

MAYOR OF LONDON

# LONDON HEALTHY WORKPLACE AWARD



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## INTRODUCTION

The London Healthy Workplace Award (LHWA) is an accreditation scheme led by the Mayor of London's Office and supported by Public Health England. It acts as a template for good practice and recognises London employers who invest in their employee's health and wellbeing. The scheme supports organisations of all sizes across public, private and voluntary sectors.

The current award is an updated version of the London Healthy Workplace Charter, which ran between 2012 – 2018. The LHWA has been updated to incorporate the latest evidence on how best to promote health and wellbeing in the workplace.

### Why apply for the LHWA?

The business benefits of developing a healthy and committed workforce are now well established. These include lower absence rates, fewer accidents, improved productivity and greater employee engagement. Working with the LHWA can help you achieve these benefits whilst gaining recognition as a top employer in London.

### Benefits of the LHWA

- **Benchmark your organisation against an independent set of standards** – identify what your organisation already has in place and any gaps there may be in the health, safety and wellbeing of employees.
- **Use an evidence-based blueprint to design your employee health and wellbeing programmes** – the award scheme provides a clear structure that organisations can use to develop health, safety and wellbeing strategies and plans.
- **Receive advice and support from an expert** – applicants receive fully-funded support from a workplace health expert and a detailed development report as part of the accreditation process
- **Gain recognition as a top employer** - the award will help strengthen your organisation's brand and reputation and support sales and marketing activities.

Accredited organisations will receive a logo helping them to stand out as employers. Representatives will also be invited to the LHWA awards ceremony at City Hall and exclusive networking events run throughout the year.

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## TYPES OF AWARD

There are five different awards for organisations with different working practices and at different stages in the implementation of their wellbeing strategy:

- **Micro** – for organisations with 10 or fewer workers that offer health and wellbeing support for their staff. This award is equivalent to the Foundation level (below).
- **Foundation** – for larger organisations (greater than 10 workers) that have recently implemented health and wellbeing practices.
- **Achievement** – a higher level award for organisations (of all sizes) that have a more advanced and comprehensive approach to employee wellbeing.
- **Excellence** – for organisations that demonstrate that health and wellbeing are embedded in their corporate culture and values.
- **Communal Workspace** – for companies that provide shared office space for individuals, micro-businesses and small and medium-sized enterprises (SMEs). It recognises what leading workspace providers do to support their customers' health and wellbeing.

**Please note** – Communal workspace providers can gain two awards: one as an employer and one for their service as a workspace provider.

You can read more in the Communal Workspace Award document.

To achieve the awards, organisations must show how they fulfil all the criteria under each standard at the relevant award level.

## LHWA STRUCTURE

The LHWA is structured around an evidenced-based model of workplace health and wellbeing, made up of three “pillars” and nine standards. Each standard is defined by a set of criteria. The pillars (outer ring) and standards (inner ring) are set out below:



The pillars and standards are summarised on the next page.

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## **CORPORATE SUPPORT FOR WELLBEING**

How the organisation uses its policies and management practices to create a working environment that supports health and wellbeing.

### **1. Leadership, policies and planning**

– The engagement and ownership senior managers show and how the health needs of workers are assessed and supported. This covers other aspects of human resources management including workforce dialogue, equality, flexible working and communication.

### **2. Health, safety and environment –**

The systems the organisation uses to monitor and improve health and safety and promote a healthy environment by design.

**3. Attendance management** – How information is used by the organisation to help managers support attendance, reduce sickness absence and inform management practice.

## **MENTAL HEALTH AND WELLBEING**

How the organisation promotes resilience, protects the mental wellbeing of workers and enables people to grow and succeed at work.

**4. Organisational policies and culture** – How the organisation protects and enhances the mental wellbeing of workers through policies and procedures and by creating a positive culture.

**5. Management knowledge and behaviours** – The role managers play in promoting and protecting the mental wellbeing of employees and allowing people to develop and succeed at work.

**6. Employee knowledge and resilience** – How the organisation supports staff to manage life's normal stresses, work in a productive and fulfilling manner and manage mental distress.

## **HEALTHY LIFESTYLE PROMOTION**

How the organisation encourages and enables staff to make healthy lifestyle choices related to diet and exercise, alcohol consumption and substance misuse.

**7. Physical activity** – How the organisation promotes the importance and benefits of regular physical activity and creates opportunities for workers to become more active.

