

HEALTH AND WELLBEING STRATEGY 2020 TO 2025

Health and Wellbeing

CUNDALL

Cundall Health and Wellbeing Strategy 2020 to 2025

Introduction

Cundall is a people business. Our continuous success over 40 years is attributed to our people – the best talent who deliver successful and award-winning projects and results to our clients. We have set out in our Vision and Values that Cundall is and should continuously strive to be “the best place for talent to grow and flourish”.

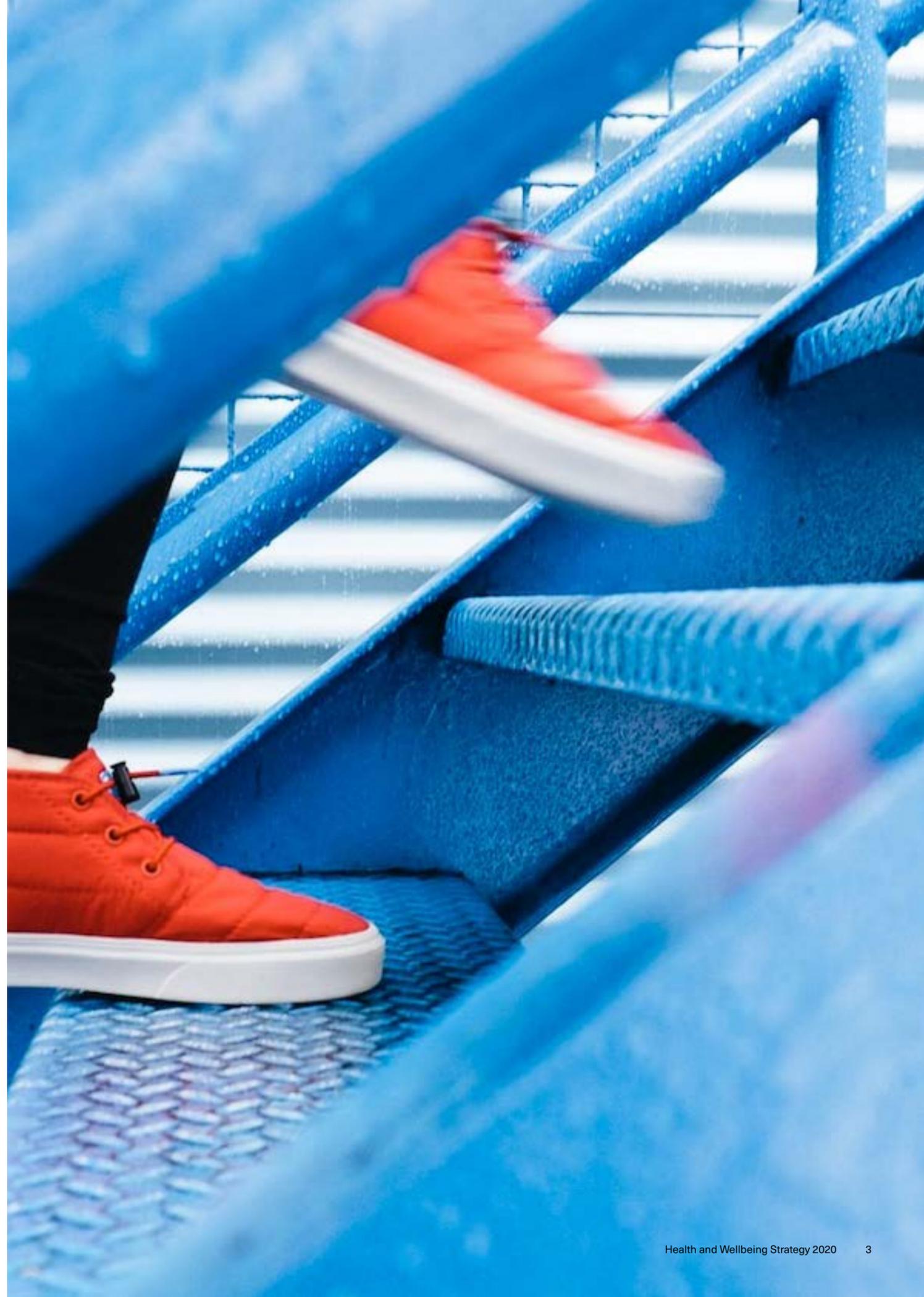
We are committed to providing the best working environments for our people and continuously look for ways to improve and set our standards higher. This is why we have developed our Health and Wellbeing strategy – to build an even better future.

