

THIS CAN **HAPPEN.**
2019

EMPOWERING WORKPLACE MENTAL HEALTH

THIS CAN **HAPPEN.**
2019

EMPOWERING WORKPLACE MENTAL



OFFICIAL E-BOOK

25 NOVEMBER 2019
QEII CENTRE, LONDON

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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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THIS CAN HAPPEN TEAM

Zoe Sinclair	Co-Founder	Katerina Kivell	Delegate Advisor
Jonny Benjamin	Co-Founder	Shireen Redman	Finance Manager
Neil Laybourn	Co-Founder	Britt Pflüger	Reporter
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we're equipped with the skills to support
colleagues in need.**

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Foreword

We are pleased to present our 2019 ebook, which gives you an insightful digest of all the topics discussed at This Can Happen.

The conference welcomed over 950 delegates from over 180 companies who sent delegations to learn, to network and to be inspired by a myriad of speakers from both near and far. Some key highlights were the CEO panel, which discussed how leadership must play its role, Spice Girl Melanie Brown speaking about her 10 years of domestic abuse and Nadiya Hussain sharing her personal story of anxiety. This Can Happen was able to show why it is the leading workplace mental health conference.



In the same way as last year's publication, the idea behind the ebook is to allow you to share the learnings from our speakers with colleagues, friends and family alike. Importantly, each write-up ends with useful solutions and suggestions for you to use in your everyday working life.

Finally, we would like to thank all of the companies and their delegations who came to This Can Happen. 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 next year you will return and share with us how you Made It Happen in your company.

THIS CAN HAPPEN TEAM



At DLG we talk about it. No, we really talk about it.

There are many aspects to our daily lives that make a huge difference to how we're feeling, our ability to perform at work and the enjoyment we get from our lives outside of work.

Too often people are afraid to talk about their mental health experiences because they fear the response and stigma they may receive. But at Direct Line Group, we're committed to creating an environment where people can truly be themselves and be open with others.

That's why we have **135 trained Mental Health First Aiders**, across all of our sites, so there's always someone for a colleague to talk to.

Find out more about life at Direct Line Group
www.directlinegroup.co.uk

"I'm incredibly proud of our commitment to mental health here at DLG, and even more proud of the fantastic – and often challenging – work that our mental health first aiders do supporting people every day."

Penny James, CEO



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Advisory Board

This Can Happen is delivering a new standard of solutions-led talks and discussions led by original and fresh speakers and panellists. Our Advisory Editorial Board shaped our uplifting and thought-provoking agenda. All our speakers are genuine experts with experience of providing solutions for mental health in the workplace. Suggesting the framework and helping create the content of the day, the Advisory Editorial Board contributes on the topics and issues that allow delegations to leave motivated and better-armed. We would like to take this opportunity to thank them for their hard work.



LUCIE CAVE
Editorial
Director,
Bauer Media

Lucie is a multi-skilled editor, journalist, radio and TV presenter and producer, in addition to authoring several Sunday Times best-selling books.



BARBARA HARVEY
MD, Accenture
Research

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



SARAH HUGHES
CEO, Centre
for Mental
Health

Sarah has worked in mental health and criminal justice for 27 years. Having initially trained as a social worker, Sarah went on to manage a range of innovative community and secure services, most recently at Mind in Cambridgeshire.



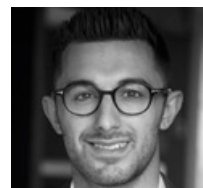
ARNE HUGO
Global Head
of Employee
Health and
Wellbeing, GSK

Dr Arne Hugo is Global Head of Employee Health and Wellbeing at GlaxoSmithKline (GSK). After a career as clinician then many years as a Medical Director in pharmaceutical R&D and business, Arne took up his post in 2017, rolling out ambitious mental health plans.



DR EMMA LOVERIDGE
Founder &
Director of
Rafan House

Emma is one of the founders of analytical tool The Cambridge Code and a leading Harley Street consultant in psychotherapeutic interventions. She also heads up Harley Street Executive – a corporate wellbeing consultancy, psychotherapeutic.



GIAN POWER
Founder &
CEO, TLC Lions

Gian set up his first business aged 13, before working at Deutsche Bank and PwC, witnessing some of the wellbeing issues in the corporate world. Gian is the Founder of TLC Lions & The Unwind Experience and is passionate about igniting emotion in workplaces.



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

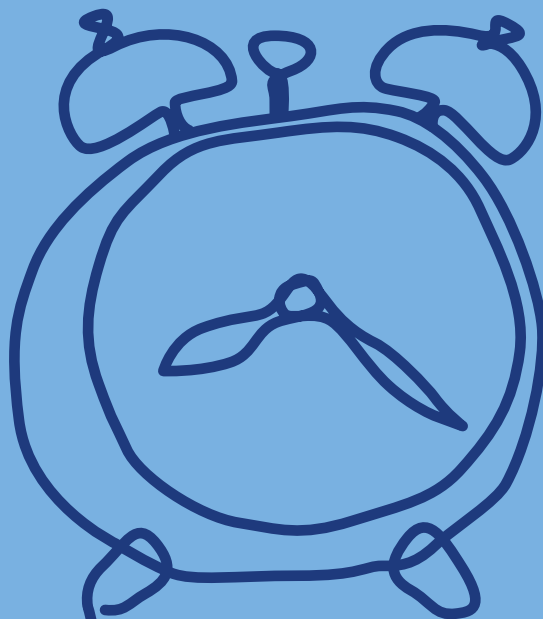
Karl has 30 years of experience in industry, having worked across all continents and numerous safety-critical industries including oil, gas, minerals, rail, roads, construction and utilities.



RICHARD STANBURY
Head of Employee
Relations & Senior
HR Business Partner,
Direct Line Group

Having launched a Wellbeing Strategy in 2018 with a particular focus on mental health, Richard and the DLG team are concentrating this year on broadening the proposition. Their goal is to incorporate financial wellbeing and embed the mental health infrastructure put in place in 2018, so that mental health has parity with physical health.

Make time for your mental health



Mentally Healthy Universities

A mental health and workplace wellbeing
programme for students and staff

The Mentally Healthy Universities programme will reach over 6,000 students and staff at 10 Universities in its first two years, providing support and specialist training to equip these communities with the knowledge, skills and confidence to support their own mental health and that of others.

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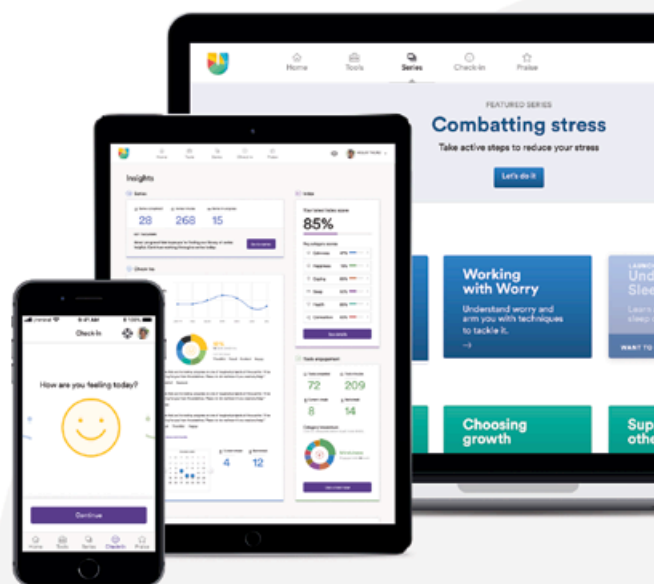
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Mental Health and Younger Workers

Employers are ideally positioned to empower and support positive mental health initiatives



MAIN STAGE



BARBARA HARVEY
MD, Accenture
Research

PANEL

AARON SHERWOOD
Consultant Analyst,
Accenture

STUART CAITLIN
Management
Consultant, Accenture

SALLY BOYLE
International Head
of Human Capital
Management,
Goldman Sachs

OVERVIEW

For the second year running, Barbara Harvey, Managing Director at Accenture Research, presented results from a study carried out together with This Can Happen –this year focussing on the mental health of the 18 to 30-year-old age-group.

Many younger workers were struggling with symptoms of poor mental health, including negative thoughts, trouble sleeping and social withdrawal, the survey found. In a sample of 1,800, 77% had experienced a mental health challenge by the time they were 30.

The survey painted a picture of lives crowded by pressure, Harvey said, with four out of ten worrying about their own health daily or weekly. Nine out of ten took steps to look after their mental wellbeing, but were unsure about the right approach.

“It isn’t hard to see why they struggle,” said Harvey. “Only 18% of the workers aged 18 to 25 had advice about taking care of their mental health whilst at school and

only 40% whilst at university. Many young people start work without any knowledge of how to keep a healthy mind in the fast-paced lives we all lead today.”

Sally Boyle, International Head of Human Capital Management at Goldman Sachs, described the measures her firm has taken to embed more support within universities. “We were keen to support students so that as they arrive in our workplace they have the language and support to help them with their own mental health. We also wanted to send a really strong message to graduates that this was important to us.”

Employers are well placed to change mental health outcomes for younger workers, Harvey emphasised. In supportive environments, almost all young workers felt able to cope with everyday stresses, the survey found, and those with existing mental health conditions felt much more able to cope at work compared to those in less supportive environments. “As employers you really do have the power to make a difference,” she said. →



We are proud to be the Charity Partner for This Can Happen, providing businesses with tools and support to improve mental health in the workplace.



Delegate offer free Snapshot tool

What are you doing? What do your staff think you're doing?

Snapshot will help you

- Have a clear picture of **perceptions, culture and practice** across your organisation in relation to mental health at work
- Understand if your **current approach** is working
- Know where to **direct your efforts** for improving staff mental health across your organisation
- Demonstrate the **case for change** to key internal stakeholders and **gain buy-in** to make change



Talk to us

Get in touch to learn more about Snapshot and how we can support your workplace.
Call 0207 840 3069 or email training@mentalhealth-uk.org today.



Harvey introduced two younger colleagues who act as mental health allies at Accenture. Aaron Sherwood, consultant analyst, was diagnosed with PTSD following a period of hospitalisation. While at first reluctant to talk about his experiences, he found opening up to friends and family and seeking therapy to be positive. "All of us will experience some kind of trauma. Speaking about this isn't something we should shy away from and I wanted to make a difference," he said.

Stuart Caitlin, management consultant, set up a carers' network at Accenture. Caitlin had been a carer for a former partner, and after that for his mother, but had struggled to disclose his feelings of isolation. On joining Accenture, he attended a mental health ally training session, listened to the stories others shared and started to feel less alone. "I decided to use that experience to make positive change within our organisation. I've spent the last two



Top: Accenture MD Barbara Harvey makes a difference with allies Stuart and Aaron
Above: Sally Boyle wanted to show that mental health is important to Goldman Sachs

years as the carers' lead with a fantastic team around me. We want to make a big policy at our company to enable our company to be a place where carers can work freely," he said. ■

All of us will experience some kind of trauma. Speaking about it isn't something we should shy away from

KEY TAKE-AWAYS

- 1** Start from the top: senior leaders have the power to make a difference in their organisations and create environments where work is a positive influence on mental health. Lead from the top and drive positive mental health initiatives throughout the organisation.
- 2** Address the knowledge gap: young people at work are often concerned about their wellbeing, but lack information on how to take care of their mental health. Consider working with universities and encourage younger workers to engage with mental health initiatives.
- 3** Co-create and tailor solutions: a well thought-out mental health support programme will only benefit from the input of younger workers, particularly when it comes to addressing the needs of that age-group.