**8. Healthy eating** – How the organisation encourages and enables staff to eat healthily.

**9. Alcohol, smoking and substance misuse** – How the organisation goes beyond minimum legal requirements to encourage employees to stop smoking. How it promotes the safe and sensible use of alcohol and responds to problematic use of alcohol and other substances.

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## ACCREDITATION

To apply for the LHWA, the first step is to register your interest on the Mayor of London's website. The next step is to talk to a Healthy Workplace Lead from your local borough council.

### Micro and Foundation Awards

To gain these awards, you must complete an application form and submit a selection of supporting evidence (for example your stress management policy), online.

### Achievement, Excellence and Communal Workspace Awards

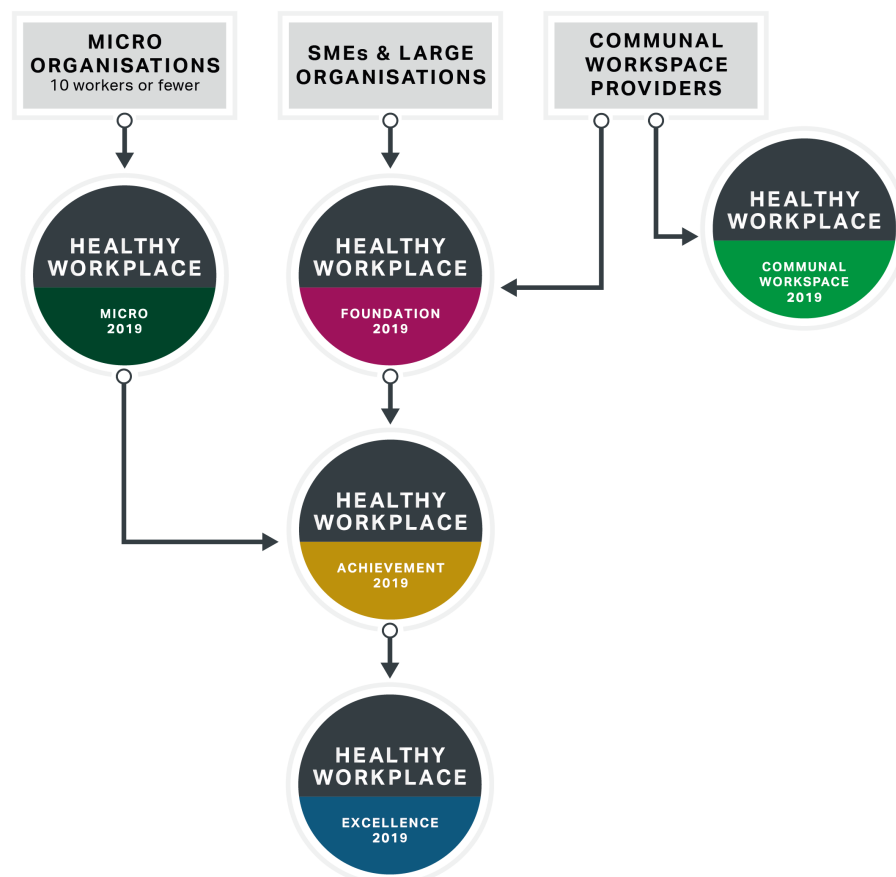
Application for these awards requires submission of a 'verification scorecard' along with a portfolio of supporting evidence.

There is also a verification process, in which independent assessors conduct face-to-face interviews and review your supporting evidence. The verification interviews take place either on your premises or at City Hall.

### Accreditation Pathway

Larger organisations are expected to apply for the Foundation Award first, before progressing to Achievement and Excellence levels. For organisations that gain the Micro Award, the next stage is to apply for the Achievement Award. The accreditation pathways are illustrated in the diagram below.

The LHWA is valid for four years. Please see the Appendix for more information about the award terms and conditions.



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## The Good Work Standard

The LHWA is designed to work alongside the Mayor of London's Good Work Standard (GWS). The GWS aims to promote good working conditions for Londoners, including fair pay, diversity and inclusion, work-life balance, opportunities for professional development and worker representation. There are four pillars in the GWS, one of which is health and wellbeing. You can learn more about the GWS and complete the **quick check** self-assessment questionnaire here:

<http://tinyurl.com/y4lw2tts>

## Using this document

All the criteria for the Foundation, Achievement and Excellence Awards are listed in the tables in the next section. More detail is provided in the Self-Assessment documents (for each individual award) which provide a summary of what is required to fulfil the criteria and resources available to help you.

