



International
Wellbeing Insights
People, Culture & Wellbeing

MENTAL HEALTH AWARENESS FOR LINE MANAGERS

From awareness to action in
everyday leadership

MARS



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WELCOME

Stress is the driving force that keeps us on our toes and ensures that we push to be the best we can be. However, this is only valid up to a certain point. If we have too much stress and endless wear and tear, it can drive us into physical, mental and emotional exhaustion.

Certainly, we can't avoid the problem. Situations arise on a day-to-day basis, which make physical, mental and emotional demands on us. There may be decisions that need to be made, deadlines that need to be met, and lessons to be learned.

Unreasonable stress affects one in five of the working population and after acute medical conditions it is the most common cause of long term sickness absence from work (CIPD Absence Management 2014).

Stress undoubtedly makes people ill. It is now known to contribute to heart disease, hypertension and high blood pressure, it affects the immune system, is linked to strokes, IBS (Irritable Bowel Syndrome), ulcers, diabetes, muscle and joint pain, miscarriage, allergies, alopecia and even premature tooth loss.

Therefore it is imperative to strike the right balance. As individuals, we must take stock of all aspects of our life and situations and learn to cope better.

Treat it early, and your prospects are good. Ignore the problem, and there is a risk that 'burnout' may become a permanent state of affairs.



The 9.00am EXERCISE

IT IS 9AM ON A MONDAY MORNING, THE PHONE IS RINGING AND YOU HAPPEN TO ANSWER IT. A COLLEAGUE IS CALLING TO INFORM THAT THEY ARE “FINE BUT HAVE TWO-WEEK MEDICAL EXEMPTION OFF FOR STRESS”.

USUALLY, THEY ARE THE ‘FUN PERSON’ IN THE WORKPLACE, BUT OVER THE LAST THREE OR FOUR WEEKS THEY HAVE BEEN SHOWING SIGNS OF DISTRESS. THEY HAVE BEEN COMING TO WORK LATE, THEIR PRODUCTIVITY HAS DECREASED, AND THEIR MOOD IS LOW. THEY HAVE BEEN ACTING OUT OF CHARACTER, HAVE BEEN WITHDRAWN AND UNAPPROACHABLE.

THEREHAVEBEENRUMOURSOF‘SOMETHINGGOINGON’INTHEIRPRIVATELIFE,BUT NOBODY HAS WANTED TO ASK BECAUSE TALKING TO THIS PERSON ISN’T AS ENJOYABLE AS IT NORMALLY IS AND THEY DON’T WANT TO PRY.

THIS MORNING, THIS COLLEAGUE SOUNDS A LITTLE ‘STRANGE’ - JUST ENOUGH FOR YOU TO NOTICE, BUT YOU’RE NOT SURE. HOW WOULD YOU RESPOND?

WHAT DO YOU DO?

WELLBEING GPS

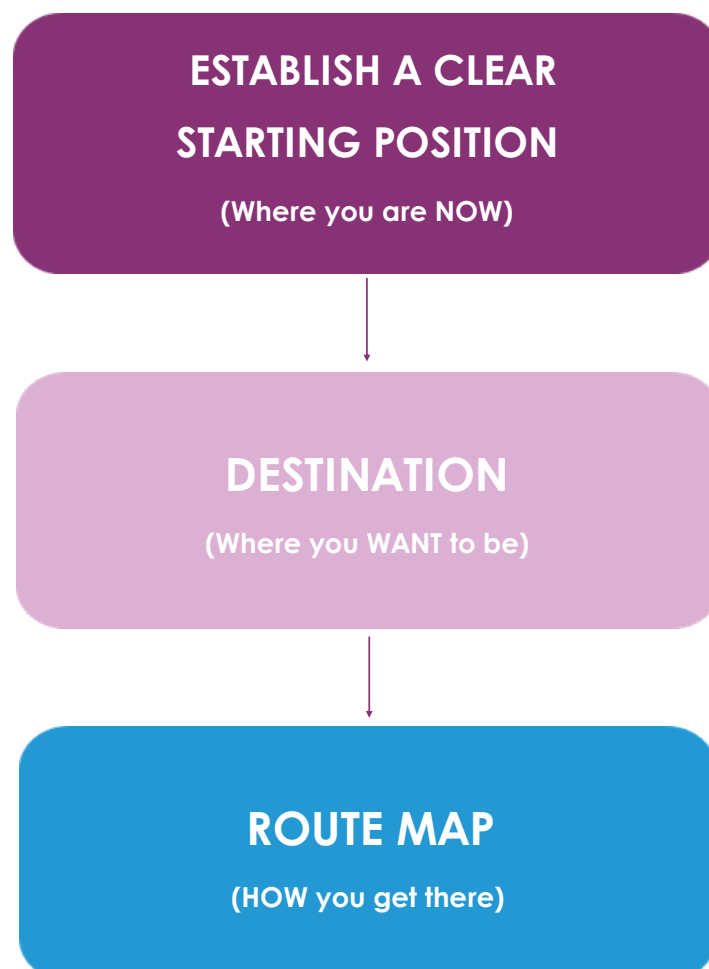
In order for a GPS to plot the best route to your destination it needs two pieces of information:

- **Starting Point:** where you are now
- **Destination:** where you want to go

A Satnav can only work if it knows exactly where you are and a clear destination has been established in order to plot the optimal route to get there. A decent satnav will alter the route for any unexpected roadblocks, changes or traffic jams.

Without both current position and intended destination, the satnav cannot guide you – the same applies to your wellbeing journey.

There is also another piece of information that you need to keep you going throughout your journey: why do you want to get there?



UNDERSTANDING MENTAL HEALTH

Mental health is more important than ever and very much in the zeitgeist. Many of us feel under pressure to meet demands, perform life duties and maintain a certain lifestyle.

It is essential at both a personal and organisational level to promote and support wellbeing and mental wellness. Providing the right foundations for the Mental Health Champions will help create a more engaged, happy and high performing culture.

