



mace

Using Metrics to Engage the Boardroom with Wellbeing

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Group

Mace is an international consultancy and construction company, offering integrated services across the full property and infrastructure life cycle.

6,500 employees across over 50 countries.



Safety first
going home safe and well



Client focus
deliver on our promise



Create opportunity
for our people to excel



Integrity
always do the right thing



- 1) Engagement
- 2) Awareness and communications
- 3) Measurement
- 4) Training
- 5) Interventions
- 6) Process

Health and Wellbeing Plan 2022

In order for Mace to be a global industry leader in supporting the health and wellbeing of employees a significant number of programmes, interventions, processes and communications are required. The paper 'Mace: Leading on Health and Wellbeing at Work' outlines five key focus areas for Mace:

1. Proactively managing health risks, 'first, do no harm'
2. Creating wellbeing opportunities
3. Using thought leadership to influence our industry and share best practice
4. Healthy buildings
5. Community wellbeing

Wellbeing is part of the Health, Safety and Wellbeing Strategy and the Responsible Business Strategy and has been tied to the Mace Business 2022 Plan with KPIs allocated to measure success. Wellbeing is also closely tied to the work of the Human Resources team and specifically the employee benefits. Given the links across the three departments a clear project plan is needed for the delivery of Health and Wellbeing for the business.

This paper details the programmes, interventions, processes and communications required to deliver the plan and their programme of implementation aligned to the 2022 plan. The plan does not include 'business as usual' activity.



Engage, develop and inspire our people

Expectations of work are changing and businesses need to 'strike the deal' with their employees, who now expect a sense of wellbeing from their work

Be a responsible business

As well as unlocking business outcomes, it's also the right thing to do. It enables our people to make good choices across all aspects of our operations that deliver on this goal

Achieve stable and sustainable growth

Focusing on creating the right environment for wellbeing will ensure that our people have the energy and motivation for healthy, high performance

Drive innovation to improve service excellence

Wellbeing can enable our people to innovate and solve problems to make big shifts in the construction industry

Engagement in health and wellbeing at Mace



WELLBEING

WEEK 2018

50
Mace sites took part
▲ **25%**
increase on 2017

350
Wellbeing activities
▲ **30%**
increase on 2017

LDN NYC DXB JHB HKG

Focus area one: proactively managing health risks, ‘first, do no harm’

We will look to proactively manage health risks using the PREVENT, INTERVENE, and REHABILITATE principles.

Focus area two: creating wellbeing opportunities

This may be through information, activities or services.

Focus area three: Using thought leadership to influence our industry and share best practice

We must track industry developments and contribute to all relevant forums – awards, pledges, academic collaboration and industry events must be included to ensure others benefit from our learnings and vice versa.

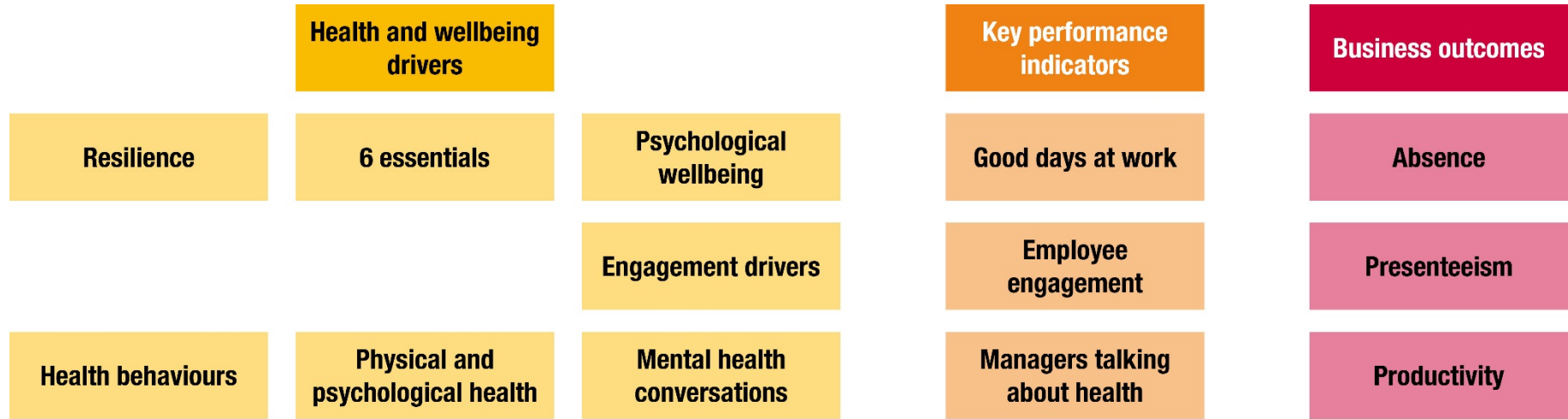
Focus area four: Healthy buildings

The projects we deliver to shape our cities should be designed, constructed, and maintained with everyone’s health and wellbeing in mind.

