



INVESTORS  
IN PEOPLE

IMPROVING BUSINESS PERFORMANCE

# WHY SHOULD YOU BE IMPROVING HEALTH AND WELLBEING?

**The answer's in the question**

Your guide to how the new Health and Wellbeing Award can bring rewards for your business

FOCUSING ON YOUR PEOPLE'S  
HEALTH AND WELLBEING  
WILL GIVE YOU AN AMAZING

# RETURN ON INVESTMENT

From improving employee engagement and productivity to enabling your workforce to be ready to embrace change, the new Health and Wellbeing Good Practice Award will help you get sustained performance from your people.



The Investors in People Health & Wellbeing Good Practice Award has given us an edge in terms of the health and wellbeing programme we offer our employees which in turn has improved their engagement, morale, team dynamics, resilience and performance levels.



Linda Mabb, Director of Health Services EMEA, Kimberly Clark



# WHAT IS HEALTH AND WELLBEING?

The health and wellbeing agenda is much broader than just encouraging healthy eating and physical fitness. It's no longer enough to provide free fruit and gym membership and expect this to deliver a healthy and motivated workforce.

Following research with employers, Investors in People believes good health and wellbeing practices encourage improvement, rather than just minimising sickness and injury.

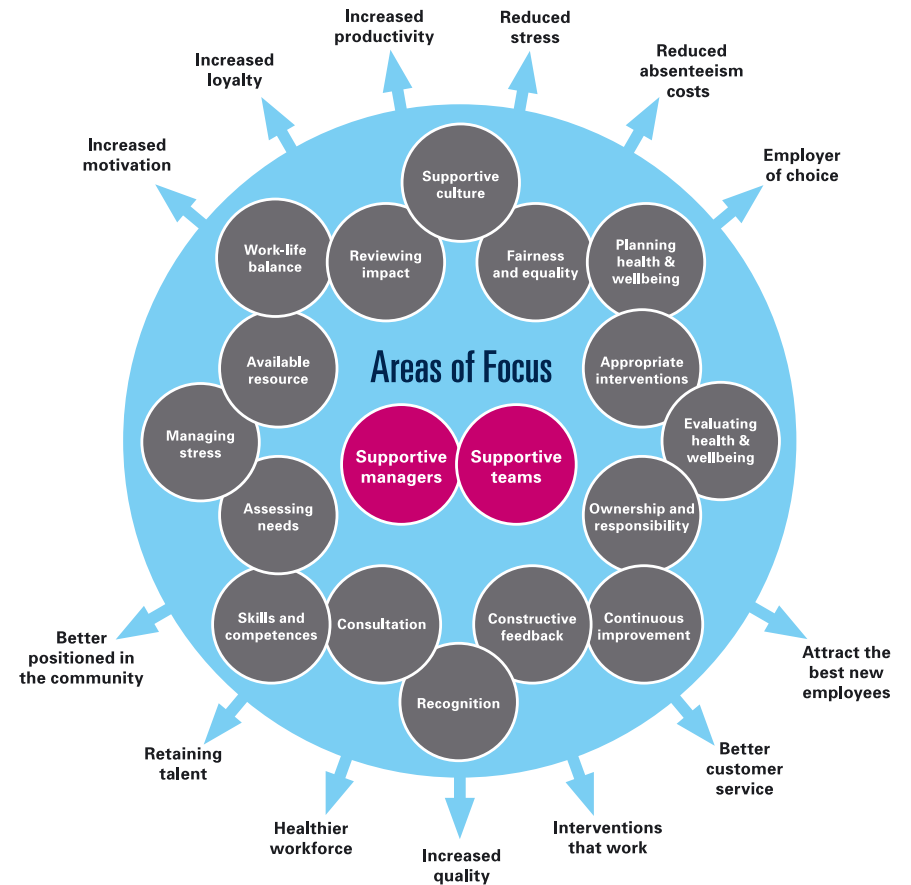
Employers told us that they saw wellbeing as being about issues such as stress, a sense of worth, security and morale. Some organisations have realised that job satisfaction is no longer easy to provide in the current climate and are focusing on achieving employee engagement.

**Investors in People has learnt that the key determinant of people's wellbeing is how well they are managed and supported. The role that line managers and teams play in providing support to employees, particularly in today's changing climate, is therefore extremely important.**

Health and wellbeing is at the top of our priorities at Think Money. We believe that getting this right contributes directly to the performance of our people. After all, they're key to the success of our business. Being recognised by Investors in People for our efforts in promoting health and wellbeing at Think Money helps not only attract the brightest new employees, but also ensures we retain them - making sure we'll continue to provide a great service to all our customers.

