



Challenges, tips and links shared in the chat


Produced by:  **make a difference**
workplace culture / mental health / wellbeing


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INTERACTIVE WEBINAR
Getting started and winning with workplace wellbeing - finding what works for your people

Tuesday 11 July 2023, 10.30am - 11.30am


Anne-Marie Lister, Chief People Officer, **Atom Bank** (and winner of the Make A Difference 2023 Award for the employer with < 500 employees that has made the most difference to workplace mental health and wellbeing)


Dave Capper, Chief Executive Officer, **Westfield Health** (and winner of the 2022 Investors in People UK Employer of the Year Gold 250+ award)

Links shared:

Here's a link to info about the Make A Difference Awards mentioned (Atom Bank was an award winner): <https://makeadifference.media/make-a-difference-awards/>

Here's a great resource from Westfield Health on Building the Case for Employee Wellbeing – <https://www.westfieldhealth.com/resources/building-the-business-case-for-employee-wellbeing>.

Here's a Make a Difference profile interview with Anne-Marie Lister if you're interested to read more: <https://makeadifference.media/mental/4-day-week-atom-bank/>

here's an interesting article referencing research into 4-day week: <https://www.hr-inform.co.uk/news-article/results-in-for-4-day-working-week-trial>

A trilogy of "Beginners' guide" articles, which Suzy Bashford wrote for Make a Difference Media:

Part 1: <https://makeadifference.media/mental/writing-a-wellbeing-strategy/>

Part 2: <https://makeadifference.media/mental/strategy-which-resonates/>

Part 3: <https://makeadifference.media/mental/how-to-get-buy-in-from-the-board-for-your-wellbeing-strategy/>

Make a Difference Events: October 12th – MAD World Summit - <https://madworldsummit.com/>

Questions & clarifications about the 4-day week

In response to one attendee mentioning that they already work a 4-day week: "You're managing to cope with the workload across fewer days?"

Yes- we still work full time hours (37.5) so it hasn't made a huge impact, longer days take a while to adjust too but most people really enjoy it.

When the organisation deals with so many international clients and some accounts only have a few team members the 4-day week would not work due to client.

We are going to phase in a 4 day once per month, then fortnightly if that works and aim to weekly. Need a method to measure productivity.

We dropped from 5 days 37.50 to 4 days 35.00. Was only a 5.5 on a Friday and wanted to drop to just 4 x 8hrs, but anything below 35 hours doesn't count as Full Time so we had to do 4 x 8.75hrs and people were not really bothered by the additional 45mins :D. Going well since March :)

We have to cover two clinical areas 24 hours a day, some of our non-clinical staff do four days a week but there is the struggle to cover the work load.

Our MD isn't even on board with hybrid working, never mind a 4-day working week!

Hybrid working is more of shift change rather than compress business into 4 days. It all depends on what markets everyone is employed in I think.

Those of you who operate 4 day working weeks. Are employees still working 'full time' (40 hours) over 4 days or do you pay FT salary for reduced hours? (32)?

37.50 > 35.00 hours. 37.50 salary. Overall working 1 day less, 2.50hrs less a week. Same money. For us at least

We are a relevantly small organisation - not for profit social enterprise. We are currently undertaking the trial of the 4 day week for our full time staff members, we also still have hybrid working and staff work from home, we have a big difference in staff's wellbeing. We have decided to implement the 4 day week once we have completed the trial, but staff will need to return to working from the office 3 days a week and all have the same day off. But we need to figure out the part time staff.

We also gave the employees 4 weeks to vote if they wanted to trial the 4-day week. Take it home and workout budgets, childcare etc.

We are four months into our six-month trial of the four-day week and our sick leave has gone down from 4% (March) to 1% in June. We have split the team into two so that your counterpart is working when you aren't. The day is longer but working 3 hours less every week but getting paid the same. We get two long weekends every month. Downside is the Monday's and Friday's are incredibly quiet and all our events take place Tues, Wed and Thurs now.

