



A playbook on **WORKPLACE MENTAL WELL-BEING**

Mental Well-being at Workplaces

This playbook is designed to give actionable guidance to organisations to support employees' mental well-being at the workplace. It is an extension of the Tripartite Advisory on Mental Well-being at Workplaces.¹ This playbook was developed after multiple focus group discussions (FGDs) held with Senior and Master HR professionals from various industries over the course of four months. The playbook includes initiatives that have been successfully rolled out in organisations in various sectors.

Employers can refer to the Tripartite Advisory on Mental Well-being at Workplaces for recommendations to support their employees.

Scan this QR code or
click here to find out
more about the Tripartite
Advisory today!



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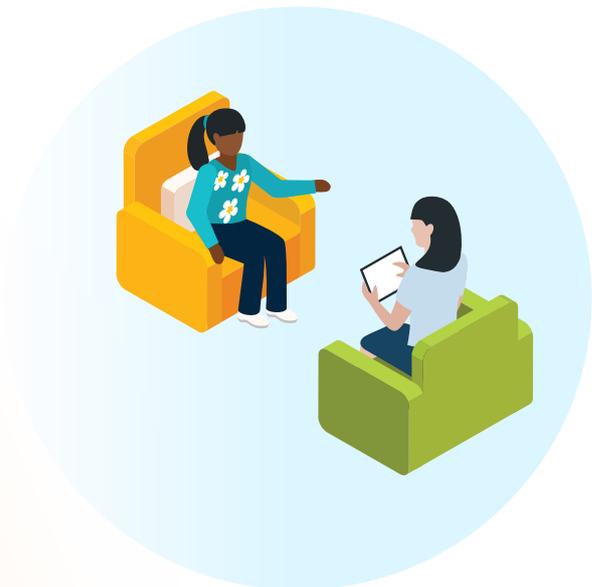
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Importance of Workplace Mental Well-Being

Studies have shown that having good workplace mental well-being boosts productivity and can have positive outcomes for both people and organisations. On the other hand, work is also good for our mental well-being as it provides a source of purpose, achievement and camaraderie.

However, workplace stressors such as increased work demands, evolving work processes, blurred work-life boundaries and poor relationships with colleagues and supervisors can be an invisible load on mental well-being. If not managed well, these stressors can unknowingly erode employee motivation, productivity and in extreme situations, harm mental health.



Benefits of Supporting Your Employees' Mental Well-Being

Supporting employees' well-being benefits both employers and employees. Employees are more motivated to achieve both their personal and work goals, which contributes to a more productive and uplifting work environment.

- ✓ **Attract and retain employees**
- ✓ **More productive and resilient workforce**
- ✓ **Safer and healthier workplace**



Guide to Implementing Mental Well-Being Initiatives



STEP 1

CHECK:
Assess regularly
and identify needs



STEP 2

AIM:
Create a mental
well-being roadmap
to set goals and
track progress



STEP 3

RALLY:
Senior
management
to support and
be involved in
mental well-being
initiatives



STEP 4

ACT:
Choose suitable
initiatives to
implement



STEP 5

TELL:
Create a
communication
plan for awareness
and participation



STEP 6

REFINE:
Review the
initiatives regularly

1 CHECK: Assess regularly and identify needs

The first step in your organisation’s mental well-being journey is to assess the state of your employees’ mental well-being regularly. This is to ensure that improvements can be made and tracked over time.

At the team/department level, supervisors should have regular conversations with their employees to sense if there are any issues troubling them.

At the individual level, encourage open communication among employees and supervisors.



ORGANISATION

- Use **iWorkHealth***, a free online, self-administered survey tool to help employers and employees identify and manage workplace stressors
- Conduct regular employee pulse surveys
- Provide employee feedback channels

TEAM/DEPARTMENT

- Encourage supervisors to have regular conversations to understand employees’ non-work commitments such as caregiving responsibilities
- Host Pow Wows/ Kopi chats/ Brown bags

INDIVIDUAL

- Encourage employees to openly communicate with each other, their supervisors or HR, on support needed to help achieve work-life and mental well-being needs

Scan this QR code or [click here to register for iWorkHealth today!](#)



* All individual information provided in the iWorkHealth survey is confidential and if required, will only be published as aggregated statistics.

2 AIM: Create a mental well-being roadmap to set goals and track progress

Organisations can develop a roadmap to articulate plans to support employees' mental well-being.

Some factors to consider including within the roadmap are:

- Organisation's vision
- Yearly milestones for each mental well-being initiative
- Key indicators of success

A sample template of a **three-year** roadmap could look like this:



GOAL #1: ESTABLISH SUPPORT NETWORK

Led by: Chief Executive Officer (CEO)



Outcomes

- 1: Employees feel supported via the Peer Support System
- 2: Employees look out for colleagues and provide timely support



Targets

	TODAY	END OF 2 YEARS	END OF 3 YEARS
% of employees that are peer supporters	10%	25%	50%
% of employees trained	10% (all peer supporters)	50% (all peer supporters and supervisors)	100%



How?

