

# Wellbeing in BT Group explained

Date: 11<sup>th</sup> October 2022

**BT Group**

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# 1 Introduction

BT has a stated objective to provide best-in-class wellbeing programmes to support and enhance employee performance, resilience, happiness, and engagement.

The success of psychosocial risk management depends on commitment from all levels and functions of the organisation, especially from top management. (ISO 45003 International Standard: Psychological health and safety at work)

BT aims to align itself with the concepts raised in ISO 45003, which enables organisations to prevent work-related injury and ill-health of their workers and other interested parties, and to promote positive wellbeing at work.

## 1.1 Purpose

This document is designed to provide guidance in relation to the fulfilment of the physical, mental, and cognitive needs and expectations of a worker related to their work (*ISO 45003*).

It further informs BT management and people managers of supporting resources available to assist them.

## 1.2 Scope

This document applies to all BT operations globally.

## 1.3 Health, Safety and Environment Policy Statement

[Policy Portal - Health, Safety and Environment](#)

## 1.4 Being trusted: our code

[Being trusted: our code](#)

[We always put wellbeing and safety first](#)

## 1.5 Wellbeing definitions

### **Wellbeing**

Wellbeing, put simply, is about 'how we are doing' as individuals, communities and as a nation and how sustainable this is for the future. Personal wellbeing is a particularly important dimension which we define as how satisfied we are with our lives, our sense that what we do in life is worthwhile, our day-to-day emotional experiences (happiness and anxiety) and our wider mental wellbeing.

ONS Reflections on Measuring National Well-being July 2013

## **Workplace Wellbeing**

Workplace Wellbeing relates to all aspects of work that influence; our health, both mental and physical; help us feel secure, work conditions and financial security; our environment, physical, culture and systems; our relationships with colleagues and our line manager; and our sense of purpose, from our job quality and our feelings of engagement

## **Psychological Health**

Psychological health refers to the mental and emotional state of a person and affects the way we think, feel and act, how we react to pressure, relate to others, and make choices. Good psychological health is when an individual realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to contribute to their community. It is common and accepted that the term psychological health and mental health can be used interchangeably.

## **Psychological Safety**

The notion of psychological safety was first introduced by organisational behavioural scientist, Amy Edmondson, who coined the phrase and defined it as “a shared belief held by members of a team that the team is safe for interpersonal risk-taking.” Therefore, psychological health and safety is about creating an environment where employees feel safe to speak up about their feelings, share ideas, questions, concerns, and mistakes which may be personal, or work related without fear of punishment or retribution (e.g., being held back by a promotion).

## **Psychosocial Risk**

Psychosocial risk is the possibility for psychological injury to occur when exposed to a work-related hazard. Therefore, workplace hazards, which depending on the duration, frequency and severity of this hazard may have a negative impact on employee mental health and wellbeing. Psychosocial hazards are increasingly recognised as major challenges to health, safety, and wellbeing at work. The main psychosocial stressors identified by the HSE can be grouped under the following headings: Demand, Control, Support, Relationships, Role ambiguity, and Change

## 2 Wellbeing Strategy

### 2.1 Wellbeing Strategy

Help build a team of fulfilled, safe, happy, and healthy employees in a culture where everyone can thrive.

Provide best-in-class wellbeing programmes to support and enhance employee performance, resilience, happiness, and engagement.

- Develop focused, evidence-based interventions and campaigns to educate and promote the importance of wellbeing
- Ensure wellbeing support and services are effectively promoted and easily accessible to all employees
- Work with stakeholders across all parts of the business to embed a consistent and integrated approach to wellbeing as a core part of our culture

### 2.2 Our wellbeing approach

(Plan, and prevention, education, and restoration)

#### **Promote wellbeing strategy (Plan and prevention)**

Work with stakeholders across all parts of the business to embed a consistent and integrated approach to wellbeing as a core part of our culture

