



# B(E) WELL WHITEPAPER

## BEST PRACTICES FOR CORPORATE WELL-BEING

B CORP SINGAPORE





# CORPORATE WELLNESS PARTNERSHIP

Our Mission Is To Revolutionise Well-Being At Work

Our Evidence-Based, Growth-Focused Programs for Corporate Well-Being Will Transform Your Organisation.

Grounded In Best Practice, Research and Science Delivered By Experienced And Qualified Teachers.



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# Contents



<b><u>Introduction</u></b> .....	<b>p4</b>	<b><u>Conclusion</u></b> .....	<b>p 30</b>
- <u>Our Philosophy</u> .....	p5	<b><u>Resources</u></b> .....	<b>p 32</b>
- <u>The Inner Development Goals</u> .....	p6	<b><u>Appendix</u></b> .....	<b>p 34</b>
<b><u>5 best practices for the organisation</u></b> .....	<b>p8</b>	<b><u>Learn more about our program</u></b> .....	<b>p 35</b>
- <u>A Dynamic Organisation</u> .....	p10	<b><u>Best Practices- Organisation</u></b> .....	<b>p 36</b>
- <u>Equity for Progress</u> .....	p11	<b><u>Best Practices- Individuals</u></b> .....	<b>p 38</b>
- <u>The Multi-Faceted Worker</u> .....	p12	<b><u>Contacts</u></b> .....	<b>p 40</b>
- <u>Responsible insights</u> .....	p13		
- <u>A Thriving culture</u> .....	p14		
<b><u>5 best practices for Individual Well-Being</u></b> .....	<b>p15</b>		
- <u>Emotional Well-being</u> .....	p17		
- <u>Stress, Distress and Burnout</u> .....	p20		
- <u>Escalation – Anxiety, Depression and More</u> ...	p23		
- <u>Relational Support peer-to-peer listening</u> .....	p24		
- <u>Implementation Through Integrated Process</u>	p25		
<b><u>B Corp, Singapore Event – 27th April 2022</u></b> .....	<b>p26</b>		
- <u>Organisation</u> .....	p28		
- <u>Individual</u> .....	p26		

# INTRODUCTION



Mental health has long been perceived as a taboo subject in general, let alone in the workplace. And yet, in 2019, a Cigna report showed a whopping 92% of employees in Singapore reported being stressed (vs the not insignificant global average of 84%). The UN's International Labor Organisation has defined stress as a 'silent killer' in the form of a global epidemic'.

For context, up to 1/5 of national health spending has been attributed to stress-related issues, amounting to the largest single area of expenditure facing healthcare systems in Singapore today. And if it hasn't been made clear, these figures are pre-pandemic. Since then, the statistics have only worsened, dramatically.

To be clear, despite the ongoing taboo status of mental health, most employers are finally making some effort to ensure that their employee well-being matters. Depending on the company or country, policies (albeit reluctantly for some) have been introduced to make the workplace a safer and fairer place to work.

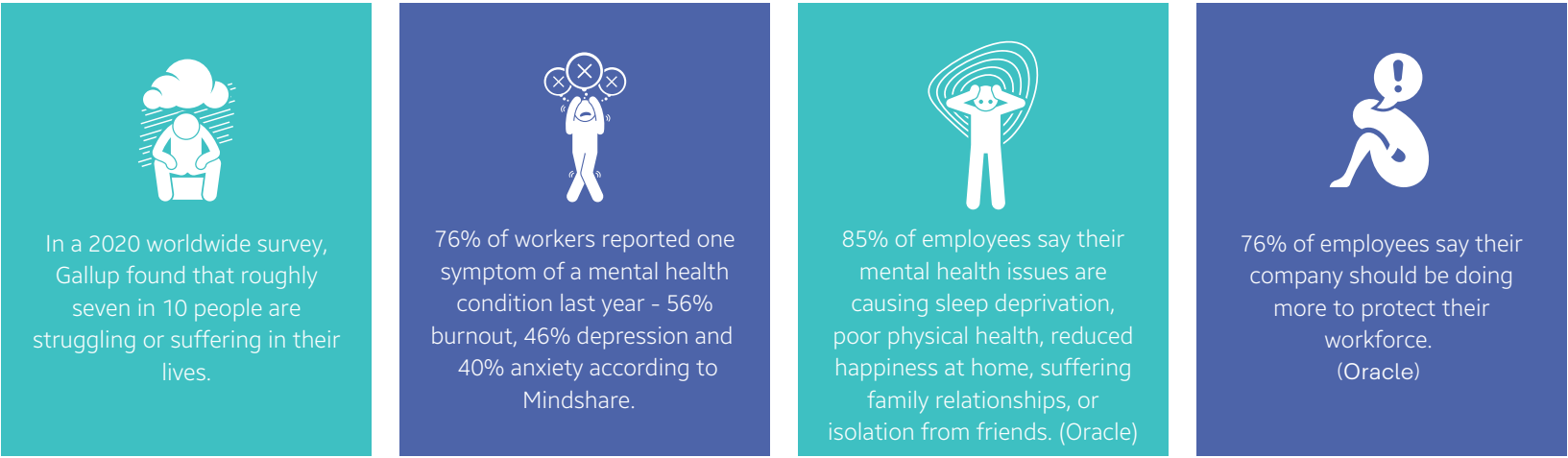
There is some investment in Employee Assistance Programs (EAP) to help 'deal' with issues employees may face. These initiatives should be encouraged and applauded. Additionally, there are a plethora of platforms especially tech-based ones that have various offerings to help address employee well-being. Again, this is huge progress and is exceedingly welcome.

And yet, despite all the extra investment of time, effort and money into new initiatives, the data on the state of our well-being has worsened[1], in part due to the pandemic but largely because something fundamental is clearly not being addressed.

Could it be that we have all been lied to? Could it be those traditional models of employee well-being are not the panacea? That the mantras of self-care, the monthly yoga classes, and the free chia power bars, whilst effective, are not the elixir they profess to be? After all,

## 76% say that they don't feel comfortable talking about their mental health in the workplace despite existing wellness programs

(R Walters)



[1] <https://www2.deloitte.com/uk/en/pages/consulting/articles/mental-health-and-employers-the-case-for-investment.html>

# OUR PHILOSOPHY

## PEOPLE ARE AT THE HEART OF EVERY BUSINESS



Corporate Wellness Partnership posits that organisations can do a lot more to help support the well-being of its employees. Focusing not just on self-care and abdicating responsibility of well-being to the individual, and instead, looking at the role that it plays and the environment it creates as an organisation towards its employees' overall well-being.

From our perspective, it starts with the simple premise that we work with humans. This means acknowledging that we work with humans who have emotions. And these humans show up alongside their emotions, with a whole variety of experiences, beliefs, mindsets, behaviours, and values. Things that make them who they are and what they will bring to the party.

It follows for us then that if those humans are not working in environments that acknowledge, accept, embrace and celebrate all facets of them, then organisations will not get the best of those 'assets'. If businesses want their people to fulfil their potential despite high stress and high stakes environments – so that they can be agile, efficient, effective, and innovative – those 'assets' need to be supported and cared for to enable this to happen. In short, are businesses setting their employees up to succeed?

The reality is that to create such environments, it doesn't have to be expensive or overly time-consuming, the usual refrain for not wanting to implement more change. Picture a horse race. Would you place your bet on thoroughbred A who doesn't train or when it does, with a trainer who is erratic and harsh, as A eats junk food, barely sleeps, and hangs out in a field of stones and gravel? Who, if it has a bad race, is punished with less food, sleep, and more training?

Or would you place your bet on thoroughbred B who eats healthy foods, trains with experienced, disciplined but compassionate trainers, with a schedule for sleep and rest, and when it has a bad race, is treated with care and further support?

For organisations to reap the rewards of high performance, sustainability, and impactful growth, we believe that employees must be set up for success. This means that organisations have a duty to embed well-being into its very DNA for this to happen. This means focusing not just on employees' physical health but also to provide an environment and culture where the individuals feel safe and respected, where healthy relationships are the norm. This means supporting individual needs and that the energies of those employees, are actively encouraged.

Our motto of 'Feeling Good – Working Well' can be encapsulated by 10 Best Practices which will be illustrated in Part II of this report.

### The White Paper

This document is a result of working with eight B Corp and aspiring B Corp, Singapore companies to explore two of the concepts within the 10 Best Practices. The objectives were as follows:

- A brief introduction to Corporate Wellness Partnership's 10 Best Practices – 5 focused on Organisations and 5 for Individual Support in Well-Being
- Two group workshops to co-create easy, cheap, effective, and practical solutions for implementation within the workplace – one to focus on emotional well-being and the other concentrating on inclusion
- Produce a mini White Paper to document its findings

# THE INNER DEVELOPMENT GOALS



**“No problem can be solved from the same level of consciousness that created it.”**

Albert Einstein

The Inner Development Goals show us what levels of human growth the world population needs to achieve the 17 UN Sustainable Development goals through 23 skills that are divided into 5 categories. All of these are skills are included in our Conscious Leadership course.

To solve the world's biggest challenges, the root cause needs to be addressed. The UN SDGs are people-made challenges that require people-made solutions to solve them.

Some of the biggest obstacles to sustainable growth are lack of awareness, apathy, selfishness and greed which have been institutionalised through systems that no longer support the sustainable development of the world. We have been borrowing resources from the future at a rate that is no longer sustainable and damaging our mental sanity at the same time.

At Corporate Wellness Partnership we believe that the core issue with today's organisations and institutions is the lack of human empathetic skills embedded into the DNA of the collective group. Over the last few hundred years we have been collectively focused on the external world. We track metrics such as GDP but don't look at the prosperity or well-being of all. Countries such as Bhutan use the Gross National Happiness index which was introduced to the UN in 1998 as an alternative and more holistic way to measure progress for all in society. The categories include psychological well-being, health, time-use, education, culture, good governance, community vitality, ecology and living standards. Yet nearly 25 years on, the focus of the world remains on wealth through GDP numbers as a measure of success for a country. Nowhere do these numbers give a true reflection of overall well-being, happiness or disparity within

After the introduction of the UN SDG framework for countries in 2015, there was the realisation that companies have as much power to transform the world as countries do. However, in a report published by B Corp who created the tool UN SDG Action Manager, they discovered that since the pandemic there has been a stagnation of contribution in recent years from the private sector.

Now the question being asked is, how can we reach the 17 goals set by the UN SDGs[1] to transform our world by 2030 if countries and companies are failing? With the introduction of the Inner Development Goals, we, at Corporate Wellness Partnership, believe that systemic change will only happen when everyone is aligned with the same values. At a micro level it's individuals who ultimately have the power to solve the global challenges we collectively face today. Through inner development and transformation we can build new ways of being, processes, structures and systems to support the sustainable development of this planet for all rather than wealth for only a select few.

It's with this mindset that we believe well-being is ultimately linked to sustainable development. In 2020, our partner Davina Ho wrote in her Mindfulness Inc Whitepaper:

**“Stress makes us biologically selfish and gives us limited capacity to see the bigger picture. It impacts the decisions we make and the capacity we have to question what it is we are doing. Devising new ways of being is what is required to create systemic change for ourselves, communities and our planet. We inhabit a body, but we also inhabit a community and a planet.”**

We believe that when people are mentally and emotionally healthy and well-regulated, they have the capacity to move from inner focused goals to collective goals. When people are free of stress (selfishness) and fear (divisiveness), then they are able to relate to others, see the bigger picture and be more collaborative and empathetic.

Being a leader in this new world, requires this level of consciousness in order to not just survive but thrive sustainably in the coming decades of change ahead.

