

THIS CAN HAPPEN.

2018

Tuesday, 20 November 2018
The InterContinental London - The O2



OFFICIAL
E-BOOK

WHERE COMPANIES ADDRESS MENTAL
HEALTH IN THE WORKPLACE



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The health of our business starts with the health and wellbeing of our employees. And at GSK this begins with our purpose – helping people do more, feel better, live longer.

The mental health and wellbeing of our people is important. Research shows that as many as 1 in 4 of us are likely to suffer from a mental health condition at some point in our lives (WHO).

There is stigma around talking about mental health, particularly in the workplace. At GSK we want to create the right environment for everyone to look after their mental health and wellbeing, so we are taking action to encourage conversations.

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Foreword

It has not even been two weeks since This Can Happen 2018 took place and we have been overwhelmed by the response to the event. The aim was to provide practical solutions that delegates could use when they returned to their places of work, and from the emails and messages we have received, we know that This Can Happen 2018 has had a profound impact on many of our attendees. We have been sent newly drafted action plans, commitments from delegates to start anti-stigma campaigns and plans towards working with management to start providing mental health training for staff – all practical solutions discussed on the day that have motivated delegates.

As a solutions-focused event, we are very proud to be producing this ebook, which offers highlights from the sessions and the ideas that were discussed. We would encourage you to share these with your colleagues, friends and even family, if you feel that any of the learnings could help improve their mental health.

Finally, we would like to thank all of the companies and their delegations who came to This Can Happen 2018. We are delighted that we have created a platform for you to network, learn and, most importantly, put solutions into action that make better work environments. We hope that next year you will return and share with us how you Made It Happen in your company.

Zoe, Neil and Jonny

Founders, This Can Happen

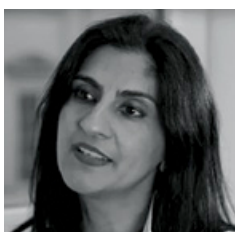
Advisory Editorial Board

This Can Happen delivered a new standard of speaker and panellist. Early Founder Partners were invited to join the Advisory Editorial Board to help shape the event and its agenda along with industry experts.

They suggested and helped create the framework and content of the event and inputted on the issues they felt would enhance and motivate the delegates experience.

The aim was that all the speakers would help to empower the delegations to return to their companies with new ideas to help support those with mental health issues and to provide them with the tools to disseminate what they have learnt. The Advisory Board met monthly in London.

Meet our Board



MONIKA MISRA

Monika Misra works at GlaxoSmithKline, leading employee Health and Wellbeing across Europe. She is experienced in developing global employee health strategies.



BARBARA HARVEY

Barbara is a Managing Director at Accenture where she leads Accenture's thought leadership on inclusion and diversity, with a focus on women and women in technology.



RICHARD STANBURY

Richard is responsible for Direct Line's Wellbeing Strategy which has mental health at its core. The focus has been on equipping colleagues to have the right conversations, implementing a network of Mental Health First Aiders and building tools and resources to help people flourish and thrive.



DANIE DU PLESSIS

Global Medical Affairs Leader, Mentor, Coach & Consultant. Danie was SVP, Head of Worldwide Medical Affairs at GSK. In this role, he was accountable for medical affairs and governance.



JAMES SKI

James Ski is a high-performing businessman who is Founder of Sales Confidence – the largest network of technology founders and sales professionals in the UK.



REBECCA GALUSTIAN

Rebecca is an accredited Cognitive Behavioural Therapist and has more than 15 years experience working as an individual and group therapist in a range of clinical settings including within schools, NHS and private psychiatric units, forensic services and rehabilitation centres.

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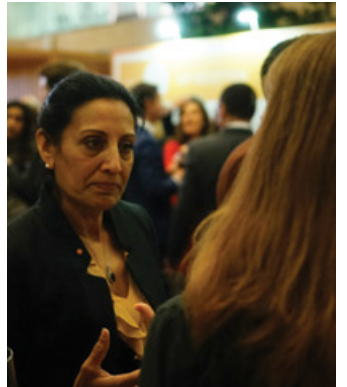
Exhibitors



Speakers' and Sponsors' Reception

Kindly sponsored by Coutts, a Speakers' and Sponsors' Reception was held in their London headquarters the evening before the conference. It was an opportunity for everyone involved to meet informally and network ahead of the main event. It enabled This Can Happen to say thank you to all of those people who helped bring the conference together. Hosted by Miles Kean and Michael Heyworth of Coutts, the 180-strong audience was entertained by Flo and Joan.







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MAIN PLENARY



BARBARA HARVEY
Managing director,
Accenture research



Mental health
is about all of
us, it's not a
minority issue.

The truth behind the '1 in 4' statistic - why mental health is not a minority issue

Openness and communication are the keys to tackling this issue

OVERVIEW

Barbara Harvey, managing director at Accenture Research, led a study on behalf of This Can Happen (TCH) surveying 2170 working men and women across the UK to understand more about how mental health touches peoples' working lives.

She reported that although mental health is coming into the open with 82% of individuals finding it easier to talk about it now than a few years ago, the TCH workplace survey highlights that it's still a taboo subject.

The study revealed some worrying statistics: 61% of individuals are reluctant to tell anyone at work about their internal struggles; half feel that it might affect their career; and around a third believe it would be regarded as a weakness.

Harvey cited findings from Thriving at Work, the 2017 independent review of workplace mental health led by Lord Denis Stevenson and Paul Farmer



which revealed only four in 10 organisations having policies or systems in place to support employees with common mental health problems.

There's also a strong business case for investing in the mental wellbeing of your workforce: employees are more likely to remain loyal to a company and mental health-related absences should start to decline if people are offered

the support they need when they need it.

The most commonly cited figure for those struggling with mental health problems is one person in four. Yet, according to this new research, nine in 10 of us are actually affected.

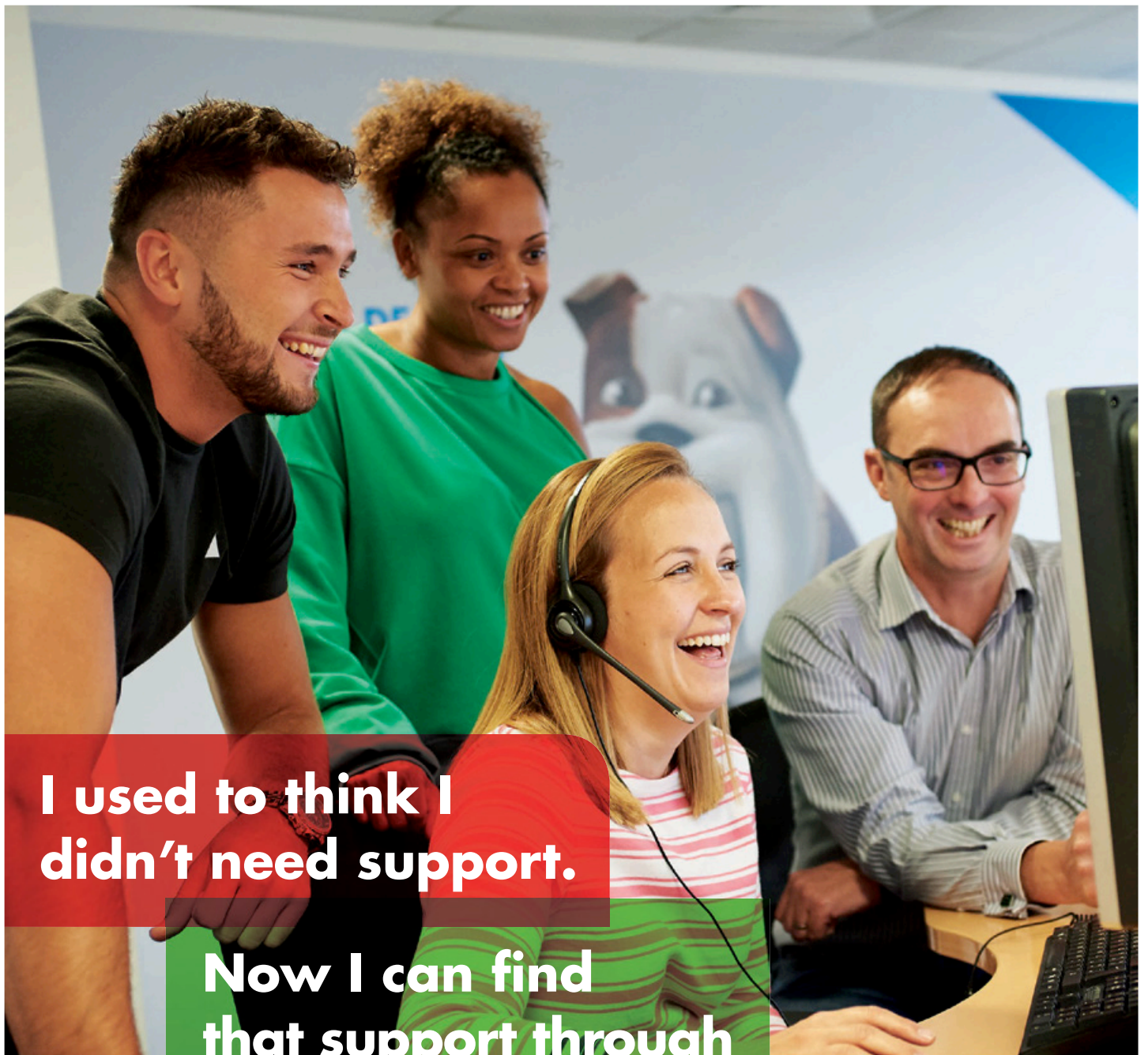
"Recognise that at work it's not one in four, it's everyone. Mental health is about all of us, it's not a minority issue," she urged.

