

What's Next For Wellbeing?

A fresh approach
for a new world



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Your Snapshot Guide

9 pages, 10 min read

1. What's the problem?
2. How Employers are getting it wrong
3. What can I do next?



Introduction

CGF Members represent 10 million employees across the globe. When it comes to wellbeing, this is both a huge responsibility and a big opportunity, and one which they do not take lightly.

Wellbeing has long been a focus for CGF Members, and their Employee Wellbeing Framework identifies the multi-layered approach required to get this right including:



1. Access



2. Culture



3. Impact of Wellbeing Strategies

Culture is key, and an area which employer responses across many sectors have often failed to address. Without a cultural response to wellbeing, initiatives often fail and the business benefits of a healthy, well and productive workforce are not realised. This is more important than ever post-pandemic, where employee needs, expectations and the costs of failing to meet them are all rising dramatically.

CGF members have rightly been asking themselves – what can we do? How can we embed a culture of health and ensure we have a productive and resilient workforce?

The CGF are partnering with behavioural change experts Kin&Co to offer CGF members the opportunity to take part in a tailored, practical programme that will identify the individual actions that will create an immediate impact on the culture of your organisation. This short guide will highlight WHY that is important and HOW you can get involved to supercharge your wellbeing culture.

What's The Problem?

Covid-19 has radically shifted employees' needs and expectations.



Employee Needs

- The pandemic has had a significant impact on employees, many facing loss, fear, uncertainty, financial insecurity, and added childcare responsibilities.
- Charities, governments and businesses predict a second pandemic of mental health issues, PTSD and burnout.

The business cost

- A huge wave of sickness leave and absence is expected as our crisis coping response (or 'surge capacity') ends.
- Our ability to think creatively and innovate will be decreased by psychological noise in the brain – skills critical to surviving in a new VUCA world.



Employee Expectations

- Awareness about mental health and wellbeing has increased over the last decade and, with it, employee expectations for support.
- This has been fast-forwarded by the pandemic – 71% of employees now feel employers should play a greater role in their wellbeing and happiness. Wellbeing is now a business fundamental, not a competitive advantage.
- This trend impacts everyone – from baby boomers retiring early to Gen Z and Millennials.

The business cost

- Less access to top talent and increased costs. This is already evident in law firms who have just upped their starting salaries to £140k to battle Gen Z resistance to long hours.
- Retention issues, with employee resignations rising as people reassess their priorities and careers.
- Companies are increasingly getting sued for psychological damage in the same way as physical safety.
- With 10 million employees across CGF members, the multiplied costs of attraction and retention issues are hugely substantial

And What's The Opportunity?

The consumer goods industry has been at the forefront of the pandemic and the effects have been keenly felt. Despite that, the focus on wellbeing has remained at the forefront and there is some fantastic best practice that all sectors could learn from. But there is still more that can be achieved. The CGF members have 10 million employees globally, if each of those members could embed a true culture of health, supporting all of those employees physical, mental and social wellbeing, both the business and wider social impact would be felt widespread across the sector and beyond.



“In an Australian legal first that could “open the floodgates”, an employee won compensation after suffering “psychological injury because of his excessive workload”.”

[HRM 2021](#)

“This is a pivotal moment in the history of mental health. How the world tackles these challenges now will determine the well-being of a generation.”

[Global Mental Health and Covid-19 briefing, WHO/UN](#)

“More than double the number of UK adults are experiencing depression than before the pandemic, from 10% to 21%.”

[ONS 2021](#)

Employer Response: Is It Working?

CGF Members have already taken action to drive industry standards, and continue to push forward the wellbeing agenda through their Employee Wellbeing Framework. The Framework focuses on key areas of Access, Culture and Impact. Within this, CGF members have recognised that Culture, including exemplary leadership and mindset shift, is vital – and very often the hardest part to get right.

Tokenistic Initiatives and a Lack of Modelling in Leadership

To date, the bulk of employer responses are tactical, programmatic initiatives. Gestures like free yoga, subscriptions to wellbeing apps and impromptu days off – promoted by many companies as central to their wellbeing strategy – are seen by many as tokenistic.

These initiatives are even more problematic when leadership and management teams are not addressing the basics, such as workload and working hours. There have been many high profile examples of

companies who are known for punishing working environments and, as a result, their wellbeing efforts have been widely met with cynicism and mockery.

The result of this is exhausted HR teams rolling out programmes that aren't taken up and policy changes that people don't adhere to. Despite the cost and effort, employees continue to burn out and employers continue to see increased absence, poor staff retention and less creativity and innovation.

