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The University of Manchester
Alliance Manchester Business School

Health and Wellbeing of Older Professional Drivers

Best Practice Guidelines



Brief Overview

The **Age, Health and Professional Drivers' Network** (AHPD Network) was set up in 2017 to look at health and wellbeing practices and needs of drivers in the transport and logistics sector. This is because the job of a professional driver has numerous health and wellbeing risks. Also as the workforce is ageing this brings additional challenges to keep the workforce healthy and productive.

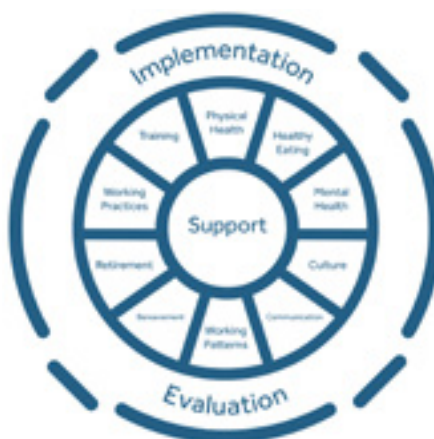
There is a **strong business case** for why organisations should pay attention to the health and wellbeing of its employees. It is widely accepted by organisations and policy makers that workers tend to be more productive in the workplace with better health and wellbeing. For example, promoting good health and wellbeing at work can help to reduce absenteeism, and increase motivation and positive workplace behaviours.^{1,2} Additionally, if employees feel that work is damaging their health they are arguably more likely to leave their job when they are able to, for example through retirement. Having good health and wellbeing practices may therefore help to encourage workers to remain in jobs for longer and to promote later life working.²

The **AHPD Network Best Practice Guidelines** are designed to give information and support for organisations that employ professional drivers. The guidelines are written to be accessible for everyone; specifically we provide resources for managers at all levels who are interested in addressing health and wellbeing needs of drivers. The guidelines apply to drivers of all ages, although we do highlight advice that is particularly relevant to older drivers. By 'older' drivers we mean the generally accepted older worker age category of over 50 years old. Protecting health at an early stage is more effective than waiting for health issues to arise in older drivers.

We recognise that organisations already do a lot in relation to the health and wellbeing of their drivers, in part because of the legal requirement to do so (for more information refer to 'Driving at Work' available at <http://www.hse.gov.uk/>

pubns/indg382.pdf). We are not trying to replicate the legal duties but some aspects of our **AHPD Best Practice Guidelines** will assist in meeting these responsibilities.

The report focuses on **ten areas of health and wellbeing** that our research identified as significant and provides detail and links to relevant external resources. The wheel below doesn't prioritise the ten areas in terms of importance, or suggest they are equal in importance, but does emphasise the value of support, implementation and evaluation. We encourage you to select those areas that will be of most use to your organisation and drivers' needs.



We don't expect all the guidelines to be followed in every organisation (although that would be great from a health and wellbeing perspective!) but focusing on even just a few points should help improve the health and wellbeing of drivers. This document covers all of the areas in detail, and the background as to the importance. To follow there will be a series of single page key messages available from the AHPD Network website that will provide brief summaries.

Ideally, initiatives should tackle underlying issues relating to how work is organised and the infrastructure that supports unhealthy behaviours such as long working hours, job stress, turning a blind eye to health and safety violations, monotony, social isolation, limited food choices etc. Organisational level interventions can help drivers to develop skills to manage and cope with the negative aspects of their job.³

Acknowledgements

Dr Sheena Johnson and Dr Lynn Holdsworth, Occupational Psychologists at the Alliance Manchester Business School, University of Manchester, UK, have compiled these Best Practice Guidelines.

We would like to thank the Health and Safety Executive and the Centre for Ageing Better, both of whom provided support for the research.

We would also like to thank all the members of the Age, Health and Professional Drivers' Network who have contributed their time, knowledge and experience to help develop the Best Practice Guidelines.

¹ Bryson, A., Forth, J., & Stokes, L. (2014). Does Worker Well-being Affect Workplace Performance? Department of Business Innovation and Skills.

² Johnson, S. J., Robertson, I., Cooper, C. L. (2018). Wellbeing: Productivity and Happiness at Work (2nd edition). Palgrave Macmillan.

³ Ng, M.K., Yousuf, B., Bigelow, P.L., Van Eerd, D. (2015). Effectiveness of health promotion programmes for truck drivers: a systematic review. Health Education Journal, 74(3), 270-286.

Why use the AHPD Network Best Practice Guidelines?

A bit of background

The UK population is ageing as people live longer. Along with changes to retirement and pension entitlement this means the average age of the workforce is rising and older workers are increasingly important to the UK economy.⁴ However, little is understood about the potential health and wellbeing implications of working into older age.

The UK logistics and transport sector is one of many industries experiencing an ageing workforce, with the average age of a heavy goods vehicle (HGV) driver in the UK now around 50 years of age.⁵ At the same time there is a perceived chronic shortage of professional drivers and it can be challenging to attract new recruits into the industry. Professional drivers are shown to experience many work-induced stressors that are detrimental to health and safety, and maintaining a healthy workforce is essential to retain and recruit drivers into the industry. There is little understood about the accumulative effects on health and wellbeing as drivers work into older age.

Our research therefore investigates the positive and negative health implications for professional drivers and explores what organisations can do to support drivers throughout their working lives and help them work into older age.

Over the past two years we have spoken with professional drivers and their managers; driver trainers; health and safety managers; and trades union representatives. This has given us insight into the lives of professional drivers and the impact of the job on health and wellbeing. Many of the issues we found can be attributed to the working environment, such as inadequate working conditions, and scheduling factors, which impact negatively on work-life balance; wear and tear on the body; difficulty in eating healthily and taking exercise breaks whilst on the road. In addition, people have shared details about the initiatives and programmes used in the sector to improve the health and wellbeing of professional drivers.

We have taken this information and added knowledge from general academic research to produce our Best Practice Guidelines in relation to age, health and professional drivers.

What are the benefits?

The benefits of a happy, healthy workforce have been demonstrated in many settings. For example, employees who experience positive psychological health contribute to the organisations bottom line through their high performance.⁶ Compare this with mental health problems at work that cost the UK economy £34.9bn in 2017 through turnover, presenteeism and sickness absence.⁷ Physical health problems also contribute to absenteeism and turnover, with HSE estimating £15 billion of costs in relation to injuries and ill health from current working conditions.⁸

⁴ Government Office for Science. (2016). Future of an Ageing Population. <https://www.gov.uk/government/publications/future-of-an-ageing-population>

⁵ Freight Transport Association. (2017). Logistics Report. <https://fta.co.uk/about-us/logistics-report>

⁶ Superfriend (2016). <https://www.superfriend.com.au/app/uploads/2016/10/Promoting-Positive-Mental-Health-in-the-Workplace-Guidelines-for-organisations.pdf> Health Education Journal, 74(3), 270-286.

⁷ Centre for Mental Health (2017). <https://www.centreformentalhealth.org.uk/publications/mental-health-work-business-costs-ten-years>

⁸ HSE. (2017/18). Health and Safety Statistics. <http://www.hse.gov.uk/statistics/>

Structure of the AHPD Network Best Practice Guidelines:

Our Best Practice Guidelines are separated into ten 'spokes' showing the key themes relating to driver health and wellbeing.

You will see we have placed separate emphasis on Support, Implementation and Evaluation. Later we explain why these are important.

There is crossover between the spokes and, although each section does stand alone, we would encourage you to read the guidelines in its entirety to get the most out of the advice. We highlight advice that is particularly relevant to older drivers, but generally the advice is applicable to drivers of all ages. The structure of this report is as follows:

Page 6 - Support
(how to help and encourage)

Page 7 - Implementation
(how to do it)

Page 8 - Evaluation
(is it working? Has it worked?)

Page 9 - Mental Health
(e.g. limiting the job impact on wellbeing)

Page 12 - Physical Health
(e.g. increasing the opportunity for physical activity)

Page 15 - Healthy Eating
(e.g. encouraging healthy eating habits)

Page 17 - Working Practices
(e.g. reducing health damage)

Page 20 - Working Patterns
(e.g. considering shift patterns and flexible working)

Page 23 - Retirement
(e.g. providing advice and planning)

Page 25 - Culture
(e.g. recognising the importance of management attitudes)

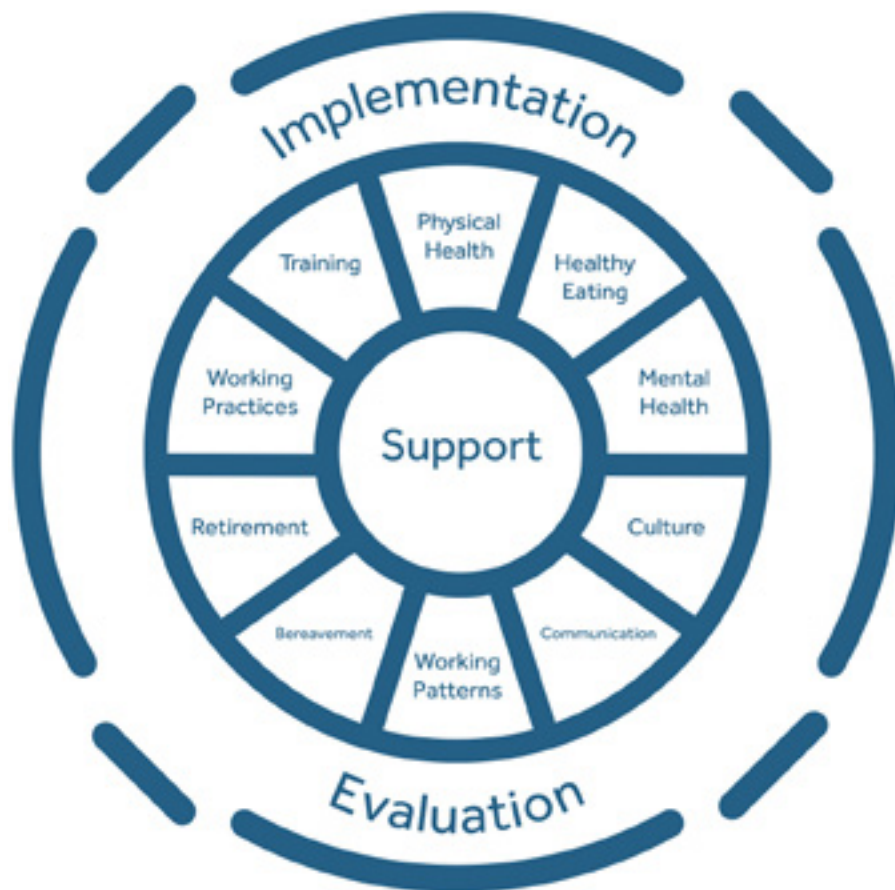
Page 27 - Communication
(e.g. how best to do it)

Page 30 - Training
(e.g. helping people to perform well)

Page 32 - Bereavement
(e.g. giving support and introducing policies)

Page 34 - Resources
(where to go for more detailed information)

Page 41 - References



Support

At the hub of the ten spokes is the central theme of 'Support'. By Support we mean those things that a manager or organisation can do to optimise health and wellbeing initiatives. Without appropriate support, initiatives will almost inevitably fail.

As around 92% of professional drivers of HGVs are male,⁹ the type of support provided should take into consideration this predominantly male workforce. Men tend towards self-reliance and toughness, which means they can be less inclined to look for help, or care for their health and wellbeing, relative to women.

