



Health and Wellbeing Strategy

This strategy relates to: the Seetec Group, including all business streams and corporate functions



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1. Introduction

This strategy is applicable across the Seetec Group including all corporate services functions and business streams; Seetec Business Technology Centre (including Interventions Alliance), Seetec Employment and Skills Ireland, Seetec Pluss and Pluss CIC, Seetec Outsource Training and Skills and Interventions Alliance.

Seetec recognises that our employees have a direct impact on the outcomes and the experience of our customers and that our employees play a pivotal role in the continued success of our business. We are clear that when employees are engaged with their work this results in a better experience and improved outcomes for our customers. We also understand that by supporting our employees' health and wellbeing this leads to higher engagement and productivity levels, as well as contributing to improving the health and wellbeing of the working population in the communities in which operate.

Seetec's Employee Health and Wellbeing Strategy supports the company's overarching People Strategy. It acknowledges that the work and health and wellbeing of our employees are interlinked, and outlines our commitment to promoting a culture where wellbeing is embraced by our leadership team, managers and employees. This commitment is demonstrated through our actions and Investors in People Health and Wellbeing accreditation. This strategy and supporting action plan, is intended to provide a framework for further enhancing the health and wellbeing of our workforce.



1. Introduction



Our strategy will be achieved by working closely with the directors, managers, Employee Council Representatives and champions, Trade Unions (where applicable) and employees in each business area to identify and address areas for improvement through the development and implementation of wellbeing initiatives and employee support mechanisms. At an organisational level, the Health and Wellbeing Index which forms part of our annual employee engagement survey will also continue to provide insight into areas for improvement.

We already have many effective policies and procedures in place to support employee health and wellbeing and we will continue to regularly review these to ensure that they support this strategy. We will provide training, guidance and support to managers, so they have the necessary skills, knowledge and ability to support employees to improve their health and wellbeing. We will also ensure that we provide information and support to our employees to increase their awareness of the importance of ensuring their own health and wellbeing, and particularly the correlation between positive emotional and mental health wellbeing and exercise.

The first edition of our strategy was published in September 2018 with a set of actions developed for 2019/20. In March 2020 a further action plan was developed for 2020/2021. This document reaffirms our strategy and ongoing commitment to improving employee wellbeing. It charts our progress since September 2018 and outlines our plan for 2021/22.

2. Aims of the Strategy

Growing evidence shows that the workplace can be an effective place to improve the wellbeing of individuals, families, and communities. Being in work can offer financial reward, social connections, satisfaction, and a sense of belonging, meaning and purpose. As we spend a significant proportion of our time at work, it goes without saying that the workplace plays a significant part in influencing our overall health and wellbeing.

Our Health and Wellbeing Strategy aims to:

1. Create a safe and healthy working environment;
2. Promote a positive work life balance;
3. Improve physical and emotional wellbeing;
4. Support people with manageable health problems or disabilities to access or maintain access to work; and
5. Improve employee experience, recruitment and retention.

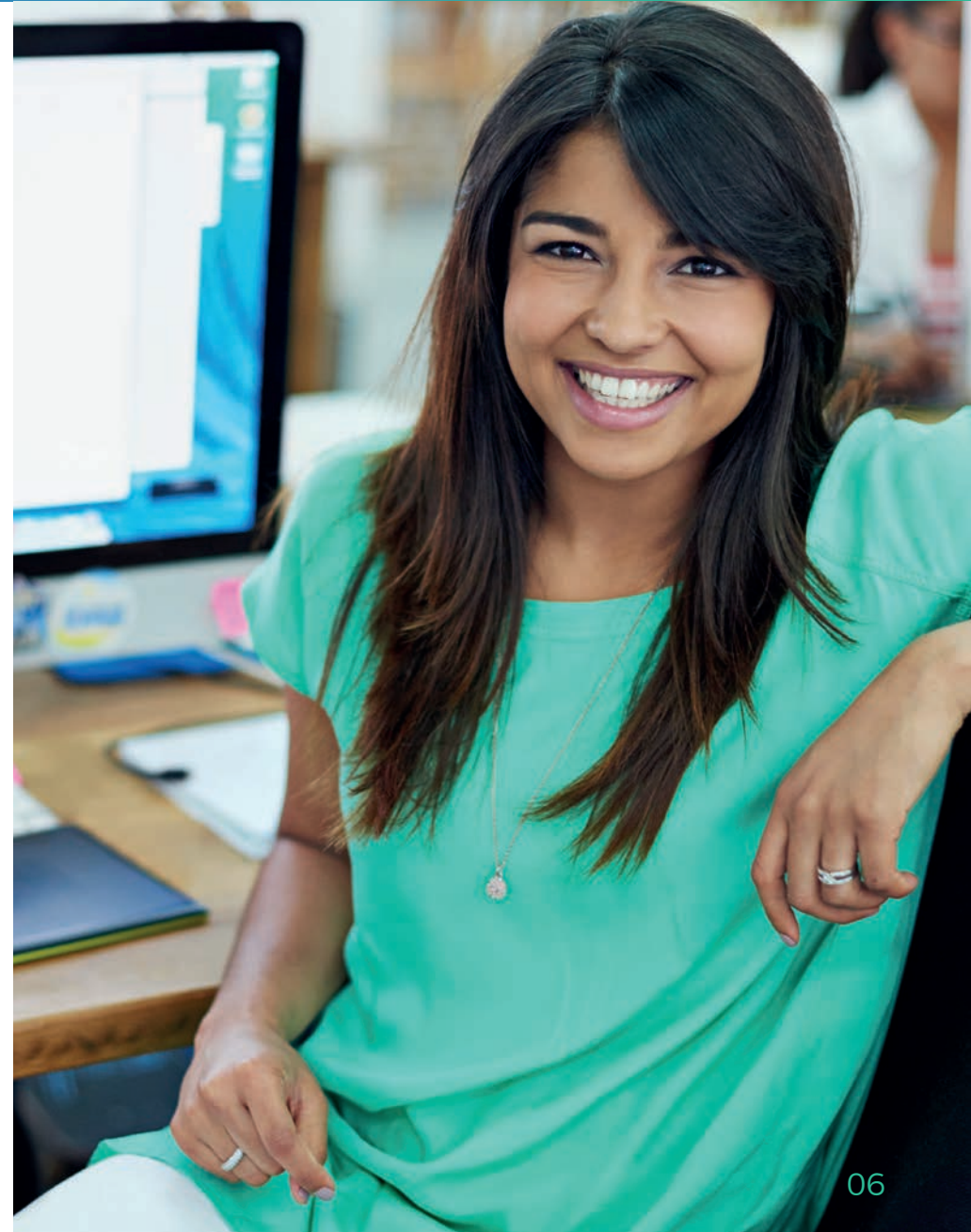


3. What is a healthy workforce/workplace

The World Health Organisation defines health as a “state of complete physical, mental, and social wellbeing and not merely the absence of disease” (WHO, 2010). We believe that a healthy workplace is therefore a working environment that minimises various risk factors to our employees’ health, fosters healthy behaviours and positively contributes to the overall health and wellbeing of the workforce. In addition, it is a place where employees and employers recognise their responsibility for their own health and the health of their colleagues.