#### **Inform and Educate Managers and Colleagues (Education)**

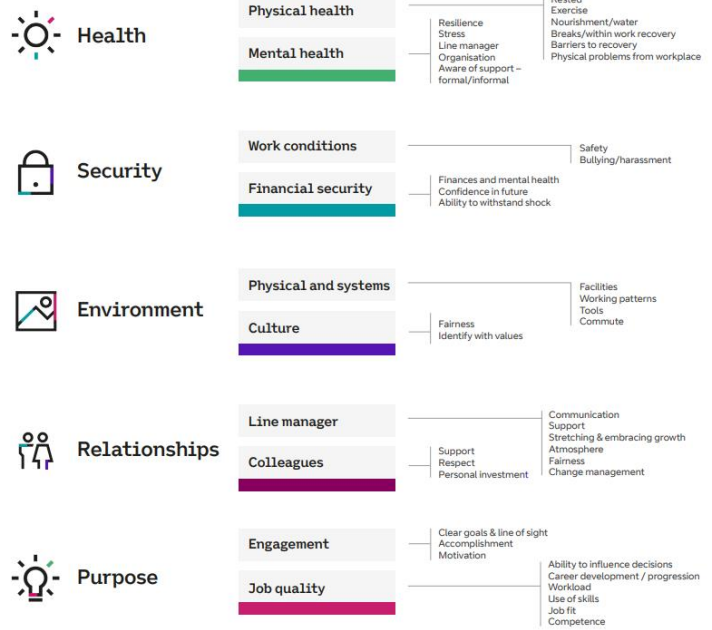
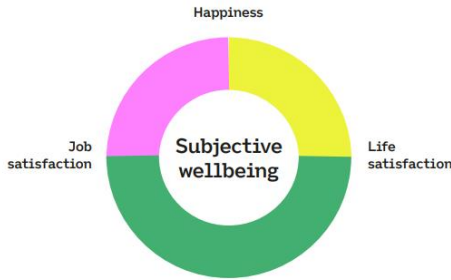
Develop focused, evidence-based wellbeing campaigns to educate and promote the importance of wellbeing.

#### **Support Services, Resources and Tools (Restoration)**

Provide clinical and professional governance on all wellbeing services, ensuring the support and resources are easily accessible by all colleagues.

## 2.3 Five drivers of wellbeing

### The five drivers of wellbeing



## 2.4 Integration of 3-tiered approach with five drivers

### Wellbeing strategy

A critical part of our ambition to make BT Group a brilliant place to work.






# 3 Wellbeing plan

Every year plans are formulated to operationalise against three aspirations Promote; Support; Restore.

## Wellbeing plan

Our health, safety and wellbeing strategy – Wellbeing programmes 22/23

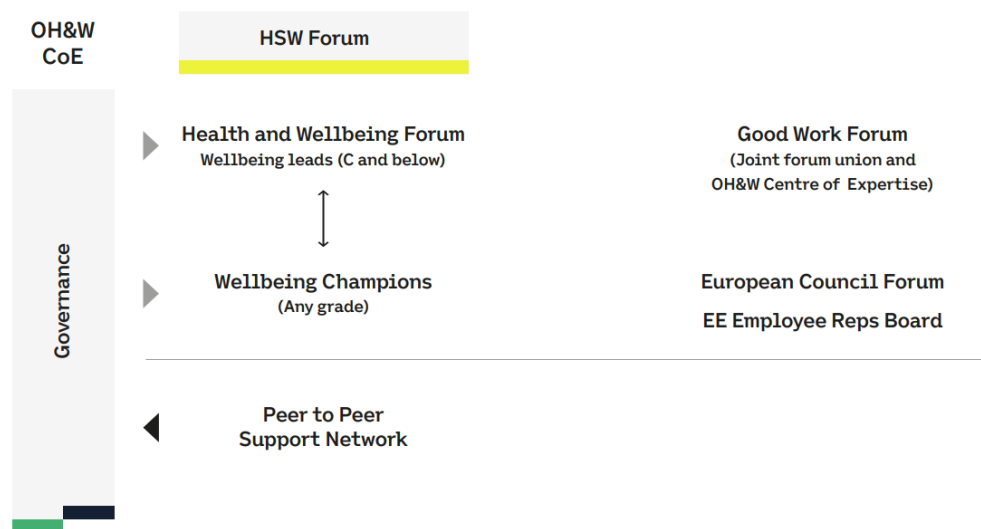
Our HS&W goal	To help build a team of fulfilled, safe, happy and healthy colleagues in a culture where everyone can thrive		
	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <b>Wellbeing</b> </div> <div style="flex-grow: 1; border: 1px solid black; background: linear-gradient(to right, #00a651, #f1c232, #8e44ad);"></div> <div style="font-size: small; margin-left: 10px;">Provide best-in-class wellbeing programmes to support and enhance colleague performance, resilience, happiness and engagement.</div> </div>		
What we do	<div style="border: 1px solid #ccc; padding: 10px; text-align: center;">  <p><b>Inform and Educate Managers and Colleagues</b></p> <p style="font-size: x-small;">Develop focused, evidence-based wellbeing campaigns to educate and promote the importance of wellbeing.</p> </div>	<div style="border: 1px solid #ccc; padding: 10px; text-align: center;">  <p><b>Support Services, Resources and Tools</b></p> <p style="font-size: x-small;">Provide clinical and professional governance on all wellbeing services, ensuring the support and resources are easily accessible by all colleagues.</p> </div>	<div style="border: 1px solid #ccc; padding: 10px; text-align: center;">  <p><b>Promote wellbeing strategy</b></p> <p style="font-size: x-small;">Work with stakeholders across all parts of the business to embed a consistent and integrated approach to wellbeing as a core part of our culture.</p> </div>
Priority areas	<div style="border: 1px solid #ccc; padding: 5px; font-size: x-small;">Post Covid Recovery and Support for colleagues and managers in relation to psychological wellbeing</div> <div style="border: 1px solid #ccc; padding: 5px; font-size: x-small; margin-top: 5px;">Review and develop MH training developing boxset to address modular issues (MH) e.g. Burnout, Anxiety, Loneliness</div> <div style="border: 1px solid #ccc; padding: 5px; font-size: x-small; margin-top: 5px;">Educate managers in their responsibility for the Psychosocial risk of colleagues</div>	<div style="border: 1px solid #ccc; padding: 5px; font-size: x-small;">Improve on current STREAM system Plus develop a psychosocial risk assessment (ISO 45003)</div> <div style="border: 1px solid #ccc; padding: 5px; font-size: x-small; margin-top: 5px;">Targeted Partnership Support Plan Where need is identified in the CFU (potential for harm) Criteria: absence, perform, turnover</div> <div style="border: 1px solid #ccc; padding: 5px; font-size: x-small; margin-top: 5px;">Peer2Peer Support Network Global rollout</div>	<div style="border: 1px solid #ccc; padding: 5px; font-size: x-small;">Implement WB structure governance and standards Demonstrate governance and compliance Seeking parity with standards and governance with safety management (ISO45003)</div> <div style="border: 1px solid #ccc; padding: 5px; font-size: x-small; margin-top: 5px;">Education and enrolling Leadership in the embedding of wellbeing into the culture of the organisation</div> <div style="border: 1px solid #ccc; padding: 5px; font-size: x-small; margin-top: 5px;">BT Group wide campaign and resource focus on prevention and individual ownership (from survive to thrive)</div>
Shared priorities	<div style="border: 1px solid #ccc; padding: 5px; text-align: center; font-size: x-small;">Leadership sponsorship</div> <div style="border: 1px solid #ccc; padding: 5px; text-align: center; font-size: x-small; margin-top: 5px;">Simple and easy to access procedures, policies and processes</div> <div style="border: 1px solid #ccc; padding: 5px; text-align: center; font-size: x-small; margin-top: 5px;">Vendor and supplier management</div> <div style="border: 1px solid #ccc; padding: 5px; text-align: center; font-size: x-small; margin-top: 5px;">Effective governance</div>		