Key points in relation to support:

- It is really important that what managers and supervisors say and what they actually do regarding health and wellbeing are the same. For example:
 - A supervisor may be willing to disregard some company policies when deliveries are late.¹⁰ Remember if management are seen to enforce rules this signals to employees that they are obliged to do the same
- Visible organisational and senior management support, in relation to health and wellbeing initiatives, is key to success
- Asking drivers directly (rather than relying on supervisor/manager input) about their perceptions of health and safety will better improve health and safety outcomes
- Organise work tasks and processes to support health and wellbeing rather than damage it (see Working Practices)
- Have a holistic health and wellbeing approach. For example:
 - Link Occupational Health, Driver CPC training and health promotions
- Have multiple approaches and initiatives for health and wellbeing (one size does not fit all)
- Focusing initiatives only on changing driver behaviour will be less successful unless relevant changes are made to the working environment and organisational practices. For example:
 - Promoting healthy eating but only providing limited healthy food choices in canteens and vending machines will not change eating habits
- To get employees to buy-in to initiatives involve them throughout the process. For example:
 - Taking time to explain why drivers should care about their health will increase motivation
- Give clear examples of how initiatives can work in drivers' everyday working environment. For example:
 - How to fit in short physical exercise into the working day.

Resources

- An article in the International Journal of Human Resource Management explains 'Line managers' support for older workers': https://www.researchgate.net/publication/233184156_Line_managers'_support_for_older_workers
- The role of line managers and leadership style of line managers: <https://www.nice.org.uk/guidance/ng13/chapter/Recommendations#role-of-line-managers>
- The Chartered Management Institute (CMI) have produced a general background of leadership styles: <https://www.managers.org.uk/~media/Files/PDF/Civil%20Service/CHK-256.pdf>

⁹House of Commons Report on Skills and workforce planning in the road haulage sector: <https://publications.parliament.uk/pa/cm201617/cmselect/cmtrans/68/6802.htm>

¹⁰Huang, Y. H., Robertson, M. M., Lee, J., Rineer, J., Murphy, L. A., Garabet, A., & Dainoff, M. J. (2014). Supervisory interpretation of safety climate versus employee safety climate perception: Association with safety behavior and outcomes for lone workers. Transportation research part F: traffic psychology and behaviour, 26, 348-360.

Implementation - How to Do It

The effectiveness of any initiative is dependent on how it is implemented. For example, removing all non-healthy food from an onsite canteen is unlikely to have a positive effect on the healthy eating habits of drivers. Who likes to be told what to do regarding personal actions?

Key points in relation to implementation:

- The success of initiatives depends on employee participation and the quality of the implementation process:
 - Wellbeing initiatives that are imposed or are viewed as unimportant by managers can fail, which can lead to the drivers believing that the organisation does not care about their wellbeing
- Visible organisational and senior management support, in relation to health and wellbeing initiatives, is key to success
- Increase buy-in and motivation to take part in initiatives, by focusing on raising awareness of:
 - The serious health risks drivers may face
 - The improvements that can be relatively easily made
- To make sure you put the right initiatives in place take time to ask drivers what their health and wellbeing needs and goals are:
 - Surveys or focus groups are a good way of gathering information on health and wellbeing needs
 - Link driver health and wellbeing needs to training provided for managers. Help your managers to help your drivers
 - Any initiative needs to take into account the interaction between the drivers' private life and working life
- Agree goals, or even write wellbeing contracts, with drivers to increase their motivation. Focus on:
 - Action planning for behaviour (what, where, how)
 - Coping planning to overcome barriers
- Encourage participation and completion of programmes through:
 - Competitions linked to incentives (e.g. between groups of drivers), which can work well. Although do not ignore drivers who work in isolation and may benefit from (or prefer) personal targets
 - Social events and group activities with colleagues. Where possible facilitate this e.g. through exercise classes, group runs or walks
- Use the compulsory Driver CPC training sessions to inform health and wellbeing
- Do not rely solely on social media for the implementation of programmes. Although this can be useful it can put some people off or may be difficult to access on the road.

Resources

- A presentation on Managing Wellbeing at work with 'quick wins' to start improving employee wellbeing: <https://www.nisg.org.uk/media/uploads/Cost%20effective.pdf>
- A literature review of 'Well-being at work: creating a positive environment': <https://www.nisg.org.uk/media/uploads/Cost%20effective.pdf>
- The Australian Government has produced a guide to Effective Health and Wellbeing Programs: https://www.comcare.gov.au/__data/assets/pdf_file/0011/70220/Effective_Health_and_Wellbeing_Programs_Pub_82_PDF,3.63_MB.pdf

Evaluation – Is it working? Has it worked?

All initiatives should be evaluated, throughout the process, to provide an understanding of why they have or have not worked, and what can be done to improve them. By using some rigorous evaluation measures you will be able to show that health and wellbeing programmes are key to organisational performance (and identify ones that are a waste of money!).

Key points in relation to evaluation:

- Proactively monitor the effectiveness of measures and revise accordingly during the initiative. To do this think about possible evaluation questions at the beginning. For example:
 - What outcomes can you assess and for whom?
 - What time frame will you use?
 - Did drivers know about the intervention?
 - Did it have the desired impact on driver health and wellbeing?
 - Did it improve outcomes for the organisation?
 - Who did it work for, and why?
- Note that sometimes an initiative may not work due to the implementation rather than the initiative itself
- Consider which outcomes you can use to evaluate success. For example:
 - Monitor Employee Assistance Programme (EAP) uptake (such as number of phone calls made)
 - Track clicks on organisation's wellbeing website
 - Identify any reduction in sickness absence and accident rates
 - Include relevant questions in staff surveys and exit interviews
 - Keep an eye on relevant websites, such as 'Glassdoor' and 'Indeed' for reviews on what a company is like to work for:
 - <https://www.glassdoor.co.uk/Reviews/index.htm>
 - <https://www.indeed.co.uk/companies?from=headercmp link&attributionid>

Resources

- A report by the NHS on evaluating health and wellbeing interventions for healthcare staff: <https://www.nhsemployers.org/-/media/Employers/Publications/Evaluating-health-wellbeing-interventions-for-healthcare-staff-2.pdf?dl=1&dl=1>
 - A report that includes guidance on evaluating health and wellbeing programmes: https://www.comcare.gov.au/__data/assets/pdf_file/0011/70220/Effective_Health_and_Wellbeing_Programs_Pub_82_PDF,3.63_MB.pdf
 - An article about evaluating your employee wellbeing programme: <https://www.personneltoday.com/hr/evaluating-your-employee-wellbeing-programme/>
 - A government resource for the evaluation of health and wellbeing projects and programmes: <https://www.gov.uk/government/collections/evaluation-in-health-and-wellbeing>
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Mental Health

““ I don't get stressed out now like I used to. I've got to a point in my life where when they give me a run, I ain't going to kill myself or anybody else to get that load to that place. ””



Mental Health

Work plays a significant role in mental wellbeing and contributing to positive mental health can create more effective organisations. On the other hand work can increase the risk of mental health problems, such as depression.¹¹ The vast majority of initiatives focus on identifying what the individual can do to improve their own positive mental health, not what organisations can do to influence employee mental health.¹² We think that both approaches are important. Organisations should a) provide a work environment that promotes positive mental health and b) give employees resources to help them to improve their own health.

Tips in relation to older drivers and mental health:

- Older drivers report having calmer attitudes and improved ability to deal with some workplace stressors, compared to when they were younger.¹³
- Older drivers can be reluctant to access support to manage health conditions, for example they report being less likely to access an EAP:
 - Counter this by providing direct information and examples about how support can be accessed and the benefits the support can bring
- Older drivers may be managing a number of longer-term health conditions, this may impact negatively on their mental health
- Older drivers may be more likely to have caring responsibilities (e.g. for family members):
 - Supporting flexible working can relieve any related stress
 - Ensuring line managers appreciate and support the need for older workers to leave work at short notice is important and fosters loyalty to the employer
- Older workers value the opportunities to socialise at work:
 - Providing places, and occasions, where drivers can talk to colleagues can lessen job related stress and encourage drivers to stay in work

Key points in relation to mental health:

- Create, and promote, a clear and transparent mental health strategy. For example:
 - An award-winning example is Royal Mails' 5-year Mental Health Strategy.

See the resources below.

- Use strategies that are known to reduce stress and improve mental health, for example:
 - Strategies focusing on the organisation include offering EAPs, Occupational Health Services, and counselling
 - Organisational strategies can be complimented by strategies focusing on the driver such as mindfulness techniques, relaxation training, stress management, Cognitive Behavioural Therapy (CBT), and Neuro-linguistic Programming (NLP) (see resources below for helpful links)
- Support public initiatives that promote mental health and wellbeing strategies, for example:
 - 'Time to Talk' day, which is described in this short video <https://www.gov.uk/government/news/time-to-talk-about-mental-health>
- Establish a working group to be responsible for implementation and continuous improvement of any mental health and wellbeing strategy
- Encourage senior leaders to be seen taking part in the initiatives
- Ensure health assessments and feedback cover mental health (mental health should be given parity with physical health)
- Avoid excessive or unmanageable workloads as these impact negatively on mental health
- The nature of the job and sometimes isolating work conditions can increase the risk of mental health issues:
 - Try to limit the number of consecutive shifts (e.g. to 5 in a row)
 - Allow sufficient time to recover

between shifts (e.g. minimum 2 day break between shift cycles)

- Raise awareness of the importance of sleep to protect mental health:
 - Optimise work schedules to maximise sleep opportunities
 - Consider the impact on sleep when planning shifts/ overtime
 - Promote the message that improved sleep can help weight management
- Raise awareness of links between physical and mental health e.g. stress is linked to back pain
- Involve drivers in problem solving and decision making relating to their jobs as this is important for positive mental health
- Encourage drivers to talk about either work or personal issues to people (e.g. managers, colleagues, family, friends) to prevent and manage depression (see the 'Talking toolkit' in the resources below)
- Encourage the use of relaxation techniques and respite activities such as napping, relaxing and socialising during short rest breaks. These can lessen job stress and subsequently reduce fatigue¹⁴
- Promote awareness of checklists of symptoms to help drivers identify potential mental health issues. For example:
 - A stress checklist at: <https://cvm.ncsu.edu/wp-content/uploads/2015/07/StressSymptomChecklist.pdf>
 - Check out the NHS Moodzone on 'How to deal with stress' This link provides a 'mood self-assessment' quiz: <https://www.nhs.uk/conditions/stress-anxiety-depression/understanding-stress/>

¹¹ Davenport, L.J., Allisey, A.F., Page, K.M., LaMontagne, A.D. & Reavley, N.J. (2016) "How can organisations help employees thrive? The development of guidelines for promoting positive mental health at work", International Journal of Workplace Health Management, 9(4), 411-427.

¹² Davenport, L.J., Allisey, A.F., Page, K.M., LaMontagne, A.D. & Reavley, N.J. (2016) "How can organisations help employees thrive? The development of guidelines for promoting positive mental health at work", International Journal of Workplace Health Management, 9(4), 411-427.