Over the past few years, we have worked to improve our workplace environment by ensuring Health and Wellbeing is factored into our designs. Moving forward, we will continue to maintain this focus and have included Health and Wellbeing as one of our cornerstones in our Sustainability Roadmap – setting real and measurable targets to achieve.

We are fully focused on a happy and healthy working environment, and this strategy outlines the actions we can all take to deliver this at Cundall.



Tomás Neeson, Managing Partner



Health and Wellbeing Vision

The World Health Organisation defines a healthy workplace as one in which workers and managers collaborate, and one that protects and promotes the health, safety and wellbeing of all workers by considering the following:

- health and safety concerns in the physical work environment;
- health, safety and wellbeing concerns in the psychosocial work environment, including the organisation of work and workplace culture;
- personal health and resources in the workplace;
- ways of participating in the community to improve the health of workers, their families and other members of the community.

Health & Wellbeing is one of six key impact areas that we have identified within our [Sustainability Roadmap, One Planet One Chance](#), within which we commit to providing the best workplaces for our employees by focusing on IEQ (Indoor Environment Quality), mental and physical health, and wellness.

Research in this area clearly demonstrates that an effective workplace health & wellbeing strategy can lead to numerous benefits for both individuals and business performance. The most significant of these benefits is the reduced health risks to individuals brought about by adopting and maintaining healthier behaviours. Employees who adopt positive health behaviours are less vulnerable to stress, low morale, and absenteeism. Furthermore, an effective wellbeing strategy is indicative of a wider business culture of psychological safety, inclusivity and belonging all of which lead to greater staff retention, satisfaction, engagement, and business reputation.

By placing health and wellbeing at the heart of our business culture, we can meet the physical, social and emotional needs of our employees. In turn, our employees feel more valued, positively influencing productivity, problem solving, creativity and collaboration, in line with our core values as a business.



People Perspective:
Carole O'Neil

"The development of a coherent health and well-being strategy for our business is essential to our vision of being "the best place for talent to grow and flourish". Healthy, happy people are more likely to do their best work which, in turn, helps us deliver the creative, industry-leading solutions that our clients have come to expect. As one of the six main areas of impact identified in our Sustainability Roadmap, Health and Wellbeing is a critical part of how we run our own business, as well as one of the areas where we can support our clients. In a world in which we are all exposed to an increasing number of external stressors, it makes good business sense to make sure that we are helping our staff to maintain a healthy work/life balance, and develop strategies for maintaining their physical and mental health. We have been investing in the provision of health and wellbeing benefits (including health and wellbeing allowances, medical insurance, employee assistance programmes, cycling schemes, group exercise classes, physical fitness challenges etc) for our staff for many years, but it is only since the launch of our latest Sustainability Roadmap that we have started to pull all of this together into a single strategy, and supplement existing initiatives with new campaigns, such as the introduction of Mental Health First Aiders in all of our offices and the provision of mental health training for staff. It's been exciting to see how much our people have engaged with the development of this more robust strategy, and I'm looking forward to seeing the impact on our business over the months and years ahead."