# 4 Wellbeing Governance

## 4.1 Wellbeing Structure

### Wellbeing structure



## 4.2 Wellbeing Forums

### 4.2.1 Group Health, Safety and Wellbeing forum

The purpose of the forum is to assist the board of directors and the Operating Committee (ExCo) of the company to:

- Oversee the development and implementation of arrangements for ensuring effective management of health safety and wellbeing throughout BT including Self Accounting Units.
- Review the Group's exposure to health safety and wellbeing risks and monitor performance against targets.
- Recommend strategic initiatives and facilitate the exchange of initiatives and insight on health safety and wellbeing between the Lines of Business.
- Review and approve where necessary, Group wide health safety and wellbeing initiatives, policies and processes.
- Act as a focus for encouraging management accountability for and commitment to the effective management of the group's health safety and wellbeing risks.
- Understand the ExCo's role in leading wellbeing, and how it is integrated into CFU and corporate Leadership Team

## 4.2.2 Wellbeing Board (proposal under review)

## 4.2.3 Health and Wellbeing Forum meeting

The purpose of the group is to support the delivery of the Health, Safety and Wellbeing (HSW) Centre of Expertise's (CoE) goal, which is to help build a team of fulfilled, safe, happy and health employees in a culture where everyone can thrive.

## 4.2.4 Good Work Forum

The Quarterly "Good Work Forum" meetings with CWU and Prospect unions are primarily wellbeing focused.

- The forum is a positive opportunity to proactively engage with the Unions around the work the company is undertaking in the Health, Safety and Wellbeing space, and particularly around wellbeing
- Subject Matter Experts are also brought in from other areas (such as performance, case management and D&I), to provide updates (given the impact these areas can have upon wellbeing).

# 4.3 Roles and Responsibilities

Key roles for personnel involved are detailed in table 1 below

Role	Responsibility
4.3.1 HSW Sponsor	<ul style="list-style-type: none"><li>• Supports and endorses all HSW activities in BT as per the forums TOR</li><li>• Chairs the Group HSW forum</li></ul>
4.3.2 CFU Leadership	<ul style="list-style-type: none"><li>• Accountability and visible demonstration of senior leadership support</li><li>• Consults and approves their CFU/CU wellbeing plan aligning and supporting BT and CFU/CU KPIs.</li><li>• Demonstrate leadership and commitment to managing psychosocial risk (ISO 45003)</li><li>• Identify, monitor and be aware of its roles and responsibilities with respect to managing psychosocial risks (ISO 45003)</li><li>• To reinforce the sustainability of managing psychosocial risk by including it in strategic plans and existing systems, process, and reporting structures (ISO 45003)</li></ul>

