

CASE STUDY

DELOITTE: WAYS OF WORKING THAT ENHANCE WELLBEING

As a result of the pandemic, Deloitte has taken the opportunity to revisit established approaches to workplace wellbeing and adapted these to the new ways of working during and after extended periods of UK lockdown, to further support its people's mental health.

Introduction

Deloitte signed up to the [Mental Health at Work Commitment](#) (MHWC) in October 2019. Mental health was already a priority prior to the Covid-19 pandemic and since then the firm has focused on responding to the changing needs of its people. At the heart of everything it does is a set of [shared values](#). The approach to mental wellbeing aligns to two of those values – 'Taking care of each other' and 'Fostering inclusion'.

In 2018 [a new head office was opened](#), which was recognised for its environmental design that demonstrates that people are put at the forefront of design and operations.

During the Covid-19 pandemic, opportunities have been created for people to connect with each other – for example through a new Coffee Club matching people seeking to network with new contacts, and a Buddies network to identify people who are happy to be contacted by colleagues for an informal chat. In addition, several steps have been taken to share all the ways in which Deloitte supports its people to manage their wellbeing.

What Deloitte did



Deloitte.

Providing support to its people has always been a priority for Deloitte. There is a well-established network of senior mental health champions, and all leaders are encouraged to gain the skills to direct someone they think may be struggling through the Mental Health First Aid (MHFA) digital learning platform.

Deloitte understands that the pandemic has affected all its people differently. The CEO set the tone from the start by encouraging everyone to put their own wellbeing and the needs of their families first. Good wellbeing practice was promoted through regular communications and guidelines were created to help line managers understand what their people may be experiencing, how to respond and where to signpost them.

Deloitte's people are regularly reminded that they can work at the times which suit them and that the firm recognises and supports them in managing their work/life balance. Flexibility in working

patterns is actively encouraged and role-modelled by leaders.

All learning about wellbeing has been put into bite-sized formats in one easily accessible place. A new 'one stop shop' intranet site has been established to help people find what they want.

During the third lockdown, intranet articles and films where Deloitte's people shared personal stories about how they were managing their wellbeing, with a focus on addressing important topics, including tiredness and loneliness.

Deloitte surveyed its people more frequently, giving them opportunities to tell the organisation how they were feeling. That feedback was used to help shape the support put in place, including an individual allowance for home office equipment; additional digital tools to simplify some processes; and the Wellbeing Movement – a programme of varied wellbeing activities, from yoga and exercise to mindfulness and managing fatigue – all accessible virtually from an events calendar online.

Longer-term, it is anticipated there will be a hybrid working model to allow people to work where, when, and how they wish to. Office space will become increasingly focused on collaboration, connection and innovation for Deloitte's people and clients.

Impact

There is no doubt that the pandemic has added to the ways in which Deloitte's people are supported with their mental wellbeing and the company has reconsidered its approach, exploring new ways of working. It has ensured that leaders consider the wellbeing of their teams – both those who work together internally and those who work with external clients. Consistent guidance on this is being embedded into the resourcing processes so that expectations of working hours are reasonable and prevent excessive hours being worked. Managers also check in on wellbeing in their regular one-to-ones, ensuring that people can discuss workload and impact on wellness.

There has been great engagement with the programmes put in place already and feedback will continue to be gathered. Other employers and experts will also be engaged with, to learn from their approaches and to help continuously respond to the needs and changes arising from the pandemic.

Call to action

Engage with your people. Gather regular input from them and consider practical and innovative ways you can improve their wellbeing. Significant impact can be delivered through simple changes to the ways in which people engage with their managers, to leadership behaviours and to using technology to create connections between people.

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