KEY TAKE- AWAYS

1 Make it about everyone but this doesn't mean 'one size fits all' – everyone is different. Think about how to help employees be at their best – in heart, soul, body and mind.

2 Start a conversation, with senior executives leading the way. It has to start from the top down, but never dismiss the power of employees to really change the story around mental health.

3 Adopt the core mental health standards set out in the Farmer/Stevenson Thriving at Work report – it's like a sandwich: the top is the leadership, the bottom the support mechanisms and in the middle an 'allies' programme.



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didn't need support.**

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that support through
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MAIN PLENARY



MONIKA MISRA
Head of Employee
Health and Wellbeing,
Europe, GSK

**Different
people need
different things
at different
stages.**

How you can make it happen

There are a number of strategies as well as practical measures

OVERVIEW

To help stimulate new thinking around mental health within organisations, Monika Misra shared successful techniques adopted by GSK. All organisations can adapt these three key principles into their workplaces, regardless of size and what stage they're at in their journey.

The first was investing time in getting to know your employees in depth: age, gender, tasks they do, issues they face and root causes, in order for solutions to have the most impact.

Principle two was tailoring solutions focused on individual needs, as opposed to one solution for everybody. Misra said: "Different people need different things at different stages." GSK's flagship resilience programme had great uptake but the standard 2 day in-person workshop delivery method didn't work for everyone (like factory-based workers). In response the company decided to carve the programme into bite-sized chunks, train leaders



to deliver it and then bring the programme direct to staff (including virtual training options), versus asking people to travel to a workshop.

Her final point was around leadership endorsement and engagement: "You need to get buy-in from the top. Understand what motivates leaders, then speak their language of the different leaders' departments (e.g. HR, finance etc.) to outline how what you are trying

to do will help meet their business objectives."

For the first time GSK now has health and wellbeing embedded in its company strategy, demonstrating that they're a truly modern employer. "Every action we take has a ripple effect – it takes just one person to have that conversation," said Misra. "Be that one person and the ripple effect we make collectively will take us one step closer to ending the stigma." ●

KEY TAKE- AWAYS

1 Invest time in getting to know your employees – use company data to get information about your employees – personal information such as age, exactly what tasks they do, and the issues they face.

2 Know your audience, understand the problem you are trying to solve and create a programme that is tailored to the needs of the individual person – it's not just one solution for all.

3 Gain endorsement and engagement from the organisation's leadership: speak to them in a language they understand in explaining how a focus on mental health also helps to meet business objectives.

Goldman Sachs is delighted to support This Can Happen

**Empowering organisations to proactively support
the mental wellbeing of their people**

Working together, we see the potential in the world to create more. To turn big ideas into realities. To challenge ourselves to look ahead and make things possible.

While progress has been made in tackling the stigma that prevents people from seeking support for mental health conditions, there is more to be done. We are excited to further the dialogue with Jonny and Neil through This Can Happen.



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MAIN PLENARY



KARL SIMONS
Chief Health, Safety
& Security Officer,
Thames Water



There is no single initiative that will have a profound impact.

The cultural change that needs to happen

We must address mindsets and their influence in the workplace

OVERVIEW

For change to really happen, companies need to adopt a culture of care within their business.

"Listen to the silent voice of the majority," urged Thames Water's chief health, safety & security officer, Karl Simons. "All too often we listen to the vocal minority and that can provide us sometimes with the wrong type of steer. The best advocates of what we're doing are those coming forward. Independence comes from the silent majority voice."

Simons took to the stage to outline the robust steps Thames Water has taken over the past five years to ensure psychological health is a top priority, creating visibility in leadership and helping employees to feel empowered.

From arming managers with the right knowledge, keeping up to date with standards and compliance, benchmarking and supporting wider campaigns, he said that "there is no single initiative



that will have a profound impact". He encouraged others to follow suit and "engage towards creating the right inputs to get the right outputs".

He discussed how Thames Water has been using virtual reality in its health education courses. Visual and sound effects stimulate the senses that transform the experience. This initiative was highlighted by Lord Dennis Stevenson, co-author of the government-

commissioned 'Thriving at Work' review of mental health and employers, as "one of the most impressive and practical approaches" to improving mental health in the workplace.

Simons also encouraged businesses to see the wider picture and share knowledge and expertise. "If your organisation is doing something great, share it with others so they can learn. Aim at being a one-stop shop for mental health." ●

KEY TAKE- AWAYS

1 Competency upskilling
- set your strategy with the aim to increase the visibility and profile of mental health in the workplace and arm your managers with the right level of knowledge in mental health education

2 Share illustrative stories
- create a culture of care within your organisation, share with others and stimulate your promotional stories in a range of creative ways (videos, internal magazines) to get the right response.

3 Have the right professional support services model in place: right intervention, right time, right outcome. Make sure the opportunity is there for those in HR / health & safety teams to ask the right questions.

BREAKOUT ROOM 1

FACILITATOR



TERRY STREATHER

Director and Head of Training, Oakwood Training

PANEL

ANDY LATHAM

Head of Health, Safety and Wellbeing, Next

SUSAN BRIGHT

Regional Managing Partner UK and Africa, Hogan Lovells

NICOLA FORRISTAL

Chief People Officer, Havas

MATT TAYLOR

Senior Manager, Jaguar Land Rover



Starting the journey, how to overcome barriers & implement an effective mental health strategy

It can make sense for an organisation to look at the whole picture

OVERVIEW

The panel explored issues around how an organisation can create an effective mental health strategy for its workforce.

As cited by Terry Streather, 49% of all working days lost in 2016 and 2017 can be attributed to stress, anxiety and depression. The three main reasons behind these issues were cited as: a lack of support from managers; workload pressures; and having to deal with aggressive or combative clients. Mental health is the primary cause of long-term absence, but only 40% of organisations were reported to have a mental health policy in place.

The head of health, safety and wellbeing at Next, Andy Latham, said that his organisation's health and



Only 40% of organisations were reported to have a mental health policy in place.

safety policy had somewhat sidelined 'health', with little strategic connection to wellbeing. Hogan Lovells' regional managing partner UK and Africa, Susan Bright, suggested that despite having an excellent safety net for when things went wrong, her firm needed to do more at the front end to catch problems early.

Havas chief people officer Nicola Forristal also talked about the more proactive

approach of launching an 'inclusion charter', and training employees to be mental health ambassadors.

Jaguar Land Rover senior manager Matt Taylor felt that, in manufacturing, it was important to focus on the right thing for teams. It makes sense from a business perspective to ensure employees are functioning to the best of their ability, however they work.

Taylor launched the process in his own company with a video in which he spoke about his own experiences, for which he received a huge response.

"The power of telling stories is immense," said Bright, talking of how she had found men to be less engaged than women,



until one high-performing man at her organisation spoke out. Her firm prints important wellbeing support links and phone numbers on security passes, and has recently brought its counselling service on-site, and employees can self-refer for this. "At the beginning, there were individual chronic issues," she commented. "Now that's all gone and everything is fresh – I think that's a transformative culture change."

In order to get a charter passed, Latham felt he had to go to the top to

get permission, so he approached managers with a comprehensive 12-month draft charter of what he wanted to achieve, focusing on nine different behaviours.

Looking at common objections, Taylor said metrics around safety and wellbeing encouraged progression, as "manufacturing guys love measurement".

Meanwhile, Forristal felt that lack of time discouraged staff from volunteering as mental health ambassadors. She

continued by discussing the importance of "bonfires" (constant open discussion) and "fireworks" (initiatives and events), while Bright talked about tailoring language to best suit different audiences.

