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FAcSS***

*The 50<sup>th</sup> Anniversary  
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# Causes of Long-Term Absence for Non-Manual Workers 2015

	All	Manufacturing & production	Private services	Public services	Non-Profit
Stress	<b>58</b>	50	46	79	60
Acute medical conditions	51	49	44	64	49
Mental ill-health	<b>49</b>	37	45	61	52
Musculoskeletal injuries	38	35	29	49	44
Back pain	32	32	33	36	26
Recurring medical conditions	25	24	23	31	22
Injuries not related to work	25	35	19	25	25
Minor illness	17	18	19	9	21
Pregnancy-related absence	16	13	17	17	15

Percentage of respondents citing this reason as leading cause (base 394) Source: CIPD Absence Management Survey

# Estimated Annual Costs to UK Employers of Mental Ill-Health (Sainsbury Centre for Mental Health, 2007)

	Cost per average employee (£)	Total cost to UK employers (£ billion)	Per cent of total
Absenteeism	335	8.4	32.4
Presenteeism	605	15.1	58.4
Turnover	95	2.4	9.2
<b>Total</b>	<b>1035</b>	<b>25.9</b>	<b>100</b>

# Presenteeism





	Health “Good”	Health “Not good”
No absences	Healthy & present	Unhealthy and present “Sickness Presentees”
Some absences	Healthy and not always present	Unhealthy and not always present

# How common is sickness presenteeism?

	Health “Good”	Health “Not good”
No absences	35%	28%
Some absences	13%	24%

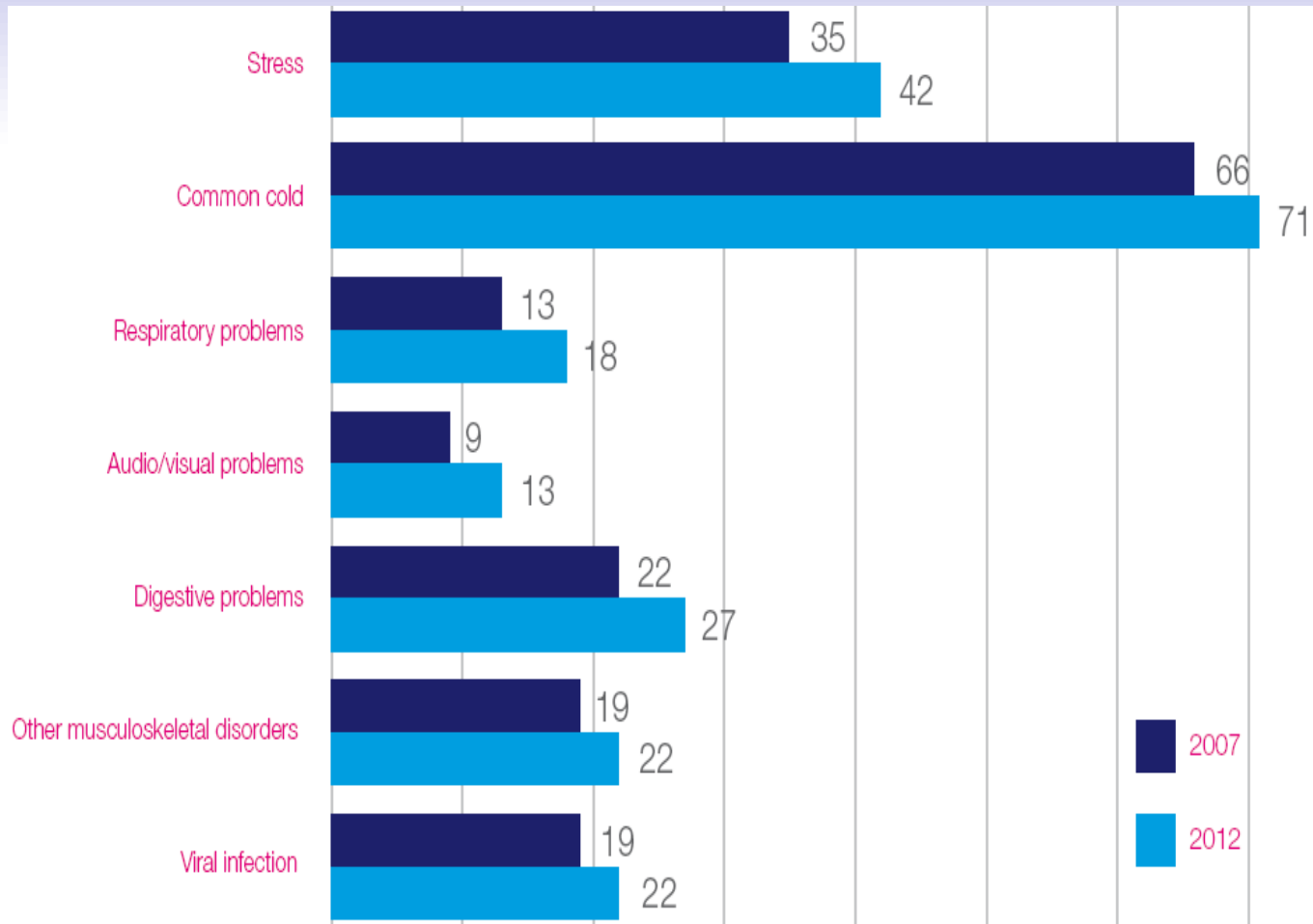
*N=39,000 employees from general working  
population (UK)*

# A Critical Business Issue

- Mental health costs the UK £70bn per year, equivalent to 4.5% of GDP 
- Mental ill-health costs each employer £1,035 per employee, per year 
- 15.2m sick days per year due to stress, anxiety or depression 
- Failure to unlock discretionary effort costs UK business £6bn
- Only 2 in 5 employees working at peak performance 

# Managers' Experience of Ill-health

(Source: CMI Quality of Working Life 2012)



# Managers' Experience of Physical and Psychological Symptoms

Percentage who Experienced	Sometimes or often 2012 %	Sometimes or often 2007 %	Change
Loss of sense of humour	36	31	5
Avoiding contact with other people	33	25	8
Mood swings	31	27	4
Feeling unable to cope	30	25	5
Difficulty in making decisions	27	23	4
Unable to listen to other people	25	21	4

**Source: CMI Quality of Working Life 2012**



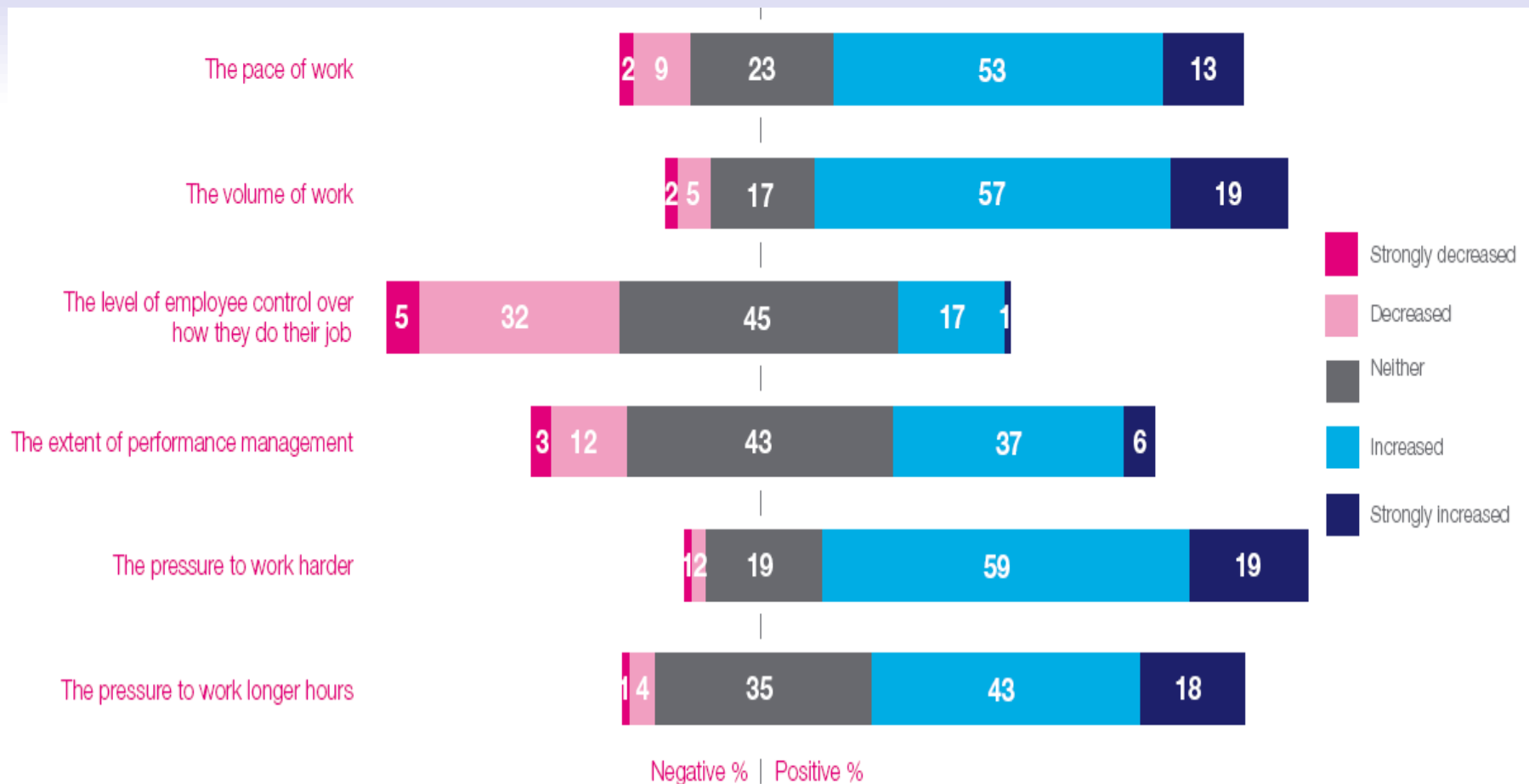
# Managers' Views About Their Organisation as a Place to Work

