Building a Holistic Employee Wellbeing Strategy

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Director of Product Development, QA, & Insights
Acknowledgements

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    – Jeannie Jones, MSc, Director of Energy & Resilience CoE
    – Julia Brandon, PhD, Senior Director – Environment, Health & Safety Excellence
  – Talent, Leadership, and Organizational Development
    – Tommy Powell, PhD, Director of Organizational Research & Design
    – Sue Cruse, MSc, Executive Coach
Our Time Together

– Our Mission
– Energy & Resilience Strategy & Overview
– Alignment & Integration
– Evaluation & Insights
Who we are

We are a science-led global healthcare company

Our mission is to improve the quality of human life by enabling people to do more, feel better, live longer
Where we are

We operate in more than 150 countries.
We have a network of 86 manufacturing sites in 36 countries and large R&D centres in the UK, USA, Spain, Belgium and China

99,451
Employees in 2013
What we do

**Pharmaceuticals**
We develop and make medicines to treat a range of conditions including: respiratory diseases, cancer, heart disease, epilepsy, bacterial and viral infections such as HIV and lupus, and skin conditions like psoriasis.

**Vaccines**
We research and make vaccines for children and adults that protect against infectious diseases, including: influenza, rotavirus, cervical cancer, measles, mumps, rubella, hepatitis, polio, tetanus and meningitis.

**Consumer Healthcare**
We make innovative consumer products in four categories of Total Wellness, Skin Health, Oral Care and Nutrition. Our portfolio includes well-known brands such as: *Horlicks*, *Panadol* and *Sensodyne*.
The Spirit of GSK

Our mission
To help people do more, feel better, live longer

How we will achieve this

Our values
- Respect for people
- Patient focus
- Transparency
- Integrity

Our strategic priorities
- Grow a diversified, global business
- Deliver more products of value
- Simplify the operating model
- Create a culture of individual empowerment
- Build trust
GSK Expectations

Leadership Expectations
Using sound judgement to set a clear & compelling vision that shows your people how their work contributes to delivering our strategy and mission. Cultivating a network of collaborative relationships, based on mutual trust, to ensure the best outcome for GSK as a whole.

Individual Expectations
Ensuring your work supports your team’s goals and the organisational priorities and applying sound judgement in all that you do.

Set direction & inspire
Work across boundaries
Release energy
Develop capability & talent
Drive performance
Live our values

Leadership Expectations
Creating a healthy, engaged and inclusive working environment that is sustainable over time.
Investing in your people and building the organisational capabilities necessary to implement our strategy, now and in the future.
Holding yourself, your team and others accountable for delivering quality results.
Acting as a role model, ensuring everything you do is in line with our values, serving patients and consumers.

Individual Expectations
Building trusting relationships within and beyond your team to achieve goals and contribute to the success of GSK.
Engaging constructively with others and demonstrating a positive mindset.
Equipping yourself with the skills and knowledge to do great work, now and in the future, and supporting others to do the same.
Holding yourself and others accountable for delivering quality results.
Acting as a role model, ensuring everything you do is in line with our values, serving patients and consumers.
Business Drivers for Energy & Resilience

High Performing/Low Recovering Employee Groups

Change is the “New Normal”
   Resilient – Focused – Energized

By 2030, mental ill health is projected to be a top 3 cause of disability worldwide.

Sustainable Performance – Leader effectiveness – Team Engagement
   Top Line Value and Competitive Advantage

Employee Value Proposition
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Energy & Resilience CoE Strategy Statement:

Our mission is to help everyone in the GSK community do more, feel better and live longer. Through evidence-based principles and programmes, we aim to help our employees build their mental and physical resilience, and lead happier and healthier lives both at home and at work.
Global Energy & Resilience (E&R) Portfolio
Resilient & Energised Organisation

Resilient and Energised Organisation

Personal Resilience
Duration: 1 day,
Personal Resilience focuses on techniques to sustain energy levels throughout the day. These techniques will enable us to maintain physical energy levels, manage emotions, enhance focus and identify personal and professional priorities.

Energy for Performance
Duration: 2½ days,
Energy for Performance develops healthy, high performing teams and individuals. It provides techniques to manage energy in stressful conditions within personal and professional life. These techniques will help to become more productive and effective under the pressure of a constantly changing environment.

Increase your Energy, Enhance your Performance
Duration: 1 hour,
This online course focuses on introducing the main principles of Energy Management in order to maintain good energy levels at work and at home.

Time for a Moment
Duration: 16 wks online,
Time for a Moment enables us to learn to meditate quickly and powerfully, with exercises that take just one minute a day or less. It helps to use moments of meditation to reduce stress and develop a bright, clear mind that is resilient, focussed, fully present and ready for anything.

Managing for Resilience
Duration: 1 day,
Managing for Resilience focuses on techniques for leaders to successfully manage stress so that their teams can thrive under pressure. The programme focuses on reducing both the negative impact of stress on performance and the instances and duration of absence.

Team Resilience
Duration: ½ day,
Team Resilience is a half-day workshop that empowers teams to identify and prioritise the pressures that may impede healthy, high performance. Teams identify actions to enhance their effectiveness.