MENTAL HEALTH RESEARCH

- Mental health problems are a growing public health concern. The likelihood is that we all know someone who is affected by mental ill health – this could be a family member, friend or colleague
- Mental ill health in the workplace: 1 in 6 of us will experience depression, anxiety or problems relating to stress
- In the US, almost half of adults will experience a mental illness during their lifetime – Source: MHFA
- Prevalent not just in the US, but around the world
- Mental ill-health naturally leads to absence, but Presenteeism (turning up to work whilst either physically or mentally unfit) accounts for double the losses of absences
- Working conditions and working environment can have a huge impact on mental health and equally, someone's mental health can have a significant impact to perform well in their job
- As part of an annual Gallup Poll the 2020 was officially the most stressful year in recent history, with a record-high 40% of adults worldwide saying they have experienced lots of stress
- Although work is good for mental health, a negative environment can lead to physical and mental health problems
- According to the National Alliance on Mental Illness (NAMI), mental illness is the leading cause of disability in the United States. Moreover, untreated mental health conditions cost the economy \$200 billion every year.

Source: Centre for Mental Health, WHO, Gallup

UNDERSTANDING MENTAL HEALTH

MORE MENTAL HEALTH RESEARCH

HUMAN COST OF POOR MENTAL HEALTH AROUND THE WORLD

- **1 IN 7 WILL EXPERIENCE IT IN ANY YEAR**
- **1 IN 4 WILL EXPERIENCE IT IN THEIR LIFE TIME**
- **8 MILLION LIVES LOST TO IT PER YEAR**
 - **14.3% OF TOTAL GLOBAL DEATHS)**

FINANCIAL COST OF POOR MENTAL HEALTH AROUND THE WORLD

- **UP TO £45 BILLION IN THE UK IN 2019 (DELOITTE)**
 - **RISING BY 16% EVERY YEAR**
- **DEPRESSION IN USA: \$51 BILLION PER YEAR (AMERICAN JOURNAL OF PSYCHIATRY)**
- **€600 BILLION IN EUROPE: 4% GDP (OECD)**
- **LACK OF DATA IN MENA, ASIA & S. AMERICA (WHO MENTAL HEALTH ATLAS)**
 - **DEATHS FROM MH & SUBSTANCE ABUSE IN CHINA HAVE MORE THAN DOUBLED IN 10 YEARS**
- **\$6 TRILLION GLOBAL COSTS BY 2030 (WORLD ECONOMIC FORUM)**
 - **IT WOULD TAKE YOU 190,200 YEARS TO COUNT THAT HIGH!**

COST OF POOR MENTAL HEALTH IN THE UNITED KINGDOM

- **17 MILLION WORKING DAYS LOST TO POOR MENTAL HEALTH**
 - **RISING YEAR ON YEAR**
- **OVER £22,000,000 IN DIRECT SALARY COSTS DUE TO ABSENCE**
- **UP TO £88,000,000 IN INDIRECT COSTS**
 - **PRESENTEEISM**
 - **SUPPORT NEEDS**
 - **MISSED OPPORTUNITY**



MENTAL HEALTH EVALUATION EXERCISE

Before we begin looking at mental health, it may be helpful for you to think about your own, how it affects your life and to share this with a partner.

1. WHAT DOES MENTAL HEALTH MEAN TO YOU?

2. WHEN YOU HAVE POOR MENTAL HEALTH - WHAT IS THE CAUSE?

3. HOW DOES IT AFFECT YOU:

A. MENTALLY? (HOW YOU THINK)

B. EMOTIONALLY?(HOW YOU FEEL)

C. PHYSICALLY?

4. HOW OFTEN DOES IT AFFECT YOU?

5. HOW HAVE YOU BEEN DEALING WITH IT UNTIL NOW?

6. HOW COULD YOU DEAL WITH IT?

I.D.E.A.L.S: HOW TO APPROACH



IDENTIFY THE EARLY INDICATORS OF RISK OR MENTAL ILL-HEALTH

- **SIGNS AND SYMPTOMS**

DEVELOP A CONNECTION

- **AUTHENTICITY**
- **CONNECTION**
- **TOPIC**

ENGAGE IN CONVERSATION

- **ASK THE RIGHT QUESTIONS**

ACTIVELY ENCOURAGE

- **TO BE OPEN ABOUT HOW THEY ARE FEELING**
- **IT'S OK TO BE NOT OK**

LISTEN EMPATHETICALLY AND WITHOUT JUDGEMENT

IT'S GOOD TO BE IDEAL, BUT LET'S MAKE IT PLURAL...FOLLOW UP!

SAFEGUARD, SIGNPOST AND SUPPORT

- **DUTY OF CARE: KEEPING EVERYONE SAFE**
- **RELEVANT PROFESSIONAL HELP AND SUPPORT RESOURCES**
- **ENCOURAGE WAYS TO TAKE PERSONAL RESPONSIBILITY FOR SELF-HELP**

IS 'STRESS' GOOD OR BAD? THE PERFORMANCE ZONE

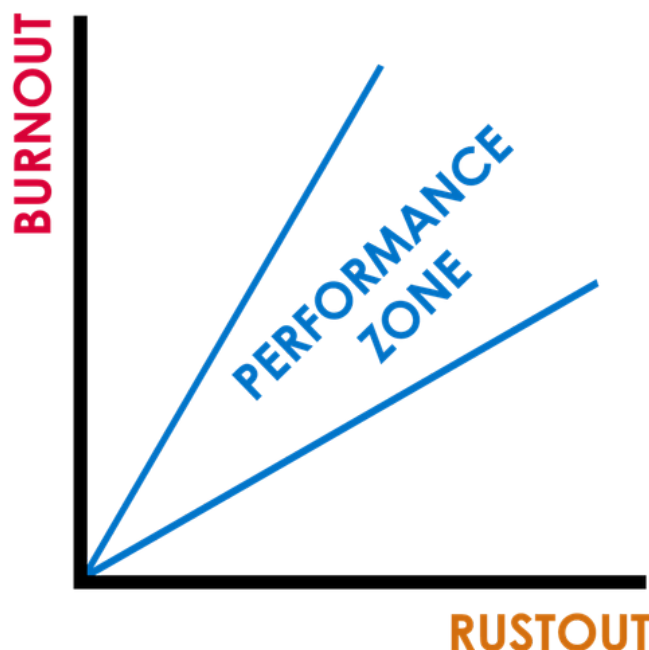
Manageable levels of stress are not a problem, a stress-free environment is not the ultimate goal - we need pressure in our lives in order to perform. The issue is long stages of inactivity causing distress from stagnation or prolonged exposure to high levels without a rest or reset period.