	<b>Agree 2012 %</b>	<b>Agree 2007 %</b>
My organisation is a good employer	64	69
I feel fairly treated by my organisation	54	60
I feel empowered to make decisions within my organisation	56	60
Senior managers in my organisation are committed to promoting employee wellbeing	<b>39</b>	<b>55</b>
I think senior management manage change well in my organisation	<b>30</b>	<b>45</b>
Overall, I am satisfied with my job	<b>55</b>	<b>62</b>

***Source: CMI Quality of Working Life 2012***

# Perceived Effects of Organisational Change on Employees

(Source: CMI Quality of Working Life 2012)



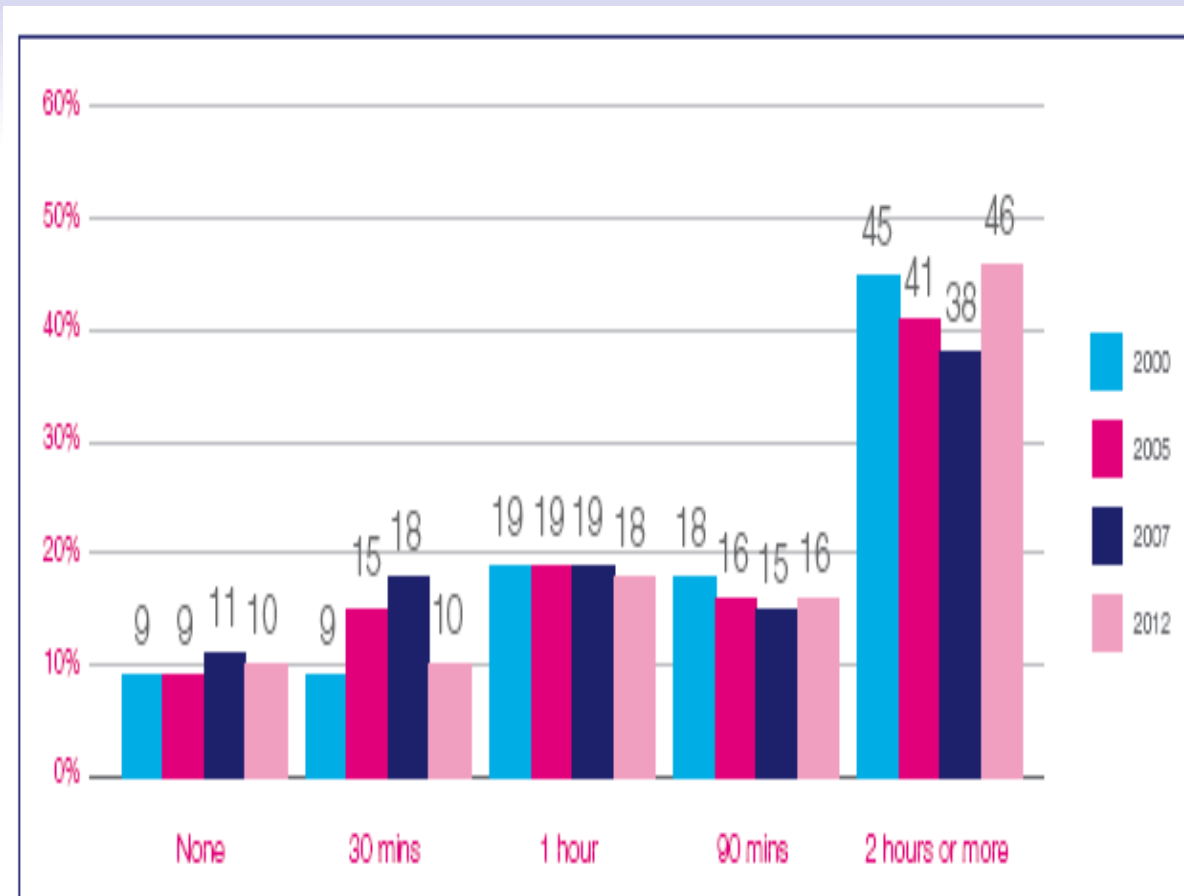
# Organisational change and its effects

The impact of organisational change on employees



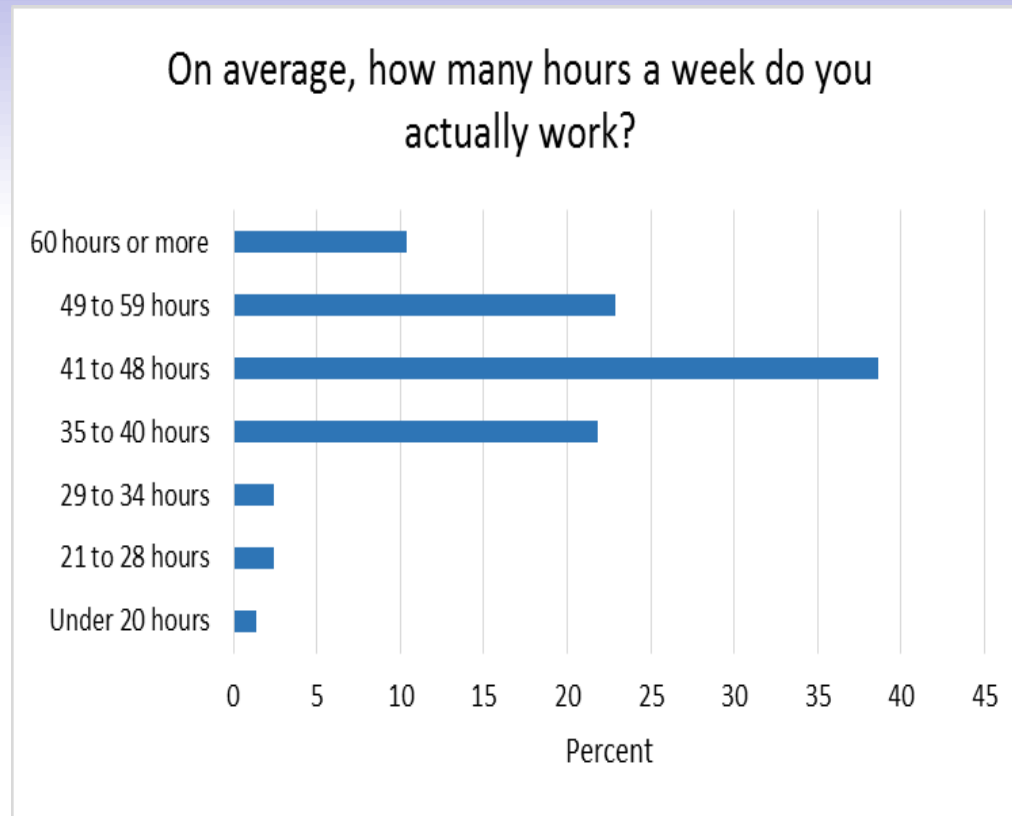
# Percentage of Managers Working Over their Contract Hours per Day

(Source: CMI Quality of Working Life 2012)



