

# TOOLKIT

## EMPLOYEE WELLBEING MEASUREMENT AND METRICS GUIDE 3 WELLBEING CHARTERS, FRAMEWORKS, STANDARDS AND BENCHMARKS

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### INTRODUCTION

#### Why measure employee wellbeing?

Measuring employee wellbeing is essential for any organisation seeking to understand the impact of its approach.

Measurement will help you to:

- Identify whether there are any issues that you need to address
- Identify what the issues are
- Identify who is particularly affected by them (e.g. a particular demographic group, particular job roles)
- Identify whether there are any hot spots in the organisation (e.g. particular teams or divisions affected)
- Conversely, identify whether there are any areas of good practice, e.g. lower incidence rates
- Demonstrate possible impacts of these issues such as costs in human terms and reputational terms as well as financial terms
- Put together the business case to challenge and inform your board or exec team
- Inform your health and wellbeing strategy
- Identify key stakeholders
- Target interventions and key areas for improvement
- Establish baselines that you can use to measure progress

This guide is part of a three-part series, intended to support organisations seeking to improve their approach to measurement of employee health, wellbeing and engagement.

**Guide 3:** This document is aimed at supporting organisations that want to gather data via established questionnaires, and/or use a framework or standard to chart their organisation's progress on wellbeing.

It outlines:

- Public Reporting on Employee Wellbeing and Engagement
- UK and global frameworks, standards and benchmarks for assessment of wellbeing, including mental wellbeing
- UK Public ranking and award processes

#### Benchmarking:

Internal benchmarking involves comparing the results of one department, team or individual within an organisation to another, whereas external benchmarking involves comparisons against other companies.

Internal benchmarks are often the starting point for analysing processes, through for example, trends and then measuring the impact of these processes. External benchmarks have an added advantage of comparing against competitors, it shows what 'good' practice looks like. The best practice from the other organisations can then be adopted by your company.

#### Business in the Community's Public Reporting Guidelines

Business in the Community's Public Reporting Guidelines provide a framework based on the [Workwell model](#) that can be used both for internal benchmarking and for reporting publicly on employee wellbeing and engagement. This resource offers an integrated, strategic and wholeperson approach for the management of employee wellbeing and engagement.

Organisations that have reached a level of maturity in their strategic management of employee wellbeing can drive further improvements by publicly reporting on employee wellbeing and engagement. This enables you to:

- Demonstrate your organisation's responsible people management practices
- Position your organisation as a responsible, progressive business
- Highlight the positive impact of your approach to employee engagement, wellbeing and management on the organisation's business performance
- Be seen as an 'employer of choice' and attract the best people, who want to work for enlightened, forward-thinking employers
- Manage your people's engagement, wellbeing and performance even better
- Drive a virtuous circle of employee engagement, enhanced wellbeing, and better performance at the individual and organisational level

The Public Reporting Guidelines were developed by an expert Steering Group of FTSE 100 exemplar reporting companies convened by BITC to provide intellectual capital and overall direction in partnership with Henderson Global Investors, CIPD and Ipsos MORI. They were launched in 2011 and further refined in 2012 with updated input from the investment community and new guidance on narrative reporting. These provide a company public reporting framework aligned to the four quadrants and core segment of the BITC Workwell Model.

The metrics selected have been kept as generic as possible, to accommodate for organisations of different size and sector.

Drivers for public reporting:

- Corporate transparency and accountability
- Enables demonstration of responsible people management and its impact on business performance
- Disclosure on Human Capital Metrics is critical for investors to make informed decisions about risk and future performance
- Employer of choice - potential employees are increasingly attracted to organisations with progressive employee practices where wellbeing and engagement are key priorities

See your wellbeing adviser to access the 'BITC Public Reporting Guidelines: Employee Engagement and Wellbeing'.



## BENCHMARKS AND AWARDS

### The Responsible Business Tracker®

The Responsible Business Tracker® is a measurement tool available to all Business in the Community (BITC) members. It enables an assessment of performance as a responsible business by tracking progress against BITC's Responsible Business Map, which Health and Wellbeing is a key component of.