The Performance Zone is the area that drives optimal performance, whether applied to sports, work or even driving. Burnout and Rustout present in different ways but are both as traumatic to experience.

When our stress levels move beyond the Performance Zone and edge towards Burnout we will struggle; problem-solving, lateral thinking and creative thinking diminish. We are unable to think clearly and make good decisions, and can become reactive, angry and sometimes even aggressive.

Below the Performance Zone is Rustout where we may find ourselves unable to motivate ourselves; energy and enthusiasm will be low and we will be bored sluggish and lethargic.

Make yourself familiar with the signs when your stress levels move above or below the Performance Zone so that you can reign them back in or raise them up accordingly.



STRESS

EARLY IDENTIFICATION OF STRESS AND STRESS-RELATED PROBLEMS

It isn't always possible to prevent stress, so a key action in order to minimise risk is to identify stress-related problems as early as possible, so that action can be taken before serious stress-related illness occurs (thus preventing a costly outcome for all concerned).

One of the difficulties with stress is that people experience it in different ways. It would be unwise to overgeneralise when advising on how to identify stress in others. However, because stress can have adverse effects, it will usually present in forms that are out of the ordinary for the individual.

There will be changes in the stressed person; emotional, physical, behavioural, or a combination of all three.

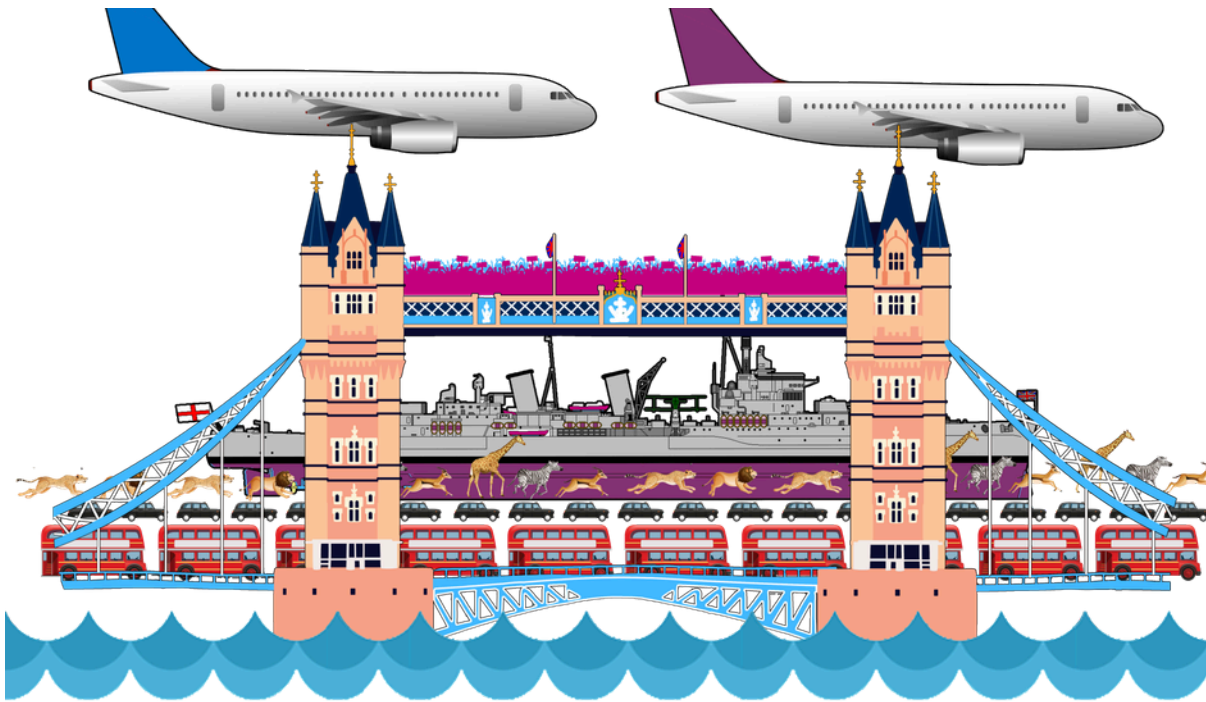
The key thing is to look out for negative changes of any kind. Bear in mind that the negative changes are also likely to have knock-on effects e.g. reduced performance at work.

Of course, we all experience 'bad days', so we are really talking about situations where people display these negative changes for a period of time (e.g. 5 days in a row).

CERTAIN FACTORS AT WORK MAY INDICATE A POTENTIAL PROBLEM

- MORE ACCIDENT PRONE
- FORGETTING THINGS SHOWING A NEGATIVE CHANGE IN MOOD OR FLUCTUATIONS IN MOOD
- AVOIDING CERTAIN SITUATIONS OR PEOPLE
- USING MORE VERY NEGATIVE OR CYNICAL LANGUAGE
- BECOMING WITHDRAWN
- SHOWING A PROLONGED LOSS OF SENSE OF HUMOUR
- BECOMING INCREASINGLY IRRITABLE OR SHORT-TEMPERED
- ARGUMENTS AND DISPUTES BETWEEN PEOPLE
- A TENDENCY TO SUFFER FROM HEADACHES, NAUSEA, ACHES AND PAINS, TIREDNESS AND POOR SLEEPING PATTERNS
- INDECISIVENESS AND POOR JUDGEMENT
- SELF-HARMING
- A PROBLEM WITH DRINKING OR DRUG TAKING
- LOOKING HAGGARD OR EXHAUSTED ALL THE TIME
- INABILITY TO THINK CREATIVELY

THE BRIDGE ANALOGY



The Health & Safety Executive defines stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them’.