Royal Mail Group Resources

As an example of best practice in mental health support Royal Mail Group has shown its commitment to supporting mental health with a five-year strategy 'Because Healthy Minds Matter'. Here are some resources that Royal Mail have kindly shared with us:

- Royal Mail Groups' 5-year Mental Health Strategy including the background, strategic aims and a poster promoting mental health awareness: **see appendix on page 39**
- Dr Shaun Davis (Global Director of Safety, Health, Wellbeing and Sustainability at Royal Mail) and Andrew Kinder, co-authors of *The Positive Male Mind*, talk about their insights into

men's mental health and how to overcome mental health problems in this podcast: <https://www.bodyshotperformance.com/the-positive-male-mind-overcoming-mental-health-problems-with-dr-shaun-davis-and-andrew-kinder/>

- Dr Shaun Davis was interviewed about Mental Health Support in Royal Mail Group and how he transformed the Employee Assistance Programme. For the full interview click here: <http://www.madworldforum.com/news/six-powerful-lessons-for-achieving-first-class-mental-health-at-work-an-interview-with-dr-shaun-davis>

- Also see the following three video clips provided by Royal Mail Group:

– Royal Mail Mental Health videos in partnership with Mental Health Foundation:

https://youtu.be/J6VNgKEcvNw?list=PLC7TcSY8T_Zc6mPxuatEeiTQILrcI9TBP

– 'Because Healthy Minds Matter' Mental Health e-learning:

<https://spark.adobe.com/page/efxsW3rL2MaUS/>

– Royal Mail 'Everyday People' video: <https://www.youtube.com/watch?v=j8RCFtTQ-xE>

Resources

- Guidelines for promoting positive mental health in the workplace: <https://www.superfriend.com.au/app/uploads/2016/10/Promoting-Positive-Mental-Health-in-the-Workplace-Guidelines-for-organisations.pdf>
- How to tackle work-related stress: <http://www.hse.gov.uk/stress/what-to-do.htm>
- A video and toolkit to preventing work-related stress: http://www.hse.gov.uk/gohomehealthy/stress.htm#utm_source=hse.gov.uk&utm_medium=refferal&utm_campaign=stress&utm_term=ghh-toolkit&utm_content=home-page-news
- 'Time to Talk' video about a personal experience: <https://www.gov.uk/government/news/time-to-talk-about-mental-health>
- A toolkit to help you tackle occupational health problems including stress and musculoskeletal issues: <https://www.iosh.co.uk/Books-and-resources/Our-OH-toolkit.aspx>
- TUC Education Service workbook on Mental health at Work explains to union reps and others representatives

what they can do to support those in the workplace with mental health problems: https://www.tuc.org.uk/sites/default/files/TUC-MENTAL_HEALTH_WORKPLACE.pdf

- Health warning for employers: supporting older workers with health conditions: <https://www.ageing-better.org.uk/publications/health-warning-employers>
- Management standards for work related stress: <http://www.hse.gov.uk/stress/standards/index.htm>
- This guideline covers how to create the right conditions to support mental wellbeing at work, although it was published in 2009 and is currently undergoing a full review: <https://www.nice.org.uk/guidance/ph22>
- An alternative document about workforce mental health and wellbeing is provided by the NHS: <https://www.england.nhs.uk/wp-content/uploads/2018/03/workforce-mental-health-wellbeing.pdf>
- A guide to mindfulness: <https://www.nhs.uk/conditions/stress-anxiety-depression/mindfulness/>

- A link to Apps and an online tool to try out CBT: <https://www.nhs.uk/conditions/stress-anxiety-depression/self-help-therapies/#apps-and-online-tools-for-mental-health>

- A talking toolkit and links to further resources: <http://www.hse.gov.uk/gohomehealthy/assets/docs/StressTalkingToolkit.pdf>

- A report providing support for employers and employees to access information on improving health and wellbeing at work: http://www.publichealth.hscni.net/sites/default/files/Workplace_Health_Guide_08_17.pdf

- An e-guide to managing stress and psychosocial risks: <https://osha.europa.eu/en/tools-and-publications/e-guide-managing-stress-and-psychosocial-risks>

- A report by the Centre for Mental Health looks at the business costs: https://www.centreformentalhealth.org.uk/sites/default/files/2018-09/CentreforMentalHealth_Mental_health_problems_in_the_workplace.pdf

¹³ Beers, H. Johnson, S. Day, N. (2018). Changing worlds of work and occupational health: Insights on working into older age. *Safety and Health Practitioner*, April 2018. <https://www.shponline.co.uk/working-into-older-age-hse/>

¹⁴ Tucker, P., & Folkard, S. (2012). Working time, health and safety: A research synthesis paper. Geneva: ILO.

Physical Health

“ You can imagine if you’re sat there for four hours just on the motorway. Your knees, because you’re not moving them are you? Your back will go. It’s alright when you’re young but as you get older it starts catching up with you.”

¹⁵ Apostolopoulos, Y., Leme M. and Sonmez, S. (2014). Risks endemic to long-haul trucking in North America: Strategies to protect and promote driver well-being. *New Solutions*, 24(1), 57-81.

¹⁶ McDonough, B., Howard, M., Angeles, R., Dolovich, L., Marzanek-Lefebvre, F, Riva, J., and Laryea, S. (2014). Lone workers attitudes towards their health: News of Ontario truck drivers and their managers. *BMC Research Notes*, 7, 297.

¹⁷ Beers, H. Day, N. Johnson, S. (2018). Health and Safety Executive (HSE) Research Report 1104. Occupational Health and Extended Working Lives in the Transport Sector <http://www.hse.gov.uk/research/rrhtm/rr1104.htm>

Physical Health

As a group, professional drivers can suffer from poor physical health.¹⁵ This can be due to a) the nature of the job, such as working hours and physical tasks¹⁶ and b) an unhealthy lifestyle, such as taking limited exercise and poor eating habits. Poor physical health can also impact negatively on mental health.

Tips in relation to older drivers and physical health:

- Older drivers report main health issues relate to their musculoskeletal system / physical strength and experiences of tiredness and fatigue¹⁷
- Older drivers should be encouraged to pass on best practice behaviours from their experience to colleagues, and to look out for the health of other drivers:
 - Ask older drivers to talk to younger drivers about how aspects of the job can affect health, and how to reduce the impact
 - Build this type of discussion into CPC training
 - Acting as a mentor can provide job satisfaction and motivation for older employees
- Older drivers can be reluctant to use gym facilities so don't rely on them as the main focus for physical activity initiatives
- Older drivers may report increased tiredness which can be due to sleep patterns changing with age:
 - Plan shifts accordingly

Key points in relation to physical health:

- Provide health assessments (including mental health) in addition to legal medical screening requirements, and feedback the results to individual drivers. To improve the uptake and effectiveness of health assessments:
 - Explain the importance of participation, the reasons behind each test, and how any identified health risks can be controlled. With such information drivers are more likely to take part
 - Make the results meaningful and not punitive (where legally possible) e.g. focus on providing personalised information on actions that can

improve physical health

- Provide assessments onsite if possible, as this will improve take-up
- Offer assessments to all age groups
- Health awareness can lead to a greater uptake of initiatives and a change in behaviour, so link the medical screenings to health and wellbeing initiatives
- Provide an out-of-hours medical helpline as drivers can have difficulty attending medical appointments
- Provide training to reduce musculoskeletal injuries aggravated by aspects of the job. For example:
 - The best way to get in and out of the cab
 - The correct methods for loading and unloading etc.
- Encourage higher levels of physical activity. For example:
 - Simple approaches like providing step counters can be effective
- Provide space for physical activity (e.g. to get out of the cab and walk around) near rest areas and loading areas as increasing movement (e.g. during short breaks) can improve cardiovascular health
- Ensure that any on-site exercise facilities provided are open at times convenient for all shifts
- Negotiate concessions with external activity providers (e.g. gyms, exercise classes) in areas local to where the drivers live. Many drivers refuse to use a gym before or after work, due to tiredness or a desire to get home
- Encourage leisure and house related activities as well as activities in the workplace (e.g. walking the dog, gardening) as ways of increasing physical activity. For example:
 - Talk about exercise behaviour as 'physical activity' and 'moving about' and don't focus on 'sport'
- Raise awareness of sleep apnoea as a potential health issue:

– Educate drivers that this relatively common condition can often be controlled and does not have to result in job loss.

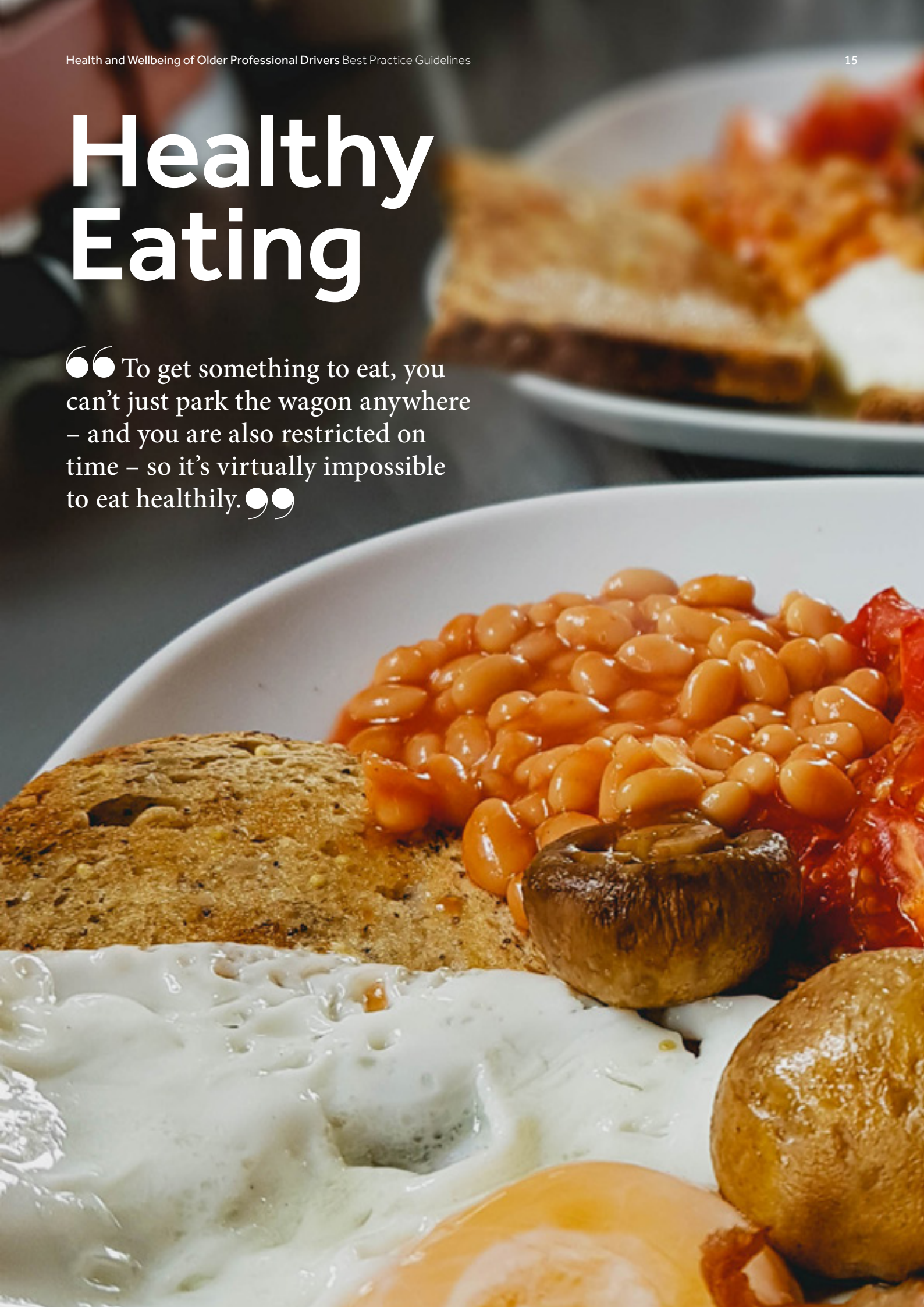
- You can find more information on this in a Webinar produced by Brake (the road safety charity) on 'Identifying and addressing driver fatigue' in the resources below
- Provide checklists of symptoms to help drivers identify health issues. For example:
 - A sleep apnoea checklist can be found by following the link to the 'Stop Bang' questionnaire in the resources below
- Promote and support tailored public health initiatives resources e.g. giving up smoking, promoting healthy eating habits:
 - This can be a cost effective way of accessing external resources
 - Doing too many things or paying lip service to initiatives will probably not be successful
- Involve drivers in the selection and design of health initiatives to increase the likelihood of success
- Allow drivers to take breaks when needed (outside legal requirements) to reduce fatigue and improve alertness and reduce musculoskeletal issues
- Provide eye sight test opportunities so the drivers can test their own eyesight e.g. use the walk from the office to the loading area to position a 'test' sign at a distance to measure the minimum eyesight requirement
- Promote the need for, and health benefits of, water hydration:
 - Although recognise some drivers may be reluctant to increase water intake due to the potential need for additional comfort breaks. If this is the situation, then talk to drivers about what could help.