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# 1

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**BEING —**  
Relationship to  
Self

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Inner compass

Integrity and  
Authenticity

Openness and  
Learning Mindset

Self-awareness

Presence

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# 2

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**THINKING —**  
Cognitive Skills

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Critical thinking

Complexity  
awareness

Perspective skills

Sense-making

Long-term  
orientation and  
Visioning

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# 3

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**RELATING —**  
Caring for Others  
and the World

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Appreciation

Connectedness

Humility

Empathy and  
Compassion

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# 4

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**COLLABORATING —**  
Social Skills

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Communication  
skills

Co-creation skills

Inclusive mindset  
and intercultural  
competence

Trust

Mobilization skills

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# 5

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**ACTING —**  
Driving Change

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Courage

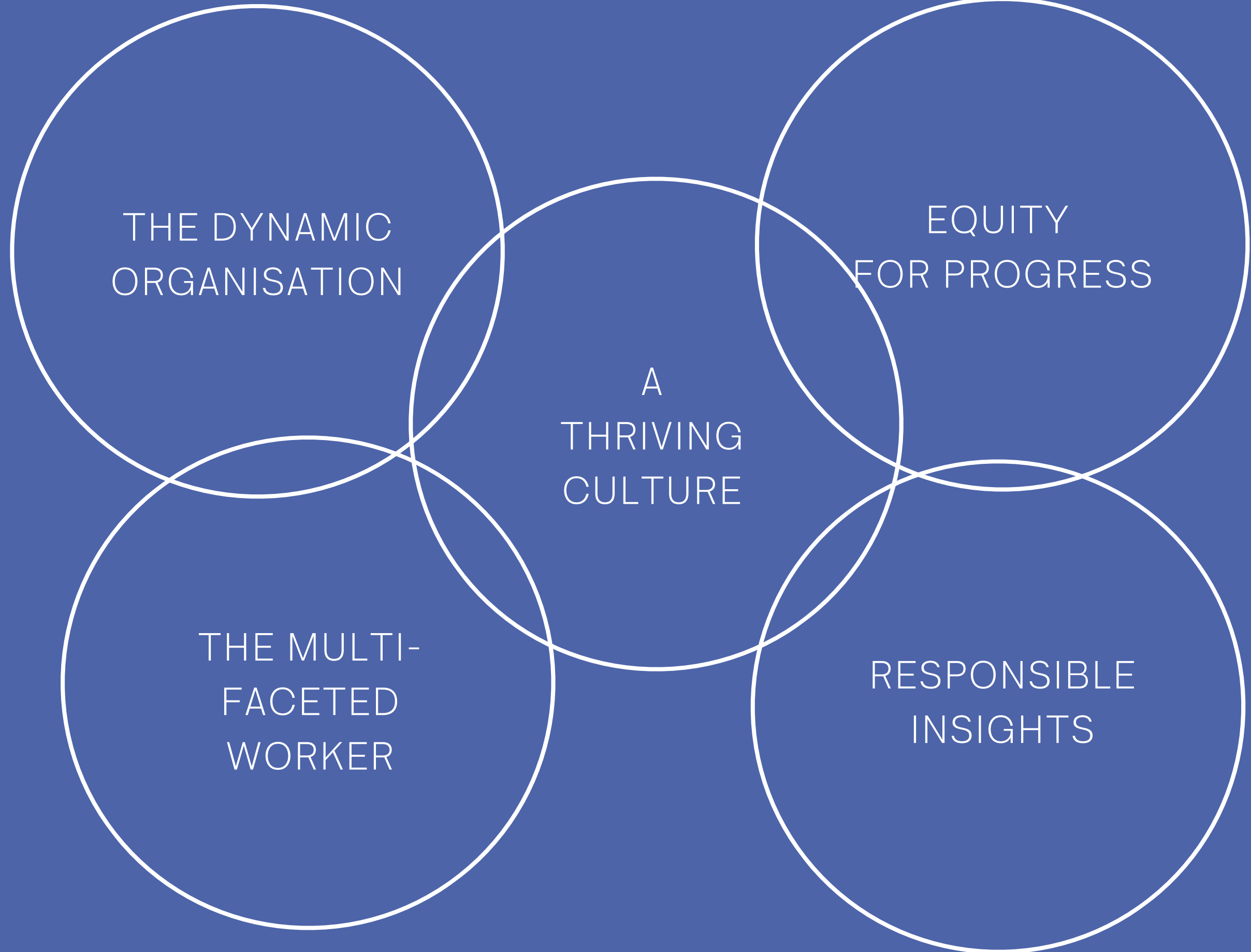
Creativity

Optimism

Perseverance



# 5 BEST PRACTICES FOR THE ORGANISATION





# 5 BEST PRACTICES FOR THE ORGANISATION

Earlier in this paper, we introduced the concept that **employee well-being cannot be the sole responsibility of the individual**. Self-care plays an important role, but it is merely one aspect when looking at the total well-being of employees. For Corporate Wellness Partnership, to wholly outsource the responsibility of one's well-being to the individual could arguably be an exercise in gaslighting.

One of the biggest and fastest growing markets is in the well-being and mental health space. Depending on which report you're looking at, in 2020, the market was valued at \$121b. In 2021, it had ballooned to \$1.5tr and by 2022, forecasts are suggesting something closer to \$4.2tr...! By any measure, these are phenomenal figures, and we expect those numbers to continue to grow[2].

And whilst it is promising that there is so much focus and growth in this area, we cannot deny that the impact of these interventions is not heading in the same direction. In fact, the stats are getting worse.

It is tough for individuals and organisations to have to look in the mirror and see that perhaps their chosen solutions are not doing what they had hoped. **Before you throw more money at solutions that do not address their needs, perhaps a question to ask is, what exactly are your organisational needs? Are the solutions the equivalent of prescribing cough mixture to someone who has a broken leg? Do all your employees have broken legs or in fact do they have varying challenges ranging across a broad range of physical and mental health concerns, temporary, situational, or otherwise?**

Let's further illustrate. More self-care will not improve the anxiety of a talented employee who is being bullied at work. An overworked employee will not thrive with a monthly yoga class. A depressed employee who is worried about being judged will not take advantage of the company's EAP services if they fear being ostracised. A grieving parent will not speak up for fear of being overlooked for a project. The list goes on....

Human beings are social creatures and businesses must focus on transforming their organisations into ones that champion community, cohesion, and a sense of belonging at work. **By being deliberate about building healthy and meaningful relationships on an individual and organisational level to create inclusive and purposeful experiences, employees will be set up to thrive.** In short, true assets and drivers of your long-term growth and success.

In addition, Corporate Wellness Partnership believes that all employees (yes, even in large MNCs) have a role to play in how workplace culture manifests itself but clearly, it must start and be role-modelled from the very top – at leadership level. By inviting voices and setting up platforms for those voices, employees may just have a strong chance of addressing their well-being directly, as opposed to blindly consuming cough mixture for their broken legs.

Below we expand further on the 5 key areas of focus within organisations for Best Practice.



[2] <https://globalwellnessinstitute.org/press-room/press-releases/gwi-finds-mental-wellness-is-a-121-billion-market/> (2020).

<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/feeling-good-the-future-of-the-1-5-trillion-wellness-market> (2021).

<https://policyadvice.net/insurance/insights/health-wellness-industry/> (2022).

# 1. A DYNAMIC ORGANISATION



A core premise of Corporate Wellness Partnership's proposition is that organisations might reimagine the relationship it has with its employees to one where decisions are made based on its people and their needs, as opposed to defaulting to legacy systems which are likely to be outdated or not particularly context appropriate. For too long, societal structures fall back on the refrain of, 'it has always been done this way'. In reality, it is easier to say that than to think about how to actively engage with answering, 'what do our employees actually need'? And to respond in a dynamic way, as opposed to a fixed solution for all.

As we look back at the impact of the pandemic over the last two years, a recurrent theme that arose was that individuals and businesses had to be agile to respond to the challenges. Those that adapted and were agile almost all thrived during the pandemic, whilst others who were wedded to fixed thinking and systems, tended to have a more challenging experience. Living in a VUCA world could not be more real and present.

The approach to addressing the overall well-being of individuals, and consequently, your business – is by treating your organisation as a dynamic one – placing people over systems and processes.

Some questions we ask may include:

- How do we prioritise people over systems?
- How do we change established hierarchies and routines to better address our people's needs?
- How do we healthily leverage off technology to maximise our strengths?
- How does well-being become the DNA of our organisation?
- How do we create agile workspaces to respond appropriately?
- How do we embed well-being into our organisational decision-making, i.e., our DNA?

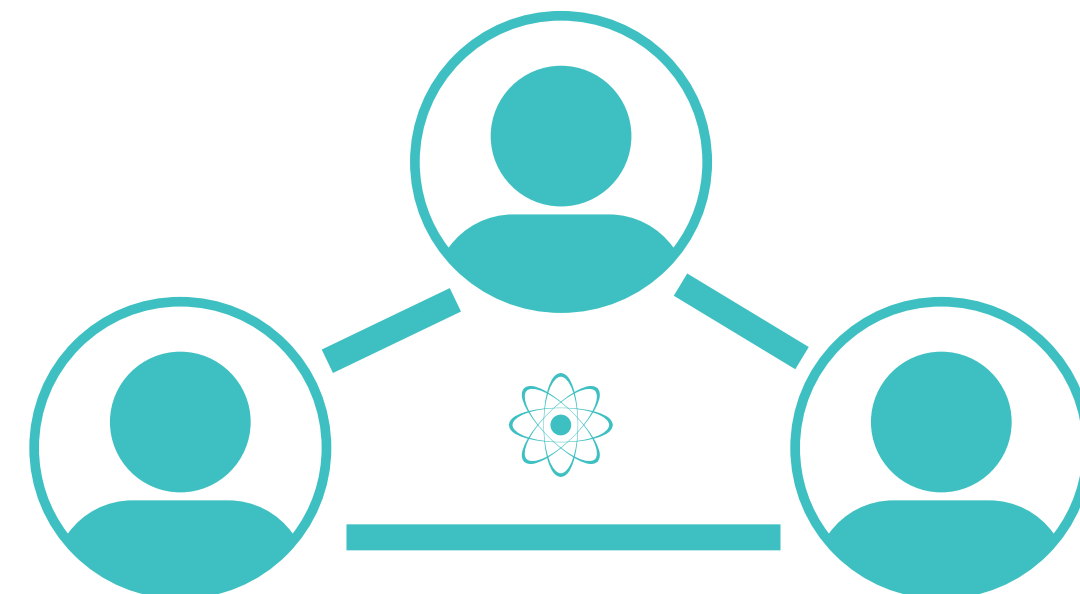
By way of a topical example. As most individuals and companies are readjusting to the 'new normal' and trying to work out how best to embrace (or not) flexible working, there is a pull for many to establish fixed solutions e.g., a 4 day working week, or hybrid working with set days, hot desking, not offering any flexibility at all, thinking that this means being able to access employees at all times of the day or some other option.

The reality is that the above are all versions of flexibility, but they don't actually mean flexibility and has been illustrated by the fact that workers are now feeling more stressed and exhausted[3]. By truly engaging with employees, this information would have been easily available and could have been addressed far earlier and more effectively.

One organisation has decided to address this directly and turning an established process of 'exit interviews' on its head. They now conduct 'stay interviews' with their staff – to regularly check in with employees to actively discuss their employee experience – asking questions about their well-being, their career and learning opportunities and planning next steps together.

The solutions do not need to be expensive nor painful to be effective.

[3] <https://www.bbc.com/worklife/article/20220120-why-hybrid-work-is-emotionally-exhausting>



# 2. EQUITY FOR PROGRESS



It would be a fair assumption to make that all organisations want to succeed. There may be differences on what success may mean for each of those, but the essence is there. It would also be a fair assumption to make that employees also want to succeed, do good work and build purposeful & prosperous careers and lives for themselves.