Addressing Mental Health at Boardroom Level - the CEOs Speak

Five progressive CEOs share why they've made mental health a priority in their organisations

MAIN STAGE



FACILITATOR:
TINA DAHELEY
TV and Radio
Broadcaster

PANEL

STEVE DEMETRIOU
Chair & CEO, Jacobs

PAUL FEENEY
CEO, Quilter

PENNY JAMES
CEO, Direct Line Group

SINEAD LYNCH
Chair, Shell UK

MICHAEL FROHLICH
CEO, Ogilvy UK



Shell's Sinead Lynch and Quilter's Paul Feeny agree it is important staff feel they can speak out

OVERVIEW

Five progressive Chief Execs joined TV and radio broadcaster Tina Daheley to discuss why they've made mental health a top priority in their organisations.

Paul Feeny, CEO at Quilter, opened by emphasising that mental health was still a taboo in the City. "There's a macho culture where it's not just target-driven but it almost requires you to burn out." He went on to explain that he has anxiety and PTSD but kept it to himself for a long time. "Now I'm in a position to do something, so I spoke out at Quilter. I created a video about my mental health struggles and sent it to 5,000 employees." These days he finds that even senior execs open up to him: "It's as if the whole company took a breath."

Sinead Lynch from Shell agreed that it was important to create an environment where people can say they are struggling: "There needs to be a shift from head to heart: it's OK not to be OK. In spring this year there was a watershed moment when a guy came in to talk about his suicide attempt. He got an incredible response; suddenly it was OK to speak, and afterwards it

grew organically. The culture changed." Asked about the role leaders could take in promoting openness, Sinead told us, "It takes bravery for leaders to stand up, but that's not enough on its own. Line managers need to be supported too; it has to be an integrated process."

Drawing on his own experiences at Ogilvy, Michael Frohlich explained how the trade press used to report on every single decision he made as CEO every single day, which led to huge pressure and a feeling of isolation. "I realised that creating the right team was vital," he said. "We went from a tribal to an inclusive company and now work in an environment of support." He went on to emphasise the importance of diversity, inclusion and mental health. "At Ogilvy, we use a programme called Thrive, which provides individual and group programme support to optimise performance and wellbeing."

At this stage Steve Demetriou from Jacobs joined the conversation. "When I arrived at Jacobs the company's culture was in disarray. There was a real lack of inclusivity, so we decided that we needed



Rebooting company culture: Jacobs' Demetriou (second left), Direct Line's James (third right) and Ogilvy's Frohlich (first right)

to create a dialogue around the table, destigmatise the conversation about mental health and explore how we can bring our whole self to work. It can be something as simple as arranging staff briefings in each territory – which is something I implemented – and asking how people are doing. Along these lines, we also started an “Are You OK?” programme in the Middle East, for instance.

But do leader just talk about mental health for their own good? “Some might call it a publicity stunt,” Daheley prompted. Feeney was adamant that, while it did create publicity, “leaders need to be accountable and stand up.”

Asked what had happened internally at Direct Line Group, Penny James remembered a turning point. “We had had four suicides at Direct Line. Then mental health campaigners Jonny Benjamin and Neil Laybourn came in to talk at a conference and this was an incredibly powerful moment. Since then we have a number of programmes running and there are MHFAs on hand. But we’re expanding beyond that by exploring underlying causes such as lack of financial wellbeing. We are also looking at customers and society in general and have introduced a bereavement team for our customers. Our call handlers are very good at spotting where people are at.” ■

It takes bravery for leaders to stand up, but that’s not enough on its own; it has to be an integrated process

KEY TAKE-AWAYS

1 Change the culture from a parental to a peer-to-peer one where leaders and employees collaborate.

2 Ensure that the work/ life balance is right. We work long hours in a pressurised industry; allow people to take off time in lieu after working weekends, for instance.

3 Global companies need to be culturally aware: what works in one region might not be suitable for another. Let each region decide how to tackle mental health.



Dealing with Domestic Abuse Among the Workforce

Why it's an employer's business and the implications for your mental health strategy

MAIN STAGE



FACILITATOR:

LUCIE CAVE,
Editorial Editor,
Bauer Media

PANEL

LORNA GAVIN
Head of Diversity,
Inclusion & Corporate
Responsibility,
Gowling WLG

PAUL QUINLAN
Head of Employee
Relations, EY

MELANIE BROWN
Singer, Songwriter,
Author and Patron of
Women's Aid

OVERVIEW

Domestic abuse will affect 1 in 4 women and 1 in 6 men in their lifetime, yet most victims don't report abuse out of fear of negative judgement personally and professionally. Like mental health issues, domestic abuse is extremely common and highly stigmatised, which is why This Can Happen decided to bring this critical topic to its audience.

Bauer Media's Editorial Director, Lucie Cave, moderated a compelling session in which Spice Girl Melanie Brown recounted the 10 years of abuse she suffered at the hands of her former husband. Brown recalled: "I would crumble every time he was around when I was working... colleagues noticed I'd become someone else and eventually banned him from live events. That was huge in helping me realise the situation I was in."

"You are more likely to suffer from a mental health problem if abused. It affects you every day, often causing anxiety and PTSD," added Brown.

Lorna Gavin, Head of Diversity, Inclusion and Corporate Responsibility at Gowling

WLG, also bravely shared her experience of domestic abuse by an ex-partner. Gavin emphasised the crucial role her employer played in her successful escape plan: "I experienced terror, coercion, control and was scared for my life from my own partner. I needed time; time off for counselling and safety planning. My exit plan was only a success because of the support my employer gave me."

Paul Quinlan, Head of Employee Relations at EY, shared that his company's original wellbeing strategy overlooked domestic abuse, only integrating it in recent years. "We recognised that it affects everyone: successful, educated people and beyond. It's a stereotype that it only affects poor people. It's not true."

Brown echoed Quinlan, saying: "No matter how rich, poor, successful you are, it can basically happen to anyone."

Gavin shared some of the most impactful steps her workplace has taken to support staff, including hanging posters in loos with real-life case studies and 24-hour helpline numbers. In addition, Gowling WLG features information on domestic



Gowling WLG's Lorna Gavin (second left) and Melanie Brown (furthest right) shared domestic abuse stories

abuse on its intranet. Content covers warning signs for both victims and perpetrators, as well as information on safe spaces where victims can get help (e.g. Hestia charity, Woman's Aid and the Bright Sky app).

Since the company launched its support plan, 20 Gowling WLG staff have come forward for help. Gavin added that their company intranet site tracking has shown that every month 25-30 new people are visiting these pages and staying for long periods, with most time spent on the page offering safe space support for victims.

Whilst employer support is normally focused on victims, Quinlan emphasised that EY's support plan also includes assistance for perpetrators. "Rather than not wanting abusers within our organisation, we want to make sure to offer resources to help people identify themselves and to seek support to stop abusing," he explained.

In her final remarks, Brown made a personal plea. "Don't stay," she urged anyone suffering in an abusive relationship. "The only road ahead is death, either mentally or physically." ■



I was scared for my life. My exit plan was only a success because of the support my employer gave me

KEY TAKE-AWAYS

- 1** When preparing to integrate domestic abuse into your wellbeing strategy, ensure you get senior sponsorship behind your cause from day one. This is critical to creating a culture of sustainable support.
- 2** Educate key people in the business about spotting signs in colleagues who may be victims, including Mental Health First Aiders and the HR team but also amongst visible, trusted staff so that peer support is also on offer.
- 3** If you notice the signs someone may be suffering domestic abuse, whether a woman or a man, don't just ask 'how are things?' on one day. Ask on a second and a third day. Our instincts are stronger than we realise.

Your Mental Health Strategy: The Importance of Impact Measurement

Data to show the value of investing in mental health is vital to making the case in the boardroom

MAIN STAGE



FACILITATOR:
ALISON PAY
MD, Mental Health at Work

PANEL

CLAIRE HALLMEY
Health & Wellbeing Manager, Oracle

GINA WILLS
Leadership & Learning Manager, Central England Co-operative

PIP KILGANNON
Head of Employee Relations, Brakes

CLAIRE GILLIS
International CEO, WPP Health Practice

OVERVIEW

We welcomed four leaders alongside moderator Alison Pay, MD of Mental Health at Work, to discuss an increasingly important topic in the boardroom – the impact measurement of workplace wellbeing strategies.

All panelists emphasised that before you can measure impact, a sound wellbeing strategy must be in place. Pip Kilgannon, Head of Employee Relations at Brakes Group, a UK food wholesaler described the company's three-pronged strategy, covering:

- Driving awareness through running workplace wellbeing campaigns year-round
- Building on this with mental health education training for all line managers, and effective line management training to support team wellbeing
- Ways to influence improved wellbeing across their supply chain.

Gina Wills, who oversees Leadership and Learning at Central England Co-operative, explained how her company has made line manager training central to their wellbeing

strategy. She stressed the importance of evaluating this training to ensure its impact. Using the Kirkpatrick Model, data they're capturing looks at:

- Did staff enjoy the training?
- Did they learn from it?
- Did they apply the learning back into their work?
- Ongoing organisational survey data
- Employee absence levels.

When Claire Gillis, International CEO of WPP Health Practice (a global creative agency) was asked about the impetus for WPP to start their workplace mental health journey, she responded: "We know that our creative staff are one-third more likely to suffer from a mental health problem... so we need to be sure our strategy is not just lip service, it must be sustainable." She continued: "If you're not bringing your best self to work, how can you give the best support to clients?"

Further to the point of how best to ensure sustainable impact through measurement, Gillis, Kilgannon and Claire Hallmey, Health and Wellbeing Manager at Oracle, all stressed the significance of hard versus



Monitoring engagement: Central England Co-operative's Gina Wills and Oracle's Claire Hallmey



Getting the measure of it: (from second left) Claire Hallmey, Gina Wills, Pip Kilgannon and Claire Gillis

soft metrics; in other words, ROI versus VOI (value on investment).

Hallmey spoke of challenges that Oracle faces as a large multi-national, trying to gather and measure data in different countries. "Hard data is critical but when it comes to sickness/absence management it's quite difficult to track. In this case we monitor traffic on our intranet wellbeing pages and on our social media channels as indicators of staff engagement in the support we're offering."

Reflecting on Brakes' experience, Kilgannon said: "Hard metrics are important, as Exec teams want to see this, but the more powerful data has been

coming through on Facebook stories posted by staff. A blend of stories coming through social media, mixed with hard ROI data, makes for a stronger case in the boardroom... But you need to listen to what your employees are actually saying; how they're responding to your wellbeing programmes, informally, and the best way to do this is through social media, staff forums, etc."