Resources

- Guidance about Musculoskeletal disorders: <http://www.hse.gov.uk/msd/msds.htm>
 - A video presentation about musculoskeletal disorders: <http://www.hse.gov.uk/gohomehealthy/msd.htm>
 - Ageing and work-related musculoskeletal disorders: <http://www.hse.gov.uk/research/rrpdf/rr799.pdf>
 - A toolkit to help you tackle occupational health problems including stress and musculoskeletal issues: <https://www.iosh.co.uk/Books-and-resources/Our-OH-toolkit.aspx>
 - Health warning for employers: supporting older workers with health conditions: <https://www.ageing-better.org.uk/publications/health-warning-employers>
 - This guideline covers how to encourage employees to be physically active: <https://www.nice.org.uk/guidance/ph13>
 - This guideline provides information on preventing obesity: <https://www.nice.org.uk/guidance/cg43/chapter/1-guidance>
 - A report providing support for employers and employees to access information on improving health and wellbeing at work: http://www.publichealth.hscni.net/sites/default/files/Workplace_Health_Guide_08_17.pdf
 - Webinar produced by Brake the road safety charity on 'Identifying and addressing driver fatigue': <https://www.youtube.com/watch?v=E9PAXYUiV5U>
 - 'Stop Bang' sleep apnoea screen tool: <https://www.healthysleep.net.au/stop-bang-sleep-apnea-screening-calculator/>
-

Healthy Eating

“To get something to eat, you can't just park the wagon anywhere – and you are also restricted on time – so it's virtually impossible to eat healthily.”



Healthy Eating

Irregular driving hours, shift patterns and delivery pressures can contribute to obesity and unhealthy eating. This is often due to a lack of easy access to healthy foods and a tendency to 'snack'. Providing support to improve eating habits can help to protect driver health. For example, studies have shown that a healthy diet and improved dietary practices can reduce shift-worker's risk of chronic diseases.¹⁸

Tips in relation to older drivers and healthy eating:

- Older drivers report an increased desire to eat healthily and are likely to be open to initiatives that support this
- Habits developed over a lifetime can be hard to break and some drivers may be reluctant to change:
 - Providing information about healthy eating and improving access to healthy foods can help to counter this

Key points in relation to healthy eating:

- Focusing initiatives on healthy eating can combat weight gain more effectively than physical activity for drivers
- Provide information on healthy eating and nutrition:
 - For example, via CPC training, wellbeing website, notice boards, company newsletters, payslip messages, information visible in a canteen or near vending machines.
- Support healthy eating by providing appropriate cost reductions in canteens

- Ensure healthy eating options are available to take-away:
 - Recognise drivers can't always access the canteen
 - Understand that shift patterns can limit access to healthy eating options
- Provide cool boxes for each driver in the cabs so healthy food options can be stored and readily available
- Provide free, or discounted, fruit:
 - Place fruit where it is easy to access, for example as drivers walk to their vehicles, or where delivery schedules are given out
 - Fruit could be available just once a month, not every day, to encourage drivers to think about healthy eating
- Consider promoting the importance of the first meal of the day as shift work can disrupt traditional meal time:
 - For example, an organisation successfully encouraged a 'have you fuelled up today' campaign through posters, training sessions and free snack bars.

Resources

- This guideline provides information about diet and lifestyle for workplaces: <https://pathways.nice.org.uk/pathways/diet/diet-overview#content=view-node%3Anodes-all-workplaces>
- This guideline provides information on preventing obesity: <https://www.nice.org.uk/guidance/cg43/chapter/1-guidance>
- A review of healthy diet and reduction of chronic disease risks of night shift workers: https://oem.bmj.com/content/75/Suppl_2/A481.3

¹⁸Ferri, P., Guadi, M., Marcheselli, L., Balduzzi, S., Magnani, D., & Di Lorenzo, R. (2016). The impact of shift work on the psychological and physical health of nurses in a general hospital: a comparison between rotating night shifts and day shifts. *Risk management and healthcare policy*, 9, 203. Free access: https://oem.bmj.com/content/75/Suppl_2/A481.3

Working Practices

“ They tell you you’re going to do a 48-hour week, you don’t do a 48-hour week. You’re doing 60 hours one week, another week 34. But we do an average over six months.”



Working Practices

It is generally accepted that although work can be good for employee health it can sometimes damage employee health.¹⁹ This can be as a result of the nature of the job, or the working practices, for example the way in which work is designed (such as working schedules) and the management style that is in place. When trying to improve employee health there are two main options: 1) change working practices so there is less risk of harm to employees; 2) help employees to develop skills to manage and cope with job demands. A combination of these two, with emphasis on organisational change supported by employee skill development, is probably the most effective way of reducing health damage.

Tips in relation to older drivers and working practices:

- Older drivers sometimes report increased concern about physical demands of the job when loading and unloading
- Older drivers may need work accommodating to their changing health needs. For example:
 - If diabetes or other health issues require regular meal times; or due to musculoskeletal issues there is a need to change from manual to automatic gears; or downsizing vehicle class to reduce physical or mental demands. (Guidance can be found at: <https://www.gov.uk/transport/driving-and-medical-conditions>)
- Older driver feedback is important when introducing new equipment

Key points in relation to working practices:

- The Working Time Regulations are in place to prevent excessive driving hours. Be careful about the balance of 'average hours' when spread across weeks and months. Avoid overloading consecutive weeks with excessive working hours. Although this is within the Working Time Regulations it raises concerns for health and wellbeing
- Be proactive about the prevention of health damage – do not wait until it is too late or until damage has occurred
- Design jobs to encourage positive mental health. For example:
 - Allow appropriate levels of independence and autonomy e.g. over preferred delivery routes to follow (but don't anticipate everyone wants this)
 - Be more open minded and creative about types of flexible working arrangements to offer (see Working

Patterns section)

- Resource alternative working patterns adequately, e.g. part time working or job share may need specific support in place to work optimally
- Involve drivers in discussions about working schedules, routes, timings, shift patterns and working practices
- Give drivers' details of all their deliveries at the beginning of a shift, whenever possible, so the drivers can plan their breaks to eat and rest, rather than adding deliveries throughout the shift in an ad hoc basis
- Train employees responsible for scheduling the deliveries to plan the workload of each driver on a daily basis to reduce tiredness and stress. For example:
 - Allocate workloads fairly rather than just 'getting the work out' with the next driver available
- Communicate decisions or changes to working practices with as much notice as possible and directly to those impacted:
 - Avoid people finding out 'through the grapevine'
- Manage working practices to reduce any negative impact on work-life balance. For example:
 - Avoid enforced overtime, but if this is essential do not plan heavy schedules either side of the overtime shifts
 - Minimise nights away from home,
 - Support flexible working requests
- Discourage drivers from taking on too much overtime, as this can induce tiredness
- Instigate a continual review of work schedules to account for changing traffic congestion, speed limits, and long-term road works. Seek input and updates from drivers to facilitate this
- Balance longer delivery routes with shorter routes throughout a working week. Shorter routes encourage more physical activity and less sedentary

behaviour:

- Plan work schedules with this in mind to be fair with the allocation of delivery schedules
- Ensure the workload is achievable within the time available to minimise time pressure and reduce stress:
 - Intense time pressures can encourage drivers to take risky shortcuts in working practices
- Encourage the reporting of concerns about any working practices that affect drivers' health or performance:
 - Don't penalise people for reporting concerns or they may not report concerns in the future, meaning you have less understanding of what is going on
- Implement an appropriate reporting process for workload, time pressure and other health and wellbeing related concerns, so drivers can provide feedback:
 - Look for patterns in the reporting
 - Do not dismiss 'grumblings' as these can give insight into real issues.
- Assess the type of physical tasks required to do a job regularly as drivers capabilities change due to the ageing process. For example:
 - If common injuries start to occur (e.g. injuries due to lifting/pulling cages) make changes to prevent them
- Ensure cab seats are checked regularly and are fit for use as many drivers report musculoskeletal damage aggravated by sitting
- Recognise that maintaining formal and informal contact between employer, employee and colleagues is important during sickness absence but ensure systems are used appropriately. For example:
 - Enforcing managers to make daily contact with a driver who is off sick for an extended period, for example following surgery, can be stressful and unhelpful to the driver's recovery.

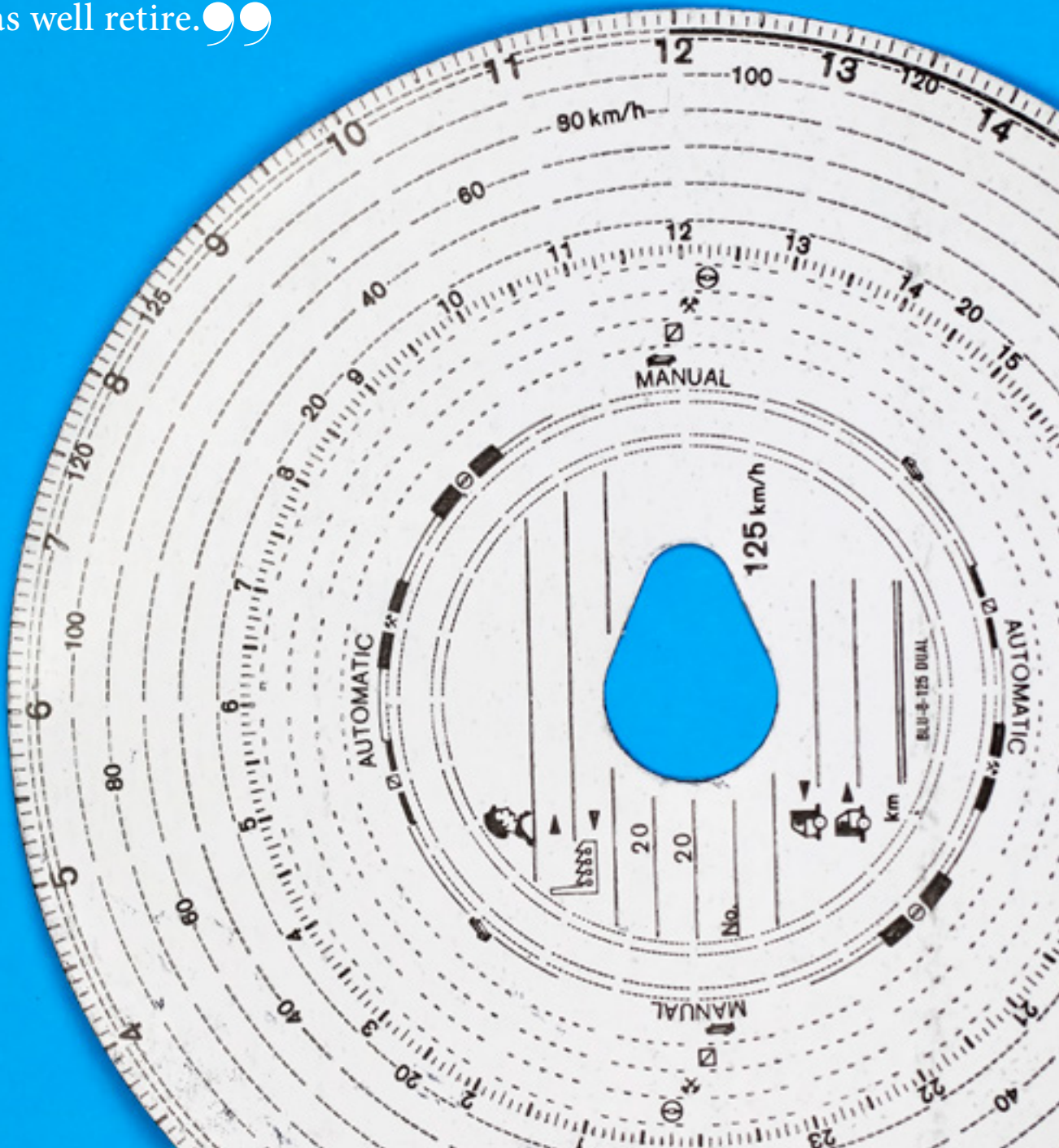
Resources

- A guide to health and safety for older workers: <http://www.hse.gov.uk/vulnerable-workers/older-workers.htm>
 - This study looks at the issues raised by 12-hour shifts. The findings focus on the NHS, but are relevant to many organisations where employees work 12-hour shifts: <https://www.nhsemployers.org/-/media/Employers/Publications/Steven-Weeks-12-hour-shifts-case-study--final-august-12.pdf?dl=1>
 - Information about driving with medical conditions: <https://www.gov.uk/transport/driving-and-medical-conditions>
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¹⁹Johnson, S. J. Robertson, I. Cooper, C. L. (2018). Wellbeing: Productivity and Happiness at Work 2nd edition. Palgrave Macmillan.

