



# The wellbeing strategy workbook

How to drive culture change and help your people build positive habits that stick.

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# Welcome to your wellbeing strategy workbook

This interactive e-book will take you through everything you need to know to create a wellbeing strategy that'll help your people build positive habits both in and outside the workplace.

Numerous studies have shown that employee wellbeing is linked to greater productivity. But to ensure your workplace wellbeing programme delivers these benefits it must be tailored to your organisational needs and be backed up by senior management support.<sup>1</sup>

From influencing company culture to engaging leaders and business partners, this short book contains three chapters of guides, ideas and resources to help you create an effective wellbeing programme for your business.

<sup>1</sup> [Wellbeing and Productivity: A Review of the Literature — CUSP](#)





Chapter 1:

# Wellbeing and workplace culture

Every successful wellbeing strategy is backed up by a supportive culture.

This chapter explores how to shape your organisational culture and wellbeing strategy in tandem. We'll cover the importance of values and strong leadership, plus how to utilise simple workplace habits to shape the employee experience.

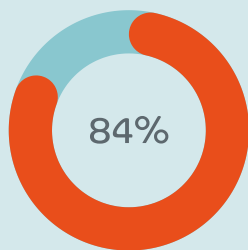
# What is company culture?

The COVID-19 pandemic caused a shift in priorities for much of the UK workforce. On top of salary, pensions and other benefits, employees are increasingly asking “is this place a good fit for me?”.

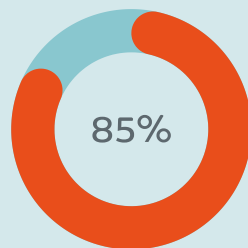
In 2022, we asked 2,000 UK workers about their experiences with company culture, leadership and wellbeing. The results reveal a clear link between workplace culture and productivity which impacts not only the employee experience but also their individual productivity levels.

The vast majority (86%) of employees said they were more productive at work if there was a good culture, and more than three-fifths of employees (64%) would leave their job if the culture didn't fit

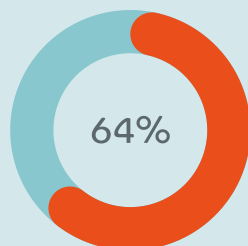
Our 2022 ‘Culture of Wellbeing’ survey found that:



of workers say they are more productive at work if there is a good culture.



feel there is a link between workplace culture and their wellbeing.



stated they would leave their job if their organisation's culture was not a good fit.





# Culture and wellbeing in parallel

With 85% of employees linking their wellbeing to workplace culture, it's likely that your wellbeing strategy will not only be influenced by your organisational culture, but also aim to improve it.

While large-scale culture change is a difficult and gradual process, it's the most vital component of a successful wellbeing programme. Free fruit and gym discounts might be popular perks, but they're not reflective of workplace culture.

Instead, culture centres around ideas, customs, social behaviour and values, and exploring these themes is the first step towards building a strategy that supports and champions wellbeing.



## Culture

noun

The customs and beliefs, way of life and social organisation of a particular country or group.



“

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

– Constitution of World Health Organization







# Assessing your workplace values

Shared values are at the heart of every workplace culture, so these values should underpin your wellbeing strategy too.

 [Watch Vicky Walker, Group Head of People, discuss this on our YouTube channel.](#)

A detailed wellbeing policy means nothing unless you bring it to life with your actions. Aligning your wellbeing strategy, company values and workplace culture will give you a clear focus and help you influence decisions in the boardroom.

You can check how well your values and culture align by getting feedback from people across your organisation. Remember to consider different perspectives — a new starter might see things differently to a business manager or company director.

You might ask questions such as:

- Finish this sentence: in this organisation we value...
- What do we expect of our employees?
- What can our employees expect from us?
- How are our values reflected in the actions of individuals across the organisation?
- What is our organisation's reputation within our industry?
- Are we transparent in our decision-making?
- How do we recognise success?
- How is conflict handled in our organisation?
- How are we prioritising diversity, equity and inclusion in the workplace?
- How do our workplace values reflect the [Five Ways to Wellbeing](#)? These are:
  - Connect
  - Be active
  - Take notice
  - Learn
  - Give



“

A detailed wellbeing policy means nothing unless you bring it to life with your actions.

