

Putting the “wellbeing” in ESG - business and performance drivers

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Criticality of Wellbeing to Organisations Success

Better performance



Outperform the stock market by around **2-3%** per year over a 25 year period¹



22% higher revenue per employee²



Employer of choice – wellbeing strategies help organisations stand out from the crowd⁷

Employees **value** wellbeing programmes⁹



Social and Corporate responsibility – **it's the right thing to do**⁶

Reduced costs



6.2 fewer days missed per year due to unexpected illness or presenteeism²



Presenteeism costs the UK economy **£15bn** annually⁴



62% of employees attribute symptoms of poor mental health to work⁵



£6,125 average cost of filling an employee vacancy⁸
Employees with lower intention to leave report higher levels of wellbeing¹¹

Thriving employees



2 x more highly engaged employees²



70% fewer highly stressed employees²



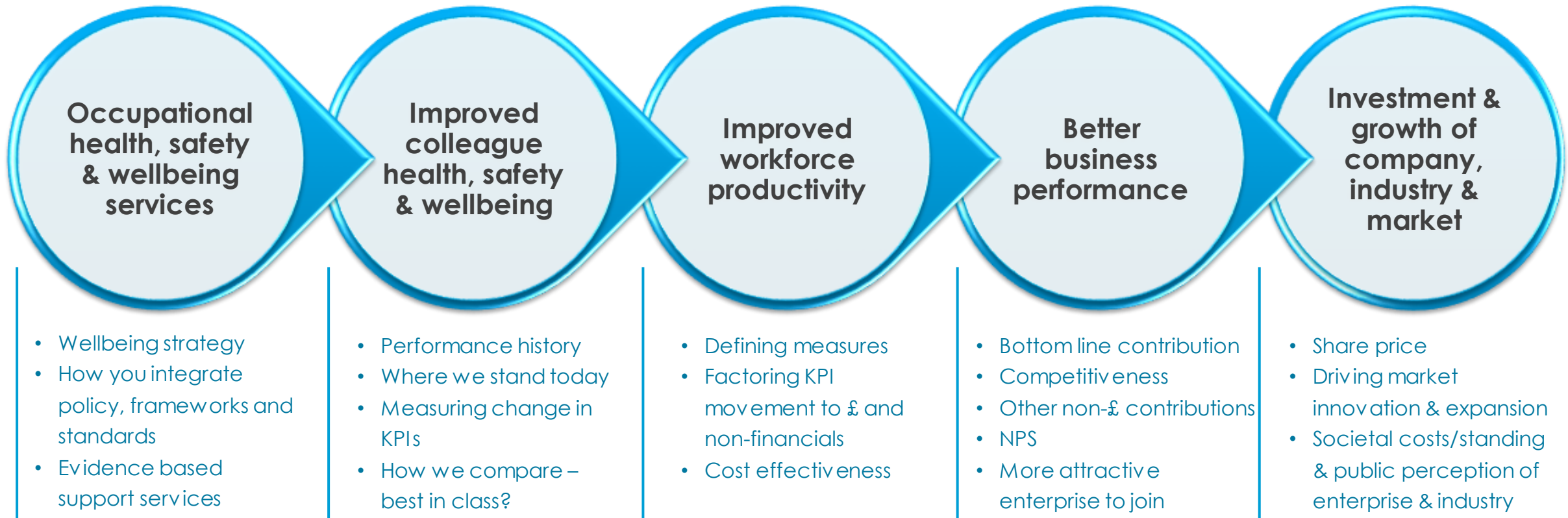
3.5 times more likely to be creative and innovative³



10% productivity improvement (on average)¹⁰

HSW for better wellbeing – the value chain & objectives

- Employee health and wellbeing contributes to successful business performance
- Highly effective companies **commit** to a culture of health & happiness
- Successful wellbeing strategies encompass the work environment, culture & interpersonal relationships



Wellbeing Post COVID

In the post COVID-19 period, **belonging, workplace connectedness and authentic line manager and leadership support** are identified as **future drivers of positive colleague wellbeing**.

Many employees may also face **personal hardship** as the **economic impacts of the pandemic and wider geo-political & financial challenges affect them and their loved ones**. Our foundation of financial wellbeing was a key factor in helping mitigate the impact and stress and forms one of the 5 drivers of wellbeing.

Mental health and wellbeing is truly becoming more personal, and the **competence and confidence of managers and leaders in looking out for colleagues' health, safety and welfare will be the single critical area for investment of time, effort and resource**.

