

Deloitte.



Our wellbeing agenda
Thriving in a culture of constant opportunity & growth

1. The business case: why support wellbeing?

Poor wellbeing is a major financial cost to our firm in the form of disengagement, attrition, lost productivity and poor decision making: whilst high wellbeing is an enabler that helps our people to thrive and bring their very best to our clients

Cost

£13.6m

Estimated salary cost lost by the firm in 2016/17 due to sickness absence



10%

Total proportion of **absence in the firm that was mental health related** between 2016 and 2017, up 5% on the previous year



£141m

Estimated total absence and presenteeism cost lost by the firm in 2016/17 due to absence or people's loss of productivity when "sick at work"



41%

Proportion of the 4079 calls from our people to Advice line that are **mental health related (e.g. stress, anxiety, depression)**



65,036 days

Total **number of days lost** due to sickness absence over last 12 months at Deloitte



28%

The percentage of our people who **believe their leader would be able to spot the signs** that someone might be struggling with a mental health issue



Opportunity of return for each £100 invested*

£800

The maximum return on investment realised for every £100 invested in organisation **wide culture and awareness campaigns**



£600

The maximum return on investment realised for every £100 invested in **proactive support** such as leader workshops and health coaching



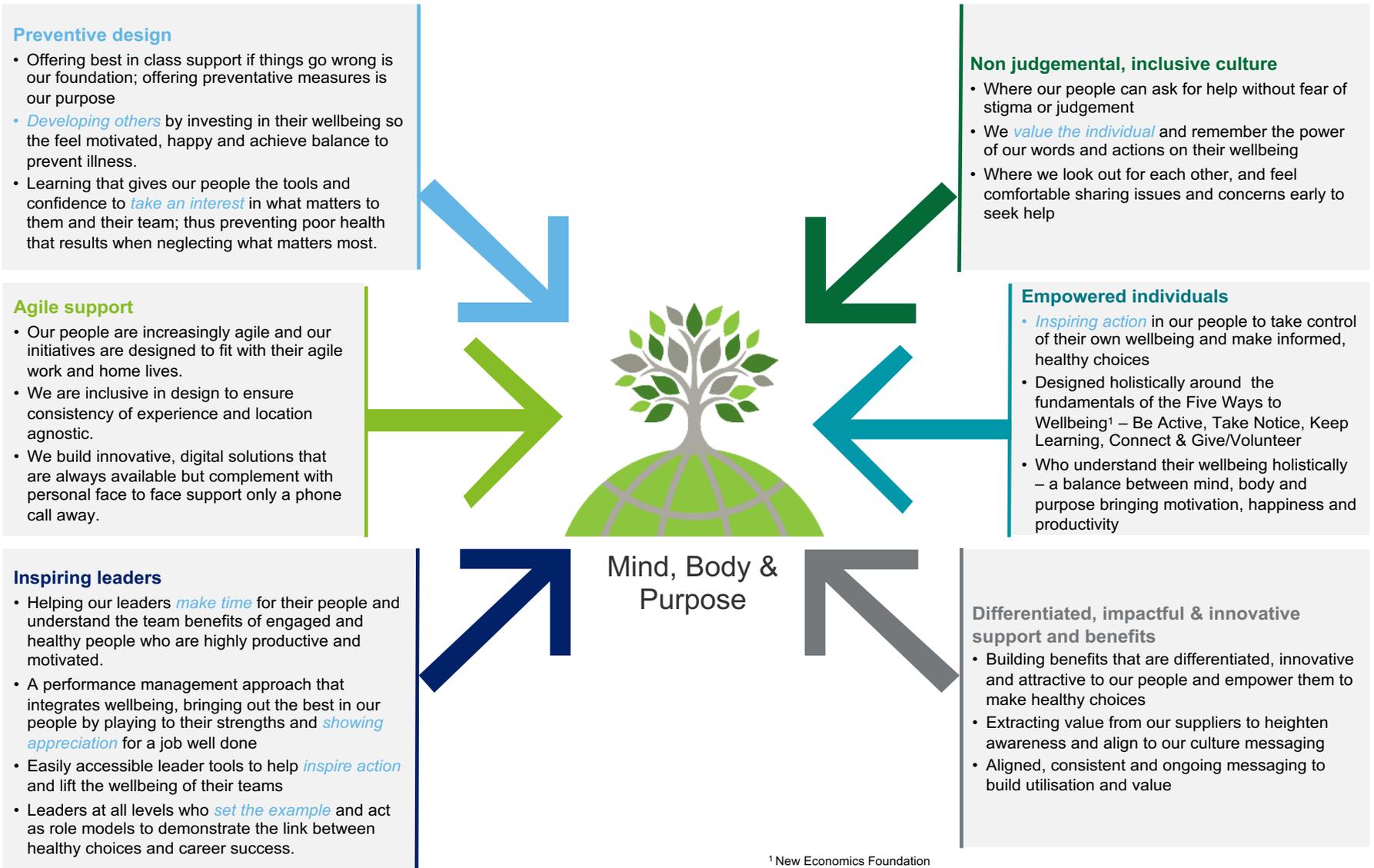
£500

The maximum return on investment for every £100 invested in **reactive (1-1) mental health support** such as therapy with a licensed mental health practitioner



2. Delivering the wellbeing pillars

The wellbeing agenda does not operate within a silo; it draws from the core components of our inclusive culture of agility, people leadership, inclusion and external best practice. This helps us build, support and reinforce each of the pillars and communicate a clear and consistent story behind our culture of constant opportunity and growth.



3. Delivering preventative design

The actions that will give our people the tools to prevent poor wellbeing

Activity	What's happening	When	Wellbeing pillar/Owner
Advice Line	We have redesigned our Employee Assistance Programme to enable quicker access to various support and given quicker access to professional counselling and CBT	Completed	Mind/Body N/A
Fit for success	We will expand access to the popular Fit for Success learning programme and make available to a wider population	January 2018 – wider ICS & QRS Post L&D review	Mind/Body/Purpose L&D
Team MOT toolkit	We will increase opportunities to engage with our Fit for Success learning skills by creating a team toolkit that our leaders and people can use to increase wellbeing on team projects	September 2018	Mind/Body/Purpose Performance Management