The questions ask whether employers are taking a preventative, whole person, whole organisation approach, where senior leadership is held accountable. A strategy owned and driven by senior leadership is essential to success. The tracker, therefore, asks how the business is doing to make health and wellbeing strategic boardroom issues.

The Tracker offers gap analysis, benchmarking against sector peers and the overall cohort. Scoring data can be leveraged internally to create traction for change.

#### Mind's Wellbeing Index

In 2016 Mind launched the Workplace Wellbeing Index, enabling employers to celebrate the good work they're doing to promote staff mental

wellbeing and get the support they need to be able to do this even better. The Index is a benchmark of best policy and practice and will robustly assess where the gaps lie between an organisation's approach and staff perceptions, as well as recognising the employers who are best supporting the mental health of their staff.

Taking part in Mind's Index will enable you as an employer to:

- Gain public recognition of your organisation's commitment to workplace wellbeing
- Learn where you benchmark in comparison to peers and other organisations participating in the Index
- Share and access best practice learning from other employers participating in the Index
- Be part of our movement for change in workplace mental health and a trailblazer in your sector
- Find out what your employees really feel about how you support their mental health

To learn more about the Index and register interest, please visit [www.mind.org.uk/index](http://www.mind.org.uk/index).  
*Please note, this is a paid-for service.*

## CHARTERS, FRAMEWORKS AND STANDARDS

### Mental Health at Work Commitment

The Mental Health at Work Commitment provides a simple umbrella framework for employers wanting to take action, developed by The BITC Wellbeing Leadership Team and the Thriving at Work Leadership Council. It is the cumulative best practice on how to move the needle and was developed in collaboration with leading employers, industry bodies and mental health organisations.

The Commitment is not just a standard, it is intended to support employers to develop a comprehensive approach and is backed up by hundreds of resources to help organisations learn from others. There is a one stop shop for employers to sign up and access the resources and tools needed to get started. You can sign up at [mentalhealthatwork.org.uk/commitment](http://mentalhealthatwork.org.uk/commitment).

### Time to Change

Time to Change is a National campaign funded by the Department of Health, Comic Relief and the

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Big Lottery Fund. It is run by Mind and Rethink Mental Illness. Over 1,400 organisations employing over 3 million people have now signed the Time to Change Employer Pledge.

The campaign aims to:

- Improve public attitudes and behaviour towards people with mental health problems
- Reduce the amount of discrimination that people with mental health problems report in their personal relationships, their social lives and at work
- Make sure even more people with mental health problems can take action to challenge stigma and discrimination in their communities, in workplaces, in schools and on-line
- Create a sustainable campaign that will continue in communities and workplaces long into the future

Sign up to the [Time to Change pledge](#) for free.

Read the [Business in the Community Time to Change pledge](#).

#### **Mindful Employer: Charter for Employers**

The Charter for Employers is freely available; it is about working towards the principles of better practice. It is a tangible display of organisation's commitment to improving the working lives of their staff. Since Mindful Employer was launched in 2004, more than 2,250 employers have at some point been a signatory to the Charter for Employers who are Positive About Mental Health.

Being a Mindful Employer:

- Shows employees and others that you are a good employer
- Expresses corporate social responsibility
- Reduces staff and training costs

- Helps towards complying with legislation (e.g. Equality Act & HSE)
- Reduces sickness absence
- Enhances customer service
- Improves productivity
- Helps retain staff who have experienced discrimination in the past
- Makes for a healthier workplace

Sign up to the [Charter for Employers](#) for free.

Mindful Employer have also released '*Mindful Employer Plus: Advice Line for Staff*', an independent and confidential advice line for staff and managers. This is a paid-for service exclusively for organisations who are Charter signatories.