There are significant benefits of a healthy workforce:

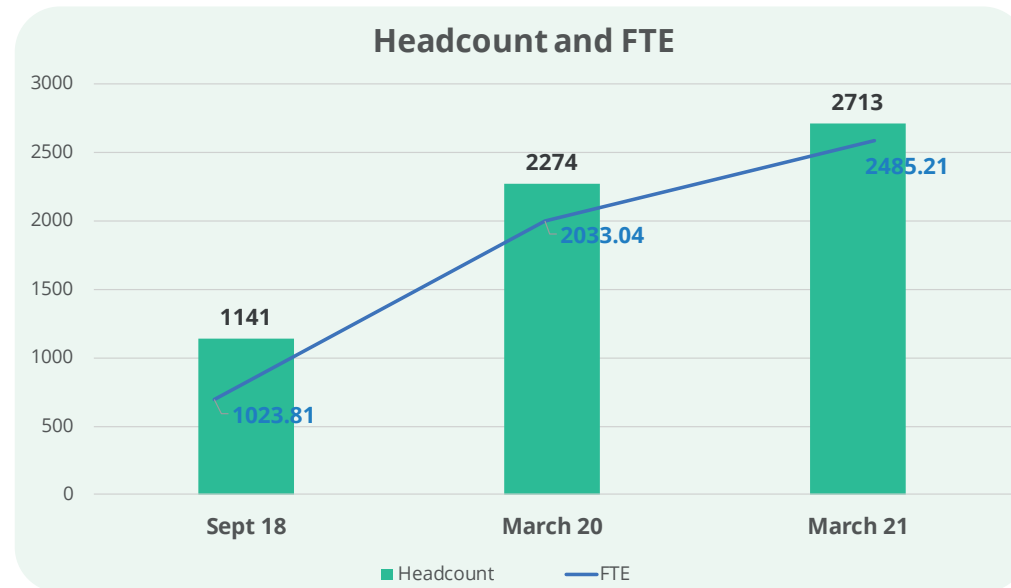
- Motivated employees with increased morale;
- Improved employee retention and lower employee turnover;
- Reduced sickness absence and reduced pressure on employees covering for those who are absent;
- Increased productivity, reduced costs and improved customer service;
- Good employee/management relations; and
- Demonstrable evidence of our commitment to corporate social responsibility. Our customers not only expect us to have high standards of health, safety and wellbeing, but also be socially responsible.



4. Demographic Profile of Employees (Group)

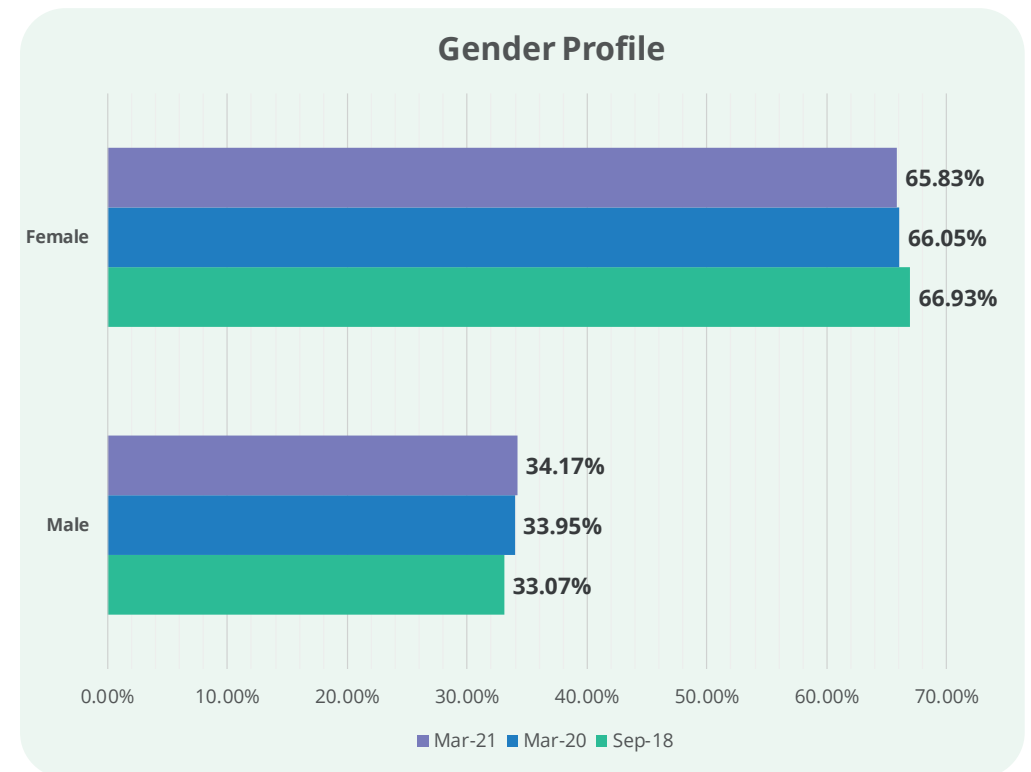
Headcount

Our workforce continues to increase year on year as we grow and diversify our business. In the past two years our employee headcount has increased by 1572 employees (138%).



Gender Profile

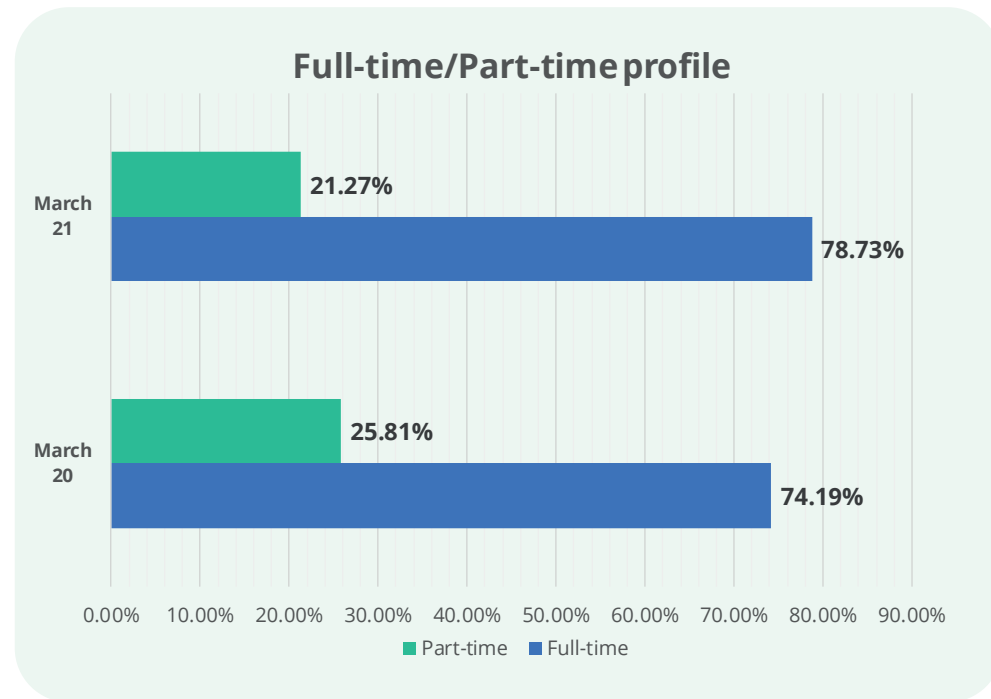
Around two thirds of our organisation are female, and although this gender profile has remained fairly consistent since September 2018, we are seeing a slight increase in male representation. In our 2020 Gender Pay Gap Report we identified good representation of women across our management teams; 61% of management teams, 54.08% of Senior Management teams and 50% of Group Executive Board.