However, if an organisation is not set up to address inequalities (intentional or not; evident or whitewashed), then no matter how talented and determined the employee, they will not flourish as well as if they worked in an environment which set them up to succeed.

From the business' perspective, even if there is no moral imperative to consider such initiatives, they might want to consider that the consumers of their products and services are diverse and as such, will have varied requirements and needs. In order to better serve that multifarious client base – they will need to serve them in more thoughtful and bespoke ways. A report by McKinsey[4] has found that companies who were in the top quartile for gender, ethnic and racial diversity, had a 33% higher return on industry.

For too long, organisations and their legacy systems have measured what success looks like and how people should look like, think, and behave according to a very specific demographic's rules and qualities. Subsequently, the rules around vacation times, working hours, dress codes, what makes appropriate 'promotion-worthy' behaviours all the way to (lack of) access to pensions and leadership positions have reinforced established systems and possibly kept the wrong people in positions of power, continuing to make outdated decisions for the business.

Women continue to struggle to balance being nice and being judged for being overly ambitious. Minority races will continue have to justify their existence. Those whose sexual preference are not the majority have to hide themselves etc etc etc. And as these individuals' energies are diverted to 'playing the game', we have to wonder if perhaps that

is a clear sign of misspent focus when they could instead be expending that energy on more purposeful activities, which in turn will help the business succeed?

Instead of playing to their strengths and being allowed to flourish, employees who are fighting to bring their authentic selves to work, to feel like they belong experience greater stress levels, anxiety, and burnout.

As a consequence, some of the questions we ask are:

- How can well-being through equity form the basis of decisions that you make - from people to systems to behaviours?
- How can team leader training help you progress?
- How do you reflect with honesty on how to progress with equity?
- How else can you support your employees?

We reiterate that without creating an environment of belonging for all employees, organisations are merely hampering the potential and future of its own self. (See Appendix I for the definitions of Justice, Equity, Diversity & Inclusion used)

[4] <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/delivering-through-diversity>



# 3. THE MULTI-FACETED WORKER



It might seem an obvious and facetious statement to say this, but **humans are not 2 dimensional**. Selection and hiring practices would partially back up this observation.

When organisations look to hire, they consider not just a person's qualifications, but also their experience and through the interview process, they assess for fit and desirable personality traits.

And yet, whilst acknowledging this aspect of 'multi-facetedness' many organisations are also very happy to pick 'n' choose which of those features they deem acceptable, whilst encouraging the suppression of other apparently less 'respectable' traits.

Study after study has shown that employees are in fact humans and are therefore not 2 dimensional. Additionally, these studies also suggest that if an individual can bring their whole selves to work, i.e., their true authentic multi-talented, multi-faceted selves to work, they will be more confident in the workplace. They tend to build more robust and healthy relationships built on trust (vs false pretenses). Leaders can connect better with each other and their employees. Those who are allowed to be all aspects of themselves tend to have more productive and healthier attitudes and behaviours in the workplace[5].

Altogether, this means that employees are healthier and happier in the workplace and are therefore more able to flourish. And by definition, this would suggest that the business is also more likely to thrive. By recognising that at times, an employee might be grieving the passing of a relative; X might be struggling with a difficult teenager at home; Y might be going through a divorce; Z might want to connect better with his child; A might be struggling with insomnia. By supporting them through listening, empathising and having compassionate responses, an employee will feel understood, appreciated and seen, and more able to address their concerns sooner rather than later.

By having a culture of accepting that humans are not perfect, that we will all have our ups

and downs, that there are moments or days when we may not be able to perform to our best or make good decisions because of legacy issues, we will allow those humans to succeed in an environment of support and encouragement, thereby bringing about deep loyalty, well-being and success from a position of safety, as opposed to fear.

Some questions one might ask:

- How do you prioritise people over systems?
- How do you healthily introduce and encourage personal choice for how work is done?
- How do you encourage authenticity and respect in the workplace?
- How do you elevate and promote these for constant learning, productivity, and growth?

By recognising the multi-faceted worker, we welcome the very best of the greatest assets of every organisation – its people.



[5] [https://www.researchgate.net/publication/346534536\\_How\\_Employee\\_Authenticity\\_Shapes\\_Work\\_Attitudes\\_and\\_Behaviors\\_the\\_Mediating\\_Role\\_of\\_Psychological\\_Capital\\_and\\_the\\_Moderating\\_Role\\_of\\_Leader\\_Authenticity](https://www.researchgate.net/publication/346534536_How_Employee_Authenticity_Shapes_Work_Attitudes_and_Behaviors_the_Mediating_Role_of_Psychological_Capital_and_the_Moderating_Role_of_Leader_Authenticity)

# 4. RESPONSIBLE INSIGHTS



Good data through appropriate measurement, allows organisations to establish baselines, standards, and objectives to inform and thereby promote excellent progress. Used appropriately, it can be the difference between average performance and outstanding performance. Even the most luddite of organisations value the information gathered from data, and as such, most organisations do invest significant amounts of resources on data gathering and analytics.

However, as with any piece of data, we must ask if the quality of the data is any good. After all, if it is of poor quality, then the insights will not only be of little use, but it might be used inappropriately and possibly dangerously.

From the perspective of well-being, we may ask, are you measuring the right things? For example, an organisation may proudly state that they spend \$X millions on employee well-being programs. More than the industry standard.

But the real questions are, how effective really is your well-being program? How do you know it is effective? How do you know it addresses the issues concerning your employees? How do you know if an employee who is feeling burnt-out 1) recognises that they are burnt-out and 2) is able to get the appropriate help? Does the employee feel safe claiming on EAP for something like depression or will they feel judged?

What about other aspects that may impact the well-being of your employees? What are the systemic issues that are arising from the data thematically? Do you measure if employees feel safe to report harassment and bullying for example? Do they report being harassed and/or bullied? What are the processes for addressing those? Are people from certain departments more stressed than others and how, if measured are you addressing that concern?

What really matters to your employees? is it the EAP offering or is it more about flexible hours? Or the fact that they might not feel that they can express themselves in the workplace without fear of being censured? Or is it about financial stability? Or? Or? Or?

Without the six characteristics of quality data, merely collecting it will not inform organisations as it should, and worse, possibly harm through ill-informed decision. These characteristics are:

- Validity
- Accuracy
- Completeness
- Consistency
- Uniformity
- Relevance

How do you know that the data you are gathering (if at all) is producing insightful, useful, and responsible insights[6]? How is your data impacting your culture and subsequent behaviours around well-being? How can you ensure that the data that you gather will help your employees work in an environment that sets them (and you) up for success?

[6] <https://www.worktechacademy.com/measuring-link-between-employee-health-company-performance/>



# 5. A THRIVING CULTURE



What are some of the key ingredients for said employees to succeed? The obvious answers would be relevant professional qualifications, skills, and training. Others would include more 'human skills' such as the ability to communicate well, build healthy relationships, be innovative, embody leadership qualities, think critically, act with integrity – the list goes on....

However, all humans, even the most resilient and/or successful, will not thrive, if they personally and/or professionally do not feel safe, like they do not belong and that they cannot be themselves. As Maslow describes in his seminal 'Hierarchy of Needs', feeling safe is a core tenet, after basics like food, water, and sleep[7]

Most companies today have publicly stated values[8] which tend to include versions of integrity, boldness, honesty, fairness, trustworthiness, accountability, learning, innovation etc, hoping to lay the foundations for and to demonstrate what they care about, how they make decisions and subsequently behave.

An excellent way for companies to align employees and professional beliefs, with that of the organisation is to consider how to align their well-being with that of the company's values on the day-to-day basis. In doing so, employees' morale and engagement will increase with a knock-on effect of healthier conversations and relationships, as well as creating an environment which harnesses true innovation and a growth mindset. In short, infusing well-being into the DNA of the organisation.

Consider this. If you speak of those values but you incentivise employees' bonus schemes solely based on sales and not, say, ideal workplace conduct – this will result in subpar behaviours. Which in turn can lead to poor mental health. If you speak of fairness, but your criteria for promotion is skewed towards certain characteristics, thereby indirectly excluding particular groups of people, this will inevitably lead to increased stress and

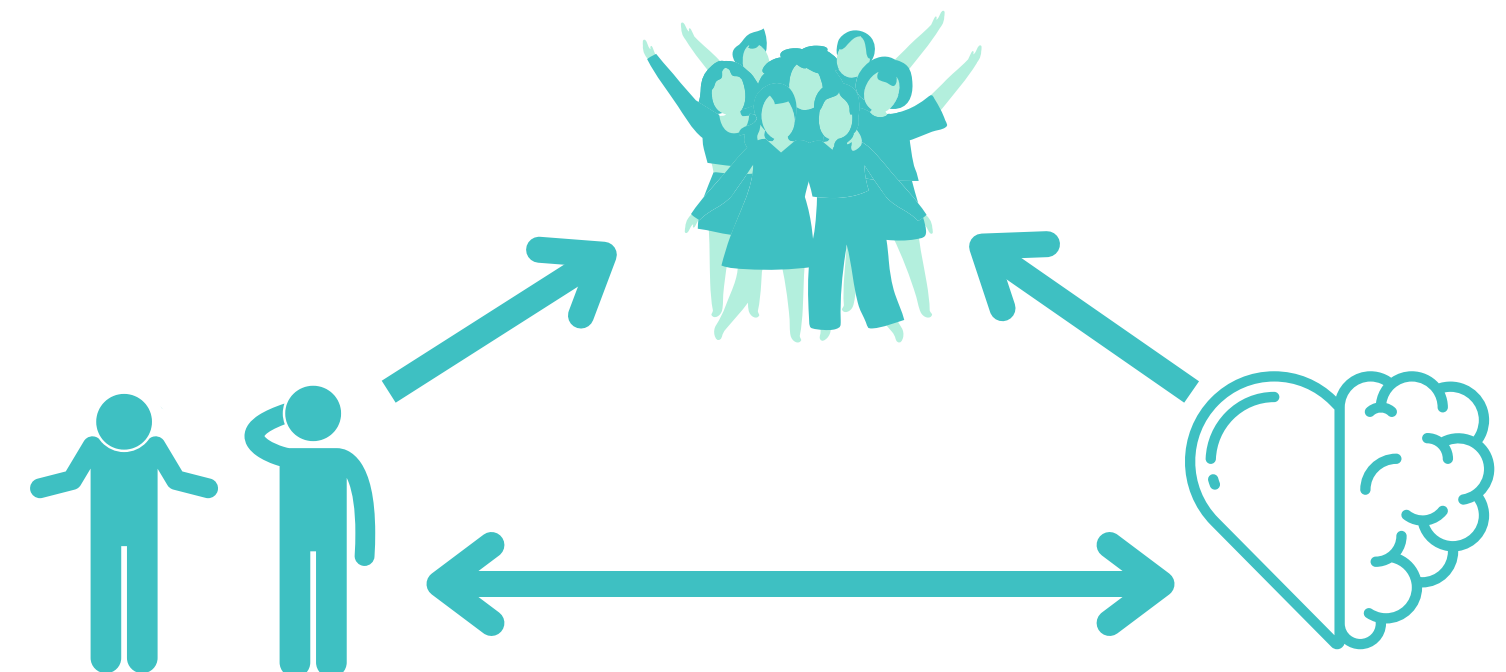
anxiety. If you speak of boldness but censure anyone who dares to contradict your viewpoint, again, this will reduce the feeling of safety in the workplace. This will almost directly lead to people making decisions based on fear, judgement and politics as opposed to true innovation and impact. Organisations that thrive tend to have learning cultures, genuinely based on purpose, values and appreciation. They have a strong focus on a growth mindset where fear does not play a role. In turn, this environment is optimal for employees to flourish and shine.