Working Patterns

●● The management would like us to do five days low hours, whereas a lot of the drivers would say, well if I'm coming in five days, I might as well retire. ●●



Working Patterns

Flexibility and work-life balance is something people of all ages long for and it can be essential to recruiting and retaining employees. Professional drivers express concerns about a lack of work-life balance attributed to working patterns, and see it as a significant cause of stress and tiredness. Working extended hours (e.g. 12 hour plus shifts or 40 hours plus weeks) and shift work can result in increased errors and fatigue; decreased alertness and lead to poorer health outcomes.²⁰ Even greater concern though can be the number of consecutive days worked, or the number of hours between rotating shifts.

When we refer to flexible-working arrangements we generally refer to employees who work non-traditional working hours (flexi-time). Implementing flexible working arrangements for drivers can be challenging. This can be due to the nature of the job, such as a need to avoid peak traffic hours, customer requirements and fixed delivery routes and schedules. However, a variety of flexi-time options can be implemented.

Tips in relation to older drivers and working patterns:

- Be aware that as drivers get older they may desire flexible working to have better work life balance²¹
- The working lives of older drivers could be extended by making changes to working patterns:
 - Changing shifts (e.g. rotating shifts) appear to become more difficult with age
 - Reduce the negative impact on health by using a 'fixed' nights rota, rather than rolling shifts that include nights
 - Older drivers can be more significantly affected by the negative effects of shift work and extended working hours, due to physiological changes
 - Older night shift workers are more likely to be obese, smoke and sleep for shorter periods²²
- Some older drivers have more problems in getting to sleep generally, and need more sleep in certain shift patterns than younger workers:
 - Fast-forward-rotating (two or three consecutive shifts) schedules, instead of slower backward-rotating shifts, decreases health problems, absenteeism and fatigue particularly for older drivers

- The speed that people can adapt their circadian rhythms to night work slows down as we age and increases the risk of sleep disorders, tiredness and poorer health²³
- Older drivers report a preference for working fewer days rather than reduced hours spread over a week. For example:
 - A job share between two drivers working two weeks on and two weeks off

Key points in relation to working patterns (work schedules):

- Allow for opportunities for physical activity and regular meal times when designing work schedules
- Ensure adequate time, not just enough to meet legal requirements, for rest between work schedules:
 - Too short a gap between finishing work and then starting work again increases fatigue and obstructs work-life balance
- Ensure health and wellbeing initiatives are communicated and available to drivers on all shifts:
 - Understand that shift work can make group activities difficult, which may impact on some health and wellbeing initiatives
- The effect of shift work on health

varies across individuals due to personal factors and other variables:

- Allow a choice of preferred shifts where possible, but make sure the shifts are distributed fairly
- If shifts need to be adjusted temporarily try to minimise the amount of change. For example:
 - Limit the change to an hour either way

Key points in relation to working patterns (flexible working):

- Flexible working can improve mental health and reduce tiredness
- Promote the different types of flexible working available
- Be creative about how flexible working options can be implemented. For example:
 - Part-time or reduced hours (where the driver works fewer hours than a full time worker who usually works 35 hours or more a week);
 - Job sharing (where two drivers share the work of one full time job);
 - Compressed hours (where drivers work a full week's worth of hours in fewer days (e.g. five days worked over four);
 - Term-time working (where a driver only works during school term time. This means working around 13 weeks less per year).

²⁰ Keller, S.M. (2009). Effects of Extended Work Shifts and Shift Work on Patient Safety, Productivity, and Employee Health. *AAOHN*, 57(12), 497-504.

²¹ Smeaton, D. Parry, J. (2018). *Becoming an age-friendly employer Evidence report*. Centre for Ageing Better; London.

²² Ramin, C., Devore, E. E., Wang, W., Pierre-Paul, J., Wegrzyn, L. R., & Schernhammer, E. S. (2015). Night shift work at specific age ranges and chronic disease risk factors. *Occup Environ Med*, 72(2), 100-107.

²³ Letvak, S. (2005). Health and safety of older nurses. *Nursing outlook*, 53(2), 66-72.

Resources

- Good practice guidelines for designing shift-work schedules and the workplace environment: <http://www.hse.gov.uk/humanfactors/topics/good-practice-guidelines.htm>
 - This study looks at the issues raised by 12-hour shifts focuses on the NHS, but is relevant to many organisations where the employees work 12-hour shifts: <https://www.nhsemployers.org/-/media/Employers/Publications/Steven-Weeks-12-hour-shifts-case-study---final-august-12.pdf?dl=1>
 - Older workers need flexible work: <https://www.ageing-better.org.uk/news/older-workers-need-flexible-working-and-employers-need-provide-it>
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Retirement

““ If I feel the way I do now I wouldn't be retiring. I'd still like to carry on with it. I'd be quite happy to keep working as long as I was fit and healthy to do stuff.””



Retirement

The removal of a default retirement age (unless employers can objectively justify their decision) and the rise in state pension ages creates a number of challenges, and opportunities, for individuals and organisations to address. Employees are beginning to approach retirement as a gradual process, and desire to shift from full-time to flexible or part-time working.²⁴

Some managers can be reluctant to discuss retirement plans with older workers due to lack of experience or training, even though employees may be willing to work longer if asked. In many circumstances the ability, or wish, to retire is often determined by individual financial and personal circumstances such as health needs.

Tips in relation to older drivers and retirement:

- Older drivers are more likely to retire due to being unable to meet the physical demands of their job:
 - Adapt the job to reduce physical demands if this is identified as a problem
 - Provide timely health and wellbeing support and initiatives to help to extend working lives
- Be aware that when a driving card is due for renewal it can trigger older drivers to consider retirement, so time retirement discussions accordingly:
 - Have a system in place that will notify managers of renewal dates to allow them to plan for these conversations

Key points in relation to retirement:

- Implement a retirement plan and policy for drivers, with liaison between HR and pensions fund staff if appropriate. Include topics such as:
 - Finances and pension advice;
 - Pensionable age;
 - Possible changes to working patterns such as phased retirement, additional leave and flexible working opportunities.

- Promote and support all pre-retirement options available. For example:
 - Offer retirement seminars with a focus not just on finances and pension entitlements but also including alternate options for working patterns
- Review or develop specific policies for flexible retirement within your organisation
- Recognise that managers can influence drivers' retirement decisions
- Raise awareness, particularly with line managers, of different retirement trajectories. For example:
 - Differing retirement ages and pension eligibilities due to changing government regulations.
- Ensure there are opportunities for drivers to discuss the options available for working longer. For example:
 - Build retirement discussions into annual reviews throughout a drivers' career to normalise conversations about retirement
- Acknowledge publicly the contribution of people when they retire or leave, particularly if there is long service. For example:
 - Retirement presentations can be important to provide closure to a driver retiring and will send a message to remaining colleagues that the organisation values employees.

Resources

- This report explores employee attitudes towards pensions, pension reforms and retirement: <https://www.cipd.co.uk/news-views/cipd-voice/issue-9/working-until-70>
- This guidance explores the attitudes of the employed, self-employed and unemployed to later life working and retirement: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/394642/attitudes-over-50s-fuller-working-lives.pdf
- An employee toolkit: Guidance for Managers of Older Workers <http://ageactionalliance.org/employer-toolkit/>

²⁴Smeaton, D. Parry, J. (2018). Becoming an age-friendly employer Evidence report. Centre for Ageing Better; London

Culture

“They want everything, ‘we want you to drive safely, we want you to drive at the right speeds, but you’ve got three loads to do today’. Yes, but that’s going to take me all day. ‘It’s not my problem.’”



Culture

Organisational culture is commonly described as the 'feel' of an organisation and 'the way we do things around here'. The importance of culture on health and safety behaviour is widely accepted. For example, if employees believe breaking safety rules is acceptable and see other people doing so, particularly if it is their manager, they will be more likely to break rules themselves. This will be the same for health and wellbeing behaviours, as well as health and safety.

Tips in relation to older drivers and culture:

- Openly recognising and encouraging an age diverse workforce is beneficial for organisations and can help you be seen as an age friendly employer. Benefits of this include:
 - Better retention and recruitment of older workers
 - Increased satisfaction of existing older workers
 - Improved health of older workers
- There are a number of resources available that can help you create a positive culture for older drivers, see the Resource section below

Key points in relation to culture:

- Penalising drivers for reporting health and wellbeing issues means they are likely NOT to report it, or will only do so within legal requirements. For example:
 - Staff may be intimidated by management and be reluctant to report issues for fear of repercussions
- Facilitate the reporting of work-related injuries that do not fit into legal 'accident reporting' (e.g. back strains, minor niggles). This should help to identify and address recurring issues due to poor equipment or working practices in advance of more long term injuries
- Encourage managers to have an open door policy for drivers to check how they are at the beginning of a shift, or to let off steam when they return to site, to make drivers feel more supported and to reduce stress
- Normalising conversations about health will help create a supportive

culture for drivers to report health conditions

- Encourage all employees to check that others are feeling okay
- Relax time pressures, where possible, for deliveries to have a positive effect on health and wellbeing:
 - Emphasise 'safety' and 'health and wellbeing' above 'deadlines'
 - If an accident occurs do not just focus on the 'job'
- Ensure that drivers are all treated the same. For example:
 - Sometimes ex-agency workers are not seen as being part of the team and this can lead to a feeling of 'them and us' and result in unfair distribution of work schedules and delivery routes
- Ensure senior management visibly promote and support health and wellbeing initiatives, both overall and in relation to local efforts, to show the organisation's commitment to a healthy working environment:
 - Do not just pay 'lip service', actions speak louder than words
 - Having 'Wellbeing Champions' can provide a clear focus and point of contact for all initiatives
- Use performance management information from telemetry in a positive way to encourage behavioural change more successfully than punishment:
 - Comment on good practice as well as bad practice
 - Encourage personal challenge (e.g. beat a personal 'best' or 'yesterday's results')
 - Provide rewards for improvements or 'best performance'
- Support telemetry by providing dashcams. These can provide additional information for supporting and explaining driver behaviour.

Resources

- This guideline covers how to improve the health and wellbeing of employees with a focus on organisational culture and the role of managers: <https://www.nice.org.uk/guidance/ng13>
- Create a positive workplace culture: <https://www.skillsforcare.org.uk/Leadership-management/managing-a-service/workplace-culture/Positive-workplace-culture.aspx>
- A policy for older workers: <https://www.iosh.co.uk/Books-and-resources/IOSH-Older-Workers-policy.aspx>
- Being an age-friendly employer: <https://www.ageing-better.org.uk/sites/default/files/2018-09/Being-age-friendly-employer-evidence-report.pdf>
- An employee toolkit: Guidance for Managers of Older Workers <http://ageactionalliance.org/employer-toolkit/>
- How employers can best manage an increasingly older workforce in relation to health, wellbeing and care responsibilities: <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/creating-longer-working-lives-report>
- An e-guide on managing health and safety at work for an ageing workforce: <https://eguides.osha.europa.eu/all-ages>
- How best to strategically manage an ageing workforce: <http://www.acas.org.uk/media/pdf/0/h/Age-management-at-work-adopting-a-strategic-approach.pdf>
- The Open University provides perspectives on multigenerational workforces looking at flexibility in all aspects of work including working patterns, retirement and wellbeing: https://openbusinessperspectives.files.wordpress.com/2015/02/oubs_perspectives_managerialworkforces_11-final.pdf
- There are legal requirements to disclose health conditions: <http://www.hse.gov.uk/workplacetransport/personnel/medicalfitness.htm>

Communication

“ Blokes in particular, and drivers, they don't come forward with I've got a problem, and it's trying to educate that into them. Don't be scared to knock on the door. If you've got a problem, come and see somebody. ” (Manager)



Communication

Communicate, communicate, communicate! Let everyone know what's happening in all areas of the organisation. Tell the drivers about all major, and minor events, such as organisational or job restructurings, contracts won or lost, planned changes in working schedules, or any intended technological innovations. Well-timed communication can reduce resistance to change and improve trust between drivers and managers, which will reduce stressors and improve wellbeing.