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# LONDON HEALTHY WORKPLACE AWARD

## STANDARDS AND CRITERIA



## CORPORATE SUPPORT FOR WELLBEING

### 1. Leadership, policies and planning

The engagement and ownership senior managers show and how the health needs of workers are assessed and supported. This covers other aspects of human resources management including workforce dialogue, equality, flexible working and communication.

Foundation	Achievement	Excellence
F1.1 The organisation has a named senior manager who makes employee health and wellbeing a core priority.	A1.1 The organisation has a health and wellbeing strategy or action plan with measurable objectives.	E1.1 The organisation has a health, work and wellbeing strategy. It includes objectives, a detailed action plan and outcome measures or key performance indicators (KPIs) such as employee turnover metrics.
F1.2 The organisation has assessed the health and wellbeing needs of its workers and developed an action plan. The specific needs of low paid workers have been assessed*.	A1.2 Programmes are in place to support the health and wellbeing of low paid employees on all types of employment contract both permanent/standard and non-standard (for example "zero-hours") contracts <sup>§</sup> .	E1.2 The organisation has a multi-disciplinary steering group (with representatives from all levels and divisions in the organisation). This oversees the health and wellbeing strategy and action plan.
F1.3 All workers can contribute to decision-making (for example on health, safety and wellbeing issues) through staff engagement forums and other forms of employee consultation**.	A1.3 The organisation has systems to evaluate the impact of health and wellbeing initiatives, for example participation rates, participant feedback, and/or behaviour changes.	E1.3 Managers in the organisation, including directors and board members, show commitment to employees' health and wellbeing and act as good role models.

**KEY:** \* Overlaps with the Good Work Standard (GWS); # Statutory requirement; § Only applies in organisations which meet certain criteria, for example the number of employees.

**PLEASE NOTE:** For a full definition of the key terms used in this document, please see the LHWA Glossary of Terms.

Foundation	Achievement	Excellence
F1.4 A staff engagement survey is carried out at least yearly (for organisations with 100 or more employees). It asks about aspects of job quality, management style and support for workers. Actions are taken where issues are identified*§.	A1.4 The organisation conducts a staff survey which includes questions on employee engagement (for example management style, organisational culture and development opportunities), and wellbeing (for example life satisfaction and stress). Results are analysed and reviewed, and actions taken where issues are identified.	E1.4 There are consultations and/or surveys that seek information on staff mental wellbeing. This includes working conditions, communication, harassment and bullying, work-life balance, cost of living wage, staff support and work-related or other causes of stress. Action plans are drawn up to address major issues.
F1.5 There is an effective policy/process in place for communication with the workforce. The organisation is aware of and complies with ICE Regulations (for organisations with 50 or more employees)*#§.	A1.5 Line managers are given guidance, training and support to enable them to support the health and wellbeing of their staff.	E1.5 Comments and feedback from participants in wellbeing initiatives are used to develop the organisation's health and wellbeing action plan.
F1.6 The organisation knows its responsibilities under the Equality Act 2010 and complies with the Act in full. This includes making reasonable adjustments to ensure workers with disabilities or health conditions are not disadvantaged when doing their jobs*#.	A1.6 There are flexible working practices and family friendly policies in place and all staff members can request flexible working from day one. Requests for flexible working will be considered unless there are genuine business why it is not possible*.	



Foundation	Achievement	Excellence
<p>F1.7 The organisation is aware of and complies with flexible working law. For example, all employees can request flexible working after 26 weeks of continuous service*#.</p>	<p>A1.7 A process is in place that recognises and rewards good work.</p>	
	<p>A1.8 An effective policy is in place to prevent and address any incidents of bullying and harassment. This is clearly communicated to the workforce*.</p>	
	<p>A1.9 An effective policy is in place to manage disciplinary and grievance procedures. This is clearly communicated to the workforce*.</p>	
	<p>A1.10 An effective policy is in place for whistleblowing. This is clearly communicated to all staff*.</p>	

## 2. Health, safety and environment

The systems the organisation uses to monitor and improve health and safety and promote a healthy environment by design.

