

# Working remotely - supporting people's health and wellbeing

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# The CIPD

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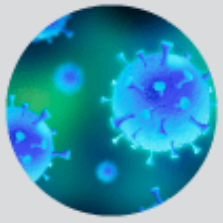
Offices in  
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# The COVID-19 pandemic has opened the door for more flexible ways of working

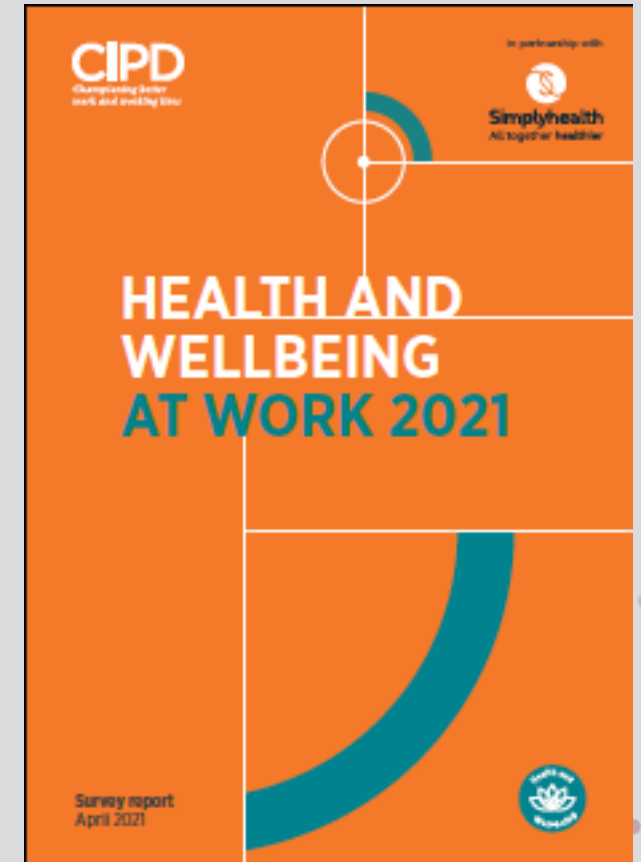
- **63%** of employers plan to introduce or expand the use of hybrid working (CIPD, 2021)
- **71%** of employers said homeworking had no detrimental impact on productivity





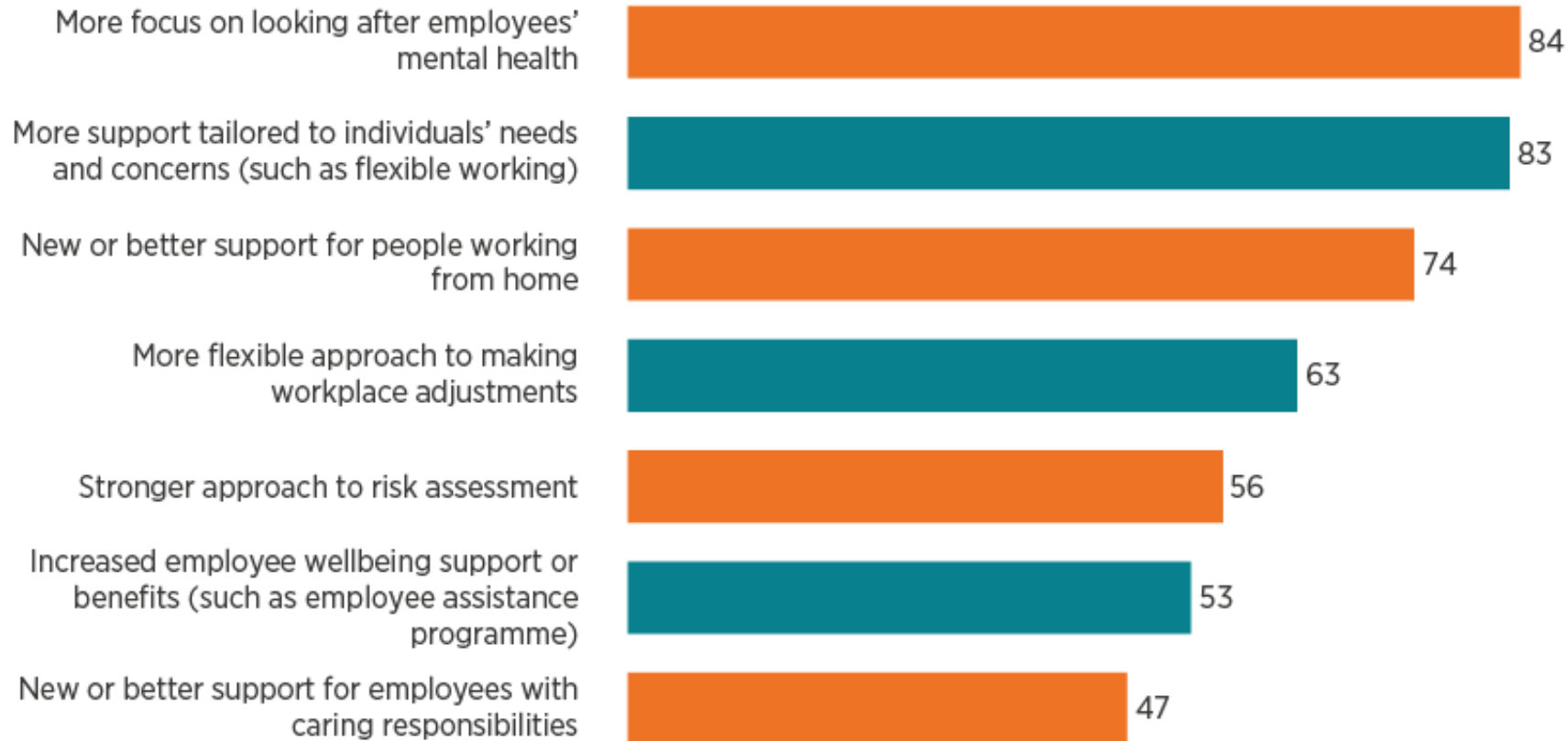
But the COVID-19 pandemic has intensified both physical *and* mental health risks for many people...