WPP's Claire Gillis stated frankly: "You can't avoid ROI, it's what Boards and investors want to see. But it needs to be a blended language including VOI, along with ROI. The vernacular will be changing in a few years' time. This will soon become standard practice." ■



Hard metrics are important but the more powerful data has been coming through on Facebook stories posted by staff

KEY TAKE-AWAYS

- 1** Ensure you're not only capturing ROI hard metrics data – blend that with VOI soft metrics (such as Facebook stories, feedback from staff forums etc.) when reporting impact back to Exec teams, Boards and shareholders.
- 2** Be really careful with how you set your targets, being mindful of the data and how you look at it. For example, when you first launch your wellbeing programme, absence rates might at first go up. This could actually signify that attitudes are starting to shift.
- 3** You need to listen to what your employees are actually saying: how they're responding to your wellbeing programme. You could even go a step further and ask staff what they think the key measurement format should be, if you're thinking about retaining talent.

Faith, Diversity and Mental Health

How companies are making sure their mental health strategies are accessible to all

STAGE 2



FACILITATOR:
MYIRA KHAN
BACP Accredited
Counsellor and Founder,
Muslim Counsellor and
Psychotherapist Network

PANEL

HARPREET BUTOY
Regional Chair,
Multi-Cultural
Network, Royal Bank
of Scotland

LOUISE GOUX-WIRTH
Equality, Diversity &
Inclusion Specialist

SIMON BLAKE
CEO, Mental Health
First Aid England



OVERVIEW

Chaired by counsellor and psychotherapist Myira Khan, our three panelists discussed how their companies are taking faith and diversity into consideration 'to build inclusive mental health support strategies: Louise Goux-Wirth, an Equality, Diversity & Inclusion Specialist, Harpreet Butoy from Royal Bank of Scotland and Simon Blake from Mental Health First Aid England.

Opening the discussion, Khan pointed out that faith is an integral part of our identity. "How can we accommodate it at work, and how does work impact on people's attitude towards it?" Butoy explained that faith was essentially about connection, "Growing up as a Sikh in Birmingham, I felt disconnected from my faith and didn't seek help for my mental health problems because there was no dialogue about it in my community. But when I struggled a few months ago and started opening up to people at Royal Bank of Scotland about it I found that it actually reinforced my faith."

So how does faith impact on mental health? And how do you make a meaningful dialogue? Blake, who is gay and from a Methodist background, emphasised that "...companies need to organise a frame for

inclusivity, both in terms of mental health and diversity, for instance by getting staff involved in events such as Pride, Black History Month etc. in a meaningful way, led by staff and based on lived experiences."

He and Goux-Wirth agreed that dialogue and listening are paramount. As Goux-Wirth explained: "It is important to listen to your staff as they are experts on lived experiences. As employers you need to be flexible on how you apply policies. Are they really fit for purpose?" Louise also stressed the importance of using therapists or counsellors who have



Simon Blake: companies' structures need review by the diverse people who are impacted



From second left: Butoy, Goux-Wirth and Blake agreed policies must be based on lived experience

experience with different minority groups, faiths and sexualities. “Companies need to ensure that their structures, i.e. funding resources, are reviewed by people who are impacted – diverse people.” As a gay black woman, she also recognised the need to be aware of intersectionality, “Faith, gender, sexuality can cross over and employers need to be sensitive to it.”

Butoy agreed that initiatives and networks needed to be employee-led and gave examples of opportunities such as religious festivals such as Vaisakhi and Diwali, which could be used to give everyone a better understanding of each other’s faiths, or mind, body and soul events. Blake added: “People often make jokes about religion unchallenged in the

workplace. Leaders need to be aware of this casual dismissal of faith.”

Simon also gave examples of initiatives at Mental Health First Aid England, in particular ‘Empower Half Hour,’ which offers the chance to knit or practice mindfulness, and includes conversations surrounding faith. “Solutions are in human interaction, and research shows that spirituality is conducive to good mental health. In addition, it is paramount for advertising and recruitment to make it clear that everybody is valued.”

Summing up, Khan concluded that faith and spirituality are a wide umbrella, under which people with spiritual practice need to be included. ■

I didn’t seek help because there was no dialogue about it in my community. But when I started opening up to people, it re-inforced my faith

KEY TAKE-AWAYS

- 1** Occupational health needs to be culturally sensitive. Ensure that, when necessary, staff have access to mental health professionals who either share or have experience in their particular background.
- 2** Take time to listen to your diverse workforce. They are experts, qualified through their lived experience.
- 3** Create staff-led networks which focus on different faiths, ethnic backgrounds, genders or sexualities. They create safe spaces and are often a lifeline.

Starting Your Company's Workplace Mental Health Journey

Grassroots demand for support can often dictate the pace of change

STAGE 3



FACILITATOR:
DAMIAN WILD
Editor-in-Chief,
Estates Gazette

PANEL

ALISON THOROGOOD
Learning &
Development Manager,
Nando's

HEATHER EDWARDS
Customer Insights
Executive,
MoneySuperMarket
Group

DAISY DUPREE
HR Manager, Projects
& Wellbeing, The Walt
Disney Company

ALEX HYDE
Director, Finance,
BIE Executive

HENRIETTA FRATER
HSE and Wellbeing
Manager,
The Crown Estate

OVERVIEW

In an enlightening session, panellists from five very different organisations described what led them to set up their mental health wellbeing programmes.

Alison Thorogood, learning & development manager at restaurant chain Nando's, said support for employees' mental wellbeing had been a priority for around 18 months. With restaurant managers increasingly reporting concerns about their predominantly young workforce, many of whom live away from their families, Nando's wanted to equip managers with the wherewithal to conduct conversations and signpost individuals towards support.

"They feel a huge level of responsibility towards those individuals, because they often feel like their parent," she said.

Alex Hyde, a director at executive search firm BIE Executive, shared a personal story about how his employer supported him through his own crisis and eventual return to work. Hyde, who had lost his wife

to cancer, reached crisis point two months into his probation period. He was off work for four months, but with NHS support, therapy and the support of family, friends and colleagues, he gradually returned to work. "BIE provided the time, space and support for me to recover and enabled me to return to work in a way that prioritised my mental wellbeing," he said.

Hyde credits his employer with a compassionate response. His line manager signed off his probation early and his CEO contacted him to confirm he would have a job to come back to, giving him a concrete goal. "It forced the organisation and me to look at what we were doing with mental wellbeing," he said.

When the discussion turned to policies, Daisy Dupree, HR manager projects and wellbeing at the Walt Disney Company, said the introduction of 200 mental health first aiders has been key. "We realised we needed mental health champions across the business; people others would feel they could speak to confidentially," she said.



Daisy Dupree told how Disney has introduced 200 mental health first aiders across the business



MoneySuperMarket's Heather Edwards (third left) said making training resources available digitally had boosted take-up

The company also ensures mental health and wellbeing policies are wide-ranging and inclusive in how they are worded.

At the Crown Estate, Henrietta Frater, HSE and wellbeing manager, said the workplace mental health journey has focused on reducing stigma, raising awareness and flagging sources of help. One staff member in ten is a mental health first aider and the company has an employee assistance programme. "Our focus has been on developing a culture where everyone can thrive," she said. The approach extends to the company's design ethos, she added.

Access to natural light, good ventilation and sympathetically designed spaces are significant contributors to wellbeing.

Thorogood said that volunteer roles such as Mental Health First Aiders had been oversubscribed, while Heather Edwards, customer insights executive at MoneySuperMarket Group, said take-up of training sessions and speaker events grew strongly when the company made them accessible via Skype or webinars, for instance. "Even our mental health first aiders can be approached by email, as well as face-to-face," she said. ■



Our focus has been on creating a community where everyone can thrive

KEY TAKE-AWAYS

- 1** Start before you're ready: it is better to begin working on a mental wellbeing programme than endlessly refine policies and frameworks. Staff members will know that you care and you can begin to work on feedback straightaway.
- 2** Accept that progress may not be linear. Trying to measure success at the outset can be difficult. As people open up about their issues and take up services provided, things can start to look worse in the short-term.
- 3** Persist: bring in as many advocates as you can from around the organisation and keep on banging the drum to promote positive mental health initiatives.



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The Power of Mental Health Champions, Allies and Ambassadors

How to make the most of volunteer programmes while protecting individuals



MediaCom's Head of Diversity Nancy Lengthorn looked at the role of volunteers with Softcat's Anushka Davies



OVERVIEW

A session on mental health volunteers explored how organisations can best manage this important resource, whilst setting up strong boundaries around them.

Mental health champions, advocates and ambassadors are a great resource within the workplace, but clarity around what they are there to do is essential, as Nancy Cleghorn, Head of Diversity Inclusion and Future Talent at MediaCom, explained. The agency set up an allies programme as one of the first steps in its workplace mental health journey, with an emphasis on "listening without judgement" and signposting colleagues to resources and services. MediaCom now has 60 allies who are very visible within the organisation.

Within sales-driven, fast-paced environments such as at IT firm Softcat, work pressures combined with life changes can cause individuals to struggle. Anushka Davies, head of talent, engagement and diversity at Softcat, wanted the organisation to reach a point where people could talk comfortably about their issues. The organisation made

the Time to Change pledge, a campaign pledge to end stigma and discrimination around mental health issues. Softcat also introduced an allies programme along with mandatory training for managers on mental health issues.

For Mari Thorman, an IT architect in corporate banking at HSBC, positive mental health management came through her own practice of mindfulness. Financial services companies have undergone vast transformation projects in the past decade. "Mindfulness has been something that helps me to ground myself and face change," she says.

Realising that others were struggling with work pressures, she decided to reach out and set up a mindfulness network within the bank. The network now has 2,000 members and is entirely voluntary. "It's grown organically and we're training champions internally," she says.

Initially, Thorman faced challenges from within the bank as to whether mindfulness programmes should be delivered to colleagues by volunteers or external →

MAIN STAGE



BRIAN DOW
CEO, Mental Health UK
& Deputy CEO, Rethink
Mental Illness

PANEL

NANCY LENGTHORN
Head of Diversity,
Inclusion and Future
Talent, MediaCom

ANUSHKA DAVIES
Head of Talent,
Engagement &
Diversity, Softcat

MARI THORMAN
Enterprise Architect
Corporate Banking,
HSBC



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Mari Thorman relates how she set up a voluntary mindfulness network at HSBC. It now has more than 2,000 members

experts. “My answer is that you can buy in expertise and you need to for mindfulness because it is a little more radical. But you can’t change a culture from the outside. If you want to build meaningful change it has to be the people inside who drive that.”

However committed and passionate they might be, volunteers have their day jobs. Those individuals volunteering will need support and the programmes require active management. When Davies initiated her second programme to recruit allies, she applied a more rigorous approach. Her concern was to make sure individuals weren’t putting themselves forward because they were struggling with mental health issues themselves.

The role of any ally, champion or ambassador has to be rigorously communicated. “We are really clear about our allies programme,” said Cleghorn. “They are not there to fix people or come up with solutions. It is important they are not seen as counsellors and we have to be quite strict about that.”