You may want to ask,

- What does psychological safety mean? How might that look in your workplace?
- What is meaningful engagement?
- What are your identified desired behaviours and how do you reward your employees accordingly?
- How aligned are your employees with their own values and those of the organisation?
- How can you create an optimal environment for employee well-being & success?

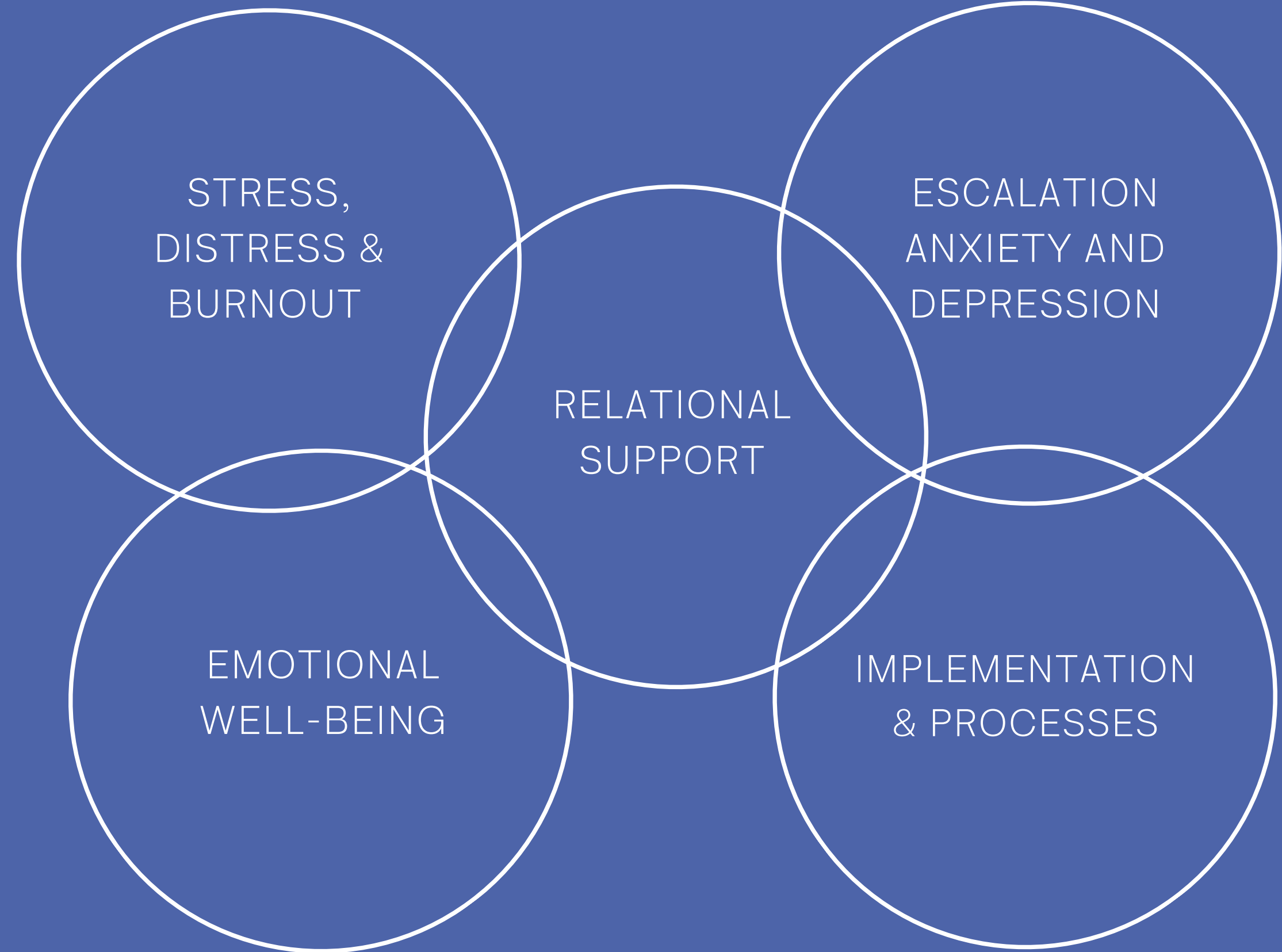
[7] <https://www.interaction-design.org/literature/article/safety-maslow-s-hierarchy-of-needs>

[8] <https://getlucidity.com/strategy-resources/top-ten-most-common-company-values/>





# 5 BEST PRACTICES FOR INDIVIDUAL WELL-BEING



# 5 BEST PRACTICES FOR INDIVIDUAL WELL-BEING

Our mental well-being follows us around, it impacts us 24/7 and is not something we can leave behind at the office or at home. Whether it's a sickness, a death in the family or financial instability, we take ourselves with us from home to the workplace and these added stressors have an impact on our mental well-being. Likewise, we take ourselves from the office, home to our loved ones and often stay connected to what's going on at work through our phones and laptops, or simply continue to ruminate on a conversation at work. Our mental states impact all of those around us including our families, co-workers and communities.

While an organisation's primary focus has been to make profits, there is an increasing trend towards employee well-being focused physical health benefits such as gym memberships and in recent years mental health benefits such as access to EAPs, mental health therapies, meditation apps etc. **But as questioned previously, are these offerings effective, let alone successful, or is there a deeper issue at hand?**

As we discussed in the section on **Inner Development Goals**, when people are living in fear or are stressed, they are biologically more selfish. We have been accustomed to living with stress with our nervous systems constantly bombarded in the digital age with emails, messages and adverts to consume more, do more, change ourselves. The digital world has resulted in a society that accepts that always being connected is a good thing, productivity must be high. The resulting negative impact it has on our lives through stress, sleep disorders and other mental health challenges such as depression, anxiety and burnout are the nasty side-effects, which are mostly covered-up through pills and futile wellness initiatives that do not address the root cause. **The silver-lining of the pandemic is that it brought to the world's attention the underlying importance of mental health at the workplace which had previously been mostly ignored as private issues to be dealt with outside the workplace.** Not only were employers scrambling to protect the physical health of their employees at the start of the pandemic, they also quickly realised the importance of

their employees' mental health dealing with home demands on top of their workloads. Billions have been spent on data solutions and programs in the last 2 years but despite best intentions there is a large mismatch in demands from employees for wellness programs compared with what employers think are important and need[9].

Based on an **Institute of Mental Health (IMH) study conducted during the pandemic, 8.7% of the surveyed Singapore population met the criteria for clinical depression, while 9.4% met the criteria for anxiety. 9.3% met the criteria for mild to severe stress.**

This is where we believe that many solutions have been brought to the table to **FIX** the problem rather than **PREVENT** the problem in the first place. Human beings are unique, complex and require different solutions to meet their own needs. Every individual carries their own unique blueprint of internal resources and solutions to meet challenging issues – nobody is starting from the same point.

Therefore, **we look at individual well-being from a holistic point** of view ensuring that everyone has the knowledge, skill-set and resources along with the right systems and structures in place to prevent the magnitude of human suffering that has happened in the last 2 years. It's with this mindset that we, at Corporate Wellness Partnership, have developed a top-down and bottom-up approach to well-being at work. This section covers the bottom-up approach.





# 1. EMOTIONAL WELL-BEING



The terminology used to describe mental health is very important. The definition of 'mental health' from the Oxford dictionary is:

**"a person's condition with regard to their psychological and emotional well-being."**

A person has 60,000 thoughts per day or more – these can be innocuous, positive or negative. If you have a mindset that is delivering more negative thoughts, then it will be difficult to change thousands of these thoughts every day. When we begin to understand that our thoughts are often directed by our emotions, then it's easier to work with our emotions rather than each thought – after all, **it's nearly impossible to change 60,000 of them!**

Not addressing emotions with the right framework becomes a social problem at work, at home and in society. **We take our emotions with us everywhere we go and there isn't a point in the day that we do not have any emotions.** We can also experience several emotions all at once, for example, grief over losing a loved one but also happiness about a fond memory of them. It's impossible for us to not bring our emotions to the workplace. Yet emotions are perceived as an enigma in the workplace. Most do not know how to deal with emotions when they do bubble-up within themselves, let alone if you are a manager or colleague! It is understandable that managers and colleagues can be hesitant to deal with them.

**Emotions are an integral part of being human, yet we don't receive an education on emotional well-being or regulation.** Often workplaces are worried that if emotions are brought to the workplace there will be complete chaos, with people acting out their emotions and constantly causing drama. Thus, it has been accepted that emotions, in particular negative emotions, do not belong in the workplace.

However, this is not healthy for the individual, nor for the organisation. People do have powerful feelings and emotions that can be perceived as negative and they do not want to be treated like robots. By not having this level of emotional awareness, it can result in negative behaviours and outcomes. People can act passive aggressively, there can be an increase in presenteeism or absenteeism, some may undermine authority, display toxic behaviours, or even result in an increase in errors. It's with this mindset that we approach mental health - through emotional well-being training and awareness for individuals at the workplace; to understand their own emotions and have awareness of other people's emotional world.

## Improving Your Emotional Vocabulary

More often than not, individuals when asked how they are feeling, have a default answer to most negative states such as, "I am stressed," "I am burned out," "I am depressed." The problem with these default answers is that there seems to be little insight into the root cause or reason for this state of being and blame is directed to an external cause – too much work, too many things to do, family issues. This is where improving an individual's emotional vocabulary can be helpful to identify specific emotions, which allows them to take a course of action to resolve the issue at hand.

An emotion is a feeling or sensation within us that wants to 'move us.' Think of the phrase 'it was moving' which would be used to describe something that was 'emotional'.

**"Emotions are strong impulses that urge us take action based on our fundamental needs for survival. Emotions are there to keep us safe and guide us to move into action."**

Daniel Goleman, author of 'Emotional Intelligence, Why it Can Matter More Than IQ'

# IMPROVING YOUR EMOTIONAL VOCABULARY



## The Feelings Wheel Exercise

**“Anything that’s human is mentionable, and anything that is mentionable can be more manageable. When we can talk about our feelings, they become less overwhelming, less upsetting, and less scary.”**