When it comes to effective health and wellbeing initiatives communication plays a key role. Effective communication between colleagues, drivers and managers is essential for developing and maintaining positive mental health, and overall wellbeing, in the workplace. The best communication strategies use a number of different (and suitable) communication channels to encourage positive work behaviours and open conversations between drivers and managers.²⁵

Tips in relation to older drivers and communication:

- Get older drivers to talk to younger drivers about how they reduce the stress of the job
- Having an age-diverse workforce can mean the types of communication used can be a source of tension between generations. For example:
 - Younger managers may prefer to communicate electronically than face-to-face or by telephone

Key points in relation to communication:

- Consider the most appropriate way to communicate to all employees as drivers are out of the office and lack access to email/internet
- Provide regular opportunities for drivers to give feedback to management
- Introduce informal chats between managers and employees e.g. 'walk and talk' with drivers, but prepare your message and consider the timing
- Initiate proactive measures to encourage discussions about health and wellbeing needs, as drivers may be intimidated by management

and reluctant to report issues for fear of repercussions. For example:

- Have one-to-ones to encourage discussions about health and wellbeing concerns
- Working through a checklist of topics together can encourage conversation and provide an opportunity to offer support
- Explain which health and wellbeing initiatives are provided by the organisation and be specific about what they are and what they do. In particular:
 - Ensure drivers know what, and where, support is available
 - Repeat the information regularly, and do not presume employees remember
- Use a number of different methods to communicate health and wellbeing messages with a particular focus on interactive sessions
- Facilitate the sharing of positive health and wellbeing stories. For example:
 - Via newsletters, meetings, social media
 - During regular briefing sessions, and relevant CPC training
 - Seeing others succeed and / or overcome barriers can act as an incentive

- Make health and wellbeing initiatives prominent. For example:
 - Put up a wellbeing noticeboard in a prominent position
 - Update the notices regularly to encourage drivers to check it out
 - Develop a health and wellbeing website that drivers can access on and off site
- Focus health messages on positive actions. For example:
 - 'Take little steps towards...', rather than negative actions such as 'don't do...'
- Design health messages on posters with illustrations drawn by drivers' children. This can help to engage male drivers who can be difficult to reach
- Use 'hooks' to encourage participation for predominantly male health and wellbeing behaviour interventions. For example:
 - Based on 'scientific legitimacy' or use of humour
- Set up 'self-help' groups, as these have been shown to improve health and wellbeing for men²⁶
- Employ experts to deliver related messages such as dieticians, and exercise physiologists.

²⁵ Davenport, L.J., Allisey, A.F., Page, K.M., LaMontagne, A.D. & Reavley, N.J. (2016) "How can organisations help employees thrive? The development of guidelines for promoting positive mental health at work", *International Journal of Workplace Health Management*, 9(4), 411-427.

²⁶ Mankowski, E. S., & Smith, R. M. (2016). *Men's Mental Health and Masculinities*. Elsevier: USA

Resources

- Learn about building an effective communication strategy: <https://www.cipd.co.uk/knowledge/fundamentals/rerelations/communication/factsheet>
 - Guidance on promoting health and wellbeing at work: <https://www.iosh.co.uk/workingwell>
 - Health, Work and Wellbeing booklet includes a section on 'Promoting health at work': <http://www.acas.org.uk/media/pdf/8/n/Health-work-and-wellbeing-accessible-version.pdf>
 - How to build an employee wellbeing programme includes tips on 'Engaging employees': <https://www.personneltoday.com/hr/build-employee-wellbeing-programme/>
 - Guide to workplace health and wellbeing for employers, includes information about how to promote positive physical and mental health wellbeing: <https://www.bristol.gov.uk/business-support-advice/guide-to-workplace-health-and-wellbeing-for-employers>
-

Training

“ Drivers think, we don't need this, this modern technology, what's all this, I don't use phones, I haven't got a clue. ”



Training

Training and development opportunities are important in a workplace and can serve to ensure people have the required skills for the work they are doing, and also be motivating and rewarding for employees. However, lots of evidence suggests that training opportunities are sometimes restricted for older workers and often managers can mistakenly believe that older employees are not interested in training and development opportunities. Providing good training to employees of all ages is important to ensure good health and wellbeing practices are followed, and to prevent people feeling excluded or unfairly treated.

Training managers about specific issues such as health and wellbeing, and older workers and retirement needs, can also be a key step to ensuring your managers know how best to support their colleagues.

Tips in relation to older drivers and training:

- Ensure appropriate training is offered to all age groups:
 - Especially in relation to IT and new technology
- Train managers (especially line managers) in the changing nature of retirement and their role in supporting retirement transitions. For example:
 - Advise about what they should and should not discuss in conversations with drivers about extending their working life
- Provide information to managers on differences across age groups and age friendly practices (Check out 'Being an age- friendly employer' and 'Guidance for Managers of Older Workers' in the Resource section below)

Key points in relation to training:

- Educate managers (especially 'non-driving' managers) about drivers' health and wellbeing needs. For example:
 - The rules surrounding legal rest breaks from driving
 - The need for consistency in enforcing health and safety

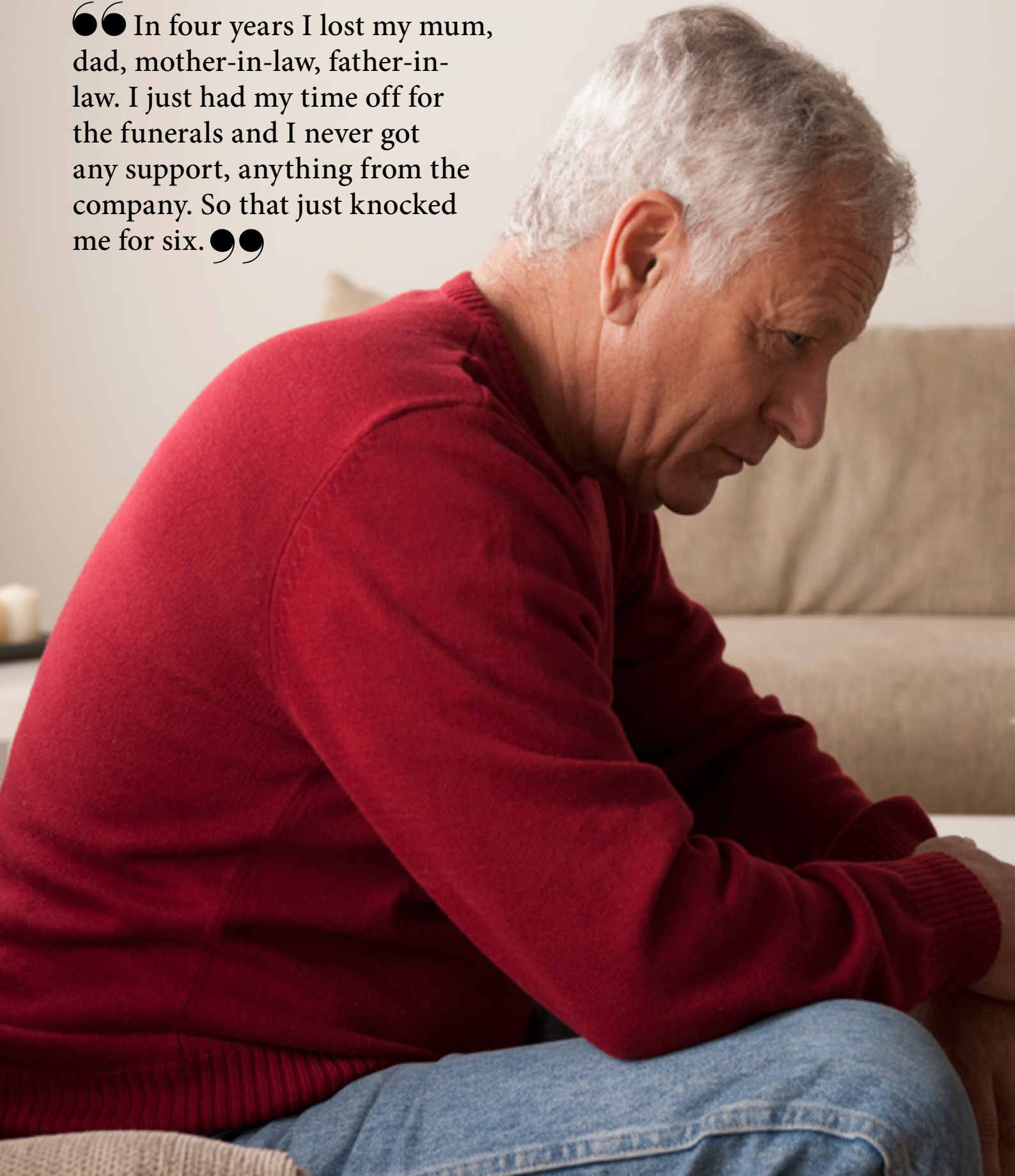
- practices (e.g. maximum weight of loads to lift or pull) and not 'turning a blind eye' to bad practices
- Arrange opportunities for line managers to shadow drivers to understand the content and demands of the job:
 - Shadowing can also provide opportunities to offer advice to improve health and wellbeing practices
- Train managers about the importance of encouraging drivers to talk when onsite:
 - Highlight the importance of 'letting off steam'
 - Understanding drivers can often be isolated and lonely and have limited opportunities for social interactions.
 - Set up an area where drivers can gather, maybe to eat meals or to talk. Provide one large table rather than a number of smaller tables
- Train employees and managers about how to conduct supportive conversations when talking about health and wellbeing
- Educate managers and employees about mental health to de-stigmatise the topic
- Provide 'healthy living' training as part of CPC.

Resources

- Being an age-friendly employer: <https://www.ageing-better.org.uk/sites/default/files/2018-09/Being-age-friendly-employer-evidence-report.pdf>
- An employee toolkit: Guidance for Managers of Older Workers <http://ageactionalliance.org/employer-toolkit/>
- This guideline covers how to improve the health and wellbeing of employees with a focus on organisational culture and the role of managers: <https://www.nice.org.uk/guidance/ng13>
- This guideline covers how to create the right conditions to support mental wellbeing at work, although it was published in 2009 and is currently undergoing a full review: <https://www.nice.org.uk/guidance/ph22>
- Guidelines for promoting positive mental health in the workplace: <https://www.superfriend.com.au/app/uploads/2016/10/Promoting-Positive-Mental-Health-in-the-Workplace-Guidelines-for-organisations.pdf>
- This link provides guidance about employing older workers and working past 50: <https://www.gov.uk/government/publications/help-and-support-for-older-workers/help-and-support-for-older-workers>
- An article on the 'HR challenges of an ageing workforce': <http://www.hrmagazine.co.uk/article-details/the-hr-challenges-of-an-ageing-workforce>

Bereavement

“ In four years I lost my mum, dad, mother-in-law, father-in-law. I just had my time off for the funerals and I never got any support, anything from the company. So that just knocked me for six.”



Bereavement

Bereavement can happen at any time, but older workers are more likely to experience bereavement at a much higher rate than younger workers. How employers treat their employees during times of bereavement will have consequences for their ongoing relationship and impact on their loyalty and commitment. Many managers and supervisors are unsure of the right way to respond to employees who are bereaved, from knowing what to say, to what is the best way to provide support. Organisations will benefit in the long term from ensuring managers get the right balance between helping drivers cope with changes in their life and the operational needs.

Tips in relation to older drivers and bereavement:

- Recognise that as people age comes an increasing likelihood of experiencing bereavements
- About 7% of older adults (60 years and over) may develop severe grieving symptoms.²⁷ For example:
 - Worsening health, inability to function, changes in blood pressure, heart rate and sleep for around six months

Key points in relation to bereavement:

- Put a framework of bereavement support in place for managers to follow to ensure a consistent approach is adopted to provide support
- Nominate employees (supported by training) to have compassionate conversations with bereaved staff
- Ensure that return to work following bereavement is acknowledged. For example:
 - Set up a return to work interview
 - Investigate the support and help needed.