This links very closely to one of our definitions of stress and poor wellbeing; a condition or feeling experienced when a person perceives that:

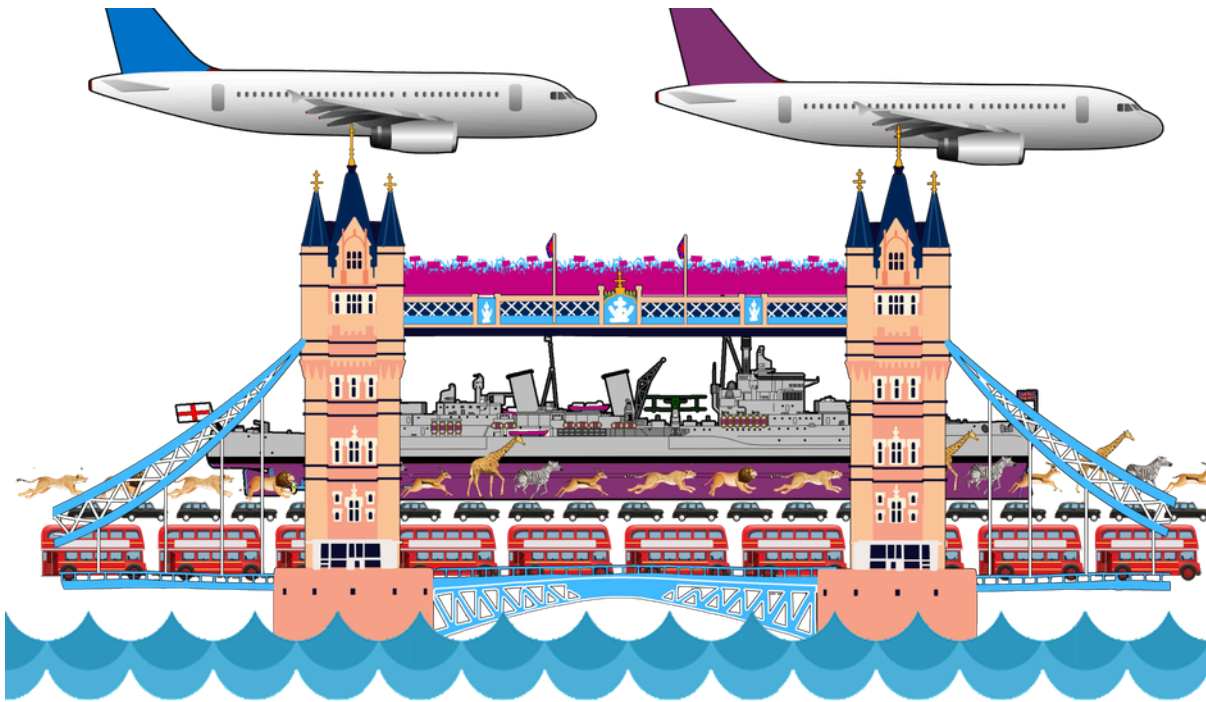
“DEMANDS EXCEED THE PERSONAL AND SOCIAL RESOURCES THE INDIVIDUAL IS ABLE TO MOBILISE.”

International Wellbeing Insights uses ‘The Bridge’ analogy to approach the topic of mental health, wellbeing and stress. When a Bridge is carrying too much weight, it will eventually collapse. It is possible to see the warning signs before this happens, ‘The Bridge’ would bow, buckle and creak.

The same principle can be applied to human beings, with excessive demands and challenges placed on our bridges. There may be early warning signs. However stress can creep up on some of us, resulting in an unexpected breakdown.

‘The Bridge’ analogy can also be applied to a team or organisation as a whole by looking for more general signs such as team deadlines not being met or a decrease in team morale.

WHAT'S ON YOUR BRIDGE?



- 1. WE DON'T HAVE A WORK BRIDGE AND PERSONAL BRIDGE, IT ALL GOES TO THE SAME PLACE AND WE TEND TO CARRY IT AROUND WITH US. TAKE A MOMENT TO THINK ABOUT WHAT IS ON YOUR BRIDGE.**

-
- 2. WHAT ARE THE SIGNS AND SYMPTOMS THAT YOU DISPLAY WHEN YOUR BRIDGE IS BOWING AND BUCKLING. TAKE A MOMENT TO THINK ABOUT WHAT THAT MEANS FOR YOUR BRIDGE.**

I.D.E.A.L.S: DEVELOP A CONNECTION: A.C.T.

A.C.T.

MOST INTERACTIONS START WITH SMALL TALK, WHEN WAS THE LAST TIME YOU WERE IN A MEETING THAT DIDN'T START THIS WAY? IT'S A NATURAL WAY FOR PEOPLE TO CONNECT. START WITH A QUESTION THAT WILL BUILD UP TO A CONVERSATION THAT MEETS THE A.C.T. CRITERIA:

A

**WHAT DOES AUTHENTICITY MEAN TO YOU?
THERE'S AUTHENTICITY**

C

**THERE'S A CONNECTION
WHAT DOES CONNECTION MEAN TO YOU?**

T

**THERE'S A TOPIC THAT WILL GIVE THEM TASTE OF WHO YOU ARE
WHAT ARE YOUR GO-TO SUBJECTS?**

DE-STIGMATISATION

There is still often a stigma attached to mental illness, often resulting from the stereotypes and prejudice that result from misconceptions about mental illness. Stigma is two-fold:

PUBLIC STIGMA

The reaction that the general population has people with mental ill-health

SELF-STIGMA

The prejudice which people with mental ill-health turn against themselves

There are three components to both public and self-stigma: stereotypes, prejudice and discrimination.

	PUBLIC STIGMA	SELF-STIGMA
STEREOTYPE	Negative belief about a group. i.e. incompetence	Negative belief about self. i.e. incompetence
PREJUDICE	Agreement with belief and / or negative emotional reaction. i.e. anger, fear	Agreement with belief and/or negative emotional reaction. i.e. low self-esteem
DISCRIMINATION	Behaviour response to prejudice. i.e. avoidance, with-holding employment/ housing opportunities or generally just withholding help	Behaviour response to prejudice (fails to pursue work/housing opportunities)

DE-STIGMATISATION

It may be helpful for you to think and reflect on your own experience of self and public-stigma.