**Figure 11** Percentage of managers working over their contract hours per day – 2000 to 2012

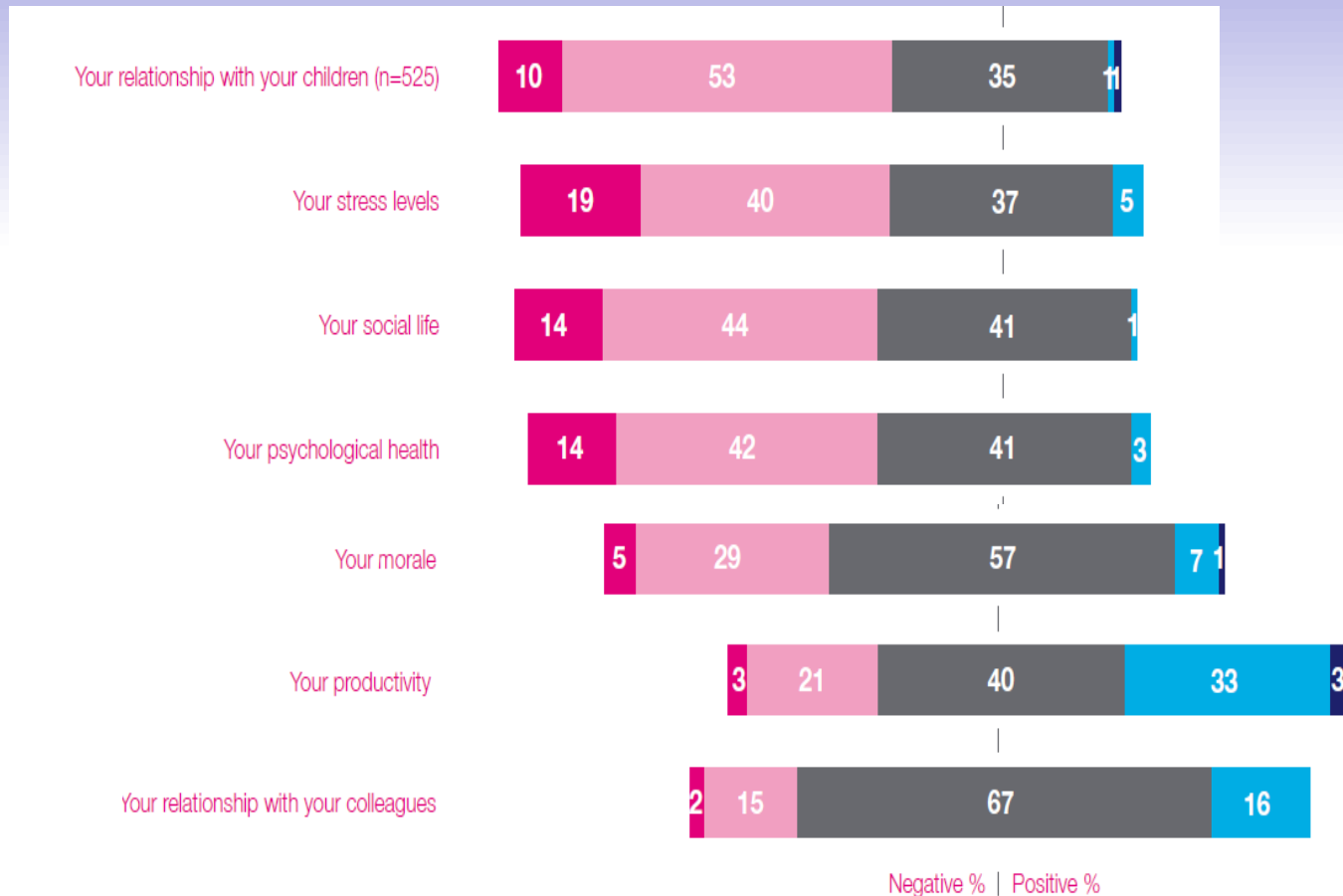
# Your working hours



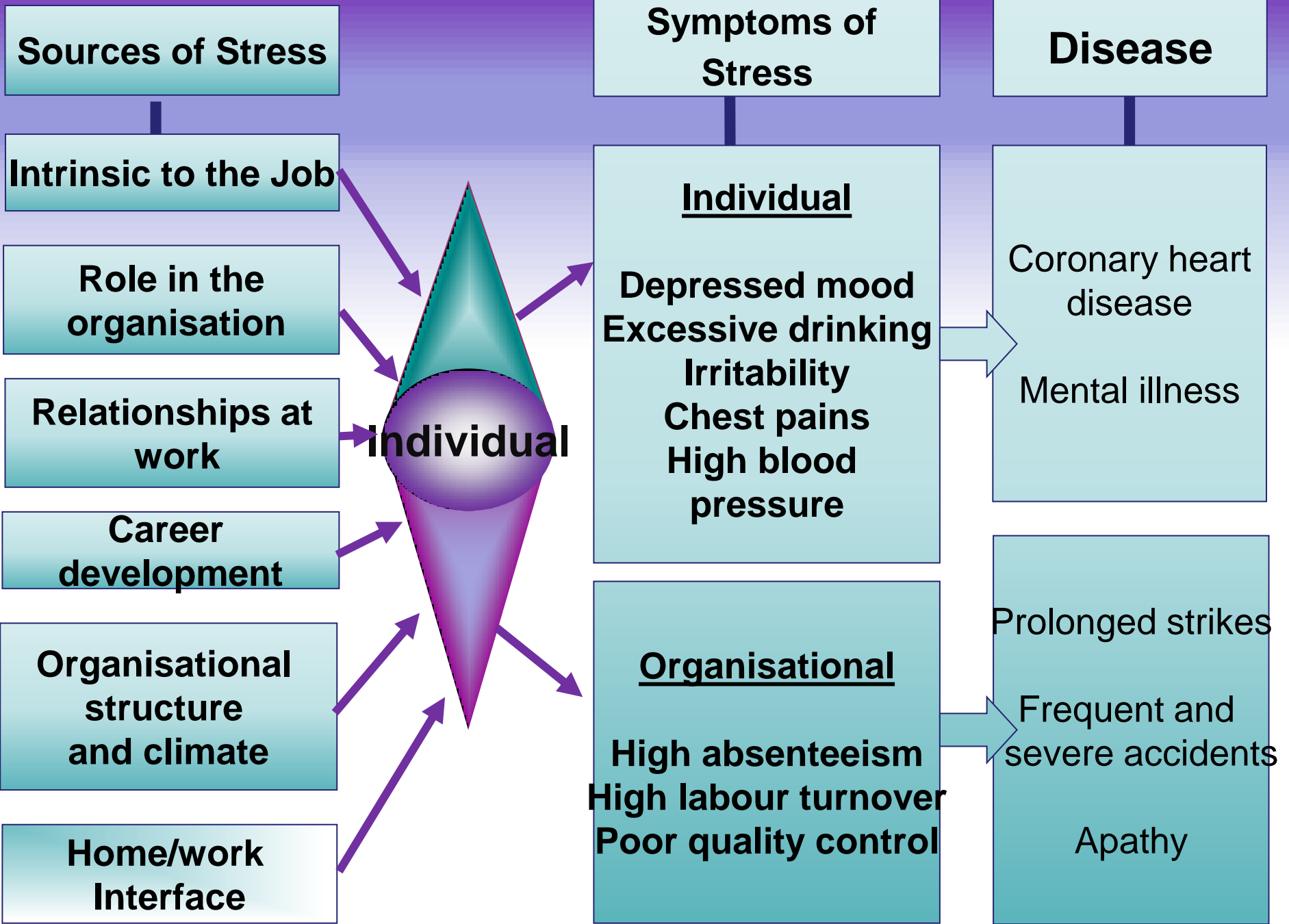
Average contracted hours were 38.18  
(36.89 in 2012)

(Source: CMI 2015)

# Impact of Working over Contract Hours



(Source: CMI 2012)



# Intrinsic to the Job

- Too much work - quantitative  
- qualitative
- Too little work
- Time pressures and deadlines
- Poor physical working conditions
- Mistakes
- Too many decisions



Variable Workload

High Workload

Poor Procedures by Pilots

Responsibility for Lives

Shiftwork Hours

Training Others

Stressed Air Traffic Controller

Increased Risk of Coronary Artery Disease



# Role in the Organisation

- Role ambiguity
  - Role conflict
- Too little responsibility
- Responsibility for People
- Responsibility for things
- Lack of managerial support
- Organisational boundaries

