

Best Mental Wellbeing in the Workplace Strategy: SME

Winner

Enginuity Group



This award recognises workplaces with fewer than 750 employees that have implemented an exceptional strategy to strengthen mental wellbeing in the workplace

As a small (around 100 employees) charity with a fully remote workforce, Enginuity knew the challenges working from home can present. So when Covid-19 hit, the organisation accelerated its focus on mental wellbeing so it could support staff quickly during this difficult time.

Enginuity's strategy takes a holistic, proactive and preventative approach to wellbeing, and offers timely reactive support when colleagues need it. The strategy focuses on culture and leadership as the organisational enablers to wellbeing, while providing support and health interventions through the Employee Assistance Programme (EAP), occupational health, Mental Health First Aiders, and preventative training and toolkits.

Aiming to more fully embed wellbeing in the organisation's culture, in June 2022 Enginuity introduced a new employee survey, partnering with an employee voice platform called Hive. It introduced a "Wellbeing Index" measure, enabling it to take a temperature check of mental wellbeing across the business at a granular level, providing insight so it can focus efforts where they are most needed. Strategy targets included: attendance of at least 97%+; Employee Engagement Index scores of 7.0+; Wellbeing Index scores of 7.0+; and EAP use rate of 12%+.

Using the Hive platform helped Enginuity measure employee wellbeing down to team

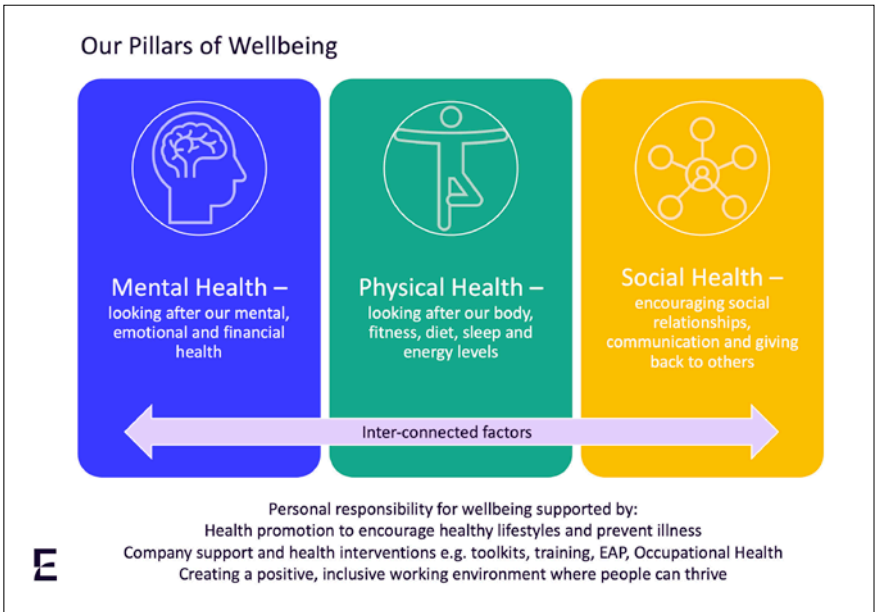


level through annual/pulse surveys, talk to colleagues about the results and target interventions. All departments/teams are involved in survey feedback workshops, and action plans are "live" and discussed regularly by managers. Survey results are discussed at Enginuity's Employee Voice Forum, with direct feedback from Employee Champions about how people are feeling.

In addition, all managers receive mandatory mental health training with supporting toolkits, and the CEO's monthly business update includes a standing "wellbeing" item. Social connections and desk breaks are encouraged via walking challenges, which achieved an 18% sign-up rate, while Mental Health First Aiders run virtual mindfulness sessions and coffee and chat sessions.

Highlighting the central role of wellbeing in the organisation, Enginuity's corporate induction includes a section on wellbeing, with wellbeing discussions also part of monthly one-to-ones. The charity also





offers e-learning on resilience/mental health for all colleagues.

Achievements

Before Enginuity began using the Hive platform the organisation did not measure wellbeing other than through attendance figures and qualitative feedback. Hive has now enabled it to track the progress it is making. Enginuity’s summer 2022 survey showed promising wellbeing insight. In its December 2022 pulse survey, when compared with the annual survey in June 2022, the Engagement Index score increased from 7.0 to 7.4, while the Wellbeing Index decreased from 7.3 to 6.9. Having sight of this decline in employee wellbeing enabled managers to quickly react, discuss the reasons for the dip with teams and put support in place.

Enginuity’s EAP use level in 2022 was 23%, up from zero two years before when there was no trust in the service. With managers playing an instrumental role in promoting wellbeing in their teams, the positive feedback from Enginuity’s manager training was particularly encouraging. For its most recent training, pre-course 37.5% of managers strongly agreed they could confidently start a conversation with an employee about mental health; post-course this was 60%. And pre-course 25% strongly agreed they felt confident to tackle mental health stigma in the workplace; post-course this was 70%. ■

Judges’ comments

- ✦ Love this. When you look at the results, you get an understanding of the business benefits, which is the key to helping a business stick to it.
- ✦ The pre- and post-metrics are very compelling, and so is the proactive approach.
- ✦ I love that their approach was shaped by employee feedback and that they provided manager training, which is so important and too often overlooked

Highly Commended

→ Punter Southall Aspire

Shortlisted

→ Jami
→ Landor & Fitch