The panellists agreed senior-level support and education was crucial. At MediaCom, for instance, all senior leaders now go on mental health awareness training.

“Some resisted initially,” Cleghorn said, “but it helped them understand the seriousness and also to realise that they are touched by these issues too.” ■



You can’t change a culture from the outside. If you want to build meaningful change it has to be the people inside who drive that

KEY TAKE-AWAYS

1 Make sure your champions are right for the role. Sometimes individuals come forward when they are experiencing mental health issues themselves. Their willingness to help will be genuine, but they might not be at the right stage in their journey.

2 Allies, champions and ambassadors need protection and clearly delineated roles. Their remit is most effective when it is defined as sympathetic and non-judgemental listening as well as directing individuals to appropriate help and resources.

3 Training for volunteers and leaders is essential. There is no perfect script for conversations around mental wellbeing issues, but individuals will feel far less stressed and vulnerable if you understand the right words to use and can approach issues sensitively.

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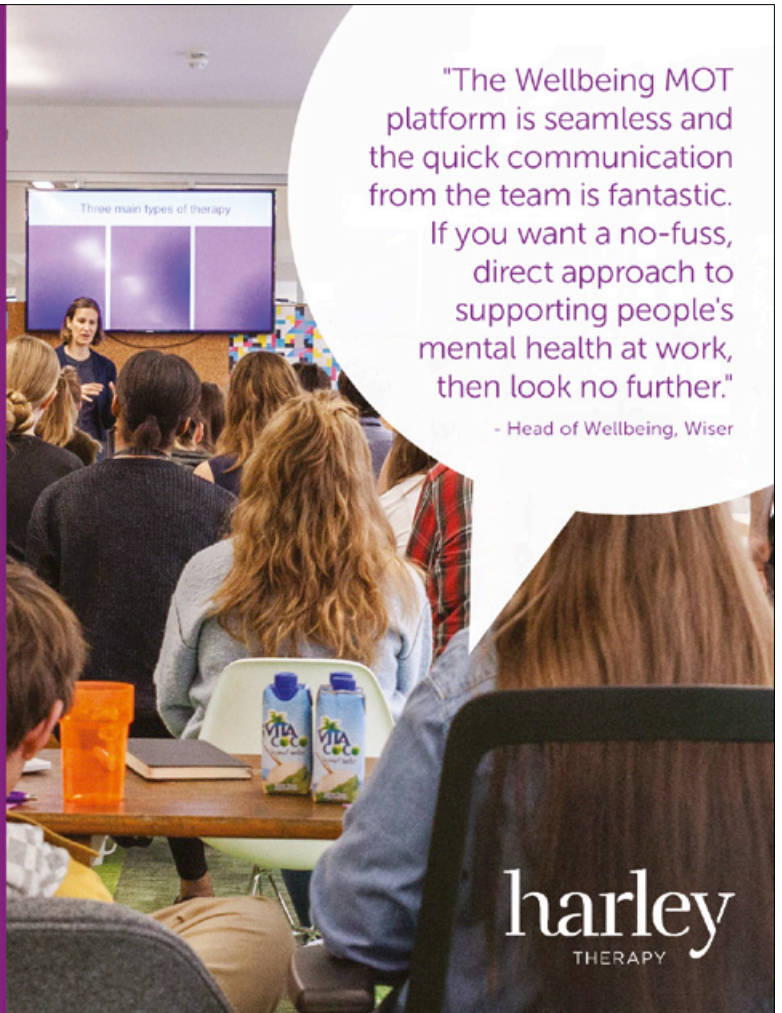
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- Head of Wellbeing, Wiser

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A Deeper Understanding of Suicide

Three personal experiences: a father, a business partner and a medical professional share how their experience shaped their mission to prevent suicide



OVERVIEW

Led by Neil Peters from the Samaritans, who work closely with the railway industry, schools and prisons on suicide prevention programmes, the panel discussed what measures should be implemented in the workplace to prevent suicide and how this would work in practice. David Hammond from Haseltine Lake Kempner, Graham McCartney from the Jonathan's Voice charity and Amandip Sidhu from Doctors in Distress were in a particularly good position to discuss this, as sadly each of them had lost a loved one to suicide.

Asked what the contributing factors were which led to his brother's suicide, Amandip explained that he'd developed burnout himself due to stress while working as a doctor in the NHS. "I knew he was going to quit, and as I had experienced burnout myself, I was understanding, but my brother placed very high expectations on himself." Graham, however, when asked the same question about his son, who took his own life at the age of 35, explained: "Jonathan's suicide was an out-of-the-blue event: nobody, including his wife, had an inkling that anything was wrong." Like Amandip's brother, Jonathan was very driven and put a lot of pressure on himself.

Neil Peters then wanted to explore whether it was the workplace's role to prevent suicide. Amandip strongly felt that it needed to be a two-way street: "Doctors lack a compassionate work culture, especially from a leadership point of view. Who's caring for the carers?" This is one of the reasons he set up Doctors in Distress, a charity committed to reducing the prevalence of burnout and suicide among doctors in the UK through decreasing stigma and promoting the value of good leadership and promoting culture and behaviour change →

Top to bottom; Graham McCartney; David Hammond; and Amandip Sidhu

STAGE 2



FACILITATOR:

NEIL PETERS

Strategic Programme Manager, Samaritans/Rail Partnership

PANEL

DAVID HAMMOND

Patent Attorney, Haseltine Lake Kempner

GRAHAM MCCARTNEY

Trustee of Jonathan's Voice Charity

AMANDIP SIDHU

CEO & Founder, Doctors in Distress



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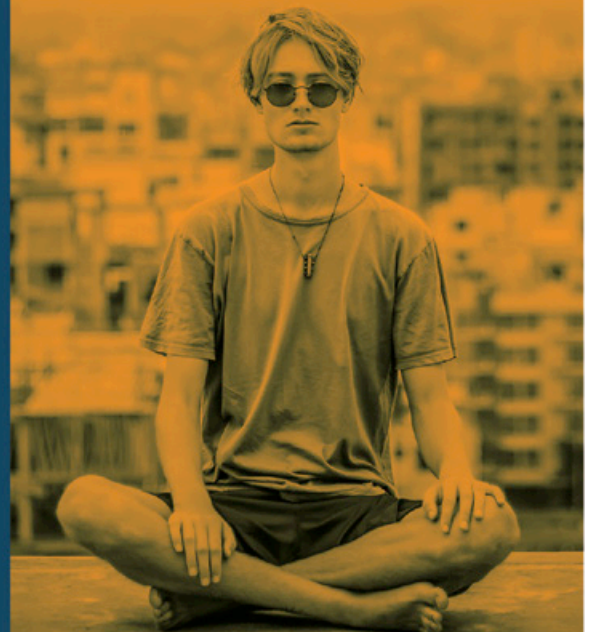
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Graham McCartney (centre), who lost a son to suicide: 'Individuals must be empowered to speak'

Graham, who founded the Jonathan's Voice charity following his son's death in order to encourage organisations to implement policies and practices to support mental health and well-being, added: "The stigma needs to be removed, and individuals must be empowered to speak."

Based on his experience with Jonathan, who kept his struggles to himself, friend and colleague David agreed that the workplace needed clear policies to encourage people to talk. "A scientist and perfectionist, Jonathan fitted into the demographic of men in their 30s and 40s in highly-pressurised jobs who want to find solutions by themselves but often see no way out."

As Amandip explained, it can be difficult to spot signs, but for employers, things to look out for include sudden changes in behaviour. "Someone's desk could suddenly be untidy, or they are withdrawing from colleagues, activities or even their families...It's really important to reach out and talk to them if something like this happens. Ask if they are OK. And ask again later if they say that nothing is wrong."

When the issue of early prevention was raised, Graham strongly urged that individuals should be educated early on how to care for their mental health: "Kids are taught from an early age how to brush their teeth, but not how to look after their mental wellbeing." ■



Men in their 30s and 40s in highly pressurised jobs want to find solutions by themselves but often see no way out

KEY TAKE-AWAYS

- 1** Checks and balances must be in place at work to ensure that people are OK. Notice any differences in behaviour and make sure you "double-tap", i.e. ask twice.
- 2** Don't be frightened to ask someone if they are suicidal. The question won't drive them to suicide.
- 3** If a colleague has taken their own life, get the message out in a caring manner and let employees know they have a safe place where they can talk. Consider bringing in a bereavement counsellor.



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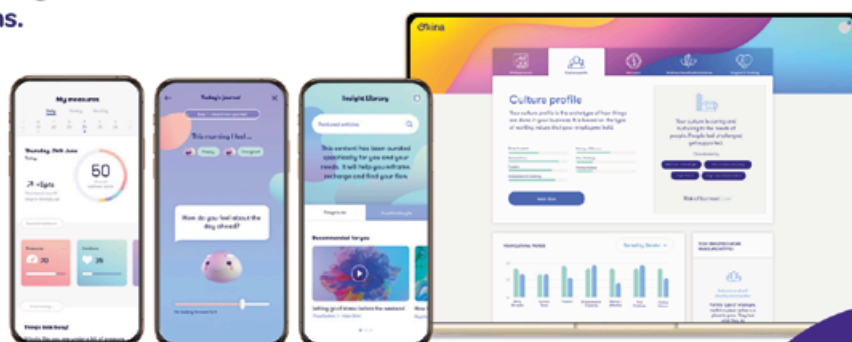
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STAGE 3

A CHAT WITH:
LIZZIE PICKERING
Film Producer and
Grief Investigator

DR CHLOE
PAIDOUSSIS-MITCHELL
Professional
Psychologist

We welcomed Dr. Chloe Paidoussis-Mitchell (pictured right), a psychologist specialising in grief, and Lizzie Pickering, a film producer who lost her son at age 6 to a degenerative genetic disease. They shared a delicate conversation on this universal topic which society and workplaces too often shy away from speaking about.

Pickering recalled about her experience: "I wanted to survive for my other children, but I was a complete mess. I felt I had no one to turn to. People didn't know how to respond to us." Through supporting others also suffering, including giving talks in workplaces, Pickering has found inspiring ways to help heal from her grief.

"When you go through a major life change, work is the place you often want to be. You can have an escape. But it can also be the

most isolating place as no one wants to talk about it. People don't know what to say, so they say nothing. We have to grow up and just get more brave at dealing with it," suggested Pickering.

Paidoussis-Mitchell said while there are no required policies on compassionate care, "it's about doing things that are human; about connecting. Talk to people who are grieving. Managers need to check in, ask in advance how people would like to engage with their team about it. It's about feeling validated, witnessed, supported."

Pickering added: "When hiring, we should be aware of people's backgrounds and not be scared by what they've experienced. When people are supported, they can have the most incredible survivor energy." This can actually be an asset to employers. ■



People don't know what to say, so they say nothing. We have to grow up and just get more brave at dealing with it

KEY TAKE-AWAYS

- 1 Consider creating grief ambassadors within companies, people who've experienced grief. With permission from HR and the grief survivor, they can offer direct support and also be an advisor to teams on ways to support colleagues in periods of grieving.
- 2 Create a culture of care around grief. One way of doing this is offering an extra day off each year on the anniversary of a bereavement. Importantly, allow people to decide when that day is, as everyone's experiences are different.
- 3 Create a bereavement fund within a company that people can voluntarily give to. This can be used for anyone who experiences a loss, to help pay for private therapy sessions, for example.