Wellbeing check-in conversations	We will continue to embed great check in conversations as part of our approach to performance management; ensuring conversations are high quality and our people can talk about what they need to thrive	Ongoing	Mind/Body/Purpose Performance Management

4. Delivering agile support

The tools that will support our people no matter where they are

Activity	What's happening	When	Wellbeing pillar/Owner
Telemedicine and regional health services	We have made created video conference access to private GPs plus moved our London based Health Suite services to multiple sites across London and various regional locations	Complete	Body N/A
Agile support access	We will work with Total Reward and P&CS to improve regional and business traveller access to gyms, health advisors and medical support.	Flex benefits window 2019	Mind/Body Total Reward
Wellbeing app	We will deliver a holistic wellbeing app as part of our wider digital wellbeing focus that offers tools to monitor and manage wellbeing	June 2018	Mind/Body/Purpose Wellbeing/Total Reward
Digitising wellbeing tools access	We will improve access to wellbeing advice and resources through migrating resources to our HR Online, Knowledge Hub and our HR Helpdesk	March 2018 – Sept 2018	Mind/Body/Purpose L&D/Wellbeing

5. Delivering inspiring leaders

Creating the leaders who will inspire people around them to look after themselves and achieve balance

Activity	What's happening	When	Wellbeing pillar/Co-owner
Deloitte Leader enablers	The enablers are showing that we lead our people is defined not by grade or position, but by a set of shared principles that our leaders - at every level - demonstrate	Ongoing	Purpose Deloitte Leader
Mental Health Champions	Our Mental Health Champions are available to support all our people with resilience or mental health concerns with the additional benefit of understanding our business.	Ongoing	Mind Deloitte Leader
Mental Health First Aid Accredited Leaders	We're training colleagues who lead others as Mental Health First Aid Accredited Leaders. We're aiming to train at least one in four people leaders across the business to help our people to identify, understand and support someone dealing with a mental health issue.	Feb - May 2018	Mind Deloitte Leader
This is Me - Leader stories	We will expand our This is Me video series to look at stories of leaders who have supported a team member to recover from a mental health issue or overcome issues at work or home	May 2018 (Mental Health Awareness week)	Mind Deloitte Leader
People Leader wellbeing education	We will embed wellbeing and mental health education alongside R&I into our manager learning curriculum to ensure all our people leaders have the basic skills to support others	TBC post L&D review	Mind L&D Culture & Inclusion