# Template: Your workplace values

These questions will get you thinking about how your values are reflected in your day-to-day culture. Remember to add your own questions to reflect your focus areas.

Finish this sentence: in this organisation we value...

---

What do we expect of our employees?

---

What can our employees expect from us?

---

How are our values reflected in the actions of individuals across the organisation?

---

What is our organisation's reputation within our industry?

---

We're transparent in our decision-making process.

Strongly  
disagree

Disagree

Neither agree  
nor disagree

Agree

Strongly agree

How do we recognise success?


---

How is conflict handled in our organisation?

---

How are we prioritising diversity, equity and inclusion in the workplace?

How do our workplace values reflect the [Five Ways to Wellbeing](#)?

Download this template as an individual worksheet:  [Microsoft Word](#)  [PDF](#)

# How workplace habits shape culture

Culture change doesn't have to be about grand gestures. In fact, identifying and fostering positive habits is one of the most straightforward ways to make an impact.

While behaviours will vary between different departments, encouraging habits that reflect your company values can help you to create a consistent culture and identify some easy wins for day-to-day wellbeing.

Completing a 'stop, start, continue' exercise is a simple way to get started. Share your findings with key people in your leadership team so they can help champion positive habits among people managers across the business.

Your list should be specific to your workplace, but might look something like this:

## Habits to stop

- 5pm meetings
- Skipping lunch breaks
- False urgency
- Pressure to work overtime

## Habits to start

- More timely communication
- Regular fresh air breaks
- Shorter meetings
- Managers demonstrating proper work-life balance

## Habits to continue

- Training in coaching skills
- Promoting DE&I
- Recognising success
- Leadership team being visible in the workplace





# Template: Workplace habits

## Stop — Start — Continue

Use this template to evaluate common habits in your workplace, thinking about how they might influence your company culture.

Habits include all kinds of behaviours, including working hours, communication styles and delegation techniques. Remember to think about the habits displayed by managers, leaders and colleagues across different departments.

Habits to stop	Habits to start	Habits to continue
<div></div>	<div></div>	<div></div>

Notes

Download this template as an individual worksheet:



[Microsoft Word](#)



[PDF](#)

# Leadership and wellbeing – what does good look like?

Most leaders will tell you that the majority of their time is spent looking after their people, and many feel a weight of responsibility to ensure the employees in their care are happy and well at work.

We feel intuitively that organisational leaders have a key role to play in the wellbeing of our employees, yet often fail to articulate exactly what it is about leadership behaviour that is so critical to workforce wellbeing.

Leadership behaviour plays a crucial role in setting the tone for the organisation. The values, language and behaviours of all employees — but particularly the leaders — create a unique culture and environment which has a greater influence on people's experience of work than anything else, determining whether that experience is happy, energising, and productive...or exhausting and unrewarding.

While no two organisations are the same, there are some general principles of good leadership practice that may help you build a 'culture of wellbeing' that places health and happiness at the heart of your business, building a strong and sustainable workforce to help achieve your organisational goals.

By Kate Platts

Head of Research  
& Innovation at  
Westfield Health



“

Leadership behaviour plays a crucial role in setting the tone for the organisation.



## Invest in understanding ‘virtual leadership’

The world of hybrid and flexible work has created challenges for leaders who now need to engage, manage and inspire their teams from a distance. Early studies from the pandemic era show that organisational leaders may not be properly equipped for the radical change in working practices we have recently experienced. ‘Virtual leadership’ should be supportive and empowering, focusing on high-quality communications, transparency, employee autonomy and participation in decision-making. Keeping people informed and involving employees in key strategic decisions will build engagement and motivation and help create strong ties within and across teams.