Resources

- Managing bereavement in the workplace - a good practice guide including a template for a bereavement policy: <http://www.acas.org.uk/media/pdf/n/b/Managing-bereavement-in-the-workplace-a-good-practice-guide.pdf>
- Bereavement Advice Centre provides links to numerous resources: <https://www.bereavementadvice.org/topics/coping-with-grief-and-bereavement-advice/useful-contacts/>
- Dealing with grief and loss: <https://www.nhs.uk/conditions/stress-anxiety-depression/dealing-with-grief-and-loss/>
- An academic article on bereavement and complicated grief: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3855369/pdf/nihms527806.pdf>

²⁷ Shear, M. K., Ghesquiere, A., & Glickman, K. (2013). Bereavement and complicated grief. *Current psychiatry reports*, 15(11), 406. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3855369/pdf/nihms527806.pdf>

Resources

- ACAS provides advice for employers and employees:
 - How best to strategically manage an ageing workforce: <http://www.acas.org.uk/media/pdf/0/h/Age-management-at-work-adopting-a-strategic-approach.pdf>
 - Health, Work and Wellbeing booklet includes a section on 'Promoting health at work': <http://www.acas.org.uk/media/pdf/8/n/Health-work-and-wellbeing-accessible-version.pdf>
 - Managing bereavement in the workplace - a good practice guide including a template for a bereavement policy: <http://www.acas.org.uk/media/pdf/n/b/Managing-bereavement-in-the-workplace-a-good-practice-guide.pdf>
 - Age Action Alliance guidance provides an employee toolkit: Guidance for Managers of Older Workers <http://ageactionalliance.org/employer-toolkit/>
 - Academic articles:
 - On bereavement and complicated grief: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3855369/pdf/nihms527806.pdf>
 - Reviewing healthy diet and reduction of chronic disease risks of night shift workers: https://oem.bmj.com/content/75/Suppl_2/A481.3
 - Explaining 'Line managers' support for older workers': https://www.researchgate.net/publication/233184156_Line_managers'_support_for_older_workers/download
 - Bereavement Advice Centre provides links to numerous resources: <https://www.bereavementadvice.org/topics/coping-with-grief-and-bereavement-advice/useful-contacts/>
 - Brake the road safety charity have produced a Webinar on 'Identifying and addressing driver fatigue': <https://www.youtube.com/watch?v=E9PAXYUiV5U>
 - Centre for Ageing Better:
 - A report on 'Being an age-friendly employer': <https://www.ageing-better.org.uk/sites/default/files/2018-09/Being-age-friendly-employer-evidence-report.pdf>
 - Older workers need flexible work: <https://www.ageing-better.org.uk/news/older-workers-need-flexible-working-and-employers-need-provide-it>
 - Health warning for employers: supporting older workers with health conditions: <https://www.ageing-better.org.uk/publications/health-warning-employers>
 - Centre for Mental Health looks at the business costs of mental health: https://www.centreformentalhealth.org.uk/sites/default/files/2018-09/CentreforMentalHealth_Mental_health_problems_in_the_workplace.pdf
 - CIPD provides access to useful resources for non-members:
 - Annual survey exploring issues of health, wellbeing and absence in UK workplaces: https://www.cipd.co.uk/Images/health-and-well-being-at-work_tcm18-40863.pdf
 - This report explores employee attitudes towards pensions, pension reforms and retirement: https://www.cipd.co.uk/Images/employee-outlook_2017-focus-on-employee-attitudes-to-pay-and-pensions-2016-17_tcm18-18488.pdf
 - How employers can best manage an increasingly older workforce in relation to health, wellbeing and care responsibilities: https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/creating-longer-working-lives-report?utm_medium=email&utm_source=cipd&utm_campaign=press_release&utm_term=622946&utm_content=older-workers-170516-websubs-5933-11089--20160517094859-new%20research
 - Learn about building an effective communication strategy: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/factsheet>
 - Confederation of British Industry (CBI) provides good practice guidance:
 - To improve workplace health and wellbeing: <http://www.cbi.org.uk/front-of-mind/home.html>
 - Create a culture that reinforces positive messages for health and wellbeing: http://www.cbi.org.uk/front-of-mind/4_embedding_good_health_and_w.html
 - European Agency for Safety and Health at Work:
 - An e-guide on managing health and safety at work for an ageing workforce: <https://eguides.osha.europa.eu/all-ages>
 - An e-guide to managing stress and psychosocial risks: <https://osha.europa.eu/en/tools-and-publications/e-guide-managing-stress-and-psychosocial-risks>
 - A literature review of 'Well-being at work: creating a positive environment': <https://www.nisg.org.uk/media/uploads/Cost%20effective.pdf>
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Resources

- Health and Safety Executive guidance:
 - Driving at work. Managing work-related road safety: <http://www.hse.gov.uk/pubns/indg382.pdf>
 - Occupational health and extended working lives in the transport sector (Research Report 1104): <http://www.hse.gov.uk/research/rrhtm/rr1104.htm>
 - A guide to health and safety for older workers: <http://www.hse.gov.uk/vulnerable-workers/older-workers.htm>
 - How to tackle work-related stress: <http://www.hse.gov.uk/pubns/indg430.pdf>
 - A video and toolkit to preventing work-related stress: http://www.hse.gov.uk/gohomehealthy/stress.htm#utm_source=hse.gov.uk&utm_medium=referral&utm_campaign=stress&utm_term=ghh-toolkit&utm_content=home-page-news
 - A toolkit to help conversations about work-related stress and links to further resources: <http://www.hse.gov.uk/gohomehealthy/assets/docs/StressTalkingToolkit.pdf>
 - Management standards for work related stress: <http://www.hse.gov.uk/stress/standards/index.htm>
 - Guidance about Musculoskeletal disorders: <http://www.hse.gov.uk/msd/msds.htm>
 - A video presentation about musculoskeletal disorders: <http://www.hse.gov.uk/gohomehealthy/msd.htm>
 - Ageing and work-related musculoskeletal disorders: <http://www.hse.gov.uk/research/rrpdf/rr799.pdf>
 - Good practice guidelines for designing shift-work schedules and the workplace environment: <http://www.hse.gov.uk/vulnerable-workers/older-workers.htm>
 - Legal requirements to disclose health conditions: <http://www.hse.gov.uk/workplacetransport/personnel/medicalfitness.htm>
- HR Magazine write about the 'HR challenges of an ageing workforce': <http://www.hrmagazine.co.uk/article-details/the-hr-challenges-of-an-ageing-workforce>
- Institution of Occupational Safety and Health (IOSH) guidance:
 - Guidance on promoting health and wellbeing at work: <https://www.iosh.co.uk/workingwell>
 - A toolkit to help you tackle occupational health problems including stress and musculoskeletal issues: <https://www.iosh.co.uk/Books-and-resources/Our-OH-toolkit.aspx>
 - A policy for older workers: <https://www.iosh.co.uk/Books-and-resources/IOSH-Older-Workers-policy.aspx>
- Managing Wellbeing at work:
 - Explain in a presentation how to start improving employee wellbeing with 'quick wins': <https://www.nisg.org.uk/media/uploads/Cost%20effective.pdf>
 - Provide a literature review of 'Well-being at work: creating a positive environment': <https://www.nisg.org.uk/media/uploads/Cost%20effective.pdf>
- NHS Guidance:
 - This link provides access to a wide range of research and publications that are relevant to an ageing workforce: <https://www.nhsemployers.org/your-workforce/need-to-know/working-longer-group/working-longer-group-further-readinglibrarypublications#CIPDCreating>
 - This guideline covers how to improve the health and wellbeing of employees with a focus on organisational culture and the role of managers: <https://www.nice.org.uk/guidance/ng13>
 - A guide to mindfulness: <https://www.nhs.uk/conditions/stress-anxiety-depression/mindfulness/>
 - A link to Apps and an online tool to try out Cognitive Behavioural Therapy: <https://www.nhs.uk/conditions/stress-anxiety-depression/self-help-therapies/#apps-and-online-tools-for-mental-health>
 - Guidelines for promoting positive mental health in the workplace: <https://www.superfriend.com.au/app/uploads/2016/10/Promoting-Positive-Mental-Health-in-the-Workplace-Guidelines-for-organisations.pdf>
 - An alternative document about workforce mental health and wellbeing is provided by the NHS: <https://www.england.nhs.uk/wp-content/uploads/2018/03/workforce-mental-health-wellbeing.pdf>
 - A report on evaluating health and wellbeing interventions for healthcare staff: <https://www.nhsemployers.org/-/media/Employers/Publications/Evaluating-health-wellbeing-interventions-for-healthcare-staff-2.pdf?dl=1&dl=1>
 - This study looks at the issues raised by 12-hour shifts. The findings focus on the NHS, but are relevant to many organisations where the employees work 12-hour shifts: <https://www.nhsemployers.org/-/media/Employers/Publications/Steven-Weeks-12-hour-shifts-case-study--final-august-12.pdf?dl=1>
 - Dealing with grief and loss: <https://www.nhs.uk/conditions/stress-anxiety-depression/dealing-with-grief-and-loss/>

Resources

- National Institute for Health and Care Excellence (NICE) guidance:
 - This guideline covers how to improve the health and wellbeing of employees with a focus on organisational culture and the role of managers: <https://www.nice.org.uk/guidance/ng13>
 - This guideline covers how to create the right conditions to support mental wellbeing at work, although it was published in 2009 and is currently undergoing a full review: <https://www.nice.org.uk/guidance/ph22>
 - This guideline covers how to encourage employees to be physically active: <https://www.nice.org.uk/guidance/ph13>
 - This guideline provides information about diet and lifestyle for workplaces: <https://pathways.nice.org.uk/pathways/diet/diet-overview#content=view-node%3Anodes-all-workplaces>
 - This guideline provides information on preventing obesity: <https://www.nice.org.uk/guidance/cg43/chapter/1-guidance>
 - The role of line managers and leadership style of line managers: <https://www.nice.org.uk/guidance/ng13/chapter/Recommendations#role-of-line-managers>
 - Personnel Today articles:
 - How to build an employee wellbeing programme includes tips on 'Engaging employees': <https://www.personneltoday.com/hr/build-employee-wellbeing-programme/>
 - A discussion on how fulfilling work is essential to supporting older workers: <https://www.personneltoday.com/hr/fulfilling-work-essential-supporting-older-workers/>
 - An article about evaluating your employee wellbeing programme: <https://www.personneltoday.com/hr/evaluating-your-employee-wellbeing-programme/>
 - Public Health Agency (Ireland) report providing support for employers and employees to access information on improving health and wellbeing at work: http://www.publichealth.hscni.net/sites/default/files/Workplace_Health_Guide_08_17.pdf
 - Royal Mail Group Resources
 - Royal Mail Groups' 5-year Mental Health Strategy including the background, strategic aims and a poster promoting mental health awareness:
 - Dr Shaun Davis (Global Director of Safety, Health, Wellbeing and Sustainability at Royal Mail) and Andrew Kinder, co-authors of The Positive Male Mind, talk about their insights into men's mental health and how to overcome mental health problems in this podcast: <https://www.bodyshotperformance.com/the-positive-male-mind-overcoming-mental-health-problems-with-dr-shaun-davis-and-andrew-kinder/>
 - Dr Shaun Davis was interviewed about Mental Health Support in Royal Mail Group and how he transformed the Employee Assistance Programme. For the full interview click here: <http://www.madworldforum.com/news/six-powerful-lessons-for-achieving-first-class-mental-health-at-work-an-interview-with-dr-shaun-davis>
 - Also see the following three video clips provided by Royal Mail Group:
 - Royal Mail Mental Health videos in partnership with Mental Health Foundation: https://youtu.be/J6VNgKEcvNw?list=PLC7TcSY8T_Zc6mPxuatEeiTQILrcI9TBP
 - 'Because Healthy Minds Matter' Mental Health e-learning: <https://spark.adobe.com/page/efxw3rL2MaUS/>
 - Royal Mail 'Everyday People' video: <https://www.youtube.com/watch?v=j8RCFtTQ-xE>
 - Skills for Care charity describes how to create a positive workplace culture: <https://www.skillsforcare.org.uk/Leadership-management/managing-a-service/workplace-culture/Positive-workplace-culture.aspx>
 - 'Stop Bang' sleep apnoea screening tool:
 - A questionnaire to print out to use: https://www.sleepmedicine.com/files/files/StopBang_Questionnaire.pdf
 - An online version of the questionnaire including a BMI calculator: <https://www.healthysleep.net.au/stop-bang-sleep-apnea-screening-calculator/>
 - Super Friend in Australia provide guidelines for promoting positive mental health in the workplace: <https://www.superfriend.com.au/app/uploads/2016/10/Promoting-Positive-Mental-Health-in-the-Workplace-Guidelines-for-organisations.pdf>
 - The Australian Government has produced a guide to Effective Health and Wellbeing Programs: https://www.comcare.gov.au/__data/assets/pdf_file/0011/70220/Effective_Health_and_Wellbeing_Programs_Pub_82_PDF,3.63_MB.pdf
 - The Chartered Management Institute (CMI) have produced a general background of leadership styles: <https://www.managers.org.uk/~media/Files/PDF/Civil%20Service/CHK-256.pdf>
 - The Open University provides perspectives on multigenerational workforces, looking at flexibility in all aspects of work including working patterns, retirement and wellbeing: https://openbusinessperspectives.files.wordpress.com/2015/02/oubs_perspectives_managerial_workforces_11-final.pdf
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Resources

