

Winter Series Virtual Organisation

Wellbeing



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Key contacts



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Market insights

“ Undeniably, **the new future of work is upon us**. In trying to drive **business performance** organisations recognise that **the need to have a resilient and effective workforce is fundamental**. The strategies to support wellbeing both during the crisis and coming out are different, and organisations are needing to understand how to be ready to do so.



1. Market insights

In the headlines:

26% believe their employer is concerned about their wellbeing

employee
benefits

Now is the time to tackle the mental illness epidemic

Companies and governments must work on prevention as much as treatment

FINANCIAL TIMES

Increased employee fatigue due to remote working is an issue that BC managers need to be aware of

CONTINUITY
CENTRAL.COM
Business continuity, enterprise risk & resilience updates

Employee health already decreasing due to remote working

HR

Evening Standard

PWC boss Kevin Ellis says mental health issues among staff is one of his biggest concerns about Covid lockdown

Younger workers suffer most from remote working, new study claims

insight.
people | places | technology

Video Call Fatigue Amounts to 862 Million Unproductive Businesses Hours

Relocate
GLOBAL

End of the office: the quiet, grinding loneliness of working from home

The
Guardian

1. Market insights

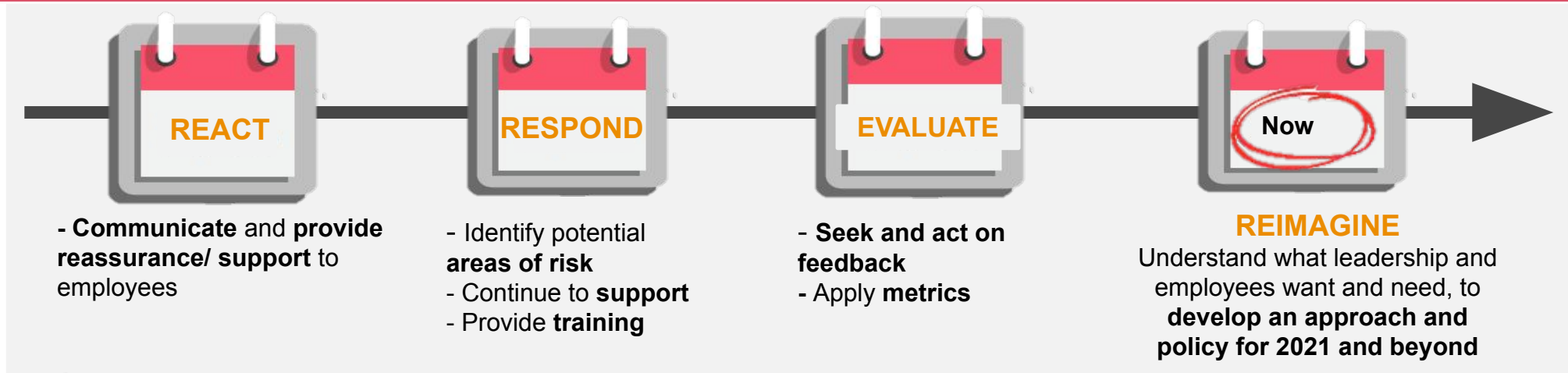
Wellbeing for the virtual workforce

What happens to the wellbeing strategy with a virtual workforce?

At the beginning of the COVID-19 pandemic, business leaders scrambled to help provide confidence to employees and customers about what mattered most – **safety**. Now organisations can't afford to pull back on meeting the wellbeing needs of their people if they want to be in position to recover faster.

But when wellbeing is so personal and complex, how do companies offer resources to their people that make a real difference?

The journey in the last 9 months



Let's hear from you!

What has your company's response been to supporting wellbeing whilst remote working to date?

1. Market insights

How companies are responding

There is no 'one size fits all' approach to wellbeing for the virtual workforce– below is a snapshot of what our clients are doing:

We did not have an existing policy or strategy.

We have created one as a result of COVID and are now looking to build on this.

We had an **informal** wellbeing policy and strategy.

This is to be / has been formalised and we are looking to build on this.

We had a **wellbeing policy and/or strategy**.

We adapted this for the virtual workforce as a result of COVID. We have implemented **mainly reactive measures** on a **globalised/localised basis** and are looking to evolve this.

