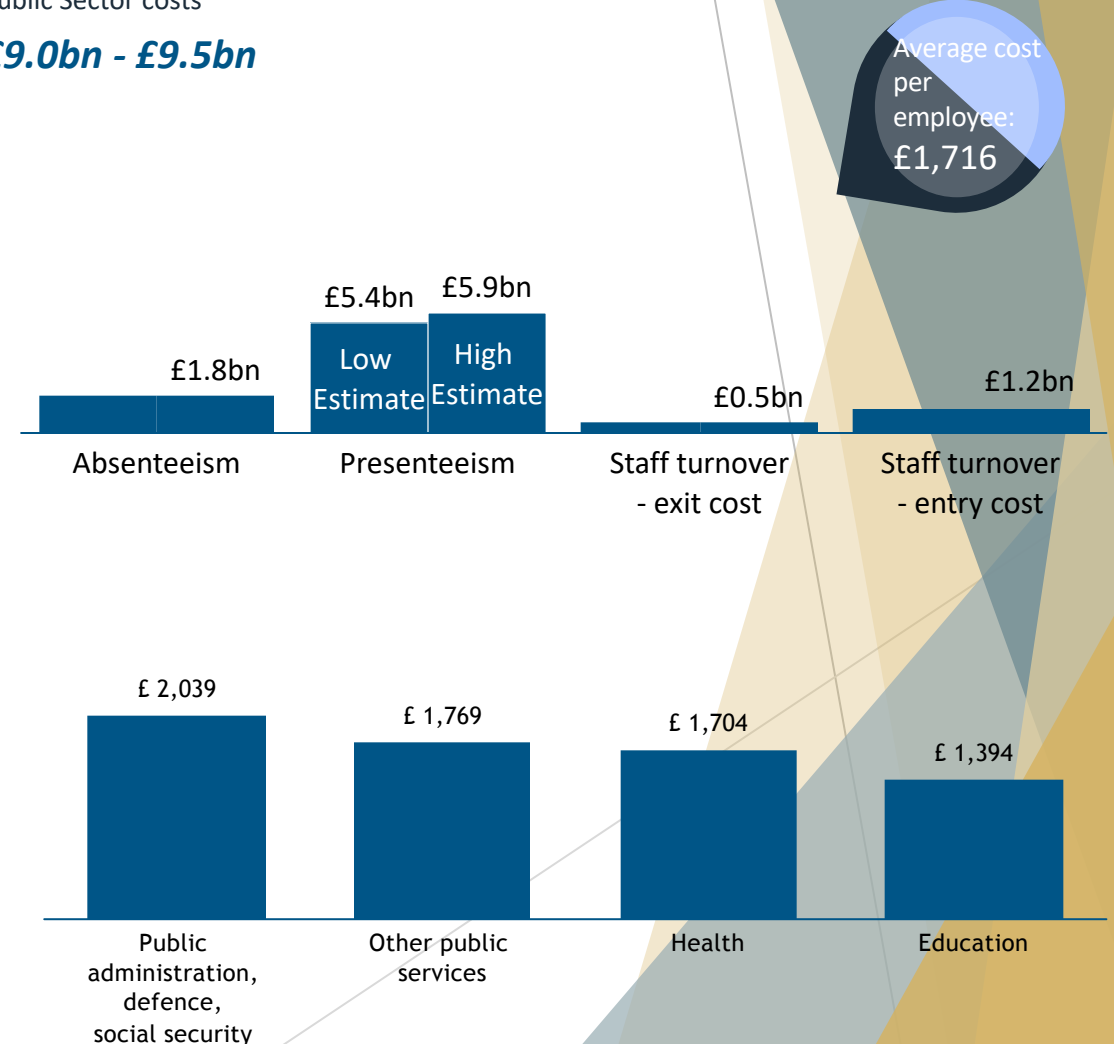
**£33.0bn - £35.2bn**



Average cost per employee: **£1,652**

## Public Sector costs

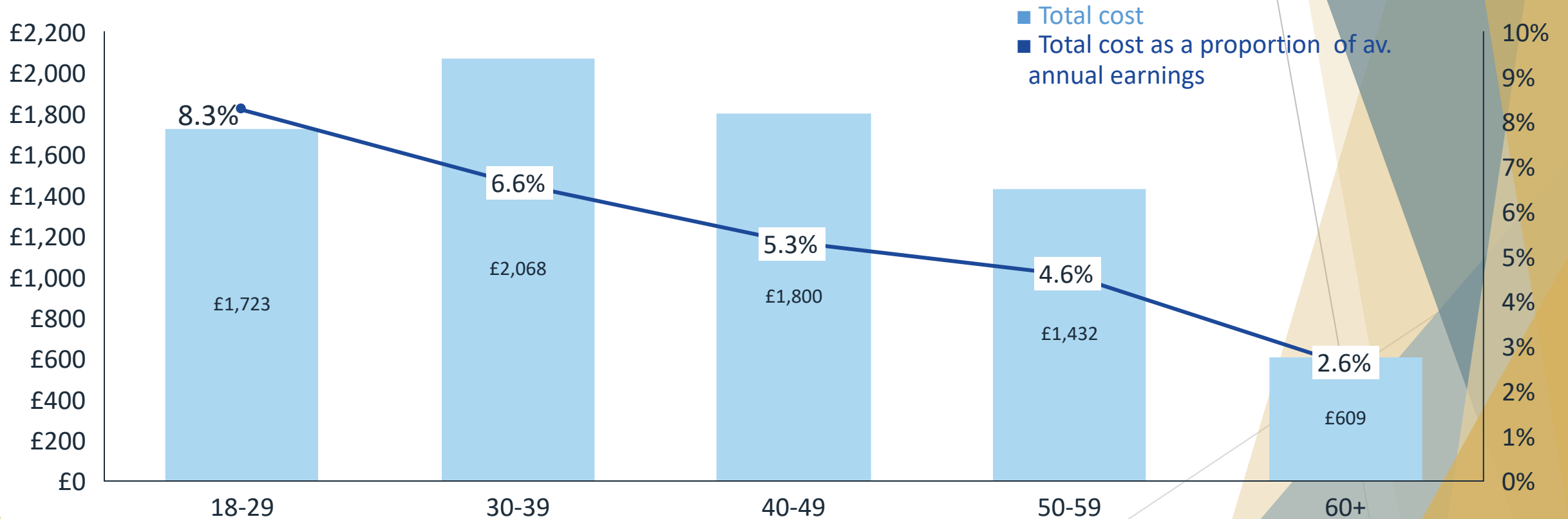
**£9.0bn - £9.5bn**



Average cost per employee: **£1,716**

# By age, we found that costs increase up to the age 30-39 as earnings potential grows and then starts to decline.

Costs per employee to employers of poor mental health  
£, %, Mid-points by age, 2018





# Deep dive: Young people are more likely to experience depression and more likely to be unproductive in the workplace without adequate support and on-boarding

Young professionals have emerged as the **most vulnerable demographic** in the workplace, with the **highest mental