PUBLIC-STIGMA:

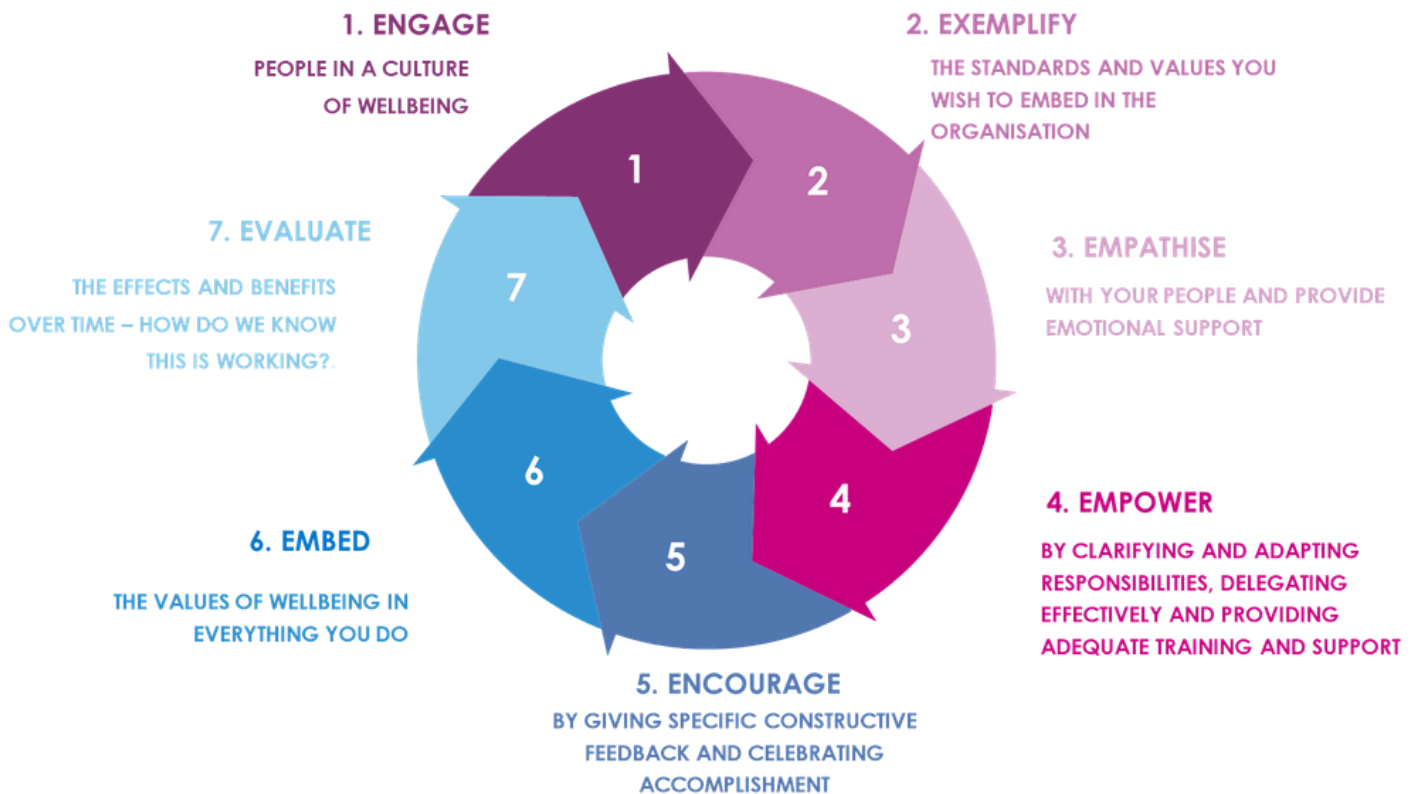
For example, men are often more likely not to reach out for help with their mental health. Why do you think this is?

WHAT IDEAS CAN YOU THINK OF TO HELP DRIVE PEOPLE TO START REACHING OUT FOR HELP?

SELF-STIGMA:

WHAT HAS STOPPED YOU FROM ASKING FOR HELP?

THE 7 ES FRAMEWORK: PROACTIVE MEASURES TO MINIMISE RISK AND CREATE A CULTURE OF WELLBEING



THE 7 ES FRAMEWORK TO CREATE A CULTURE OF WELLBEING

ENGAGE

Engaging staff means interacting with them so they have the opportunity to raise any challenges and concerns. It also means reaching out to encourage positive or constructive feedback and positive communication.

A study by researchers at Kingston University found evidence that engaged associates perform better than non-engaged staff, that they take less sick days and are less likely to leave their employer. The author of said study also distinguishes between three types of staff engagement:

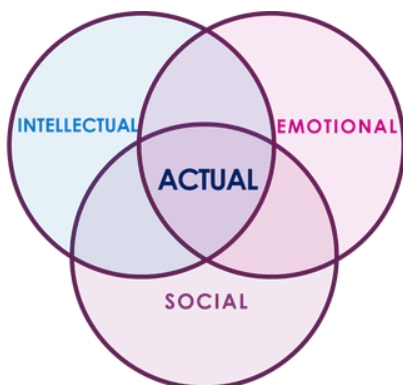
INTELLECTUAL ENGAGEMENT (IQ: INTELLECTUAL INTELLIGENCE)

The extent to which individuals are absorbed in their work and think about ways performance can be improved.

EMOTIONAL ENGAGEMENT (EQ: EMOTIONAL INTELLIGENCE)

The extent to which people feel positive, emotional connections to their work experience and therefore with the company.

SOCIAL ENGAGEMENT (SQ: SOCIAL INTELLIGENCE)



Examples:

- Keep staff informed regarding large company decisions and changes
- Let yourself be seen, take time out whenever possible to walk around the office to catch up with individuals.
- Annual appraisals: where are their strengths working? When are they overplayed?
- Regular non-work based activities to give staff the opportunity to interact with yourself and each other in an informal environment
- Short team huddle (informal meeting) where each team member can discuss their weekends and what they need to do that week
- Regular team meetings (monthly catch-up if possible). Giving staff the opportunity to have their say
- **BEWARE OVER-ENGAGEMENT: do not take over your staff's calendars with constant meetings. A 'meetings culture' will take staff away from the main objectives of their role.**



THE 7 ES FRAMEWORK TO CREATE A CULTURE OF WELLBEING

WHAT CAN YOU DO TO MORE EFFECTIVELY AND MORE REGULARLY ENGAGE YOUR TEAM?

