



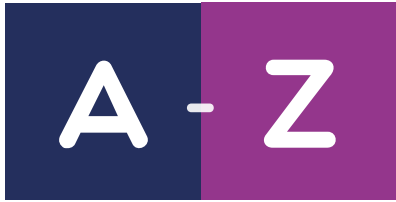
# A-Z OF HEALTHY WORKING

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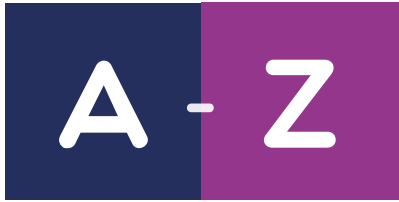


# OF HEALTHY WORKING - INTRODUCTION

Latest research shows approximately one in every three employees has a long term health condition. New research from the CIPD shows almost a third of employees have experienced a mental health problem at some point during their working life. Compelling evidence that employee health is an issue all businesses must start addressing; particularly smaller firms where the spiralling cost of poor employee health has an exaggerated impact on the bottom line.

The case for prevention is stronger than ever. Regrettably, and perhaps understandably for many businesses, employee wellbeing is rarely a priority. The purpose of this A-Z is to provide people with some fresh, fun and innovative ideas to support their efforts on this agenda. It also provides people with an idea of where they need to start, ideas on some 'quick wins' and how to build a robust and sustainable strategy that delivers meaningful health and business outcomes.





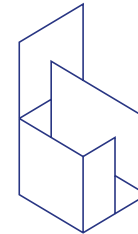
# OF HEALTHY WORKING - ABOUT US

Healthy Working Futures are a not for profit social enterprise. We help businesses create working practices that produce a healthy, more motivated and productive workforce - attracting top talent and delivering improved work/life balance.

To do this, our professional Workplace Health Specialists work with you to develop tailored solutions that meet the needs of your team. A proven way to boost profitability and reduce the cost of employee ill health, we can help you realise the full potential of your team and start building a healthy future for your business.

Blueprint Interiors are a design and fit out company - with a difference. We can take care of the entire process of refurbishing your work space, from an initial exploration of your needs, to design and project planning, to managing and completing the fit out.

We're passionate about creating outstanding workplaces that motivate and improve the wellbeing of staff and were excited to help Andrew with producing this A-Z of Healthy Working.



**BLUEPRINT**  
MAKING SPACE WORK





## IS FOR ABSENCE

Sick staff cost you money, and as prevention is better than cure, what better reason to have a robust health and wellbeing strategy in place.

Latest research says the average employee takes 6 sick days per year at a median cost of £522. Do you know how much employee absence costs your business?

If you don't, there are some very simple things you can do to measure the impact of sickness absence on your business.

- Write everything down. Record frequency and reason for every sick day.
- Act upon your metrics. By monitoring the frequency and reasons for every sick day you can identify trends which you can then manage.
- Introduce return to work interviews as a proactive way of preventing re-occurrences of the same issues.

**[1] The Department of Work and Pensions have created a free tool to help employers work out the cost of sickness absence and poor employee health for businesses.**

**“The average employee takes just over 6 sick days per year at a median cost of £522.”**

- Source: CIPD





## IS FOR BUY IN

Your senior leaders need to be wellbeing advocates and must walk the walk from the very start. Their endorsement and statement to the workforce that this is an area of high importance is crucial to future success. But they must be sold on the idea first.

Impress upon them the strategic business benefits of implementing such a programme e.g. reduced sickness and attracting and retaining top talent. Write a robust business case that demonstrates a clear return on their investment.

How much could your business save by investing in a health and wellbeing initiative? **[2] The British Heart Foundations Health at Work team has created a useful cost savings calculator to help get the bosses backing.**

**“All leaders should demonstrate the behaviours they are advocating; you can’t expect employees to take part in initiatives and change behaviours if the people above them aren’t doing so**

- Source: Simply Health





## IS FOR CHAMPIONS

Many organisations are training elected employees as Health Champions within the workplace. This voluntary role may appeal to those with an interest in health and wellbeing or those that are enthusiastic and talented at engaging others with programme initiatives.

It provides a cost-effective route for securing more support for health & wellbeing initiatives and increasing their sphere of influence especially within larger organisations or those with multiple sites around the UK.