Our **wellbeing policy and strategy was known** to our workforce.

We have **components of wellbeing** included in our strategy (e.g. mental, physical, social, financial) and during COVID we pivoted our focus and support, mainly reactive.

Our **wellbeing policy and strategy was known**.

We have **components of wellbeing** included in our strategy and during COVID we pivoted our focus and support.

We **monitor the effectiveness** of the measures taken.

Wellbeing is part of our **culture, purpose and values**.

We have **components of wellbeing** and pivoted our focus and support.

We monitor the effectiveness of our strategy **in real time using data analytics (company and individual)**

We can monitor the **return on investment** on these.

Let's hear from you!

Where is your company on this scale?

slido

1. Market insights

The PwC journey

Our strategy

Thinking about what wellbeing means to our employees and our Firm. We embraced four wellbeing energies:

Emotional

Mental

Physical

Spiritual

Executing our strategy

1. Metrics

- PwC surveys - Firm wide and team wide
- Organisation statistics e.g EAP
- Behavioural statistics with IHP Analytics

2. Awareness

- "Be Well, Work Well" toolkit
- "Habit Bank" App
- Global vs local initiatives e.g. Middle East - Project Sunshine
- Australia - Pulse
- Assurance - Perform Plus

3. Education & Training

- Mental Health Awareness training
- Wellbeing Champions
- Leadership Resilience Training
- Change in processes e.g. graduate onboarding

4. Back to metrics & assessment

- PwC surveys- Firm wide and team wide
- Preventative vs Reactive strategy
- Demographic focused wellbeing
- Return on investment

Let's hear from you!

What has your company's response been to supporting wellbeing whilst remote working to date?

1. Market insights

Facts and Figures: Impact of remote working on wellbeing - Focusing on mental health

1 in 3



A third of Brits have said that remote working has placed a **strain on relationships** within the household.²

1 in 3

Over a third of Brits feel the need to always be at their computer to respond quickly to colleagues.²



Let's hear from you!

Have you heard from your employees on what they want and need?

25%

25% of Brits working from home are finding it difficult to cope with the mental challenges of **loneliness and isolation from colleagues**.²



83% of workers are not taking suitable **working breaks**.¹⁰

83%



59%

of Women...

...who live alone said they felt **isolated**.¹

79%

of Men...

25%

of Women...

...believe their **mental health has declined** due to remote working.¹

39%

of Men...

Just under half of workers are working more hours than normal.¹

44%

1. The Institute of Leadership & Management (2020)

2. Nuffield Health (2020)

1. Market insights

Impact of remote working on wellbeing - Focusing on mental health

Enhanced measures and support for all of our people introduced during covid-19 pandemic

- Designated online site where people could find the latest guidance and information relating to Covid-19 - ‘**one source of truth**’
- Frequency of wellbeing communications to all employees. Channels cleared for critical messages with recommended actions (too much or too little were both identified as problems)
- Strong tone from the top about importance of wellbeing and support available
- Increased signposting to support available including our Employee Assistance Programme helpline
- Aligned existing communities of support to the covid-19 crisis response (MH Advocates Network, Wellbeing Champions Network and MH First Aiders). Maintained training.
- Targeted support for specialist teams working on Covid-19 related engagements
- Post lockdown access to offices for those that needed it, enabled by bot technology and the introduction of stringent health & safety measures
- Invested in rolling out Headspace to the entire workforce



Let's hear
from you!

Have you heard from your employees on what
they want and need?

2

Seizing opportunities and managing challenges

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With the economic pressures organisations are facing, it is important for your people to bring their best selves to work every day, wherever that workplace might be.



2. Seizing the opportunities

Virtual working brings a number opportunities that are unique to each organisation, for both the office based and virtual workforce. From a wellbeing perspective this may include:



1. Attract and retain talent

- Increase employee choice, flexibility and engagement
- Improve employee experience and employee value proposition (EVP)



2. Happier, healthier workforce

- More freedom for employees
- Less commuting time
- Improved work/life balance



3. Increased productivity

- Increase speed of activities
- Reduce impact on productivity due to poor wellbeing



4. Enhanced reputation

- Create fair access to opportunities – promote inclusion and diversity
- Employer of choice
- Societal impact and ESG measurement impact



5. Cost reduction

- Cost reduction linked to reduction in presenteeism, absenteeism and attrition
- Cost efficiencies through renegotiated benefits contracts

Let's hear from you!