6. Delivering a non-judgemental, inclusive culture

Building the culture that supports and empowers everyone within it

Activity	What's happening	When	Wellbeing pillar/Owner
This is me	To support and role model disclosure, we shared the stories of six people who have recovered or are managing mental ill health.	Completed	Mind Respect & Inclusion
Understand our culture and people's voice	We will implement a continuous listening strategy to give our people a voice for their views of our culture.	Oct 2018	Purpose Engagement
Encouraging disclosure	We will continue to focus on disclosure and confidence by continuing to encourage our people to share their stories of mental health recovery through a mixture of formal and informal, written and visual channels	Ongoing	Mind/Purpose Wellbeing
Mental Health charter	We will write a mental health charter to clearly articulate what support our people can expect should they experience a mental health issue; including expectations of our leaders and teams in relation to absence, return to work and performance management.	August 2018	Mind Wellbeing

7. Delivering empowered individuals

Inspiring individuals to take control of their own wellbeing

Activity	What's happening	When	Wellbeing pillar/Owner
"Are you ok" conversation tools	Dispelling the myth that you need a title to ask a colleague if they are ok. Working with the Royal Foundation and MHFA to build digital tools (for both internal and external release) that helps increase the confidence of our people to initiate a basic mental health conversation.	May – December 2018	Mind L&D
Non vocational learning	Through our WellNow webinars and wider learning, we will offer access to non work focused learning to help build purpose in our people and expand their learning	Start June 2019	Purpose L&D
WellNow network	We will evolve our WellNow champions into an employee led network - offering events, awareness raising and a mental health buddy system to offer peer to peer informal support.	January 2019	Mind/Body/Purpose R&I

8. Delivering differentiated, impactful & innovative support and benefits

Building benefits that are differentiated, innovative and attractive to our people and empower them to make healthy choices

Activity	What's happening	When	Wellbeing pillar/Owner
Total Reward	We're transforming our Total Reward proposition focusing on an approach that is differentiated, transparent and performance related, ensuring that great behaviour is recognised	Ongoing	Mind/Body/Purpose Total Reward
Increasing benefits utilisation	We will review our established benefits such as gym access, medical support, insurance schemes and create consistent, ongoing awareness raising of them to raise utilisation and maximise more value.	TBC	Mind/Body/Purpose Total Reward
Wellbeing benefits gap analysis	We will focus on expanding access to wellbeing benefits and discounts to ensure all our people have access to market leading and competitively priced tools	Ongoing focus	Mind/Body/Purpose Total reward
Financial wellbeing	Through our Total Reward focus, pension scheme and flexible options we will increase tools, learning and support to enable our people to improve their financial wellbeing	TBC	Mind/Body/Purpose Total reward

9. How we will measure and communicate success

We will use a combination of metrics to understand the impact of these actions to increase the productivity of our people. Through external eminence, we will support our attraction messaging and position Deloitte as a wellbeing leader.

Internal metrics

Performance metrics – the metrics that directly impact business costs

- Average cost of absence per head
- Proportion of absence by category
- Attrition relating to work-life balance

Lead metrics – the metrics that will impact our performance metrics

- People Engagement Survey – impact of wellbeing initiatives on engagement levels
- 360 feedback scores
- P&D check-ins complete
- Advice Line annual utilisation figures
- Learning programme participants (Fit for Success)
- Private Medical Insurance subscription

External benchmarks

Mind Workplace Wellbeing Index

- Benchmarking our overall approach against other, cross industry UK businesses according to Mind's framework (50% programme audit/50% sentiment)
- Identification of planning gaps according and understanding/helping to shape market best practice
- Goal of reaching Gold status by 2022

The Sunday Times Best Companies to work for

- Understanding sentiment of wellbeing on overall engagement and its interaction with other key talent priorities (leadership, management, reward etc)
- Ranking of overall wellbeing against top 25 large businesses in UK

Eminence

City Mental Health Alliance

- Through the CMHA leadership committee we will play an active role in contributing to the PR voice of the alliance.
- Hosting events to share our approach and best practice

Leader Lived Experience stories (external press)

- Actively seeking opportunities to share role model stories from our senior leaders and describing our open culture
- E.g. John Binns (various) & Doug King (Guardian)

Mind, Royal Foundation & Mental Health First Aid England

- Leveraging our relationships with external wellbeing charities to describe our agenda and approach to wellbeing in the workplace.