<p><b>4.3.3</b></p> <p><b>People Managers</b></p>	<ul style="list-style-type: none"> <li>• Empower workers and ensure they are competent to fulfil their roles and responsibilities to manage psychosocial risk (<i>ISO 45003</i>)</li> <li>• Actively engage workers in a continual dialogue on the management of psychosocial risk (<i>ISO 45003</i>)</li> <li>• Support and encourage workers to actively participate in the management of psychosocial risk in the workplace (<i>ISO 45003</i>)</li> <li>• Review job descriptions, identifying psychosocial hazards (<i>ISO 45003</i>)</li> <li>• Analyse work tasks, schedules and locations, identifying psychosocial hazards (<i>ISO 45003</i>)</li> </ul>
<p><b>4.3.4</b></p> <p><b>Colleagues</b></p>	<ul style="list-style-type: none"> <li>• Individuals are responsible for managing their own health and wellbeing, and accessing the support provided by BT.</li> <li>• Individuals are responsible for managing their own health and wellbeing, and accessing the support provided by BT. This includes: <ul style="list-style-type: none"> <li>• developing the competence necessary to identify psychosocial hazards and manage psychosocial risks (e.g., understanding how psychosocial hazards can interact with one another and other hazards, and the nature and scope of their potential outcomes)</li> </ul> </li> <li>• ensuring that they understand the processes for reporting or raising concerns</li> </ul>
<p><b>4.3.5</b></p> <p><b>Human Resources</b></p>	<ul style="list-style-type: none"> <li>• Provides support to CFU</li> <li>• Liaises with wellbeing lead or HSW COE as appropriate</li> <li>• Monitoring HR dashboards</li> <li>• Demonstrate leadership and commitment to managing psychosocial risk (<i>ISO 45003</i>)</li> <li>• Identify, monitor and be aware of its roles and responsibilities with respect to managing psychosocial risks (<i>ISO 45003</i>)</li> <li>• To reinforce the sustainability of managing psychosocial risk by including it in strategic plans and existing systems, process, and reporting structures (<i>ISO 45003</i>)</li> </ul>
<p><b>4.3.6</b></p> <p><b>Chief Medical Officer and Director for OH&amp;W</b></p>	<ul style="list-style-type: none"> <li>• Clinical and operational governance of health and wellbeing providers internal e.g., EAM and external e.g., EAP, Mental Health Service.</li> <li>• Ensure that commitments to preventing ill health and injuries related to psychosocial risk, and promoting wellbeing at work, are included in the Group HSW Policy</li> <li>• Provides guidance and practitioner / clinician appropriate advice.</li> <li>• Manage and review the performance of the OH&amp;S management system aligning to <i>ISO 45003 where appropriate</i></li> <li>• Review Employee Care Surveys and Wellbeing Surveys, ensuring that employee feedback regarding wellbeing is taken into consideration for forward planning. Liaise with other departments to ensure action is taken as appropriate</li> </ul>

	<ul style="list-style-type: none"> <li>• To reinforce the sustainability of managing psychosocial risk by including it in strategic plans and existing systems, process, and reporting structures (<i>ISO 45003</i>)</li> <li>• Obtain and provide feedback to determine the effectiveness of managing and preventing psychosocial risk within the OH&amp;S management system both in implementation and operation (<i>ISO 45003</i>)</li> <li>• Increase awareness of psychosocial risks and providing information to workers on how to report them (<i>ISO 45003</i>)</li> <li>• Providing access to or information about support services, general occupational health services, confidential debriefing, counselling, and conflict mediation services (<i>ISO 45003</i>)</li> </ul>
<p><b>4.3.7</b>      <b>CFU Wellbeing Sponsor</b></p>	<ul style="list-style-type: none"> <li>• This role will always be undertaken in addition to their permanent role.</li> <li>• Wellbeing sponsors (Exec level A or B) are the nominated representative from each of the BT Group CFU's/CU's.</li> <li>• Oversees the delivery of their CFU / CU wellbeing plan</li> <li>• Engages with key stakeholders and works collaboratively with other CFU / CU Wellbeing leads and the HSW C of E.</li> <li>• Complies with and supports the HSW Governance model</li> </ul>
<p><b>4.3.8</b>      <b>CFU Wellbeing Lead</b></p>	<ul style="list-style-type: none"> <li>• Creates and delivers their CFU / CU wellbeing plan aligning and supporting BT and CFU / CU KPIs.</li> <li>• Engages with key stakeholders and works collaboratively with other CFU / CU Wellbeing leads and the HSW C of E.</li> <li>• Complies with and supports the HSW Governance model</li> <li>• Implementing projects and initiatives that support the wellbeing strategy including: <ul style="list-style-type: none"> <li>• Collaborating with HR Services on case management to review service levels and progress.</li> <li>• Lead the consistent deployment of BTs Wellbeing strategy working with the Health, Safety and Wellbeing C of E.</li> <li>• Advice and utilisation of appropriate reports and systems to offer insight into the business partners e.g., low engagement linked to higher absence.</li> <li>• Monitor case data / trends and provide business insight.</li> <li>• Applies specialist knowledge, providing specialist support and advice, interpretation and guidance on projects, practices, and processes to improve effectiveness in wellbeing.</li> <li>• Supports the development of strategy, methodology and policy of their specialist area through data analysis and reporting; creating recommendations to make improvements applying local and business knowledge.</li> <li>• Accountable for stewarding, leading and partnering with the business, ensuring all business activities are carried out in a manner which is in accordance with legislative requirements, within the spirit of these requirements and enhance and protect BT for now and the future.</li> <li>• Identifies best practice and applied to customer base working with appropriate teams e.g., HR Services, Health, Safety and Wellbeing Centre of Expertise.</li> <li>• Works with COEs to develop BT wide policies / processes and associated change initiatives.</li> <li>• Focus on prevention as much as reactive support.</li> <li>• Education and upskill of organisational capability in wellbeing.</li> <li>• Represents their CFU / CU at the monthly wellbeing leads forum / meetings and other such calls / meetings and provides feedback to their HR and key stakeholders.</li> </ul> </li> </ul>