The Importance of Internal Communication Campaigns in a Mental Health Strategy

Campaigns need a thoughtful approach to ensure they get their message across and achieve their aims

MAIN STAGE



FACILITATOR:
JANE ROQUES-SHAW
Board Director,
Institute of Internal
Communications

PANEL

WILL BUSHELL
Brand Business
Leader, Garnier
Skincare, L'Oréal

KAREN BAXTER
Partner, Lewis Silkin

DAREA FLANAGAN
Wellbeing Engagement
Manager, E.ON



L'Oréal's Will Bushell and E.on's Darea Flanagan talked about long-term engagement with staff

OVERVIEW

Campaigns aimed at raising awareness of organisational support for mental wellbeing do not need to be expensive, a panel discussion revealed. They do need to be authentic and relatable, however.

In a session on the importance of internal communication campaigns in promoting mental health strategies, the internal communication campaigns of three companies proved to be exemplars in the art of the possible.

Karen Baxter, an employment lawyer and partner at Lewis Silkin, spoke movingly on the subject of colleagues from all levels of seniority and experience engaging with the firm's campaign, This Place Minds.

Her mission, she explained, was to enable people to talk about their mental wellbeing at work and let them know that they would be listened to with support, compassion and understanding.

The campaign, which launched on Time to Talk Day, spread the word via a combination of blogs, video testimonials and posters that the firm wanted its employees to look after their mental

health and not be afraid to open up about life events or challenges that might be affecting their wellbeing.

"We wanted visible leadership, so we got partners to talk about their mental health," she said. One senior partner spoke about what he had been through with his daughter, who had struggled with anorexia. The talk galvanised colleagues, prompting other partners to blog about their personal experiences. "It enabled us to launch in a really powerful way," said Baxter.

One colleague wrote about the multiple suicides that had impacted her family, having never spoken about the experiences at work before. She said: "I knew I could do it, because I knew I'd be safe."

Will Bushell, brand business leader for Garnier Skincare at L'Oréal and business sponsor for mental health for all UK employees, spoke about the sense of responsibility for employees in a fast-paced business coupled with an initial fear around starting conversations on mental health. The campaign that he spearheaded was designed to encourage colleagues to access helplines and other support mechanisms.



From second left: Bushell, Baxter and Flanagan stressed how important it was to involve colleagues from all levels

In two years, the business has trained 23 mental health ambassadors and set up an employee assistance helpline with 24-hour access. The campaign tapped into the tagline “Because You’re Worth It”, “so this was something people really felt part of – like they’d created it themselves,” he said.

It is absolutely key to ensure your campaign is not just a one-off; that it is ongoing, he said. “That’s really important, that it’s sustainable throughout the business, throughout the year.”

Engagement was significant and measurable. Employees shared campaign imagery inside and outside work and take up of L’Oreal’s employee assistance helpline doubled following the campaign.

Darea Flanagan, wellbeing engagement manager at E.on, said that internal communications was a big part of her role. “Internal communications might not be your specialism but it’s absolutely crucial to getting your message out across the workforce,” she said.

With 10,000 employees in the UK and with a well-oiled strategy and brand apparatus in place, E.on’s mental health campaigns need to echo the values of the company.

“We all know that there is a new strategy each year. Keeping up with that is so important. Sometimes that means what you do has to be data-led and business-focused, but it keeps what you have to say on the agenda.” ■



We wanted visible leadership, so we got partners to talk about their mental health

KEY TAKE-AWAYS

- 1 Think about external initiatives, such as Time to Talk Day that you can use as a launchpad for your internal campaign. Jumping on the coat-tails of something happening externally is helpful, but make sure your campaign is sustainable and the talking doesn’t stop there.
- 2 Spend time getting to know your people so that you can source stories and personal testimonies from them around mental health and wellbeing. These will act as powerful catalysts, encouraging others to participate and take up the support on offer.
- 3 Align your campaign with your organisation’s strategies and values to ensure your message is integral and recognisable. That’s an invaluable lesson when it comes to getting senior level buy-in.

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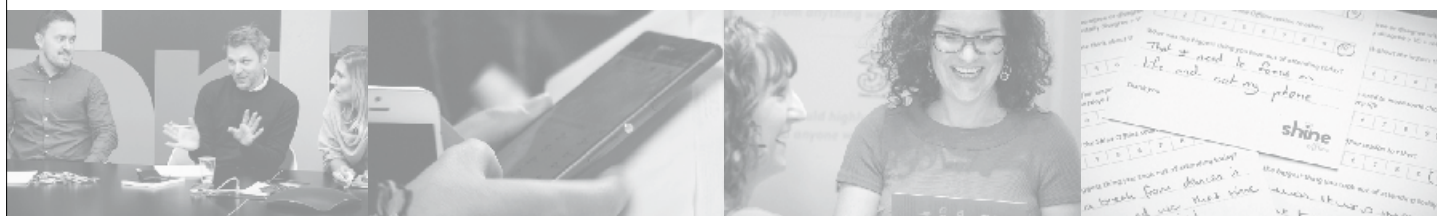
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A First-Hand Experience of Addiction

How workplaces can be equipped to support staff

OVERVIEW

Following on from the overwhelming response to our session at TCH 2018, we decided to look at addiction again, but from a lived experience point of view. Through an honest, often emotional, interview with Marisa Clement from the Living Room, we heard first-hand how addiction can spiral out of control and how workplaces can support staff struggling with it.

Prompted by Noel McDermott from Mental Health Works, a company which offers counselling to addicts, Marisa explained that she'd worked as a derivatives broker in the City while living with addiction. In many ways she enjoyed her work but felt uncomfortable in large groups of people needing to make small talk. "I had low self-esteem, which is typical of addicts. Someone offered me cocaine in the City and it made things easier: coke did what I couldn't do for myself."

When she was 25, her addiction became unmanageable and reduced her to being at home, unable to talk, in the grip of psychosis. Asked by Noel how she managed to hold down her job, Marisa replied: "People think addicts are weak, but they're not. They just carry on. If I woke up now feeling like I did most mornings back then, I would go to A&E."

Did people notice? "No, in the main it was hidden. Addicts are very skilled at that." According to Marisa, there are a lot of addicts in senior positions in the City. "I remember a really senior trader who went into recovery and was open about it."

I thought, if he can do it and not lose the respect then maybe I can do it."

Asked what was happening in her private life at the time, Marisa told us that her parents questioned her several times. "I said I'd stop the cocaine, but not the booze. I was earning a lot of money at the time, which was enabling in a sense." It was only when she lost her job and unsuccessfully tried to rebuild her life, first in New York, then back in London, that she hit rock bottom. "My life seemed perfect on the outside, but everything was wrong."

What worked for Marisa's recovery in the end were twelve-step meetings and extensive therapy, and these days she provides support to other addicts as a counsellor at the Living Room. "It is important to have a connection. The opposite of addiction is connection." ■

STAGE 2



INTERVIEWER:
NOEL McDERMOTT
CEO,
Mental Health Works

INTERVIEWEE
MARISA CLEMENT
Counsellor,
The Living Room



KEY TAKE-AWAYS

- 1 Addicts can actually be an asset in an organisation as they tend to share certain personality traits such as tenacity and strength.
- 2 It would be helpful for senior leaders to be open about their own addictions in order for employees to feel safe to come forward and seek help without fear.
- 3 Support people in their recovery by allowing them time off work to attend addiction support meetings or therapy sessions.



Edmonds: stresses importance of good line management



Hemmings: outlined benefits of investing in support

How to Support Positive Behaviour Change

The role of the employer in creating workplace cultures where staff can thrive

STAGE 3



FACILITATOR:
DR. AARTI ANHAL
Founder, before nine

PANEL

MICHAEL PAGNOTTA
Partner – Head of
Learning, Knight Frank

DEBORAH EDMONDS
Head of Occupational
Health & Wellbeing,
Gatwick Airport

NICKY HEMMINGS
Lead Psychologist,
BioBeats

PAULINE MILLER
Head of Talent
Development &
Inclusion, Lloyd's
of London

OVERVIEW

Dr. Aarti Anhal, founder of before nine, moderated a rich session covering the complex question of how to put support in place in response to the specific wellbeing needs of a workplace culture. If done successfully, this ought to create the conditions for people to more readily change their personal behaviours, impacting their wellbeing, and for overall staff culture to thrive.

Michael Pagnotta described the project property company, Knight Frank has recently undergone to create improved working lives and wellbeing for staff. As Head of Learning, he went to the workforce asking what needed to change. Staff replied they were constantly being asked to work more, which made it difficult to take a day off in the busy UK property market.

With the feedback received, equity partners of the firm took accountability for the wellbeing of employees, committing to giving staff 20% (equivalent to one day) of their weekly time back.

Knight Frank also transformed their working spaces into an open “we work” style and invested £4m in building an off-site training facility, resulting in 96% of staff saying they’re learning more now.

Deborah Edmonds, who Heads Occupational Health and Wellbeing at Gatwick Airport, described her unique workplace as a mini community of 21,000 who are exposed to a lot of situations which can trigger stress and poor mental health. As such her team’s major focus is on prevention.

The airport has invested in a programme to train all line managers. Deborah recognises the critical role that a supportive, healthy line manager/reportee relationship plays in preventing work-related mental health problems. “People leave managers, not companies,” she reminded the audience.

A different approach to support for a large community of employees came from Nicola Hemmings, Lead Psychologist at BioBeats, a digital workplace wellbeing programme, targeting staff mental health.

Hemmings described the three benefits to investing in digital wellbeing support for a large workforce:

- **Support is scalable**
It’s difficult to get all the people on a large workforce trained in a room.
- **Accessibility**
Anyone can access BioBeats, anytime.



Dr. Aarti Anhal chaired a rich session looking at how to fit wellbeing support with the circumstances of a given workplace

No diary management, no logistical challenges.

- **Personalisation**

People can self-select the way in which they want to approach their wellbeing needs. The BioBeats app is targeted for the individual.

Finally, Pauline Miller, Head of Talent, Development and Inclusion at Lloyd's of London described the approach her workplace is taking toward supporting wellbeing and positive behaviour change. She referenced a recent employee survey in which 24% of staff reported problems with alcohol consumption and 36% reported excessive pressures at work.

In Lloyds' new cultural transformation programme, wellbeing is a key pillar. The company has now trained 150 wellbeing champions across the Lloyd's market, who wear a green pin in order to identify themselves to colleagues.

Miller went on to say: "Talking to people 1:1 about their personal stories and journeys is also important for us. We have invited brokers to share their personal stories. This is the thing which results in behaviour change. Stories are so powerful, especially when people see someone that looks like everyone else opening up, they are more likely to open up and seek help themselves." ■



Stories are so powerful, especially when people see someone that looks like everyone else opening up

KEY TAKE-AWAYS

1 Focus on prevention so that people don't make it to crisis point and need time off work. Keeping people in structures and routines is fundamental if you want to keep them in work and supported to rehabilitate more quickly from a mental health problem.