## Build compassion and emotional skills

Emotional intelligence (EI) in leaders may be the key to a trusting, collaborative and rewarding workplace, with both employee job satisfaction and positive sense of wellbeing being closely linked to leadership EI. Traits of emotional intelligence critical for leaders include empathy, flexibility, connection with others, self-awareness and authenticity, enabling a form of agile leadership that is both visionary and powerful as well as human and genuine. The traits of emotional intelligence are not innate. Compassion – sensitivity to the emotional experience of others – is a skill that can be increased through training, with benefits for both individual and organisation alike.

“  
Traits of emotional intelligence critical for leaders include empathy, flexibility, connection with others, self-awareness and authenticity.

## Understand the power of recognition

Recognition isn’t optional; it is a core element in the employee experience that drives engagement and wellbeing, and leaders have a key role to play in recognising work achievements as well as the human behind the task. Following extensive research, the 2022 [Gallup Work Human report](#) found that organisations must invest in recognition, focusing on embedding recognition in the organisational culture, educating managers about the impact of recognition and the options for providing it, and ensuring that recognition is provided in an equitable and personalised way. When leaders remember people’s birthdays, anniversaries, children’s names, and personal life events, it goes even further to making them feel valued and connected.



## Remember — leaders are employees too

Finally — and although it may seem obvious — we must remember that leaders are people too, going through the same experiences of change and challenge as everyone else. Leaders must be in a strong and healthy state in order to effectively manage their function, model good wellbeing practice, and connect and engage in an authentic and undistracted way with their teams. Often the employees with the highest and most pressured workload, leaders must be given proper time and space for rest, recovery and reflection – which means work must be left at the office whilst unwell or on holiday (the rise in presenteeism and leaveism is well-documented), and expectations of being ‘always on’ should be minimised.

In leadership, what you do has far greater impact than what you say. Acting with authenticity, integrity, empathy, and self-awareness, practising transparency and good communications, recognising a job well done (as well as the person that did it), and mindful self-care are the hallmarks of a strong leader who will have positive influence on the happiness and wellbeing of those who are following.





“

In leadership, what  
you do has far  
greater impact than  
what you say.





Chapter 2:

# Creating your wellbeing strategy

A wellbeing strategy gives your people the support they need to perform at their best.

By now you've identified key aspects of your workplace culture and some common habits that impact wellbeing. The next step is to gather insights from your people, set your objectives and build a strategy that adapts to your business needs.

# The cycle of a wellbeing strategy

Just like any effective business plan, wellbeing strategy is an iterative process. A cyclical plan will help you embed wellbeing as a core priority, make targeted adjustments and demonstrate its impact on business growth.

How often you revisit your strategy will depend on your own capacity and your business structure. One common method is to set the direction of your strategy yearly, review your priorities quarterly and monitor individual activities on a more reactive basis.







### Collect data

Continuous [collection of data and feedback](#) will help you focus your health and wellbeing activities where they're needed most.

### Identify themes and objectives

Themes might include common issues or requests, for example if you have a number of employees struggling with back pain or requests for mental health support.

### Review against business priorities

Involve your leadership team to match wellbeing themes against your business plan and identify which activities will have the most impact. This will help you win buy-in from senior partners and prove return on investment.

### Create or update your wellbeing strategy

[Build your strategy](#) around your objectives to help guide your upcoming activity and plan around potential roadblocks.

### Implement and monitor

Put your plans into practice and keep gathering data to more accurately measure success. Make note of any key learnings, then the cycle begins again.

# Building your evidence base

Regular feedback helps you evaluate what's working well and where to focus your efforts to make the most impact.

By gathering feedback before, during and after rolling out a new wellbeing initiative, you can build a compelling case for further investment.

A robust evidence base will help your wellbeing strategy to:

- Reflect what your people are telling you.
- Be flexible to adapt to their feedback.
- Align this feedback with your organisational vision and business objectives.
- More accurately report return on investment and progress against your targets.