- What are your current priorities?
- Has your leadership made any statements about wellbeing for the virtual organisation at your company?

2. Managing the challenges

Intervention or prevention?

What preventative wellbeing measures and interventions do we adopt?

Assessing the impact

How can we quantify the financial impact of wellbeing matter on current and future performance?

Return on Investment

How do we evaluate the ROI on wellbeing spend?

Duty of care

How will we ensure we fulfil our duty of care obligations (e.g. health insurance)?

Additional costs

Will we support additional costs? Who will pay? Can we renegotiate benefits?

Real time insights

How do we get insights that highlight our key specific business wellbeing challenges?

Governance and controls

How do we continue to evolve our strategy and policies so it they fit for purpose?

Communications

How do we effectively communicate our strategy to the workforce?

Performance

How can we manage employee performance and productivity?

Employee wellbeing

How will we ensure our employees keep happy and healthy if they are working more remotely?

Office based workers

How will we ensure our employees who continue to work in the office are happy and healthy? What does wellbeing mean for different parts of our workforce? Could there be a fairness issue?

Let's hear from you!



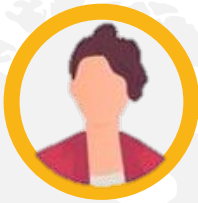
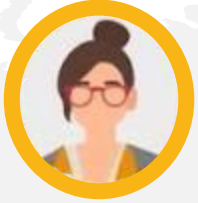
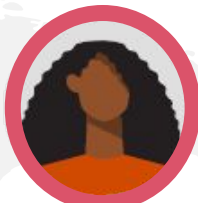
- What challenges are you facing at your company?
- What areas will you need to prioritise?



2. Setting your vision: building your wellbeing strategy for the future

What do you have today and what will you have in future?

To help you define what wellbeing means at your organisation and to prioritise the actions you need to take, let's consider the following:

				
	New joiner	Working parent	Furloughed employee	Team leader
Persona	"I'm joining a new team but how can I build relationships without meeting them?"	"How do I juggle my work and childcare commitments? "	"I've been furloughed, does this mean I'm not valued ?"	"How do I continue to support my team when I feel I don't have the skills I need?"
Example	<i>A graduate joining the workforce for the first time and having to be onboarded</i>	<i>Individual who normally works in the office and is also having to home-school or self-isolate with children</i>	<i>Employee who is not able to work and feels disconnected from working environment</i>	<i>Individual feeling the pressure of managing client delivery whilst spotting where team members may be struggling</i>
Today (2020)	☐	☐	☐	☐
Future (2021 and beyond)	☐	☐	☐	☐