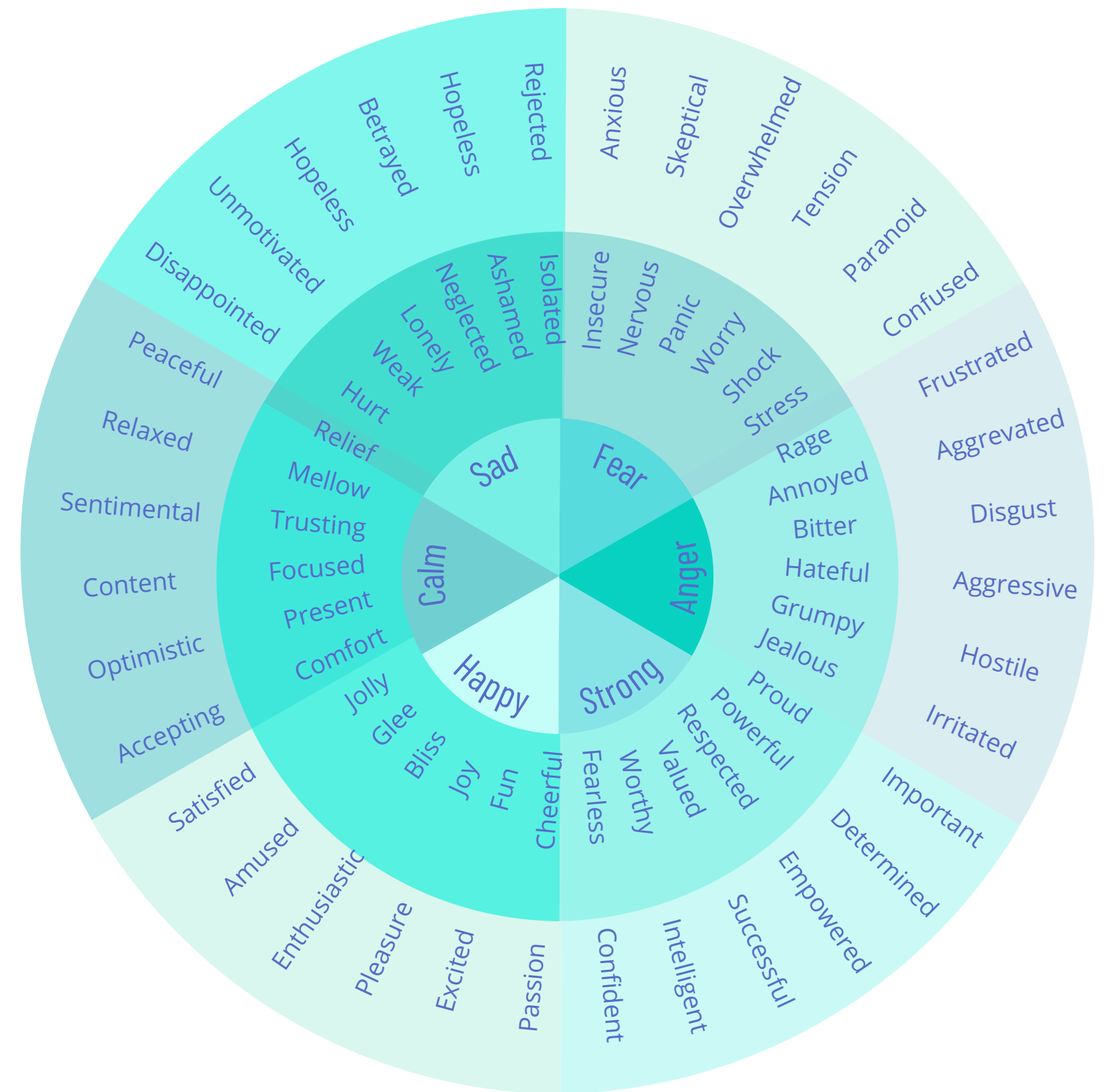
Fred Rogers

Emotions are messengers that provide us information to take appropriate action for our well-being.

1. Print out the Feelings Wheel and have it near your desk at home or at the office. And the next page which diagrammatically shows the following process.
2. A) When you glance at the wheel, scan it and locate a feeling that represents mostly how you feel in the moment. Notice how this feeling is in your body. Where is it located and all the sensations that come with it. Notice if there is any action this emotion is asking you to take.

B) When you are feeling a strong emotion, look at the feelings wheel and locate the emotion that best represents how you are feeling in this moment. Close your eyes as you take some deep breaths in through the nose and down into your abdomen. Notice as best you can all the sensations in your body that you’re feeling right now. Stay like this for around 2 minutes. Notice what this emotion is telling you and if you need to take any actions – for example this might be to have a conversation with someone, finish a project for a deadline, set a boundary with someone, create a plan of action.

You can use the feeling wheel exercise for as long as you need. The aim is for you to eventually be able to notice your emotions in the moment so you can respond more effectively immediately.





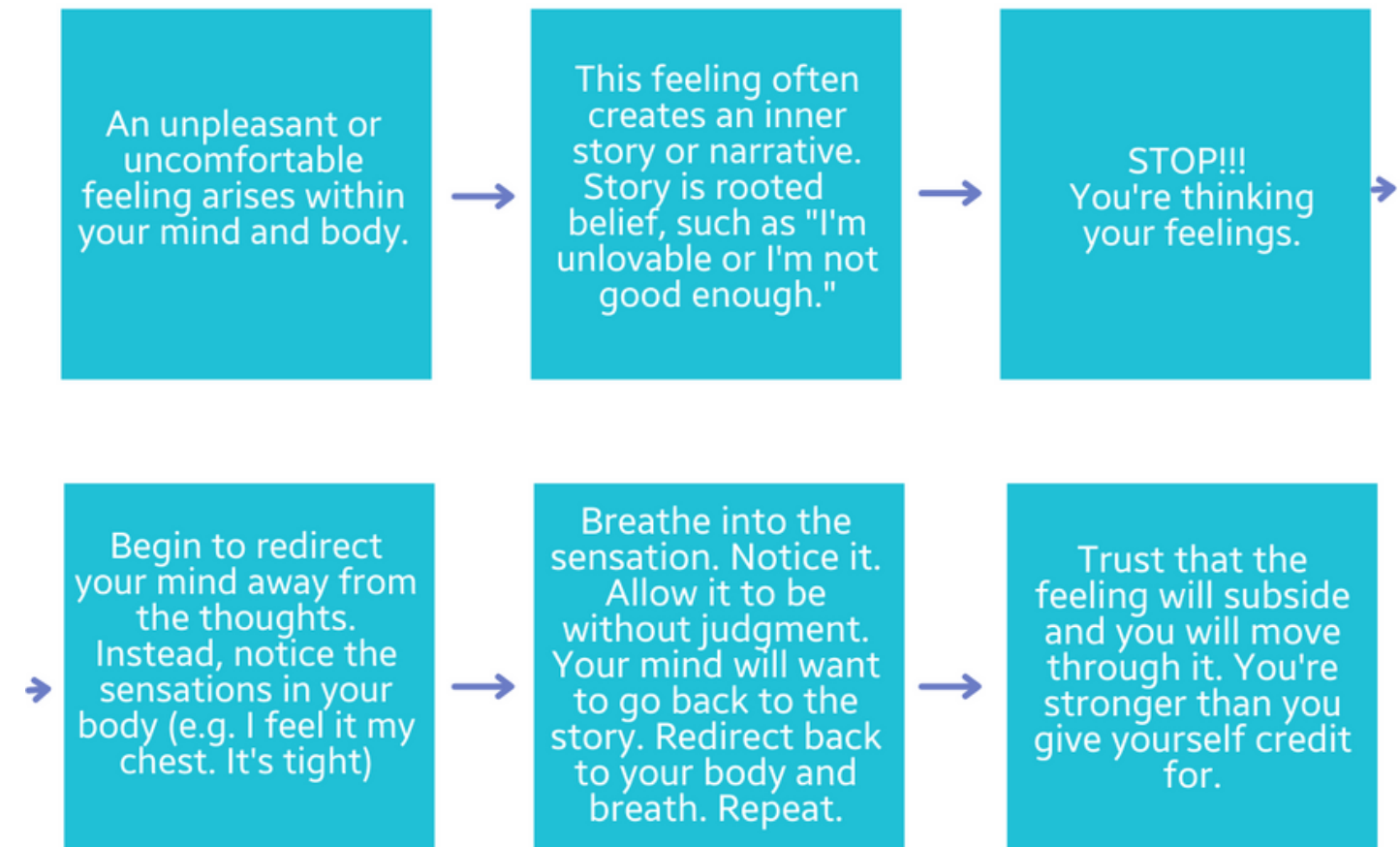
# WORKING THROUGH YOUR EMOTIONS

## SITTING WITH EMOTIONS



## Feeling Your Feelings

Stepping outside your mind and into your body



# 2. STRESS, DISTRESS AND BURNOUT



Stress is a biochemical process responding to powerful emotions that release cortisol and adrenaline amongst other chemicals into your body. When not dealt with properly, over time stress can lead to distress and to burnout. The WHO recently officially classified burnout as a disease:

**“Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:**

- 1. feelings of energy depletion or exhaustion;**
- 2. increased mental distance from one’s job, or feelings of negativism or cynicism related to one's job; and**
- 3. reduced professional efficacy.**

**Burnout refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.”**

It’s important that we make a distinction here between what the workplace can control and what it can’t. In the next section (c.) we will be distinguishing deeper mental health issues from stress and burnout that require external help and strategies. In this section we will discuss stress, distress and burnout from a workplace perspective and some strategies that can be put in place to resolve workplace stress.

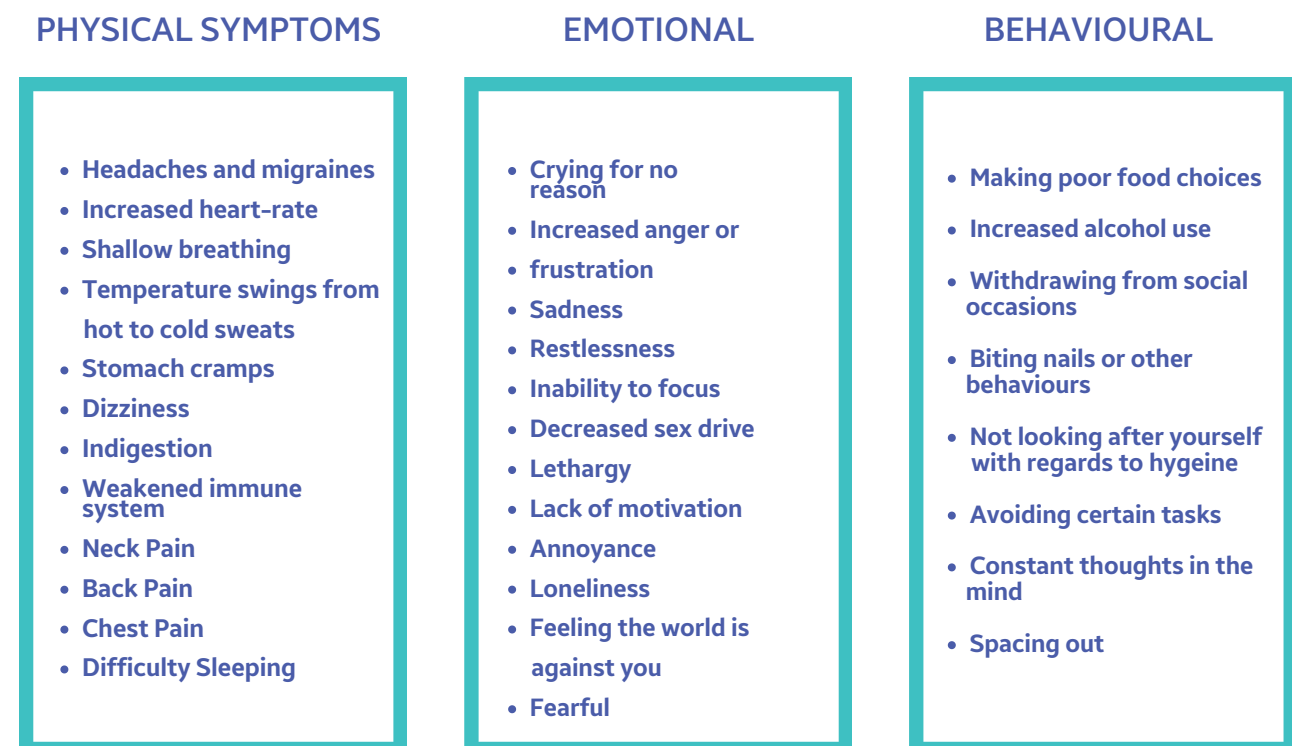
To manage stress properly at the workplace, people require:

1. Good self-regulation and coping mechanisms to manage stress
2. Structural changes at work (e.g. mindful meetings, early bird vs night owls)
3. A system to tackle stress from a centralized source
4. Education and training

## 1. Good self-regulation and healthy coping mechanisms

Creating a positive relationship with yourself, your thoughts, your emotions, your feelings and the signals your body is sending you is a healthy way to build resilience. Sometimes we go through short terms stages of work stress which is usually resolved once a deadline or a meeting has passed. Longer term, it can manifest as distress which is seriously exhausting and damaging to our health and our relationships. We distinguish between short term stress and longer term distress where early warning signals are given through physical, emotional or behavioural changes. Stress reduces our desire to exercise and eat well, lowers our immune system’s ability to fight off colds and flu and puts us at long-term risk of developing cardiovascular disease and other life-threatening illnesses.