As hybrid working embeds as an organisational normal – there will be **greater emphasis on personal responsibility on wellbeing, and new challenges for employers in identifying, supporting and managing new risks in and out of the workplace** – total worker safety and the concept of “CARE”.

WORKERS VALUE EMPLOYER SUPPORT FOR MENTAL HEALTH



% OF WORKERS WHO BELIEVE THEIR EMPLOYER IS MORE CONCERNED ABOUT EMPLOYEES' MENTAL HEALTH THAN THEY WERE IN THE PAST:

71% agree


71%

A horizontal bar chart with a teal segment representing 71% and a light gray segment representing the remaining 29%.

% OF WORKERS WHO AGREE THAT HOW EMPLOYERS SUPPORT MENTAL HEALTH WILL BE AN IMPORTANT CONSIDERATION FOR THEM WHEN THEY LOOK FOR FUTURE WORK:

81% agree, including 30% who strongly agree

81%

A horizontal bar chart with a teal segment representing 81% and a light gray segment representing the remaining 19%.

30%

who strongly agree

% OF WORKERS WHO WANT THE FOLLOWING MENTAL HEALTH SUPPORTS FROM THEIR EMPLOYER:

Flexible work hours

41%

A horizontal bar chart with a teal segment representing 41% and a light gray segment representing the remaining 59%.

Workplace culture that respects time off

34%

A horizontal bar chart with a teal segment representing 34% and a light gray segment representing the remaining 66%.

Ability to work remotely

33%

A horizontal bar chart with a teal segment representing 33% and a light gray segment representing the remaining 67%.

Four-day work week

31%

A horizontal bar chart with a teal segment representing 31% and a light gray segment representing the remaining 69%.

Does Employee Happiness Have an Impact on Productivity?

- This research is ground breaking and provides evidence that employee happiness does positively impact on productivity
- Conducted by University of Oxford and the London School of Economics' Wellbeing Programme, facilitated by Butterfly software in collaboration with BT, looking at workers in our UK contact centres
- The BT workers were asked to rate their happiness on a weekly basis for six months using a simple email survey containing five emoji buttons representing states of happiness – from very sad to very happy.
- Data on attendance, call-to-sale conversion and customer satisfaction were tracked, along with the worker's scheduled hours and breaks.
- The researchers collated this information alongside administrative data obtained from the firm on worker characteristics, work schedules and productivity.

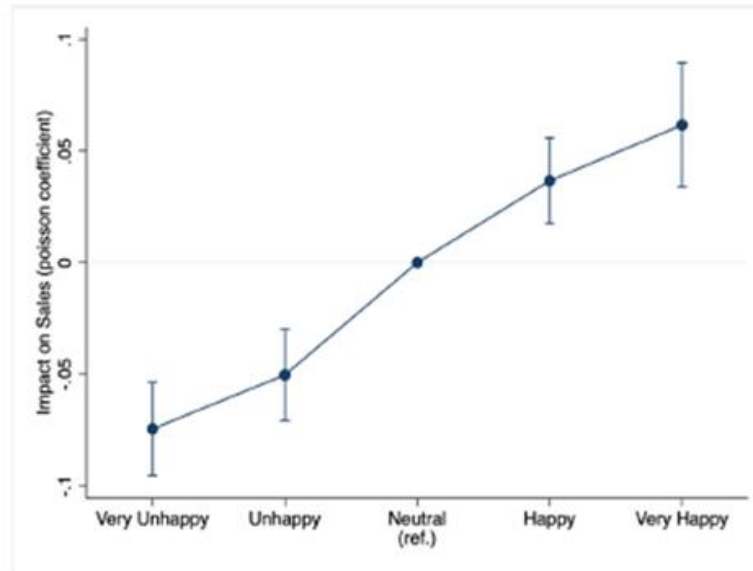
Overall, how happy did you feel this week?



* Your answer will always remain anonymous.
Find out more

Workers make around 13% more sales in weeks where they report being happy compared to unhappy

Figure 3: Happiness and Sales Performance (within-worker estimates)



Note: Coefficients and 95% confidence intervals shown from a poisson model in which the number of weekly sales are regressed on a series of happiness dummies, a full set of individual and time fixed effects, as well as scheduling controls. This is equivalent to model (6) of Table 2.