Health and Wellbeing Our Strategy

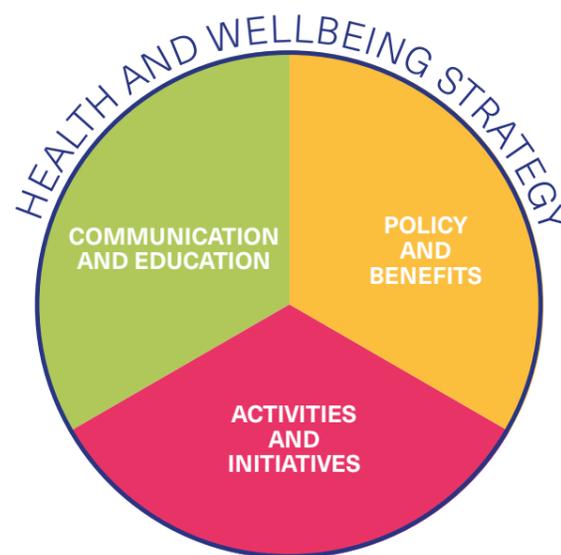
This Strategy has been developed as part of our Sustainability Roadmap – One Planet One Chance, and will provide a framework which will support mental and physical health and wellbeing at Cundall. In recent years we have introduced a number of initiatives and interventions in support of employee health and wellbeing, to varying degrees of success. Existing initiatives will be reviewed and regularly updated in line with this strategy and the ever-changing needs of our diverse global practice.

Our [2020 Health & Wellbeing Report](#) revealed issues relating to health and wellbeing that are most important to our staff, and where we can improve what we do in this area to offer support. We need to better enable and empower staff to participate in increased physical activity, whether that be during work hours, or outside of work hours via discounted gym memberships. Feedback also indicates an “always on” approach from a sizeable minority of staff who reported regularly checking work emails out-of-hours – which has damaging implications for stress and mental health. More generally there is much more we can do to simply raise awareness of the simple ways in which we can all make healthier choices, and be increasingly mindful of the health of wellbeing of ourselves and our colleagues.

Between 2020 and 2025 we will introduce a range of activities and initiatives that promote health and wellbeing among our people. We will continue to provide exceptional work environments that put staff health and wellbeing at the centre of office design. We will take a culturally sensitive, inclusive and adaptive approach to health and wellbeing activities and initiatives, ensuring that our people have the capacity to participate and engage in the areas they are most interested in.

We will also working to ensure that our own health and wellbeing activities align with the **UN Sustainable Development Goals**, of which “Good Health and Wellbeing” is one.

The initiatives discussed within this strategy are categorised by three crucial modes of delivery - Communication and education, policy and benefits and activities and initiatives.



Mental Health Perspective: Stephen Maddocks

"We have committed to establishing equal numbers of trained mental health first aiders and physical first aiders in each of our offices. We

believe that the mental health and wellbeing of our people is just as important as providing them with a safe working environment.

Mental Health First Aiders adhere to a written code of conduct and are carefully selected based on their desire to help their colleagues whilst maintaining utmost confidentiality.

Our team of Mental Health First Aiders are empowered by the business to provide first-stage intervention to help sign post staff to self-help resources or more complex clinical intervention routes. Simple things like inviting someone out of the office for a chat and coffee can help tremendously.

We are still in the infancy of our journey and in the process of implementing solutions, but are already seeing positive results and more openness on the subject of mental health."

National CASH Register © Philip Durrant

Health and Wellbeing Commitments

We will:

- Support and enable employees to maintain/improve their physical and mental health & wellbeing
- Regularly measure the wellbeing of our employees and identify appropriate actions and initiatives based on this analysis
- Work to improve employee morale, engagement and productivity
- Work to reduce staff absence and turnover, and increase talent retention and performance
- Support and maintain a safe and healthy working environment
- Seek out new ways of improving the physical and mental wellbeing of our people
- Support employees with health conditions to remain in and succeed at work
- Encourage employees to find and maintain a healthy work-life balance
- Ensure employees recognise the value that the organisation places on their health and wellbeing
- Educate employees on the importance of health and wellbeing

We will support staff across each of the following areas of health & wellbeing:



Diversity and Inclusion Perspective: Kieran Thompson

“Cundall’s approach to diversity and inclusion aims to ensure that all staff members feel valued, respected and able to be themselves at

work – regardless of race, gender, ethnicity, sexual orientation, socio-economic status, age, physical abilities and religious or political beliefs (or lack thereof).