**Patients perceive as  
inflictor of pain**

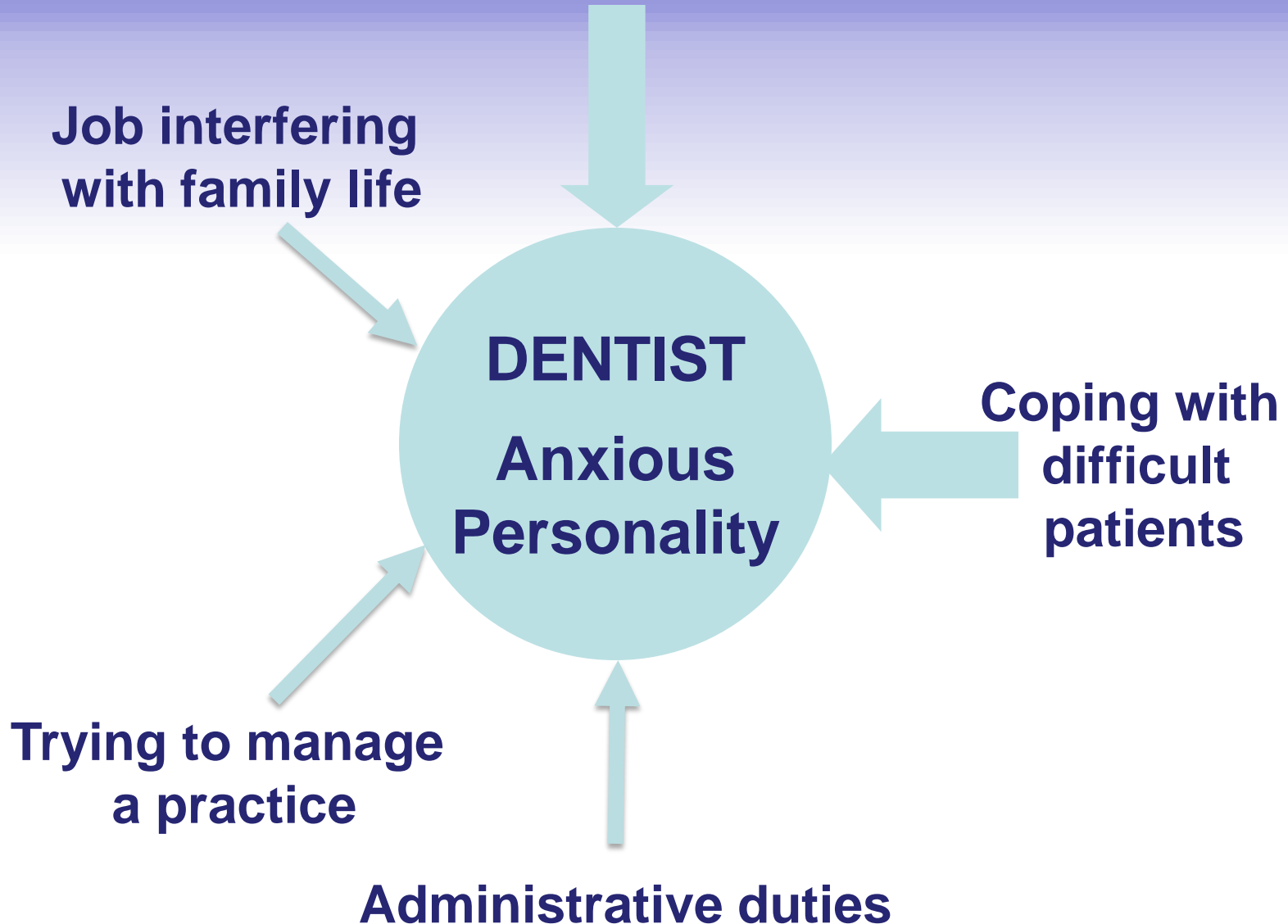
**Job interfering  
with family life**

**DENTIST  
Anxious  
Personality**

**Coping with  
difficult  
patients**

**Trying to manage  
a practice**

**Administrative duties**



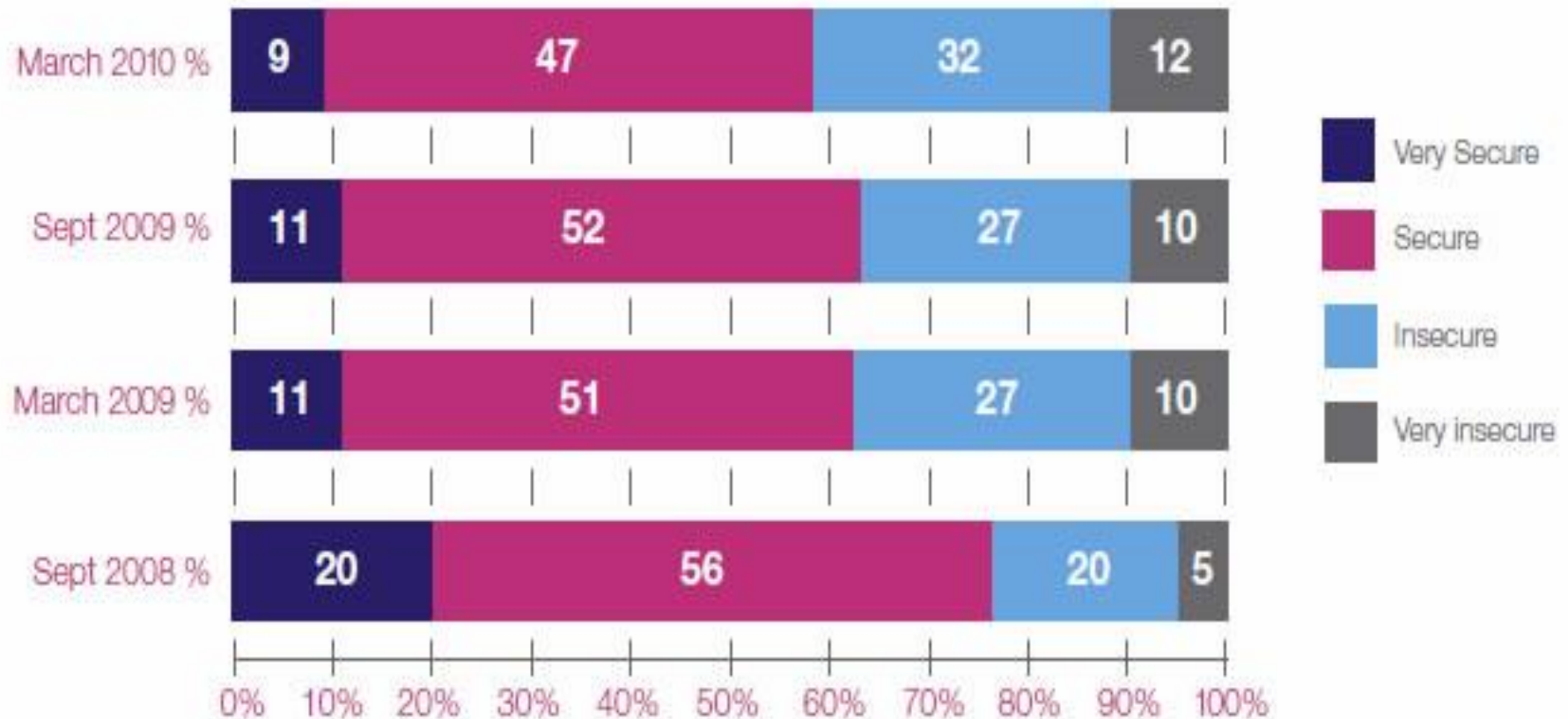
# Relationships

- Relationships with boss
- Relationships with colleagues
- Relationships with subordinates
  - Difficulties in delegating
  - Personality conflicts