*Over two-fifths (42%) of HR professionals 'extremely concerned' about the impact of the pandemic on people's mental health and a further two-fifths (40%) were 'moderately concerned'...*



# COVID-19: Supporting people's health & wellbeing

**Figure 2: Additional measures to support employee health and wellbeing in response to COVID-19 (%)**



Base: 539

Note: This question was not asked of the 13% of respondents who reported their organisation hadn't taken any steps to improve employee health and wellbeing.

# Employers' duty of care for health, safety and wellbeing extends into the home...

- This means conducting physical (ergonomic) and psychological risk assessment of workplaces – including home offices
- The physical risks from homeworking include sedentary working, musculoskeletal strain

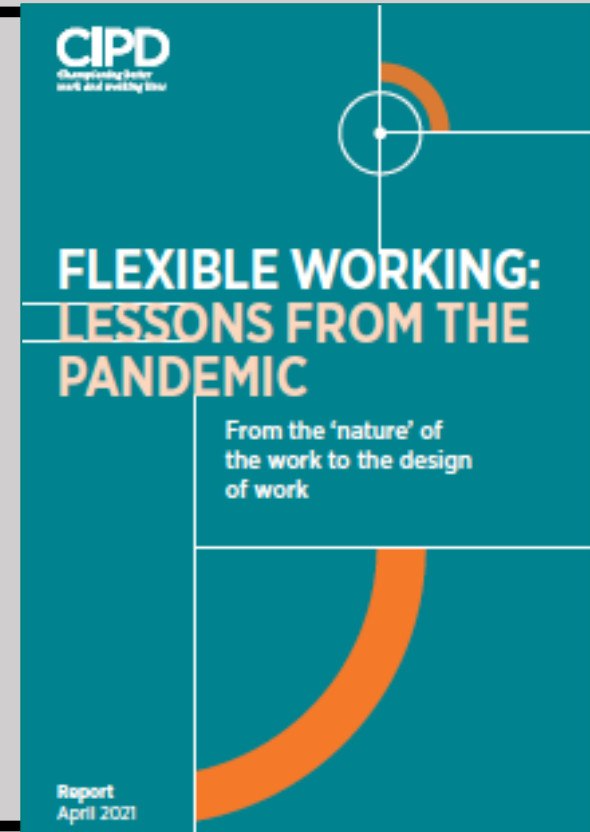
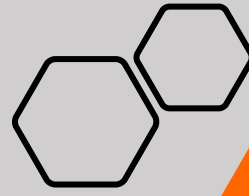
**CIPD:**

[www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/homeworking-questionnaire](http://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/homeworking-questionnaire)

**HSE:** <https://www.hse.gov.uk/simple-health-safety/risk/risk-assessment-template-and-examples.htm>



Health and wellbeing  
– the benefits and  
challenges of hybrid  
and remote working  
for people and  
organisations