**[3] The British Heart Foundation and the national Workplace Challenge have training courses running throughout the year aimed at people with a remit for health promotion at their workplace.**

“Health Champions are people who, with training and support, voluntarily bring their ability to **relate to people** and their own life experience to **transform health and well-being** in their communities”

- Source: Alltogether Better





## IS FOR DIET

Latest statistics show 58% of women and 65% of men are overweight or obese. The risk of these people having a heart attack or stroke and developing diabetes is greatly increased because of their weight. Would your business cope if it lost key staff to long term sickness?

A third of our daily calorie intake occurs at work. So how can we support people to maintain a healthy weight at work? Here are my top 5 takeaway tips:

- Offer healthier choices if food and/or drink is offered on-site
- Provide free or subsidised healthy snacks such as fruit and/or nuts
- Ensure there is adequate access to fresh drinking water
- Run webinars or lunch and learn sessions about diet and nutrition
- Bring in external weight management specialists to run dedicated groups for staff

**“We consume at least a third of our daily calorie intake while at work.”**

- Source: NHS Choices



# E IS FOR ENVIRONMENT

The physical work environment is changing but many of us still typically find ourselves sat down for much of the day.

The average office worker in Briton sits down for around 10 hours a day, increasing their risk of cardio vascular disease, cancer and type 2 diabetes. **[4] Get Britain Standing** has created a very simple sitting calculator to help raise awareness and educate people on the long term effects of sitting for extended periods.

So what else can the workplace do to encourage people to reduce their sitting time? Here are my six steps to success

1. Have a standing or better still a walking meeting
2. **[5] Set desktop alerts to remind you to move more often**
3. Encourage use of the stairs if present
4. Walk and talk rather than e-mail or have a ban on email for a day
5. Take phone calls standing up
6. Educate staff about the dangers of prolonged sitting and benefits of moving more

“Office workers spend **65%** to **75%** of their working hours sitting, half of which is in **prolonged periods of sustained sitting.**”

- Source: British Journal of Sports Medicine







# IS FOR FINANCIAL WELLBEING

Latest research shows 46% of employees worry about their finances and 18% lose sleep through worry. The research carried out by Barclays Bank also found discretionary effort to be five times lower in those with financial worries which reduced business productivity by 4%.

Support in relation to financial wellbeing is an area seldom offered by businesses. But based on latest research it's clearly an area that requires attention.

The team at Money Saving Expert have created a [\[6\] free budget planning tool](#) to help people manage their money more effectively.

There are a few other quick and easy wins you may be able to offer:

- Raise awareness of the support and advice mechanisms you may already have in place. Does your Employee Assistance Programme offer advice on debt management and counselling? Do you offer a health care cash plan or child care vouchers your staff simply weren't fully aware of?
- Promote any salary sacrifice saving schemes you may run that allow employees to put aside small amounts of their monthly salary.
- Consider bringing in external vendors or in house expertise to run educational workshops on financial literacy, and budgeting.

**"46% of employees worry about their finances and 18% lose sleep through worry."**

- Source: Barclays Bank





G

## IS FOR GOOD BUSINESS SENSE

Looking after the health and wellbeing of your staff simply makes good commercial sense. Recent evidence suggests that unhealthy staff are 20% less productive and twice as susceptible to illness than a healthy colleague – the equivalent to one day per week!

By creating an empowering and engaging environment, your staff will recognise you really care about them. Becoming an 'employer of choice' means you're likely to attract a higher caliber of talent, retain your most gifted people, save money and give your business a competitive edge.

**[7] The British Heart Foundation has created a great set of business case infographics to support your argument.**

**“£29bn is the cost per year to UK businesses through sickness absence.”**

- Source: British Heart Foundation





# IS FOR HEALTH CHECKS

According to research carried out by the British Heart Foundation, 7 million UK adults are unaware they have high blood pressure. Heart UK state that over half of UK adults have raised cholesterol. This is a deadly and silent combination as the signs and symptoms for both are largely hidden and get progressively worse overtime.

Every 7 minutes someone in the UK will have a heart attack and every 12 minutes someone in the UK will have a stroke. Imagine if this was a business critical employee with niche skills and irreplaceable industry knowledge and experience. Would your organisation survive?

**[8] The NHS and British Heart Foundation have recently developed a free heart age tool. Find out if your heart is younger or older than your actual age and promote it to the rest of the team.**

**“7 million UK adults are unaware they have high blood pressure.”**

- Source: British Heart Foundation





## IS FOR IT

According to research from Deloitte 72% of the UK population now own a smartphone. The growing number of free or very low cost mobile apps means keeping the workforce health-aware on the go has never been easier.