# Career Development

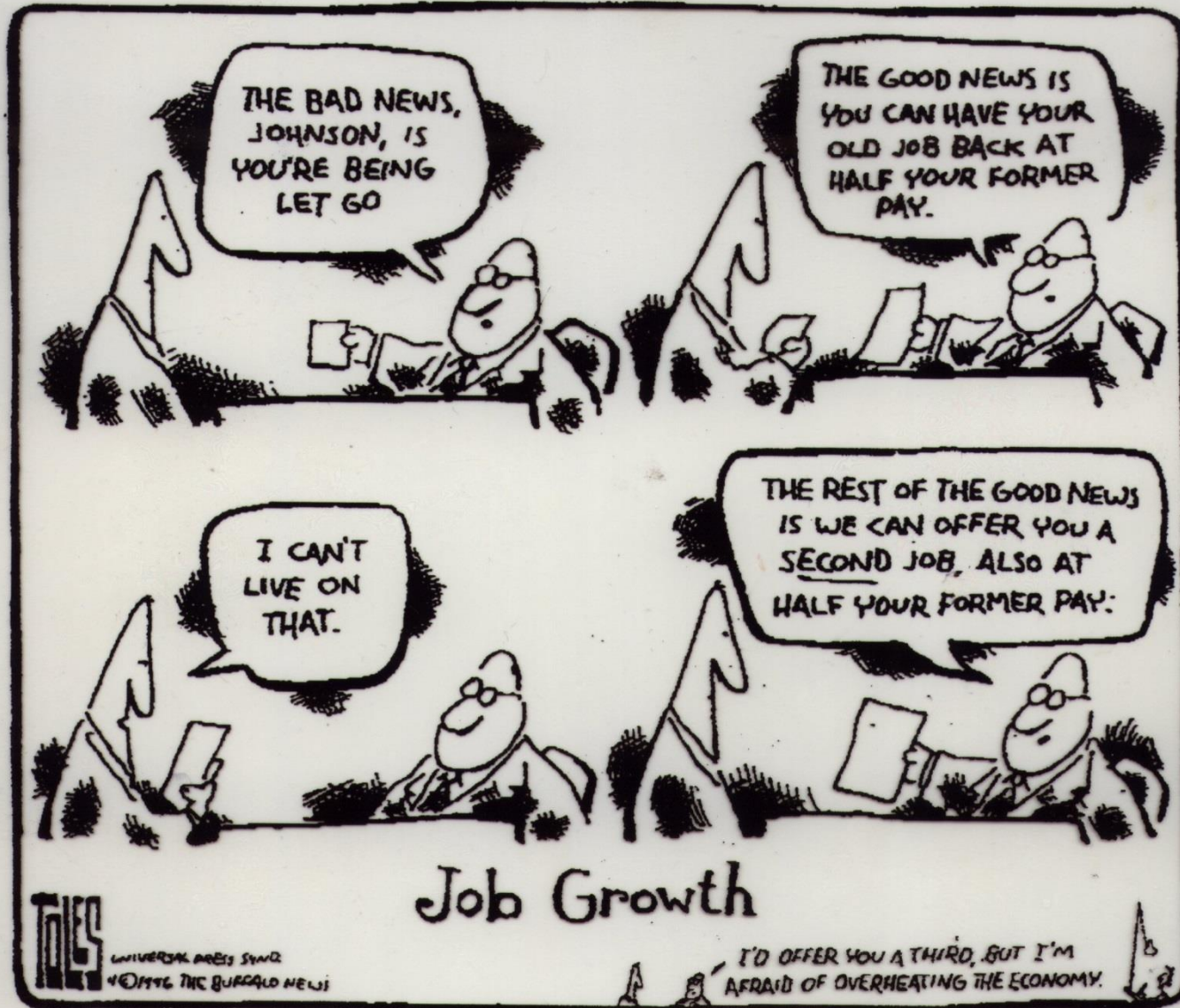
- Over promotion
- Under promotion
- Lack of job security
- Fear of redundancy  
or  
early retirement

# Respondents Perceived Security in Current Job



(Source: CMI Economic Outlook April 2010)

# Workplace at a glance



TOM TOLES

# Organisational Structure and Climate

- Restrictions on behaviour
- No effective consultation or communication
  - Uncertainty
  - Loss of identity
- Lack of participation

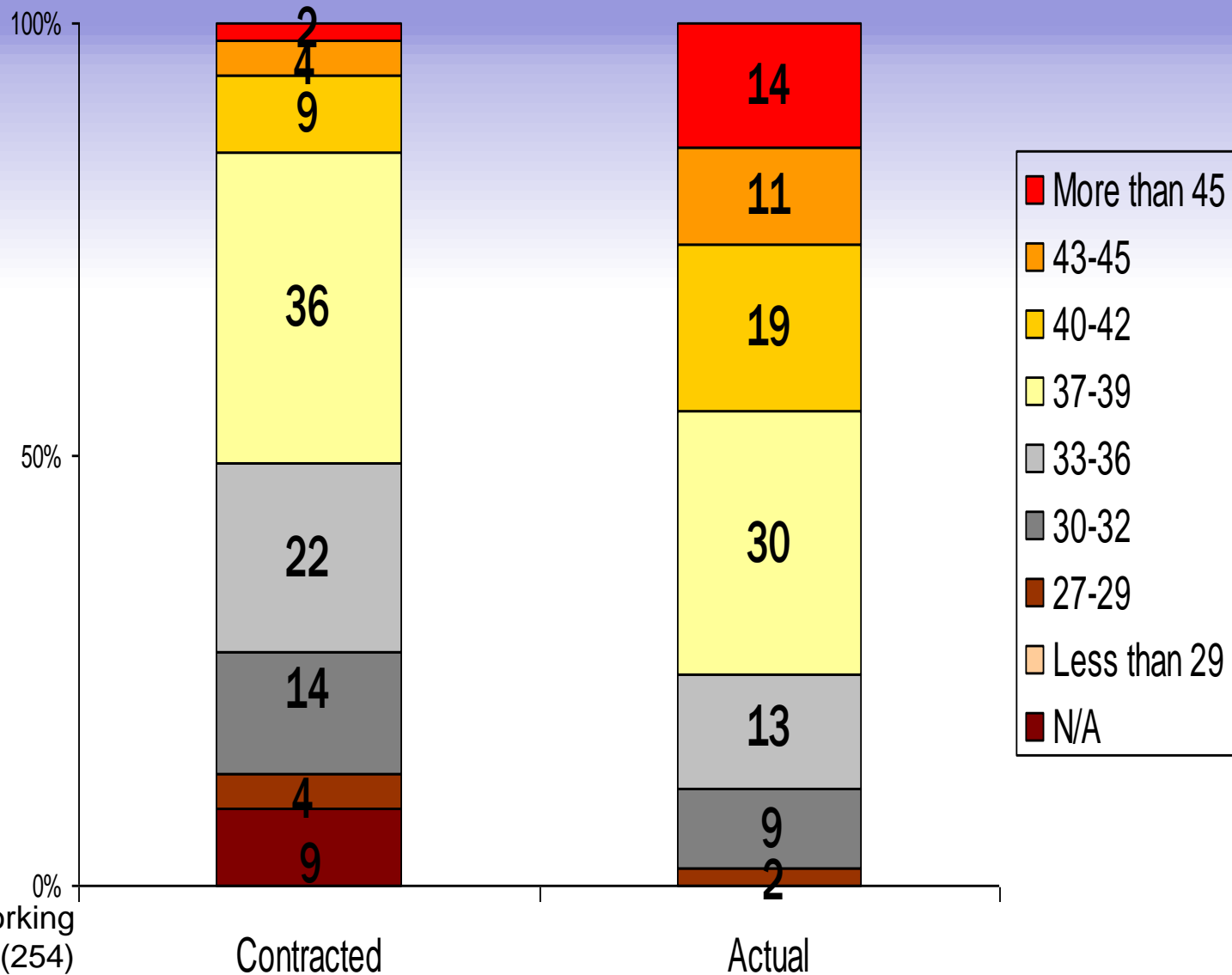


# Organisation's Interface with Outside

- Divided loyalties
- Conflict of work with family demands
  - Intrusion of problems outside

