



About BITC's Workwell Model

Business in the Community's Workwell Model provides an evidence-based framework for embedding health and wellbeing into organisational culture. An integral part of Business in the Communities approach to Responsible Business it aligns with the recently launched Responsible Business Map. It draws from over a decade of business experience of working with the original model, dealing with the realities of the workplace and the complexity and interrelatedness of the factors that influence employee wellbeing and engagement.

Why the refresh?

Like the original it has been developed by business for business using a rigorous process which has been driven by both business needs and current thinking and approaches to workplace wellbeing.

Much has moved on in the last decade since the original Workwell model was launched in 2009. Evidence on what works has strengthened^{1,2}, and concepts of wellbeing have become more holistic³ so that it is now recognised that wellbeing at work is shaped by a much broader range of factors, from sleep^{4,5} to financial stress⁶. The refreshed model reflects this and adopts a "whole person" approach defining wellbeing as the mutually supportive relationship between physical, mental, social financial health and wellbeing.

At an organisational level evidence continues to accumulate about the critical importance of strategic leadership for health⁷ and how this in turn impacts and shapes business performance⁸ and customer satisfaction. As a result, the refreshed model takes a "whole organisation" approach embedding wellbeing in organisational culture and positioning it as a strategic boardroom issue to achieve maximum impact supporting thriving people, thriving business and a thriving community.

At the same time interest in workplace health has grown with a diverse range of businesses wanting to promote the health and wellbeing of their employees. The refreshed model's simplified language is designed to be user friendly and to reach a much wider range of organisations. Adapted to meet an organisation's need regardless of their size, sector or wellbeing maturity the model is designed to be relevant for diverse businesses and therefore have a wider reach.

Concepts of responsible business have also changed with greater emphasis on how the prosperity of business and society are inextricably linked. Business in the Community now defines a responsible business as one that puts creating healthy communities and a healthy environment at the centre of its strategy to achieve long term financial value. Ensuring healthy lives and promoting well-being for all at all ages (SDG 3) require that we embrace the complexity and interconnectedness of the challenges facing the planet and its people, and that businesses use their skills and resources to help communities in greatest need to thrive again (SDG 11). As the UN emphasises "Health is Everyone's Business" and interconnected with the delivery of many Sustainable Development Goals (SDGs)⁹. The refreshed model practically links how to generate sustainable change to achieve thriving people, thriving business and thriving communities through collaborative approaches (SDG 17).

The approach

Whilst evidence is abundant the challenge for organisations is often knowing where to start, and how to and navigate through the myriad of information available to identify the actions needed to achieve desired outcomes. Understanding this, Business in the Community has learnt from the experience of diverse





businesses and used their suggestions to adapt the model into an easy to digest form. The model is now takes a action and outcomes-based approach and uses a simplified language that aims to be relevant to all. Designed to allow organisations to focus on the issue most relevant to them, by exploring the model the user can discover the reasons why businesses should act from business resilience to customer loyalty; how they can do this through a whole person and organisation approach from promoting emotional wellbeing to improving line manager capability; what outputs can be achieved from increased engagement to a greater sense of purpose; and how this can result in thriving people, thriving business, and thriving communities. The aim of the new model is to integrate evidence of the model in action by providing direct links to case studies from businesses.

The refreshed Workwell Model is supported with Business in the Community's practical know-how, their evidence-based tools and guidance, and by access to their expert advice. Built on current evidence and understanding, the validity and basis for the model will be continually revalidated and developed through its practical application and by building up its case study base. From 2019, the Responsible Business Tracker will allow organisations to benchmark themselves against others on wellbeing, gauge what they are doing well, identify areas for improvement and tap into BITC's network of expertise. Designed by business for business like its predecessor, the Workwell Model's real utility will come through the practical actions it supports business to take and through the outcomes they achieve.

Dr Fiona Adshead, Independent Wellbeing, Sustainability and Public Health Advisor, member of BITC's Wellbeing Leadership Team

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