Foundation	Achievement	Excellence
F2.1 Relevant health and safety policies and procedures are in place to show compliance with health and safety legislation (required in writing for organisations with five or more employees)*#§.	A2.1 All health and safety policies and workplace activities are regularly monitored for new hazards and improvements are made.	E2.1 There are identified trained health and safety representatives (trade union and/or company representatives) who are involved in the development and/or evaluation of health and safety policies*.
F2.2 A risk assessment programme has been implemented and all employees are informed of the workplace risks that affect them and the controls in place*.	A2.2 There is a clear emphasis on prevention of ill health across all health and safety policies.	E2.2 All managers have received training in health and safety management in the workplace.
F2.3 The workplace environment supports health and employee welfare, including drinking water, washing facilities, clean toilets, and eating facilities.	A2.3 Health and safety precautions have been implemented for night-time and shift workers (for example the Women's Night Safety Charter) and lone workers*§.	E2.3 Regular health and safety meetings are held and recorded.
F2.4 Relevant health and safety information, instruction and/or training has been given to all employees.	A2.4 Workers in enclosed spaces have access to daylight through windows to the outside. Workers who must work in darkened spaces are encouraged to take regular breaks, so they get access to daylight during normal business hours.	E2.4 The organisation supports the health and wellbeing of its workers by enhancing the physical work environment, for example equipment and furniture, and building layout and design.



Foundation	Achievement	Excellence
F2.5 Systems are in place for workers to raise and resolve health and safety issues*.	A2.5 The organisation is aware of the health risks related to the physical environment, for example ergonomic factors, such as furniture design, noise, and lighting. Actions are taken to prevent or minimise these risks.	E2.5 Internal air quality is monitored and improved where necessary in the staff and public areas.
F2.6 Night shift workers are offered free health assessments (by a healthcare professional) and hours are limited and recorded according to legal requirements**§.	A2.6 Workers can request use of equipment with ergonomic design to optimise performance and/or minimise health risks.	
F2.7 Workers are provided with equipment (including furniture) which enables them to work effectively. The choice of equipment is guided by feedback from workers*.		
F2.8 Appropriate and accessible information about healthy workstation set-up is provided. Workstation assessments are conducted for or by all workers#.		

### 3. Attendance management

How information is used by the organisation to help managers support attendance, reduce sickness absence and inform management practice.

Foundation	Achievement	Excellence
F3.1 A clear attendance management policy/guideline is in place and procedures are known to employees*.	A3.1 Absence rates and causes are collected and monitored. Where negative trends are identified, specific interventions are rolled out to address the issues. Any measures that are put in place are evaluated to assess their impact on absence rates*.	E3.1 The organisation's return to work policies are designed to support sustainable rehabilitation and early return to work, with adjustments made to accommodate this when necessary (for example mothers who wish to express)*.
F3.2 Contact is maintained with absent employees to provide support and aid return to work.	A3.2 Relevant information, instruction and/or training on attendance management is available to all line managers*.	E3.2 The organisation has a proactive system in place to support workers on long term sick leave to return to work and will support workers with long term conditions.
F3.3 Return to work interviews are conducted and recorded with concerns and appropriate support recorded and provided.	A3.3 Measures are put in place to identify and address excessive working, for example maximum hours worked, time off in-lieu, no long notice requirements for shift changes, and interventions to avoid a culture of "always on" or always available*.	E3.3 The organisation has a system in place to support workers who are returning to work after parental leave*.

Foundation	Achievement	Excellence
F3.4 Specific risk assessments for individuals are carried out. These account for a person's health status.	A3.4 Additional (above statutory) leave is available for workers, for example emergencies involving caring responsibilities, and study leave*.	E3.4 Greater occupational sick/health leave is available for people managing health-related matters (for example menopause) or difficult domestic circumstances (for example domestic abuse)*.
F3.5 Reasonable adjustments are available to employees in line with recommendations made in a statement of fitness for work (or 'fit note')*#.		E3.5 Discretionary paid time off is available for matters relating to family and dependants (for example caring responsibilities and schools transition)*.
F3.6 Working time protections are in place, including night time working and a maximum 48-hour week*#.		
F3.7 The organisation is aware of and complies with laws governing leave under special circumstances, such as Shared Parental Leave and unpaid leave for family and dependants*#.		

## MENTAL HEALTH AND WELLBEING

### 4. Organisational policies and culture

How the organisation protects and enhances the mental wellbeing of workers through policies and procedures and by creating a positive culture.