work-economic, life crisis

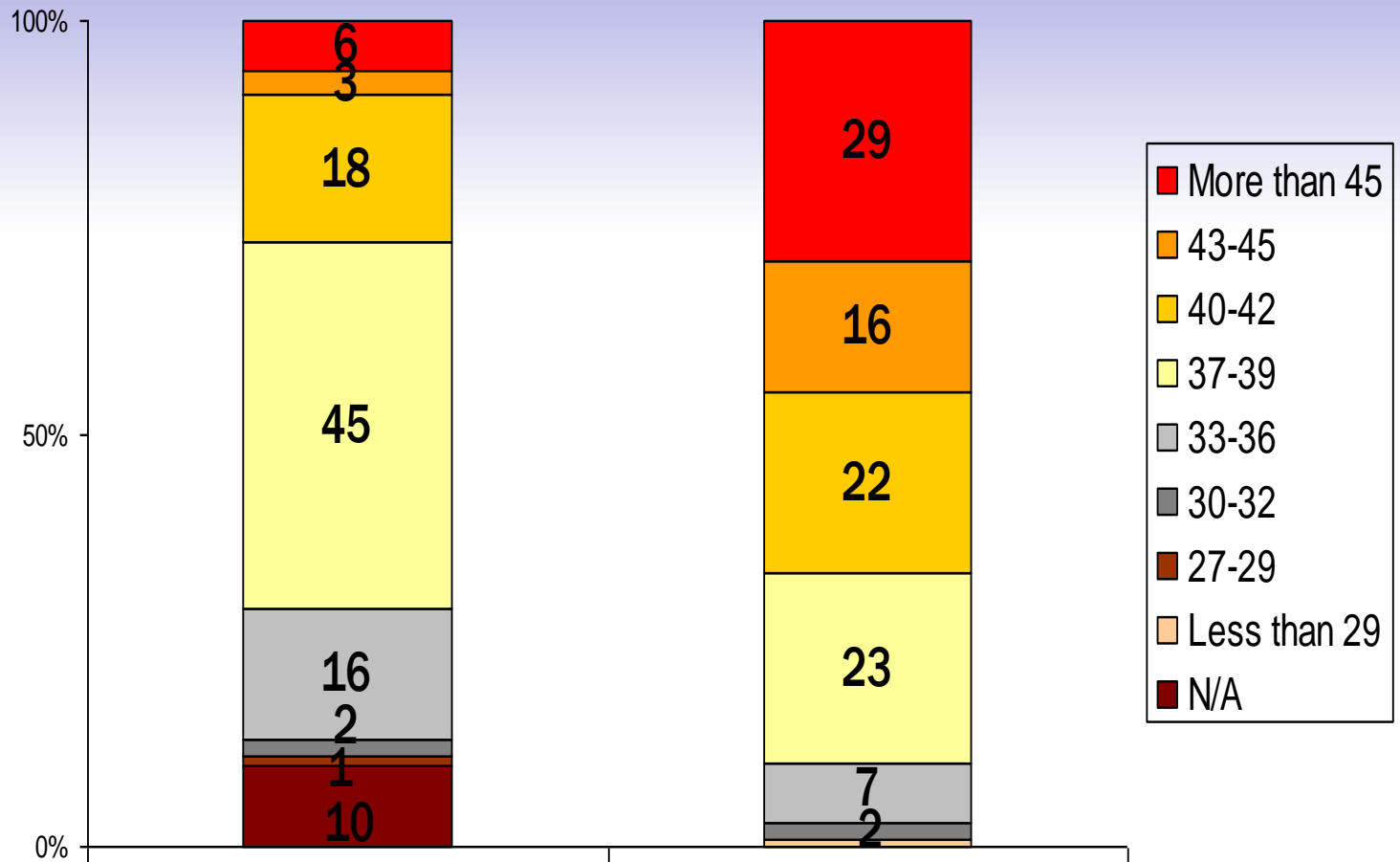
# Women: hours contracted vs hours actually worked



Base: Working mothers (254)

Source: Amv<sup>i</sup>

# Men: hours contracted vs hours actually worked



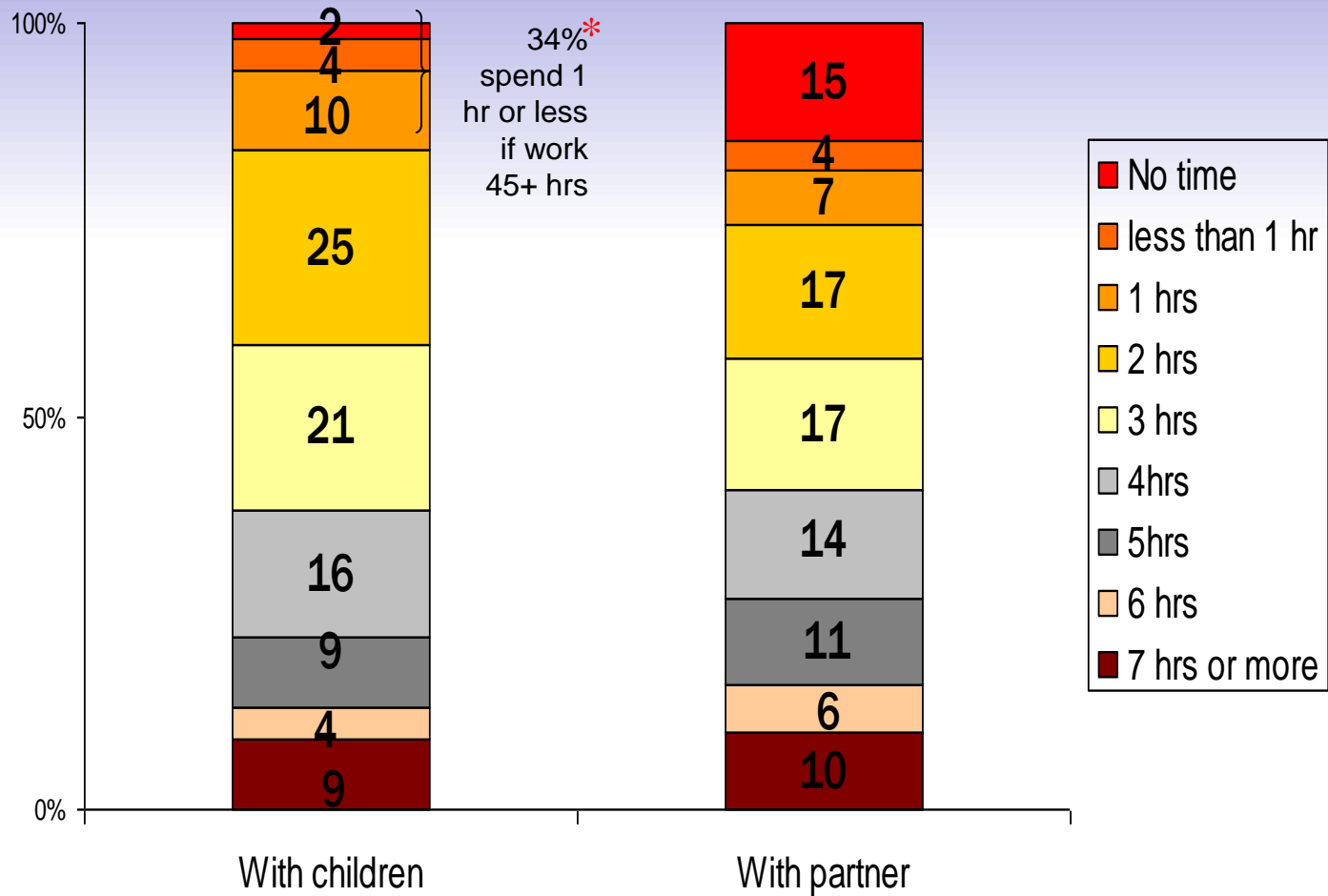
Base: Working fathers (392)

Contracted

Actual

Source:

# Time spent with children and partner on weekdays



Base: Working parents (646); parents working 45+hrs (148)

Source:

Amv<sup>i</sup>

\* = stat. sig. 95%

# Comprehensive Programme

## Interventions

### ☐ **Primary – Dealing with the stressors**

- ☐ Selection policies & induction
- ☐ Workflow planning (task allocation, matching resource to work flow demand, etc)
- ☐ Work Life Balance initiatives
- ☐ Management Development Programmes

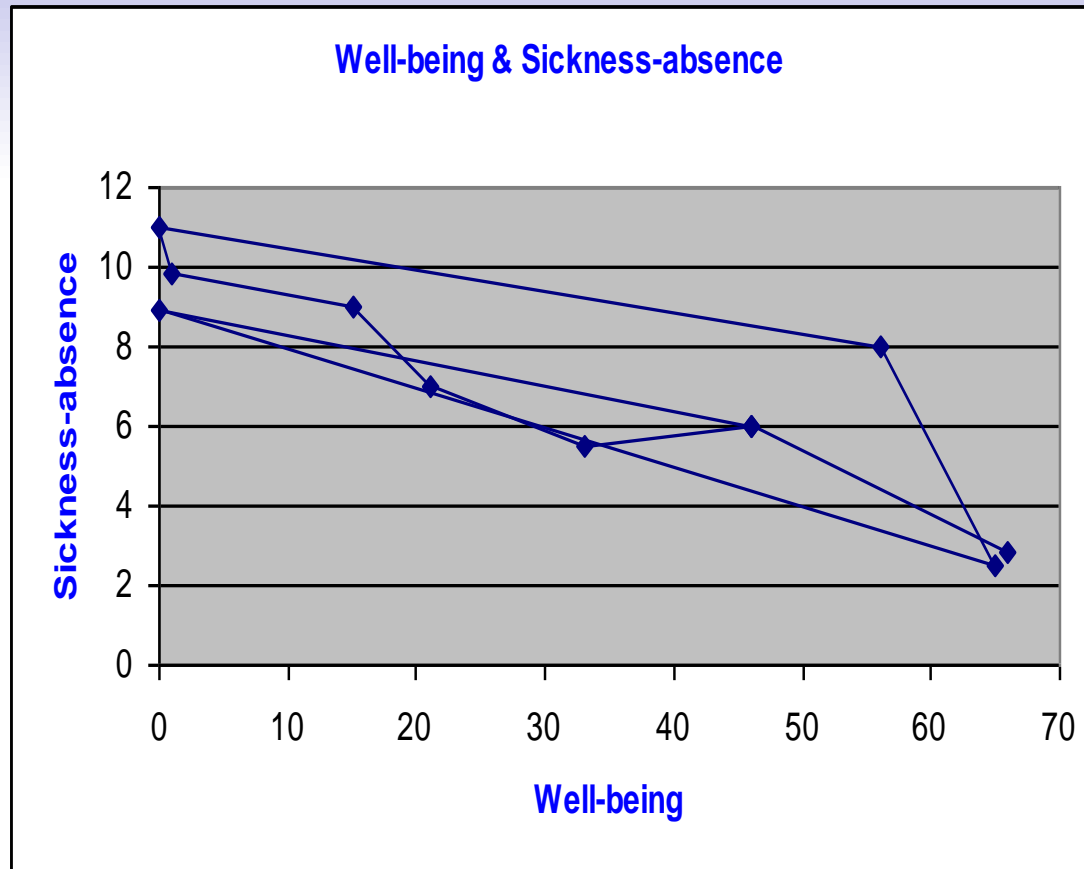
### ☐ **Secondary – Helping people to cope**