## Feedback channels

Empower your people to have their say by using data from a variety of sources. You could include:

- Employee wellbeing surveys
- HR and absence data
- Manager feedback
- Focus groups
- Investors in People assessments
- Pulse surveys
- Informal discussions
- Suggestion boxes
- Push button surveys in the workplace



# A quick guide to pulse surveys

Pulse surveys are short, simple questionnaires which provide a regular check-in point for employee engagement, wellbeing and satisfaction rates across the business.

Pulse surveys are a great way to improve communication between colleagues, HR and leadership teams while providing an avenue for employees to give direct feedback on their experiences. They're ideal for tracking trends and changes in employee sentiment. When designing your pulse survey, remember to:

- **Define your goals and build your questions around them.**  
Each question should serve a purpose and track progress towards a goal.
- **Keep it lean.**  
Short, simple surveys will receive more responses and more accurately represent your workforce. Keep it to 5–10 questions per survey.
- **Repeat questions to track changes.**  
Include the same questions over a number of weeks or months to spot trends and reactions to changes in the workplace.
- **Demonstrate transparency.**  
Sharing the results of your surveys will help build trust and awareness among colleagues and give visibility to the data behind your decisions.

## Online survey builders

Several online tools exist to help you build your pulse survey. Some popular options include:

- [SmartSurvey](#)
- [Officevibe](#)
- [TINYpulse](#)
- [6Q](#)
- [Vantage Pulse](#)



# Employee survey sample questions

It can feel daunting to design a survey from scratch, but you can use your company values to help you identify the most meaningful topics.

Remember to keep your questions relevant and focused on the themes you want to explore. Struggling with wording? Try choosing 5–10 of these sample questions as a starting point. Use a scale to capture to what extent your employees agree with each statement and include a text box for comments.

Download this page for quick reference: [!\[\]\(dfbd6b3763a6d1d9afaa974f64e2e4b5\_img.jpg\) Microsoft Word](#) [!\[\]\(b89ecf30df3dbaee65fa9f1829524a6e\_img.jpg\) PDF](#)

## Employee satisfaction



- I would recommend [company name] as a great place to work.
- I feel rewarded for my contributions.
- I have all the resources I need to do my job well.
- I have a clear plan for progression in my role.

## Management and leadership



- My manager recognises when I've done my job well.
- Our leaders are visible in the workplace.
- The leadership team consistently demonstrate our company values.
- I feel comfortable having open conversations with my manager.
- Our leaders actively seek and take on board different opinions.

## Employee wellbeing



- I have access to flexible working options that suit my needs.
- [Company] provides me with resources to support my health and wellbeing.
- I feel I have a good work-life balance.
- [Company name] takes an active interest in my wellbeing.
- I feel safe in the workplace.

## Workplace culture



- I feel connected to [company name]'s values.
- I have access to relevant learning and development opportunities.
- People from all backgrounds have equal opportunities in this organisation.
- I understand how my work contributes to my organisation's mission and goals.
- I feel like I can be my true self at work.



## The Likert Scale

The Likert scale is a popular way to gather data on values and attitudes. It works well in employee questionnaires as it's easy to understand and allows people to share their views as a rating rather than a simple yes or no.

It usually looks something like this but may also utilise alternative wording, colours or even smiley and sad faces:

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree







“

The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them.

– Ralph G. Nichols

# Mapping your objectives to wellbeing solutions

You can use this exercise if you're just starting out with wellbeing or if you want to evaluate and refine your existing activities.

Use your feedback to identify key focus areas and decide which solutions might work best for your people. Remember to prioritise based on your capacity — you're more likely to reach success with a few achievable goals than many ambitious ones.

Remember to consider: suitability for your workforce, expertise required, delivery methods, cost and equal opportunities.

Below we've grouped some common wellbeing solutions. Use this as a starting point, but remember to listen to your people and ensure any new activity is backed up by your wider company culture.