1. **Increasing % of peer supporters**
 - a) Encourage employees to volunteer as peer supporters
 - b) Provide formal recognition and appointment of peer supporters
 - c) Develop a peer support training roadmap
2. **Increasing % trained on mental well-being**
 - a) Develop competency standards for employees, peer supporters and supervisors
 - b) Include training on mental well-being as part of the supervisors' existing training roadmap

- **Some targets to consider including within the roadmap are:**
 - > % of employees' utilisation of mental well-being resources
 - > % of employees trained to support colleagues in distress
 - > % of employees who know how and where to seek help
- **Consider expanding the scope of existing Workplace Safety and Health (WSH) platforms**
 - > Committees to support employees' mental well-being



HOW SOME HAVE DONE IT

SECTOR: Manufacturing

What they did:

Created a health and well-being framework to promote holistic employee well-being

How they did it:

- Rolled out Learning Journeys together with new offerings on topics such as "Mindfulness" via LinkedIn
- Curated a calendar of events in line with World Health Week on topics such as stress management and peer support workshops²
- Created annual "Well in Mind" event aimed at addressing mental well-being in the workplace

Key ingredients for success:

- Management support to include mental well-being topics in overall health framework
- Wide promotion of topics through talks and campaigns to create mindshare in employees



"In the longer term, we hope to be able to have an effective communication plan to create a higher level of engagement and awareness and build a culture to talk about mental well-being topics more openly."

- HR Director, Manufacturing Company

3

RALLY: Senior management to support and be involved in mental well-being initiatives

Senior management can:

- Take the lead to set up a conducive workplace
- Host regular engagements with employees (e.g. at town halls, FGDs, anniversary dinners)
- Actively participate in mental well-being initiatives

Practise empathetic leadership

- Engage employees with a personal touch
 - Consider sharing personal stories, such as how they manage their stress (e.g. by exercising, reading, setting aside protected time for self-care) and how to bounce back from setbacks
- Develop their management team
 - Partner with the Health Promotion Board (HPB) to conduct training for managers and HR personnel to help them better support staff at work. Participants are taught to recognise signs and symptoms of common mental health conditions, how to approach staff and encourage them to seek help early, if required

Set aside protected time for mental wellness related activities and initiatives to demonstrate that their organisation prioritises and supports employees' well-being:

- Encourage employees' participation in activities
- Some examples of protected time for mental wellness include:

FREQUENCY	PROTECTED TIME
Weekly/ Fortnightly/ Monthly	<ul style="list-style-type: none"> • Dedicated wellness days to encourage and remind employees to take charge of their own mental well-being • Avoid scheduling meetings on wellness days (e.g. No Zoom Fridays/Wellness Fridays)
Quarterly	<ul style="list-style-type: none"> • Allow employees to get off work a few hours earlier for wellness initiatives • Organise departmental welfare day for employees to bond
Annually	"Collective Well-Being Day" – An extra paid day off
Ad hoc	Time off after a crunch period



HOW SOME HAVE DONE IT

SECTOR: **Manufacturing**

What they did:

Promoting a culture of mental well-being

How they did it:

- Mental health pledge starting from CEO and from Global headquarters
- Dedicated space (online and physically) for employees to make connect to resources
- Employees provided time (early release before public holidays) for personal lives outside of work
- Mental well-being part of employee health cover
- Special leave without the need for doctor's medical certificate

Key ingredients for success:

- Top-down cascade of initiative from Global CEO, to business heads and line managers
- Leaders taking part and making use of initiatives as well
- Not drawing the line between mental and physical well-being

“It’s a culture of trust
that we are building”

- HR Leader, Finance Company



4 ACT: Choose suitable initiatives to implement

Organisations can refer to the Tripartite Advisory on Mental Well-being at Workplaces for a list of mental well-being initiatives to adopt.

Organisations may also consider using the following implementation templates for more detailed guidance:

A. Create safe spaces for conversations

Scan this QR code or [click here](#) to find out more



B. Encourage self-care

Scan this QR code or [click here](#) to find out more



C. Set up a peer support system

Scan this QR code or [click here](#) to find out more



D. Use digital mental health tools

Scan this QR code or [click here](#) to find out more



E. Set clear expectations on after-hours communication

Scan this QR code or [click here](#) to find out more



5 TELL: Create a communication plan for awareness and participation

• Organisations can consider:

- > Identifying key stakeholders (e.g. line managers, Heads of Departments (HODs)) and change agents (e.g. enthusiastic employees) to spread the message, raise awareness through role modelling and seek feedback on the activities
- > Identifying avenues and materials for dissemination
Some examples include:
 - Electronic Direct Mails (EDMs)
 - Posters
 - Whole-of-organisation Wellness Calendar
 - Organisations can also consider embedding mental well-being tips within regular announcements on work, salary and leave arrangements
 - Where possible, top management should send out communications to add a personal touch