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How to move forward

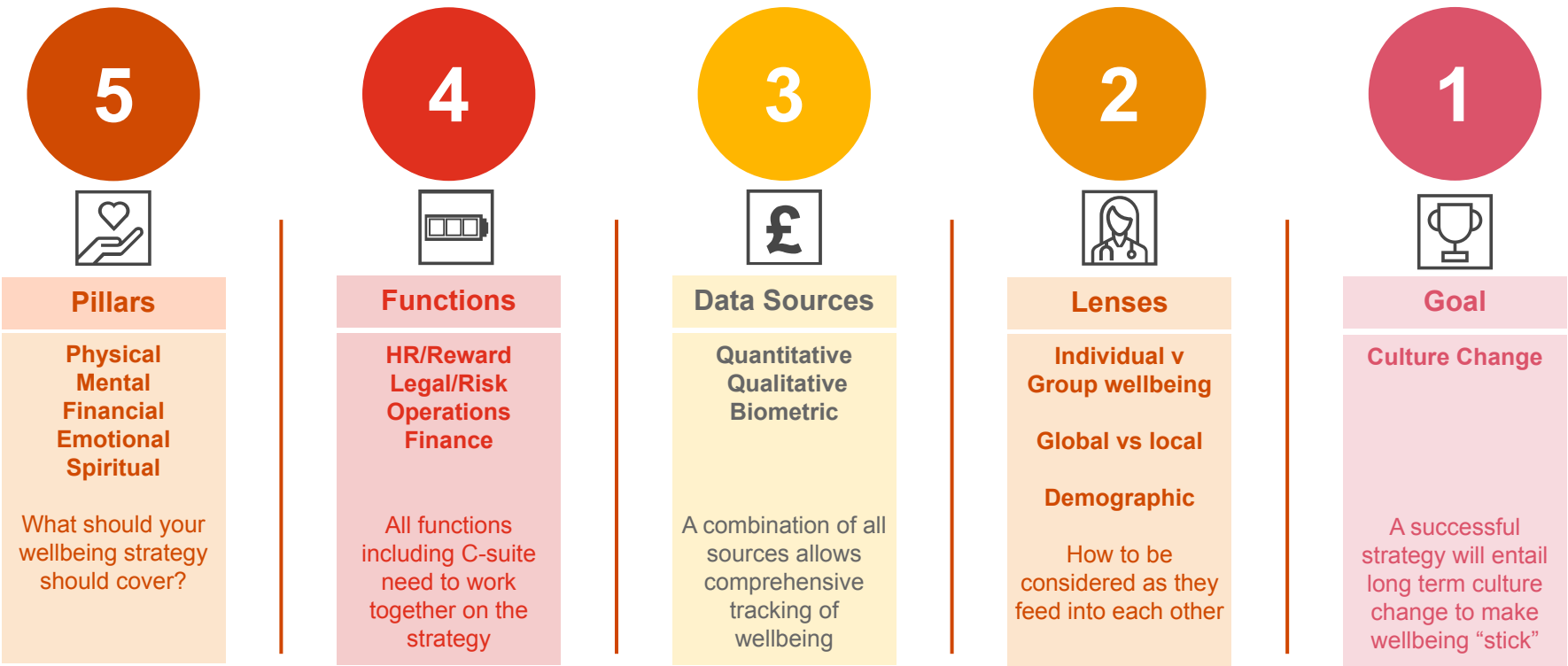
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A workforce wellbeing strategy will not be “one size, fits all” - you will need to understand what works for you and your employees.



3. How to move forward

5 key thoughts



3. How to get started

Preparing for the future – Building and implementing a successful wellbeing strategy

A wellbeing strategy will not be “one size fits all”, you need to understand what works for you and your employees

Strategy & Purpose

- Evaluating what wellbeing means, the components to be included in your strategy and why
- How do you ensure that your workforce have the right level of wellbeing support, and how far do you go in supporting that?
- What can/should you be doing as a business to encourage people to focus on their wellbeing?



Ask employees

- Involve employees in the co-creation/ evolution of the strategy to ensure that what is implemented is valuable and relevant to the workforce and the organisation.
- Various ways to do this, including traditional surveys, virtual focus groups, and preference analytics



Think of personas

- Think of tailoring to different employee demographics, roles and local cultures
- A wellbeing framework may be global but specific initiative will need to be tailored for different geographies and even different employee groups
- May still also be works that are office based, how will you service the wellbeing needs of both?



Communications

- What policies and processes will you need?
- Who will do what? Roles and responsibilities?
- What technology will you use?
- What communications are needed for employees, HR and the business?



What are you currently doing?
How are you preparing for the future?

Let's
hear
from
you!

3. How to get started

Preparing for the future – Building and implementing a successful wellbeing strategy

A wellbeing strategy will not be “one size fits all”, you need to understand what works for you and your employees

Leadership

- Do leadership have the support and skills that they need at this time?
- Speak to leadership to understand what their ambitions are – for now and the future
- Understand the future company culture they want to create
- How will wellbeing form part of the EVP?



Use data

- How do you use data to inform your approach to wellbeing?
- Do you know the current financial impact due to lost productivity and performance as a result of wellbeing issues e.g. sickness, attrition etc.?
- How do you measure the effectiveness of the wellbeing strategy you are adopting?
- Do you know how much you spend on wellbeing initiatives?
- What metrics do you currently use to measure the return on investment of your wellbeing strategy?



Set up for success

- What are the initiatives that you need to put in place to deliver your strategy now and in the next 3 to 5 years?
- What is the business going to look like in the future?
- How will you support the wellbeing of the workforce through these changes?



What are you currently doing?
How are you preparing for the future?