"It's not as if you arrive, you fix it and you're done," said Taylor. "It comes and goes, so it's important that a holistic approach is always there." It's also important to acknowledge previous mistakes, Latham concluded, and to admit that there is a problem that the organisation is working towards changing. ●

KEY TAKE-AWAYS

1 Look within your teams, employ a holistic approach, reassess the dialogue and talk to people on different levels.

2 Sign up to be a mental health first aider and develop a workplace mental health charter so there is a written degree of accountability across the organisation.

3 Constant, open discussion helps to keep the issue alive.

MAIN PLENARY

FACILITATOR



TINA DAHELEY

TV & radio journalist,
BBC

PANEL

HRH THE DUKE OF CAMBRIDGE

EDWARD SIMPSON

Retired Police
Sergeant

JUSTIN WOOLEN

Sales Manager, Cisco

DR ELLIE CANNON

GP and Author



HRH The Duke of Cambridge joined a panel to discuss experiences of high pressured working environments

The national conversation about the issue is changing

OVERVIEW

His Royal Highness The Duke of Cambridge addressed a packed conference as part of a panel discussion on mental health in high pressured working environments, sharing about his own experiences for the first time. Prince William is one third of the royal trio spearheading 'Heads Together,' a campaign aimed at changing the national conversation on mental health.

Retired police sergeant Edward Simpson spoke about his experiences with suicidal thoughts and depression triggered after hearing a mother's scream



Ask the question. How are you doing? Because you never know, that person might be driving to work wishing they were dead.

on the job at the sight of her child. After all the years of training he'd had, he felt worthless as a policeman because he'd let his shield down.

He was later met with a round of applause from the audience when he encouraged employers to be more proactive. Simpson said: "Ask the question. How are you doing? Because you never know, that person might be driving to work wishing they were dead. That could save a life."

Prince William then added, "It's about having this shield that can't be penetrated." He shared about how he "never thought" his career would affect him "too much" but especially after becoming a father, this changed. Working as an air ambulance pilot he found himself "several times on traumatic jobs involving children"



"The relation between the job and the personal life was what really took me over the edge. And I started feeling things that I've never felt before. And I got very sad and very down about this one particular family...You don't want to share with loved ones - if you don't have the right tools at work, that's where things can get bad."

Cisco's Justin Woolen spoke about being a sales manager working in a highly pressured environment with ambitious sales targets. He'd reached a tipping point with his mental health before his manager encouraged him to access an employee

programme that provided the counselling he needed.

For Dr Ellie Cannon, she struggled with her mental health while coping with a family member in hospital whilst managing her high-pressure job. When urged to seek therapy by a senior mentor, Cannon was initially against it due to feeling "shame and stigma." "It felt like a weakness but actually it was a great starting point for me with my mental health."

Ellie's advice for mental resilience is based around relationships (personal or workplace). "That should be your biggest investment - in

your social scaffolding."

"The most important thing is being able to talk about [mental health] in a culture of openness and understanding. Good line managers, good family members being able to notice it, see it in you and draw it out. It's understandable for those who work in high pressured environments" said the Duke.

The Prince urged the audience, "We need to applaud the fact we're having this conversation. We need more leaders, more voices in the workplace standing up and saying they have been there and done that." ●

KEY TAKE-AWAYS

1 Be aware of your own mental wellbeing. Simple things, such as taking a walk to get some fresh air, eating and sleeping well can make a big difference. Invest time in talking with others. Have a coffee regularly with a colleague or mentor. Relationships should be your biggest investment, your social scaffolding.

2 For employers, make sure you want to address mental health in the workplace because you genuinely care, not just to tick a box. Show that you are proactive in your approach. Don't always sit and wait for someone to come ask for help.

3 If you want your people to achieve great things, you have to look after them. Keep an eye on hours worked. If employees are working at the levels you want them to, you have to invest in them, in their minds, and give them the tools they need.



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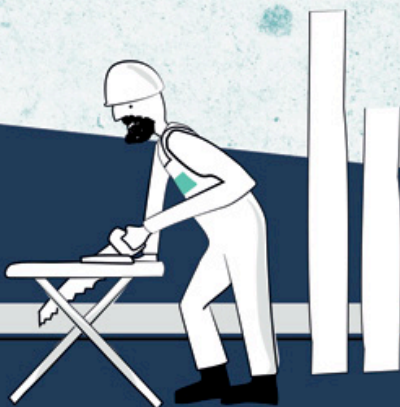
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MAIN PLENARY



MARCUS GARDINER
Independent
Technology Expert,
Software and Winston
Churchill Memorial
Trust Fellow

Technology and workplace mental health

We live in a digital world that can offer different types of solutions



We need to
use principles
and not
prescriptions.

OVERVIEW

Marcus Gardiner put forward the case for UK businesses to invest in digital mental healthcare.

He started by explaining the potentially overwhelming map of digital solutions, including: wearables, virtual reality and analytics; digitised screening and therapies; and peer support communities. He urged that the solutions that apply most to the workplace can be distilled into 3 categories: portals, gateways and marketplaces;

comprehensive wellbeing platforms; and teletherapy applications.

His advice to employers, "Focus on the mental health outcomes of solutions: their ability to deliver education, screening and care; not the technology." "There is no one or three solutions that will work for all. You can't just look at clinical proof. We need to aim to make mental health easier to look after." Gardiner argued that effective implementation is a critical factor: solutions need to be championed at all levels, and as part of a

holistic wellbeing initiative.

Importantly, in raising the case for digital mental healthcare in businesses he posed that understanding the benefits and challenges "is where the magic happens. For technology to provide real value, it needs to solve some of the key challenges we see in workplace mental health."

In early December, Marcus Gardiner will be publishing his report on Workplace Digital Mental Healthcare with the Winston Churchill Memorial Trust. ●

KEY TAKE- AWAYS

1 Focus on mental health outcomes of digital solutions-their ability to deliver education, anonymity, screening and care-not just the technology.

2 Digital solutions need to be championed at all levels of the business as part of a holistic wellbeing initiative.

3 Aspire to have a real impact by going beyond education and awareness to provide anonymised digital tools for the employees who really need it.

BREAKOUT ROOM 1

FACILITATOR



POORNA BELL

Author and journalist

PANEL

CHÉ DONALD

Vice-Chair Police Federation of England and Wales

ANDREW CLARKE

Chef Director, St Leonards & Brunswick House

JAY HARVEY

Partner, Aon



Men and mental health

A male-dominated culture makes it harder for sufferers to seek help

OVERVIEW

Statistics show that male employees are less likely than their female colleagues to seek support when experiencing a mental health problem.

Author and journalist Poorna Bell, who lost her husband to suicide three years ago, chaired a panel in front of an audience, including His Royal Highness The Duke of Cambridge, on what lies behind these figures and on some practical solutions to better support male workers.

Police Federation of England and Wales vice



With more conversations, men are more ready to ask, “Are you ok?”.

chair Ché Donald opened by discussing how male police officers who deal with trauma on a daily basis are culturally conditioned to believe that allowing it to affect them is a weakness. Getting over that mindset is a big issue in a male-

dominated culture. Aon partner Jay Harvey spoke about how “breaking through the shield” is a similar challenge in the insurance industry.

St Leonards and Brunswick House chef director Andrew Clarke brought the subject to light in his industry – hospitality – with an Instagram post about his mental health. “Men contacted me, saying: ‘You’ve said what I couldn’t say.’” Clarke is keeping the momentum going through the ‘Pilot Light’ campaign, due to launch next year, which includes a website that will offer mental health support for hospitality workers.



Harvey said that although his company does not take a gender-specific approach to mental health, the first person to speak out on the subject was a senior male employee in a company blog. This went on to be the foundation for many other male (and female) staff speaking out about their own experiences in 'This is me' videos which the company made with a budget of just £500. It also resulted in a staff-led mental health awareness group.

Donald added, "We're under scrutiny for budget, trying to do more than ever with

less." He offered cost effective solutions, such as free resources offered by national charities, a grant to develop a workplace app, and "...really simple stuff, like storytelling of our local and national mental health champions with signposting offered off the back." These initiatives are "...now being replicated through other force areas."

The argument is sometimes that there is not time to tackle mental health issues, but Clarke also said organisations need to make time for prevention, and suggested regularly sitting

down with staff to see how everyone is. He also felt it was crucial to nip male bravado in the bud and to be mindful of staff not working too hard.

Donald described how, if the media picked up on police officers receiving mindfulness training, negative connotations could lead to a lower take-up.

The panel agreed that speaking up has a snowball effect. Donald concluded by saying that, with more conversations, men are more ready to ask: "Are you ok?".

KEY TAKE-AWAYS

1 It's useful to remember that men have been culturally conditioned not to speak up, so put a men's mental health support network together or encourage male staff to volunteer as mental health first aiders.