<p><b>4.3.9</b></p> <p><b>CFU Wellbeing Champions</b></p>	<ul style="list-style-type: none"> <li>• Actively promotes, raises awareness, and increases engagement of wellbeing in line with BTs and CFUs wellbeing strategy.</li> <li>• Supporting delivery of wellbeing in line with BTs and CFUs wellbeing strategy.</li> <li>• BTs support services.</li> <li>• BTs and CFUs wellbeing campaigns.</li> <li>• Wellbeing Champions will also help to influence the wider BT and CFU strategy and plan.</li> <li>• Organising local activities in line with BT / CFU wellbeing strategy.</li> <li>• Signpost where people can find more information.</li> <li>• Provide feedback to the HSW CofE / CFU leads on wellbeing initiatives and campaigns.</li> <li>• Provide feedback to influence the BT / CFU Wellbeing strategy.</li> </ul>
<p><b>4.3.10</b></p> <p><b>Peer to Peer (P2P) Volunteers (BT Mental Health First Aiders)</b></p>	<ul style="list-style-type: none"> <li>• A company-wide network of trained volunteers</li> <li>• All volunteers must meet key criteria a) Have experience in dealing with mental health issues (theirs or supporting others) b) 3<sup>rd</sup> party reference to suitability c) Line Manager support d) Successfully completed the one day ‘managing mental health training’ e) Undertaken the induction session f) Agreed to adhere to the Peer2Peer charter.</li> <li>• All Peer2Peer volunteers are trained to i) Listen ii) Support and iii) Signpost</li> <li>• All Peer2Peer volunteers have access to the BT Employee Assistance Management team if they feel they need support and or guidance. <ul style="list-style-type: none"> <li>○ <a href="http://bt.com">Employee Assistance Management (bt.com)</a></li> </ul> </li> </ul>
<p><b>4.3.11</b></p> <p><b>Union reps at Good Work forum</b></p>	<p>Collaborate and promote wellbeing initiatives and programmes across BT.</p> <p>Provide feedback on issues, programmes and policies impacting on employee wellbeing</p>
<p><b>4.3.12</b></p> <p><b>Employee Representative Boards</b></p>	<p>Collaborate and promote wellbeing initiatives and programmes across BT or the area represented. Provide feedback on issues, programmes and policies impacting on employee wellbeing</p>
<p><b>4.3.13</b></p> <p><b>European Works Council</b></p>	<p>Collaborate and promote wellbeing initiatives and programmes across BT or the area represented. Provide feedback on issues, programmes and policies impacting on employee wellbeing</p>

**Table 1: Roles and responsibilities**

## 4.4 CFU Request for Health, Safety & Wellbeing Approval Process

A simple process to ensure that all Health Safety and Wellbeing initiatives have been assessed and approved by the Centre of Expertise to ensure the initiative is appropriate, evidence based, aligned to the BT HSW strategy and is a wise use of resources and funds. See Appendix E for the form.

# 5 Communications

Communication is important because it demonstrates commitment to managing psychosocial risks, promoting well-being at work, and informing colleagues and other interested parties of what is expected from them, and what they can expect from

## 5.1 Group communication channels

### 5.1.1 BT Health, safety and environment policy statement

Available on the BT Intranet

[BT health, safety and environment policy statement](#)

### 5.1.2 Health, safety, and wellbeing intranet

[Health, Safety & Wellbeing](#)

A comprehensive site that contains all Resources, Processes, Policies, Safety Handbook, Reporting Procedure, and access to accident and reporting site [Compliance & risk management \(CARM\)](#). Resources include Healthy Change, a [Wellbeing Tool Kit](#), access to the BT stress assessment [STREAM](#).