Whilst making use of these apps is cost and time effective, they should be considered alongside a wider employee wellbeing programme. It's also worth doing your research to ensure apps are backed up by an evidence base.

Check out these popular health and wellbeing related apps and online resources:

- [9] Couch 2 5k
- [10] My Fitness Pal
- [11] Depression Self-Assessment
- [12] Blood Pressure Quiz
- [13] Sleep Self-Assessment
- [14] Drink Tracker

**"72% of the UK population now own a smartphone."**

- Source: Deloitte





# IS FOR JOB SATISFACTION

Figures from the Chartered Institute of Personal Development in 2016 state almost one in four workers were looking to leave their jobs because of the failure of managers to engage their staff.

Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give their best each day. It is based on trust, integrity, two way commitment and communication between an organisation and its members. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being.

**[15] Engage for Success have created a great video showing why employee engagement is imperative to creating a happier, healthier working culture.**

“Almost **1 in 4** workers were looking to **leave their jobs** because of the failure of managers to **engage their staff.**”

- Source: CIPD





# IS FOR KNOW YOUR NUMBERS

We all know our mobile phone number. We all know our PIN number. Do we know the numbers that really matter to our health? Probably not, but we certainly should.

Check out the links below to access some free tools to raise awareness and educate people of the importance of these numbers.

- [\[16\] Pedometer Apps](#)
- [\[17\] Sleep Assessment Score](#)
- [\[18\] Smart Recipe App](#)
- [\[19\] BMI Calculator](#)

Here's a list of some important numbers we need to know in order to keep fit and healthy:

- **150 minutes** - The recommended amount of physical activity per week
- **7 pints** - The recommended amount of alcohol we should not exceed each week
- **7-9 hours** - The recommended amount of sleep we should be getting each night
- **5 portions** - The minimum amount of fruit and vegetables we consume each day
- **5 mmol/L** - The maximum desirable amount of total cholesterol present in our blood
- **18.4-24.9** - The desirable body mass index range.





## IS FOR LUNCH BREAKS

Latest CIPD research shows just 30% of UK workers take proper lunch breaks. But, nine in 10 people said getting outside made them feel happier or more positive.

Taking your fully allotted lunch break is important for many reasons. It enables you to replenish energy burnt in the morning, provides an opportunity to do some physical activity (even if it's a quick walk to the shops), and allows you to take a mental break and clear your head.

It's important for employers to create a culture that encourages and empowers all staff to take regular breaks.

**[20] The National Workplace Challenge has produced a free report full of hints and tips on how to encourage your employees to take their lunch breaks more often.**

**“Just 30% of UK workers take proper lunch breaks. But, 9 in 10 people said getting outside made them feel happier or more positive.”**

- Source: CIPD





# IS FOR MENTAL HEALTH

The bare facts speak for themselves: one in four adults and one in ten children are likely to have a mental health problem in any year. This can have a profound impact on the lives of tens of millions of people in the UK, and can affect their ability to sustain relationships, work, or just get through the day. The economic cost to the UK is £70 to £100 billion a year

We spend approximately one third of our lives at work. It therefore makes good sense to raise awareness of this important topic and support our people to maintain good mental health.

Check out these 5 takeaway tips for employers.

1. Sign up to the **[21] Time to Change Pledge**
2. Train your line managers in **[22] Mental Health First Aid**
3. Take part in **[23] awareness campaigns**
4. Assess the **[24] health and wellbeing needs of your staff to identify issues**
5. Carry out effective return to work interviews and develop **[25] WAPS for employees**

**“1 in 4 adults and 1 in 10 children are likely to have a mental health problem in any year.”**

- Source: Health & Social Care Information Centre







## IS FOR NO BUDGET NEEDED

An often misconception about health and wellbeing programmes is they require a heavy amount of financial investment. Recent research shows nearly two-fifths of organisations that invest in well-being report their well-being spend has increased this year

Whilst the corporate giants do commit significant investment in this agenda it shouldn't put smaller firms off. Believe it or not you can deliver an effective programme on a shoestring.

Here are some other top tips:

- Invite your staff to complete a confidential health and wellbeing survey to identify 'hot spot' areas. This makes the programme targeted straight away.
- Make use of freely available resources such BHF Health at Work Programme, National Workplace Challenge , Health and Safety Executive Stress Management Standards
- Internally recruit a passionate, enthusiastic and engaging group of ambassadors who can drive your programme from within.
- Consider pooling your resources from each of your departments to create a small working wellbeing budget.