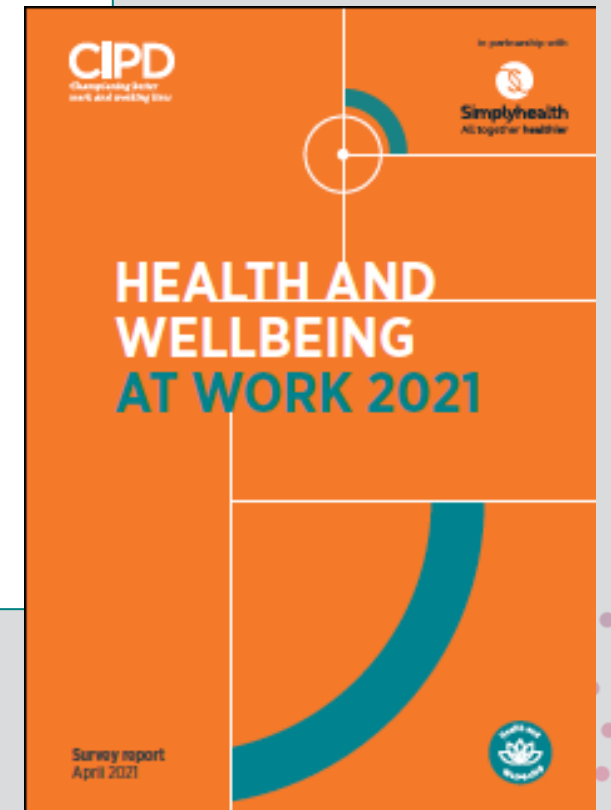


# Beware the blurring of boundaries and 'presenteeism'...

Figure 16: Are you aware of 'presenteeism' (people working when ill) in your organisation over the past 12 months? (%)



Base: 468



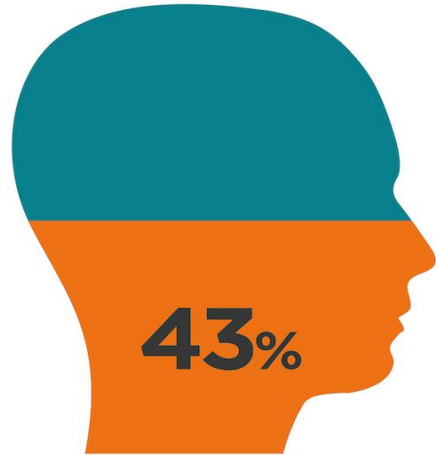


# Good people management is key to effective wellbeing support

- Employers and HR have been placing more and more responsibility on managers to support people's wellbeing
- This increasing expectation isn't always matched with the necessary investment in their training, guidance and support
- At a time when many managers are experiencing health and wellbeing and operational challenges...the squeezed middle
- Line managers play an even greater role for supporting wellbeing in a remote/hybrid working model but it's a more challenging role for them to perform

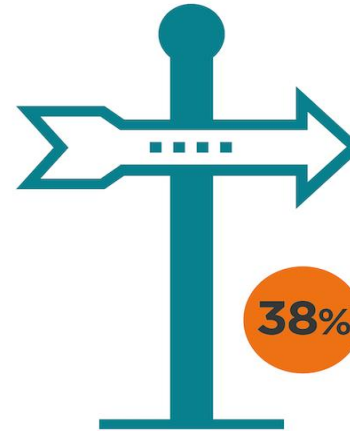
*"I've had concerns as to how people were and whether you actually get an honest response when you ask. I'm not always convinced of the answers."*

# Mental health

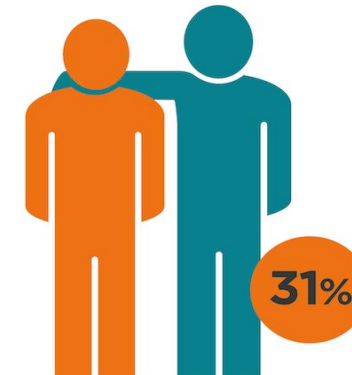


43% of organisations have trained managers to support staff with mental ill health, but...

- 38% say managers are confident to have sensitive discussions/signpost staff to expert help



- 31% of people professionals say managers are confident and competent to spot the early warning signs of mental ill health.



# The role of line managers is key



**Build relationships based on trust and have sensitive and supportive 121s** to discuss any changes or support needed with empathy/compassion



**Provide ongoing guidance** – to help managers support employees in complex and challenging situations and refer for expert help



**Line manager wellbeing** - line managers themselves will be under acute pressure to manage conflicting demands

# Hybrid and remote working resources



## Guide for line managers

Discussing preferences and options

Peer support

Fairness and inclusion



## Hybrid meeting top tips

Purpose of meeting

Presence disparity

Agreed principles



## Tools

Flowchart to assess roles

Questionnaire templates

The CIPD: committed to  
**championing better work  
and working lives** - [www.cipd.co.uk](http://www.cipd.co.uk)

**Line manager support materials**

[www.cipd.co.uk/knowledge/fundamentals/people/line-manager](http://www.cipd.co.uk/knowledge/fundamentals/people/line-manager)

**Remote and hybrid working resources**

[www.cipd.co.uk/knowledge/coronavirus/remote-hybrid-working](http://www.cipd.co.uk/knowledge/coronavirus/remote-hybrid-working)