health cost** as a proportion of earnings. In addition to this, young people are likely to struggle with their health and wellbeing in a number of ways<sup>1</sup>:



**17%**  
of employees aged 18 to 20 experience depression



**26%**  
of employees aged 18 to 20 smoke



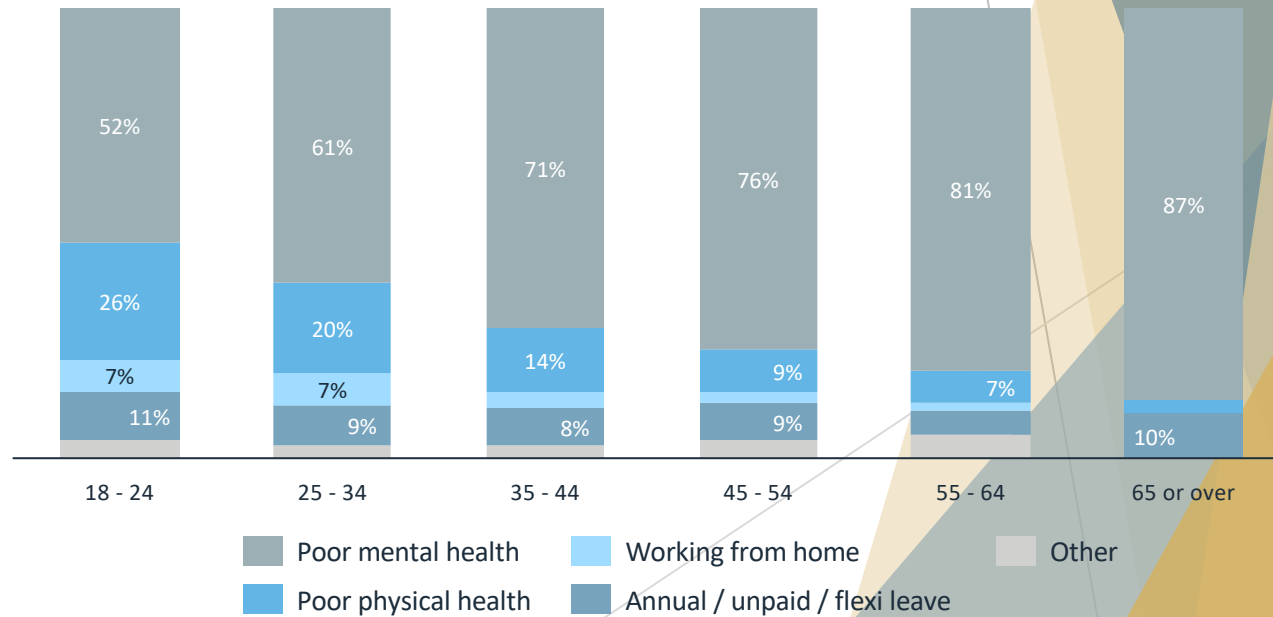
**53%**  
of 18-20 year olds have problems with sleep

The cost per employee as a proportion of earnings: **this is much higher for 18-29 year olds at 8.3% of average income**, compared to a weighted average of 5.8% of income across all age groups.

Young people are **less likely to take time off** when they need it and are **more likely to use their annual leave** for mental health reasons.