### 5.1.3 Your Wellbeing

[Log in - Your Wellbeing | BT](#)

A portal with app functionality providing access to all the wellbeing information, services, and resources, in one place. It can be accessed by any employee in or out of work, on any device and is available across all geographies, 24/7 365. The content has been compiled to never be more than 3 clicks away in user friendly sections Life, Family, Health, and Money

### 5.1.4 Workplace

[Workplace](#)

A workplace type of social media used for communicating all sorts of key messages and campaigns direct to employees.

### 5.1.5 BT Today, newswires, knowledge calls and conventional channels

Used to promote centrally generated messages and campaigns

## **5.1.6 All BT processes**

For example, Performance Reviews, Attendance, Discipline, Grievance, Induction, Accidents or Incidents, including whistleblowing have clear signage and guidance to wellbeing and support resources and services available.

## **5.2 CFU/CU communication channels**

All BT businesses have their own individual newswires, workplaces, and communication channels from digital (audio, video, live screens, type) to paper copy methods of communicating with the colleagues based in their area. These are used to amplify or nuance wellbeing messages originating from group or instigated locally.

## 6 Wellbeing maturity model

CFU	Bronze	Silver	Gold	Description
Comms Plan			X	Registered in previous quarter
Quarterly Action Plan			X	Registered in previous quarter
Wellbeing Sponsor		X		
Wellbeing Lead	X			
Wellbeing Project Team		X		Driving action across the CFU
Wellbeing Champion (%)	0.5	.75	1.00	Current levels Appendix 3
Peer2Peer (%)	0.5	.75	1.00	Current levels Appendix 4
CFU Wellbeing Training	Bronze	Silver	Gold	Description
'Is it ok' (Colleagues)	X			100%
'Doing the right thing for good' (Managers)	X			100%
MMH Concise	50%	70%	90%	People Managers %
STRIDE				To Be Agreed
STREAM assessments			5%	Pro rata of population P.A.
STREAM 1-1 completions	10	5	0	% Outstanding
Psychosocial risk assessment	Bronze	Silver	Gold	
% Managers completed training				Tba
% Colleagues completed training				Tba
% Control measures in place				tba



# 7 Wellbeing tracking and monitoring systems

BT has a range of wellbeing tracking and monitoring systems.

## 7.1 Risk register

Held by ExCo and used to track key risks to the business, a component of which comprises HSW risks.

## 7.2 Compliance and Risk Management (CARM)

CARM Compliance & risk management (CARM) is the BT health and safety platform used for reporting and tracking all accidents and incidents affecting BT employees.

The CARM Health & Safety platform enables:

- Access to HASP reports
- Reporting of Accidents, Incidents and near misses
- Completion of Display Screen Equipment assessments
- Completion of Safety Checks (AMS)

## 7.3 Mental health dashboard

A dashboard of measures tracking the wellbeing of the employees as a whole containing, overall sick absences, mental health absences, wellbeing scores, employees using the EAP citing work as the reason for contact.

## 7.4 Employee Engagement Surveys

An annual survey that includes several wellbeing questions a key one being the ONS 'How satisfied are you with your life nowadays'?

## 7.5 STREAM

STREAM (stress self-assessment)

The BT on-line stress assessment tool providing a report for both the employee and their people manager using the HSE workplace stressors to indicate the cause of the issue.

## 7.6 Red flag process

The Red Flag process ensures that every incident (usually serious) meeting pre-determined criteria is logged and tracked to its conclusion. Thus, ensuring any employee or witness affected by an incident e.g. death or serious injury is holistically supported by all key stake-holders in the business.

## **7.7 Risk Assessment**

### Risk Assessment

The process for assessing safety risks including psychosocial risk assessment in the business.

## **7.8 Wellbeing (CFU) maturity rating**

This is a system to determine how mature all parts of the business are in implementing wellbeing in their areas. See section 6.

## **7.9 Wellbeing maturity rating audit programme**

Each Wellbeing Lead will audit their CFU and provide a dashboard to Group HSW CofE

## **7.10 Audit dashboard**

The audit dashboard will provide a vehicle to identify CFU progress in embedding wellbeing across the business.