- ☐ Resilience training
- ☐ Annual reviews & appraisals and personal development plans
- ☐ Healthy Lifestyle & Well-being programmes

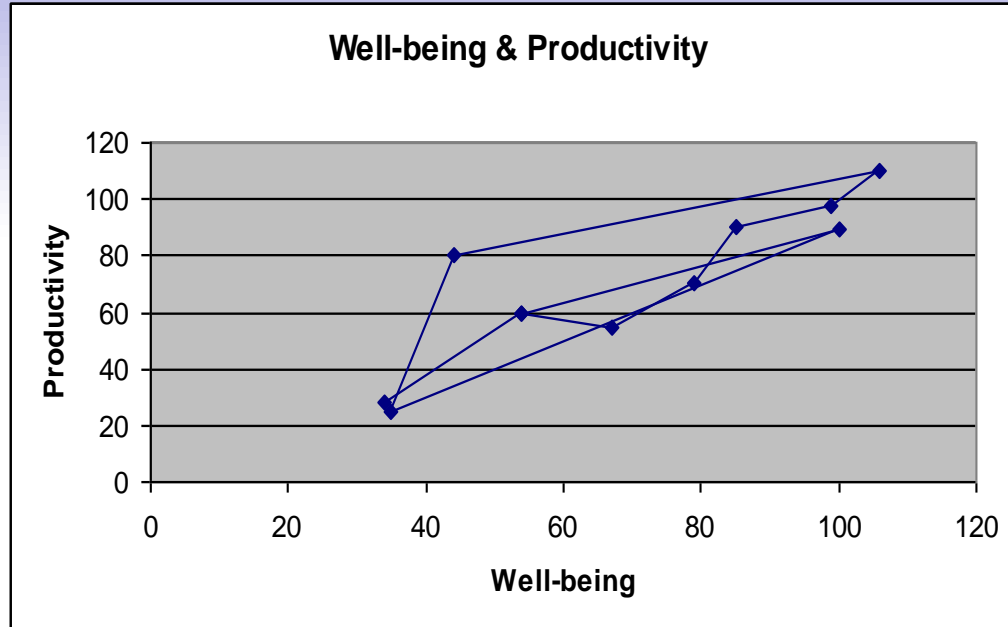
### ☐ **Tertiary – Picking people back up**

- ☐ Employee Assistance Programmes

# Well-being and Sickness-absence

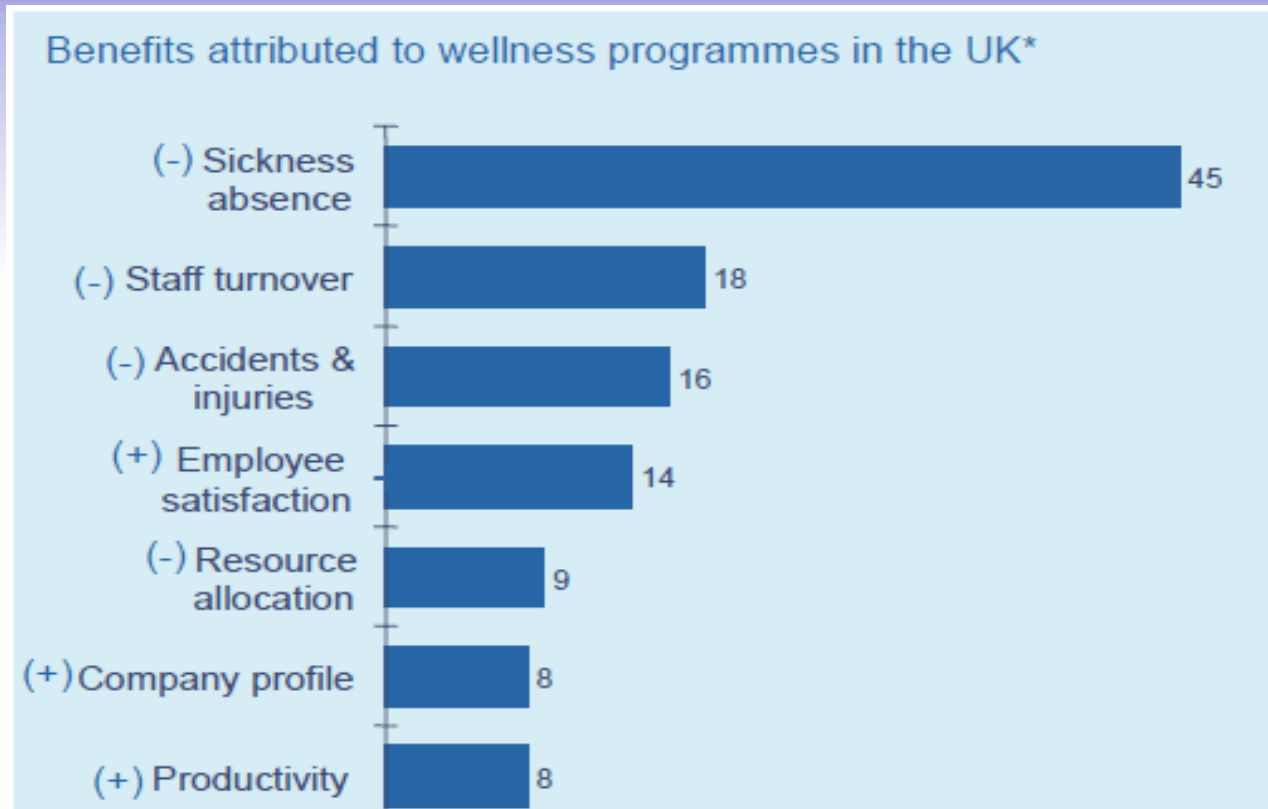


# Wellbeing and Productivity



There is a positive correlation between wellbeing and performance (about 0.3)  
(Cropanzano & Wright, 1999; Wang, 2000; Donald et al., 2005)

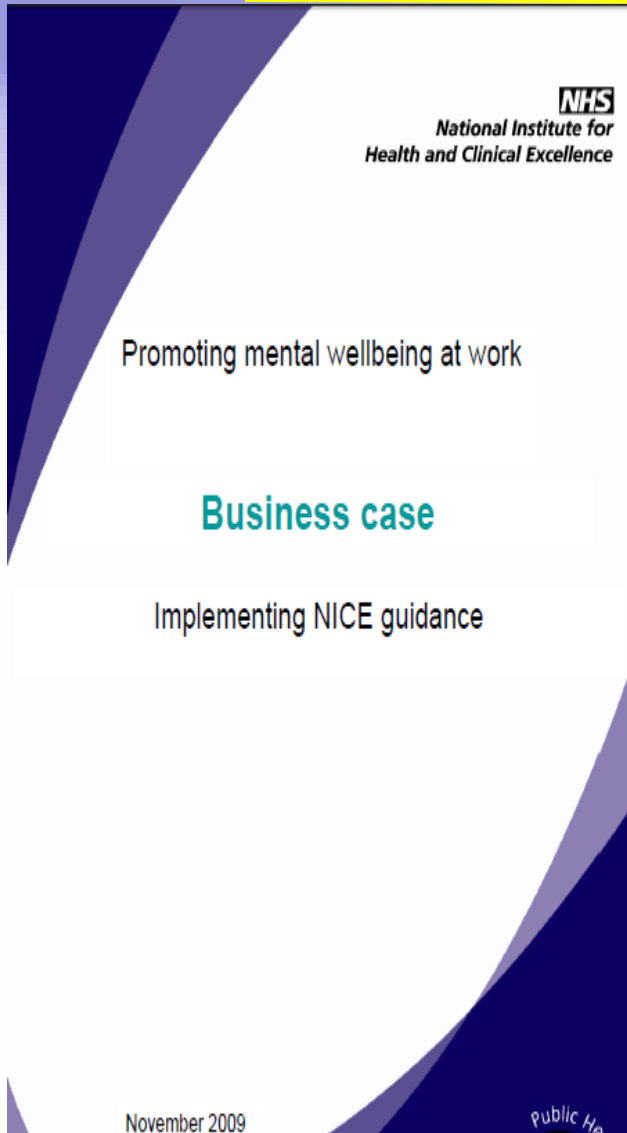
# There is a business case for wellness programmes