- Improving happiness and wellbeing is good for the individual and good for business
- The business impact is higher sales and better customer satisfaction
- BT's wellbeing strategy sets the scene and platform
- External research shows that although all of the 5 wellbeing drivers are important the ones to give priority to are:
 - **mental health**
 - **financial security (particularly towards the lowest paid)**
 - **work relationships**

Four Sections:



**Management Commitment
& Policy**



**Leadership
& Innovation**



**Governance
& Management**



**Performance Reporting &
Impact**

Corporate Code

Being trusted: our code



We always
put wellbeing
and safety
first

← ⌂ → 4

Here are our promises:

- We care about our health, safety and wellbeing and understand how much focus and attention is needed to make sure we're all able to thrive and be our best at work. This means keeping our workplaces clean, safe and somewhere we feel happy and proud to work.
- We're serious about health and safety, and take no shortcuts when it comes to keeping safe at work. We're vigilant, looking out for each other and the safety of those around us like contractors, customers, the public, and those sharing our workspaces.
- We remember that work has proven benefits for health, and health has proven benefits for work, so we provide lots of information, resources and guidance to help all of us live as healthily as we can.

How to get it right

- Head to the wellbeing pages on the intranet and make use of all the resources available that can support our physical and mental wellbeing.
- We share the responsibility for maintaining a safe environment for everyone impacted by our work. When we notice something in the workplace that doesn't look or feel safe, we tell someone. Get in touch with a colleague in health and safety, your line manager or your union safety rep if you have any concerns about safety at work.
- Be kind to yourself. And never let work get in the way of that. Eat well, get some exercise and find time for fresh air. Everyone's wellbeing is valued and supported.

Being trusted: our code

Doing the right thing. For good.

Our code is our guide to what's right, and what's not, at BT Group, read more [here](#).

Explore our 10 promises:

We always put wellbeing and safety first

04

We are trusted with our finances

05

We compete to win fairly

06

We create standout customer experiences

07

We don't cut corners

08

We keep information safe

09

We love our planet

10

We speak up


11

We support, respect and appreciate each other

12

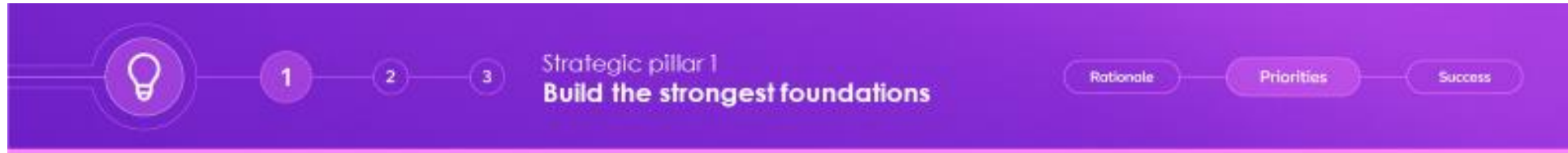
We take a responsible approach to tech

13



9

Wellbeing is part of BT's strategy and priorities



A culture where people can be their best

Priorities | What actions will we take?



We'll inspire you to work here

- **World class early career experiences** through our graduate and apprenticeships programmes
- **Unrivalled progression opportunities** through our Career Pathways
- Build and deliver **skills for the future** through workforce 2030 and 'unlimited' learning curriculum
- **Diversify** the geo-footprint and mix of our colleague base through **The Better Workplace Programme**
- Champion inclusive **talent, development & recruitment practices**



We'll put our people in the driving seat

- **Simplify** how we work and organise ourselves
- Promote **authentic leadership** through Leading BT
- Create **collaborative environments and different ways of workings**, in which our colleagues focus on outcomes through the right performance and reward mechanisms
- Create an **inclusive culture** which celebrates diversity of thought and experience
- Deliver **colleague experiences** that are simple, intuitive and joyful



We'll be a company that people are proud to work for

- **Empower our colleagues** to use their voice, to take accountability in shaping the future of BT through Colleague Board and YourSay
- Focus on all aspects of **wellbeing** – inside and outside of work
- **Engage with our alumni** base through regular updates, events



Our Health and Wellbeing approach



Promote wellbeing strategy (Plan and prevention)



Work with stakeholders across all parts of the business to embed a consistent and integrated approach to wellbeing as a core part of our culture

Inform and Educate Managers and Colleagues (Education)

Develop focused, evidence-based wellbeing campaigns to educate and promote the importance of wellbeing.

Support Services, Resources and Tools (Restoration)

Provide clinical and professional governance on all wellbeing services, ensuring the support and resources are easily accessible by all colleagues.



Health and Wellbeing Strategy for 2022/25



Thank you, and Questions.



BT Group