## **7.11 Public, and Board, Reporting**

7.11.1 Internal - Audit dashboard 7.10 to be overseen and monitored by senior team

7.11.2 Internal – Board Report with HSW metrics provided

7.11.3 External – BT Annual Report. Section reports on colleague wellbeing.

7.11.4 External Digital Impact and Sustainability Report. Contains a section on our Environment, Social and Governance responsibility which contains sections on HSW which are signposted to the BT Annual Report

# 8 Training in wellbeing and psychosocial risks

- Stride (Online and on demand)
- LifeSkills (Online and on demand)
- Managing Mental Health Concise (Virtual, Classroom, CFU determine need)
- Additional Mental Health training as required e.g. Mental Health Embed.
- Health Safety and Wellbeing in BT (Online optional self-determined)
- Managing Mental health (Peer2Peer – F2F/Virtual mandatory)
- Doing the right thing for good (all LM, online - small wellbeing component)
- 'Is it ok' (all colleagues, online, small wellbeing component)
- Currently there is 'Risk Assessment' training Risk Assessment

# 9 Environmental, social and governance (ESG)

As an exemplary corporate citizen BT strives to contribute for the betterment of society. Whilst ESG is a broad area, as a part of its contribution BT supports employees and the wider society with several initiatives that promote good wellbeing. These initiatives influence wellbeing at a societal level. Promoting good employee wellbeing positively influences employees > Friends and Family > Community > Society.

## 9.1 Volunteering Programme

A formal system well embedded in the business supporting 3 volunteering days per annum per employee against certain criteria e.g., volunteering at schools, working with a charity, etc.

## 9.2 Five ways to wellbeing programme

BT has been rolling out a programme of proactive initiatives to promote good wellbeing through encouraging keeping active; keeping connected; taking notice; keep on learning; and giving. All evidence-based approaches to enhancing individual wellbeing.

## 9.3 Mental Health training

BT has an extensive programme of mental health training for managers and for its Peer-to-Peer network (BT equivalent of mental health first aiders). This training whilst focussed on training our employees in mental health issues provides transferable skills and knowledge that can be applied with family, friends and in the community.

# 10 Wellbeing Services and Resources

## Mental health – key resources

Self-help programmes	In person support services	Support when helping others
<b>Lifeskills via Your Wellbeing</b>	<b>Employee Assistance Programme (EAP)</b>	<b>Employee Assistance Management (EAM)</b>
<p><b>4 modular programmes</b></p> <ul style="list-style-type: none"> <li>• There's uncertainty ahead</li> <li>• I'm feeling stressed</li> <li>• Building stronger relationships</li> <li>• Growing and Evolving</li> </ul>	<p>Confidential counselling, support and advice service, available 24/7/365</p>	<p>Specialist support and advice on complex people issues</p>
<b>Sleep programme via Your Wellbeing</b>	<b>Mental Health Service (UK)</b>	<b>Resource pack for managing people in distress</b>
<p><b>A modular programme</b> Designed to help you tackle a range of sleep issues</p>	<p>LM referral for support and treatment for common mental health issues, includes CBT</p>	<p>Summary of issues to be aware of dealing with people at risk or in distress</p>
<b>Recharge Your Wellbeing via Your Wellbeing</b>	<b>Iesohealth.com 'Get Started' code: @HSW (UK)</b>	<b>Mental Health Toolkit for managers</b>
<p><b>A 28 day programme</b> Designed to help you recharge your wellbeing in bite sized chunks</p>	<p>1:1 typed online Cognitive Behavioural Therapy. Currently being trialled in BT Group UK until Jan 2022</p>	<p>Guide for LMs to support colleagues who may be struggling with their mental health</p>
<b>SilverCloud Sign up code: VitaBT</b>	<b>Peer to Peer Support Network (P2PSN)</b>	<b>Difficult conversations</b>
<p><b>Cognitive Behavioural Therapy modules to help you:</b> Improve your wellbeing Stress, Resilience, Sleep</p>	<p>Listening and support service provided by volunteers for colleagues</p>	<p>Difficult conversations guides</p>
<b>Sanvello App Accessed via Livewell</b>	<b>Mindfulness practices</b>	<b>STRIDE course</b>
<p><b>An app designed to help you improve your wellbeing</b> www.livewell.optum.com For country code see International contacts</p>	<p>Weekly Mindfulness group practice calls, available for replay</p>	<p>Online course for managers on managing "stress in the workplace: dealing with it effectively"</p>
<b>STREAM Stress Assessment and Management Tool</b>	<p>Please note that all of the support services normally offered to our employees are there for you to access, however to comply with Public Health England's advice they are providing support remotely via telephone and/or video calls.</p>	
<p>Online tool to be completed by those experiencing or showing signs of stress</p>		

**Appendix A    Health, safety & environment  
policy**

# Health, Safety & Environment

## Group Policy Statement

BT Group's ambition is to be the world's most trusted connector of people, devices and machines.

Health, Safety and Environment (HSE) and Wellbeing will always be key priorities at BT Group, and they are fully embedded into the foundations upon which we operate, our culture and our activities.

This policy applies to all BT companies globally, and to everyone who works for or on behalf of BT Group.

My management team and I are resolute in our undertakings to ensure the health, safety and wellbeing of our colleagues, contractors, suppliers, customers, visitors and members of the public.