#### **The Workplace Wellbeing Charter**

The Workplace Wellbeing Charter provides a set of standards developed by Public Health England which organisations can use to audit and benchmark themselves: to identify what the organisation already has in place and what gaps there may be in the health, safety and wellbeing of

your employees. The Standards and the supporting toolkit materials and topic guides are free for all organisations to use on the website. The Charter focuses on three key areas; leadership, culture and communication.

You can email [info@healthatworkcentre.org.uk](mailto:info@healthatworkcentre.org.uk) to request a copy of the self-assessment standards which set out what you need to do to achieve each level of the charter standards.

You can register on the website to complete an online self-assessment or download the self-assessment checklist here [www.wellbeingcharter.org.uk](http://www.wellbeingcharter.org.uk).

#### The Health and Safety Executive Standards for Management Standards for work related stress

The freely available [HSE Management Standards](#) define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled. You can also find a free employee questionnaire to enable identification of issues within your organisation, as well as guidance on involving employees in making changes to create a culture that promotes employee mental health and wellbeing.

The Standards cover six areas of work design that can be associated with poor health and wellbeing, lower productivity and increased sickness absence, if not managed properly. These are the primary sources of stress at work:

- [Demands](#) – this includes issues such as workload, work patterns and the work environment
- [Control](#) – how much say the person has in the way they do their work
- [Support](#) – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- [Relationships](#) – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
- [Role](#) – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- [Change](#) – how organisational change (large or small) is managed and communicated in the organisation

The HSE has also launched its freely available draft Health and Work [strategy and plans](#) focussing on work-related stress, musculoskeletal disorders and occupational lung disease.

- [Work-related stress](#): According to the HSE's latest statistics, stress (together with mental ill health conditions like anxiety and depression) is the second most commonly reported cause of occupational ill health in Great Britain, accounting for 37% of all work-related ill-health cases, and 45% of all working days lost due to ill health
- [Musculoskeletal disorders](#): The same statistics suggest Musculoskeletal Disorders (MSDs), such as upper limb disorders and back pain, are the most commonly reported cause of occupational ill health in Great Britain, accounting for 41% of all work-related ill-health cases and 34% of all working days lost due to ill health.
- [Occupational lung disease](#): Occupational lung diseases, including asbestos related conditions, continue to lead to an estimated 12,000 deaths each year, in Great Britain

#### NICE Workplace Health: Management Practices

The [Workplace Health: Management Practices guideline](#) covers how to improve the health and wellbeing of employees, with a focus on organisational culture, older employees and the role of line managers.

The guideline includes recommendations on:

- Organisational commitment
- Mental wellbeing at work and physical work environment
- Fairness, participation and trust
- Senior leadership
- Line managers' role and leadership style
- Training, including support for older employees
- Job design
- Monitoring and evaluation

#### Australian Capital Territory Audit tool



The free ACT Audit Tool is designed to help organisations establish a baseline against which improvements in a workplace's readiness and capacity to be a health promoting environment can be measured. The audit asks questions about key dimensions of the workplace environment which contribute to the health and wellbeing of staff, including:

1. Commitment
2. Provision of activities
3. Facilities and infrastructure
4. Accessing external resources
5. Resourcing
6. Planning
7. Administration and evaluation
8. Inclusiveness and participation
9. Supportive culture

## CONCLUSION

This measurement guide is for those organisations that have a mature approach to measuring employee wellbeing. This three piece suite of measurement guides supports organisations at all stages of the journey, see the following two guides for a beginner and intermediate approach:

- Guide 1: Getting Started
- Guide 2: Deepening Your Insights

For more guidance on measurement, discuss this with your dedicated adviser. Your adviser offers

ongoing support and will help you to deliver a whole person approach to wellbeing, ensuring it is aligned to the Workwell Model and that wellbeing is fully integrated into your organisation.

We would also like to invite you to contribute a case study for the Wellbeing Campaign, please get in touch with your adviser if you are interested.

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- [find out more about our wellbeing work](#)
- [learn more about our advisory services](#)
- [join us at one of our upcoming events](#)



change.

[Talk to one of our expert team today](#) to learn how membership of BITC can help you take your responsible business journey further, and drive lasting global