

GEB Strategy & Solutions

**Creating a Mentally
Healthy Workforce,
together.**

**A guide for HR, Health & Safety,
Benefit and Risk Managers**



The value of a mentally healthy workforce

Supporting mental health is a shared, cross-functional responsibility

Poor mental health across the workforce drives costs related to presenteeism, absenteeism, and health and disability claims. With such a wide-ranging impact across the organisation, mental health must be a critical concern for senior management, HR, Health & Safety and Risk managers. However, since psychological wellbeing at work is a relatively new strategic priority, knowing where to begin and how to develop an effective mental health strategy is a key challenge.

Generali Employee Benefits (GEB) is an expert in risk management and has partnered with leading providers of mental health services to help support multinational organisations on their path to developing effective mental health strategies. In this guide we will address a strategic approach to the topic of mental health at work, and how we can support you to develop a preventative mental health strategy.

Why mental health matters

The importance of supporting psychological health in the workplace has long been recognised, but research carried out by LifeWorks (formerly Morneau Shepell) in 2020 identified a decline in mental health scores across multiple geographies at a magnitude associated with a 'crisis'.¹ It is estimated that poor health (related to all mental disorders and associated productivity-loss) costs the global economy \$2.5 Trillion annually² and this is increasing. In 2020, Deloitte provided an updated analysis of UK mental health data from 2017 and found a 16% increase (equivalent to £6bn) in the cost of poor mental health to UK employers over 3 years.³ Productivity is not the only concern however, since mental disorders (vs. all workplace injuries and diseases) result in the longest time off work (median 17.6 weeks), and the highest costs (median claim cost is \$28,400).⁴

A new urgency and opportunity with the ISO45003 guidelines

In June 2021 an international set of standards were released focusing on mental health hazards in the workplace (the ISO45003 Guidelines). These guidelines create a new emphasis on the shared responsibility for managing mental health risks between the employer and employees and present a framework for employers to take action. This includes suggested analysis of several factors for possible change across organisations to improve and manage overall psychosocial risk among employees.

Making the case for investment

Data from multiple sources shows a positive return when organisations invest in employee mental health. The World Health Organisation indicates that every \$1 invested in employee mental health leads to a return of \$4 in health and productivity.⁵ The case for investment is made even stronger in Deloitte's updated analysis of UK data, finding an average return of £5 for every £1 spent in 2020, up from the £4 to £1 return identified in 2017.³ LifeWorks' 2020 Mental Health Index research also indicated that employees who report better employer support have better Index scores, showing a direct correlation between employer interest and employee wellbeing.¹

Though these data sources are promising, we still advise a cautious interpretation of ROI figures, given the variability of organisational structures, programme design and marketplace upon which results are based. At GEB we favour a more consultative approach with each client, focusing instead on other KPIs to measure programme efficacy (e.g. an outcome focus). This approach can help organisations to set achievable goals and understand the actions required to generate any returns (financial and otherwise).

How we support you

Aligned with the new international guidelines for workplace mental health, we believe in holistic strategies founded on three key principles:

- **Strategies that prevent risk**
- **The collective responsibility of the employer and employees**
- **Early intervention and accessible support**

In order to support you, we have partnered with two leaders in organisational mental health who collectively deliver on these key principles to help you develop a holistic mental health strategy. In this guide, and on our dedicated webpages, you will find information and resources to help you begin developing your mental health strategy. In addition, we offer every client a complimentary workshop to help you define your strategic plan.

Please refer to the last page of this guide for more information on the mental health workshop.

Our Solutions

Prevent mental health risk with FlourishDx

There are eight psychological hazards that may be present in your workplace, ranging from lack of autonomy, to organisational justice. GEB has partnered with FlourishDx, a global risk assessment platform, that will help you to gather detailed insights into which psychological hazards exist in your workplace, and how you can build a pragmatic mental health strategy to address them with a focus on prevention and risk mitigation.

About FlourishDx

FlourishDx is the leading workplace psychological health and safety platform. The FlourishDx platform helps Risk professionals work together to address psychological risks and promote positive mental health. The platform's proactive focus on illness prevention and wellbeing optimisation enables you to reduce psychological hazards, mitigate harm and work together with your employees to build individual and organisational resilience. The platform is suitable for multinational organisations, providing a centralised view of your global workforce. It can be implemented in all countries in multiple languages.



FLOURISHdx

Assess your current practices with the Mental Health Audit tool

We are pleased to give you **free access to an on-line audit tool** that will guide you through questions to assess your current organisational practices compared to best practice models and an instant report with practical recommendations and priority actions.

Who should complete the audit?

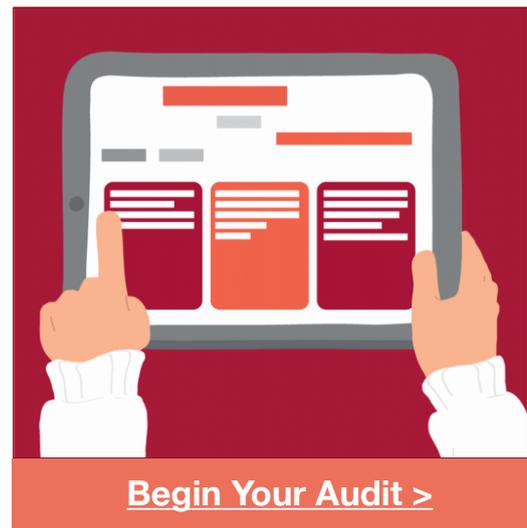
The audit can be completed by a local office or global head office. In either situation, we recommend that the audit is completed by someone familiar with current organisational practices and available resources to support mental health (e.g. CEO, Managing Director, HR or Health & Safety, etc.)