2 Look at your organisation's health suppliers and check whether there is support that is already being paid for but not receiving much uptake from male staff, such as with an EAP programme. Ensure all staff are aware of free mental health support available to them.

3 Nip male bravado in the bud, regularly sit down with all staff (whether they like it or not) to ask people how their doing.

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BREAKOUT ROOM 2



MANDY SALIGARI
Clinical Director and
Founder of Charter
Harley Street

No Addicts here! Dealing with addiction in the workplace

Challenging behaviours are a vulnerable person's way of coping

OVERVIEW

This session looked at the 15 manifestations and 12 core characteristics of addiction, noting it as a self-medication against the pain of feeling vulnerable, adding what can be done in the workplace in terms of intervention and practical solutions.

Charter Harley Street: Outpatient Drug Rehab Centre was opened in London in 2008 by Saligari, herself a recovering addict. She believes symptoms can be controlled by what she calls 'turning off the gas', as they stem from patterns picked up during childhood or adolescence. Addiction is a mental health condition and must be treated as such: it is a defence against vulnerability in which people create versions of themselves to avoid being 'seen'.

Among the 12 core characteristics of addiction identified were control, shame, isolation, obsession and compulsion. The symptoms manifest themselves in a wide variety of ways: in the misuse of



drugs and alcohol; food (under and overeating); sex and love (attachment and intimacy disorder); money – for instance, gambling and work; co-dependence; self-harm; obsessive-compulsive disorders; exercise; shopping; screens; caffeine and nicotine. All of these enable temporary disassociation from the individual's own issues.

Examples of how to look after yourself and tools to use were given and how

best to apply these into a workplace context.

Staff seeking support for addiction can be referred to professional help for cognitive behavioural therapy (for controlling the symptoms) and eye movement desensitisation and reprocessing (a trauma based type of psychotherapy to break the patterns).

Saligari has written a programme and model entitled Proactive Parenting, which is to be published in 2019.



In the workplace, it is essential to be on the lookout for changes in behaviour.

KEY TAKE- AWAYS

1 Addiction is a mental health condition and must be regarded as such in the workplace.

2 Be on the lookout for changes in behaviour. Spot patterns: in absences, lateness, avoidance, low mood, physical symptoms, conversations around dramas. Be brave, talk to the person when you notice patterns.

3 Create a supportive workplace culture and group forums for sharing experiences.

MAIN PLENARY

FACILITATOR



JAAN MADAN

Head of Commercial,
MHFA

PANEL

NEIL LONGDEN

Area Flood & Coastal
Risk Manager, North
& East Yorkshire
Environment Agency

ALISON GARBUTT

Head of Strategic
Projects, WHSmith

JESSICA CARMODY

Principal Adviser,
KPMG



Line managing mental health

The right training has to be in place for those on the front line

OVERVIEW

Mental Health First Aid's Jaan Madan introduced the session echoing fresh research released by Accenture and This Can Happen in the morning session, "Half of all workers today are concerned or worried about disclosing mental health issues because of the impact it might have on their careers." Line managers undoubtedly play a central role in this conversation as workers must feel confident to be able to seek and receive support when they need it.

Alison Garbutt of WHSmith spoke of her team's success in getting board buy-in to match the number of physical and mental health first aiders across the business and to train all line managers to be mental



Tell stories,
create awareness.
As a leader,
it's important
to be seen and
appreciated.

health aware. "Management level staff are now 90% trained across both physical and mental health first aid, and around 1 in 10 are now mental health aware. Initial employee engagement results have shown that three-quarters are now confident about speaking to their line manager about mental health if it is affecting their work. And over 80% of line managers would feel confident in supporting a

member of their team who was suffering from mental health."

Jessica Carmody from KPMG described her organisation's comprehensive wellbeing strategy, "We looked at data around reasons for absence and why people felt they didn't have the right knowledge or skills to manage people with mental health problems effectively. Often the first person you go to when you need support is your line manager. We asked line managers where they see those knowledge gaps to gain broad qualitative and quantitative data, then translated the outcomes into core training actions to help them perform their roles more effectively."

Neil Longden of North & East Yorkshire Environment Agency was nominated



by peers winning a line manager award at Mind's 2018 Workplace Wellbeing Index Awards. When asked about what allows him to effectively support his team's mental wellbeing he said, "Initially I thought it was all intuitive but as I reflected on it, I thought about fantastic role models. I'd taken what they'd done, putting people first, thinking about individuals. That's enabled me to grow myself as a line manager."

"The most valuable training

I received was in emotional intelligence, which helped me to focus on people more and more over my career. As a leader, it's important to be seen and appreciated. That has impact and generates a bit of momentum."

Carmody, also a recipient of a Mind Index Award as a mental health champion, brought the discussion back to a matter of consistency from the top down. She urged leaders to speak to their teams about mental

health in real terms: "With our code of conduct we have a very consistent message about people management responsibility. These are one of the key things we're working on and we're driving the messaging consistently."

"As a manager, sharing your own experiences makes it okay to allow people to open up. Spot the signs where people are struggling and ask the question, to be able to lead your teams better," urged Longden. ●

KEY TAKE-AWAYS

1 Save yourself time and resource by finding externally accredited resources that work for you. Don't start from scratch. Learn from other organisations, to help speed up your efforts. The Royal Foundation's Heads Together/Mind collaboration, mentalhealthatwork.org.uk is an excellent resource for managers or for employers starting their journey.

2 Regularly check in with your team. A simple question such as: "How are you today?" can begin the conversation that takes you into different places. Notice – look around and see what colleagues are feeling. Be aware that there may be lonely people afraid to speak out, just waiting for someone to ask.

3 Use a Wellness Action Plan with your team (available on Mind's website), it offers managers a way to start the conversation about mental wellbeing. Its thought-provoking questions help us to think about what we need to look after ourselves and for our managers to know how best to support us.

BREAKOUT ROOM 1

FACILITATOR



JOSCELYNE SHAW

Executive Director,
Mates In Mind

PANEL

MARTIN COYD OBE

Head of Health, Safety
& Wellbeing, Mace
Construction

STEVE FOX

Chief Executive, BAM
Nuttall

DAWN MOORE

HR Director, Morgan
Sindall



Get it right in the construction industry and you can get it right anywhere

The sector has taken the issue seriously, but there is still a way to go

OVERVIEW

Across the UK, construction companies have adopted successful staff mental health strategies. This session explored how the sector has achieved this, best practice examples that can be adapted across other sectors and challenges it's still facing.

Morgan Sindall HR director Dawn Moore became involved with the mental health agenda professionally as part of a wellbeing and inclusion programme. However, as a result of her mother's clinical depression, she'd already experienced first hand the effects of illness on work and family life.



Every day 12 men commit suicide, two of whom will be construction workers.

For Mace Construction's head of health, safety and wellbeing Martin Coyd OBE, he first stumbled onto the topic following the suicide of a fellow rugby league player, which led him to realise that the subject was never discussed in his working environments nor was mental health education covered in schools.

Moore felt that so much had already been done in terms of research and talking about the issue in the industry, and the question was now about translating that into practical measures that can create more impact.

She cited current industry stats, disclosing that 73% of construction workers say employers do not recognise the early stages of a problem, and 34% say they've experienced mental health issues in the past year. The issue is still highly relevant, she urged.

BAM Nuttall chief executive Steve Fox said in the case of his own organisation and staff mental health, change needed to start at



the top so they kicked off their company-wide mental health training programme by training the senior leaders first. He wanted it to permeate at all business levels, making the issue one that everybody felt they could openly discuss.

Coyd commented that there's been fear by company leaders to bring this topic into the open. The most successful mental health movement he's seen within a company was a joint venture between departments including HR, Health and Safety and Industrial Relations. It was successful because it

wasn't pigeonholed to one department.

But are there budgets for this? Fox said, if a calculation was needed, the cost of the time that's being lost due to poor mental health and what can be done to reduce this can be worked out and justified.

Is the industry getting it right? According to Moore, a great deal has been done in a small amount of time but more effort could be made in terms of prevention. Coyd quoted the statistic that every day 12 men commit suicide, two of whom will be construction workers.

Fox concluded it's still relatively early days in tackling the issue, the support across the industry is having the greatest impact at the moment, but there is a great deal more still to do.

Coyd then stressed that the sector already has a great track record of collaborating over safety and the collaborations that are happening now around mental health are a natural extension of that. "The construction industry can lead the way and change the UK," he concluded. "There is the huge potential for us to make a difference." ●

KEY TAKE-AWAYS

- 1** Roll out a company-wide mental health training programme. Start at the top training the senior leaders to show it's an inclusive agenda, then saturate at all levels. Invest in making it accessible for everyone across the business.
- 2** Don't pigeon hole mental health into one department in your organisation, you'll see the most success with this agenda if you have joint ventures across departments all equally committed.
- 3** Find organisations in your sector already doing great work to support staff mental health. Don't try to reinvent the wheel. Go to them for tried and tested solutions.