Phil Robertson, Head of Staff Welfare, Think Money

As you can see from the diagram below, health and wellbeing good practice encompasses a wide range of issues.



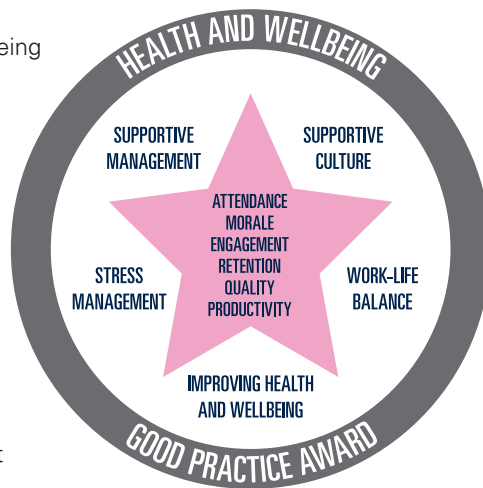
# WHAT ARE THE BUSINESS BENEFITS?

Organisations are having to constantly embrace change and innovation. One of health and wellbeing's most powerful benefits is the contribution it makes towards securing the employee engagement companies need to deliver change successfully.

Improving	Reducing
<p><b>employee engagement</b>  <b>ideas and innovation</b>  <b>morale and motivation</b>  <b>employee and talent retention</b>  <b>quality</b>  <b>loyalty and advocacy</b>  <b>productivity</b>  <b>high performance workplaces</b></p>	<p><b>absence rates</b>  <b>recruitment costs</b>  <b>agency cover costs</b>  <b>health insurance costs</b>  <b>litigation costs</b></p>

There is increasing evidence that effective health and wellbeing programmes have a direct relationship with improving productivity. Having happy, healthy employees improves attendance, motivation and productivity.

Adopting effective health and wellbeing practices doesn't need to cost money. Some of the healthiest organisations – those that are performing well, with excellent employee engagement and motivation – don't operate expensive wellbeing schemes. They succeed by concentrating on the fundamentals: good communication, flexible working practices, effective and fair line management, and the team support people need to meet the challenges they face at work.



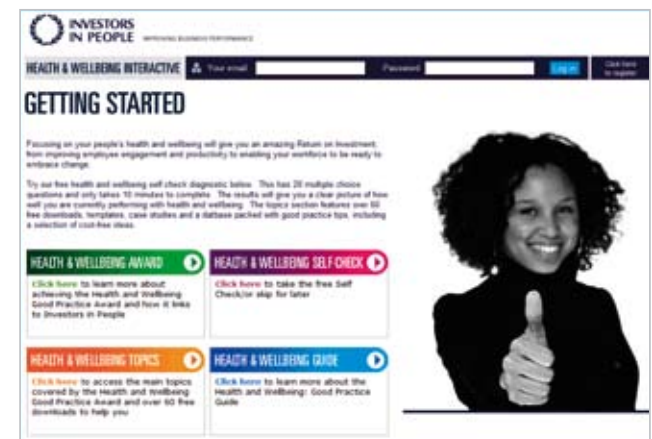
# HOW DOES IT WORK?

This new Award follows the same tried and tested formula as the Investors in People Standard. It is flexible and easy to use. The Award is outcome focused, outlining what you need to achieve, but never prescribing how. Whilst the new Award features some additional criteria, Investors in People is offering assessments with the Health and Wellbeing Good Practice Award at around the same price level as that for The Standard.

You don't have to prepare any paperwork, policies or fill out forms to achieve this Award. We follow an interview approach for assessments, consulting with representative groups across your organisation. Our assessors will provide you with a detailed assessment report and can also offer further support to help your organisation to further improve.

As a first step try our free health and wellbeing diagnostic tool – Health and Wellbeing Interactive. This has 20 multiple choice questions and only takes ten minutes to complete. The results will give you a clear picture of how well you are currently performing with health and wellbeing.

The tool also features free downloads, templates, case studies and a database packed with good practice tips, including a selection of cost-free ideas. It helps you start working with health and wellbeing good practice or prepare for an assessment.