Reasons given for mental-health related absence from work<sup>2</sup>

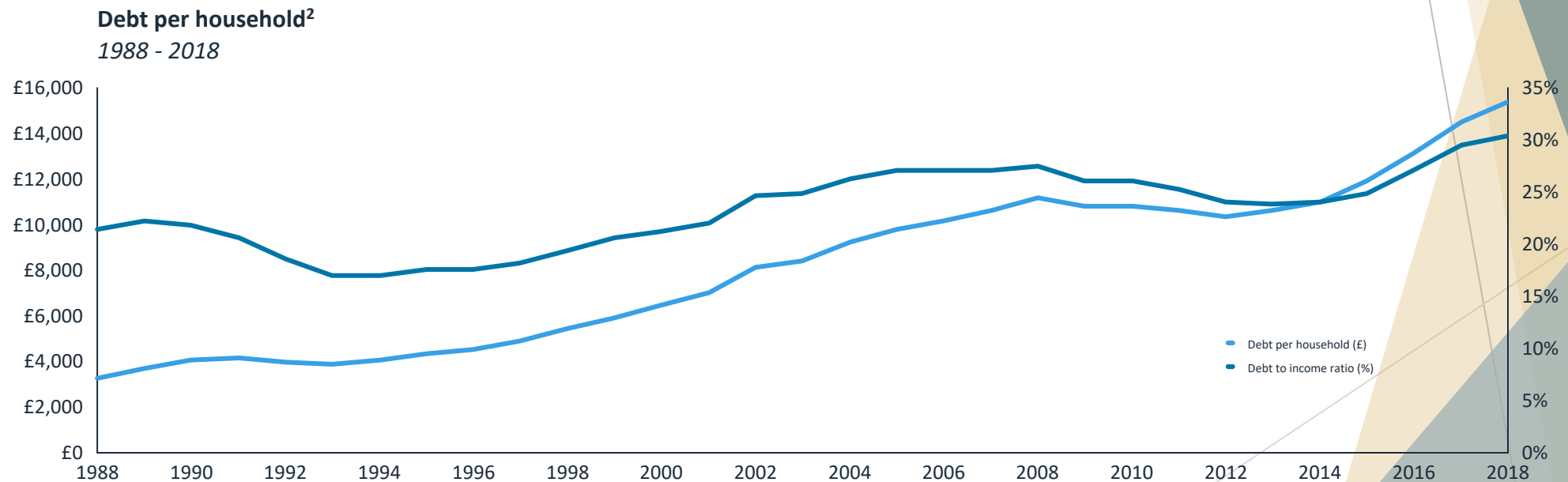
By age, 2018/19



Source: <sup>1</sup>Vitality, [Britain's Healthiest Workplace, 2019](#); <sup>2</sup>Mind, Workplace Wellbeing Index, 2019

# Deep dive: Financial wellbeing is a growing concern for many employees, as the average debt per household increases to its highest recorded levels.

- 'It is estimated that **two-thirds of employees who are struggling financially reveal at least one sign of poor mental health** that could affect their ability to function at work, such as loss of sleep, poor concentration and reduced motivation.
- There may also be a link between **financial wellbeing, leaveism and falling rates of sickness absence**: individuals may not want to use sick leave due to concerns about job security, and not being able to afford the time off work.
- It has also been found that **those who struggle with mental health are also much more likely to struggle with their finances** and to have problem debts, **creating a vicious cycle** as there is stigma from both.<sup>1</sup>



# Deep dive: COVID-19 is negatively impacting well-being and anxiety in the UK, with a majority of people being worried about their finances

- Due to the current COVID-19 pandemic, **well-being is now cited as a major worry** in the UK
- People are especially **concerned about the future** and feeling **stressed or anxious**
- Of those worried about the impact of coronavirus on their lives, approximately 5.3 million people in Great Britain were most concerned about the impact to their **finances**<sup>1</sup>, with 8.5 million people most concerned about their **well-being** and 6.2 million people most concerned about their **work**