- The Public Health Agency: A report providing support for employers and employees to access information on improving health and wellbeing at work: http://www.publichealth.hscni.net/sites/default/files/Workplace_Health_Guide_08_17.pdf
 - The UK Government guidance:
 - Employing older workers and working past 50: <https://www.gov.uk/government/publications/help-and-support-for-older-workers/help-and-support-for-older-workers>
 - A resource for the evaluation of health and wellbeing projects and programmes: <https://www.gov.uk/government/collections/evaluation-in-health-and-wellbeing>
 - Guide to workplace health and wellbeing for employers, includes information about how to promote positive physical and mental health wellbeing: <https://www.bristol.gov.uk/business-support-advice/guide-to-workplace-health-and-wellbeing-for-employers>
 - ‘Time to Talk’ video about a personal experience: <https://www.gov.uk/government/news/time-to-talk-about-mental-health>
 - The University of Manchester provides Self support guides, produced by the NHS (including videos; audio; and leaflets), on a range of topics including, stress, sleeping problems, bereavement and healthy eating: <http://www.selfhelpguides.nth.nhs.uk/manchester/>
 - TUC Education Service workbook on Mental health at Work explains to union reps and others representatives what they can do to support those in the workplace with mental health problems: https://www.tuc.org.uk/sites/default/files/TUC-MENTAL_HEALTH_WORKPLACE.pdf
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Appendix





INTRANET HOME > GROUP SAFETY, HEALTH & ENVIRONMENT > HEALTH & WELLBEING
WWW.MYROYALMAIL.COM/YOURMENTALHEALTH

 **Because Healthy Minds Matter**

Mental Health Awareness

We know that many colleagues, as well as family and friends, are impacted by mental ill-health and that mental health is a huge issue affecting millions of people throughout the UK.

REMEMBER TO **ACT NOW**

ACKNOWLEDGE
If you or someone close to you isn't their 'usual' self.

COMMUNICATE
If you are not feeling okay speak to someone about it.
If you are worried about someone, encourage them to talk.

TAKE ACTION
Find out what support is available.
Encourage others to do the same.

1 in 4

PEOPLE EXPERIENCE A MENTAL HEALTH PROBLEM EACH YEAR IN THE UK.

76%

OF ALL SUICIDES ARE BY MEN AND SUICIDE IS THE SINGLE MOST COMMON CAUSE OF DEATH IN MEN UNDER 45.

70%

OF EMPLOYEES DON'T FEEL ABLE TO SPEAK CANDIDLY ABOUT MENTAL HEALTH CONCERNS.

Recognising the signs in yourself and others

Someone May...

- Appear frequently confused or overwhelmed
- Have excessive fears, worries and anxiety
- Have strange thoughts or delusions
- Become socially withdrawn
- Be affected by alcohol or substance misuse
- Be quick to and have prolonged feelings of anger



- Have suicidal thoughts
- Have extreme feelings of high or low mood
- Have a number of unexplained physical conditions
- Have a growing inability to cope with daily problems and activities
- Have prolonged sadness, irritability or depression
- Show dramatic change in eating or sleeping habits

You can make a difference - start a conversation today

Things not to say

- Stop feeling sorry for yourself
- Pull yourself together
- I don't know why you have told me this?
- You'll snap out of it soon
- I feel that way sometimes but I just get on with it.

Try using some of the phases below

- It's ok to feel that way
- It's good that you have told someone
- Telling someone is the start of getting the help you need
- What's the best way i can support you?
- With help and support you can feel much better than you do now.

Support is available

Life can be difficult, but help is at hand.

First Class Support Helpline: 24/7 free and confidential employee assistance including direct self-serve access to counselling treatment; debt advice; legal signposting; physical health; relationship support; and manager coaching.
Call 0800 688 8777 or visit www.rmgfirstclasssupport.co.uk.

Rowland Hill Fund: Offering financial aid to colleagues, pensioners and their families in times of need.
Call 0345 600 4586 or visit www.rowlandhillfund.org.

Neyber: Through My Bundle's Financial Wellbeing option you can access debt consolidation loans and financial education.
Log into My Bundle through PSP or visit mybundle.myroyalmail.com.

For urgent support in a crisis: call the Samaritans on 116 123 (open 24/7).
 In a suicide or other emergency situation, ring 999, or 9999 from a Royal Mail landline.

 **Feeling First Class**

SAMARITANS

FREEPHONE: 116 123

Appendix

VERSION 1.7

Group Occupational Health & Wellbeing

The Royal Mail Mental Health Five-year Strategy – ‘Because Healthy Minds Matter’

Context

Mental health problems are widespread, at times disabling, yet often hidden. One in four adults experiences at least one diagnosable mental health problem in any given year. People in all walks of life can be affected and at any point in their lives. Mental health problems represent the largest single cause of disability in the UK. The cost to the economy is estimated at £105 billion a year.

Within Royal Mail Group (RMG) mental health was the single greatest type of all long-term sickness absence during 2017/18. Almost one in every four hours of sickness absence was linked to mental health. The top three causes were Stress, Depression and Anxiety. Long-term mental health accounted for 45% of all mental health related absences (in line with 2016/17), whilst the short-term absence rate for mental health increased by 9% year on year and 17% since 2016/17, the most significant increase of all the main absence types.

There is a strong relationship between employee wellbeing and engagement, performance and attendance.

The data is compelling in terms of the commercial requirement to maximise our employee attendance and our corporate social responsibility to give long term focus in this area. Fundamentally, at the heart of this strategy, is the aim to improve the wellbeing of today’s employees and deliver a stronger workforce for the future.

RMG is one of the UK’s largest employers and we are committed to effective support strategies and tools that can make a positive difference to our employees who are directly or indirectly affected by mental health issues. Reflecting that commitment, our previous Chief Executive Officer (CEO) signed the ‘Time to Change’ pledge, publicly committing our intentions and this has been recommitted annually. Royal Mail Group also supports the ‘Heads Together Campaign’ and our charity partners for the three years 2017 to 2020 are Action for Children (the primary partner), Mind and Mental Health UK.

RMG is committed to supporting mental health with a five-year strategy ‘Because Healthy Minds Matter’ led by the Occupational Health and Wellbeing Team in United Kingdom Parcels & International and Letters operations and sponsored by Dr Shaun Davis, Global Director of Safety, Health, Wellbeing and Sustainability. The strategy is benchmarked against external models such as Business in the Community (BITC) and our charity partners, to improve the lives of those affected by mental health.

Preventative action and early intervention are the most effective ways to support mental health. Many people remain in work whilst experiencing mental health and so awareness and support are vital along with reactive support to assist employees returning to work.

This strategy forms part of the overarching Group Safety, Health and Environment (SHE) Strategy.

Our focus will combine both Group-wide programmes and local activity to include leading on and piloting activity and programmes to support healthy minds. We will continue to build an inclusive culture through our strategies, raising awareness, leadership influence and mental health tools.

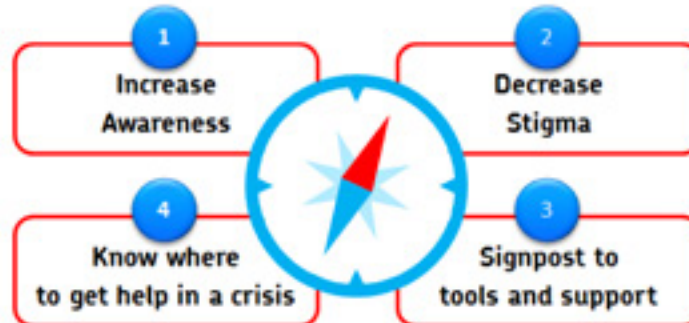
Strategic Aims:

1. **Increase Awareness** - Develop and build awareness amongst our workforce at all levels.
2. **Decrease Stigma** – Work towards a culture where mental health can be discussed.
3. **Tools** - Signpost to tools and support.
4. **What to do in a crisis** – Ensure we are all clear on where to get support in a crisis, for ourselves and others.

Updated February 2019

Appendix

VERSION 1.7



Success enablers:

- **Integrated Plan** - the strategy will be underpinned by an integrated cross functional plan with regular progress updates to the strategy sponsor and key stakeholders.
- **Leadership Influence** – ‘walk the talk’ - comprehensive senior leader engagement, setting clear expectations of the key influencing role they will have in creating inclusive environments where an increase in awareness, decrease in stigma and access to training and support are created.
- **The role of managers** - are equipped to support with appropriate knowledge and behaviours.
- **Charity partnerships** - aligned to our work with mental health charity partners, Time to Change and Heads Together.
- **Training and ‘in work’ and ‘return to work’ support** - strengthening our current approach and further developing solutions.
- **Going Further** - on-going reviews and appropriate improvements.

Prevention support:

- Raise awareness of mental health issues across our organisation and continue to work to remove the stigma surrounding mental health issues.
- Increase education and support tools for managers and employees.
- Analysis of high impact areas, root causes and support through wellbeing initiatives and promotion.
- Partnering charities and associations to give support to the wider education and awareness agenda in today’s society.

Re-active support includes:

- Provide employee support via our Occupational Health Service for manager referred counselling sessions and advice.
- Employee direct access to counselling 24/7 through First Class Support.
- Promotion of wider health and wellbeing activity (Feeling First Class) promoting healthy body and healthy mind.
- Legally compliant - complies with the Equality Act 2010.
- Ensure managers are equipped through education and tools to give both in-work and return to work support.

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Appendix

VERSION 1.7

Five year strategic focus:



Summary of achievements since October 2017:

- Launched our five-year strategy 'Because Healthy Minds Matter' and plan;
- Strapline and logo to enable internal 'marketing', signposting and promotion of MH activity;
- Completed senior leadership mental health (MH) engagement sessions across the business;
- Engaged with our union colleagues;
- Multi-media communication campaign including WTLL, Courier, Intranet, RMTv;
- Increased the promotion of our Feeling First Class and Employee Assistance Services;
- Designed and delivered mandatory e-learning to 9,500 managers;
- Manager e-learning included as mandatory in manager induction training;
- Added the MH e-learning module to our Feeling First Class portal to enable access to all employees;
- Support "Because Healthy Minds Matter" z-cards delivered to all units nationally;
- Launched the Mental Health Ambassador Pilot with 80 pilot ambassadors and increasing to 160;
- Increased the Mental Health First Aid Awareness (MHFA) training course places;
- Reporting to the Health Governance Board the MH Advisory Board has been established to generate feedback and ideas on deployment;
- Trained MH Ambassadors and the field safety team on MH through the MHFA course;
- Agreed an approach to upskilling 5,500 physical first aiders ; and
- Corporate Responsibility & Community Investment launched 'Everyday People' video.

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