Foundation	Achievement	Excellence
F4.1 Where business operations allow, employees have the freedom to design their own work schedules, that is they can choose when to complete allocated tasks.	A4.1 The organisation has a performance management system in place. This allows employees to talk to their line manager (and/or a coach) about work-related and personal issues (for example health and wellbeing) that affect their performance and enables training needs to be identified*.	E4.1 A mental health and wellbeing/stress prevention strategy is in place and followed. This should highlight the promotion of mental wellbeing to the organisation and address investment in the mental wellbeing of the workforce*.
F4.2 The organisation is aware of the risk factors for work-related stress (for example, as set out in the Health and Safety Executive's Management Standards). Action is taken to prevent or minimise the risks*.	A4.2 The organisation has a protocol in place for the use of risk assessments to prevent stress. This is done on an individual and organisational level and is regularly reviewed*.	E4.2 The organisation provides a confidential support service (for example an Employee Assistance Programme) to individuals seeking advice or support on health and wellbeing issues. This is provided either in-house or by a third-party contractor*.
F4.3 People seeking to address mental health issues are fully supported by the organisation at all levels.	A4.3 Workers at all levels are consulted about organisational change and have an opportunity to influence proposals for change.	E4.3 Organisational and individual change is accompanied by information or targeted support programmes, for example retirement, redundancy and planning.

Foundation	Achievement	Excellence
F4.4 Mechanisms are in place which allow all workers to raise concerns (in confidence when requested) about workplace issues that are negatively impacting their wellbeing. For instance, lack of support and harassment.	A4.4 The organisation provides appropriate avenues of communication to keep workers at all levels informed of changes (including timetables for change).	
F4.5 Mutually beneficial shift patterns and times are agreed with workers through workforce consultation and negotiation*.	A4.5 When the organisation undergoes significant change, the workforce is told how the changes will affect their jobs. If necessary, line managers and workers are given training to support any changes in their jobs.	



## 5. Management knowledge and behaviours

The role managers play in promoting and protecting the mental wellbeing of employees and allowing people to develop and succeed at work.

Foundation	Achievement	Excellence
F5.1 Line managers have access to training in basic people management skills and are encouraged to attend*.	A5.1 Line managers have appropriate training to support their personal development and performance in the workplace, for example on performance management, giving performance feedback, carrying out appraisals, and attendance management*.	E5.1 Line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way.
F5.2 Workers can have regular one-to-one meetings with their immediate line manager.	A5.2 Line managers have access to training or coaching on resilience and/or stress management to enable them to build personal resilience and develop resilient teams.	E5.2 Line managers have training in how to develop people and teams, have difficult conversations and resolve disputes*.
F5.3 All workers have clear roles and responsibilities, so they know what is expected of them at work*.	A5.3 Line managers have access to training on mental health, including how to identify employees with potential issues.	

Foundation	Achievement	Excellence
F5.4 Line managers regularly review workload to check demands placed upon staff are achievable in relation to their hours of work.		
F5.5 Line managers ensure that workers are fairly rewarded for the effort they put into their work, through appropriate pay, rewards and praise/recognition.		
F5.6 Line managers provide support for workers if they suspect they are suffering from stress.		

## 6. Employee knowledge and resilience

How the organisation supports staff to manage life's normal stresses, work in a productive and fulfilling manner and manage mental distress.

Foundation	Achievement	Excellence
F6.1 All workers are provided with on-the-job training, so they have the skills required to fulfil their role*.	A6.1 Employees are offered learning and development opportunities to maximise their potential, which take place during paid hours*.	E6.1 Campaigns which actively promote wellbeing are designed and rolled out, for example the Five Ways to Wellbeing.
F6.2 Employees are aware of the support provided by the organisation, including when and how to access it. For example, managerial support, training, coaching and mentoring.	A6.2 Training on resilience and/or stress management is available and actively promoted to all workers, to enable people to manage periods of high pressure, change and uncertainty.	E6.2 Social support groups, volunteering and out-of-work activities are actively encouraged and supported by the organisation*.
F6.3 Information is provided and actively promoted to help reduce the stigma around mental ill-health.	A6.3 Education and development opportunities are routinely available to frontline workers to enhance their skills and knowledge around workplace mental health issues.	
F6.4 Information about mental health and wellbeing, including work-related stress, is available and actively promoted to employees.		

## HEALTHY LIFESTYLE PROMOTION

### 7. Physical activity

How the organisation promotes the importance and benefits of regular physical activity and creates opportunities for workers to become more active.

Foundation	Achievement	Excellence
F7.1 Appropriate, acceptable and accessible information about the benefits of physical activity is provided and actively promoted.	A7.1 Physical activity in the workplace is actively encouraged (including active commuting) and supported by the physical environment.	E7.1 Opportunities for physical activity linked to the workplace have been investigated and implemented and participation rates are monitored. These activities are sustainable and embedded in the organisational culture.
F7.2 The minimum legally required breaks are taken by all employees and employees are encouraged to take regular breaks*#.	A7.2 Physical activity opportunities in the local area are actively promoted to the workforce and supported by the organisation.	E7.2 The organisation has a travel plan that promotes physically active ways of getting to and from work and travelling between meetings.
		E7.3 The organisation provides access to physiotherapy for all workers.