4. Demographic Profile of Employees (Group)

Full-time and Part-time Workers Profile

The part-time/full time mix has been recorded since March 2020 and the percentage of part-time workers has decreased from 25.81% to 21.27% in the last year.



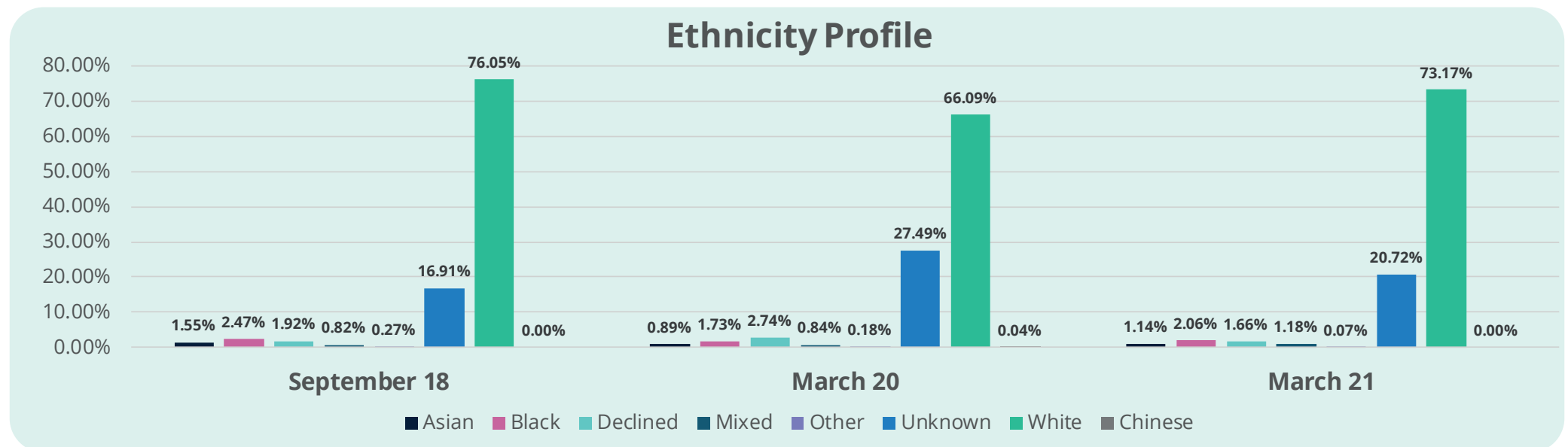
4. Demographic Profile of Employees (Group)

Ethnicity Profile

Determining a clear picture of the ethnicity profile of the organisation has been difficult as result of 1,200 new employees transferring into the organisation in 2019, and this information not being provided by the previous employer. This resulted in an increase in the 'unknown' category (16.91% to 27.49%); steps have been taken to proactively collate this data through our 'check your data' campaign throughout 2020, but, this data currently remains unavailable for 20.72% of our workforce. We anticipate this position to reduce to 9.47% in July, following employee transfers out of Seetec, and further reduce by the end of 2021.

Representation of employees from ethnic minority groups declined from September 2018 (5.11%) to March 2020 (3.68%). This in part may be attributed to the shift in our geographical footprint to Wales and the south west of England, alongside the closure of large employability programmes centred in London and the West Midlands. Government statistics show that 4.6% of residents in the south west and 4.4 % in Wales identified with either the Asian, Black, Mixed or Other ethnic group compared to 40.2% in London and 17.2% in West Midlands.

In the last 12 months, representation of employees from ethnic minority groups has risen from 3.68% to 4.45%. Our 'Inclusive by Nature' Equality, Diversity and Inclusion Strategy Action plan focuses on improving representation across the organisation



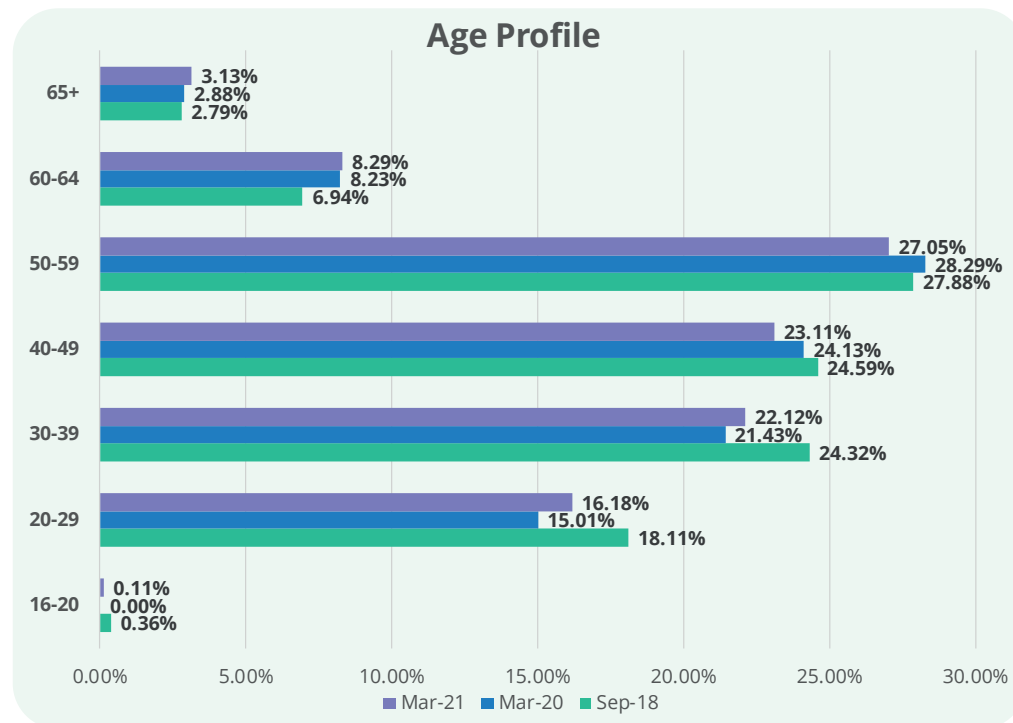
4. Demographic Profile of Employees (Group)

Age Profile

61.58% of our workforce is over the age of 40, which is a slight decrease since September 2018 (62.20%). However, the proportion of employees over the age of 50 has risen from 32.61% to 38.47%.

Our Employability divisions have the youngest workforce profiles; in Ireland 50.53% of employees are below the age of 30 and in the UK 41.61%.