**“Two-fifths** of organisations that invest in well-being report their well-being spend has **increased** this year

- Source: CIPS

[26] Check out this great little piece from Roberston Cooper.





# IS FOR OFFICE GAMES

Businesses wishing to boost motivation and productivity while reducing absenteeism should consider injecting fun into the workplace. Employees particularly the younger generation that have fun at work take fewer sick days, work harder and are more productive.

I'm afraid that gym membership and walking groups no longer cut the mustard. Businesses need to start thinking outside the box. Fun, innovative and quirky activities are likely to be better received and more memorable.

Check out some of these great examples:

- [\[27\] Bright HR Crossbar Challenge](#)
- [\[28\] Simon Jersey's guide on How to Have an Office Olympics](#)
- [\[29\] Loop at Work Table Tennis Tournaments](#)
- [\[30\] The disappearing office at Amsterdam design studio HelderGroen](#)

**“The ‘It pays to play study’**  
commissioned by Bright HR in October 2015 found employees currently taking part in fun activities were significantly more likely to have had **greater psychological well-being** in the last three months than those who didn’t.”

- Source: Bright HR





# IS FOR PRESENTEEISM

Latest research shows nearly three-quarters of employees, across all sectors and sizes of organisation, report they have observed 'presenteeism' – people coming to work when unwell – within their organisations. Forty-five per cent of business have reported a quarter of staff come to work when sick. Just under a third of businesses report they have noticed an increase in people coming to work ill in the last 12 months.

So what can we do to curb this trend? Presenteeism is difficult to quantify. **[31] The World Health Organisation has carried out some interesting research in this area.**

There are a few others top tips you could try below.

- Identify the extent of your presenteeism problem by gathering some data through staff surveys.
- Review your sickness absence policy. If its quite punitive this may be fostering a culture or presenteeism.
- Consider flexible working where appropriate to allow people to work from home.

**“Three-quarters of employees, across all sectors and sizes of organisation, report they have observed presenteeism.”**

- Source: CIPD

- Create a company presenteeism policy that sets expectations about if and when staff should be present.
- Train Line Managers to recognise symptoms of mental ill health in those they manage.





## IS FOR QUALITY DATA

Ever heard the phrase you can't manage what you don't measure? Using reliable and valid employee metrics is fundamental to initially identify and prioritise your future actions. Anything else is pure guess work and it will set your initiatives up to fail.

Effectively using your data to guide your priorities will increase the sustainability of your programmes. It will also allow you to benchmark your health and business outcomes to build a robust business case to secure future investment.

What data should I be collecting and monitoring already?

- Absence rates and costs
- Employee turnover rates and costs
- Accident and injury rates and costs
- Occupational health reports (where appropriate)
- Supervision reports and appraisals

What additional data do I need?

- Employee health and wellbeing metrics
- Employee engagement metrics

**“15% of the public sector report their organisation links well-being metrics with organisation performance metrics.”**

- Source: CIPD





# IS FOR RETENTION

According to a recent study 21% of full-time employees are looking to change jobs this year. Generation Y are looking for jobs with better benefits, better prospects, and better work environments.

So what can businesses do to reduce the flight risk of their staff?

## 1. Competitive salary

Business critical staff with niche skills may leave to seek a better salary. Initially, pay rises could be perceived as financially damaging however, businesses need to weigh up the far more costly risk of having to replace individuals who leave. Recent research suggests its costs £30,614 to replace an employee earning £25,000.

## 2. Tech makes a difference

By 2025 tech-savvy Generation Y will make up 75% of the global workforce. Businesses need to ensure they stay ahead of technological advancements. Provide the latest tools your workforce needs to do their job.

## 3. People don't leave jobs...

...they leave managers. If businesses were to only do one thing to improve the health and wellbeing of their staff it should be to train their line managers. Whether it be to help people to identify the signs and symptoms of mental ill health or develop softer people skills, providing appropriate training for line managers should be at the very core of your business strategy.

## 4. Be flexible

We live in a fast paced world with many responsibilities. The regular 9-5 job is a thing of the past. Businesses that make allowances for the hectic lifestyles and needs of their staff are liable to reap increased employee loyalty as a result.