## For office workers

- On-site fitness facilities
- Healthy snack options at work
- Flexible or hybrid working

## Mental health initiatives

- Mental Health First Aiders
- 24-hour counselling helpline
- Health leadership training

## For those without flexitime

- Telephone GP service
- Cycle to work scheme
- In-person wellbeing day

## Physical wellbeing

- Online gym classes
- Health cash plan
- Private health insurance

## For people short on time

- Wellbeing workshops and webinars
- Email campaigns on common health topics

## For health outside of work

- Gym and fitness discounts
- Enhanced maternity/paternity/adoption leave
- Cashback and discount schemes

If you need a hand choosing the best options for your business, our Health and Wellbeing Consultants can help. Get in touch today at:

[www.westfieldhealth.com/chamber](http://www.westfieldhealth.com/chamber)  
[businessenquiries@westfieldhealth.com](mailto:businessenquiries@westfieldhealth.com)









## Worked example: employee back pain

This format can help you identify the best solutions for your people and present them as part of your strategy.

### The data says

Our people are reporting an increase in musculoskeletal issues, particularly back and neck pain, since they started working from home.

### Our objectives

Ensure everyone has a healthy working environment so they can work without pain or discomfort and perform at their best. Educate employees on preventative measures, leading to a reduction in absences due to back pain by year end.

### Potential wellbeing solutions or activities

- Carry out more thorough workstation safety assessments.
- Host a webinar on preventing back pain to increase awareness.
- Remind employees of physiotherapy discounts included in their health cash plan.

### Next steps

- Work with Communications team to organise informational email campaign.
- Inform leadership to agree and sign off budget.
- Contact wellbeing provider to book webinar on back pain and posture.

# Template: mapping your objectives


Use this template to map your business objectives to wellbeing solutions that will help you achieve your goals. Your solutions could include anything from mental health training to gym discounts to private health insurance.

## The data says

## Our objectives

## Potential wellbeing solutions or activities

## Next steps


Download this template as an individual worksheet:  [Microsoft Word](#)  [PDF](#)



# Building your wellbeing strategy document: what to include

Your wellbeing strategy document will be shaped by your organisational structure and the unique needs of your people. It's helpful to think of the strategy as a working document which adapts to the feedback and data you collect, so you should revisit it on a regular schedule (we update ours quarterly).

How you present your strategy is up to you — you could create a simple one-pager, an infographic or a detailed policy document. However you choose to format it, it's useful to include the following key information.

Download this page for quick reference:  [Microsoft Word](#)  [PDF](#)

## 1 Current position

Start with an overview of the on-going wellbeing initiatives in your organisation and highlight any progress or changes you've recently made. You could include:

- An overview of what current initiatives are available to employees, such as employee assistance programmes, safe working policies, training and support.
- A review of your most recent survey results and feedback on your current wellbeing activity.
- A summary of what's working well, such as a 'start, stop, continue' review.

## 2 Future focus areas

In this section you should outline a clear vision for what your strategy will achieve before its next review.

You can use your learnings about company culture, habits and employee needs to identify the most relevant themes and areas for improvement.

For example, you might respond to employee feedback by delivering support around specific topics, such as men's health month or winter wellbeing. Also include any departmental or team-specific support requested.



### 3 Planned activity

Share details of any new and on-going initiatives and their objectives. This might include activities linked to mental, physical, social or financial wellbeing. List any upcoming training, workshops, team building activities or webinars to maximise their visibility and keep your leadership team up to date.

### 4 Measuring success

Regular evaluation of your objectives helps you to refine your strategy, maximise return on investment and demonstrate the impact of wellbeing on your wider company culture. In this section you might include:

- Uptake of and engagement with existing wellbeing activities.
- How wellbeing is currently impacting business performance.
- Any barriers or roadblocks you've identified and how you plan to overcome them.

“

Your value will  
be not what you  
know; it will be  
what you share.