The first thing people need to do to manage stress is to understand how it manifests for them physically, emotionally and behaviorally. When you understand the early warning signals, it’s easy to put in preventative measures such as continuing with sleep, exercise, diet routines, self-care and relaxation or to discuss your workload with your team and manager.



# 2. STRESS, DISTRESS AND BURNOUT



## 2. Structural changes at work

The modern-day workplace was designed before digital communications were invented, diverse populations were employed and prior to globalization. This has resulted in the expectation that everyone needs to fit into the workplace structure of the past even if the rules that were invented do not make sense today. In the last two years, the workplace has been going through a transformation in terms of where people work, the hours people work and how they communicate. This trend in workplace re-design is a positive step in the right direction by understanding that everyone has unique demands. Here are two simple examples:

### Night-Owls versus Early-Birds

Genetic tests can now indicate if a person is a night-owl or early-bird. Often workplaces require employees to be physically or digitally present at a certain time or for 'morning meetings.' This can be drastically unfair to those who are night-owls and limits the amount of sleep and their performance. Through designated team hours at certain points per week, the company can accommodate everyone's needs. For example, scheduling team meeting hours from Mon-Thurs 11am-3pm. This allows for parents to be present after school, early birds to start early and finish early and for night owls to start late and finish late.

### Mindful Meetings

Starting with 5 minutes of mindfulness creates a space for everyone to be fully present at a meeting as we are often going from one meeting to the next. Without adequate pauses throughout the day people are in danger of being overwhelmed and or physically present at meetings but mentally absent as their mind can still be on their last task. It's also advisable to keep 10 minutes between meetings if they are one hour long which gives people time to decompress and process the content from the meeting.

## 3. A system to tackle stress from a centralised source

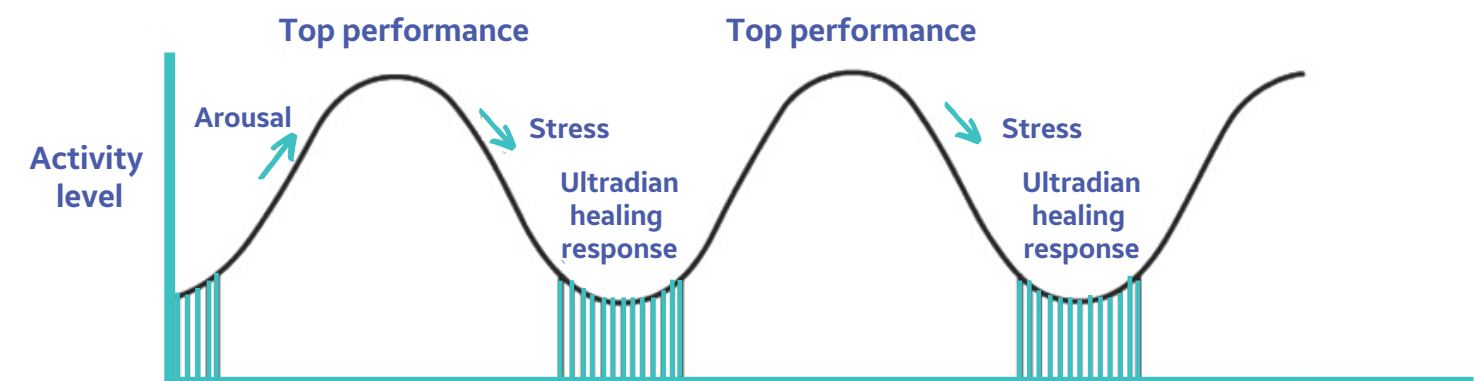
Our bodies work off various rhythms and one of these is the ultradian rhythm.

**“Ultradian rhythms” refer to 90- to 120-minute cycles during which our bodies slowly move from a high-energy state into a physiological trough. Toward the end of each cycle, the body begins to crave a period of recovery. The signals include physical restlessness, yawning, hunger, and difficulty concentrating, but many of us ignore them and keep working. The consequence is that our energy reservoir—our remaining capacity—burns down as the day wears on.”**

Understanding the natural biology of our body, gives us a framework to prevent the build-up of stress hormones in our body. We need to work with our bodies to not fight against their natural rhythms, which is what is leading us to feel stressed, distressed and burned out.

Very few of us are aware what gives us energy and what uses up energy throughout the day. We have created a proprietary energy management system (shown on the next page) and calculator for individuals to use and for managers to aggregate the numbers and understand if people are over-exerting themselves.

### THE ULTRADIAN PERFORMANCE RHYTHM

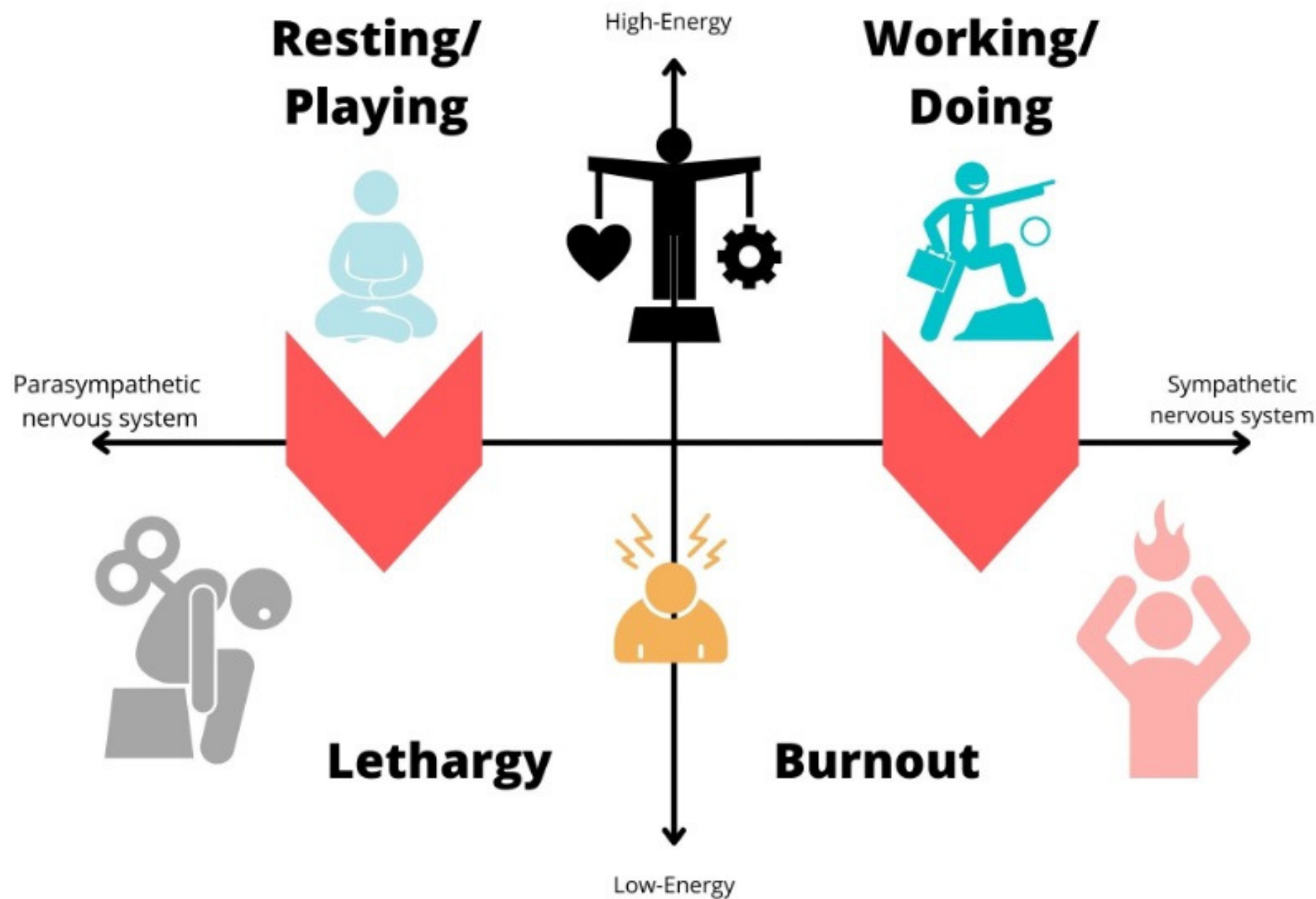


Adapted from: Rossi,EL: The 20 Minute Break. Tarcher Putam, New York, 1991p.12

# 2. STRESS, DISTRESS AND BURNOUT



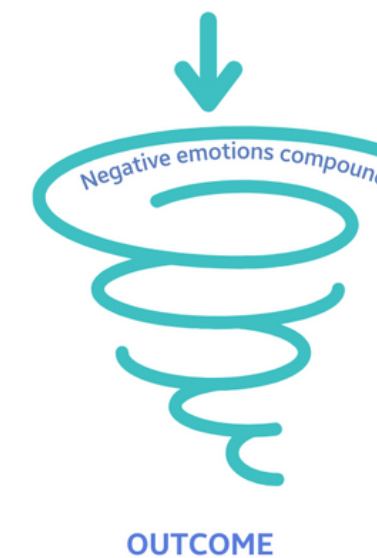
## Corporate Wellness Partnership's Energy Management System



## 4. Education and training

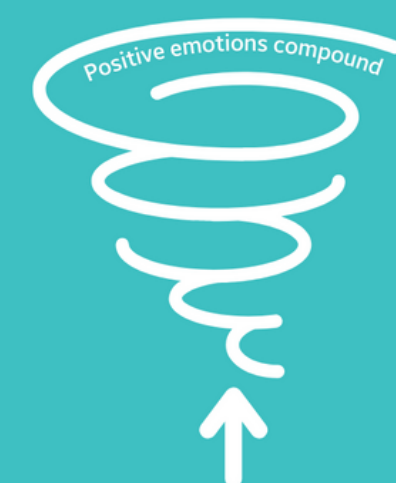
Often workplaces outsource health and well-being or stress management training to outside providers like ourselves, without the understanding that it also needs to be institutionalised which is why we at Corporate Wellness Partnership believe in a top down and bottom up approach to well-being at work. It's important that workplaces equip their employees with the right tools to support their mental health and well-being, they provide the right culture that allows for them to consistently maintain their mental health and well-being and that they consistently monitor and manage the outcomes of such policies and programs.

STRESSFUL EVENT:  
DOWNWARD SPIRAL



Attention broadens  
Promotes resilience in  
the face of adversity

OUTCOME



STRESSFUL EVENT  
UPWARD SPIRAL



# 3. ESCALATION – ANXIETY, DEPRESSION AND MORE

As we discussed in the section ‘Stress, Distress and Burnout,’ it’s important to know the boundaries between the responsibility of a workplace for its role in mental health issues such as stress, distress and burnout and providing support for mental health issues may be unrelated to the workplace that require external professional help.

Mental health programs are not designed to fix an individual’s mental health issues but are there to provide a supportive environment for employees to get the help they need when they need it. We should use the analogy of physical medical care when dealing with mental health issues. If you have a broken leg or need an operation; the workplace can provide medical care, paid time-off and support on returning to work such as flexible working options without stigma. Yet when it comes to trauma, depression, anxiety, grief, addiction, abuse, suicidal thoughts (own and from family members) why do companies not provide the same levels of support as they would for a physical illnesses?

Stigma is the core issue that should be addressed in a workplace mental health program and complimenting that should be the availability and awareness of resources and policies to support mental health.



## 1. Mental health awareness to reduce stigma

- a. Using the words mental health in employee literature creates it a safe topic that can be discussed without shame – such as in employee benefits booklets or creating an employee mental health guide
- b. Creating lunch and learn sessions
- c. Bringing mental health up in 1-1 discussions in safe and confidential way
- d. Discussing that looking after your mental health is a positive outcome not only the negative consequences.
- e. Ownership of mental health and well-being from the top-down – leaders talk about it being a priority
- f. Training and education for all employees on mental health and emotional well-being

## 2. Make all resources easily accessible

- a. Share resources in one place with links to external resources too
- b. Include mental health benefits such as access to therapy and counseling sessions

## 3. Create robust mental health policies

- a. Ensure that mental health and medical leave policies are aligned.

- b. Employees can access mental health resources and appointments during working hours.

# 4. RELATIONAL SUPPORT PEER-TO-PEER LISTENING

Conversations around mental health can be upsetting for both parties – the person suffering and the listener. Most listeners want to be helpful, they want to provide solutions or share from their own experiences in these conversations but sometimes this is not helpful to the person facing their own unique set of challenges. This is why it's useful for all employees to be trained in relational support so that everyone can best support others going through a hard time whether it's at work, at home or elsewhere.

Firstly, it is important to provide an empathetic and genuine relationship that provides a safe-space for others to share what they're going through. You are not there to fix the person, that is not your role. You are there to provide support to allow the person to feel heard and supported, and in some cases assess the need for immediate care.

Here's a framework to follow when having an empathetic and supportive conversation with someone going through a difficult time:

## 1. Non-judgemental listening

- A safe-space that provides confidentiality
- Genuine positive regard for the person no matter how they come across in this moment
- Active listening – paraphrase their words back to them
- Ask open-ended questions
- Allowing space for silence - 'Take your time'

## 2. Re-assurance

- Comments that allow the person to feel heard - 'I am here for you.'
- Allowing space for emotions to come-up for the other person without shutting them down – such as 'Don't cry.'

## 3. Encourage next steps without fixing or solving for the person

- Has this happened before and how did you manage?
- Who can you turn to for help?
- What have you tried before?
- Assess risk during this phase too if appropriate – and take initiative if risk is high.

## 4. Explore resources

- Share what resources are available following on from their suggestions – access to therapies, programs, mental health leave and other policies, for example.

## 5. Follow-up time/date set

- Being available for a follow-up check-in and conversation. State when and how you will follow-up later on such as check-in a few hours later or next day and through what means such as a text message, email or phone-call.
- Always follow-up and repeat the steps above as necessary.

### WHEN SUPPORTING A COLLEAGUE'S ANXIETY

DO	DON'T
Do get a good understanding of their anxiety symptoms	Don't expect massive changes overnight (It's a long journey)
Do let them know you're here for them	Don't lose focus on your own (mental) health
Do listen to how they want to be supported	Don't forget that your colleague is the expert on their own anxiety
Do show you care without reinforcing the cause of their anxiety	Don't mistake anxious behaviour as directed towards you



# 5. IMPLEMENTATION THROUGH INTEGRATED PROCESSES

## 1. How do you create tribes vs workplaces?

Having a clearly defined Purpose for an organisation is an effective way for people to be fulfilled. Purpose creates a central message that guides the direction of a company.

Why do we do what we do?

Without purpose, teams can lack motivation because they don't understand why they're doing what they're doing and they can also make decisions that are inconsistent that don't fall in line with the company's philosophy.

When everybody has a purpose they feel like they belong and they can work together as a tribe. Think about the key characteristics of a tribe.

### Tribe vs Workplaces - what are the key characteristics of a tribe?

1. Purpose (You are here for a reason)
2. Safety (You belong here)
3. Vulnerability (You can take risks)

This provides people with psychological safety which is the foundation for mental health and well-being in the workplace and allows employees to show up as their authentic selves.

## 2. Human-To-Human Interactions

When you create a psychologically safe workplace, people become more empathetic to each other, they don't have pre-conceived ideas about 'how to be' at the workplace.

## 3. Supportive Policies

Policies are important because it provides the foundation for employees to know what their rights are in the workplace and how the employer treats issues around mental health.

## 4. Integrated Well-Being In The Workplace

When well-being is institutionalised, it becomes part of how the company does everything. It can be running more mindful meetings or creating rituals to celebrate what's important to employees or other stakeholders.

## 5. Emotional Well-Being Training For All

Every individual in the organisation has to be aware of their own emotions in order to fully embed emotional well-being into the organisation's DNA.

**"Looking at the whole person requires organisations to understand the person in the office and at home."**





We better

ESPRESSO LAB

PUSH

...coffee square

**B CORP, SINGAPORE  
EVENT – 27TH APRIL  
2022**

# B(E) WELL – B CORP SINGAPORE EVENT

## – 27TH APRIL 2022



Corporate Wellness Partnership and B Corp, Singapore jointly hosted an event, at Bettr Barista Coffee Academy to introduce Corporate Wellness Partnership's B(e) Well, Best Practices for Corporate Well-Being. In attendance we had representation from the following B Corp and aspiring companies:

- [Betr Barista](#)
- [MullenLowe salt](#)
- [Bartley Traders](#)
- [Sleek](#)
- [NextWave Partners](#)
- [Redhill](#)
- [Boxgreen](#)
- [PALO IT](#)
- [Panarchy Partners](#)

At this two-hour event, Corporate Wellness Partnership's objective was to highlight the key points of the 10 Best Practices for Corporate Well-Being. Five from the organisation's perspective and the other five based on individual support in well-being. These points raised in Part I of this paper were highlighted in the event, alongside some relevant and live case studies and examples.

The second objective of the event was to encourage the attendees to experience co-creating some solutions around two specific topics from B(e) well, Best Practices for Corporate Well-Being. Those topics were i) implementation and process for individuals and managers; and ii) inclusion at an organisational level.

There were many reasons for this and they include: i) increasing awareness through a deeper review, exploration and discussion on the two chosen topics; ii) crowd-sourcing and co-creating solutions has proven to be one of the most effective and powerful methods for addressing challenges and for uncovering practical & sustainable outcomes; iii) proof that

finding practical and effective solutions that resonate do not have to be expensive, complicated or overly time-consuming, if done well.

We defined the B Corp Well-Being Journey to be one that mirrors the founding of any purposeful organisation. The 5 stages<sup>[10]</sup> being:

- **Define (What?)**
- **Discover (What is best?)**
- **Dream (What could be?)**
- **Design (What should be?)**
- **Destiny (What will be?)**

We suggested that this model be followed for the collaborative efforts of the group.

The attendees were split evenly into two groups and were given 45 minutes to collaborate and work on the topics. The objective was to have at least 2 solutions. These had to be workable, relevant, easy-to-implement, and preferably not costly. The teams actually identified and presented on more than 2.



[10]

<https://appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction/5-d-cycle-appreciative->

# B(E) WELL – B CORP SINGAPORE EVENT

## ORGANISATION



### Organisation

#### Purpose

'Inclusion accelerates culture shifts by ensuring all voices are included in the conversation. At B Lab, we strive to build a culture where everyone feels their perspectives are valued.'

B Corp

#### Define

- What inclusion means to you
- Why it is important to you

#### Discover

- When in the past or where have you seen it work well?

#### Dream

- What is your desired future state?

#### Design

- Discover + Dream = your ideal scenario
- Ideas + strategies + processes + systems + decisions + collaborations

#### Destiny

- How can you implement it within your organization?
- What challenges might you face?
- How can you overcome them?



#### By working in an inclusive organisation, I will feel:

- heard
- respected
- accepted
- able to be true self

#### How do we transform our organisation into an inclusive one?

- mental health buddies
- trying to find 'sweet spots' for after-hours calls e.g., ambassadors to represent regions, recordings
- more meaningful onboarding processes e.g., unbiased conversations and interviews, personality assessments for greater understanding, placement in diverse teams
- celebrating birthdays
- performance reviews to encompass personal goals
- encouraging agility egg-ola-based rewards, hot desking, sprints as milestones
- managers to expand skills to include coaching skills, appropriate delegation, empathetic listener/counsellor

#### An emotionally safe social workplace feels like:

- An inclusive organisation would:
- be multi-cultural
- have equal voices
- have equity
- have diverse perspectives
- be a safe space
- have a culture of curiosity & openness



# B(E) WELL – B CORP SINGAPORE EVENT

## INDIVIDUAL



### Implementation and Processes

#### Purpose

“We have been told that our emotions do not belong in the workplace, but nothing could be further from the truth.

Emotions do create workplace problems; they contain the exact genius needed to solve them.”

Karla McLaren M. ED  
Social Researcher and Workplace  
Consultant

#### Define

- What does an emotionally safe social structure at work look like
- Why it is important to you

#### Discover

- When in the past or where have you seen an example of this?

#### Dream

- What is your desired future state at work?

#### Design

- Discover + Dream = your ideal scenario
- Ideas + strategies + processes + systems + decisions + collaborations

#### Destiny

- How can you implement it within your organization?
- What challenges might you face?
- How can you overcome them?



#### How do we transform the workplace?

- Re-defining what acting or being professional means – such as the view that it's unprofessional to show emotions at work. The definition needs to change.
- Ensuring meetings are safe-spaces in a group or 1-1 during appraisals and when receiving feedback.
- An understanding of what 'productivity' means at the workplace such as quality over quantity.
- Creating meaningful experiences socially or through CSR.
- Conducting mindful meetings
- Having rituals for emotional occasions in the office whether it's good or bad such as birthdays or a celebration of life.
- Leaders who talk about their own mental health challenges.
- Empathetic leaders who truly treat you as individual such as bonding 1-1 sessions unrelated to work.
- Creating a democratic work culture.

#### An emotionally safe social workplace feels like:

- A safe-space
- Being able to make mistakes without being judged
- Collaborative Culture
- Boundaries between work and life
- Transparency – there are no surprises
- Flexibility
- Appreciation



# CONCLUSION



In the two-hours presenting to and working with a group of representatives of B Corp and aspiring B Corp, Singapore companies, it reaffirmed that Corporate Wellness Partnership's mission to revolutionise well-being at work is fundamental and a much-needed priority. Additionally, it maintained that well-being through embracing the principles of the 10 Best Practices is to be welcomed to support the future growth, sustainability, impact, and success of any individual and organisation.

Through the brief introduction to the 10 Best Practice principles and through the two group workshops – one focused on emotionally safe social structures - the implementation & processes for individuals; and the other focused on inclusion within organisations, we observed and concluded the following:

## **The importance of purpose for mission-driven capitalism**

Whilst not addressed directly, it was palpably clear that every representative of their respective and aspiring B Corp companies had very unambiguously purposeful missions and that being profitable and having sustainable growth were clear objectives too. Implicitly knowing and accepting this, they were openly and determinedly clear that the well-being of their employees contributes significantly to the overall well-being of the organisation. With this simple but powerful premise in mind, the energy of the room and increased engagement was not just noticeable, but it actively contributed to the success of the workshops and the workshops' outcomes.

## **Simple, quick, practical, and easy to implement and not costly – are winners!**

This would be the understatement of the century and yet most well-being initiatives on an individual and at the organisational level are deemed out of reach. The reasons cited are that the above outcomes are not possible. Not only did we prove this misunderstanding to be untrue, instead we indisputably demonstrated in forty-five minutes that it is highly achievable and more likely to be effective (see point 4). The enthusiasm from the groups in delivering just these solutions was high – because it was utterly practicable and as these solutions came directly from the participants, there was a greater sense of pride,

achievement, and ownership on the potential success.