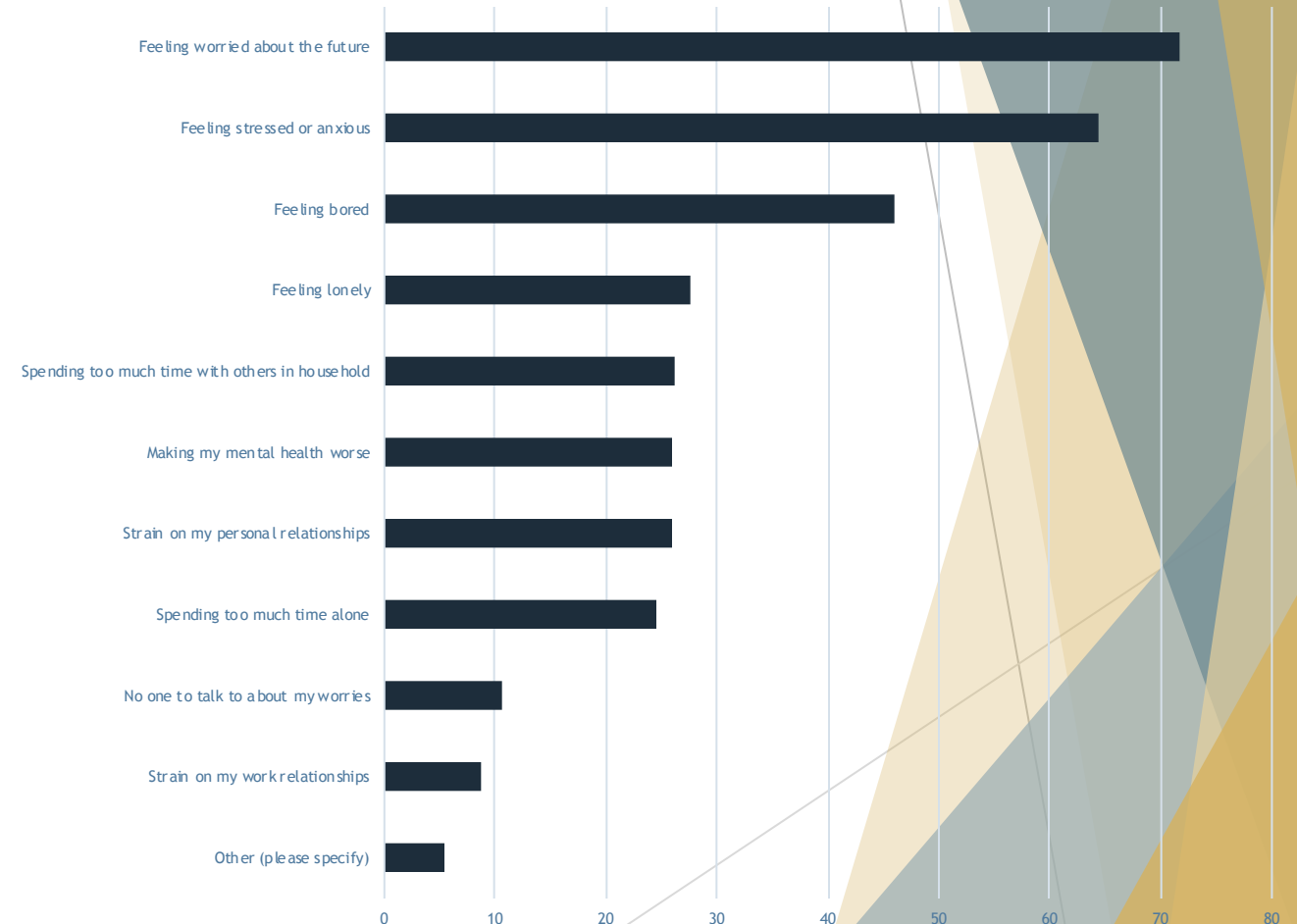
## Indicators of well-being

UK, 17<sup>th</sup> to 27<sup>th</sup> April 2020

	Group	This week (%)	Last week (%)
Wellbeing is being affected	All adults	48	46
	70 years and over	39	38
	Underlying health	51	58
Mean anxiety score*	All adults	4.2	4.2
	70 years and over	4	4.2
	Underlying health	4.3	4.9
Percentage with high anxiety (score 6-10)*	All adults	37	36
	70 years and over	33	35
	Underlying health	38	46

## Perceptions of how well-being is being affected (%)

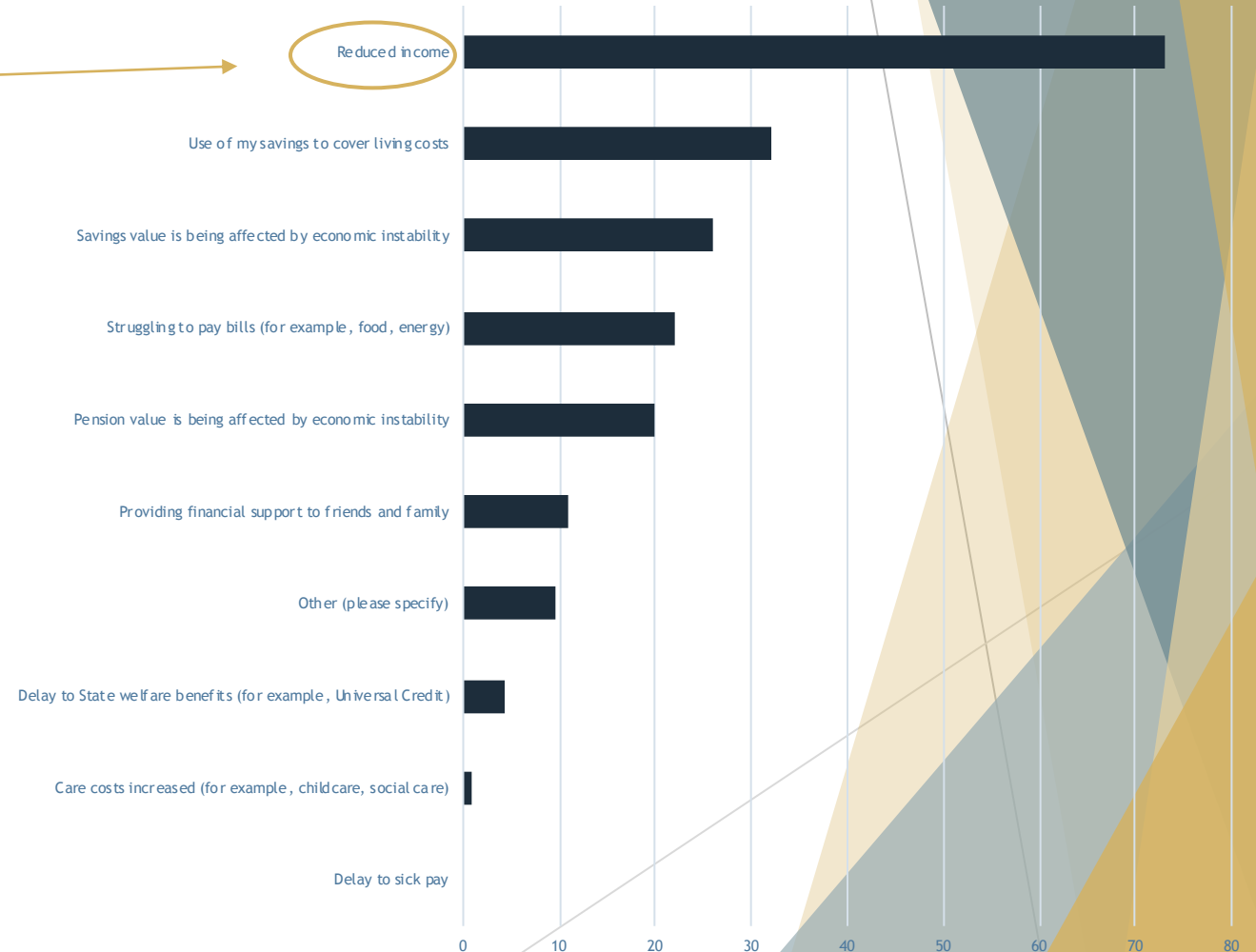
UK, 27<sup>th</sup> March to 6<sup>th</sup> April 2020