But Why?

The Psychology of Change



Role modelling

One of the fastest ways we adapt our behaviours is through copying leaders' behaviour. So the problem isn't just leaders and managers obstructing their teams wellbeing – it's them failing to prioritise their own. Leaders must understand how to role model the right behaviours.

The power of neural pathways

Neural pathways are hard to change – many senior leaders and managers have grown up with the mentality that working long, hard hours equals success. This has been role modelled and positively reinforced by their own leaders all their working lives. Unpicking these hardwired ways of thinking and creating neuroplasticity takes time and applied behavioural psychology.

Wired to belong

Seeking to belong is one of our most powerful human instincts – far more powerful than an email from HR. Leaders can role model, but to actively change those around them they also need to master positive reinforcement – publicly praising and positively reinforcing good behaviour in others. This triggers social norming and the organisation's culture starts to shift.

What's The Solution Now?

Businesses need to act now to create a best-practice approach to wellbeing that will help them to avoid post-Covid burnout and a slump in productivity and performance.

As the CGF Wellbeing Framework identifies, culture is key to doing this successfully, moving away from one-off wellbeing initiatives, embedding wellbeing in an organisation's DNA, and changing the attitudes and behaviour of leaders, managers and cultural influencers. The Framework identifies key success factors to achieve this, which are:

- Create an enabling environment based on what works (evidence based)
- Create permission and time to focus on wellbeing strategies and look after yourself
- Show that the company cares about wellbeing and responds to the needs of the employees/associates
- Share the order of things that needs to happen – you need all 3 parts of the framework for success
- Leadership training, role modeling, showing healthy behaviours in the daily aspects of our working lives, team energy and ways of working.

How? Based on Kin&Co's extensive cultural change work with over 75 organisations, there are three key stages which will help to drive impact in these areas.

1. Listen

Rigorous data gathering



Undergo a rigorous, behavioural science-led data gathering exercise of attitudes and behaviour. Identify strengths, weaknesses, opportunities and threats unique to your business.

Use this data to identify patterns of positive and negative behaviour in key individuals, groups and business units that need to shift – and their barriers and motivators to doing so.

2. Unite

Co-create a shared intent



Widely educate on the changed context and the business need for wellbeing. Raise awareness of the impact wellbeing has on critical productivity drivers, including on innovation, effective team dynamics and collaboration. Link wellbeing to your wider purpose and set clear shared goals.

Then work with your key stakeholder groups (including any active blockers) to co-create a shared intent for wellbeing, triggering the IKEA effect, where people feel disproportionately committed to something they helped create.

3. Energise

Give ownership to leaders



Give the people who most need to drive right behaviours (leaders, managers, heads of units and cultural influencers) the ownership of creating plans for implementing changes in their own teams.

Allow for local tailoring and nuance to keep plans relevant and ensure they have the expert behavioural science support to make lasting changes.

While this can't be the responsibility of HR teams, establish changes in overarching systems and processes to support the changes.

We've Got Enough on Our Plate. Why Now?

Due to the dramatic disruption in our lives caused by Covid-19, we are in a period of increased neuroplasticity. This gives us the opportunity to create real organisational change – cementing new ways of thinking and behaving while our brains are more open to them. However, as the disruption fades, humans naturally revert to type, and fast. This means we have a short window of time to make these changes and maximise their effect.



Who Can We Learn From?

Success Through Resilience



During Covid, the Ella's Kitchen team realised they needed to take action to re-energise their staff, and give them the tools, techniques and motivation to manage their own wellbeing and overcome the challenges ahead.

To address this, they ran a 12-week behaviour change programme to normalise mental health and develop a culture which leads with vulnerability, sharing and learning from failures to help them deliver on their mission.

As a result, they experienced a significant increase in resilience, reporting a 10%–33% increase in flexible problem-solving, taking responsibility and being solution-focused.

They also experienced improvements in lack of resilience, reporting a decrease of 11%–38% in anxiety, anger, sadness, guilt and embarrassment.

Take Action

Focus on changing behaviours and mindsets rather than just doing 'more stuff'.

Multilayered Approach



One of the core business strategies at Ahold Delhaize is Cultivating Best Talent. In a rapidly changing workforce, they recognised that their role and response needed to evolve to meet their Associate's needs.

To really understand what support Associates needed, Ahold Delhaize used a scientific approach to break down the components of wellbeing and see what affected their quality of life.

Their wellbeing tree highlights 10 different components that go beyond physical and mental health, also taking into account spiritual and aspirational elements of wellbeing.