2 Use data to influence leaders and persuade them of the business case to invest in their staff's mental health. But more importantly, ensure that the leaders commit to taking accountability for the wellbeing of the staff and sponsor wellbeing support programmes.

3 Listen to your staff. Ask them what they need in order to have improved working lives. Act on what they say and collect consistent feedback to ensure your solutions are meeting their needs.

1. Mental health is having a bit of a moment
2. But current support only helps those in crisis
3. Doing nothing is expensive and inhumane
4. Deal with problems before they get serious
5. Spill is for progressive companies who care

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Keeping Momentum Going: Maintaining Engagement and Impact

Once your strategy is in effect, how do you maintain engagement and ensure long-term impact?

OVERVIEW

How do organisations who have already embedded strategies around promoting mental wellbeing keep up the momentum and make sure that good intentions don't become eclipsed?

June Clark, Market Health and Wellbeing manager at Nestlé, spoke about the importance of ensuring that positive mental health messages and initiatives are woven throughout all parts of the business. She approaches this by working with colleagues from related disciplines, such as inclusion and belonging, leadership and development and talent management.

It is important that this multidisciplinary approach is visible, she said, so that employees can see the evidence in new initiatives. Clark will work with facilities

management, for instance, to ensure that when they're building out a new workplace they make it an engaging place to be.

At Sellafield, Chief Nuclear Officer Euan Hutton works to ensure that questions around positive mental health are second nature and embedded as part of the organisation's safety imperative. Within the business, technical specialists frequently operate while wearing and carrying cumbersome protective equipment. Where managers would once have asked, "how are you?" they will now also ask, "how do you feel today?" to ensure they have a picture of that person's wellbeing and mental state.

For Ben Alcott, International Director at the Civil Aviation Authority, continual communication with senior leaders around positive mental health is



MAIN STAGE



FACILITATOR:
TERRY STREATER
Director & Head of Training, Oakwood Training

PANEL

EUAN HUTTON
Chief Nuclear Officer, Sellafield

JOANNE THEODOULOU
General Counsel & Company Secretary, Simply Business

BEN ALCOTT
International Director, CAA

JUNE CLARK
Market Health & Wellbeing Manager, Nestlé

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Nestlé's June Clark takes a multidisciplinary approach to getting the message out

key to sustaining the policy within the business. "It is my role to champion our mental health strategy and to keep it on the agenda for the rest of the executive committee," he said.

When it comes to making sure leaders are committed to continuing to support mental wellbeing strategies, sound management practices count for a great deal, he went on: "Setting my own objectives and getting sign-off from senior leaders; training our people so we have a benchmark and expectation to go back to – otherwise what standards will anyone be held to?"

Creating formal written strategies that board members sign up to, delivering on them, and demonstrating that the business has key performance indicators that it strives to meet, will ensure senior endorsement. "Once you've got a bit of a drumbeat on that, you start building momentum," he said.



Joanne Theodoulou introduces new joiners to her business' mental health strategy, while Ben Alcott bangs the drum with senior leaders

Ensuring positive mental health policies are sustainable also means educating new joiners and writing the organisation's mental health strategy into the induction process. Sellafield has a considerable apprentice and graduate intake, so the induction process introduces the subject of mental health to make it a topic of conversation from day one. "We get people to talk about it and then we follow that up by telling people about the network we've built into the organisation," said Hutton.

Online insurance company Simply Business takes a similar approach. Joanne Theodoulou, general counsel and company secretary, explained that new joiners take part in Thrive, a programme that introduces them to the business's mental health strategy. "It is also flagged on day one that we have Mental Health First Aiders in the business. That way, this is something people are conscious of from the start," she said. ■

It is flagged on day one that we have Mental Health First Aiders in the business

KEY TAKE-AWAYS

1 Don't underestimate the importance of seemingly ordinary conversations. Checking in with the people you are responsible for regularly can yield insights into their mental state. Be ready to tune in to whether they are experiencing issues or difficulties.

2 Be prepared to go slowly when it comes to embedding positive change and make sure you know your business. Strategies and approaches that work within one business unit won't necessarily play well elsewhere.

3 Go back to tried and tested techniques around change management and engagement. The content for mental health strategies may be different and feel a little bit scary, but the techniques you need to facilitate change the business are the same.

Money Matters: Personal Finances & Mental Health at Work

Why financial wellbeing should be central to your wellbeing strategy

STAGE 2



FACILITATOR
MATTHEW MITTEN,
Partner, Second Sight

PANEL

ROHAN KALLICHARAN
Head of People & Talent, Receipt Bank

VICKY ROSE
Head of HR Operations,
Norton Rose Fullbright

IONA BAIN
Founder, Young Money
Blog & Agency

OVERVIEW

In recent years, financial wellbeing has become a high priority on the agenda of many HR professionals and for good reasons. It's been found that 67% of employees with financial difficulties reported at least one sign of poor mental health. And when polled, 41% of employees voted financial problems (money worries, debt, mortgage/rent) as the main cause of stress outside of the workplace.

Session chair, Matthew Mitten, partner at Second Sight, an employee benefits company specialising in creating financial certainty for employees, was joined by three speakers who were keen to explore the relationship between mental health and finances and how we can develop a positive attitude towards money matters: Rohan Kallicharan from Receipt Bank, Iona Bain from Young Money Blog & Agency and Vicky Rose from Norton Rose Fullbright.

As Mitten pointed out, one in five people who call the Samaritans (the suicide prevention charity) is in financial crisis,

which proves that there is a need for prevention. So how can mental health affect our finances, and vice versa?

Talking about his own experiences, Kallicharan explained that his financial recklessness in his 20s and 30s was a symptom of his undiagnosed bipolar disorder. "I would compare myself to my peers and go on spending sprees.

"This led to a depressive downward spiral where I was no longer able to hold down a job and even attempted suicide. There were no resources around back then."

Mitten agreed that the stigma and embarrassment associated with both financial and mental health struggles still tends to prevent people from asking for help, "Financial anxiety causes financial anxiety.' It quickly becomes a vicious cycle.

Drawing on her experiences with young people she has met through her Young Money Blog and support agency, Iona agreed most of people she works with have





Kallicharan: escaped from a downward spiral

never had a meaningful or educational conversation about money and therefore don't even understand the basics. "As a result, they have a toxic relationship with money, which in turn effects their productivity at work.

This is where employers can play a big role, for instance by setting up auto-enrolment in pension plans." And yet, as Matthew and Vicky pointed out, it is not just the young who feel financial pressure. "Your circumstances can change in later life, through divorce for instance, or mortgage issues."

Based on her experiences at Norton Rose Fullbright, Vicky suggested that employers shouldn't only tap into services but should also implement small steps themselves, "Don't pressurise people into paying for things like Christmas parties."

Iona added that employers could facilitate flexible work which could help ease the burden of travel costs. As Rohan



Bain: suggested flexible working could ease the cost burden



Mitten: mental health and finances are linked

mentioned: "Young graduates in particular struggle to afford life in London."

In conclusion, panellists agreed more conversations are needed to ensure people have a positive relationship with money, and that we need to look at financial wellbeing alongside mental health. ■



Your circumstances can change in later life, through divorce for instance, or mortgage issues

KEY TAKE-AWAYS

1 Introduce sit-down sessions for young people where they can have an open discussion about finances. Provide a safe space where they can talk.

2 Support staff by alleviating financial pressures through flexible work (enabling staff to work from home occasionally to save on travel costs), and auto-enrolment, under which employees are automatically enrolled in their workplace's pension scheme.

3 Take advantage of concierge services that can help employees to connect with mental health services, as well as free resources for employees, e.g. EAPs (Employee Assistance Programmes) and free LinkedIn webinars on handling finances.

Lessons from the Legal Sector

How a profession famed for its high-pressure working environment is finding ways to shift culture

STAGE 3



FACILITATOR
LUBNA GEM ARIELLE
Corporate Trainer,
Executive Coach,
Consultant

PANEL

OLIVER WALKER
Partner, Weil, Gotshal
& Manges (London)

REBECCA PRIESTLEY
CEO, Outer Temple
Chambers

JAMES GRAY
Partner,
Withers & Rogers

MOIRA SLAPE
HR Director,
Travers Smith

MATT MORGAN
Partner,
Pinsent Masons



Legal partner Oliver Walker tells Lubna Gem Arielle optimism can be hard for a tax lawyer

OVERVIEW

In this conservative, high-performance profession, a movement toward more supportive cultures for mental health is slowly taking hold.

Lubna Gem Arielle, lawyer turned executive coach, moderated this powerful session welcoming five senior leaders representing four major UK law firms and a barristers' chambers.

In her opening remarks, Arielle cited the Law Society's survey of junior lawyers uncovering 46% of respondents had experienced a mental health problem in the previous month, and a 2007 American Bar Association survey of lawyers finding 27% were suffering from depression; 19% from anxiety and 23% from stress.

When asked what in the legal environment is contributing to these worrying statistics, Oliver Walker, Partner at Weil, Gotshal & Manges, spoke of the high pressures lawyers face. "As a tax lawyer, my every day is spent spotting problems. By nature, this isn't conducive to optimistic thinking and to wellbeing."

Rebecca Priestley, CEO of Outer Temple Chambers, clarified differences between lawyers and barristers. "Barristers are under added pressures. You're always preparing at pace under deadline before court. The highs are fantastic but the time and pressure in the run-up to court is immense. There's added pressure barristers face to secure repeat work, being self-employed, and the infrastructure of benefits they have access to for mental health support is different than what's available in law firms."

James Gray, Partner at Withers and Rogers, spoke of time he took off work for stress. He had been afraid to report the stress levels he was experiencing. "People think they're more important than they actually are. They think: 'If I take time off the firm won't be able to cope without me.' It's simply not true."

When questioned about the positive impact mental health support is having in her firm, Moira Slape, HR Director at Travers Smith, explained: "Storytelling is what's been most impactful for us, to get people sharing about their experiences."



The panel discussed the particular kinds of stress inherent in the legal profession and what could be done to mitigate them

This alongside our 'no chargeable hours' culture. It takes some pressure off in comparison to other firms."

"As leaders we are all human and will at times have challenges of our own. Sharing our own personal stories is highly effective," said Priestley, speaking of her experience of caring for her daughter who suffered from anorexia.

The Mindful Business Charter is a progressive agenda within the UK legal community which 30 firms have now signed up to, explained Matt Morgan, Partner at Pinsent Masons. "It's trying to explore ways to reduce pressures which

can lead to mental health problems." The Charter looks at ideas like empowering clients to consider the deadlines they give clients (e.g. assigning Monday morning deadlines late on Friday afternoons). "It asks practical questions about where there are spaces for leniency, e.g. moving a meeting from 8:30 to 9:30am to allow for school drop-offs," said Morgan.