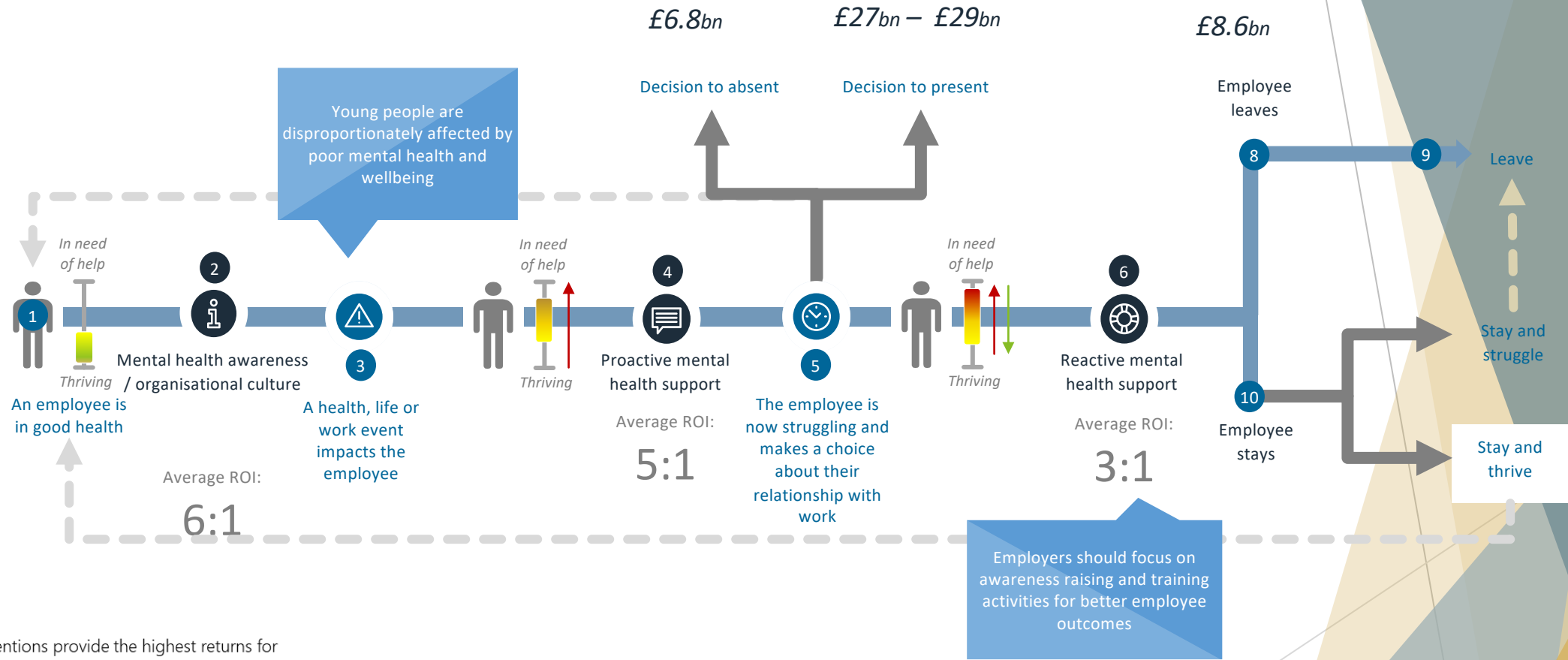
# Deep dive: People with finances affected by COVID-19 are especially anxious and unhappy

The main concern about household finances is having a reduced income (%)  
UK, 17<sup>th</sup> to 27<sup>th</sup> April 2020

- COVID-19 is **affecting the household finances of 1 in 4** adults and reduced income is a major concern
- **Anxiety levels are highest** in populations with affected finances
- **Happiness ratings<sup>1</sup> were significantly lower** for those who believed their household financial situation will get a lot worse (5.48) when compared with those who believed it is staying the same (6.79) or getting a little better
- Similarly, those who feel they are **not able to save** in the year ahead reported average anxiety levels of 5.69, which was 33% higher than those who think they will be able to



# Mental Health in the workplace: An employee journey



Which interventions provide the highest returns for employers?

1. The stage at which the intervention is offered
2. The type of intervention offered
3. The size of the recipient group



# We believe that there are initial steps that employers can take to better support their employees

## What do we think that employers can do?

- Build the evidence base and data on the issue in the company
- Tackle stigma and improve awareness
- Provide more support through training
- Understand the drivers of presenteeism and leaveism in the organisation and take action to reduce them
- Ensure support is appropriate for and accessible for young people
- Consider whether increasing financial literacy and providing financial support is appropriate for the organisation
- Sign the *Mental Health at Work* commitment

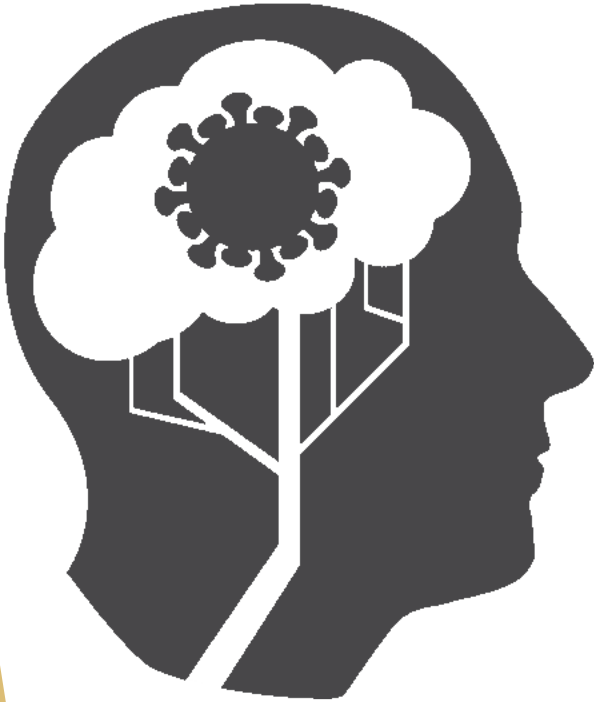


COVID

Clear communications and better signposting to support

**MENTAL  
HEALTH  
AT WORK**

1. Prioritise mental health in the workplace by developing and delivering a systematic programme of delivery
2. Proactively ensure work design and organisation culture drive positive mental health outcomes
3. Promote an open culture around mental health
4. Increase organisational confidence and capability by increasing MH literacy
5. Provide mental health tools and support
6. Increase transparency and accountability through internal and external reporting.