## 8. Healthy eating

How the organisation actively encourages and enables staff to eat healthily.

Foundation	Achievement	Excellence
F8.1 Appropriate, acceptable and accessible information about the benefits of healthy eating is provided and actively promoted*.	A8.1 Any on-site catering facilities provide healthier options that are actively promoted <sup>§</sup> .	E8.1 A corporate healthy eating food plan, guidelines or similar has been produced in consultation with the workforce. It covers corporate hospitality, catering provision, sourcing of food using local providers where appropriate, vending and other in-house catering and pricing strategy to promote healthy options.
F8.2 Any kitchen facilities or beverage areas are in good condition, conform to the highest possible standards of food hygiene and situated away from work areas.	A8.2 When outside caterers are contracted to provide food at company events (for example organisations without a staff restaurant or canteen), a requirement for healthy food choices is always specified.	E8.2 Internal or external support is on offer for those who wish to achieve and maintain a healthy weight and the efficacy of any services used by workers is evaluated.
F8.3 Use of kitchen facilities is promoted to enable regular breaks away from the work area.		E8.3 There is a rolling schedule of planned events to promote the importance of healthy eating.
F8.4 All workplaces have access to fresh drinking water.		
F8.5 Where vending machines with food and snacks are provided, they comply with catering standards laid out by Public Health England <sup>§</sup> .		



## 9. Alcohol, smoking and substance misuse

How the organisation goes beyond minimum legal requirements to encourage employees to stop smoking. How it promotes the safe and sensible use of alcohol and responds to problematic use of alcohol and other substances.

Foundation	Achievement	Excellence
F9.1 The organisation's management team is aware of its duties under smoke-free legislation and complies with it <sup>#</sup> .	A9.1 Building managers, reception staff, ground staff and those operating in communal areas are aware of how to report breaches of the smoke-free policy.	E9.1 All open areas (outdoor) are clearly signposted as smoke-free and steps are taken to prevent smoking in these areas <sup>§</sup> .
F9.2 All workers (including new employees) are made aware of how to access policies, information and support services related to smoking, alcohol and substance misuse.	A9.2 An organisational code of conduct and behaviour in relation to alcohol and substances has been well established and well publicised.	E9.2 There is active promotion of stop-smoking services and all workers are given time to attend. The efficacy of the services used by workers is evaluated.
F9.3 Sources of further information and support to quit smoking are available.		E9.3 All employees and workers have access to information and guidance about alcohol and wellbeing, which includes information about the link between alcohol, substance misuse and mental health.

Foundation	Achievement	Excellence
<p>F9.4 A smoke-free policy is in place and the workforce is aware of it and kept informed of any changes.</p>		<p>E9.4 Managers have access to information about alcohol and substance misuse, including how to spot the signs of misuse and the reasons that people may be reluctant to come forward with related problems. Managers actively promote the use of external help and rehabilitation when approached.</p>
<p>9.5 There is an alcohol and substance misuse policy/statement around the use of alcohol and other substances at work (including alcohol at business functions) that is clear and consistent.</p>		
<p>F9.6 Employees are given information about the effects of alcohol and substance misuse that is appropriate, acceptable and accessible.</p>		
<p>F9.7 Employees are supported in seeking help to treat alcohol or substance misuse issues. This includes providing sources of further information and support that are readily available and actively promoted.</p>		

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## APPENDIX: SUMMARY OF TERMS

1. All LHWA awards are valid for four years. Organisations are required to re-apply for the award no later than four years and five months after the date of the last accreditation otherwise the award will lapse.
2. To maintain accredited status, organisations are also required to submit the following information every year\*:
  - a. Contact details of a named individual with responsibility for the award
  - b. An overview of current health and wellbeing activities (within the last 12 months)
  - c. A summary of progress on actions recommended in the feedback report at the time of last accreditation or last contact with the LHWA delivery team
  - d. A summary of what is going well and any current challengesIf an annual submission is not received by the deadline specified by the Greater London Authority, the award will lapse.
3. Applications for the LHWA will be refused where insufficient evidence is submitted.

\*The first submission is required 12 months after accreditation.

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