Recognising all these different elements helps identify where real impact can be made. As a result, Ahold Delhaize have seen a high correlation between happy, healthy employees, store productivity and business performance.

Take Action

Look at the various different elements of wellbeing to take an individual and tailored approach.

Empowered Employees



Johnson & Johnson recognised that to really have an impact on the physical, mental, emotional and financial health of their employees and their families, they couldn't just invest in wellbeing, but had to build a workplace culture of health.

One of the ways they do this is through a commitment to supporting their employees to find purpose and engagement at work and at home.

Connecting employees to the wider purpose of the organisation gives employees a greater sense of wellbeing by aligning their work-life values and providing opportunities to grow and thrive.

This focus on personal empowerment has helped to embed a culture of wellbeing for individuals. And with purpose-driven businesses also achieving higher productivity and growth rates, it is also a competitive business advantage.

Take Action

Connect your wellbeing activity to your wider purpose to truly embed it in your culture.

Who Can We Learn From? Cont.

Fostering Wellbeing Connections



Barilla quickly recognised the potential isolating effects of the Covid pandemic, and the impact that could have on their workforce. To address this, they and put in place a new wellbeing programme that not only supported the team to look at their own wellbeing, but used the discussions as a means of connecting them.

This was a five month programme designed with external partner, Wisdom Works. The programme used a wellbeing framework to build awareness and support individual development, underpinned by a psychometric approach.

Another key aspect was to build a wider wellbeing manifesto, aligned specifically with one of Barilla's best loved brands, Mulino Bianco. This integration of the self, team and brand was seen as a positive virtual circle, which not only promoted a culture of living wellbeing from the inside out, but also inspired new ways of relating to the brand which had a positive impact on innovation, energy, creativity and new ideas.

Take Action

Use wellbeing as an opportunity to connect people across your organisation, and with your brand.

Leading From The Top



Grupo Bimbo have always seen the workplace as a fundamental to promoting self care. This was particularly important during Covid, when increased stress could have a negative effect on the mental health of their Associates. This also posed a potential business risk, as good mental health is a key contributor to good HSE.

When rolling out resources and support to associates, Grupo Bimbo noticed there were differences in uptake in different locations, based on maturity of thinking on mental health.

To address this, they needed to change the culture around mental health and prioritised leadership as central to doing this. Leaders needed to be aware of their own mental health and to be open, educated and able to help their teams.

By upskilling leaders to create a culture which destigmatised mental health. Grupo Bimbo ensured associates made better use of resources available to them and maximised the effectiveness of their initiatives and their investment.

Take Action

Ensure leaders are well equipped with the skills to support wellbeing cultures so they don't shy away from them.

Covid As A Cultural Amplifier



While Danone have been focused on wellbeing since 2016, it has always been aligned with their safety at work strategy. Covid accelerated the wellbeing aspect of this programme dramatically, making it a key leadership priority.

Leaders made a cultural shift in their thinking to see wellbeing as a business priority rather than a personal one. While some leaders wanted to implement a longer term strategy around wellbeing, the immediate priority was to react quickly and provide essential short term support during a very challenging time.

However this cultural shift led to greater discussions around how best to support employee health and raised the bar in terms of the questions leaders were asking themselves.

Danone are acting on this to ensure tools, resources, training and measurements are in place to ensure these gains aren't lost and leaders are well equipped to support wellbeing in the longer term.

Take Action

Embed any cultural gains and positive ways of working which the pandemic has accelerated.

What Next?

The CGF are partnering with change experts Kin&Co to supercharge a shift in the consumer goods industry, moving from wellbeing initiatives to wellbeing cultures and showing the rest of the business world how to do it.

As part of the programme, Kin&Co is using their behavioural science expertise to help CGF members deliver fast, effective and measurable change. The Kin&Co team are offering a series of practical 1-1 surgeries and co-creation sessions with CEOs, Leadership and HR teams, free of charge to a selection of CGF members.



The programme will comprise:

1. A 2 hour surgery with the company wellbeing lead to plan a topline roadmap for change, a set of quick wins, impact metrics plus a run through of our role modelling 101 approach.
2. A 30 minute – 1 hour surgery with the CEO to identify 3 key actions that are low in time but high in impact and will enable real change.
3. The write up of a mini report with recommendations.

The outputs will give participants a tailored action plan to move forward a culture of wellbeing within their organisation. Not more additional 'stuff', simple changes that will make a big impact.

Apply to be part of the programme by emailing:
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