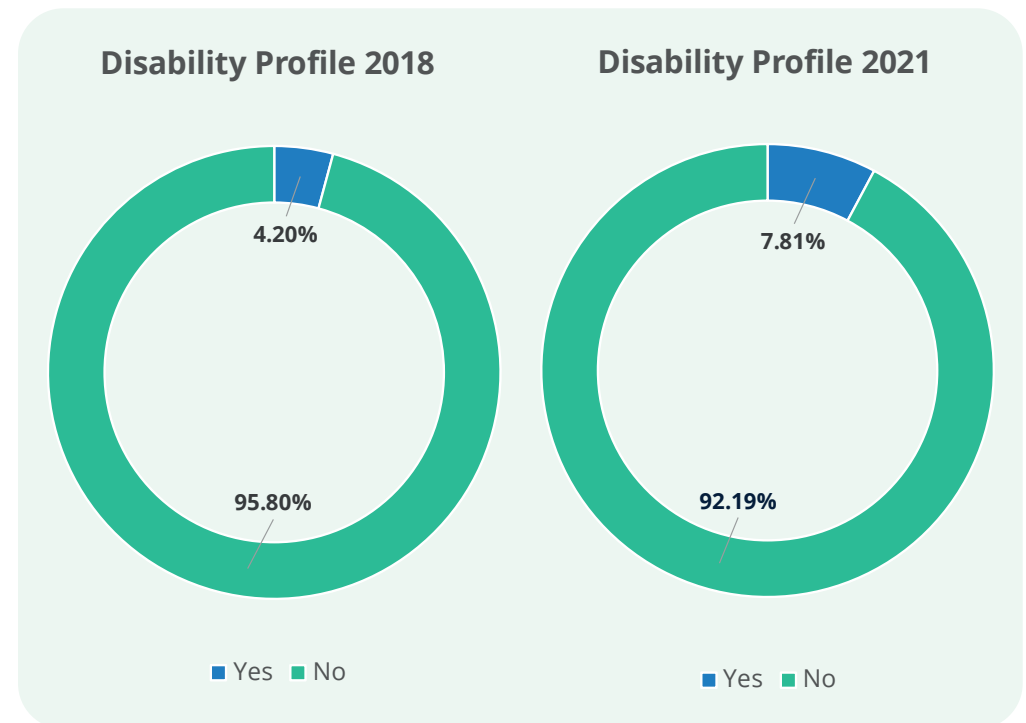
Two-thirds (66.15%) of employees within SBTC corporate services functions are above the age of 40.



Disability Profile

In March 2021, the percentage of colleagues that had declared a disability (7.81%) rose significantly when compared to September 2018 (4.20%).

Whilst our representation is below the UK national percentage of working age adults with a disability at 19% (FRS 2019/2020) and further focus is needed, the trend is positive; consistently rising year on year from 2015 when the proportion of colleagues with a declared disability was at 1.4%.



5. Current Employee Engagement and Health and Wellbeing Position

Accreditations and Commitments

Seetec has been an accredited Investors in People since February 2000, achieving Gold in March 2016 and then including the Health and Wellbeing Award in December 2016.

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management excellence. To achieve accreditation, organisations are assessed against nine themes and 27 indicators, and assessment is carried out using surveys, interviews, meetings and observation. The Health and Wellbeing Award incorporates physical, psychological (including financial) and social wellbeing.

In October 2018, Seetec was again successful in achieving the IIP Gold accreditation and the Health and Wellbeing Award. The assessment reports have been used to inform further development of our health and wellbeing practices. The next reassessment is due in September 2021.

In 2019/20 Seetec achieved Disability Confident Leader status and joined the Ban the Box campaign, which supports recruitment opportunities for ex-offenders. In 20/21 Seetec became a Real Living Wage Employer, Mindful Employer, Endometriosis Friendly Employer and signed up to the 'Time to Change' Pledge.

Covid-19 Pandemic

Since March 2020, with the outbreak of coronavirus pandemic, the majority of employees have been working from home. Our support is being targeted on guidance for remote/home working, health and safety, DSE, pandemic awareness training and physical and mental health wellbeing practices. In addition, support for financial hardship experienced by employees, or their families, as a result of the pandemic has been provided through a Coronavirus Hardship Fund set up by the Seetec Employee Benefits Trust.

Although the government lifted the majority of restrictions from mid-July, our alternative working arrangements remain in place, and we will continue to review these.



5. Current Employee Engagement and Health and Wellbeing Position

Employee Engagement and Health and Wellbeing Indices

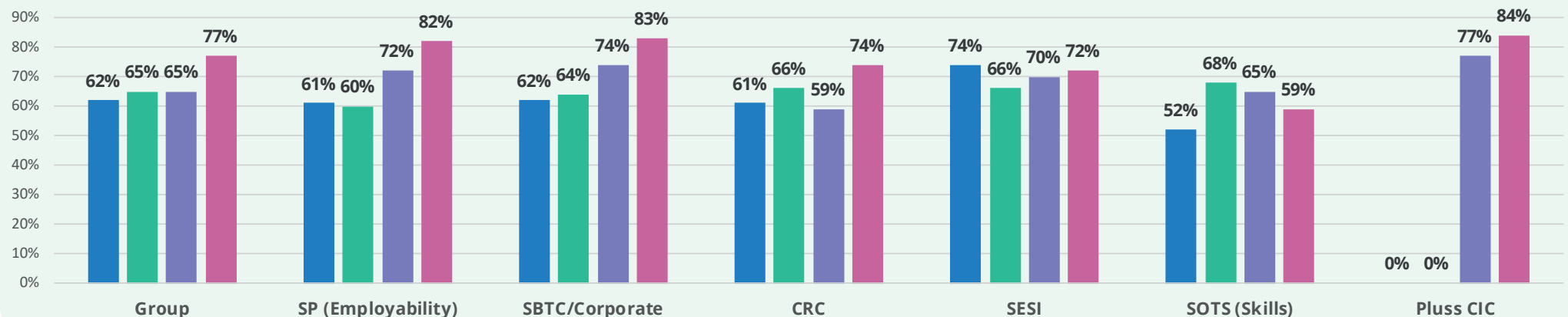
In addition to external assessment Seetec undertakes an Annual Employee Engagement Survey and monitors performance against the employee engagement (EEI) and health and wellbeing (HWI) indices. In 2019 the high group indices were maintained with an EEI of 70% and HWI of 65%, this was a positive achievement given the organisational change over the period including the transfer in of new employees and the survey provided a base line for the newly transferred in business areas. It indicated improvements against both indicators in SBTC and SESI, and whilst the increase in workforce in KSS resulted in a decline in these indicators, on a like for like basis they remained similar to the previous year, EEI 69% and HWI 65%.

As a result of the Covid-19 pandemic the 2020 survey was postponed to September 2020 and despite the survey being undertaken during the pandemic the Employee Engagement Index rose to 79% and Health and Wellbeing Index rose to 77%, with every category scoring higher than the previous year's survey, testament to the focus on engagement activity and significant support provided during an extremely unsettling period for all.

In recognition of the additional pressures caused by the pandemic in 2020 a specific section on Mental Health was added to the survey for the first time.