Diversity & inclusion and wellbeing are closely linked. Staff who do not feel that they “belong” or do not feel able to be open about who they are because of attitudes and lack of diversity around them, are more susceptible to mental health issues and decreased wellbeing.

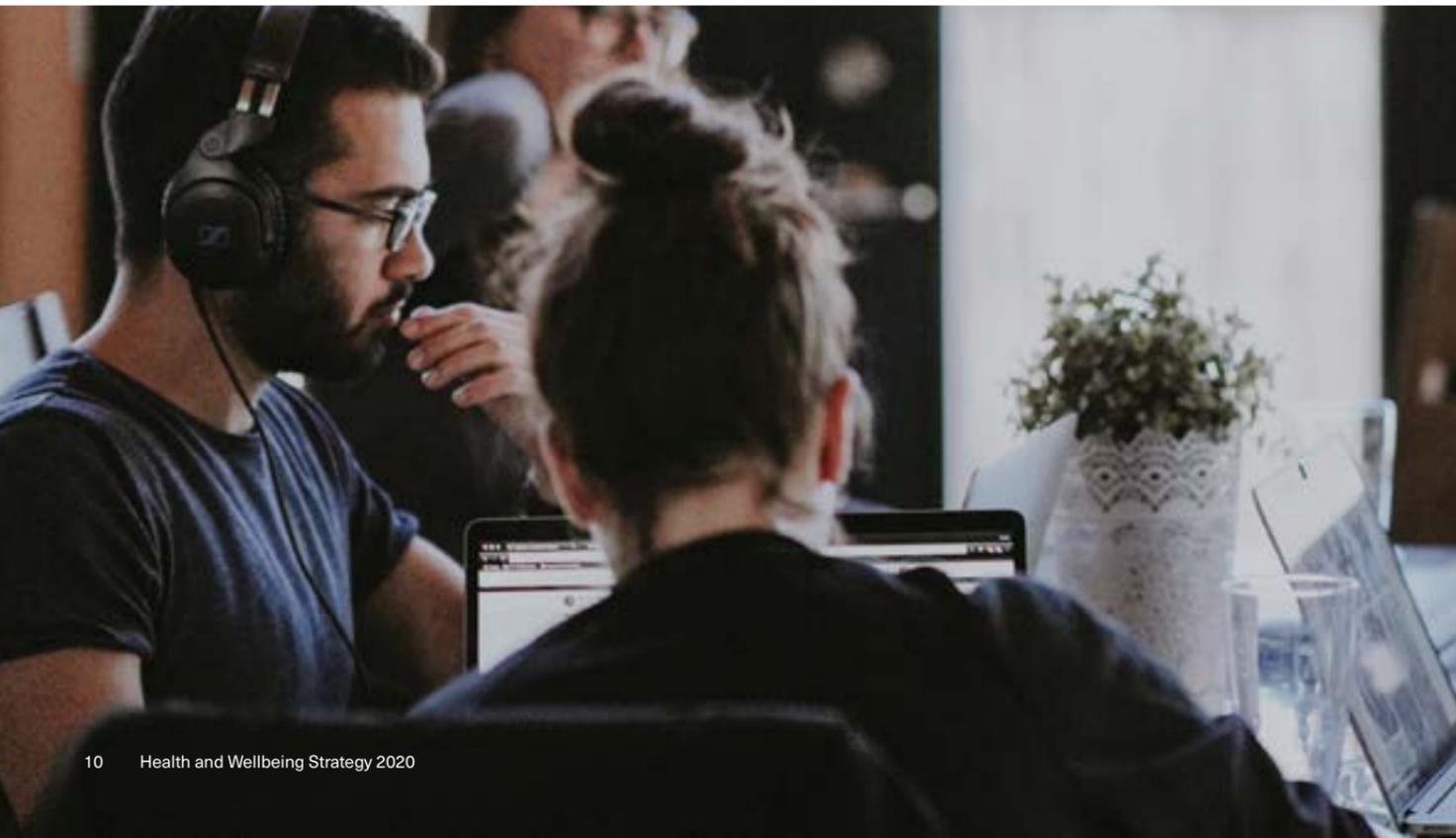
Cundall staff should expect a work environment and culture that enables them to thrive both personally and professionally. If our leaders set the right cultural and behavioural tone, (one of inclusion, respect, and openness to all), and this is backed up with robust health and wellbeing (prevention, support and intervention) processes, we will provide staff with the best possible platform from which to handle whatever work, or life, throws at them.