## 5. Health & wellbeing benefits

Whilst a pay rise will only have a limited effect on a person's intentions to remain with or leave a company, a long term perk package can really tip the balance in your favour.





## IS FOR SLEEP

Sleep is arguably the most important fundamental of life. You could survive for three times as long without food as you could without sleep. Seventeen hours without sleep produces performance impairments equivalent to two alcoholic drinks.

Latest research from the Sleep Council states over a third of UK adults get less than five to six hours of sleep each night. Sleep deprivation increases the risk of mortality by 13 per cent and leads to the UK losing around 200,000 working days a year. Increasing nightly sleep from under six hours to between six and seven hours could add £24 billion to the UK economy

**[32] The Sleep Council has created a practical 7 step guide on how to get a better night's sleep.** A great place to start to raise awareness about the importance of such an underestimated part of our health and wellbeing.

**“Sleep deprivation leads to the UK losing around 200,000 working days a year.”**

- Source: Sleep Council



# T IS FOR TRAINING

Especially Line Managers

Recent research from Sweden evidenced that employees who rated their managers poorly had a greater risk of developing cardio vascular disease and having a heart attack. These managers demonstrated a lack of consideration for others, set unrealistic expectations communicated poorly with others. Furthermore the study found the risk of heart disease increased the longer the employees remained at the same organisation.

**[33] NICE have recently released guidance on Workplace policy and management practices to improve the health and wellbeing of employees.**

This guideline makes recommendations on improving the health and wellbeing of employees, with a particular focus on organisational culture and context, and the role of line managers.

What's evident within the guidance is the lack of health messages. No longer is workplace health and wellbeing simply about gym memberships and free fruit.

**“Fewer than half of all line managers are bought in to the importance of wellbeing at work.”**

- Source:

We need to educate, support and empower line managers to adopt a positive leadership style and acknowledge they have an important role in protecting and improving the health and wellbeing of their employees.

Businesses are being challenged to do more with less. Implementing workplace health and wellbeing strategies is certainly one of those key areas where this is apparent.





# IS FOR UNDERSTAND WHERE TO START

The proof really is in the pudding. Creating a workplace wellbeing programme for your business needn't be an arduous task. The ingredients may vary, but if you've got the basics down and follow a tried-and-test method, then you'll leave your team wanting more.

Here's an exclusive recipe, courtesy of Healthy Working Futures:

## Ingredients

- 500g of management-buy in (and you can always add more!)
- x1 health needs assessment
- x2 heaped tablespoons of tailored interventions (why not add a fruity Friday on the side?)
- x2 volunteer 'Workplace Champions'
- A pinch of work-life balance
- x2 drops of employee engagement
- An ounce of an external support (tip: a workplace wellbeing expert is recommended)

## Method

Chef's note: It important you prepare all your ingredients in advance to make sure they all work together.

- First add the management buy-in.
- Then remove your external support from it's office packaging and bring to room temperature.
- Spread the health needs assessment evenly across your organisation, then mix the results with tailored interventions until all the elements of your healthy workplace programme are in place.
- Add two volunteer 'Workplace Champions' to bind the mix together.
- Leave to simmer until all the pieces are bound together and springing back on a regular basis.
- Be sure to get regular feedback on how your programme tastes. If it doesn't quite work first time, don't get downhearted. Take suggestions on board and keeping trying!
- Take care not to overwork the mixture as it may curdle and ruin. Keep it simple and effective. Be sure to use the finest ingredients you can afford.
- Occasionally tweak your recipe to avoid things becoming stale or boring.

You don't have to be a Michelin starred chef in order to create a palatable programme for your employees – and the results will be worth waiting for.







# IS FOR VIRUS

Flu is a highly contagious short term viral infection. It's not a picky infection either. People of any age and fitness are susceptible. It's also a disruptive and financially damaging infection being one of the main causes of short-term absence amongst UK employees.

## What responsibilities do employers have?

Businesses need to ensure all staff are reminded and encouraged to prevent the flu virus from spreading.

- Thoroughly wash their hands on a regular basis with soap and water
- Ensure surfaces such as keyboards, phones, and door handles are regularly sanitised
- Avoid spread of germs by covering mouths and noses with tissues when sneezing or coughing
- Promote **[34]'Catch it, Bin it, Kill it' government campaign.**
- Those who are infectious need to be strongly encouraged to remain off work until they are no longer infectious to avoid further spread of flu.
- Offer an annual flu vaccination in the workplace to keep sickness absence and subsequent reductions in productivity and customer service to a minimum.