Focus area five: Community wellbeing

The health and wellbeing of the communities we work in is just as important as our own—we must take steps to positively impact on our neighbours and local communities.

Wellbeing survey: Measuring wellbeing at Mace



4,387
Responses

▲ 500 increase on 2017

68%
Response rate

4.2
Good days at work

▲ from 3.5 in 2017

Engagement & Wellbeing Key Performance Indicators



KPI	2016 Result	2017 Result	2018 Target	2018 Result	2022 Target
Good Days at Work	-	3.5	4	4.2	4.5
Employee Engagement	87%	-	86%	84%	90% or above
Routine Health Conversations	-	25%	30%	18%	60%
Wellbeing activities tracked on the Optimise Wellbeing dashboard	-	-	-	As of Q2 2019 34% of units* engaged in 50% of wellbeing initiatives	80% of units engaged in 50% of wellbeing initiatives

68%

say their management team supports healthy behaviours

▲ from 55% in 2017

64%

say they would feel comfortable telling someone at work if they had a mental health problem

▲ from 59% in 2017



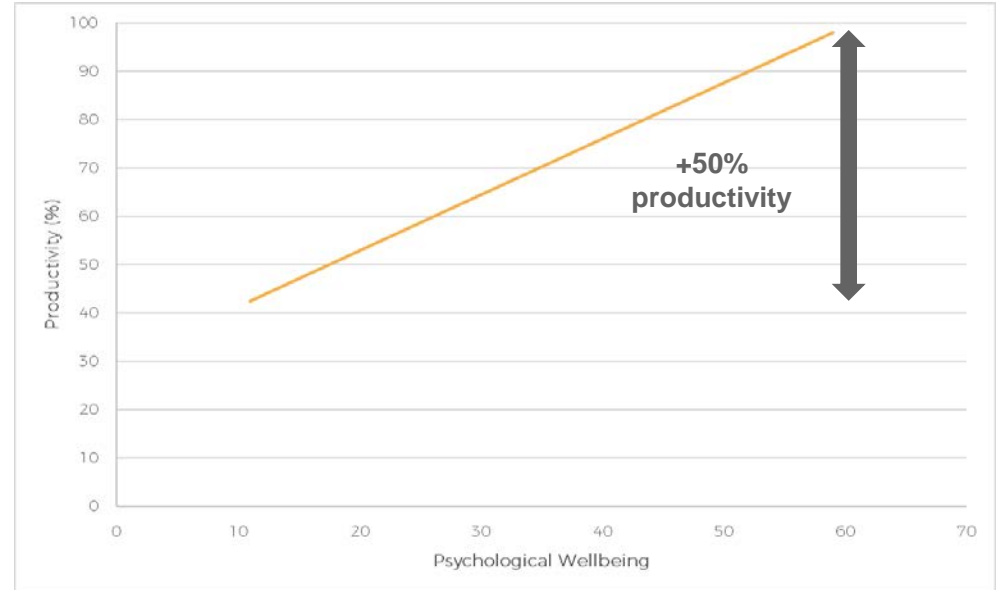
20%

Those with high wellbeing report being 20% more productive than those with low wellbeing

Service

We are rolling out the survey to our supply chain to understand how we can improve wellbeing to improve the service we offer our clients.

- A clear link between wellbeing and productivity demonstrated in 2017 and 2018
- Employees with higher levels of wellbeing report higher levels of productivity
- Measured by: How productive have you felt in the last 3 months? (scale of 1-100)



A moderate link between Psychological Wellbeing and Productivity demonstrated through the survey data ($r=.54$).

Business outcomes: presenteeism and absenteeism



- **Presenteeism definition: attending work despite being unable to perform your duties to your normal standard i.e. working whilst ill**
- **The data suggests that presenteeism is worse for employee health and wellbeing 12 months on**
- **Business areas with higher absence found to have more negative results.**

49%

% employees showing presenteeism

-26%

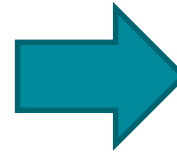
Productivity deficit for Presentees vs Non-Presentees

34% are meeting
exercise
guidelines

2 in 3 people
spend 6 hrs. or
more sitting each
day

1 in 3 meet sleep
guidelines

15% of
employees
smoke cigarettes
or e-cigarettes



All of these health
behaviours are related
to fatigue – and
poorer health and
wellbeing as a result

Health and wellbeing supporting tools



Health and Wellbeing Plan
Guide
January 2019 | V1 |
MG-HSW-GD-3035

January	February	March	April
New Year Wellbeing	Time to Talk Day	Financial Awareness	World Health Day
May	June	July	August
Mental Health Awareness Week	Men's Health Week	Sun Awareness	Heart Health
National Walking Month	Breathe Freely (lung disease)	Diabetes Awareness	
Action on Stroke Month			
September	October	November	December
Suicide Awareness Month Macmillan Tea Morning Eye Health	Stoptober World Mental Health Day	Wellbeing Week	Healthy Holidays (alcohol awareness)



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