This strategy further demonstrates our commitment to supporting staff health and wellbeing, and to building a business that values the unique contribution of every individual.”

Health and Wellbeing Cornerstones of our Strategy

Communication and Education

We are committed to raising awareness among staff of the importance of health and wellbeing. We aim to offer engaging, interactive learning opportunities that encourage participation, and empower staff with the knowledge to care for themselves and support others.



WHAT ARE WE DOING?

LinkedIn Learning – We recently invested in LinkedIn Learning in order to support employees' learning and development. A range of health and wellbeing training modules can be accessed through this platform.

In-House seminars on Health and Wellbeing – Since launching our Sustainability Roadmap, we have run a number of in-house seminars that incorporated health and wellbeing. We will continue to run health and wellbeing seminars in the future (e.g. stress management, mindfulness, depression, anxiety, nutrition, financial management).

Health & Wellbeing page on Dr Johnston – We have recently created a Health & Wellbeing page on our intranet page, Dr Johnston. The main purpose of the page is to provide a source of information to staff on the benefits of health and wellbeing, to provide more information on the initiatives that we have at Cundall, and instructions on how to get involved.

WHAT WILL WE DO NEXT?

Yammer page – Our Health, Wellbeing and Productivity Yammer page will be updated with articles, discussions, and information about related initiatives we are running across the practice.

Key dates – Raise awareness of mental and physical health conditions and occasions by marking dates such as Stress Awareness Month, and World Suicide Prevention Day.

Mental Health Awareness Training – All staff will have the opportunity to attend the Mental Health awareness training. This session will educate staff on the importance of mental health and provide a first step into creating an awareness of the subject.

Mental Health Advocacy Training – We are working closely with mental health charity Mind and are rolling out advocacy training to our Mental Health First Aiders. This additional training will help the MHFAs to support our colleagues more effectively, and signpost them to the most appropriate internal and external sources of information and advice. MHFAs will also gain more confidence in reducing any mental health stigma in the workplace, and in implementing Wellness Action Plans.

Line Manager Training – Feedback from our 2020 Health and Wellbeing Report demonstrates that staff continue to feel more comfortable discussing health issues with their line manager rather than Mental or Physical First Aiders. We will ensure that line managers receive training and have access to useful materials to navigate related conversations in a sensitive and supportive manner.

Nutrition – We will raise awareness of the benefits of a healthy approach to nutrition, including the benefits of meal planning, a balanced diet, and staying hydrated.

Striking a Balance – Our 2019 health & wellbeing survey results suggest that a significant minority of staff check work emails outside of normal working hours on a daily basis. 30% also do not feel they have sufficient flexibility to meet personal/family commitments, and 10% do not believe Cundall is a healthy place to work in terms of their psychological health. We will highlight the many and increasing examples across the business of successful flexible working arrangements, and ensure that achieving work/life balance is viewed as essential for all staff in our business.

Drop-in sessions with mental health first aiders – We will organise quarterly drop-in session in each office with our mental health first aiders, which will give all staff the opportunity to find out more about the mental health initiatives.

Health and Wellbeing Cornerstones of our Strategy

Policies and Benefits

We are dedicated to ensuring that our increasingly complex global business continues to operate as “One Cundall”, and embodies our core values of excellence, collaboration, integrity and creativity. A growing range of people-focused employment policies provides us with a framework to achieve this, while we continue to build the healthy, welcoming and inclusive culture that ensures the contribution of every individual is valued.

