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The 50th Anniversary

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Why should high performing organisations prioritise wellbeing?

Causes of Long-Term Absence for Non-Manual Workers 2015

	All	Manufacturing & production	Private services	Public services	Non-Profit
Stress	58	50	46	79	60
Acute medical conditions	51	49	44	64	49
Mental ill-health	49	37	45	61	52
Musculoskeletal injuries	38	35	29	49	44
Back pain	32	32	33	36	26
Recurring medical conditions	25	24	23	31	22
Injuries not related to work	25	35	19	25	25
Minor illness	17	18	19	9	21
Pregnancy-related absence	16	13	17	17	15

**Percentage of respondents citing this reason as leading cause
(base 394) Source: CIPD Absence Management Survey**



Work-related ill health

1.4 million

Workers suffering from work-related ill health (new or long-standing) in 2017/18

541,000

Workers suffering from a new case of work-related ill health in 2017/18

26.8 million

Working days lost due to work-related ill health in 2017/18

13,000

Deaths each year estimated to be linked to past exposure at work, primarily to chemicals or dust

New and long-standing cases of work-related ill health by type, 2017/18

21%

Other type of illness

35%

Musculoskeletal disorders

44%

Stress, depression or anxiety

Working days lost by type of ill health, 2017/18

18%

Other type of illness

25%

Musculoskeletal disorders

57%

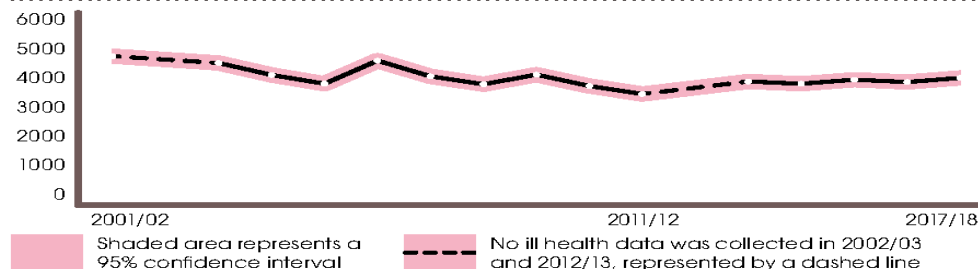
Stress, depression or anxiety

The rate of self-reported work-related ill health showed a generally downward trend to around 2011/12; since then the rate has been broadly flat.

Working days lost per worker due to work-related illness showed a generally downward trend up to around 2010/11; since then the rate has been broadly flat.

Estimates of ill health based on Labour Force Survey (LFS) self-reports and deaths based on counts from death certificates and estimates from epidemiological information.

Work-related ill health per 100,000 workers: new and long-standing



To find out the story behind the key figures, visit www.hse.gov.uk/statistics/causdis/



Work-related stress, depression or anxiety

595,000

Workers suffering from work-related stress, depression or anxiety (new or long-standing) in 2017/18

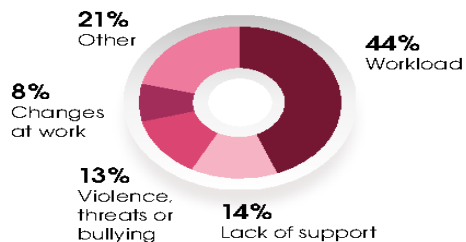
239,000

Workers suffering from a new case of work-related stress, depression or anxiety in 2017/18