– Ginni Rometty





# Tips to engage leaders and business partners with your wellbeing activity

While the impact of employee health on productivity is well-researched<sup>1</sup>, these quick tips can help you win buy-in from your leadership team and make the case for investment in new wellbeing initiatives.

## 1. Start with your vision

A bold statement about your mission for wellbeing — or vision for the future — can help grab attention and give your strategy a real focus point.

“

We believe wellbeing will foster a high-performing culture, increase engagement and most importantly create a great place to work.

## 2. Set SMART goals

Monitor wellbeing's impact on business performance by setting and regularly reviewing your goals. Your goals should be linked to key business objectives, and remember to make them **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound.

“

By the end of quarter three, we'll offer all employees Mental Health First Aid training to give them the skills and confidence to identify and support with mental health issues.

## 3. Visualise your data

Use charts, graphs and visual cues to tell your story. Data visualisation tools such as [Google Data Studio](#) or [Flourish](#) can help you make your data more engaging and easy to understand.

“

68% of our employees are worried about their financial wellbeing, up from 43% in Q2.



<sup>1</sup> [Employee Wellbeing, Productivity and Firm Performance](#); Centre for Economic Performance



Chapter 3:

# Behaviour change in action





# The COM-B behaviour change model

This popular model proposes three key drivers of behaviour: capability, opportunity and motivation.



# Behaviour change example: hosting a stress awareness webinar

When embarking on any new initiative, it's important to remember that change takes time. Each individual's mindset, motivations and priorities will impact their readiness to change.

In this example, an organisation is hosting a webinar to help employees recognise and deal with stress. Attendance at webinars has been poor in the past, but the HR team have received many requests for this particular topic and want to maximise its impact.

Here are some ways they might help employees at each stage:

## Improving capability

Employees are informed about the webinar a month in advance and managers are encouraged to arrange their team's workload to allow time for them to attend. Teleconferencing equipment is set up for on-site workers who don't have access to their laptops.

## Increasing opportunity

A calendar invite is shared, with the webinar scheduled during core working hours to maximise availability. The HR team request for the session to be recorded and shared with employees who can't attend the live event.

## Increasing motivation

Employees receive a series of messages about the upcoming webinar via email and posters are put up in the canteen. Managers discuss the topic with their direct reports in their 1:1s. The HR team shares a marketing pack explaining what attendees will learn and how it'll help improve their wellbeing.

## Enacting the behaviour

The webinar is delivered by a certified expert. Employees receive resources to take away to help them embed their new learning.

More than half the workforce attends the live session and the HR team follow up with a feedback questionnaire. This helps them gather suggestions for future webinars and identify how people are putting their new skills into practice.

# A whole-of-workforce approach

By **Richard Holmes**  
Director of  
Wellbeing at  
Westfield Health

You can help people create new habits by increasing their sense of capability and opportunity. One way to do this is to ensure your wellbeing activities are **visible**, **varied** and **versatile**.

 [Watch Richard discuss this on our YouTube channel.](#)



## Visible

To maximise engagement, employers should ensure their wellbeing activities are consistently visible across the business. This could be a weekly email reminder, a post on your intranet platform or physical posters in the workplace.

The concept of social proof tells us that people use their peers' behaviour as a basis for their own: an update about the office rugby team or simply the sight of employees leaving work in their gym kit can act as gentle reminders which help foster a health-conscious culture.



## Varied

Just as we all have our specialties in the workplace, employees will have their own strengths when it comes to their lifestyle too. The aim shouldn't be to involve every single employee with workplace wellbeing activities, but rather to offer people the opportunity to tap into health and wellbeing in a way that suits them.

A variety of small initiatives across areas such as mental health, stress management, back care and physical fitness will better serve your workforce than a one-size-fits-all activity in a single field.



## Versatile

Try to build some flexibility into how your wellbeing solutions are delivered. This could mean a class is held both in person and online, or gym vouchers are valid at a national chain rather than a local fitness club. Each solution doesn't have to be perfect but focusing on versatility will help you get the most value out of your investment in wellbeing.