We are committed to protecting the environment and building a sustainable future, achieving effective environment and energy management with particular focus upon reducing our carbon emissions, BT Group's most significant environmental impact.

We embrace continual improvement by operating effective management systems to ensure our HSE risks are identified, controlled and responsibly managed, hazards are eliminated, and that ownership and accountabilities are clearly defined and understood.

The applicable legal, regulatory and other requirements are considered a minimum obligation. Our aim is to go beyond legal compliance in order to achieve zero avoidable harm, optimum physical and mental health and the prevention of pollution.

We will:

- Provide and make available sufficient information, instruction, training and supervision to colleagues and partners to ensure they are fully aware of their responsibilities and are competent to undertake their activities.
- Allocate appropriate resources to develop, maintain and continually improve our management system, policies, standards, frameworks and key controls.
- Provide safe and healthy working conditions in order to prevent work related injury and ill health.
- Continually improve our HSE performance by setting and reviewing objectives and targets.
- Adopt a leadership role with our contractors, assisting them to improve their own HSE performance.
- Ensure that colleagues and their representatives participate and are appropriately consulted.
- Consider HSE and wellbeing risk management in the design of facilities, equipment, systems and processes and incorporate these into specification, design and procurement activities.

Building a better BT Group for the future requires a team of safe, fulfilled, happy and healthy people working in a culture where everyone can thrive. This can only be achieved with the total involvement of all our colleagues and partners, and we commit to working in partnership across our stakeholders to apply this policy.

A handwritten signature in black ink that reads "Philip Jansen".

**Philip Jansen**  
Chief Executive, BT Group  
September 2022

# Appendix

## 1.1 Standards directly linked to this Policy

- Health & Safety Management System and Culture
- Occupational Travel and Road
- Fire Safety
- Work at Height
- Electrical Safety
- Electromagnetic Fields (EMF)
- Lifting Operations and Manual Handling
- Work in Highway
- Hazardous Substances and Transport of Dangerous Goods
- Work Equipment
- Workplaces and Welfare
- Management of Third Parties
- Construction and Engineering
- ISO 14001 Certification
- Site Aspect
- Decarbonisation Aspect
- Product Stewardship Aspect
- Specialist Assets Aspect
- Networks Aspects (EMS Aspect)
- Procurement (EMS Aspect)

## 1.2 Other Relevant Policies and Standards

- People Policy (including Employment Policies)
- Supply Management Policy
- Procurement Standard
- Supplier Standard

## 2 Key Roles

The key roles are outlined here:

[Roles and responsibilities for health & safety \(bt.com\)](#)

### Version Control

Version	Approval Date	Reason for Change
1.0		N/A – new version for new Policy Framework





# Appendix B Being trusted: our code

## Being trusted: our code

We support, respect and appreciate each other.

- ✓ Use empathy to remain aware of others' differences, emotions and motivations.
- ✓ Raise any discrimination or harassment concerns with managers.
- ✓ Talk and behave in an inclusive manner.
- ✓ Always remember to speak up.
- ✓ Have a question? Ask your manager or visit the D&I page.

Use our code as your guide for doing the right thing. For good.

# Appendix C Wellbeing champions

CFU	No. of champions	% of headcount
Consumer	38	0.20
Enterprise	12	0.12
Global	39	0.98
Openreach	362	0.98
Technology units & Corporate Units	72	0.59
<b>Total</b>	<b>523</b>	<b>0.64</b>

## Appendix D Peer to Peer Support Network

CFU	No. of Peer to Peer volunteers	% of headcount
Consumer	104	0.55
Enterprise	75	0.76
Global	23	0.58
Openreach	66	0.18
Technology units & Corporate Units	68	0.56
<b>Total</b>	<b>336</b>	<b>0.41</b>

## Appendix E CFU Request for Health, Safety & Wellbeing Approval



**CFU Request for Health, Safety & Wellbeing (Centre of expertise) – Agreement of Wellbeing Initiative**

<b>Title of request/Initiative and Sponsor</b>	
<b>Overview</b>	
<b>Overarching aim</b>	
<b>Key Aims:</b> (that the proposed solution addresses)	
<b>Details of supplier/provider</b>	
<b>Scope of Initiative:</b> (e.g. logistics; period of programme, timeframe commitments, costs, budget, regulatory requirements, internal resource requirement)	
<b>Expertise and experience of CFU resource to assess, manage and provide governance of solution/provider</b>	
<b>Target Group and numbers</b>	
<b>Global or UK</b>	
<b>Any Additional Information</b>	

Please email completed form to: [health.safety.wellbeing@bt.com](mailto:health.safety.wellbeing@bt.com)

<b>Owner</b>	<b>Author</b>	<b>Version</b>	<b>Page number</b>
Richard Caddis	Bruce Greenhalgh	3-29/10/2021	1 of 1



11<sup>th</sup> October 2022

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