Moira Slape offered a hopeful closing message: "We're seeing more young people at career fairs asking about mental health support practices in firms. The younger generation will influence the change. I've been in the legal sector 20 years and I've seen it come a long way." ■



Barristers are always preparing at pace before court. The highs are fantastic but the pressure is immense

KEY TAKE-AWAYS

1 Create a culture of openness with clients to ask practical questions about realistic expectations of legal teams. For example, when it comes to turn-around times over weekend periods and early morning meeting times to allow flexibility for working parents.

2 Provide strong infrastructures to support people and share best practice across the legal profession for those initiatives that are having a sustained impact.

3 Ensure the conversation about mental health continues over the course of the year, using intranet sites to share personal stories. These have such strong resonance with people.

The Future Workplace

The workplace is evolving. What are the implications for the mental health of staff?

MAIN STAGE



FACILITATOR:
JULIE CHAKRAVERTY
Founder & CEO,
Rungwayat Work

PANEL

SILVANA MARTIN
Health & Wellbeing
Leader, Laing O'Rourke

DR NICK TAYLOR
CEO, Unmind

RACHEL LEWIS
Reg. Occupational
Psychologist and
Director, Affinity Health
at Work and Birkbeck,
University of London

DAVID STONE
CEO, MRL Consulting
Group

SARAH CHURCHMAN
People Director, Chief
Inclusion, Community
& Wellbeing Officer,
PwC

OVERVIEW

Traditional ideas around how, when and where we work are shifting. Mobile technology has lessened our need to spend our working week in one location. To future-proof our workplaces, we need to understand and reduce the adverse mental health impacts.

The audience heard from speakers who have trialled techniques and approaches applicable to a wide range of industries and companies. For instance, the health and wellbeing leader at construction company Laing O'Rourke, led a study into the working conditions of tower crane operators – a group with a high risk of poor mental health.

Silvana Martin said crane operators work under pressure and in isolation for long periods. Crane operators take instruction via radio, their work is sedentary and highly focussed.

Over a six-week period the company asked crane operators to test stress levels and identify areas for improvement. "One individual created a work-out routine using resistance bands and weights. We also gave the group wearable trackers,

which would go off if they didn't move and measure sleep patterns and stress levels," Martin explained.

The experiment introduced the group to meditation, breathing and other techniques to help them manage times of high stress. In the first week, they found an average of two hours of high stress per day. Six weeks later, that had dropped to eight minutes.

The emphasis on raising the individual's awareness of their own physical, emotional and mental capability to better manage energy levels and engagement would be of benefit to anybody, said Martin. "Whether it's retail, distribution or people working shifts, these are techniques with wide applicability," she said.

In a different intervention, David Stone, CEO of recruitment firm MRL Consulting, introduced a four-day week in the belief that employees would be able to compress their work into a reduced timeframe. Employees draw the same salary, but the four-day week incentivised them to concentrate their work into fewer hours. Over six months, he has seen improved retention levels, with fewer absences and no loss of productivity.



Dr Nick Taylor advocates making time to learn about our minds and prevent issues developing



Silvana Martin said raising awareness of how to manage energy levels would benefit anyone



The panel discussed the opportunities presented by flexible working, as well as the potential pitfalls

Flexible working can increase our sense of autonomy. Sarah Churchman, people director and chief inclusion community and wellbeing officer at PwC, told the audience that the firm encourages “everyday flexibility”, which means trusting people to decide where they will work day-to-day. That trust is an important factor in addressing mental wellbeing, she said.

Flexible working can have downsides, however. Rachel Lewis, registered occupational psychologist at Birkbeck University of London and director of Affinity Health at Work, warned there is no consistent evidence of a positive effect on mental health. For many it means working remotely, which cuts down on social contact.

For the future, employers will need to maximise social contact to help combat the potentially isolating impact of remote working, encouraging people to connect with their teams as much as possible.

Nick Taylor, CEO of Unmind, works with companies like John Lewis, providing employees with a digital platform to measure their mental wellbeing. Unmind aggregates and anonymises data so that employers can identify aspects of their work policy they may need to work on. Taylor advocates preventative mental healthcare. “We should make time to learn about our minds. Mindfulness has been shown to have huge value, so that’s an important thing we could all do – make time to be in the present moment.” ■

We gave the group wearable trackers, which would measure sleep patterns and stress levels

KEY TAKE-AWAYS

1 Prevention is better than crisis. Take time to learn about the brain and work on preventative mental healthcare, sharing techniques and resources with others. Learning about mental health enables us to share and communicate more effectively.

2 Flexible working is here to stay, but it can exacerbate loneliness. To future-proof this aspect of work, encourage employees to take breaks and join workplace or industry networks. Begin conference meetings with five minutes of chat, letting people forge connections.

3 Autonomy is crucial. Giving individuals control over how frequently they work in the office and access to stress management and wellbeing resources can help empower them to be the best they can be.

Understanding the Impact of Mental Illness After Childbirth

How workplaces can be better equipped to support
both new mums and dads

STAGE 2



FACILITATOR:
ANDRÉ TOMLIN
The Mental Elf,
National Elf Service

PANEL

ERICKA FITZGERALD
VP for eFX Sales &
Trading, MUFG

CHRIS FITZGERALD
Client Manager,
Charles River
Development

KELLY LESLIE
Senior Human
Resources Manager,
Farrer & Co



The Fitzgeralds: PTSD after emergency labour

OVERVIEW

"Perinatal mental health problems affect between 10-20% of women and 5-10% of men during the period from conception through the first year after pregnancy," moderator André Tomlin asserted, introducing this vital topic. Tomlin runs the National Elf Service, a website focused on taking reliable mental health research and guidance and making it accessible.

During this gripping afternoon session, Kelly Leslie, Senior Human Resources Manager at Farrar & Co shared her experience of postnatal depression following the births of her two children. "Five days after giving birth [to my first child], the world became a strange place. I tried to chew food and couldn't swallow; I was restless and agitated; I had a vision of putting a teddy bear over the face of my baby. I was afraid I might hurt my baby. This is when I knew something wasn't right."

Leslie then described her experience of being admitted by a crisis care team to a mental health unit for three months specialising in helping mothers bond with their babies.



Leslie: honest account of postnatal crisis

She shared how critical the relationship with her manager was in her recovery, "She reminded me of who I was before coming ill." When Leslie was ready to return to work, her manager supported a phased return: "She showed me respect and empowerment. You want to have agency on how you return. She just listened. I was ultimately given an extra period off to be at home with my baby after our time in the hospital. It made all the difference."

Also on stage were couple Ericka and Chris Fitzgerald (Ericka is VP for eFX Sales and Trading at MUFG and Chris is Client



Tomlin: website offers access to research



The panel shared their experiences to explain how new parenthood isn't always the wonderful time it's cracked up to be

Manager at Charles River Development). Ericka suffered from post-traumatic stress disorder (PTSD) after the birth of their son. "I was rushed into an emergency C-section when it was discovered I had no amniotic fluid. I went into respiratory arrest. It was a one-in-a-million chance of amniotic fluid traveling into my lungs. I lost three-quarters of my blood."

While she was still in the hospital recovering, Ericka started having panic attacks. "I was worried all the time, thinking I was going to die."

Chris recalled how he also experienced PTSD after nearly losing Ericka and their son. "I became hyper-sensitive about the children's health and my health.

It's incredible the amount of men who experience this...[but] men have to become better at coming forward, asking for help, saying 'I'm not OK,' otherwise you're stuck in a world of pain."

Leslie took up the theme: "Don't underestimate the impact on the father when their partners are suffering from postnatal mental illness."

Ericka Fitzgerald has found healing for her PTSD through EMDR trauma therapy and through her voluntary work as the founder of a mothers and fathers network within her company. Meanwhile Chris tries to support other men in his workplace who've just come back to work from paternity leave as part of his healing process. ■



I was given an extra period off to be home with my baby after our time in hospital, and it made all the difference

KEY TAKE-AWAYS

- 1** Encourage women to take advantage of keeping in touch days when they're on maternity leave. And before they return make sure you have a meeting with them to consider their feelings on reintegrating back into their role. Don't judge, be compassionate; listen.
- 2** Remember to provide support for men who have just returned to work after the birth of a child. It's important to remember that there are two parents. This can often get overlooked in company policies.
- 3** Train line managers on how to support reportees (both mums and dads) during parenting leave and during their first year back at work.

Navigating the Growing Marketplace

Finding the right mental health solutions for your workplace



Wearables have given new ways to access care, track progress and increase understanding of mental wellbeing

OVERVIEW

In the wellbeing and mental health management space, a huge market of providers – counsellors, training professionals as well as technology solutions, wearables and apps – have emerged, audience members heard.

Navigating that marketplace and providing appropriate provision can be complex. Many companies will have a mix of geographies, cultures and expectations to take into account. At GSK, for instance, Dr Bhargav Chandrashekar, occupational

health physician, said the company uses different platforms to engage and spread awareness on positive mental health across the company, and includes local activities and events in order to avoid a one-size-fits-all approach.

Companies may choose to use a combination of online apps with locally delivered mindfulness sessions or access to on-site counsellors.

Technology has opened up a new frontier in mental health support and data collection, said Dr Chandrashekar. “Wearables have given new ways to access care, track progress and increase understanding of mental wellbeing.”

Mobile mental health apps offer employers a great deal of flexibility – the scope to integrate with existing employee assistance systems and support employees around the clock.

Assessing providers and products can be a complex business, however. There are an estimated three million apps available, with more being created every day. Only a small proportion, around 15%, have proper evidence to back up their claims and content varies hugely.

Some offer training in skills such as anxiety management, gameifying the experience and allowing users to record how often and effectively they practise strategies. Assessing offerings closely, just as you would any service, is crucial to delivering appropriate service levels. ■



Dr Chandrashekar says GSK varies its approach across the company

KEY TAKE-AWAYS

1 Consider how well mental health applications will blend with your existing mental health resources. Is there scope to link to staff health data dashboards or in-house provision such as mental health advocates or counselling services?

2 Arm yourself with questions about any product you are considering: its data use; compatibility with existing systems; anonymity of data; whether or not users must be online to use it and how securely and easily users can access any data about themselves.

3 Think about your employees and how readily they are likely to take up technology or other resources. Apps that offer them flexibility and private ways to access resources are likely to score more highly than novelty.

How an Industry has Come Together to Address Mental Health

Four major retailers share how they've come together to address mental health across the sector



From second left: Caudwell, O'Mahoney, Rochford and McKay explain why their firms joined forces

OVERVIEW

Led by Jason Jaspal from the Samaritans, representatives from four of the major UK retailers came together to discuss how the sector is joining forces to address solutions for improving staff mental health in the digital age: Beth Rochford from Marks & Spencer, Paul Caudwell from Co-op, Yulia O'Mahoney from the John Lewis Partnership and Toni McKay from Tesco.

Opening the discussion, Jason explained to the audience that as part of being more and more active in the corporate world, the Samaritans, together with and funded by the John Lewis Partnership, Tesco, Sainsbury's, ASOS, the Co-op, Marks & Spencer and NEXT, developed Wellbeing in Retail, a tool which aims to aid the 2.9 million people that work in retail.

Launched in October 2019, the guide helps retail workers look after their own mental health, gives advice on how to support others who may be struggling and signpost where to go for extra help.