Mindful about the link between mental and financial wellbeing?

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of people claim that debt has negatively affected their mental health



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BREAKOUT
ROOM 2

FACILITATOR



DIANE DANZEBRINK
Menopause Wellbeing
Consultant

PANEL

SUSAN GEE
Group Occupational
Health and Wellbeing
Manager, Yorkshire
Water

KATIE TAYLOR
Owner, Latte Lounge

“
She actually
changed jobs
three times to
cope with her
symptoms.”

Menopause and mental health

Women should not have to face mid-life difficulties without help



OVERVIEW

There are many more women in their 40s and 50s in the workplace now than in previous decades, many of whom will go through the menopause without much advice or support. This session looked at ways employers can provide the best environment for these women.

Katie Taylor and Susan Gee highlighted their own experiences. Taylor's own perimenopause at the age of 43 was originally misdiagnosed as depression. She actually changed jobs three times to cope with her symptoms, before she was successfully

treated with HRT. She went on Facebook to find others in the same situation and promptly found more than 2,000 women. As a result, Taylor created the LatteLounge Facebook group, which now has 14,000 members. She regrets that at the time she had nobody to explain her brain fog, tears and panic attacks.

Gee highlights how Yorkshire Water has a specific strategy for mid-life women and how the company has put all managers and leaders through a mental health first aid course so that the signs of menopause can be reported and monitored. There are many women

who had gone from being well-performing and confident to struggling and weepy, so the occupational health department made this a key support area. The company made a film to explain the menopause; a self-help group was created and meets every month. She explains how she took the issue to Parliament and how the Advisory, Conciliation and Arbitration Service (ACAS) has developed a toolkit.

Yorkshire Water has created a culture so that the issue of menopause is normalised and that women are given a voice through in-house discussion groups. ●

KEY TAKE- AWAYS

1 Employers should create a tick list of symptoms for both managers and employees.

2 Employers should utilise the people already looking after staff within the company to create support materials and provide group help.

3 It does not need to cost companies much to put the support infrastructure in place.

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MAIN PLENARY



VINAY KAPOOR

Americas Head of
Diversity & Inclusion,
BNP Paribas

Mental health in the BAME and LGBT communities

Don't overlook the special pressures minority groups face



Diversity demographics are shifting... it needs to be on the radar.

OVERVIEW

One in nine staff will be LGBT (lesbian, gay, bisexual and trans); 61% of these have suffered from anxiety (more than three times that of the general population); and one in seven have been too afraid to seek treatment for fear of discrimination. More specifically with trans people, one in eight have tried to kill themselves and 46% have had suicidal thoughts in the past 12 months.

These shocking statistics provide a stark insight into the impact of hate crime and set the scene for BNP Paribas's Vinay Kapoor to

send out a rallying cry to organisations to address such issues in their mental health support systems in two often overlooked communities.

"Global society creates a stigma and a shame that leads [the LGBT community] to turn to alternative outlets to help medicate this shame," said Kapoor. "This is where workplace support needs to step in. We must also recognise that the workplace is often the only safe place. There is a duty of care, but it's also morally the right thing to do."

In the same way, companies should understand the

unique mental health challenges within the BAME (black and minority ethnic community), where mental health is not something that is openly discussed, due to the stigma within different ethnic groups.

Kapoor said: "Diversity demographics are shifting. Organisations need to be on the lookout and it needs to be on the radar. The journey from head to heart is the longest – how do we get the emotional mind as well? We all have mental challenges, it's about saying we've all been excluded. It's about the emotional buy-in, not just a box-checking exercise." ●

KEY TAKE- AWAYS

1 Build LGBT and BAME solutions into line manager training and healthcare policies. Talk to your staff as, unless you identify with them, you won't know what they are feeling. Simple words can have a huge impact.

2 Keep the message alive all year round. Don't just focus on things such as Pride Week; run regular roundtables and presentations to show them that support is there when they need it.

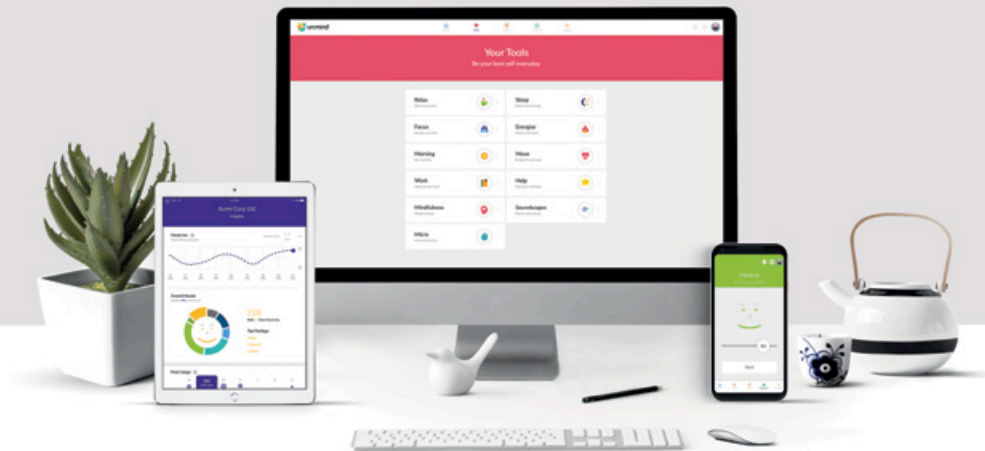
3 Take a stance and make a statement of support for these minority communities. Be fearless when it comes to deploying mental health solutions. Don't stick to the safe options but consider the full spectrum.



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BREAKOUT ROOM 1



HELEN UNDY

Director, The Money and Mental Health Policy Institute



DEBBIE BULLOCK,

Wellbeing Lead, Aviva



Money worries affect behaviour and the ability to work effectively.

Money and mental health – tackling the double stigma

There are practical measures to help financially struggling staff

OVERVIEW

Over half of UK employees say that money worries affect their behaviour and ability to work effectively. The Money and Mental Health Policy Institute director Helen Undy pointed out that people with mental health issues are three times as likely to be in problem debt. As well as the stigma around mental health, there is one around debt. But how are the two things linked? If you feel as though you have financial difficulties, it has a big impact on mental health at work – you are tired from losing sleep, plus there is increased pressure because you need the money more, but at the same time the work feels harder. If you take extended time off sick, you will be hit financially, which can cause more stress and affect your chances of recovery and returning to work.

So, what can employers do? There are three steps:

1. Build financial resilience through payroll saving schemes, helping manage debt repayments and signposting good practice



2. Making it ok to talk about financial difficulties at work, and making sure line managers are trained on where to signpost people for support about their financial wellbeing and related stress

3. Help once problems have set in: is sick pay generous enough? Is it flexible? If someone is not well, can you give them shorter hours and sick pay? Is information about their entitlement readily available?

Wellbeing lead Debbie Bullock discussed Aviva's efforts. Aviva offers financial

advice within work time, including seminars, as well as discount schemes.

All Aviva line managers receive compulsory training to make sure they are comfortable talking about mental health and financial wellbeing.

As well as 12 months' fully paid sick leave, income protection provides a financial payment after 12 months to help with solutions to get people back to work. Half the battle is making sure staff know they have access to so this should be a priority. ●

KEY TAKE- AWAYS

1 Don't make assumptions about people's financial situation.

2 Debt and poor mental health are often interlinked and need to be addressed together – create a culture where it's okay to be talked about openly.

3 Make sure financial wellbeing support resources are readily available with clear signposting.



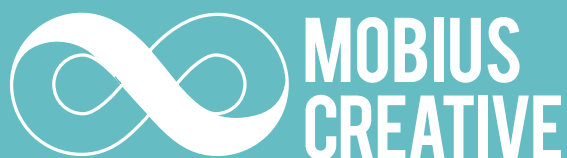
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We were honoured to be part of the amazing team at
This Can Happen 2018, a ground-breaking event highlighting the need
to champion mental health within the workplace.

Listening to those who told their personal stories and shared their
professional experience was powerful and truly inspirational.

Congratulations to everyone involved!

GEE IBRAHIM - CREATIVE DIRECTOR
gee@mobiuscreative.london | 07885 370 947

BREAKOUT ROOM 2



CARRIE BIRMINGHAM

Founder, Carrie Birmingham Consult Ltd



NICK BARNES

Chief Executive, National Centre for Suicide Prevention Training UK CIC



People wish they had done more to help the person who had died.