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**Catriona Schmolke**  
**Senior Vice President Operational Centers of Excellence, Global - Jacobs.**



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Catriona Schmolke is a Senior Vice President with Jacobs. Since 2016 she holds the enterprise-wide accountability for Health Safety Quality & Environment, Global Security & Resilience and Sustainability. During her 35 year career Catriona has been involved in the Highways sector providing advice and design solutions for addressing mining instability, contaminated land and the full spectrum of sustainability including waste management, environmental enhancement, community engagement and social value. Catriona has a broad overview of the Highways sector in the countries that Jacobs operates in and she has been integral to driving their BeyondZero culture of caring which includes their mental health matters program. Currently Jacobs has 1800 trained positive mental health champions world-wide. They have shown that by putting caring at the heart of their business, it is making a very positive difference with safety performance improvements in the order of 83%. In 2016 was honoured with a Fellowship of the Royal Academy of Engineers. Today Catriona is going to share a few perspectives on the COVID-19 pandemic, its impact on where their people's heads are at, and share a couple of examples on how highways at Jacobs is playing their part in these challenging times.

# Safer Highways Summit

May 2020

**Jacobs**



**BeyondZero**<sup>SM</sup>







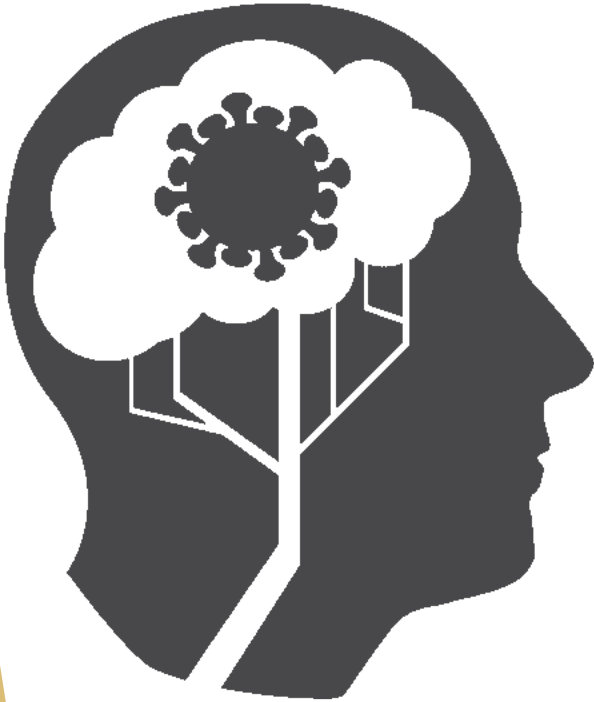


# Bright Spot Highways

**Jacobs**



**BeyondZero<sup>SM</sup>**



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**Dawn Moore**  
**Group People Director, Murphy Group**



Dawn joined Murphy at the start of 2020 as Group Director of People, overseeing the People strategy and activities for all of Murphy operations across the UK, Ireland and Canada. Prior to Murphy, she was HR Director at Morgan Sindall. Dawn has received numerous awards for her work on culture change, workplace wellbeing and diversity and inclusion over the last four years and at the end of 2019, was voted HR Director of the Year (EMEA) by the global HR professional body HRO Today.

Dawn is particularly passionate about creating an inclusive and healthy environment in the infrastructure sector where everyone, regardless of background, can thrive. Today Dawn will be talking about presenteeism in the workplace and how it is important, now more than ever, that our sector seriously looks to tackle this ongoing issue which can seriously affect mental health.

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# Tackling presenteeism cultures for better mental health

Dawn Moore – 12<sup>th</sup> May 2020

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WORLD-CLASS INFRASTRUCTURE

SIMPLE ACTIONS





## Presenteeism and Signs.....

### Definition

- Employees who are not fully functioning in the workplace because of an illness, injury or other condition. The employee may be physically at work but may not be able to fully perform their duties and are more likely to make mistakes on the job.



### The Signs

## 8 signs of presenteeism in your staff

**Making more mistakes than usual**

**Producing work of a lower standard**

**Lower productivity**

**Reduced attention to detail**

**Arriving late/ leaving early**

**Missing lunch breaks/ working long hours**

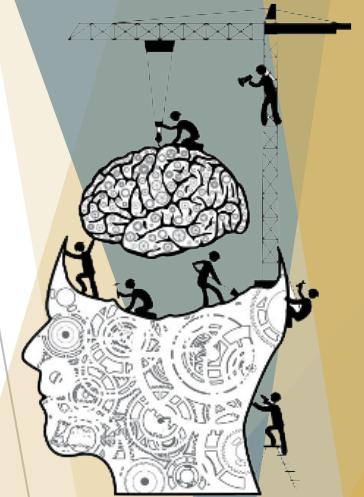
**Working whilst sick**

**Looking tired/ exhausted**



## Presenteeism and Mental Health Impact.....

- Centre for Mental Health : presenteeism from Mental Health alone costs UK economy **£15.1 billion pa**, while absenteeism costs **£8.4 billion**
- Depression and Anxiety are most likely to lead to presenteeism rather than absenteeism
- The drivers of presenteeism are often cultural and behavioural, such as :
  - similar manager behaviour,
  - lack of a flexible/agile working culture
  - poor wellbeing support outside of formal sickness/absence management policies
  - job insecurity
  - concern for colleagues
- Mental Health Foundation 2020 : 79% of people think more home-working in current pandemic has created a culture of ‘**e-presenteeism**’ and where homeworking is not possible then a culture of ‘**covid-presenteeism**’
- Tackling presenteeism often clashes with ingrained cultures and behaviours that often our sector is known for : no better time for change than now....