In answer to how this group of competitors first came together, Yulia stressed that mental health and wellbeing were of great importance to John Lewis. "Due to our staff shift patterns and rotas, it is vital to raise everyone's understanding of it."

Toni added that Tesco "...have a huge responsibility for our staff, and we felt that it was important to collaborate with our competitors." The retail world is an immensely diverse one, and it is important to share resources. Adding Co-op's perspective, Paul said, "Our →

STAGE 2



FACILITATOR: JASON JASPAL

Assistant Director of Business Development, Samaritans

PANEL

PAUL CAUDWELL Health & Wellbeing Manager, Co-op

YULIA O'MAHONEY Head of Diversity & Inclusion & Wellbeing, John Lewis Partnership

BETH ROCHFORD Wellbeing Manager, Marks & Spencer

TONI MCKAY Head of Health, Wellbeing & Colleague Experience, Tesco



Sleep is a big issue we need to tackle for shift workers. We are getting together with the Wellcome Trust to work on this

colleagues face crime every day working in retail – it was a no-brainer for us when we were approached by John Lewis.” Beth from Marks & Spencer added: “A huge part of the puzzle is self-help and self-understanding, and this is a really basic and practical tool.”

Elaborating further, the panel agreed that their main aim was to create a tool that worked for everyone, and to increase mental health conversations in the workplace, not only to break down stigma but to encourage others to come forward.

So, what is next for this group? Do they see value in working together in the future? Yulia admitted that there are still challenges lying ahead, as retail is going through major changes. “Sleep is a big issue we need to tackle for shift workers, and we are getting together with the Wellcome Trust to work on this.” Beth added that they had they had all recognised similar gaps and challenges as they got together. “We discussed what we could do to break them down. Working with competitors on a common good was a positive experience.” ■



Co-op's Paul Caudwell said it was a no-brainer when John Lewis asked to work with them on monitoring staff wellbeing



Tesco's Toni McKay (top) and M&S's Beth Rochford are on the same page with employee care

KEY TAKE-AWAYS

1 It isn't just about profits. Colleagues need to be treated the same as customers. Retail staff at the coalface face huge challenges as customers are becoming less, not more patient, and the wellbeing of staff is paramount.

2 There is a real need for an easily accessible tool that recognises mental health issues and teaches people how to approach someone who may be struggling. Connection and conversation are vital.

3 Industries need to come together to identify gaps in the way they look after their employees' mental health and find solutions, as the retail industry has done.

Elbows Out!

In the final keynote of the day, we were delighted to welcome TV presenter and author **Nadiya Hussain**, joined on stage in a conversation with This Can Happen co-founder Zoe Sinclair



OVERVIEW

The conversation started with Nadiya sharing about her close friend who's recently suffered a mental health breakdown and has been receiving horrible emails at work, with one person writing to her: "What's actually wrong with you?"

"There's a big disconnect between people who suffer from mental illness and people who don't. Which is why events like this one are so important," Hussain reflected. "I remember suffering since I was six years old... I suffered from sexual abuse and bullying, as I've shared in my book. I didn't know I had PTSD until last year."

When Sinclair asked Hussain about whether she would have opened up if she hadn't been a celebrity, she replied: "I made the documentary *Anxiety and Me*. As a Muslim woman, I've tried to open up about having a mental health problem to help people try and understand... There's no word in Islam for suffering from a mental health problem."

Hussain described struggles she's faced with her work, "I've felt a pressure to say yes to everything. But when you realise you're not making eye contact with people anymore, you realise it's too much. I've had to start saying no."

"I was having a panic attack every week last year, but I've only had three this year... I didn't want anyone to see me crumble,

to have a panic attack. I'd find a way of avoiding people. I'd sometimes hide in the car. But I have them a lot less now because I can recognise when it's going to happen."

Nadiya explained how she manages the subject of her mental health with her husband and children: "It's taken him [her husband] 13 years to understand my mental health but it's because he's at the other side of mental illness. He writes down triggers of mine in his phone to remember. The way I help him is to be honest. I'm really honest with my children. I'm not ashamed of it anymore. It's no longer a secret. For so long mental illnesses have been marred by weakness, but my husband says we're superheroes. We're stronger because we feel things more strongly than other people."

Closing the day, Sinclair asked Hussain what advice she would give people who are suffering from mental illness. "To get help. It makes such a difference to talk to someone outside your circle or your family. I used to talk to people on the bus."

"I now work in an industry where I'm the only Muslim woman... amongst mostly Caucasian, middle-aged men. So, here I am, this British, Bangladeshi, woman of colour with mental health illnesses saying that this space that you say is yours can be mine too. So, if you feel that space isn't there, you create it. So, here I am saying: 'elbows out!'" ■

KEY TAKE-AWAYS

- 1** Mental health problems are like breaking a bone. It needs help. It needs treatment.
- 2** Get help. It makes such a difference to talk about your mental health problem to someone outside your circle or your family.
- 3** Remember that this space can be yours too. If you feel that space isn't there, you can create it. Put your 'elbows out'.

Experiential Sessions

PEOPLE MATTER

Burnout doesn't discriminate between people – it can impact anyone. But why does it happen? To discuss this in an interactive way People Matter ran highly immersive workshops which evolved around a story called "living life in the fast lane". This experience was laid on to help delegates get a better understanding of burn out and to learn ways to overcome it.



STORYTELLING

Gian Power and Dr Kamel Hothi OBE brought the importance of workplace storytelling to life by sharing their own journeys across Lloyds Banking Group & PwC and now leading storytelling company TLC Lions. The session allowed delegates to "take off their masks" and remind us that Everyone Has A Story, about the benefits of sharing and how this can positively impact our mental health and workplace culture.

LET'S TALK

Let's Talk is a renowned national campaign by photographer Charlie Clift in partnership with Mental Health UK and The Photography Movement. It includes a series of portraits, where subjects' struggles with mental health are written onto their faces by artist Kate Forrester. Chaired by James Fletcher of Mental Health UK, Charlie, alongside Scott Shillum and Sarah Harris, two of the Let's Talk subjects, discussed their personal experiences with mental health, and they reflected on how they each support wellbeing at work in their roles as a freelancer, a business owner and an employee.



Experiential Sessions

#GETINTO GREEN

Dr Tamara Russell and Mary Louise Morris from the Mindfulness Centre of Excellence ran experiential session for delegates to learn about brainwise ways to 'feed your green dragon'. This is the dragon energy that is with us when we feel calm, contented, creative and connected. Delegates were taught how feeding your green dragon can be your secret weapon to not only surviving but also thriving in our modern work environment.



YOGA IN THE BOARDROOM

Hosted by Tracy Forsyth, Yoga in the Boardroom was led by Tracey Forsyth. This corporate wellbeing workshop showed delegates how to use their breathing to feel powerfully calm before big meetings; how to adapt their posture to increase confidence and personal impact; and how easy but incredibly effective stretches to do at their desks released desk-bound tension from being on the computer too long.

SHINE OFFLINE

This practical, fun experiential session allowed delegates to shine a light on the potentially negative impact of digital technologies on their wellbeing and work/life balance. Participants were given the opportunity to consider personal adjustments that they could make to their relationship with their work and personal technology to get balance back and to ensure that technology is playing an enhancing rather than an overwhelming role.



THIS CAN HAPPEN 2019

Mental health is one of the major issues of our age and This Can Happen plays a crucial role in bringing together businesses from different sectors to share best practice. It's an inspirational event full of progressive thinking and practical case studies on all aspects of mental health.

TIM SKELTER
Corporate Affairs, Quilter



Hearing from so many inspiring speakers on the day reaffirmed that culture, leaders and prevention are at the heart of this. Creating environments where employees feel safe to speak about their MH, where leaders support and role model that and ongoing education and awareness on those taboo subjects that we heard about at the conference will make a tangible difference in the workplace.

CARRIE-ANN ODLUM
HR Operations Manager,
Freshfields



THIS CAN HAPPEN 2019

THROUGH YOUR EYES



Thank you so much for the invitation to be a speaker this year. It was a wonderful and inspiring experience. I thought the whole day was fantastically organised and curated and ending on Nadiya was just perfect. Wouldn't the world be a better place if we were all as open, honest and utterly charming as her?

RACHEL LEWIS

Director, Affinity Health at Work



This Can Happen was a game changer for me. I left the event feeling inspired and energised, armed with practical advice and best-in-class case-studies about how to create mentally healthy workplaces. We're at the start of our journey but This Can Happen is sure to accelerate our momentum.

NICK JEMETTA

Chair – Mental Health & Wellbeing Group, Sainsburys

THIS CAN HAPPEN 2019

OUR ATTENDEES

OUR AWARD-WINNING EVENT ATTRACTED OVER 950 DELEGATES FROM 180 COMPANIES AND FOR THE SECOND YEAR RUNNING WAS HAILED THE WORKPLACE MENTAL HEALTH EVENT OF THE YEAR.



THIS CAN HAPPEN.

AWARDS 2019

CELEBRATING EXCELLENCE IN
WORKPLACE MENTAL HEALTH

Congratulations to all our winners!

On Thursday 21 November the inaugural Awards Ceremony was hosted by Coutts and attracted over 250 professionals all passionate about workplace mental health



WINNERS OVERLEAF →

Our 2019 winners



Best Mental Health in the Workplace Strategy: Large Company

Winner: Time to Talk - Thames Water

Best Mental Health in the Workplace Strategy: SME

Winner: Mental Health SME - Wave

Best New Workplace Approach to Mental Health

Winner: Thrive - MoneySuperMarket Group

Highly Commended: SCS Railways

Best Targeted Mental Health Initiative

Winner: bmJV M62 Men and Mental Health Initiative - BAM Nuttall Morgan Sindall Joint Venture

Highly Commended: A&O Trainee Mental Health & Wellbeing - Allen & Overy LLP

Employee Network of the Year

Winner: Accenture

Highly Commended: Breathe - Mental Health Network - Norton Rose Fulbright

HR / Wellbeing Team of the Year

Winner: CAA Wellbeing Team - UK Civil Aviation Authority

Mental Health Campaign of the Year

Winner: The Reignite Project - Calmer

This Can Happen Future Leader Award

Winner: Nick Jemetta - Sainsbury's

Highly Commended: Shalah Akhtar - PwC

Most Inspiring Employee of the Year

Winner: James Martin - Enterprise Rent-A-Car UK

Highly Commended: Rhianwen Condon - Oldbury Viaduct Major Renewal Scheme

Most Inspiring Leader of the Year

Winner: Jane Austin, Wave

Founder's Choice Award: Outstanding Service to Mental Health

Winner: Josh Krichefski, CEO EMEA, MediaCom

This Can Happen Grand Prix Winner 2019

Winner: Wave, The Mental Health SME



THIS CAN HAPPEN.
AWARDS 2020

Watch this space!

Due to the success of This Can Happen Awards 2019, 2020 entries will open in January and our awards reception will take place in Spring 2020.

Visit www.thiscanhappenawards.com
for more information

If you are interested in sponsoring, entering or require more information contact: info@tchevents.com

CELEBRATING EXCELLENCE
IN WORKPLACE MENTAL HEALTH
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