We had a few only working 32 hours (Mon-Thurs) vs our 37.50 hour week. When everyone dropped to 4 days, we gave them the option to up hours to 35 hours and increase their money to match the others. 100% of them did that move with only 1 person remaining on their 3 day week (who is close to retirement so didn't want to change).

That's interesting. I'd always assumed a four-day week meant that a company would be closed on a Friday, but if it means that each person just works four days so that all normal opening hours are covered, then that seems a much more realistic concept.

4 Day working week has also helped make the company more attractive for recruitment.

How would you approach such a concept if you employ for example production and factory workers, next to office staff?

Rather than just a blanket 'free time' did they consider providing a range of wellbeing options for people to be encouraged to do? Like at Univ everyone had Wednesday out for hobbies/sports etc?

In some ways the 4 day week discussion reminds me of my past NHS employment when the 12 hour shift approach was introduced. Service was still provided 24/7/365 but people worked longer shifts, so better continuity of care for the patient, and had more non-working days.

Having watched this 4 day change at Atom in partnership, there have been a few stand out narratives in speaking with the teams. Anne Marie you have been such a strong pioneer, role model and so inclusive for all throughout, that is really impactful. Atom created balance and ownership and the last would be constant communication. Its really encouraging to hear today these perspectives and changes. Great forum. :-)

On measurement of impact

How do you measure the impact of wellbeing initiatives, in addition to the usual attendance stats/surveys etc, as this is so subjective and individual?

We currently use the 100:80:100 model - 100% pay, 80% hours, 100% performance/productivity

How do you measure the success of the wellbeing initiatives? Is it from the pulse surveys or is there anything else you look at?

Surely people already working 4 days and only being paid for 4, would want a pay rise to be paid for 5 days? in the interests of fairness.

We measure the employee wellbeing experience and provide each employee, team and company with a wellbeing score. When wellbeing improves their score improves.

We find Return on Expectation/Experience ROE is often better than ROI. Class insight Dave :-)

About other initiatives and the role of line managers:

We have a well-being room at work set out properly for privacy which is used by all levels of the organisation with mental health first aid support onsite

Having 'coaches' does keep that more holistic approach to being a line manager - great title

Building strong, trusting relationships with your people as a foundation will naturally open usually closed doors when it comes to private/difficult conversations

We have a good work wellbeing ethos, and are currently inviting the "coaching approach" into the management structure. I work part time 4 day week out of choice to fit with my family time.

Listening to the examples is reassuring that we are on the right track. Kindness is also essential not just for employees but towards ourselves.

Listen - Implement - Learn (REPEAT)

For me one of the things that has changed is the removing of the compartments too. We are no longer work and life as separate entities

I agree. its more work life harmony - how do we fit work and life together and integrate

Thank yous

Brilliant, thank you all for a great session

Thank you Claire, Anne-Marie, Dave and the participants who joined in the chat - all very helpful

Thank you everyone! Great webinar. Thanks for organising.

Thanks today you are both so human, fabulous webinar :-)

Thank you for all your insights - very informative

Thank you

Thanks all!

Great session folks, thank you everyone!

Thanks for a great discussion

Thank you, great session!

Thank you so much all!

Thank you

Thank you!

Thanks all

Thank you all

Thank you.

Very enjoyable webinar

Thank you everyone! AMAZING webinar.

Thanks great insights

Thank you very much.

Thank you very interesting

Excellent. thank you

Thank you, great insight :-)

Thank you. Excellent session.

Wonderful insights, Dave & Anne-Marie. Thank you for facilitating it so well Claire.

Thank you, very inspiring!

Great session- many thanks.

Thank you - that was a very interesting hour - inspirational

Really great webinar, thank you!

Thank you everyone, great stuff 🙌

Thank you all

Thank you - love it

One of the best webinar I've been on, taken so many notes!

Top facilitation too! :-)

Great session thank you for your time

Thank you for your sharing. very helpful !!!