Suicide at work – an expert-led journey from understanding to managing the effect

It's the awful news that needs to be dealt with exceptional sensitivity

OVERVIEW

Carrie Birmingham and Nick Barnes shared their experiences of how most workplaces are relatively unprepared to help employees who are struggling with suicidal thoughts or to assist colleagues following the death by suicide of a co-worker.

In 2017 there were 6,213 suicides in the UK and Ireland, and British men are three times more likely to commit suicide than women. The age range with the highest suicide rate is 45-49.

Birmingham was the HR director at the Sun newspaper when she lost a colleague to suicide. The first thing she did was take care of herself and cry. She then shared with news with a few core colleagues, informed those who needed to be told within the company and prepared for practical and difficult questions from the family. Birmingham also created listening circles where



colleagues could be supported.

People feel guilty, wishing that they had done more to help the person who had died, and employees were encouraged to share their own experiences of mental health issues. Companies should also be aware of deeper patterns of what is going on within the organisation.

Barnes had suicidal thoughts as a teenager and became involved with charities, where he found

helping people helpful for himself as well, later becoming a teacher. He said he understands that most people who talk about suicide do not want their lives to end but the pain to stop. He believes that creating the conditions for people to feel all right to talk about suicide creates a culture change, and discussion creates courage and prevention. Training within the workplace is essential to be able to respond if it happens, but more importantly prevent it from happening at all. ●

KEY TAKE- AWAYS

1 Education and communication about suicide is vital.

2 A response plan and check list should be created by HR departments.

3 Although hopefully the response plan will never be needed, it would be sensible to refresh the procedure every so often.

MAIN PLENARY

FACILITATOR



DR DOMINIQUE THOMPSON

Student Mental Health
Expert and Director of
Buzz Consulting

PANEL

SHALAH AKHTAR Tax Manager, PWC

DANIEL CALLAGHAN
Social Media
Specialist, Thomson
Reuters

YVONNE SMYTH
Head of Diversity and
Inclusion, Hays



The young workforce – what they will expect

Stresses and pressures are different for those starting out today

OVERVIEW

In the 1970s, just one in seven young people went to university. Today, it's one in two; and one in four graduates will get a first-class degree. There is increasing pressure on young people when leaving university and entering the workforce for the first time. Throw other pressures around cost of living and job threats brought about by the rise in technology and, according to the the charity Mind, 40% of GP consultations are for mental health problems.

Fear of failure is creating a high pressure on an already-stressed generation – they have high expectations of themselves but also from their parents



They have high expectations of themselves but also from their parents and families.

and families. But mental health matters to this generation and they are confronting stigma like never before.

With mental health proving to be a very challenging area for these generations, how can businesses better support young

people as they move into the workplace? Daniel Callaghan from Thomson Reuters argued that businesses “need to talk about it more, raise awareness and create practical solutions” that fit with their values.

“The younger generation are feeling a tremendous amount of pressure,” he said. “This idea of perfectionism, they need to feel as if they’re perfect and that they have everything together. It’s all about image and how you look. This comes from fear of being judged.”

Callaghan went on to say that one of his organisation’s greatest measures of strength was that younger staff members



felt able to show their vulnerability.

For employers, it's about building a culture of trust and creating a culture where young people can feel comfortable about talking about it. PWC's Shalah Akhtar agreed that we "don't disclose because we can't always trust – young people need to feel empowered to have those difficult conversations early on."

Mental health is a challenging area for young people as they are starting out, and they are unlikely to disclose a condition that

is not severe. The dynamic is certainly changing and use of language is very important: to focus on wellness. Employers have an opportunity to allow young people to express their concerns by creating a culture of openness when it comes to mental health. The panel was in agreement that a key driver for young workers is company culture.

"When you talk about your culture around mental health in interviews, demonstrating that you are an inclusive environment goes a huge way in how potential talent will view

you," said Yvonne Smyth at Hays. "And if you don't evidence those points, there will be the assumption that actually you don't do anything about it at all."

"With some of the more visible and well-socialised characteristics – gender, LGBT (lesbian, gay, bisexual and trans) – there's a halo effect. If you're doing well in a certain space and you have something to talk about, there's an assumption that you're doing well in other areas as well. Young people look for signposts and that's a helpful way of showing what you are doing." 🍌

KEY TAKE-AWAYS

- 1** Build a culture of trust and transparency in showing young people that whatever they disclose, the organisation is there to listen and able to support that. Values matter and loyalty comes if they identify with you. Be prepared to offer flexible working solutions that allow young people to make time for medical appointments.
- 2** Create a talking culture. Embrace the power of storytelling and consider how language is used and its effect around mental health and productivity. Raise awareness and create practical solutions – which could include printing posters, having visible partners or senior people talking about and sharing their stories to create a positive impact on this generation.
- 3** Consistency in communication – you need to socialise this, be an ally, be a champion to get this going in your organisation. Make sure communication is consistent – let young people see what you are doing and that's what will nurture that culture. Don't take the mindset of younger people lightly – they know when you are being truthful.

BREAKOUT ROOM 1

FACILITATOR



SARAH RESTALL

Employer Engagement Manager, Time to Change

PANEL

LAURA HEARN

News Producer, BBC

LUCY FINN

Assistant Director People, Barnardo's

GLENN DUNN

Partner, Forsters LLP



Returning to work after absence

It's not just about illness, it's about staying well after recovery

OVERVIEW

The way an organisation manages a period of mental health sickness absence is key to shaping how well and how quickly people can return to work and get back to peak performance.

Time to Change employer engagement manager Sarah Restall, who hosted the afternoon session on effective approaches managers and HR staff can take to support staff, was able to speak from a position of authority having recently taken two weeks off due to anxiety.

The panel comprised: BBC news producer Laura Hearn, who had taken time off in 2012 because she was suffering from anorexia; Barnardo's assistant director



Your mental health condition is a part of who you are.

people Lucy Finn, who was surprised when she joined the organisation to discover that it did not deal well with its own vulnerable people; and Forsters' partner Glenn Dunn, who took ten weeks off from his law firm when he was diagnosed with severe depression and anxiety.

Hearn, who described some senior managers as "emotionally constipated", said that she was lucky to have had a compassionate boss at the time of her

sick leave, but that when she returned, she felt that colleagues were a little cautious of her. For weeks she sat behind a desk not being given any challenging work, until she took personal responsibility for getting out of the situation and forced herself out of her comfort zone by taking on a big project. She said: "A lot has to come from within, an organisation has to allow an employee to do that but also give them space to develop [when it comes to recovery]."

Looking at corporate responsibility, Finn said that it is important to discuss with an employee how much they would like their issue to be disclosed. "At Barnardo's we do quite a lot of work around giving person agency. How much do you



want to say? How much do you want the team to know? How can we support you?”. She suggests keeping aware through supervisions and appraisals. Keep mental wellbeing on the agenda so the manager and team are aware to normalise it.

Dunn explored resilience and accepting that your mental health condition is a part of who you are, recognising it as a challenge that is likely to reoccur throughout your life. He

suggested it’s important to change your relationship to it, to use it as an empowering tool. Such as when returning to work after absence, “Don’t do stuff the same as before, but think about making changes so you can have a sustainable return.” For him things like, “...being more organised, not trying to commit everything to memory and good preparation were ways that helped avoid anxiety that can happen from doing stuff

on the hoof.” “Mindfulness has also really helped me, I practice 15 minutes before leaving home in the morning. Without it my day will not be as grounded.”

For Hearn, writing a “gratitude list” before bed helps her retain her resilience. And she says, “No matter how down you feel, connections and relationships are essential. Hugs are more important than a message on WhatsApp.” 🍌

KEY TAKE-AWAYS

1 Employers should give a person returning to work after a mental health absence some thought. Ask: How much do you want to say? How much do you want the team to know? How can we support you? How are you managing your mental wellbeing and how can we support you?

2 Visit the 5 Ways to Wellbeing as a tool to assist in your recovery, be kind to yourself and make time for decompression after work days.

3 Don’t do stuff the same as before, think about what triggered you before and what changes you can make so you can have a sustainable return to work.

BREAKOUT ROOM 2



PROFESSOR NEIL GREENBERG
March on Stress



DAVINA MACDONALD RUSSELL
Senior Campaigns Manager, Home Office



Employees were facing high-profile challenges, such as the Grenfell Tower fire.

The evidence of workplace peer support

Our colleagues understand the pressures that we are facing at work

OVERVIEW

Studies show that peer support can be a critical part of a successful mental health strategy. Poor support can be recognised through absenteeism but also presenteeism – being present at work while ill.

Employees who face stress and trauma as part of their daily work, such as the members of the emergency services, need mental health support before they break down in obvious physical ways.