INTELLECTUALLY

How to engage individuals so they become excited by their work and think about ways experience and performance can be improved

EMOTIONALLY

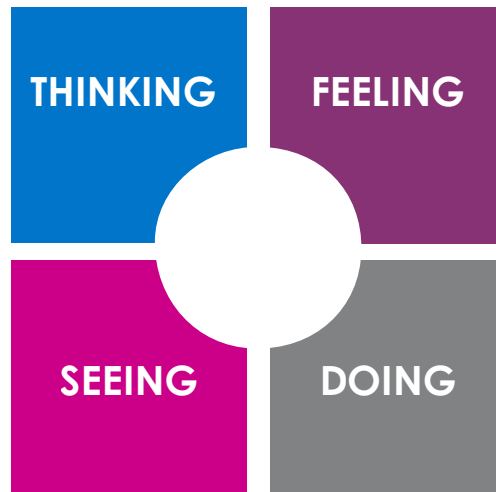
How to engage individuals so they feel positive emotional connections to their work experience and therefore with the company

SOCIALLY

How to engage individuals in both work AND non-work-related topics to create connections, a sense of team spirit and group accomplishment

I.D.E.A.L.S: LISTENING EMPATHETICALLY

Empathy mapping is an invaluable tool that we can use to better our empathetic listening skills, and help us to gain a deeper understanding of not just individuals that we may be helping but any individual



Thinking:

What are their concerns, goals, and priorities? By delving into their cognitive processes, we can gain insights into the rational aspects of their decision-making and understand the logic behind their actions.

Feeling:

Emotions play a crucial role in shaping human behaviour. Empathy mapping encourages us to explore the emotional landscape of others. What are their fears, joys, frustrations, and aspirations?

Seeing:

The "seeing" dimension revolves around the external environment and how individuals perceive the world around them. What are the physical spaces, social interactions, and cultural influences that shape their experiences? By considering their point of view, we can better grasp the external factors influencing their thoughts and emotions.

Doing:

Actions speak louder than words. Understanding the behaviours and actions of individuals is a key component of empathy mapping. What are their habits, routines, and responses to different situations? By examining their observable behaviours, we can uncover valuable insights into the motivations behind their actions.

EMPATHY MAPPING

Choose a scenario. With a partner/small group discuss and map out on page 23 the potential thoughts, feelings, sights, and actions that the individuals in these scenarios might experience, offering a deeper understanding and empathy for the challenges faced by many in conflict zones.

1: PROJECT DEADLINE PRESSURE

Owen is leading a critical project at that is approaching its deadline. Despite the team's efforts, they are behind schedule. Owen has been staying late every night, skipping meals, and foregoing sleep to try and catch up.

2: AFTERMATH OF REDUNDANCY ANNOUNCEMENTS

Sophie recently learned that her department at is facing cuts, with several of her close colleagues being made redundant. She's grateful to keep her job but feels survivor's guilt and fear about the future.

3: BALANCING WORK AND PERSONAL TRAUMA

Raj is a long-time associate at whose partner has been diagnosed with a serious illness. He's finding it difficult to concentrate at work, worrying about his partner's health and upcoming treatments.

4: EXPERIENCING WORKPLACE BULLYING

Fiona is a talented but introverted engineer at . She has recently become the target of subtle but persistent workplace bullying by a more dominant colleague, which is starting to affect her mental health and confidence.

5: NEW ROLE OVERWHELM

Hardeep has recently been promoted to a managerial position within . While he is excited about the opportunity, he feels unprepared for the leadership role and is concerned about making mistakes that could impact the team's performance.

EMPATHY MAPPING

Choose a scenario. With a partner/small group discuss and map out on page 23 the potential thoughts, feelings, sights, and actions that the individuals in these scenarios might experience, offering a deeper understanding and empathy for the challenges faced by many in conflict zones.

6: CHRONIC ILLNESS MANAGEMENT

Lisa has been dealing with a chronic illness that affects her daily energy levels. She's a dedicated associate, but her condition is unpredictable, and she's finding it hard to maintain her previous standards of productivity.

7: WORK-LIFE IMBALANCE

Daniel, a single father working at , is struggling to balance his demanding job and caring for his young children. With the recent increase in work demands, he's finding it hard to leave on time to pick up his kids from childcare.

8: RETIREMENT TRANSITION

Geoffrey is approaching retirement after a long career at . He's beginning to feel disconnected from his younger colleagues and is unsure about his purpose and identity post retirement.

9: INTEGRATION POST-LEAVE

Mina has returned to her role at after a six-month sabbatical. The landscape of her department has changed, with new processes in place, and she feels like she's struggling to integrate back into the team.

10: ACCUSATION OF ERROR

Yigal has been accused of making a significant error in a project report. He's confident it wasn't his mistake, but the accusation has shaken his confidence and made him question his future at .

EMPATHY MAPPING

THINKING	FEELING
SEEING	DOING

PROVIDING EMOTIONAL SUPPORT

RECOGNISE DIFFERENCES BETWEEN INDIVIDUALS IN AND APPRECIATE THEM

EMBRACE THE TRAITS THAT THE INDIVIDUALS HAVE E.G. APPROACH AN INTROVERT DIFFERENTLY TO AN EXTROVERT TO GAIN THE BEST RESPONSE FROM THEM.

LISTEN: CREATE OPPORTUNITIES FOR THEM TO TELL YOU THEIR OPINIONS AND FEELINGS WITHOUT JUDGING OR INTERRUPTING THEM.

ASK QUESTIONS TO BETTER UNDERSTAND THE INDIVIDUAL IN FRONT OF YOU E.G. “DO YOU PREFER STRUCTURE OR FLEXIBILITY”?

INFORM YOURSELF ABOUT MENTAL ILL HEALTH SUCH AS DEPRESSION AND ANXIETY IN ORDER TO PRE-EMPT ANY MISUNDERSTANDINGS SHOULD COLLEAGUES APPROACH YOU ABOUT THIS

PROMOTE AND EXEMPLIFY: ROLE MODEL GOOD PRACTICE IN PERSONAL RESILIENCE INCLUDING WORK-LIFE BALANCE

USE A BUDDY SYSTEM TO SUPPORT YOUNGER, LESS EXPERIENCED associateS WHO MAY BE LESS ABLE TO COPE WITH EMOTIONAL DEMANDS. PAIR THEM UP WITH AN EXPERIENCED ‘BUDDY’ WITHIN THE COMPANY; SOMEONE THEY CAN TURN TO DURING THE EARLY STAGE OF THEIR CAREER AND ASK FOR ADVICE WHEN NEEDED

ESTABLISH REGULAR MEETINGS WHERE associateS CAN SHARE AND ‘OFFLOAD’ THEIR EMOTIONAL ISSUES AND SUPPORT EACH OTHER. PEER SUPPORT IS A GREAT MECHANISM TO ALLEVIATE EMOTIONAL STRESS

ENCOURAGE AN OPEN, HONEST DISCUSSION ABOUT MENTAL HEALTH, WELLBEING AND STRESS THAT ACKNOWLEDGES THAT IT IS NOT A WEAKNESS BUT COMMON HUMAN TRAIT

ACKNOWLEDGE THAT EACH associate HAS DIFFERENT LEVELS OF RESILIENCE/DIFFERENT BRIDGE... AND THAT...