“

Success is the product of daily habits — not once-in-a-lifetime transformations.

– James Clear

Atomic Habits: An Easy & Proven Way to  
Build Good Habits & Break Bad Ones



# Common barriers to engagement

This exercise will help you identify common barriers employees might face and find ways to adapt your strategy to create positive change where it's needed most.

The table below is an example of some basic information you might collect to help you identify and solve issues around employee engagement. Some common barriers include lack of time, inconsistent communication and reluctance to change.

You can sort the table by priority to identify where you can have the biggest impact, or alternatively use it as a way to highlight quick wins. These findings can also help inform the 'future focus areas' section of your strategy.

Here are some examples of how you might work through a few common challenges:

Issue	Who's affected	What's the impact?	Steps to solve
Employees don't have time to fit wellbeing into their working day and flexitime is difficult for us to implement.	50% of workforce, especially IT dept.	Employees want to engage but feel it's unfair that their schedules don't allow it, leading to low morale.	<ul style="list-style-type: none"><li>• Brief managers to prioritise health interventions even during busy periods.</li><li>• Trial 15-minute extension of lunch breaks.</li><li>• Gather data on availability and consider rescheduling activities.</li></ul>
We're struggling to communicate what's on offer in terms of wellbeing.	Remote workers and field sales team.	We're spending money on activities but people aren't aware of what's available.	<ul style="list-style-type: none"><li>• Work with internal comms team to plan information sharing session.</li><li>• Share details at least one month in advance.</li><li>• Utilise emails, intranet and Zoom 1:1s to share news of new initiatives.</li></ul>
Engagement with our health initiatives has dropped in recent weeks.	All employees.	Pulse survey results are down on last month and employees are reporting more health complaints.	<ul style="list-style-type: none"><li>• Gather feedback to ensure activities are still useful to employees.</li><li>• Work with wellbeing provider to evaluate next steps.</li></ul>

# Template: Barriers to engagement

Use this template to lay out the barriers faced by employees and explore areas for improvement. You can use it as a working document to be updated as you learn more about the challenges you face.

Issue	Who's affected	What's the impact?	Steps to solve

Download this template as an individual worksheet:



[Microsoft Word](#)



[PDF](#)



# Three tips to engage your people (and keep them engaged) with health and wellbeing

Even the best-planned wellbeing initiatives can take a while to get off the ground. Put yourself in your employees' shoes and it's easy to imagine how taking part in a new workplace initiative might feel daunting.

It's often necessary to reach out to employees to encourage participation. This doesn't mean your new initiatives won't be as popular or effective as you'd hoped – it simply means your people are experiencing barriers to change and may need a hand making progress. Try these tips to boost engagement and help your people feel comfortable trying new things.

By Jason King

Head of People at  
Westfield Health



“

It's often the hard-to-reach who see the biggest benefits.



## 1

## Create community

Harness the power of social proof by tapping into sub-communities around the workplace. It's easier to make positive changes if those around us are doing the same.

Whether it's a company netball club or a 10-minute stretch in the daily stand up meeting, taking a social approach to wellbeing has lots of benefits.

- Doing things together keeps us accountable and helps us build stronger habits.
- Group activities increase visibility and generate buzz around the workplace.
- Communities help foster open discussion, making people feel more comfortable providing feedback.
- You can integrate wellbeing into existing networks and communities, such as departmental events or regular team meetings.
- You could also work with employees to create new communities where there's demand, such as a [Couch to 5k](#) running club or a working parents support group.

## Social proof

noun

A psychological phenomenon where people look to others for clues of how to behave in a certain situation.





38%

of people feel better communication from leadership would improve their workplace culture.

“

There are so many ways to help prevent health issues in the workplace. But it might not occur to employees to seek support for themselves: it's all about reaching out and getting them on board.