## Changing presenteeism culture and behaviours.....

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- Identify cultural challenges/ways of working that need to change
- Raise awareness of presenteeism and the relationship to absenteeism
- Measure presenteeism if you can (e.g. WHO Health & Work Performance tool)
- Make it possible to talk about cultural/presenteeism challenges in the workplace
- Promote the flexible management of sickness absence
- Provide evidence based support interventions
- Revisit your current wellbeing strategy (no better time than now!)
- Limit job stress and uncertainty by being transparent
- Manage the problem of presenteeism, not the resulting symptoms



Some practical examples from our sector.....

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## More flexible/agile working



## Improving overall wellbeing approach



**NEW EMPLOYEE BENEFIT  
COMING SOON**

**Financial Wellbeing Support  
from Salary Finance**

**SALARY  
FINANCE**

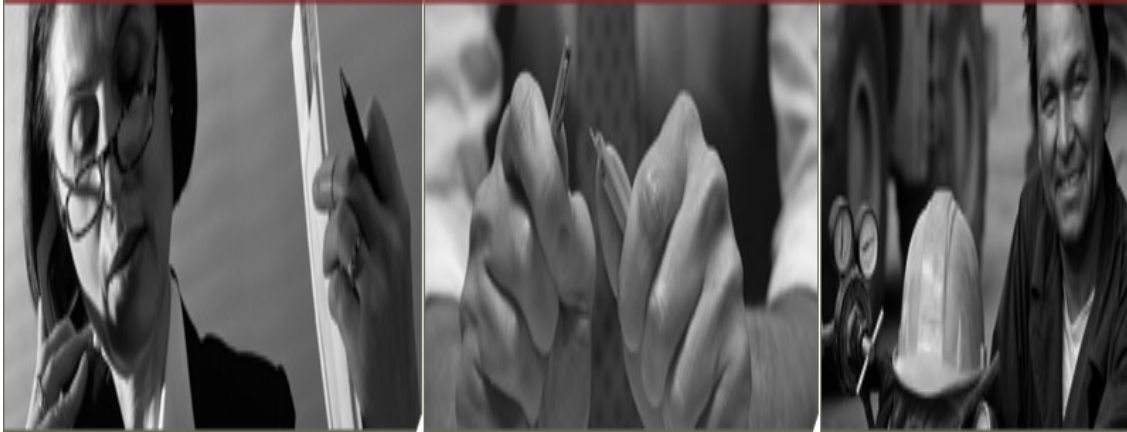


Some practical examples from our sector.....

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## Measuring Presenteeism and act on outputs

The World Health Organization Health and Work Performance Questionnaire



## Normalise support for things outside work





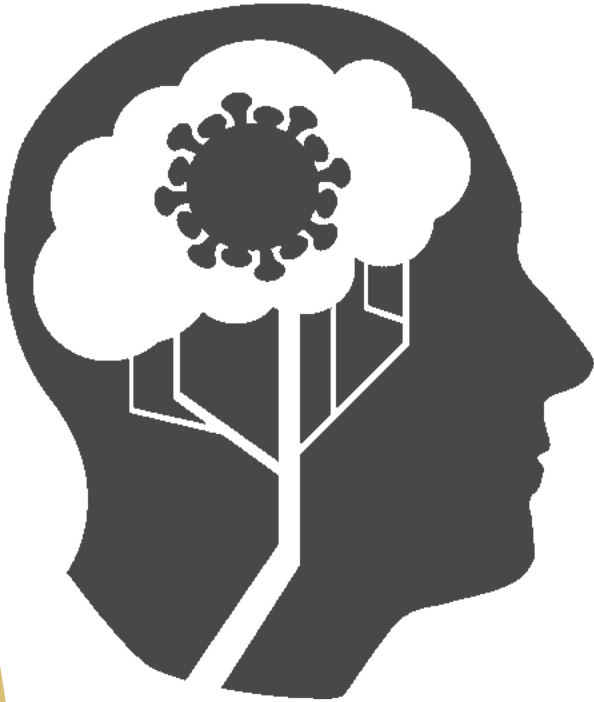
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**London (Head Office)**  
Hiview House  
Highgate Road  
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**THANK YOU**





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## **Glen Ridgway** **Independent Mental Health Consultant**

As somebody with lived experience of mental health, Glen will be speaking about self-isolation and changes in working patterns, the negative and positive effects.

Glen designed and implemented Jacobs global mental health matters strategy and is a founding father of Safer Highways. Now, as an independent consultant and trainer, Glen is helping to improve the mental wealth of organisations by training managers in how to support staff in the current climate and advising them on how to create environments where everyone can thrive.

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# Where's your head at?

Wellbeing impact of isolation and changing work patterns

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## A Little Bit of Science

- ***Psychology*** – *Negative and Confirmation biases at play*
- ***Physiology*** – *Humans are not built for uncertainty*

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## ***Constant Limbic arousal can lead to:***

- *Increased anxiety*
- *Increased risk of depression*
- *Triggering/worsening of existing mental illnesses*
- *High blood pressure, heart attacks and stroke*

## ***Isolation/quarantine studies highlight increase in poor mental health and mental illness, including:***

- *Exhaustion, irritability, insomnia,*
- *Acute stress disorder, post-traumatic stress symptoms, anxiety & depression,*
- *Fear, sadness, numbness, grief, confusion, and detachment from others.*

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**RIDGWAY**  
workplace mental health

# What can we do?

## ***As individuals:***

- ***Fight your biases***
- ***Change the ingredients of your biochemical soup***
- ***Increase positive influences***