REMEMBER...

WE’RE NOT ROBOTS - IT’S OK, NOT TO BE OK!

MY ACTION PLAN — 30/60 DAY CHALLENGE

KNOWLEDGE IS POWER... ONLY IF YOU APPLY IT OR TAKE ACTION

FOCUSSING ON THE I.D.E.A.L.S FRAMEWORK:

- HOW CAN YOU INCORPORATE THIS INTO YOUR ROLE AND YOUR TEAM?
- WHAT CAN YOU DO TO BE MORE MENTALLY HEALTHY AND SET A GOOD EXAMPLE?

Action Point 1:

Action Point 2:

Action Point 3:

Action Point 4:

Action Point 5:

Buddy System: Who will you make yourself accountable to over the next 30-60 days?

Buddy System: How often will you meet and what method will you use?



RESPONSIBILITIES

- **SAFEGUARD**
- **SUPPORT YOUR DIRECT REPORTS WHO ARE MENTAL HEALTH CHAMPIONS**
- **SIGNPOST: RELEVANT PROFESSIONAL HELP AND SUPPORT RESOURCES, I.E., AAP, ASSOC RELATIONS, OMBUDSMAN, ETC**
- **LISTEN & SUPPORT**
- **DUTY OF CARE: KEEPING EVERYONE SAFE**
- **ENCOURAGE WAYS TO TAKE PERSONAL RESPONSIBILITY FOR SELF HELP**
- **IMPORTANT: THE LEADER / LINE MANAGER IS NOT RESPONSIBLE FOR DIAGNOSING OR FIXING MENTAL HEALTH ISSUES THAT OCCUR IN THE WORKPLACE.**
- **LINE MANAGERS HELP TO CREATE AN ENVIRONMENT THAT SUPPORTS MENTAL HEALTH WELLBEING AND SIGNPOSTS ASSOCIATES TO RESOURCES**



MARS WORKPLACE RESOURCES

Mental Health Champions

https://mydrive.effem.com/personal/asha_rodrigues_effem_com/Documents/Health%20&%20Wellness/Mental%20Health%20First%20Aider-AAP%20Ambassador/AAP%20Details-MEA/Coping%20in%20Global%20Crisis/Mental%20Health%20MEA%20Champions%20-2026-site%20wise%20-%203Mar2026.pdf

Find your local Associate Assistance Program provider

<https://team.effem.com/sites/AAP>

Homepage | Mars – Workplace Options

<https://helpwhereyouare.com>

MEA Ombudsman - Gabor

https://mydrive.effem.com/personal/asha_rodrigues_effem_com/Documents/Health%20&%20Wellness/Mental%20Health%20First%20Aider-AAP%20Ambassador/AAP%20Details-MEA/Coping%20in%20Global%20Crisis/DIGITAL_Ombudsman%20Brochure%20March%202025_Gabor.pdf

Global Guardian App – to receive timely travel alerts & get support when needed

https://mydrive.effem.com/personal/asha_rodrigues_effem_com/Documents/Health%20&%20Wellness/Mental%20Health%20First%20Aider-AAP%20Ambassador/AAP%20Details-MEA/Coping%20in%20Global%20Crisis/GG%20Traveler%20User%20Guide%20-%20Mars%20SSO%20-%202024.pdf

Global Be Well Together Site

<https://my.mars.com/sites/associate-health-and-wellbeing/SitePage/197127/home>

Mars Energy Management

<https://my.mars.com/sites/associate-health-wellbeing/SitePage/12439187/energize-your-day>

Associate Health & Wellbeing - Mental health (mars.com)

<https://my.mars.com/sites/mental-health/SitePage/12437341/mental-health-matters>

LinkedIn Learning

<https://www.linkedin.com/learning>

Leading Through Change | Learning Hub - Home - Better Together

<https://team.effem.com/sites/ChangeLeadershipHub>

ACCESS TO THE MEA AAP SERVICE APP, BALANCY



Access to the MEA AAP service app, Balancy:

Access your **iConnectYou** – your one stop shop for AAP services



Passcodes to access Balancy:

Egypt: 160107
Kenya: 179201
Saudi: 160189
South Africa: 160214
UAE: 160212

Additional ways to access the AAP services:

Simply go to the website and enter the Company Code Mars

<https://global.helpwhereyouare.com/>



Our Associate Assistant Program (AAP) is a Global program that provides free and confidential short-term counselling, referrals and follow-up services to Associates and their family members who have personal and/or work-related concerns. In MEA, Workplace Options is our AAP service provider.

Suggestions how the Associate Assistance Program (AAP) can help you:
[Mars Mental Health & Wellbeing Video](#)

<p>Personal</p> <ul style="list-style-type: none"> Stress and anxiety Substance abuse and addiction Life changes 	<p>Family & Relationships</p> <ul style="list-style-type: none"> Child and elder dependent care Domestic relationship wellbeing Grief/bereavement 	<p>Financial & Legal</p> <ul style="list-style-type: none"> Personal financial planning and debt management Will and trusts Legal assistance 	<p>Work & Career</p> <ul style="list-style-type: none"> Career coaching and planning Conflict management Line manager effectiveness

Are you worried about your finances, feeling stressed or struggling to sleep? Are you prioritizing your individual wellbeing? Contact the AAP confidentially for support.