Health & Wellbeing Index

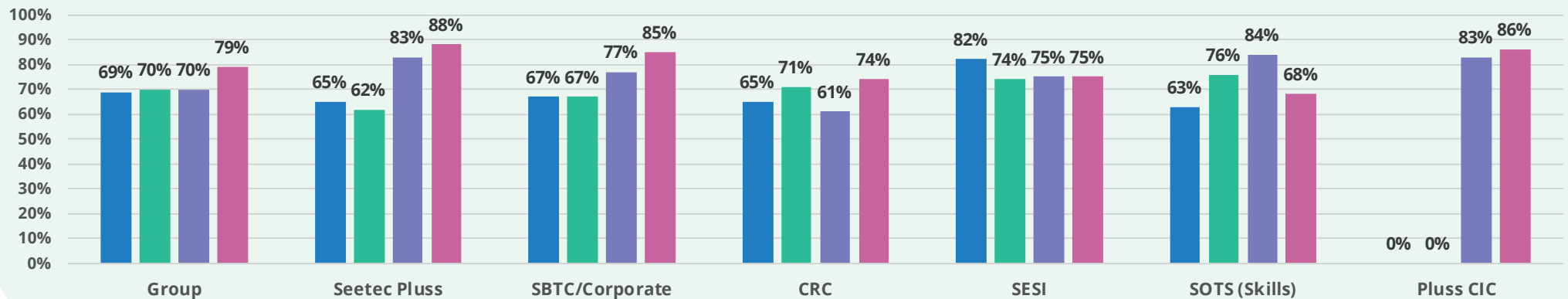
■ 2016 ■ 2018 ■ 2019 ■ 2020



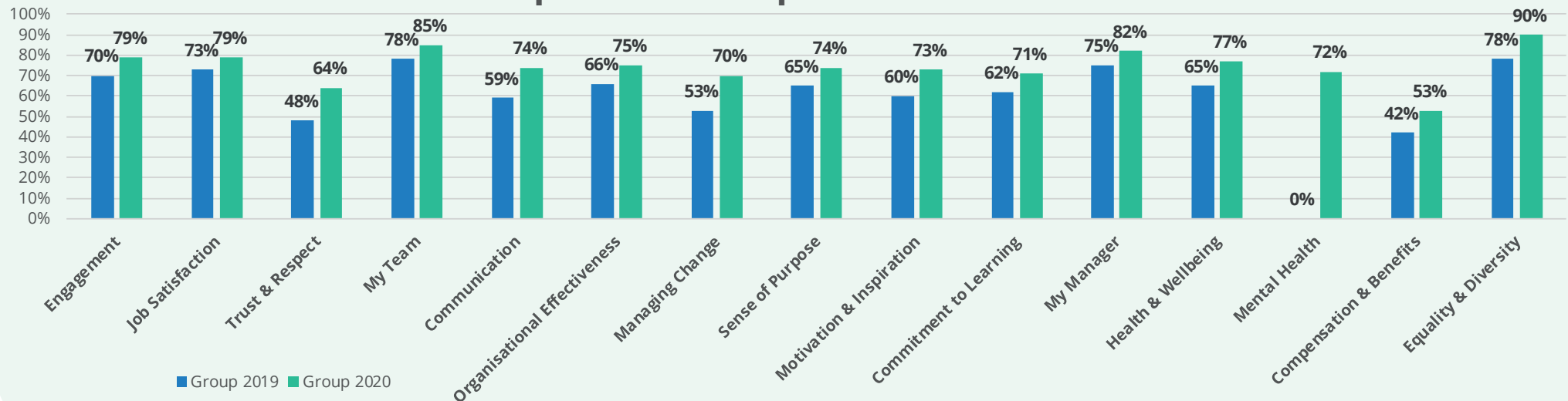
5. Current Employee Engagement and Health and Wellbeing Position

Employee Engagement Index

■ 2016 ■ 2018 ■ 2019 ■ 2020



Group Theme Comparison 2019 v 2020



5. Current Employee Engagement and Health and Wellbeing Position

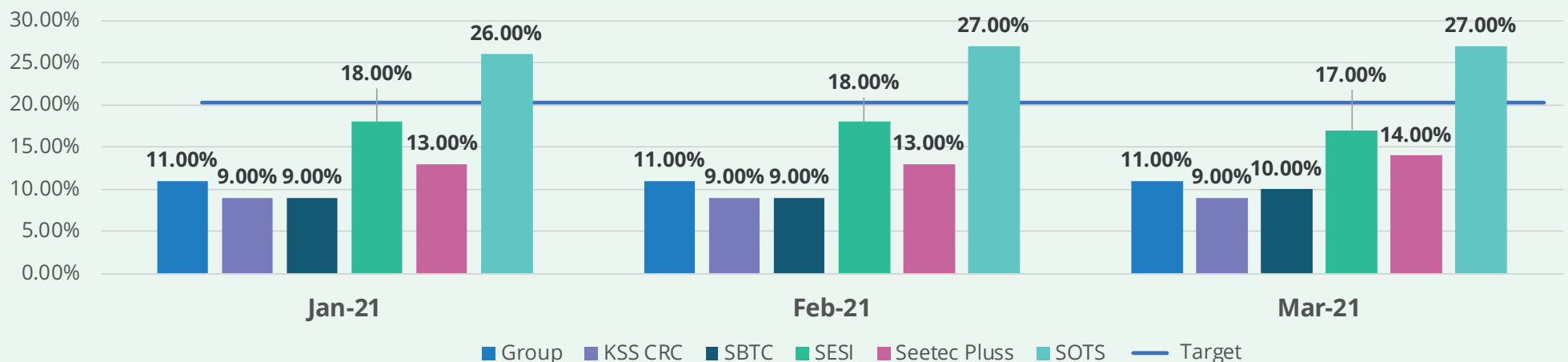
Attrition

Annual voluntary turnover at a Group level significantly reduced between September 2018 (24%) and March 2020 (15%) to below our target of less than 20%. Between April 2020 and March 2021 this has continued to reduce further to 11%. Whilst this is a positive position it should be noted that uncertainty in the employment market due to the Coronavirus pandemic may in part have contributed towards lower levels of voluntary attrition. The impact of the pandemic disproportionately affected our skills division, resulting in redundancies, and this uncertainty is also reflected in their voluntary turnover rate 27%. The overall group attrition rate (all turnover including voluntary) is 18%, with leavers within skills accounting for 66% of this figure.

Voluntary Turnover



Annual Voluntary Turnover 2021

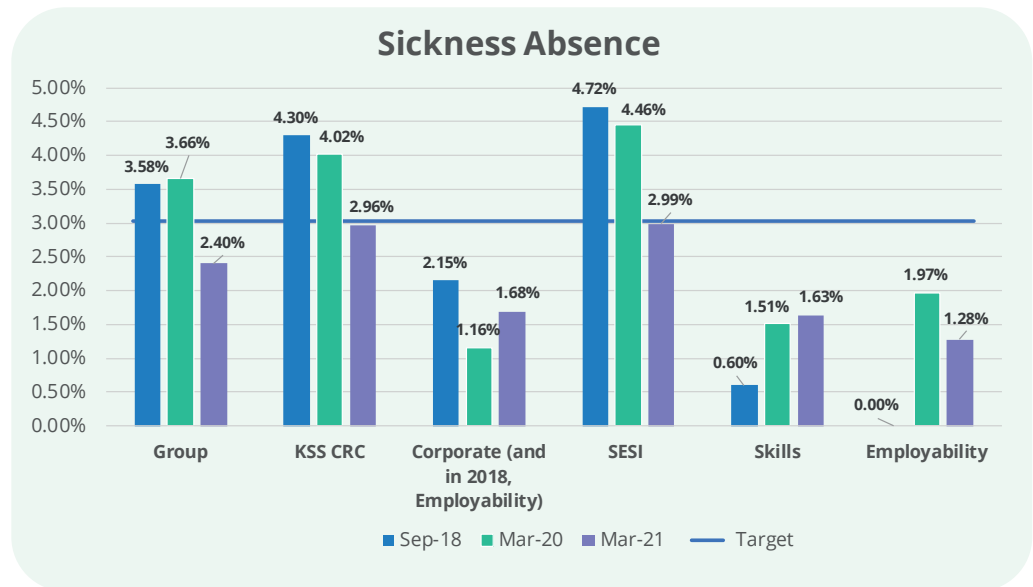


5. Current Employee Engagement and Health and Wellbeing Position

Absence Rate

From September 2018 to March 2020, the overall sickness absence rate increased slightly from 3.58% to 3.66% and remained above our target of less than 3%. However, three of our business areas (Corporate Services, Employability and Skills) were below our target threshold and although KSS CRC and Ireland (SESI) remained above target, both reduced from the previous year.

In March 2021, our overall group absence levels have reduced further to 2.40%; with all business areas below our target threshold of 3.0%. Whilst this is a positive position, the reduction may in part be attributable to the move to contingency home working arrangements during the Coronavirus pandemic. The reduced physical presence in the workplace may have enabled colleagues to continue working where they may not have felt well enough to travel.



5. Current Employee Engagement and Health and Wellbeing Position

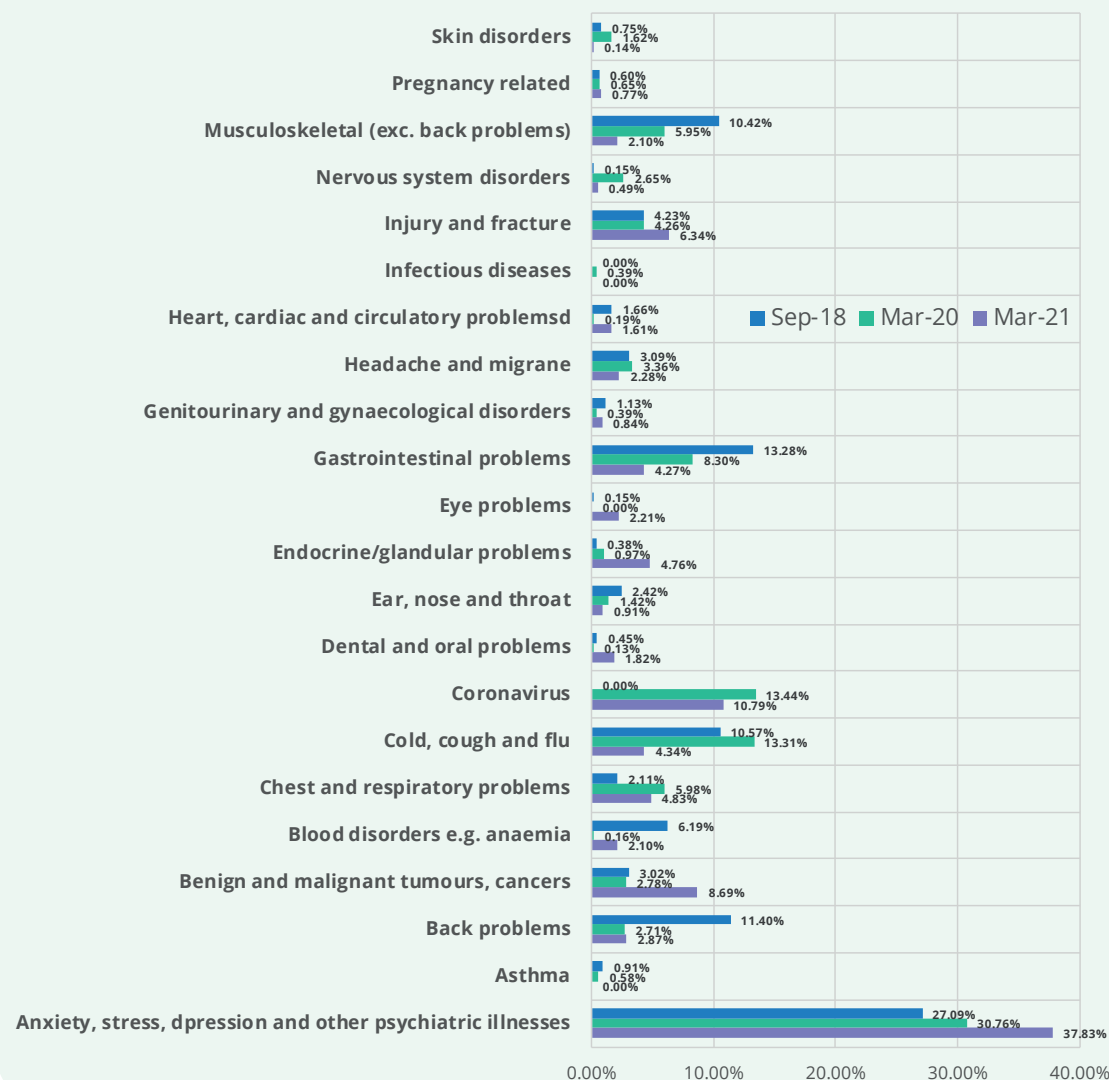
Absence Reasons

At the end of the financial year 2019/2020, with the initial outbreak of Covid-19 pandemic the organisation started to record Coronavirus absences. It was the second most frequent reason for absence for the year overall at 13.44%, closely followed by Cold, flu, respiratory illnesses at 13.31%, an increase from the previous year. Absence due to anxiety, stress and mental health increased slightly from the previous year and remained the main reason for absence (30.76%).

From April 2020 to March 2021, the impact of Covid-19 on colleagues' physical and psychological wellbeing has been evident. Anxiety, stress and mental health remained the number one reason for absence and rose further to 37.83%. This is reflective of the increasing national trend. This may in part be attributed to colleagues feeling able to discuss mental health more openly in the workplace; 74% of our colleagues said that they felt they could talk to someone and ask for help if their mental health became poor (EE survey 2020). Coronavirus was again the second most frequent reason for absence 10.79%, although at a lower level than the previous year. Senior leaders, managers, Employee Council representatives, champions and colleagues all played a vital role in supporting each other during this difficult period.

HR continues to develop its management information suite to provide further indicators to support identification of areas of concern, action planning and monitoring of progress against our health and wellbeing action plan.

Sickness Reasons



6. Current Health and Wellbeing Practices and Activities

Our 2018 IIP Health and Wellbeing assessment found that managers believed that Health and Wellbeing was an integral part of the normal planning process and part of their supportive management practice. It highlighted 'there are many good practices in place covering all three themes and people certainly appreciate the support that this provides especially the recent developments on Mental Health'. This was further reinforced in the 2019 and 2020 Employee Engagement Surveys.

The following tables outline some examples of how Seetec supports the health and wellbeing of employees and how these have been enhanced in the last two years.



Physical | physical activity, nutrition, musculoskeletal and environmental factors.

September 2018

- Assistive Technology solutions.
- DSE assessments and appointed DSE assessors.
- Office equipment e.g. sit/stand desks, specialist chairs.
- Physical activities for example weekly Yoga sessions at Hockley, walking at lunch time groups (pre Covid-19).
- Voluntary Health and Dental Cash plans.
- Cycle to work scheme.
- Occupational Health assessments.
- Absence Management policies and procedures including phased return after illness as agreed after supportive return to work interviews.
- Company sick pay.
- Disability leave (CRC) to support those in work to take time off for undergoing treatment.
- Flexible working requests including home working options.
- Options to buy extra holiday.
- Information on Health and Wellbeing during induction programme.
- Eye Care Scheme.
- Access to Work (Physical and Learning Difficulties).
- Modern Slavery Policy.
- Health and Safety policies.
- Managers Health and Wellbeing toolkit.
- Health and Safety Forum (CRC).
- Mobile/flexible working supported through IT solutions such as Skype.
- Trained First Aiders and Fire Marshalls.

2018 - 2020

In addition to existing initiatives

- Health and Wellbeing Strategy and action plan.
- Employer sponsored annual flu jabs.
- Workplace Health screening – annual Free NHS health checks for colleagues at Corporate offices (pre-Covid).
- Awareness sessions and guidance for KSS CRC managers and employees on menopause.
- Disability Confident Leader status for Seetec Pluss.
- Improved Occupational Health provider support.
- Office refurbishments and enhancing facilities e.g. Hockley kitchen facilities.
- Pandemic Awareness e-learning.
- New e-learning modules – ‘drivewise’, ‘slips, trips and falls’, ‘modern slavery’, ‘remote and homeworking’.
- Covid-19 physical measures – remote working, PPE, one-way systems, team rotas, Health and safety guidance, Sanitising stations, enhanced cleaning schedules.
- Covid-19 – colleague updates on impact of government guidance.
- MS Teams to support mobile flexible working, guidance and training.
- Health campaigns through group wide communications such as ‘World Diabetes Day’, ‘Movember’, ‘National Stop Smoking Day’, ‘Look after your Eyes,’ Stoptober’.

2020 - 2021

In addition to existing initiatives

- Disability Confident Leader status for Seetec Group.
- Awareness and guidance for managers and employees on menopause across the wider group.
- New Management Development Academy – training for all managers on people management modules to include Absence and ill health capability procedures.
- Additional laptops provided across the business to enable colleagues to work remotely working.
- Mobile flexible working arrangements introduced for all corporate roles (where possible).
- Mobile/flexible working guide for managers.
- Additional leave – ‘Birthday day off’.
- Recognised Endometriosis Friendly Employer and Endometriosis Champions.
- Health and wellbeing Group established.
- Virtual Zumba and Yoga sessions during work hours.
- ‘Step into Spring’ physical challenge.
- Seetec Movers – an initiative encouraging colleagues to ‘get moving’ with physical activity while also supporting charities.
- Holiday buy scheme enhanced from 2 days to 5 days.
- Employer paid Health cash plan.
- New voluntary dental plan.
- New process implemented for Access to Work.
- Health campaigns through group wide communications such as ‘World Menopause Month’, ‘Movember’, ‘National Stop Smoking Day’, ‘Endometriosis Awareness Month’.

Psychological | mental health, sleep, rest, or financial wellbeing.

September 2018

- Mental Health First Aid (MHFA) accreditation training.
- Mental Health awareness training for managers.
- Mental Health First Aiders.
- Stress Risk Assessments.
- Employee Safeguarding Champions, Policy and Process.
- Employee policies – Grievance.
- Employee Assistance Programme – 24-hour helpline, website and online resources.
- Team meetings and 1:1s.
- Redundancy support programmes.
- Proactive workforce planning to ensure manageable workloads.

2018 - 2020

(In addition to existing initiatives)

Mental Health

- Health and Wellbeing Strategy and action plan.
- Mental Health Awareness training for all colleagues.
- Resilience Training.
- Access to Work Mental Health Support Service.
- Monthly MHFAs Newsletter.
- 'Listening Ear' – 1:1 confidential telephone peer support.
- Wellness webinars.
- E-learning Stress Awareness, Covid-19 managing anxiety and mental health.
- Safeguarding one-minute guides.
- Wellbeing pulse surveys.
- Information through group wide communications such as Employees share top tips for mental wellbeing, 'Time to Talk Day' and employee stories, Myth busting modern slavery, World suicide prevention day, 'the power of sharing' and 'I am not invisible' Campaign, 'My whole self-day'.

Financial Wellbeing

- Increased business mileage rates to match HMRC rates.
- Implemented the 'Real Living Wage' across the group and registered as an accredited Real Living Wage Employer – (accreditation achieved in May 2020).
- Fully Paid leave for sickness or self-isolation due to Covid-19.
- New pay structure introduced in KSS CRC.

2020 - 2021

(In addition to existing initiatives)

Mental Health

- Policies – Parental Bereavement leave, Dignity at Work, revised Grievance Policy and Safeguarding Policy.
- New Employee Assistance Programme (including up to 8 face to face counselling sessions).
- Virtual in work mindfulness sessions for all employees.
- Additional MH section included in Health and wellbeing annual survey.
- Signed up to Time to Change Pledge.
- Signed up to Mindful Employer.
- New Management Development Academy –training for all managers on psychological safety and Training in effective management of remote teams.
- 'Managing Through Change' Training.
- Webinar Sessions on sharing top tips for maintaining H&W after 'lockdown'.
- Information through group wide communications such as 'kindness and your mental health', 'Mental Health Awareness Week', 'World Mental Health Day', 'World Kindness Day' and 'Time to Talk Day'.

Financial Wellbeing

- Development of 3 year Employee Benefits Strategy.
- New employer paid health cash plans (option for partners and to increase cover).
- 3 x salary life insurance.
- Range of voluntary benefits e.g. critical illness cover.
- New MyBenefits platform enabling better access to benefits/retail discounts.
- Annual Reward Statements.
- Increased Employer Pension contributions (4% to 5%).
- Increased sick pay entitlements (UK).
- Increased maternity and paternity leave pay arrangements.
- Coronavirus Hardship Grant Scheme.
- Planning for Retirement – Pension Basics Webinars.
- Guidance on Working from home and tax relief (UK and Ireland).

Social | reward and recognition, employee voice, inclusion, diversity, community activities and family-friendly policies.

September 2018

- Well-structured induction which includes meetings with a wide range of people to help new colleagues build relationships early on.
- Wide range of learning and development opportunities.
- Roadshows and communication events.
- Peer to Peer recognition such as 'SuccessFactors' Badges.
- Community Investment Fund Charity including team fundraising events.
- Networking Events e.g. cross organisational training and Talent Programme.
- Leadership Conferences.
- Employee Forums.
- Family friendly policies – parental leave, maternity, paternity, time off for dependents.
- Long Service Awards.
- Various Recognition Schemes.
- Employee of the Month.
- Gender Pay Gap Reporting.

2018 - 2020

(In addition to existing initiatives)

Mental Health

- Health and Wellbeing Strategy and action plan.

Employee Voice

- Move to Employee Ownership.
- Employee Representation through elected Employee Council and Trustee Director.
- Employee Council Representation at Group Executive Board and Business Supervisory Boards.
- Employee Champions Network.

Recognition

- Celebrating our colleagues through group wide communications and events such as graduation days for internal apprentices, Butler Trust Awards and National Probation Awards and other recognition stories on MySeetec.

Equality, Diversity and Inclusion

- Roll out of Unconscious Bias workshops.
- New e-learning modules – EDI, Unconscious Bias.
- Raising Awareness of EDI through group wide communications and events such as diversity forums held in KSS CRC and 'International Womens Day', Black History month, 'Interfaith Week'.

Community

- Networking and community events and opportunities such as the 35-year anniversary celebration, Corporate 'connecting Together' sessions, Ireland Networking Events and Talent networking lunches.
- Introduction of virtual opportunities to connect during Covid-19 e.g. coffee breaks, team quizzes and all staff calls.
- Employer Supported Volunteering Scheme.

2020 - 2021

(In addition to existing initiatives)

Family Friendly Policies

- Parental Bereavement Policy.
- Updated Family Friendly Policies in Ireland.
- Updated Maternity and paternity arrangements.
- Mobile flexible working arrangements and guide.

Employee Voice

- Established Health and Wellbeing Group with Employee Council Reps and HR Team to identify and drive forward H&W initiatives.
- EDI Working group established (strategy and action plan in progress).
- Social Value Committee.

Recognition

- Prize draw for SuccessFactors Badges recipients.
- Reward budgets allocated for pillar schemes.
- A range of MySeetec stories.