HOW SOME HAVE DONE IT

SECTOR:
Healthcare

What they did:

Embedded news on well-being initiatives as part of general COVID-19 communications to employees

How they did it:

- Embedded the information as part of current news
- Line managers proactively communicated the information to employees

Key ingredients for success:

- Support from management and line managers to continue sharing content
- Effort by organising team to sustain communications campaign

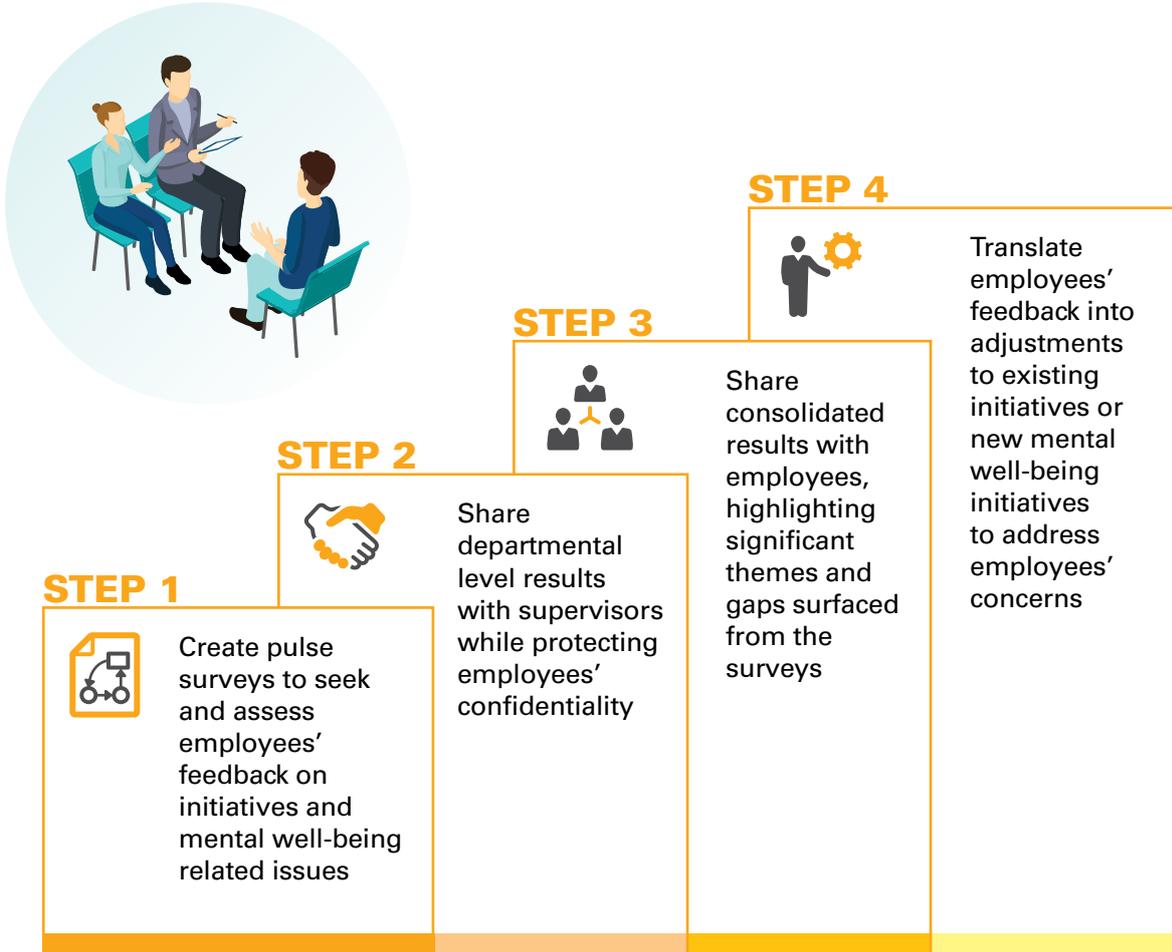
“It would be good if there is a dedicated communication platform for such sharing (other than email or Sharepoint) so that feedback can be obtained easily.”

- SVP HR, Healthcare Company



6 REFINE: Review the initiatives regularly

- Conduct regular stock-takes on implemented mental well-being initiatives to review their effectiveness



- Close the loop with employees to share what has been done



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Contact Us

For more information and support on workplace mental well-being initiatives, you can visit Workplace Safety and Health (WSH) Council's website at www.wshc.sg/mentalwellbeing.

The resources in this playbook are not exhaustive. Should you wish to feature or share your company's mental well-being practices and learnings, please contact WSH Council through the above website.

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