## FURTHER BENEFITS

There are several major advantages to the new Award:

- 1 It is structured in the same way and builds on the content of the Investors in People Standard as there are powerful links between how well people are managed and their wellbeing. If you already work with Investors in People you will find it easy to engage with this new product.
- 2 30% of the Health and Wellbeing Award has criteria that overlap with those in the Investors in People Standard. There's no duplication involved though because meeting these criteria will give you credits which can last up to three years. This provides benefits for all organisations:
  - **New customers** can complete the Award and use this as a building block towards working with the main framework. The credits mean that you may not have to be re-assessed against the overlapping criteria – making it easier for you to complete The Standard or full framework at a later date.
  - **Existing customers** can engage with the Award as an additional assessment. You may only need to do the additional Health and Wellbeing criteria to be able to achieve the Award, as some criteria will have already been assessed in The Standard.
- 3 Department of Health sponsorship of the development of the new Health and Wellbeing Award has enabled us to carry out extensive piloting with over 400 organisations of all sizes and sectors. This means the Award has been thoroughly road tested and we know that it will work and provide major benefits for all organisations.
- 4 The new Award will also help you link your health and wellbeing activity more closely to your organisation's overall strategy. Employers are realising that well designed and co-ordinated programmes can contribute directly towards delivering corporate objectives. Furthermore if you are clear what you are trying to achieve and how this will be measured, it will be easier for you to evaluate what impact your health and wellbeing work is making later on.

## PROMOTING YOUR ACHIEVEMENT

We are very keen for you to be recognised for achieving this important new Award and for you to be able to celebrate your success. You will be sent a certificate and there is a special logo which you can use on your stationery, website and recruitment advertising. Public recognition around health and wellbeing will also help any ambitions you may have to be an 'employer of choice'.



Investors in People has a pivotal role to play, not just in promoting the message about health at work, but in delivering accessible and relevant support to employers across all sectors and of every size as they struggle to provide healthy working environments and good quality jobs within which employees can drive forward our national productivity and competitiveness.

Stephen Bevan, Director, The Work Foundation

# HEALTH AND WELLBEING GOOD PRACTICE AWARD

## A SUMMARY OF ITS CONTENTS

PLAN				DO				REVIEW	
01: HEALTH AND WELLBEING STRATEGY	02: HEALTH AND WELLBEING RESOURCES	03: PEOPLE MANAGEMENT STRATEGIES	04: LEADERSHIP AND MANAGEMENT STRATEGIES	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION AND REWARD	07: INVOLVEMENT AND EMPOWERMENT	08: EFFECTIVE HEALTH AND WELLBEING	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
<p>People (and representative groups where they exist) are involved in planning health and wellbeing</p> <p>Organisation and people needs inform the health and wellbeing strategy or plan</p> <p><b>Clear purpose and vision to support improvement</b></p>	<p>Resources are available to meet health and wellbeing needs</p>	<p>Peoples' health and wellbeing is supported in an appropriate and fair way</p> <p><b>A work-life balance strategy meets the needs of its people</b></p>	<p><b>Managers are clear about the capabilities they need to lead, manage and develop people</b></p> <p>Managers' health and wellbeing capabilities are developed</p> <p>People know what effective managers should be doing to support health and wellbeing</p>	<p>Managers regularly discuss health and wellbeing issues with their people</p> <p><b>Managers regularly provide constructive feedback on performance</b></p>	<p><b>People believe they make a difference</b></p> <p><b>People believe their contribution is valued</b></p>	<p><b>Ownership and responsibility are encouraged</b></p> <p><b>People are involved in decision making</b></p> <p>People are informed of health and wellbeing activities</p>	<p>Peoples' health and wellbeing needs are met</p> <p>Peoples' induction includes information on the organisation's health and wellbeing</p>	<p>Impact on health and wellbeing can be demonstrated</p>	<p>Evaluation results in improvements to health and wellbeing activities</p> <p>Peoples' views are used to inform future activities</p> <p>Good practice is shared and successes recognised</p>

**Bold text** = Content overlap with Investors in People Standard and main framework

“ Working on health and wellbeing with Investors in People has delivered a range of business benefits for the Lyness Group enabling us to drive the company forwards and our people to take on new challenges. It also helped us manage the early return to work of a key employee. We will certainly be recommending the new Award to our clients.

Sue Lyness, Operations Director, The Lyness Group



# HOW CAN I FIND OUT MORE?

For more information or to answer any questions you may have please contact your local Investors in People Centre:

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[www.investorsinpeople.co.uk/healthandwellbeing](http://www.investorsinpeople.co.uk/healthandwellbeing)



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People assume that a health and wellbeing strategy is going to cost money but it doesn't have to. One of the great things about our Investors in People assessor was that he gave us lots of advice on simple things we could do that people would value but don't cost a lot of money to run. There is also a lot of very good information on Investors in People's website including cost effective H&W activities that can make a real difference.



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**Elaine Ward, Director of Finance and Assistant Chief Executive,  
Gloucestershire Wildlife Trust**