Naturally, not all of our employee benefits are available to staff in all of our operating territories. Legal, financial and cultural barriers make it impossible to extend the same benefits and policies across all locations, but we will be seeking to introduce more globally consistent approach to the nature and distribution of policies and employee benefits in future.

WHAT ARE WE DOING?

Employment Policies – Aside from our dedicated Health & Wellbeing Policy, we have a range of practice-wide policies in place that relate to staff health and wellbeing, many of which have recently been reviewed. These include Health & Safety, Equality, Diversity & Inclusion, Dignity at Work, Flexible Working, Whistleblowing, and Neurodiversity.

Annual Leave – We are committed to helping staff maintain a balance between their work and personal lives. We offer a generous holiday allowance which goes beyond the legal minimums prescribed in all of the locations in which we operate. In some territories, we offer “holiday trading”, which allows our staff to adjust their annual leave entitlement (up or down) to suit their personal needs in any given year.

Flexible working – Most staff are able to enjoy some flexibility over how they manage their working day, in order to help them accommodate their own preferences, as well as any commitments outside of work. We are working closely with offices around the business to identify and introduce more flexible working methods.

Health screening – Health screening schemes offer staff a comprehensive personalised health assessment, at a greatly reduced cost.

Health and wellbeing benefit – in some territories, staff can claim an annual health and wellbeing benefit, to subsidise a relevant activity.

Flu vaccinations – All UK staff can choose to receive a free flu vaccination each Autumn.

Corporate/discounted gym memberships – A number of offices offer access for staff to corporate membership rates at local gyms and health clubs.

Health & Dental Insurance – Staff in a number of offices are able to benefit from private medical and/or dental insurance cover at substantially discounted rates.

Eye test – Many of our staff can access free eye tests and discount on glasses.

Defibrillators – We have started installing defibrillators in all of our offices.

Biophilia – Use of biophilia has been taken into account in the design of many of our offices due to its proven effects on overall wellbeing, including stress reduction.

Office design – Our offices are built and/or fitted-out to the highest standards, with the wellbeing of occupants at the forefront of design. Increasingly, our offices are WELL compliant.

Cycle to work scheme – Cycle to Work is a UK scheme that allows staff to hire a bike and associated safety equipment for commuting to and from work.

Social Funds – The social fund contributes to a wide range of free or subsidised social events outside of work.

Paid volunteering hours – Volunteering provides an opportunity for personal and professional growth outside of our normal working lives whilst encouraging a positive workplace environment, creating a sense of belonging, pride and a feeling of doing something good on an individual basis.

Matched funding for sporting charity events – Where individuals are raising money for charity through their own efforts, the business will consider making a contribution by way of “matched funding”.