The FlourishDx Platform

- **Employee surveys & data analytics**
Gather feedback from employees and monitor workplace factors that influence mental wellbeing.
- **Risk management tools**
Tools to help employers comply with workplace health and safety obligations, mitigate risks, and comply with the incoming ISO45003 guidelines.
- **Line manager training**
Specialised training for line managers to improve psychological health and safety, and support return to work after illness for their team members.
- **Mental health education**
FlourishDx contains hours of content to help develop mental resilience, optimise wellbeing, and increase employee awareness of the pathways available for psychological support and treatment.
- **Wellbeing check-ins**
Users can access 'Flourish' surveys to help them track their development of the pillars of positive mental health and be linked to evidence-based wellbeing improvement exercises.
- **Stress reduction**
Users can access guided audio meditations to help reduce stress, improve sleep and increase overall mental wellbeing.
- **Digital coaching**
FlourishDx's 'coach bot' provides the suggestions and encouragement employees need to keep self-care top of mind in a fun and friendly way.

Access the Mental Health Audit Tool

Click 'Begin Your Audit' below:



Our Solutions

Working in partnership with LifeWorks

Not all psychological hazards can be eliminated and some psychological issues originate outside the workplace, so it's important to build employee resilience by providing access to holistic wellbeing support. This is why we have partnered with LifeWorks, a leading provider of Employee Assistance for short-term, solution-focused counselling, emotional support and resilience development.

About LifeWorks

LifeWorks combines modern employee assistance, wellness, recognition and incentive programs into a unified total wellbeing solution that engages with 100% of your people to achieve complete mental, physical, social and financial wellbeing using an industry leading platform. The EAP services are available in 200 languages and the app is available in 47 languages, supporting over 180 countries.

Improving lives with the LifeWorks Platform

The Lifeworks app is rich in educational resources and digital health tools that empower employees to more fully understand their current state of health across key risk areas such as general health, physical activity and emotional stress. Employees can also join digital programmes to help them navigate challenges like stress & anxiety or divorce to improve their lives at home and work.

Making support more accessible with 24X7 counselling and professional services

The service gives your employees 24/7 access to private, anonymous counselling sessions with clinical counsellors through video, telephone, live chat, online groups and in some cases, face-to-face counselling. Employees can also reach professional advisers on work and life issues such as financial, legal and retirement matters.

Dedicated support for managers

LifeWorks also gives your line managers the knowledge and skills to help employees with issues such as suicide & depression, workplace-aggression, bullying and sexual harassment. It also offers employee referrals and Manager Personal Growth programmes including stress management, succeeding as a manager, workload, managing absence and appraisals.

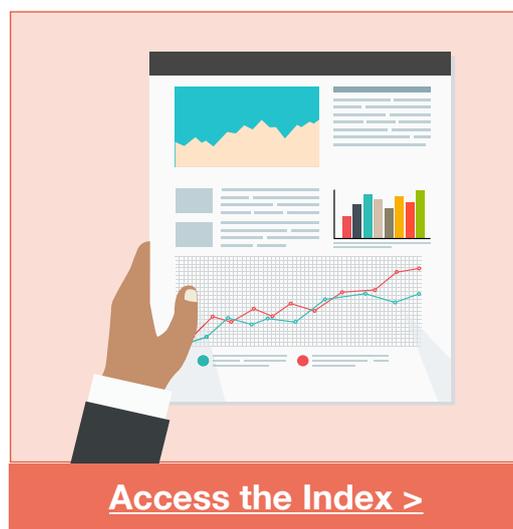


Mental health during COVID-19

The LifeWorks Mental Health Index shines a spotlight on the current mental health status of employed adults amidst the COVID-19 pandemic across Canada, the United States, the United Kingdom and Australia. Benchmarked against 2017-2019 data, fluctuations in the Index can predict cost and productivity risks while informing the need for mental health investments by business and government. The Index is released monthly and you can access a copy below.

Access the Mental Health Index Report

Click 'Access the Index' below:



What's Next?

GEB provides a number of services to support you and your organisation in the planning or development of your mental health strategy. We recommend the following steps to begin developing your corporate strategy:

1) Book a complimentary workshop with GEB & our expert partner

We are hosting individual workshops for clients interested in learning more about the international standards for psychological health and safety, and practical advice on how to develop a preventative mental health strategy. Contact us to organise a date that works for you and receive a copy of the workshop agenda, please contact partnerships@geb.com or your account manager.

2) Assess your current practices with our free online audit tool

[Click here to use our free online audit tool](#) that will guide you through questions to assess your current organisational practices against international best practice and provide an instant report with practical recommendations and priority actions.

3) Contact us to discuss FlourishDx or LifeWorks today

Our partnerships team would be pleased to meet with you to provide more detailed information and demos of the services, as well as quotations using our discounted rates and introductions to the service providers. To find out more please contact partnerships@geb.com or your account manager.

Visit the GEB Mental Health Hub
Click "Visit the Mental Health Hub" below:



For more information about GEB workshops and support in developing a Mental Health Strategy for your business, contact us today:
partnerships@geb.com



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