4

Next steps: how we can help

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PwC's data led consulting offering helps clients use data to understand where they can focus efforts and resources to proactively improve wellbeing and therefore drive business performance and productivity.

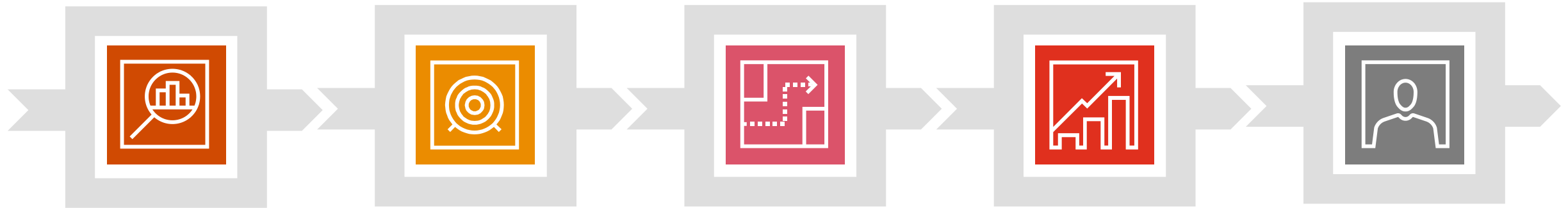


4. Next steps

Workforce Wellbeing - how we can help

The most common challenges faced by clients are HOW to implement a wellbeing strategy and HOW to know it's working?

Full lifecycle of support from strategy through to execution of an effective, holistic workplace wellbeing offering.



Data led diagnosis

Identify business specific **challenges** from which to make evidence based decisions.

Assess “as is” - what is the business impact (quantitative and qualitative) of the current approach.

Identify what is **working well** and **what could be improved**.

Gap Analysis

Undertake **maturity assessment modelling** with bronze, silver and gold standard case studies.

Develop a **wellbeing vision** and articulate how far they are away from achieving this. Determine **success factors**

Set up the **business case**.

Strategy & Programme Development

Develop a strategy aligning with the business strategy, and a supporting programme. Using a **data driven methodology** for success.

Engage wider stakeholders to agree what you are trying to solve for and the future? What will you support? How and by whom?

Choose technology.

Implementation and Communication

Tailored communications strategy of the programme to the workforce. Implement strategy across workforce (possibly using tech).

Support leadership development with culture change adoption strategies

Education and training to embed new ways of working.

Evaluation and Evolution

Monitor progress against **measures of success** such as: Data driven analytics against quantitative measures, such as ROI, productivity etc.

Qualitative data such as employee surveys, focus groups and sprints to measure performance.

4. Next steps

Workforce Wellbeing - How we can help: Pulse

Create a better team experience in two minutes.

WHY

When teams are focused on delivering great work, it can be easy to overlook the experience that the team has together in real time.

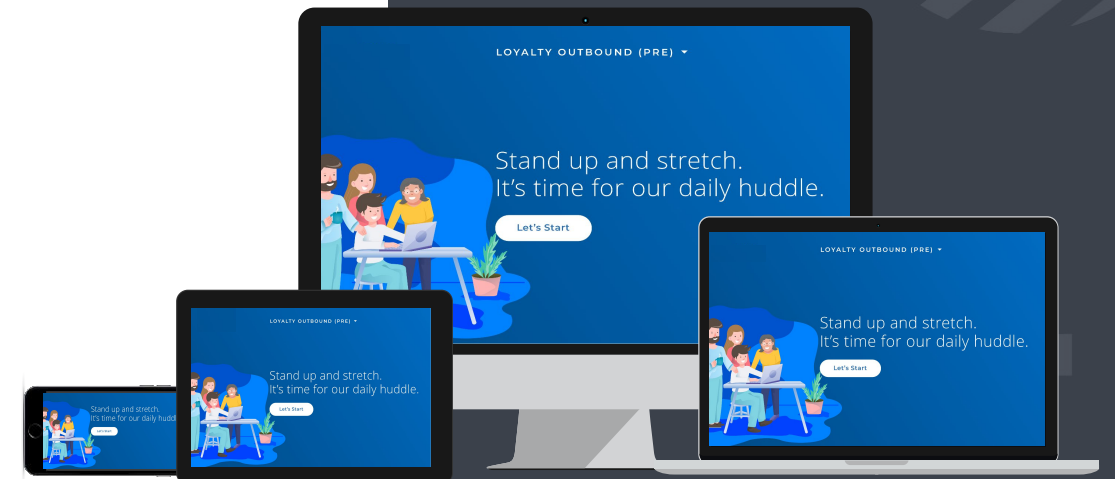
WHAT

PwC's Pulse is a micro survey tool that gives teams frequent, real time insights on the experience of the people in a team.