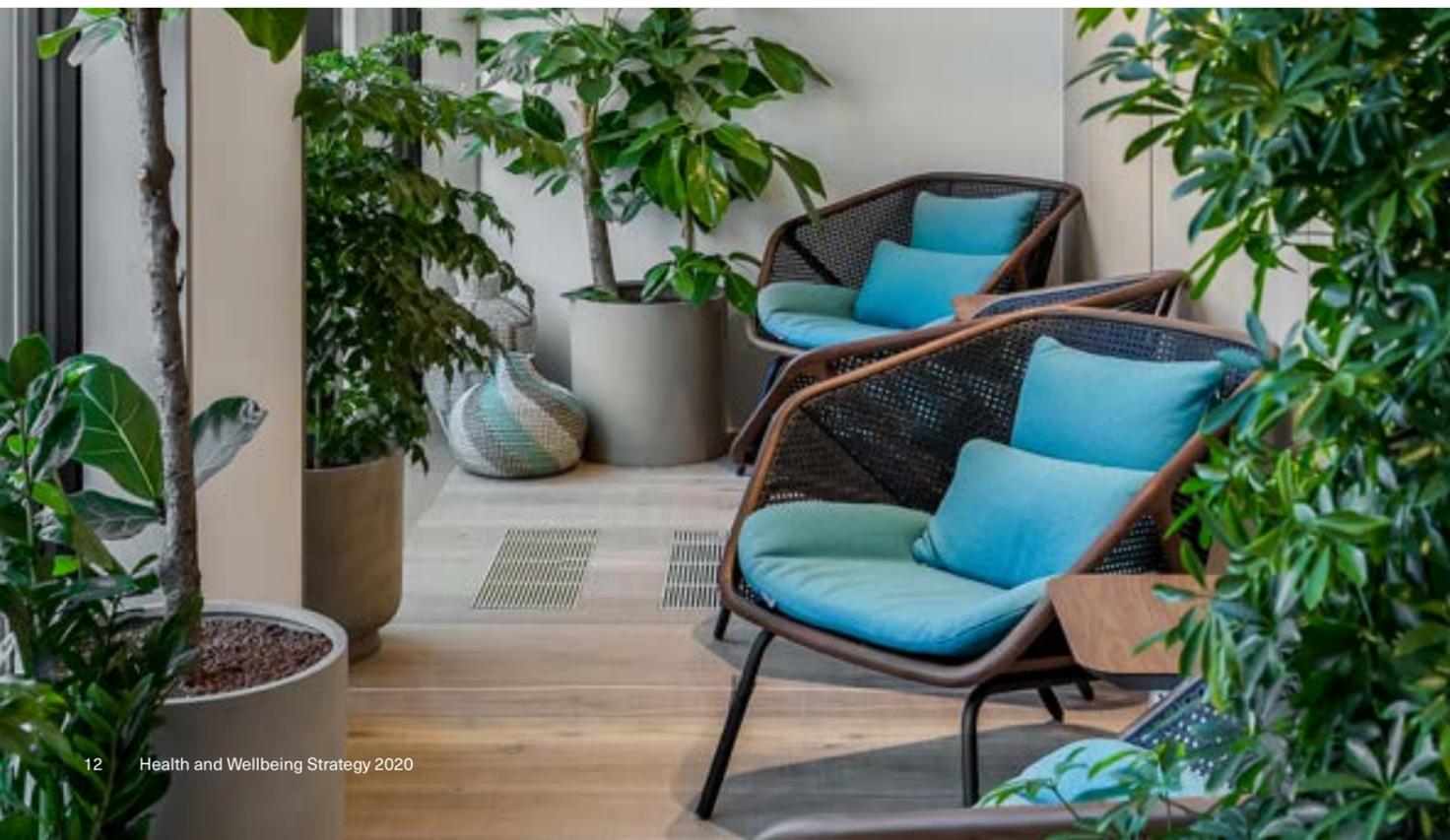
Healthy Snacks – Many of our offices offer complimentary healthy snacks for staff, such as fresh fruit and vegetables. We will ensure this is rolled out to all offices.

WHAT WILL WE DO NEXT?

Prevention days – We will be asking our staff about the areas of health & wellbeing that are important to them and developing a programme of activities focused on awareness and prevention. This will include recognising national and international awareness days.

Annual Wellness Survey Data – We will use the results of the annual wellness survey to identify areas in which we can further support our staff with maintaining or improving their own health & wellbeing. These will be tailored by region.

Office upgrades – We have more plans to upgrade/refresh some of our existing global office spaces in the coming months and years.



Health and Wellbeing Cornerstones of our Strategy

Activities and Initiatives

We have a proud record of leadership and proactivity when it comes to recognising and introducing new ways of supporting the wellbeing of our people.

Over the next 5 years we will seek out and implement more interventions that benefit our staff all over the globe. These activities and initiatives will be selected based on the latest research into workplace health and wellbeing, staff feedback, and our own internal expertise in designing workplaces that enhance the wellbeing of occupants.



WHAT ARE WE DOING?