AAP Resources

- Balancy App** - Balancy is your comprehensive hub for easy access to all your wellbeing resources. Whether at home or on the go, you can confidently utilise multiple services. Log in to explore our extensive library of resources. Choose your preferred method of support, whether it's a phone call, text or instant message, video call, or simply browsing through the self-service option.
- Aware Program** – Helps you to meaningfully engage in the present moment.. Participants will learn strategies to counteract stress, reduce distracted living, establish greater balance of body and mind, and stimulate well-being and healing. Aware consists of two parts: six (6) weekly telephonic sessions and electronic resources & supports
- Life Coaching** - Life Coaching program is designed to empower participants to navigate life transitions, maximize personal and professional potential, and achieve their goals. Delivered through six virtual (phone/video) sessions lasting three to four months. The initial session is 45 minutes, focusing on establishing vision, goals, and an action plan. Follow-up sessions are 20 minutes and occur biweekly or at intervals suited to participants
- Wellness Coaching** empowers individuals to achieve healthier lifestyles by addressing emotional, physical, and practical components of wellbeing. Delivered in six virtual (phone/video) sessions over three to four months. A 45-minute session to define a wellness vision and set actionable goals. Five 20-minute sessions focused on reviewing progress, modifying experiments, and building self-efficacy.

Access to the MEA AAP service app, Balancy:

Passcodes to access Balancy:
Egypt: 160107
Kenya: 179201
Saudi: 160189
South Africa: 160214
UAE: 160212

Additional ways to access the AAP services:
Simply go to the website and enter the Company Code Mars
<https://global.helpwhereyouare.com/>

THE 6 STEPS

DON'T FORGET TO ENCOURAGE ACTION AND CHECK-IN LATER TO SEE HOW THE PERSON IS DOING:

Step 1: Getting ready to ask

Step 2: Ask 'How Are You?'

Step 3: Ask another, more meaningful question

Step 4: Listen

Step 5: Encourage action

Step 6: Check in

★ **Step 5: Encourage Action.**
Find out how you can offer them support. Some good options include:

- Calling the [local Associate Assistance Program \(AAP\)](#) – a safe place for free and confidential support, referrals and counseling - 24/7, 365 days.
- Working with their doctor or mental health professional
- Speaking to the [Mars Ombudsman](#) service
- Contacting the local Associate Health & Wellbeing team that can refer to further local services available.
- Learning more on how to improve their energy and mental health on the [Global Be Well Together Page](#).

★ **Step 6: Remember to check in with them at least once to see how they're doing.**

EGYPT- MENTAL HEALTH CHAMPIONS



Abdelrahman Elhefnawy



Amr Mostafa



George Wilson



Abdallah Salem



Mariam ElMagraby



Marie Mattar



Mohamed Wahby



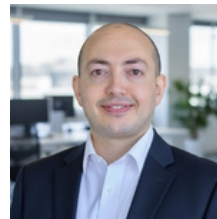
Mohamed Zohairy



Passant Abdel Nabi



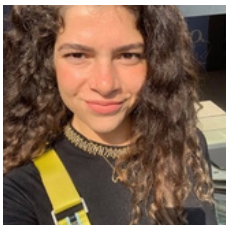
Ola Essam



Yasser Adel



Lobna Bedier



Heba Yehiah



Moudy Essam



Heba ElBazz

KENYA & SOUTH AFRICA MENTAL HEALTH CHAMPIONS



Christine Amdany-NAI



Elizabeth Githinji-NAI



Evelyn Mahogo-NAI



Ernest Isaacs-CAP



Fred Gor-NAI



Gladys Waithira-NAI



John Kageni Kimani-NAI



Jonathan Marriott-CAP



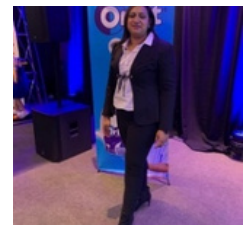
Elizabeth Kondo-NAI



Keziah Nzingo-NAI



Maureen Wandati-NAI



Saloshni Verasamy-MJO



Suraya Hamdulay-MJO



Yoli Phakathi-MJO

SAUDI ARABIA MENTAL HEALTH CHAMPIONS



Alanoud Elrefi



Rana Halawani



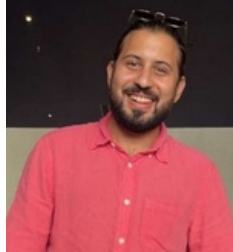
Renad Filfilan



Sally Douki



Nancy Abdelmawgood



Farid Hussein

UAE MENTAL HEALTH CHAMPIONS



Asha Rodrigues



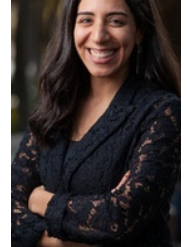
Anne Mathew



Himani Maharishi



Hadi El Araybi



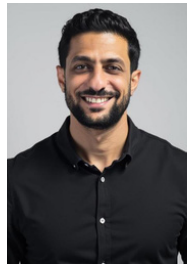
Soad Makhoul



Mihaele Alexe



Meray Aziz



Nabil Adas



Omar ElSaid



Ramy Rabie



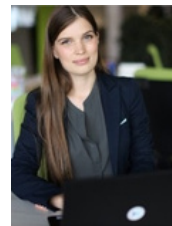
Stephanie Spears



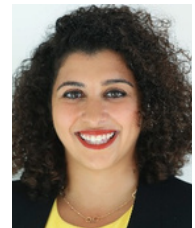
Shivum Taank



Sooban Moin



Irina Shvetsova



Leila Naguib

ABOUT INTERNATIONAL WELLBEING INSIGHTS

Big ideas, inspiring stories, robust ethics and strong principles and a values driven approach have been at the heart of our organisation since our inception.

We believe that wellbeing isn't just a perk, it's the foundation of a thriving, high-performing, and sustainable workplace. Our mission is simple but powerful: to empower organisations and individuals to take control of their wellbeing, creating cultures where people don't just survive but truly thrive.

We've been at the forefront of workplace wellbeing since 2003, helping organisations worldwide build happier, healthier, and more resilient teams. But we're not here to tick boxes or promote one-off initiatives, we're here to drive meaningful, lasting change.

Our mission is to maximise physical, mental, emotional and social health as well as improve relationships, performance, productivity, creativity, morale, recruitment and retention by creating a resilient workforce and equipping them to cope with change and adversity.

For more information or to book a workshop or a free no-obligation consultation, see www.wellbeing.work or call +44 (0) 203 142 8659 or email info@stress.org.uk





NOTES

A large rectangular area defined by a dashed purple border, intended for taking notes.



We provide a range of services across the UK and internationally.
We are always happy to discuss how we can support you.

We look forward to supporting your wellbeing journey.

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Salamander Quay Harefield,
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Visit Us On:
www.stress.org.uk
www.wellbeing.work

We have supported many organisations, including:

