

# Case Study #2

## WELLBEING IN A COVID WORLD

### THE CHALLENGE

As Managing Director of a medium-sized service organisation, the challenge of keeping our teams safe and connected quickly moved from the team's physical safety and protection to emotional and mental well-being support. We had to understand the common work-related and personal factors that can add stress during a pandemic, particularly feeling safe in the 'office bubble' and emotional exhaustion, otherwise known as 'Covid Fatigue'.

### OUR APPROACH/THE SOLUTION

Besides regular interaction with their teams, we decided to use technology to gather insights to make more informed decisions. We reassessed our well-being strategy to ensure everyone had a way to feel connected and supported, especially during the lockdown and the well-being options available to cope in the new environment.

We collaborated with Hello Monday (HR consultants) to develop a more robust Work from Home policy which included checklists for employees, guidelines for Managers and surveys.

We reached out to ShopCare, who provided access to the SAFE365 Health and Safety App. The app enabled the team to capture work health, safety, and well-being data we received in real-time. The insights helped the leadership team evaluate how the team was doing weekly. They received alerts if anyone's status changed, such as Covid symptoms, so that we could respond accordingly.

Our Health and Safety Committee, with representatives from across the business, also played an essential role in engaging with and supporting workers, sharing ideas, well-being resources and the leadership team.

We shared survey results at regular meetings and provided updates on additional internal and external support resources.

### LESSONS LEARNED

Transparency and demonstrating that we were listening and taking all practical steps to ensure the teams' safety was critical. We had to be more precise about the sets of questions we asked in our surveys. The first survey didn't have separate physical and mental well-being questions, which skewed the data insights. Some home environments were more challenging than others, and we evaluated the 'one size doesn't fit all' approach.

## THE IMPACT

The changes we implemented have had a significant impact on the well-being of our teams. The surveys, in particular, have been received well by the team, providing us with tangible insights into their well-being. By late 2020, we have had over 88% consistently rate their mental well-being as 4 or 5 out of 5, and when we sense check, they are genuinely feeling good. We have recognised that by reassessing our well-being strategy and policies (work from home/ flexible working arrangements), we have empowered the teams to make decisions that best support them and their families in a Covid world.