## Five Fast Flu Facts

1. Flu vaccine is not a live vaccine and therefore cannot cause flu.
2. If exposed to a flu virus before vaccination or within two to three weeks post vaccination you are still susceptible to infection
3. Having the vaccine won't protect against colds, coughs, tonsillitis or other bacterial infections which may affect the respiratory system
4. You can be infectious with flu and not have any symptoms therefore you can pass the virus on to others without knowing it
5. It is usual for an individual with flu to take up to 5 days absence from work and it is estimated that sickness absence caused by flu cost an employer £522 per employee

Research conducted by Price Waterhouse Cooper found a voluntary flu immunisation programme for staff led to two fewer working days absence among those who were immunised. In monetary terms, over two years the benefit of this programme was 9.2 times the cost.





# IS FOR WELLBEING DAYS AND WEEKS

Whilst health & wellbeing days provide an ideal opportunity for employees to access health education resources & speak to health experts, they are limited in their impact due to time. They often have a feel of the employer simply fulfilling their obligation to meet their corporate social responsibility i.e. it's something we should be seen to be doing.

That said, those that attend do so, in my experience, because they want to make a positive change to their lifestyle. In this case, health and wellbeing days certainly have their place and can often provide employees most in need of support and guidance with the appropriate information they require.

Forward thinking, commercial savvy businesses will recognise the importance of a robust, targeted, and employee driven health and wellbeing programme. Whilst health and wellbeing days have their place, they don't promote sustainability and seldom do they deliver return on investment.

## Easy as 1, 2, 3

There is a common misconception that creating a workplace health and wellbeing programme is costly, time consuming and difficult to sustain. Whilst in some instances those barriers may exist a simple 3 step approach is all it requires to lay the foundation of a solid health and wellbeing programme.

**Step 1-** Assess the health and wellbeing needs of your staff. This will help you direct your action in to priority areas.

**Step 2 -** Create a targeted health and wellbeing action plan that links in to other business processes.

**Step 3 -** Encourage, support and empower staff to ownership of their own health to ensure sustainability





# IS FOR X-FACTOR

No I'm not talking about finding the next Saturday night singing sensation. I'm talking about the reasons why your people stay with you, your businesses X Factor. More than a third of employees admit perks and benefits are amongst their top consideration before accepting a new job.

Keeping your workforce happy and engaged is becoming more and more difficult. People entering today's job market are demanding more. Businesses are being challenged to create fun and engaging work environments to avoid losing their top talent to competitors.

Have a look at what these firms are offering

- [35] Huddle
- [36] Spotify
- [37] Google
- [38] Attenda

“Google will pay your spouse or domestic partner **50%** of your salary for **10 years** if you die in their employment.”

- Source: Google





# IS FOR NEW YEAR, NEW YOU

Its the New Year any many of us I'm sure have New Year's Resolution. According to recent research the top 4 New Year's resolutions were all health related. Overall health related changes accounted for 7 out of the top 10.

Did you know that only 8% of people maintain their New Years Resolution according to latest research?

Workplaces need to be mindful that healthy staff equal healthy profits. They should be encouraged to provide opportunities that support staff to remain fit and healthy whilst at work. So how can workplaces make it easier for staff to stick to their health related New Year's resolutions?

Here are some ideas:

- Offer incentives that reward staff for giving up smoking, losing weight and remaining active
- Offer flexible working to allow them the time to access health improvement interventions
- Run health & wellbeing seminars and awareness sessions to educate and inform

**“Only 8% of people maintain their New Years Resoultion”**

- Source: Statistic Brain

- Create a themed health and wellbeing notice board and change it each month
- Have fun, empower the workforce to take ownership of their health and wellbeing and celebrate their success





## IS FOR GENERATION Z

In today's high tech world, the so called Generation Z (AKA post millennials) have the potential to rule the roost. They are proficient in the use of technology and possess more entrepreneurial flare than their older counterparts. Businesses therefore need to allow this generation to flourish and nurture their talents to retain their skills and expertise.

Generation Z seeks more than just a job. They want a feeling of fulfillment and excitement in their job that helps move the world forward. They seek autonomy, trust, flexibility and innovation.

**A recent report by [39] Glassdoor gives some valuable insights on how companies can become better prepared for handling this new wave of employee.**

“Generation Z is comprised of an estimated **2.52 billion young adults.**”

- Source: Forbes





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