## ***As Managers***

- ***Be the positive influence***
- ***Be understanding***
- ***Listen***

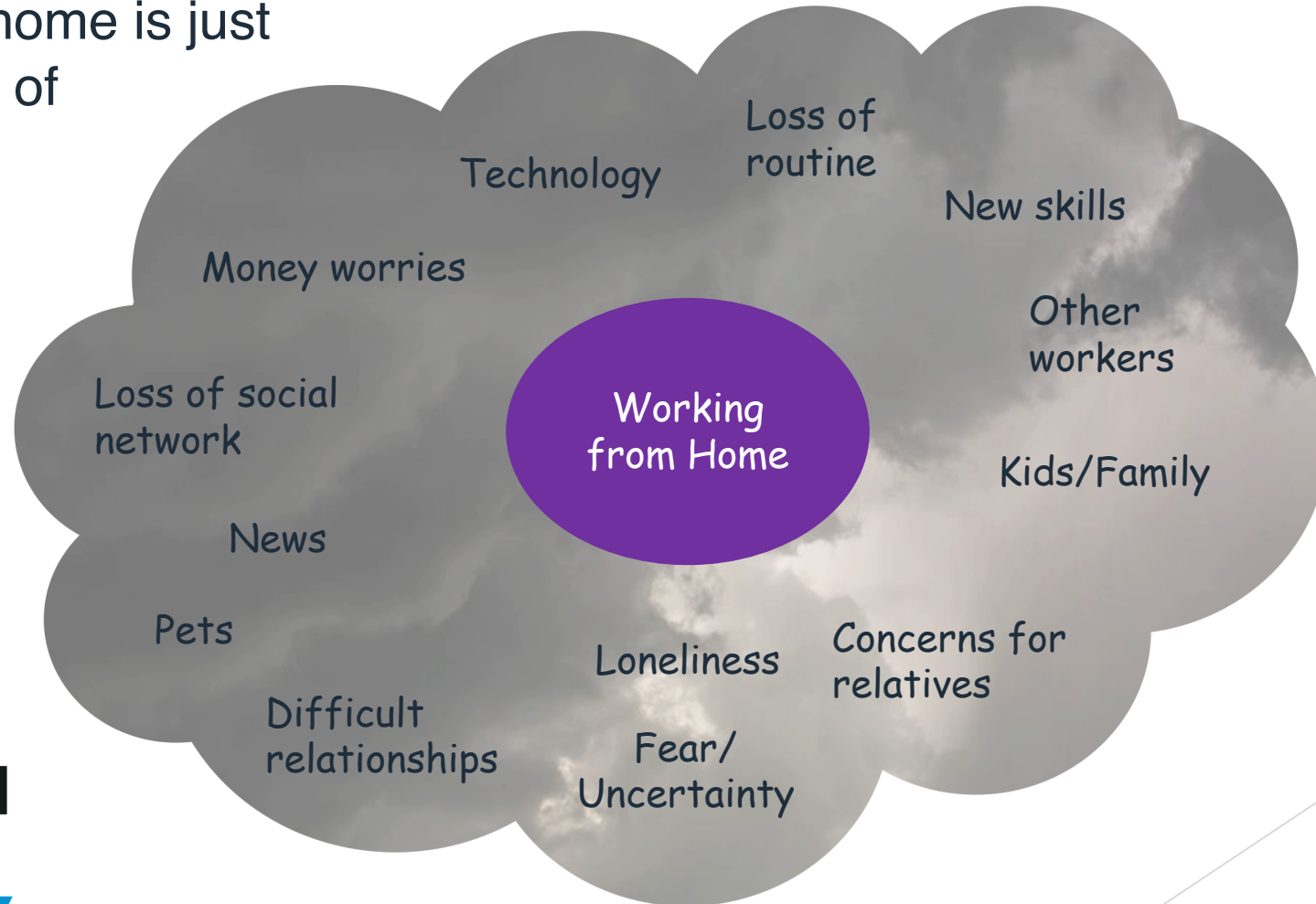
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# SH Briefings



Working from home is just a different way of working.....



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We are all in the same storm – we are not all in the same boat





# SH Briefings What can we do?



## ***As individuals:***

- *Negotiate some non-negotiables*
- *Start and end of day routines*
- *Take regular breaks*
- *Set daily goals*
- *Manage your phone calls*
- *Find ways to interact with people*
- *Don't be too hard on yourself*

## ***As Managers***

- *Touch base frequently*
- *Don't just talk about work*
- *Set clear tasks/targets*
- *Be flexible*
- *Be understanding*
- *Know where to signpost help if you are concerned*
- *Don't be too hard on yourself*

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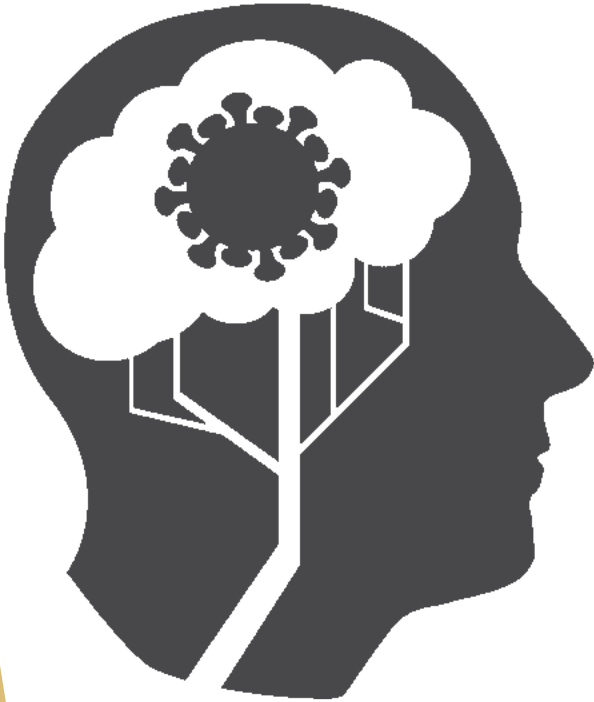


- This is not business as usual
- We are all in this together
- As individuals we can take steps to mitigate the consequences of uncertainty
- As Managers we can be understanding and support our people through this

This will end, and how we act towards our people now will determine how quickly we recover later.

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