2

## Start from the top

As well as guiding the direction of your wellbeing strategy, your leadership team can help promote healthy habits by leading by example.

Consistent messaging is key to making employees feel empowered to take action. That's why it's so important to create strong links between your leadership team, line managers and employees.

You can take these proactive steps to help the right messages filter through:

- **Leaders and line managers should strive to demonstrate healthy behaviours in their own working lives.**

This can be simple actions such as taking regular breaks, reducing overtime and taking part in wellbeing activities across the business.

- **Leaders should focus on setting the 'cultural tone' of the workplace.**

This can be achieved through regular workshops or check-ins with department heads, where important messaging is clearly communicated, ready to be disseminated across all levels of the organisation.

- **Give people more time in their day.**

You can further demonstrate your commitment to wellbeing by encouraging the use of policies such as discounted gym memberships or extended lunch breaks to allow people the opportunity to look after their wellbeing during the working day.



### 3 Refine your processes

Embed health and wellbeing into your company culture by making it part of your day-to-day procedures.

It's important to integrate your new ways of working across the whole organisation by encouraging a joined-up approach across departments and advocating for policies that prioritise employee health.

It can be difficult to get people on board with new working practices, especially in a larger workforce, but these suggestions can help make wellbeing part of your 'business as usual'.

- **Introduce new starters to your wellbeing initiatives.**  
You could offer a specific 'wellbeing induction' to encourage the use of your health benefits.
- **Ensure your communication is clear and share information where people will actually see it.**  
For example, if some of your employees don't have regular access to email you could also display posters in the canteen. If most of your team is working remotely you'll need to offer a virtual alternative to in-person events.
- **Try offering an incentive.**  
While vouchers are an obvious choice, incentives don't have to be costly. Signing up to a local fundraiser or joining a team-based challenge can be really motivating too.





# Looking for more?

Hopefully this guide has helped you get to grips with creating your wellbeing strategy, but if you feel like you need a hand, we're here to help.

Our Health and Wellbeing Consultants can help you find the right wellbeing solutions for your people — and your business.

Get in touch today at:

[www.westfieldhealth.com/chamber](http://www.westfieldhealth.com/chamber)  
[businessenquiries@westfieldhealth.com](mailto:businessenquiries@westfieldhealth.com)







# Useful resources and downloads

## Downloads and worksheets found in this book

### Worksheets and templates: complete bundle

 [Download as Microsoft Word](#) |  [Download as PDF](#)

Download the full set of templates and exercises to help you plan your wellbeing strategy and roll out.

### Worksheets and guides: individual

#### Workplace values questions

Download as:  [Word](#)  [PDF](#)

#### Workplace habits: stop-start-continue

Download as:  [Word](#)  [PDF](#)

#### Wellbeing strategy builder

Download as:  [Word](#)  [PDF](#)

#### Mapping your objectives template

Download as:  [Word](#)  [PDF](#)

#### Employee survey sample questions

Download as:  [Word](#)  [PDF](#)

#### Barriers to engagement template

Download as:  [Word](#)  [PDF](#)

## References and further reading

### [‘Workplace culture and wellbeing’ research — Westfield Health, 2022](#)

We asked 2,000 UK workers about their experiences with culture and wellbeing.

### [Employee Wellbeing, Productivity and Firm Performance](#)

This study by the Centre for Economic Performance at London School of Economics investigates the link between wellbeing and employee performance.

### [Wellbeing and Productivity: A Review of the Literature — CUSP](#)

A report reviewing the relationships between the different aspects of wellbeing, productivity, and productivity growth.

### [Wellbeing resource hub](#)

Our reports, factsheets, posters and guides on various workplace wellbeing topics.

### [Westfield Health blog](#)

Updated weekly with the latest wellbeing trends, news and tips.



## Our wellbeing solutions

### Need a hand?

If you're looking for the right wellbeing solutions for your business, our Health and Wellbeing Consultants can help.

Get in touch today at:  
01142 502 330

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