Leading an Energised Organisation
Duration: 1½ days,
Leading an Energised Organisation is for leadership teams who want to energise their organisation to sustain healthy, high performance.

Leadership Fundamental workshops;
Personal Resilience and Managing for Resilience one-day workshops have both been identified as Leadership Fundamentals. Programmes are available globally in multiple languages.
*In collaboration with the Human Performance Institute, as the owner of all rights to the Corporate Athlete program, GlaxoSmithKline (GSK), a research-based global pharmaceutical and consumer healthcare company, introduced the Corporate Athlete program to its staff in 2006. The program is implemented by GSK under the name “Energy for Performance”® (E4P), with permission from the Human Performance Institute.
The Energy Battery

Resilience:
The ability to be successful, personally and professionally, in a highly-pressured, fast-paced and continuously changing environment.

Energized:
Physically Energized
Emotionally Connected
Mentally Focused
Spiritually Aligned
Strategically Recovering

*Adapted from The Corporate Athlete Advantage
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“So as we stand here today in 2013, it is an extraordinary moment for all of us individually to think about how we deal with the future. What are the skills, what are the emotions that you are going to need to call on? It’s obvious that you need to call on resilience.”

– Andrew Witty (Oct 1, 2013 Employee Broadcast)
Pressure Performance Curve

Level of Pressure

- Minimum
- Average
- Maximum

Performance

- Low
- High

Source: Williams, 1994

Optimum performance when you’re here

Zone of Delusion

Fatigue, poor judgment, poor decision making

Exhaustion, serious health problems, breakdown, burnout

Rust Out

Comfort

Stretch

Overwhelmed

Burn Out

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Rigorous GSK studies demonstrate that Energy for Performance can help employees do more, feel better, and live longer.

**Increased Job Performance**

*80% of individual participants see E4P as having enhanced overall job performance up to 3 years after completing program*

- GSK Canada Engagement survey, July 2010, n=338

**Sustained Behavioral Improvements**

*People improve on aspects of various GSK Behaviors such as... Supporting the development of others by acting as a coach, teacher, mentor... Setting specific targets aimed at improving a critical area of our work.*

- CH Global Leaders 2011, repeated measures, p<.05, n=49

**Increased Engagement**

- Graduates, that are part of supportive teams, have significantly higher engagement than peers that have not attended the program.

- Canada 2010, regression analysis, p<.05, n=338
Rigorous GSK studies demonstrate that Energy for Performance can help employees do more, feel better, and live longer.

**Increased Choices & Action Based on Values**

- GSK US 2010 study (666 person matched case-control study, p<0.05)

**More Recovery Breaks and Hydration**

- GSK US 2010 study (666 person matched case-control study, p<0.05)

**More Energy at the End of the Workday**

- GSK US 2010 study (666 person matched case-control study, p<0.05)

Improvements were also seen in energy at the start of the day and energy to manage pressure at work (p<0.10)
Rigorous GSK studies demonstrate that Energy for Performance can help employees do more, feel better, and live longer.

Improved Self Reported Health Status
- US case control study $p<0.05$
  (666 matched staff)

Healthier Lifestyle Choices, Particularly Nutrition
- US case control study $p<0.05$
  (666 matched staff)

23% Increase in Use of Outpatient, Lab, & Preventive Care
- US case control study $p<0.05$ (592 matched staff)

Higher Rx Cost & Refills, Particularly for Chronic Disease
- US case control study 592 matched staff)
Participants in Energy for Performance and Personal Resilience globally have made significant (p. <05) improvements on all indices, including mindfulness, personal energy, recovery, positivity, and adaptability to change.

While there is a slight drop a year after the courses, these improvements continue to be statistically significant.
Pre/Post findings: Categorical improvement across all major categories

Wide bar = 1 year post workshop
Thin bar = Pre-workshop baseline

(n = 271)
Time for A Moment can help employees better adapt to change, be mindful, stay positive, and feel better.

- **Improved Self Reported Recovery**
  - UK case control study *p*<0.05
  - (46 matched staff)

- **Improved Self Reported Mindfulness**
  - UK case control study *p*<0.05
  - (46 matched staff)

- **Improved Self Reported Physical Energy**
  - UK case control study *p*<0.05
  - (46 matched staff)

- **Improved Self Reported Spiritual Energy**
  - UK case control study *p*<0.010
  - (46 matched staff)

- **Improved Self Reported Adaptability**
  - UK case control study *p*<0.05
  - (46 matched staff)

- **Improved Self Reported Positivity**
  - UK case control study *p*<0.05
  - (46 matched staff)
BITC FTSE 100 public reporting: Employee engagement and well-being 2014

Top-five leading practice companies

The research identified five FTSE 100 companies that displayed leading practice in their public reporting. These are shown in Figure 17.

**Figure 17. Top-five leading companies**

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<th>Better physical and psychological health</th>
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Notes: (1) Companies are listed in alphabetical order. (2) Only leading practice in public reporting is indicated. Companies may have reported against the other areas of the Workwell model, but not in sufficient detail to be considered leading practice.

Thank You