Prof Greenberg has created the TRiM system of training to identify and help those not only working in the front line, but also in senior and middle management.

This has also been adapted for corporate organisations: renamed StRaW (Sustaining Resilience at Work), it is a colour-coded system that provides training and skills for peer support.

The colour codes are green, yellow, amber and red. Green is healthy, yellow is reacting, amber is injured and red is ill. Peers are



used as psychological mentors and can use various tools to decide how to get the person back to green, for example with problem-solving therapy or basic relaxation techniques.

Macdonald Russell was at the Home Office when she discovered StRaW. Home Office employees were facing high-profile challenges, such as the Grenfell Tower fire and the Salisbury nerve agent

attacks. She wanted the organisation to take a more personal approach, so that instead of employees taking sick leave to deal with their mental health, they could discuss their problems confidentially at work

She then added to StRaW by developing a poster campaign, using images of pandas along with messages such as: 'Running on empty, need help planning the next step', 'Too much going on'? 🐼

KEY TAKE-AWAYS

1 Organisations need to create a "people plan" for peer support and recognise that fellow workers can offer vital help and understanding.

2 StRaW can be used by most organisations, not just those whose staff regularly face stressful situations as part of their work.

3 Be sensitive to employees' needs and respond accordingly.

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When it comes to mental health at work, our primary focus has been on

increasing the confidence of managers, leaders and frontline employees to raise concerns and talk about mental health and wellbeing with colleagues before it is too late.

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It's people's emotional response that really makes the difference.

Using the magic of drama, we take everyone back in time, giving Steve – with the active help of session participants – the chance to put things right and do better by Rob.

Along the way, participants have honest conversations, learn more about each other's experiences and views using electronic polling, and pick up practical ideas to try out. But it's people's emotional response that really makes the difference. Don't take our word for it – the science tells us that when we feel things it increases our engagement and opens us up to new ways of thinking and behaving. That's why we put feelings first for all our training and learning development sessions. It works. ●



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KEY TAKE-AWAYS

1 Shared group experiences exploring effective conversations around mental health and wellbeing best practice thus creating a common terminology.

2 Skills practice in a safe environment helping people prepare for moments of courage.

3 Empowering learning with practical actions which can be sustainably actioned back in the workplace.

MAIN PLENARY

FACILITATOR



SARAH HUGHES

Chief Executive,
Centre for Mental
Health

PANEL

GIAN POWER

Founder and Chief
Executive, TLC Lions

DR ELLIE CANNON

GP, Author,
Broadcaster

DR ALEX MORRIS

Behavioural Change
Psychologist, Mitie

RICHARD STANBURY

Head of Employee
Relations, Direct Line
Group



Employer v personal responsibility

Our expert panel discussed the limits to what employers can do

OVERVIEW

When an employee is experiencing a mental health problem, there is a fine line between what a company can offer in terms of support and what will actually make a difference to their recovery. It's important that responsibility is held by both the employer and the staff member.

The tricky part is in navigating the boundaries between employer and personal responsibility, including people who are suffering knowing when taking time out from work is the best answer and when it's not. GP and Author Dr Ellie Cannon said: "Even after one day off, it's very hard to climb back onto that



Work is good for people because it provides structure, routine, relationships.

treadmill... the reason that work is good for people is that it provides structure, routine, relationships – and paradoxically that's even the case if your work is stressful. Work, in the holistic sense, is good for people."

When people return to work after taking time off for their mental health, employers can provide

the option of reasonable adjustments to support recovery.

Gian Power of TLC Lions spoke of a personal tragedy he experienced while working at PWC, the murder of his father. "Life came crashing down before my eyes... It's important to have a workplace where your managers look after you and go out of their way to empathise and care. My directors went out of their way. This was the reason I realised my mental health was so important. You've got to take your mental health seriously – if you don't balance it effectively you don't know what could happen."

But the truth is as humans it's difficult for us to change



our behaviours, to try new things that will help support healthy mental wellbeing. Dr Alex Morris, a behavioural change psychologist at Mitie, said: "When humans decide on any behavioural changes, there are two processes happening: the slow, deliberative process that is information driven, but we also have the fast thinking automatic processes going on.

Many organisations are going for the slow part [when designing wellbeing support] as if we're all rational. As employers, we need to think about

how we can start tapping into people's automatic processes, changing our environment to support individuals to adopt [new behaviours]. For behaviour to change, people need to be doing things over and over again on a regular basis."

Thinking about a consistent reward which could motivate people's automatic processes, the panel suggested introducing the wellbeing or green hour. It's a gift that employers offer staff, an hour every week to do something for their wellbeing. People could

take their hour to go for a walk. Organisations need to cost it out and factor it in. "Give someone one wellbeing hour and get 5 back in terms of long-term productivity."

"Employers need to find a way that works for them and resonates within their organisation, rather than taking it off the shelf and just dropping it in... What can we all influence? How we can respond to things. If individuals start to be caring, the organisation becomes more caring" said Richard Stanbury of Direct Line Group. ●

KEY TAKE-AWAYS

1 Leaders need to be more human at work, to show genuine empathy and care. People will become more loyal, show respect and you will get that in return.

2 To build compassion and empathy around mental health in a workplace, storytelling is so important. Encourage people to share their stories. When you listen, it ignites emotions and compassion and encourages others to share and seek support.

3 Think about what incentives employees need to adopt sustained healthy behaviours. For behaviour to change, people need to be doing things on a regular basis. Offer staff an hour of working time every week to do something that will help their mental wellbeing, e.g. yoga, going for a walk.

BREAKOUT ROOM 1

FACILITATOR



PAULETTE COHEN

Director Diversity and Inclusion, Barclays

PANEL

DR MARIANNE DYER

UK and Mediterranean Health Manager, Shell International

SARAH BODDEY

Chief Diversity & Inclusion Officer, EMEA & APAC, Northern Trust

ANDY CROXFORD

Deputy Director, Environment Agency



Key learnings from workplace mental health journeys

Take advantage of other organisations' experience and expertise

OVERVIEW

Representatives of four large companies who have been trailblazers in workplace mental health sat down to discuss the challenges they have overcome and the key factors that have contributed to the success of their mental health strategies.

Shell International UK and Mediterranean health manager Dr Marianne Dyer talked about the company's comprehensive wellbeing resilience programme. It recognises the stress we all inevitably face in our lives and proactively helps to prevent people becoming ill. "There are 14 resilience modules that



Everyone has a part to play in helping the agenda move forward.

can be delivered by non-specialists, anybody who can facilitate a meeting can run a resilience session anywhere. We encourage people to use their own language, so it resonates with their teams/working environments." The take-up at Shell has been excellent and it has also gone out to 400 shipping partners, with a very clear message

that in two years this will be considered the normal approach to resilience.

Shell's "clever scientists" did a great deal of work to investigate engagement scores, which has shown the programme has had a statistically significant impact.

Cohen spoke of Barclays' ground breaking 'This is Me' campaign co-created with the Lord Mayor of London, based on digital storytelling of experiences staff members share about their own mental health. It started with 9 colleagues wanting to tell a story, to bring their whole selves to work and there has been a groundswell since. By the end of the 2018 the



campaign will have over 500 organisations involved, reaching over one million employees.

Northern Trust's Sarah Boddey has recently added Mental Health First Aid to her strategy. She said that many line managers have never received such training and believes it should be mandatory and then made accessible to everyone else. "It's so relevant," she said. "I've yet to meet someone who hasn't got some experience of or connection with mental health."

In order for an organisation to invest in mental health, a return on investment

needs to be seen; however, Boddey claims the impact can be seen by talking to a range of different people in a qualitative way. "Mental health is about being human," she added, "and humans are complex."

The Environment Agency focuses on building a culture around openness, awareness and de-stigmatisation. Andy Croxford agreed that training for line managers should be mandatory, giving mental health the same status as safety. "Expectations of line managers have changed within the organisation," he added, "they are

expected to do people management and their performance is being assessed in part by how they do this. The permafrost is melting because people not working in this way start to stand out."

Croxford reinforced that mental health is not an "initiative" but a "culture." "Our CEO put out a message encouraging staff to complete the Mind Index survey this year." It's a sign that mental health is now embedded in the organisation's culture.

Everyone has a part to play in helping the agenda move forward. ●

KEY TAKE-AWAYS

1 Listen to employees so everyone can learn together.

2 Mental health is about being human and humans are complex – measure success in a qualitative way.

3 Look at culture, prevention and intervention – in that order.

BREAKOUT ROOM 2



**HE MS, JANICE
CHARETTE**

High Commissioner
for Canada to the UK
and Northern Ireland



GLEN RIDGWAY

Divisional Director,
Global Health, Safety
& Environment Centre
of Excellence, Jacobs



Stigma is being
reduced in
Canada and this
is a time for hope
and optimism.