## **Embedding well-being in the organisational and individual DNA is key**

Throughout the presentation and workshops, it became more and more evident that well-being is not possible with current solutions – where the most potentially impactful questions are not being asked about where investment is being made, why and how - thereby costing businesses vast sums for ineffective well-being interventions. Compounding this, vendors are not addressing their offerings appropriately, often focusing on one-size fits all solutions from a very narrow interpretation and lens on what is urgently required. Well-being should be the responsibility of not just the individual but that of the business – their fates intertwining for optimum success – hence the proposal that well-being should be embedded into the individual's and the organisation's DNA.

## **The power of the people**

Let's never underestimate the power of the individual and how effective a collective/community can be to create the change that they want to see, and that they know is effective. Through the workshops, we focused on the purpose of the workshop, defining the 'What'; discovering what is best – through past experience and general observation; dreaming about what could be; designing something that is desirable; and brainstorming how to implement it. With a common objective, the individual minds as a group crowd-sourced information from each other – through active listening & learning about each other - what drives them and their businesses, what they have seen and/or experienced as inspirational and powerful; and together they delivered simple, quick, practical, relevant, and effective solutions to the concerns they wanted to address.

None of these solutions are particularly complex in nature, tough to implement nor remotely expensive to adopt. And as with nearly all change interventions, because the solutions came directly from the source and were designed by the source, they are statistically known for being more successful as interventions. Why? Because they do not require persuasion for adoption, as opposed to other third-party sourced solutions. The participants had fun designing and

# CONCLUSION



outcomes that are personally meaningful to them which also contributes to the success of the solutions. They have seen with their own eyes those solutions work and therefore are more motivated to implement them themselves. Together, these make for powerful, impactful, and sustainable solutions.

## **It is possible to democratise well-being**

A key tenet of the Corporate Wellness Partnership philosophy is that not only is well-being vital for all individuals for the overall well-being of businesses, Corporate Wellness Partnership also believes that well-being should be accessible to all. It should not be the domain of the few such for as MNCs, highly profitable companies, leaders, high-potentials, or those who are typically minded to the benefits of self-care. Many organisations spend vast fortunes on well-being programs and till today, most are unclear on the benefits. At the other end of the spectrum, many (typically smaller) businesses think that they cannot afford to offer such programs to their employees through prohibitively expensive vendors. Between the two ends of the spectrum, it is understandable that many are highly sceptical of the potential benefits of well-being programs.

The Corporate Wellness Partnership model aims to address these challenges by offering impactful and relevant solutions to businesses and very budget-friendly prices, especially for SMEs. We ask, at our lowest level pricing, could your organisation afford one lunch per employee (up to 99) per annum? We would suggest you really could. We attach our pricing schedule.

## **To sign off**

At Corporate Wellness Partnership, we do not profess to know all the answers, but we are committed to asking uncomfortable and curious questions to help us partner with you to find answers that work more impactfully for you and your organisation. We are also committed to bringing access to well-being for all – recognising and appreciating the human, as well as embedding well-being into the DNA of all organisations. After all, we believe that you and your organisation have a clear mission and we want to help you deliver on that mission through sustainable and impactful growth. It all starts with healthy well-being.





# RESOURCES

## The Inner Development Goals

Resources

<https://www.innerdevelopmentgoals.org/resources>

## Individual and Manager Well-Being

MINDFULNESS INC - Making the Case for Mindfulness and Mental Health at the Workplace by Davina Ho

- [https://media.wix.com/ugd/7fbc20\\_b0f4e059d5524326864df5ef43a0fd4e.pdf](https://media.wix.com/ugd/7fbc20_b0f4e059d5524326864df5ef43a0fd4e.pdf)

The Inner Development Goals

- <https://www.innerdevelopmentgoals.org/framework>

## B Corp JEDI - Justice, Equity, Diversity & Inclusion

- [https://assets.ctfassets.net/l575jm7617lt/OAhj9WqeCd46FRWnwgx7n/6e07effbb1131da919c23ca0621b17c2/B\\_Lab\\_Global\\_JEDI\\_Baseline\\_Pillars\\_of\\_Focus\\_-\\_FINAL.pdf](https://assets.ctfassets.net/l575jm7617lt/OAhj9WqeCd46FRWnwgx7n/6e07effbb1131da919c23ca0621b17c2/B_Lab_Global_JEDI_Baseline_Pillars_of_Focus_-_FINAL.pdf)

B Corp JEDI

- <https://www.bcorporation.net/en-us/movement/justice-equity-diversity-inclusion>

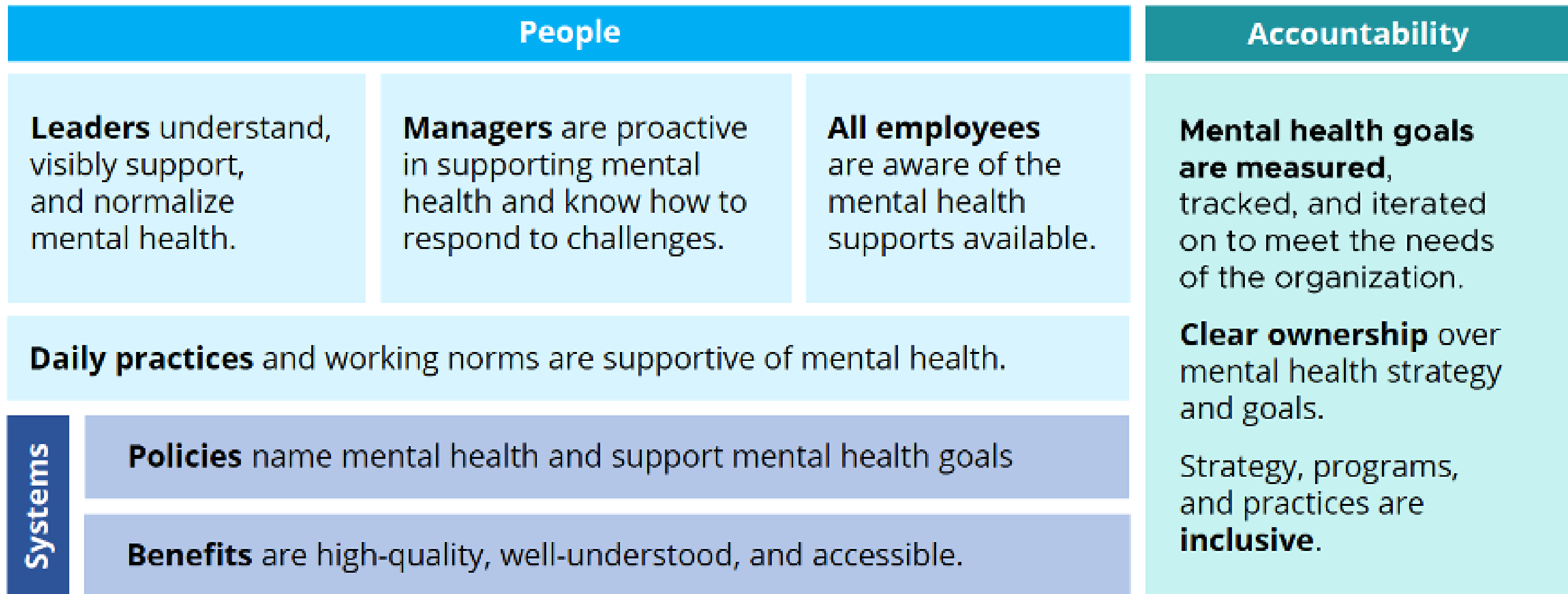
Korn Ferry

- <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-importance-of-inclusion-in-the-workplace>

Gallup

- <https://www.gallup.com/workplace/215924/well-being.aspx>





# MINDSHARE PARTNERS – CREATING A MENTALLY HEALTHY WORKPLACE ECOSYSTEM

# APPENDIX 1



## Definitions used in the workshop for Justice, Equity, Diversity, and Inclusion (J.E.D.I)

Justice **dismantles barriers to resources and opportunities** in society so that all individuals and communities can live a full and dignified life.

Workplace equity is the concept of providing **fair opportunities for all** your employees **based on their individual needs**.

A diverse workplace is an important asset, since it **acknowledges the individual strengths of each employee and the potential they bring**. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture.

Inclusion is **the practice of providing everyone with equal access to opportunities and resources**. Inclusion in the workplace is extremely important for any organisation looking **to build a strong sense of connection and belonging** and an engaging culture.

# LEARN MORE ABOUT OUR PROGRAM



We know that the health and well-being of employees is vital - important in itself, and for the long-term wellness and sustainability of the organisation.

With the greatest assets of every business, its people, under pressure to continue to be agile, efficient, effective and innovative, whilst still recovering from the impact of the global pandemic, companies must be even more supportive and find novel ways to support the well-being of their workforce.

This means focusing not just on their physical health, but also on helping them sustain healthy relationships at work and to bolster their personal energy.

This introduction unveils some fundamentals, some tips, as well as provides an opportunity to crowdsource ideas and insights from your fellow attendees, in order to effect impactful change throughout your organisation and at every level, whilst actively being sponsored by your leaders and other stakeholders.



# BEST PRACTICES- ORGANISATION



## ONE

### THE DYNAMIC ORGANISATION

- How do we prioritise people over systems?
- How do we change established hierarchies and routines?
- How do we healthily leverage off technology to maximise people's strengths?
- How does well-being become the DNA of our organisation?

## TWO

### A THRIVING CULTURE

- What does psychological safety mean? Can your employees be authentic at work?
- What is meaningful engagement?
- What are your identified desired behaviours and how do you reward your employees accordingly?
- How aligned are your employees with their own values and those of the organisation?

## THREE

### EQUITY FOR PROGRESS

- How can well-being through equity form the basis of decisions that you make - from people to systems to behaviours?
- How can team leader training help you progress?
- How do you reflect with honesty on how to progress with equity?
- How else can you support your employees?

# BEST PRACTICES- ORGANISATION



## FOUR

### A MULTI-FACETED WORKER

- How do you prioritise people over systems?
- How do you healthily introduce and encourage personal choice for how work is done?
- How do you encourage authenticity and respect in the workplace?
- How do you elevate and promote these for constant learning, productivity and growth?

## FIVE

### RESPONSIBLE INSIGHTS

- Tools & measurement - why measuring the right thing matters?
- Current spend – what is the money being spent on & how do you know it is effective?
- How do you know what matters to your employees?
- Assessing mental health at your organisation? What are you measuring? How could it be better?
- Why are employees not using EAP or reaching out to HR and line managers for help?

# BEST PRACTICES- INDIVIDUALS



## ONE

### STRESS, DISTRESS & BURNOUT

- An introduction to mental health and well-being
- Setting measures of success for yourself
- Detecting the early warning signs of stress, distress and burnout
- An understanding of self-coping strategies and inner well-being to manage stress

## TWO

### AN INTRODUCTION TO EMOTIONAL WELL-BEING

- An introduction to emotions and emotional awareness at work
- Improving your emotional vocabulary
- An understanding of 5 key emotions - grief, shame, fear, frustration and anxiety

## THREE

### EMOTIONAL RELATIONAL AWARENESS - 1-1 SITUATIONAL TRAINING

- How to navigate challenging conversations
- The Do's And Don'ts for challenging conversations
- A 5-stage approach to working with someone
- A case study and practice session in pairs

# BEST PRACTICES- INDIVIDUALS



## FOUR

### ESCALATION - DEPRESSION & ANXIETY

- An understanding of the key symptoms of depression and anxiety
- How to engage with someone with anxiety or depression and offer support without emotional burnout
- Escalation cases and other support your organisation is currently offering or could offer

## FIVE

### IMPLEMENTATION THROUGH INTEGRATED PROCESSES

- An introduction to important policies and processes to consider
- Health and wellness practices that support emotional well-being and mental health
- Mindful meetings
- Safe and brave spaces
- Tools for monitoring
- The importance of workplace ritual



**CONTACT US FOR MORE INFORMATION**

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