Price Waterhouse Cooper Research based on 55 companies



# Making the business case



- If mental illness costs employers £28.3 billion per annum in 2009
- Prevention and early identification of problems, should save employers at least 30% **£8 billion per annum**

# Best practice reporting group outperforms rest of FTSE 100 on average TSR for 2009

*Average Total Shareholder Return  
(TSR) for 2009*

Best practice reporting group  
on employee wellness &  
engagement



The rest of the  
FTSE 100

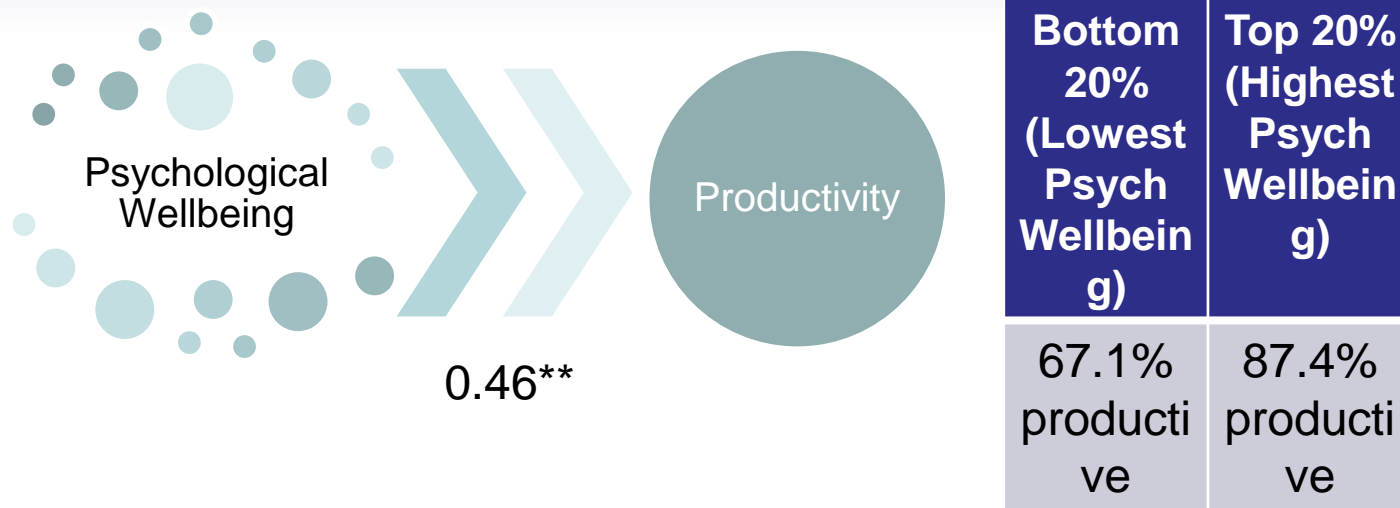


FTSE All-Share



# Why Does Psychological Wellbeing Matter for Businesses?

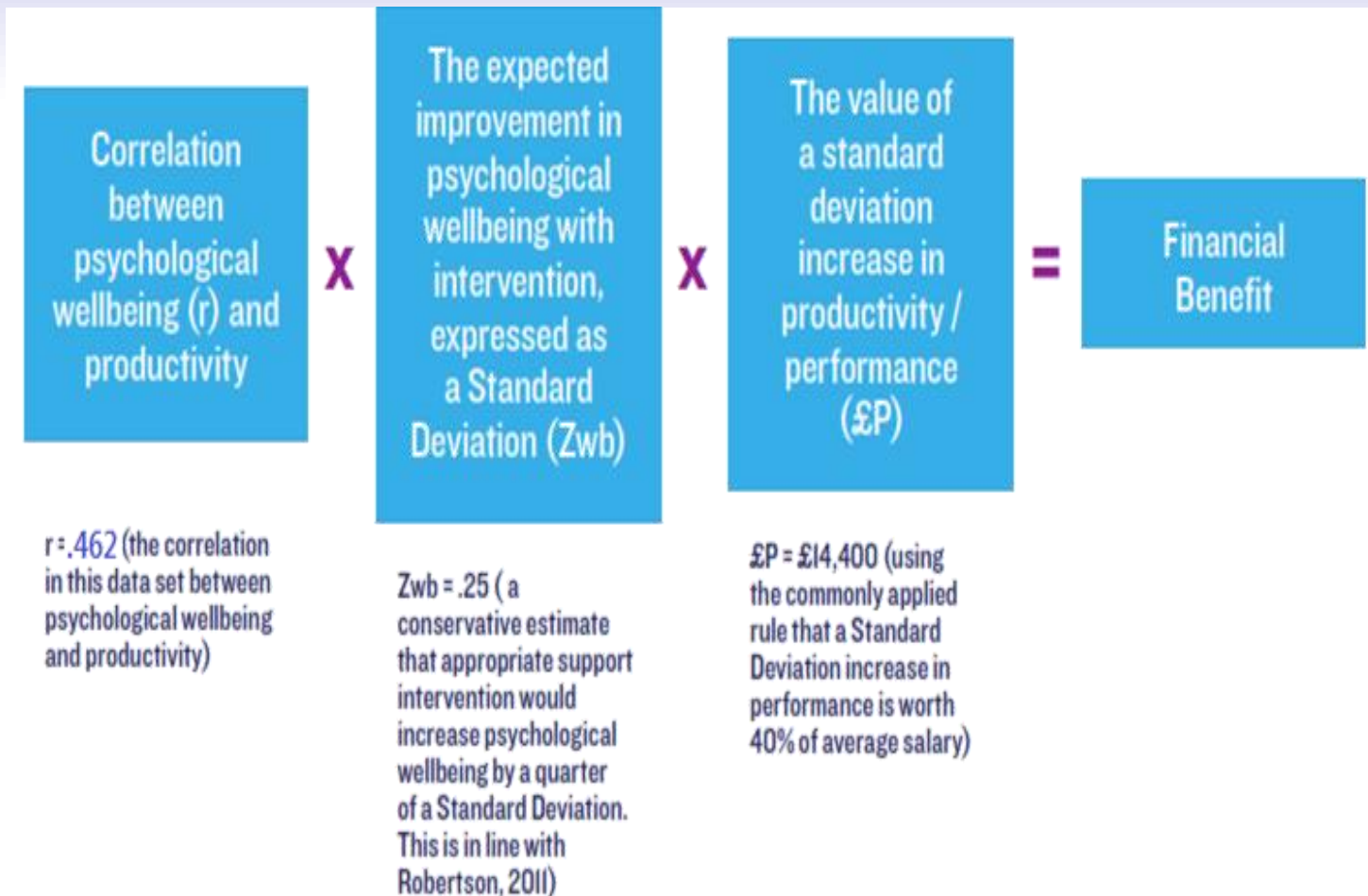
## *A worked example*



Data collected from 2600 individuals in 2014 from a large public sector organisation

# Impact on the Bottom-Line

Using the equation from Robertson,  
2011:



# Impact on the Bottom-Line

## The figures:

- For one individual the estimated financial benefit of improving psychological wellbeing by a conservative amount is **£1,201**
- Making these improvements for just 15% of those in the sample equates to a productivity increase worth **£468,390**
- Making these improvements for 15% of those in the company's workforce of 34,000 people equates to a productivity increase worth **£6.1million**
- Making these improvements for 15% of the UK working population equates to a productivity increase worth **£5.6billion**

# That's enough to:



**OR...**



**Pay the wages of  
243,000 nurses**

**Buy 21,500 Lamborghini  
Aventadors**



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BY  
SCOTT ADAMS