This gives evidence and insights to conversations about team health, driving better experiences and leading to better outcomes.

BENEFITS

- **Short, sharp and real time insights**
- **Quick and easy** to use
- **Anonymous** survey encourages everyone to participate
- **Transparent results** that anyone in the team can view
- Show **trends over time**



4. Next steps

Workforce Wellbeing - How we can help: Perform Plus

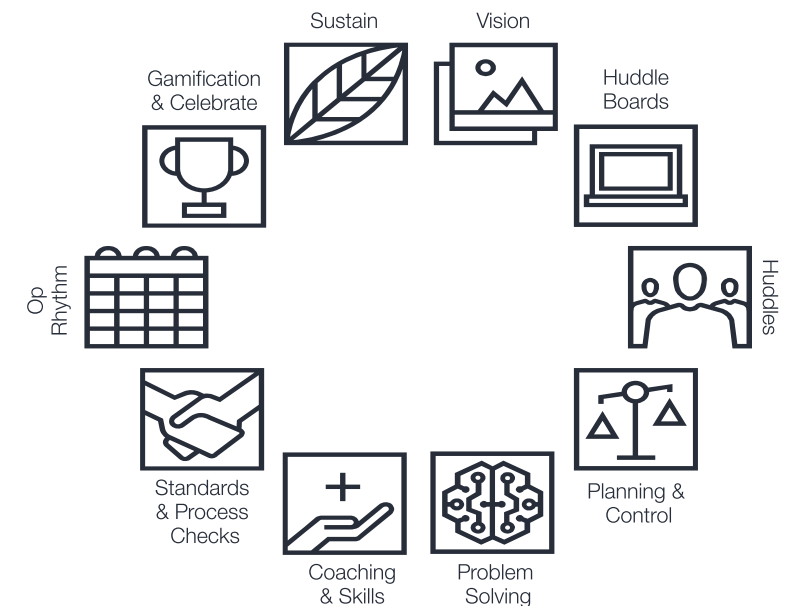


An award winning operational excellence coaching programme.

Over a period of 12 weeks we work face to face with managers and their teams to increase their capability and shape new work habits by introducing them to 10 tools. We introduce the tools around normal daily activity, so they become part of the team's day to day job from day 1.

By marrying our coaching programme with smart technology, we can **create capacity, drive performance and build capability to foster a continuous improvement culture and sustain benefits for your business & customers.**

It is now essential for businesses to equip their leaders and teams with the digital tools and new capabilities to thrive and excel in the long term.

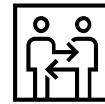


4. Next steps

Workforce Wellbeing - How we can help: Perform Plus

With Perform Plus
we're building
iconic virtual
teams in a new
world of work

Perform Plus will help leaders developing ways to make remote working a success, building happier teams and sustain performance. No matter whether workers are dispersed across multiple locations or working from home.



Create Connected Teams & Communities

with daily huddles and a platform that allows 24/7 collaboration



Manage Performance in a Balanced Way

looking holistically at leading performance, wellbeing and collaboration KPI's



Develop Leadership Skills Centred around Empathy & Care

identify fresh and frequent ways to express recognition, tailored to individuals in a meaningful and genuine way. Gamification can be key!



Maintain Continuity

using real time data to drive impactful remote coaching dialogues

4. Next steps

Workforce Wellbeing - taking data insights to the next level

? What if....you could tell at a click of a button:



How much is wellbeing costing your organisation?



How much are you spending on reaction v prevention strategy?



How effective is your specific wellbeing intervention?



How are you benchmarking against your desired outcome or to peers?



How “well” is your workforce at any given point in time?



Confidently predict likely wellbeing hotspots before they become so?



Launch initiatives which are specific, targeted and measurable?

A data led approach to wellbeing