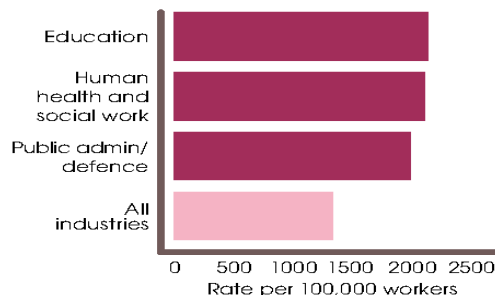
15.4 million

Working days lost due to work-related stress, depression or anxiety in 2017/18

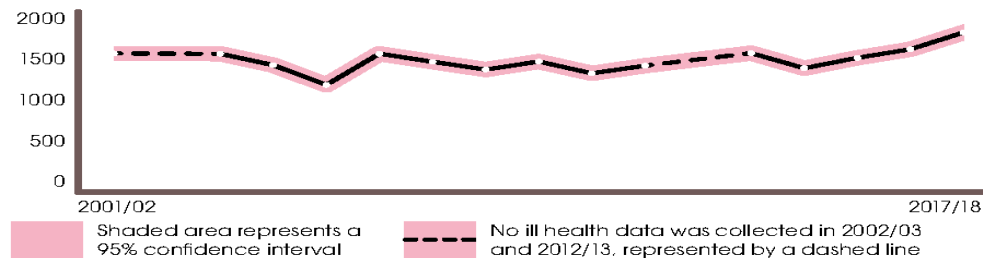
Stress, depression or anxiety by cause, averaged 2009/10–2011/12



Industries with higher than average rates of stress, depression or anxiety, 2015/16–2017/18



Stress, depression or anxiety per 100,000 workers: new and long-standing



The rate of self-reported work-related stress, depression or anxiety was broadly flat but has shown signs of increasing in recent years.

Working days lost per worker due to self-reported work-related stress, depression or anxiety shows no clear long-term trend.

Working days lost due to stress, depression or anxiety account for 57% of all working days lost due to ill health.

Estimates of work-related stress, depression or anxiety based on self-reports from the Labour Force Survey (LFS).

To find out the story behind the key figures, visit www.hse.gov.uk/statistics/causdis/

Estimated Annual Costs to UK Employers of Mental Ill-Health (Sainsbury Centre for Mental Health, 2007)

	Cost per average employee (£)	Total cost to UK employers (£ billion)	Per cent of total
Absenteeism	335	8.4	32.4
Presenteeism	605	15.1	58.4
Turnover	95	2.4	9.2
Total	1035	25.9	100

Presenteeism





	Health “Good”	Health “Not good”
No absences	Healthy & present	Unhealthy and present “Sickness Presentees”
Some absences	Healthy and not always present	Unhealthy and not always present

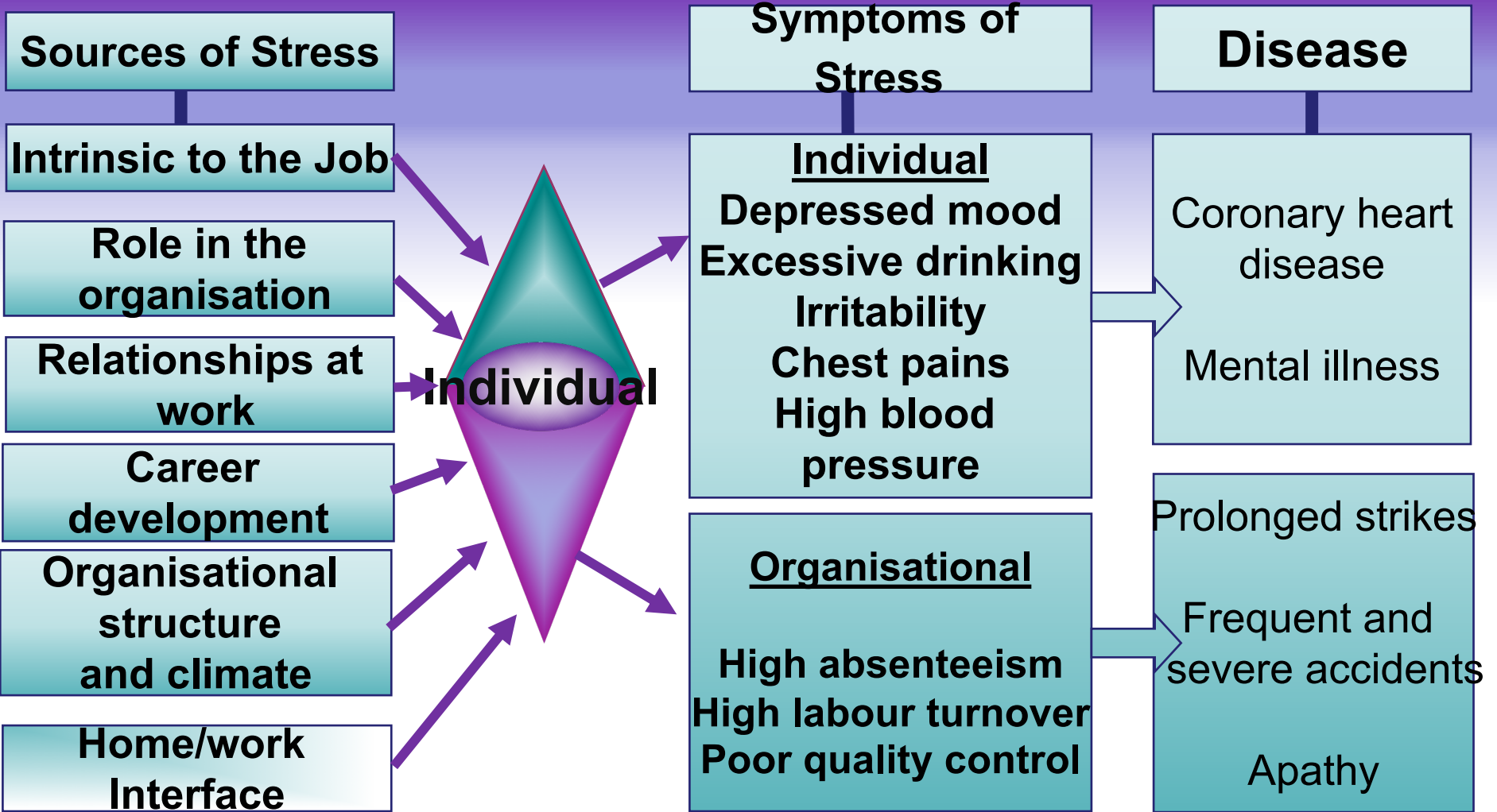
How common is sickness presenteeism?

	Health “Good”	Health “Not good”
No absences	35%	28%
Some absences	13%	24%

N=39,000 employees from general working population (UK)

A Critical Business Issue

- Mental health costs the UK £70bn per year, equivalent to 4.5% of GDP 
- Mental ill-health costs each employer £1,035 per employee, per year 
- 15.2m sick days per year due to stress, anxiety or depression 
- Failure to unlock discretionary effort costs UK business £6bn
- Only 2 in 5 employees working at peak performance 



Intrinsic to the Job

- Too much work
 - quantitative
 - qualitative
- Too little work
- Time pressures and deadlines
- Poor physical working conditions
- Mistakes
- Too many decisions

Variable Workload

High Workload

Poor Procedures by Pilots

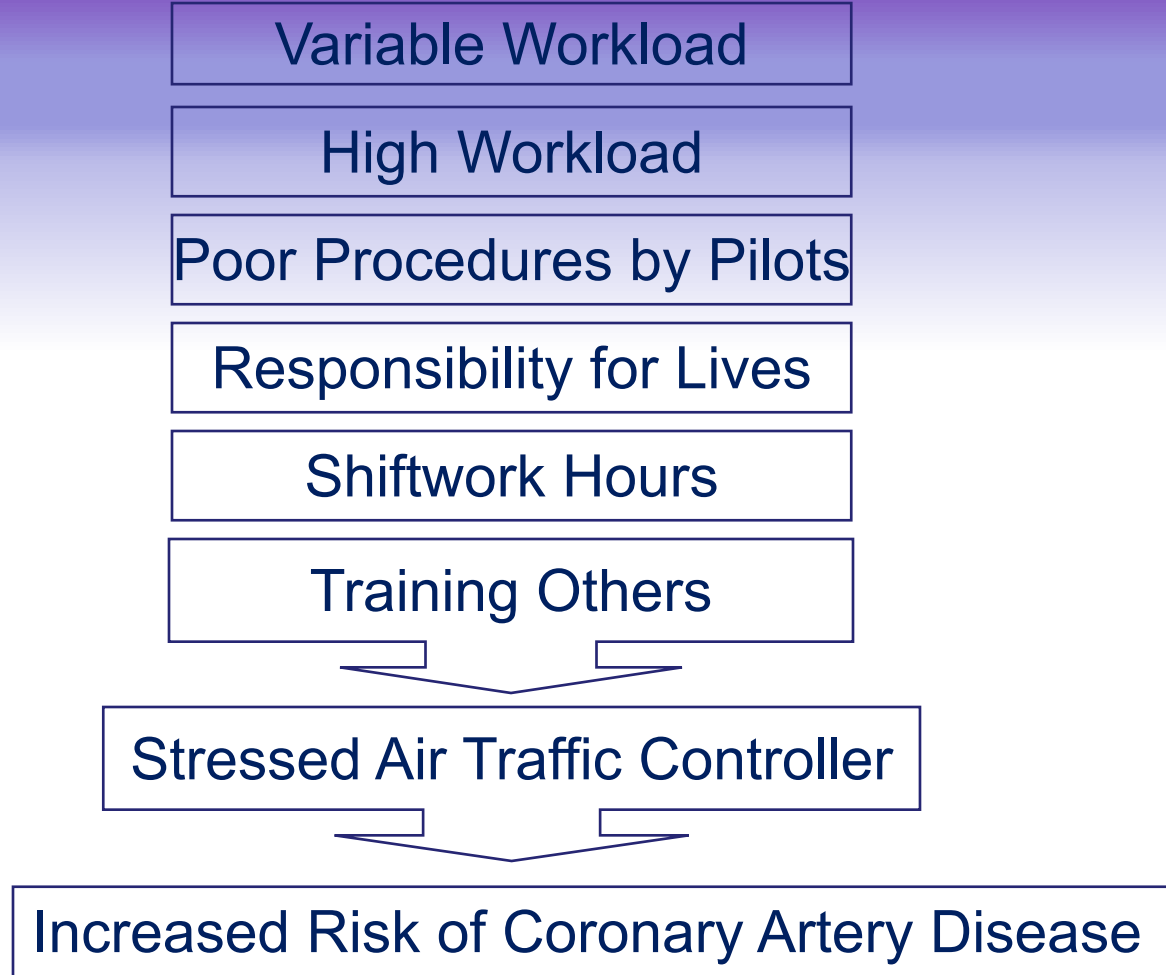
Responsibility for Lives

Shiftwork Hours

Training Others

Stressed Air Traffic Controller

Increased Risk of Coronary Artery Disease



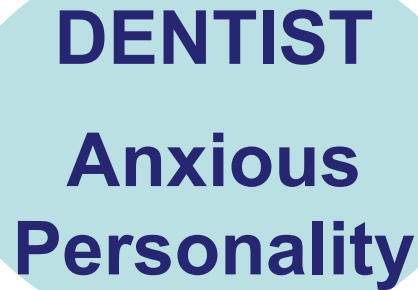
Role in the Organisation

- Role ambiguity
 - Role conflict
- Too little responsibility
- Responsibility for People
 - Responsibility for things
- Lack of managerial support
- Organisational boundaries

**Patients perceive as
inflictor of pain**

**Job interfering
with family life**

**DENTIST
Anxious
Personality**



**Coping with
difficult
patients**

**Trying to manage
a practice**

Administrative duties

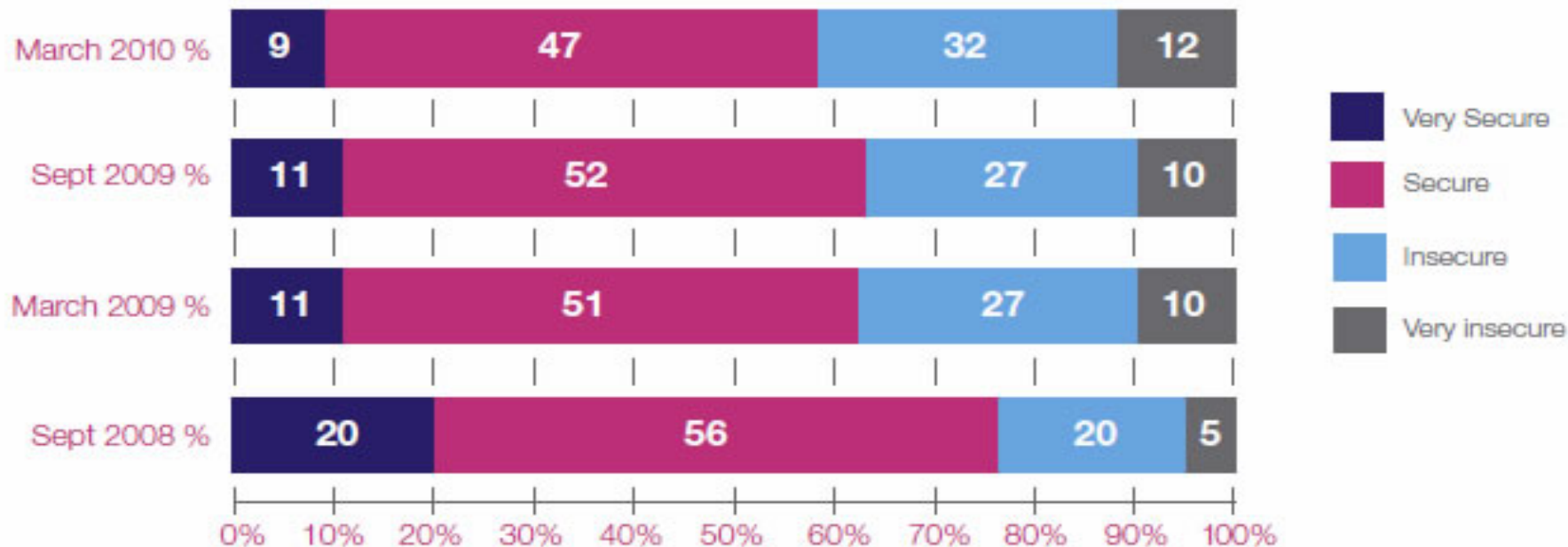
Relationships

- Relationships with boss
- Relationships with colleagues
- Relationships with subordinates
 - Difficulties in delegating
 - Personality conflicts

Career Development

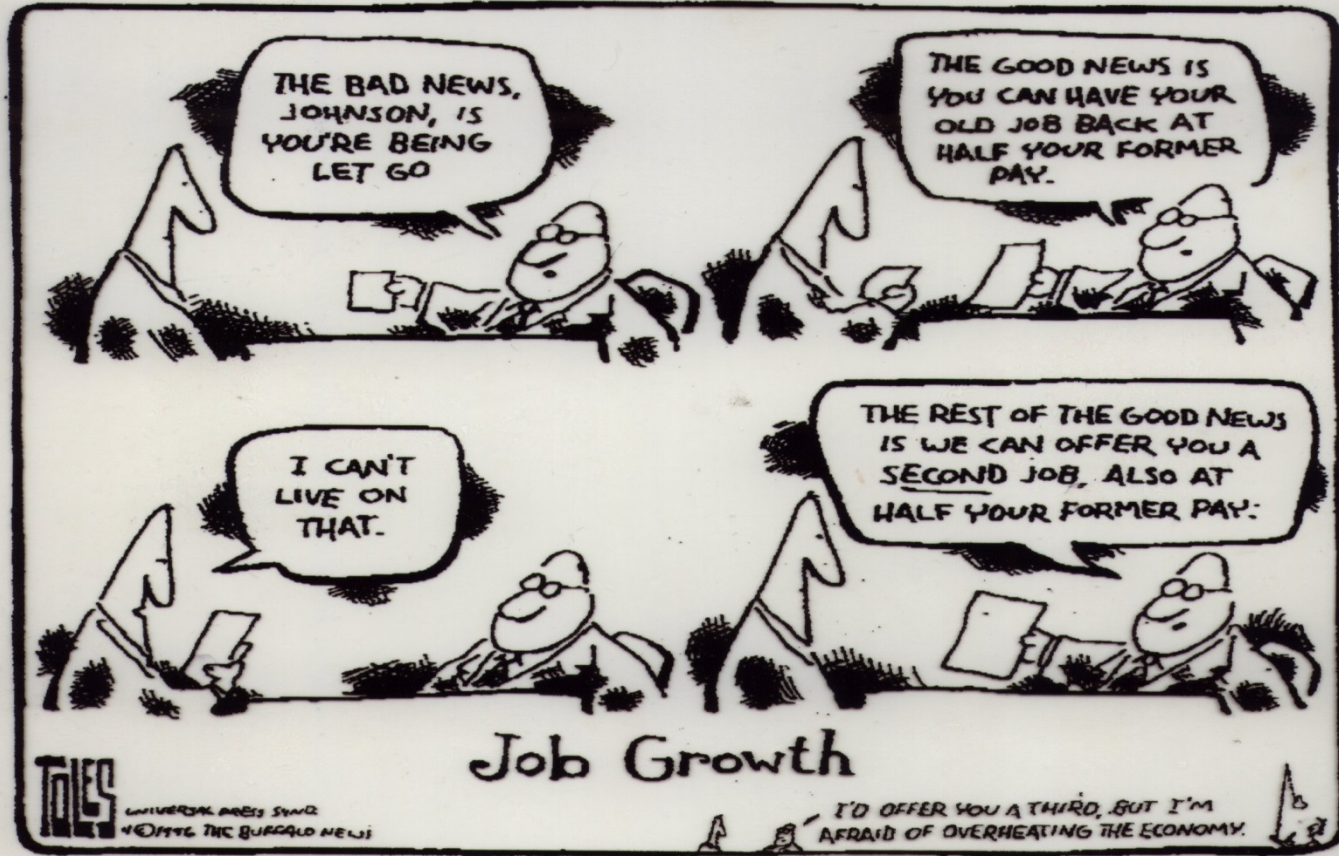
- Over promotion
- Under promotion
- Lack of job security
- Fear of redundancy
or
early retirement

Respondents Perceived Security in Current Job



(Source: CMI Economic Outlook April 2010)

Workplace at a glance



TOM TOLES

Organisational Structure and Climate

- Restrictions on behaviour
- No effective consultation or communication
 - Uncertainty
 - Loss of identity
 - Lack of participation

Organisation's Interface with Outside

- Divided loyalties
- Conflict of work with family demands
- Intrusion of problems outside

work-economic, life crisis

Comprehensive Programme

Interventions

☐ **Primary – Dealing with the stressors**

- ☐ Selection policies & induction
- ☐ Workflow planning (task allocation, matching resource to work flow demand, etc)
- ☐ Work Life Balance initiatives
- ☐ Management Development Programmes

☐ **Secondary – Helping people to cope**

- ☐ Resilience training
- ☐ Annual reviews & appraisals and personal development plans
- ☐ Healthy Lifestyle & Well-being programmes

☐ **Tertiary – Picking people back up**

- ☐ Employee Assistance Programmes

CIPD Health and Wellbeing at work report, 2018:



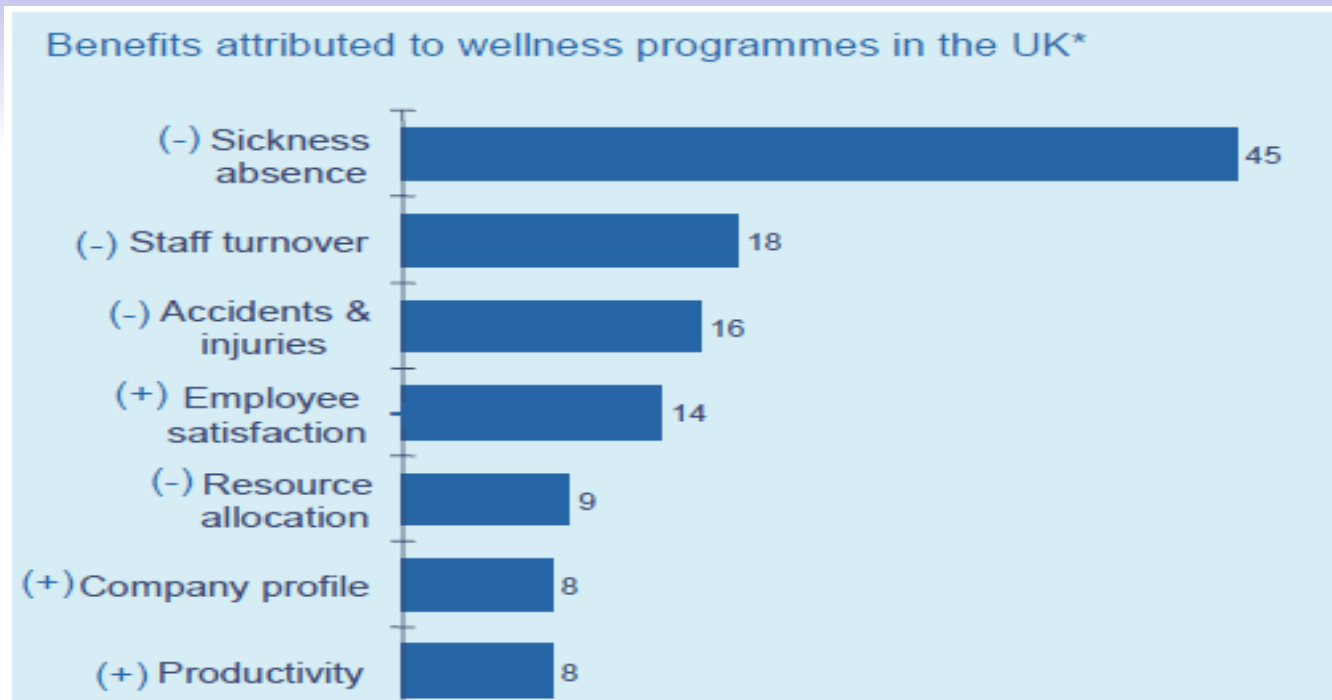
Employers with a wellbeing initiative have:

44% better employee morale & engagement

31% lower sickness absence rate

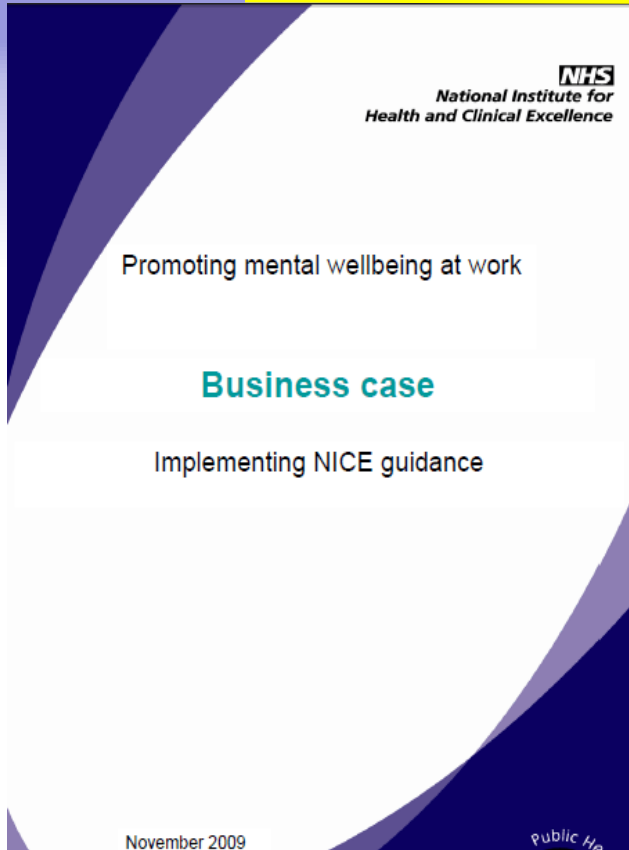
... 60% of organisations do not yet have a wellbeing strategy...

There is a business case for wellness programmes



Price Waterhouse Cooper Research based on 55 companies

Making the business case



- If mental illness costs employers £28.3 billion per annum in 2009
- Prevention and early identification of problems, should save employers at least 30% **£8 billion per annum**

Case study examples

Education

We have worked with United Learning over 3 years supporting them with a strategic wellbeing programme to activate wellbeing across their group of schools. In order to upskill key employee populations around wellbeing they measured wellbeing centrally and provided training for key roles as well as activating a wellbeing champions network.

They have seen results by comparing the 'Wellbeing' Schools to those not involved with the programme in terms of:

- Sickness absence reduced 3 x more
- Teacher turnover reduced 5 x faster
- Levels of satisfaction with Work/Life balance increased and are higher



United Learning
The best in everyone™

Case study examples



POWERED BY
robertsoncooper

Rail Industry

Rather than a typical employee survey, Network Rail measured wellbeing by providing personal wellbeing reports to all employees. Heavily promoting the reports encouraged usage which enabled the data to be aggregated to provide a business level report on wellbeing across the organisation. Gathering a baseline enabled Network Rail to identify their health & wellbeing priorities which included upskilling and supporting line managers to manage their own wellbeing and that of their teams. Results showed that managers confidence increased by:

- 13% in terms of spotting signs and symptoms of stress
- 15% in terms of knowledge and skills to support teams through change
- 14% in terms of to have wellbeing convos with team



Why Does Psychological Wellbeing Matter for Businesses?

A worked example



Data collected from 2600 individuals in 2014 from a large public sector organisation

Impact on the Bottom-Line

Using the equation from Robertson, 2011:

Correlation
between
psychological
wellbeing (r) and
productivity

X

The expected
improvement in
psychological
wellbeing with
intervention,
expressed as
a Standard
Deviation (Zwb)

X

The value of
a standard
deviation
increase in
productivity /
performance
(£P)

=

Financial
Benefit

$r = .462$ (the correlation
in this data set between
psychological wellbeing
and productivity)

$Zwb = .25$ (a
conservative estimate
that appropriate support
intervention would
increase psychological
wellbeing by a quarter
of a Standard Deviation.
This is in line with
Robertson, 2011)

$£P = £14,400$ (using
the commonly applied
rule that a Standard
Deviation increase in
performance is worth
40% of average salary)

Impact on the Bottom-Line

The figures:

- For one individual the estimated financial benefit of improving psychological wellbeing by a conservative amount is **£1,201**
- Making these improvements for just 15% of those in the sample equates to a productivity increase worth **£468,390**
- Making these improvements for 15% of those in the company's workforce of 34,000 people equates to a productivity increase worth **£6.1million**
- Making these improvements for 15% of the UK working population equates to a productivity increase worth **£5.6billion**

That's enough to:



OR...



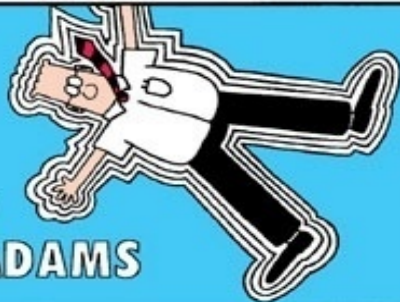
**Pay the wages of
243,000 nurses**

**Buy 21,500 Lamborghini
Aventadors**



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Groupwork Exercise

slido.com L329

- 1. As a leader how do I create the right kind of culture to enhance the wellbeing of my staff?** *[Gather points on post-its, nominate a Chair, they submit three most popular ideas]*
- 2. In my own life, Monday-Friday, what makes a good day for me and what makes a lousy day?** *[Gather points on post-its, nominate a Chair, upload all examples of good/lousy days]*