Equality, Diversity and Inclusion

- EDI Working group established.
- EDI strategy developed (to be published in June).
- MDA Programme – EDI and Unconscious Bias modules.
- Raising Awareness such as 'Black History Month', 'Check your EDI data' campaign, 'International Day of Persons with Disabilities', 'LGBTQ+ History Month' and 'International Day for the Elimination of Racial Discrimination'.

Community

- Networking and community events and opportunities such as 'Seetec values' kids challenge, 'Connect and Chat' sessions, MDA and Accelerated Development Programme peer networks, 'home schooling' support group, virtual team events.
- Seetec Movers – Seetec community on Strava App.
- Informal chat MS Teams channels 'the Water Cooler' and other communities of interest.
- Increased volunteering days to two days per year.

7. Caring Through Covid-19

As the pandemic began in early 2020, action was needed to ensure we could continue to care for, and support, our now remote workforce who were physically isolated from their team while adapting to a new Covid-19 world.

We already had a solid foundation of health and wellbeing initiatives across our organisation. We wanted to not only maintain our momentum, but increase this focus further, ensuring that we continued to provide colleagues with the right information, advice and support they required at the time when they most needed it irrespective of their working location.

As news of Covid-19 broke, immediate plans were put in place. Our Gold and Silver incident teams were established and the health and wellbeing of colleagues was high on the agenda as we began to reshape our UK and ROI operations.

Internal communications about Covid-19 and associated health and wellbeing were prioritised and shared via our communication channels. Typical topics included explaining and 'localising' Government guidelines, details of additional health and safety measures, tips on remote working and looking after yourself, the introduction of full sick pay and other supportive pay arrangements should a colleague have Covid-related absence, and personal messages to colleagues from our Group CEO.

In April 2020 Seetec's Employee Trust set up a Covid Support Grant scheme. The scheme provided support to colleagues and their families who were experiencing unexpected financial hardship as a direct result of Covid-19, and which threatened to impact on their wellbeing – either physically or mentally. We had 149 applications and grants paid out totalling £135,000.

In May 2020, we signed the Time to Change Employer Pledge – a pledge focussing on changing the way we think and act about mental health in our workplace. We also received accreditation as a Mindful Employer and launched our charter for 'Employer Positive About Mental Health'. On 'Time to Talk Day' some managers led sessions supporting mental health where sets of pledges for personal wellbeing and mental health were made.

Very aware of the pressures remote working can have on people not used to that isolation, a new Health and Wellbeing Action Group was formed, with our Employee Council, to focus on providing new and innovative ways for colleagues to stay connected – and healthy!



7. Caring Through Covid-19

In the autumn, weekly virtual online classes in Yoga, Zumba and Mindfulness were offered to all colleagues. These were held during the working day, encouraging colleagues to take an in-work break for an hour and focus on themselves instead. The sessions were recorded and available to playback at a time that suits. The response was so positive that evening Zumba classes were also added.

Our Employee Council also launched a Home School Support Group for colleagues coping with the challenge of trying to work productively at home while caring for, and home schooling, their children. This group connected colleagues with experienced tutors from our Skills division and others facing the same issues, giving a space to share tips, resources and generally support each other. Subject matter experts offered help with biology, anatomy, business admin, English and maths.

We also re-purposed 30 laptops and made these available where lack of IT equipment presented a barrier to home learning to support home schooling, accessing online services and keeping in touch.

We ran remote working training sessions to help employees and managers adjust to new technologies and working environment, including Mental Health and Resilience and Managing work/life balance – this included flexible working arrangements for those with childcare/caring responsibilities.

We continued investing in colleague development and re-designed our Management Development Academy, induction, and other training to be delivered virtually ensuring colleagues continued to benefit.

We launched a 'Step into Spring' campaign for February. Colleagues were encouraged to exercise for 30+ minutes a day and share their achievements with colleagues via the Strava app. Colleagues each pledged £10/ €10 to a Covid-related charity and Seetec uplifted that donation to £28/€28. A heart-warming bonus from this initiative was the level of support and kudos shared between the 244 participants, via the app, something that continues today.

We promoted our Listening Ear initiative; 1:1 confidential telephone support provided by colleagues with skills, experience, qualifications, and passion for supporting each other.

Teams introduced regular all colleague calls; with quizzes, evening social events, virtual coffee and chat sessions; virtual Christmas lunches/team events, all including furloughed colleagues to help them feel connected to the business. As restrictions lift, walking team meetings are taking place.



7. Caring Through Covid-19

In September, we ran our annual Employee Engagement survey and asked colleagues specific questions about their health and wellbeing, including mental health. Over 1,000 colleagues took part (73%) resulting in a Health and Wellbeing Index score of 77% – up 12% on 2019 – and a score of 72% for Mental Health (our first year to benchmark this). These are exceptional scores and demonstrate how we continue to put colleague's health and wellbeing at the heart of everything we do.

Other positive headlines from the survey told us that 72% of colleagues were happy with the wellbeing resources and support we offer; 84% said their manager considered their health and wellbeing and around three-quarters said Seetec actively promotes positive mental health and has put in place appropriate support services and resources. During the past year, and through the pandemic, 30% said they had utilised support services provided.

A whole range of verbatim comments supported these impressive health and wellbeing scores at Seetec, but this single quote perhaps best summarises that strength of feeling:

"I was incredibly impressed with how the business has worked its way through all aspects of the Covid crisis to date. Information, and availability of information, was clear and concise... the support that was made available, both formally and informally, felt both timely and considered."



8. Action Plan 2021/22

The following activities are our focus for the next financial year:

Physical

Continue to deliver existing initiatives and:

- Review and update group absence management policies;
- Health and Wellbeing Group to continue to explore additional initiatives;
- Deliver briefings to managers on how to adopt flexible working arrangements across their teams before reoccupation of offices;
- Keep policies under review to ensure they are in line with government guidance on Covid-19 measures;
- Reinstate Workplace Health screening – annual Free NHS health checks for colleagues;
- Menopause and Manopause First Aid Training; and
- Throughout the year support health campaigns through group wide communications' and provide information on all aspects of healthy living.

Psychological (and financial)

Continue to deliver existing initiatives and:

Mental Health

- Provide support for colleagues suffering from Domestic Violence – In Safe Hands initiative;
- Sign up to Employers Domestic Abuse Covenant;
- Further actions to promote Psychological Safety in the workplace across the group and its measurement;
- Engage external speakers to further enhance existing initiatives to drive forward mental wellbeing;
- Throughout the year support mental health campaigns through group wide communications' and provide information on all aspects of mental wellbeing;

Financial Wellbeing

- Implement year two plan of our Employee Benefits Strategy; and
- Create an Armed Reservists Policy and provide additional leave for annual training.

Social (including EDI)

Continue to deliver existing initiatives and:

- Encourage greater use of Employer supported volunteering scheme;
- Set up Diversity Action Groups;
- Improve Employee Comms and Engagement – implement new group SharePoint intranet;
- Encourage employee networking opportunities;
- Launch Neurodiversity workshops for Managers and colleagues;
- Join British Dyslexia Association (silver member);
- Sign up to Race at Work Charter – with Exec Sponsor;
- Gain Inclusive Employers membership and work towards achieving Inclusive Employers Standard Accreditation;
- Publish EDI strategy and Action plan;
- EDI group survey;
- Ethnicity Pay Gap Reporting;
- Women in Leadership – develop specific module for MDA and create cross organisational Women in Leadership Group;
- Throughout the year encourage employee participation in organisational and charitable events; and
- Improve opportunities for informal and formal cross pillar networking.