Physical Activities – Staff all over the world have the opportunity to get involved in health and fitness activities including yoga/stretching (highly desired among staff following the recent H&W survey), football, badminton, cricket, cycling, running and much more.

Group Income Protection – All UK staff receive income protection insurance, which provides a continuation of income in the event that they are unable to work due to illness or injury. This provides some financial peace of mind to staff who are absent from work for longer periods of time.

Mindfulness – We have piloted internal mindfulness sessions in a limited number of offices as part of mental health awareness week. The sessions were popular; and will therefore rolled out more widely, on a more regular basis.

Pension and financial awareness sessions – Staff in some locations are able to seek pension advice with our corporate provider over the telephone at any time, and also have access to face-to-face sessions. We also offer in-person financial awareness sessions and plan to roll these out across more office locations.

Health & Wellbeing Intranet Page – This page provides links to a range of resources including self-help tools to assist with managing and improving personal wellbeing.

Mental Health First Aiders – We have recently appointed Mental Health First Aiders in all of our Cundall offices. Mental health first aiders act as a first point of contact to those in distress, providing confidential support and making sure the individuals get relevant help.

Physical First Aiders – We appointed physical first aiders across the business

Mental Health First Aiders Steering Group – Our mental health first aid team meet regularly to provide support to each other and to discuss the implementation of effective mental health initiatives across the business.

Kaleidoscope – We have recently established an LGBTQ+ network group, which provides a range of support and a safe space for LGBTQ+ staff and allies.

WHAT WILL WE DO NEXT?

Nutrition Advice – We are investigating possible options for hosting a series of lunchtime sessions on nutrition advice. This intervention is aimed at assisting staff to find out more about healthy eating habits, and sticking to healthy nutrition plans.

Car Sharing – We are trialling car sharing options to travel to and from work in some of our offices. As well as having proven benefits in reducing the stress of the commute, this intervention promotes reducing our carbon footprint.

Workplace Massage – Another initiative that has come on to the agenda following the 2020 Health and Wellbeing Report. We will investigate the opportunity for workplace massage and/or discounted massage with local professionals.

Employee Assistance Programme – We will be rolling out access to a 24-hour counselling and advice for all staff through an employee assistance programme. This service will provide confidential and independent support and counselling on a wide range of topics, such as: finance, education, housing, emotional issues, relationship issues, health, family.

New Diversity Networks – Following the success of Kaleidoscope we will support the creation of staff support networks for underrepresented groups (e.g. race/ethnicity, gender, disability)

In addition, we are expanding the delivery of training relating to mental health support with a particular focus on upskilling our line managers.

Health and Wellbeing Cornerstones of our Strategy

Data and Metrics

Our progress against organisational health and wellbeing goals will be measured and reported periodically. Data will be collected and analysed to ensure that the way we support the health and wellbeing of our people remains relevant, engaging and appropriately targeted.

WHAT ARE WE DOING?

Our first annual Health & Wellbeing Survey has provided an excellent benchmark and data set to inform the next stage of our health & wellbeing journey. The survey has identified a range of trends and priority areas that enable us to appropriately target our health and wellbeing activities.

We are also working on introducing health and wellbeing related polls on our Yammer page. These will also inform future initiatives.

WHAT WILL WE DO NEXT?

We are currently developing a set of health and wellbeing metrics which we will monitor on a quarterly basis to assist in identifying trends, and develop targeted action plans.

We will also work to ensure that our own health and wellbeing activities align with the UN Sustainable Development Goals, of which "Good Health and Wellbeing" is one.



*Sustainability
Perspective: Simon
Wyatt*

*"Health & Wellbeing
was identified as one
of our core impact
areas as part of the
materiality review,
both internally, and on
our projects. We have*

*focused over the last five years on providing
the best working environments for our staff in
terms of indoor environmental quality (IEQ),
and mental and physical health and wellness.
In addition we have been working with leading
academic and industry partners to improve our
own understanding around the integration of
health and wellbeing solutions."*



United Nations Sustainable
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