Taking it global

What can we learn from what's happening in other parts of the world?



OVERVIEW

High Commissioner for Canada Janice Charette explained that in her country workplace mental health was a priority. The government has looked at ways of supporting companies to improve it, such as forming the Mental Health Commission in 2007. This created a national standard on psychological health and safety with voluntary guidelines. In 2016 a workplace mental health strategy was devised to help organisations create their own individual approach.

She referred to Bell Canada, which found that many of its staff with mental health issues were not asking for

help. Bell created its Let's Talk campaign, which has so far raised more than C\$93.4 million to promote good mental health. Stigma around mental health is being reduced in Canada and this is a time for hope and optimism.

Glen Ridgway described himself as the 'director of happiness', overseeing the mental health and wellbeing of 77,000 employees at Jacobs. He has created a strategy for training and awareness to build resilience support systems. Its backbone are teams of mental health 'champions' who provide a primary point of reference for information and resources and are trained to signpost

colleagues to professional help if required. The programme was launched in 2016 and there are 11,000 champions worldwide. The most challenging issue, however, is how to deliver the message across cultural boundaries. Glen cited Canada, India, Chile and Poland as examples of places where the strategy has had to be adapted.

He insisted that a plan needs to be created by every organisation. The leadership should buy into making mental health a priority issue: it should be normalised, an everyday issue. If the leadership is resistant to this, he suggested addressing the safety element. ●

KEY TAKE- AWAYS

1 Mental health does not discriminate; it matters to everyone.

2 A successful model will take the specific needs of a workplace and its employees into account.

3 Create a network of champions. Colleagues are an excellent source of support and understand the pressures and needs of their co-workers.

MAIN PLENARY



VICTORIA MILLIGAN
Marketing and
Communications
Director, Dentsu Aegis
Network



The light at the end of the tunnel

The closing message focused on hope and human resilience

OVERVIEW

You could almost hear a pin drop in the main auditorium as Dentsu Aegis Network's Victoria Milligan bravely took to the stage to reflect on the horrific speed-boating accident in which her husband and eight-year-old daughter were killed, and she lost her left leg.

Wrapping up a day of inspirational discussions at This Can Happen, Milligan addressed a stunned audience of delegates to share her story of hope, inspiration and resilience, and explain how small

changes made such a huge difference to her as she overcame this tragedy.

"I know a lot about how life can change plot so quickly. The trajectory you thought life was going on being taken away from you in a split second. That was gone. The pain of grief and loss took hold. Time took on a whole new meaning. But time doesn't stop and you have to find a way to cope with the challenges thrown at you."

Her big challenge was in accepting that a perfect storm of events had led to this tragedy, but she found

comfort in hearing stories from other people. This, and her instinct to survive, helped her get through the stages of grief, move forward and then find the tools and strategies she needed to set small, achievable goals.

"When awful things happen, the support is there. We can all learn to be resilient – it's a constant. I want to go back, but I know now I can cope. It's human survival instinct. Every challenge we're going through, we've all got the power to survive it and are able to cope with what life throws at us."



When awful things happen, the support is there...

KEY TAKE- AWAYS

1 Set small, achievable goals. Have something to look forward to and learn to appreciate the small frequent hooks of joy. Be kind to yourself – self love/self care is important. Eat well and exercise.

2 Be brave, open up, talk about your emotions – it's so important. Sharing is one of the most important things we can do. Being a friend is giving as much as you are taking.

3 We can all personally inspire other people, so share your story. That will make other people want to share their stories and nothing is more rewarding than helping others in their dark times.

Phygital and Thames Water's mental health virtual reality training

Technology is offering a fresh and effective approach to educating and building empathy around mental health for staff

EXPERIENTIAL

Peter Gardiner, director at Phygital, said about the sessions they led at This Can Happen, "We were delighted to be invited to present the VR Mental Health Awareness Training we developed for Thames Water. We ran three half-hour sessions over the course of the day with our Virtual Reality Sync System. This allowed 18 delegates at a time to simultaneously experience the programme, after which we had a short

Q&A session. We received some fantastic feedback over the course of the day, making it a valuable and productive experience for all involved."


The training has helped Thames Water reduce work-related illness absence by more than 75% in the past five years. Karl Simons, its chief health, safety & security officer, said the company's ground-breaking technology has been "a revelation" in combating stress-related sickness.



One of the most impressive and practical approaches I've come across.

Thames Water was featured as a case study in the UK Government's independent review of mental health

and employers by Lord Dennis Stevenson and Paul Farmer, called 'Thriving at Work' and published in November 2017.

Lord Stevenson said: "The approach being taken by Thames Water using virtual reality to improve mental health in the workplace is one of the most impressive and practical approaches that I came across when Paul Farmer and I were producing our report for the prime minister." 



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KEY TAKE-AWAYS

1 Thames Water Virtual Reality Mental Health awareness programme has helped to reduce work-related illness absence by more than 75% in the past five years.

2 Phygital's Virtual Reality Classroom Sync System easily lets non-technical trainers deliver VR training programmes simultaneously to multiple headsets.

3 It's a cost-effective, easily expandable virtual-reality training solution.



Experiencing at first-hand what others may be going through

An immersive audio tool allows listeners to discover what mental ill health can feel like

EXPERIENTIAL

Headtrip aims to build empathy for mental illness and support for mental health.

A team from S.I.D.E (Social Innovation Diversity Education) Projects, which creates training and innovative structures for change, delivered their Headtrip immersive audio tool at This Can Happen 2018.

Headtrip places the listener at the centre of an intense mental health experience, to create a space for

empathy and discussion. It was co-designed with specialists from King's College London and nine people with experience of depression.

This experiential session was taken up by around 80 delegates, who were guided by the Headtrip team through the session and encouraged to share in a post-listening discussion. The Headtrip team took the opportunity to also explore the potential of immersive audio in the workplace.

One listener said: "This is a very moving recording

It can be overwhelming, but comforting to know I am not alone.

that captures my own experience of mental illness perfectly. I would warn others that it can be overwhelming, however it was also comforting to know that I am not alone. I wish everyone who doesn't struggle with their mental

health could listen and experience this."

Another listener fed back: "From a hospitality industry perspective, I think this is a hugely valuable tool, offering real insight into the kinds of chaotic thoughts and isolation that an individual suffering with their mental health can experience."

Other guests expressed interest in creating a bespoke audio experience for their sector, or for the Headtrip team to facilitate a training session or event at their workplace. ●

+ For more information about Headtrip, please email: Rebecca@sideprojects.london

KEY TAKE-AWAYS

1 Help your staff who don't understand what it's like to experience mental illness build empathy for those suffering with their mental health by allowing them to walk in someone else's shoes.

2 Consider creating a bespoke audio experience that can be adopted by companies across your sector, share the best practice.

3 Promoting mental health training in your workplace, such as Headtrip's, for all staff lets colleagues struggling with their mental health know they're not alone.

We welcomed 750 delegates from over 120

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YOUR THOUGHTS ABOUT TCH 2018



Just to say it was a privilege to be part of This Can Happen 2018 and really excellent work all round by everyone involved!

Davina Macdonald Russell
Senior Consultant
BMT Defence & Security UK



WOW - WHAT A DAY!

You and your team did a fabulous job in creating such an impactful and memorable event.

I don't think I've been to an event where there has been so much energy and the willingness to share and engage with others. The passion was palpable.

It was a real privilege to be part of it and thank you so much for letting us showcase Shell's work in this area. We got so much out of the day and we are spending the morning catching up with the new contacts we made.

We are really happy to continue to support in this quest so please let us know how we can continue to collaborate with you going forward.

Congratulations again on a fantastic job!

Marianne Dyer
UK Health Manager, Shell



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Great event with something for everyone, whether just starting, or well established along the journey of workplace mental health support. A really inspiring day. Lots to action when back in the office.

Debbie Bullock

Wellbeing Lead, Aviva



The conference was inspirational with some amazing presenters, really useful topics, fresh ideas and challenges. I was delighted with the amount of material and ideas I can return with to my organisation; I will be returning in 2019 for more!

Michelle Gallagher

Technical Advisor, Environment Agency



Extremely informative day on mental health and wellbeing. Great selection of sessions to choose from with inspiring speakers – sometimes it was difficult to choose!

Claire Bloomer

Director of HR & Facilities, CIPR Partners



Nightline Association

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We are delighted by the response to This Can Happen 2018. As a result, we have started planning This Can Happen 2019!

If you are thinking about speaking, sponsoring, exhibiting or attending, please contact

info@tchevents.com

We look forward to seeing you again next year.



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