

This document is our commentary on the standard disclosures contained in the Business in the Community public reporting guidelines on wellbeing. It is important for us to be transparent in our approach as it demonstrates to fee-paying customers that we are committed to an engaged workforce that is available to deliver excellent service, and for employees and potential employees to know that we value all aspects of their health and wellbeing. All data in this document is correct as at end Financial Year 2013/14.



Creating a happy, engaging environment 'good work' which, according to a Work Foundation report by Coats and Lehki (September 2008) is characterised by: A management style and organisational culture that promotes mutual trust and respect; Employment security; Talent management; Job design: task and variety challenge; Autonomy, control and task discretion; Non monotonous and repetitive work; Employee voice.

● Business Benefits  
 ● Employee actions recommended by Forrester Mental Capital Reports  
 ● Employer actions recommended by BITC

\*\* Using good work criteria defined by Coats and Lehki (September 2008)

	The Company demonstrates:	The workforce / organisation demonstrates:	Mix of management KPIs	
Entry	Clear values and principles for employer behaviour	A culture of respect and ethical behaviour		Policies are in place to focus NHBC on behaving ethically. Please see Treating Customers Fairly section of the Annual Report.
	Skills development policies and training programmes	A learning culture of continual development	Company funded training time per person	Learning and Development policy is in place, all employees have development plans in place and agreed with managers that are monitored on a minimum of a 6 monthly basis. Please see Learning and Development section of the Annual Report.
	Attention to job design	A sense of empowerment	Results of annual job satisfaction or engagement survey	All employees are surveyed on a regular basis and action plans implemented at group and local level. Please see Employee Engagement and Open Communications section of the Annual Report.
	Formal mechanisms for consultation with employees	A collaborative team working ethos	Length and tenure of staff	We feel that having an active Staff Association is a better measure for this input characteristic. The Staff Association is officially recognised by NHBC Management for consultation and negotiation on matters affecting the staff.
Intermediate	Board director with direct responsibility for employee wellness and engagement	Collaborative behaviour with evidence of taking personal responsibility for health and wellbeing	Board director with appointed responsibility	Operations Director has responsibility for Health, Safety and Wellbeing Committee.
	Leadership and people management training	Understanding of and alignment with business priorities	Proportion of senior positions filled by internal applicants	Turnover at senior level is relatively low therefore the workwell metric is not appropriate for NHBC. Average length of service among senior managers is 12.8 years.
Mature	Management scorecards that include performance on employee wellness and engagement	Joint initiatives between the company and employee representatives to promote health and wellbeing	Trend results of annual and intermediate surveys	Please see Employee Engagement and Open Communications section of the annual report.
			Trend for engagement aligned to the strategic goals of the company as measures through multiple channels at least quarterly	As well as a range of corporate level KPIs we conduct regular business reviews that look at performance in all areas of the business and this is communicated to staff.

Good relationships – at work and at home – provide the ‘social capital’ which individuals need to maintain mental health and engagement. Promoting and enabling better communication and social cohesion to support good relationships in the workplace particularly among: Line manager; Team colleagues; Support networks.

Relationships outside work (family and friends) can also be supported through flexible working practices and through involvement in social initiatives.

	The Company demonstrates:	The workforce / organisation demonstrates:	Mix of management KPIs	
Entry	Flexible working policies to include job share	Flexible attitudes to changes in work practice	Proportion of workforce with flexible arrangements	We operate at times that support our customers. For example four extended days are not supported where that does not fit with customer requirements. 4.9% of staff are currently on a part time or flexible policy.
	Family friendly policies (e.g. maternity and paternity)	Loyalty to the company	Proportion of women returning after maternity leave	84% between 2002 and 2013
			Proportion of take up of paternity leave	Proportions are not measured at present, however NHBC offer enhanced paternity leave terms to statutory minimum.
Promotion of team working	Pride in the job	Grievance cases as a spot rate	2012: 2 2013: 1  We also believe that rewarding alignment to our values and behaviours to promote ‘one NHBC’ demonstrates our commitment to team working.	
Intermediate	Managers appraisals that are linked to their people management capability	A perception of organisational justice	Trend data for grievances upheld	2012: 0 2013: 0
	An employee volunteering policy	Personal development with skills learnt in the community	Volunteering commitment	We have a comprehensive community engagement policy that allows staff to volunteer in the community.
	Promotion of working across organisational boundaries	Pride in the team	Proportion of requests for flexible working accepted	We don’t think that this measure is symptomatic at NHBC and therefore report a number of cross functional committees and working groups that meet organisational needs: TCF Group; Home & Field Working Group; Social Committee; Risk & Policy Group; Security Committee; Health, Safety & Wellbeing Committee.  Secondments are also offered in a number of cases, and ‘one NHBC’ is one of the behaviours all staff are expected to display, and are measured against.
Mature	Managers that are developed to be coaches / mentors	Continuous improvement in skill levels and performance	Performance trend in external surveys of employee engagement	Employee Engagement is an area of focus at NHBC. In order to ensure that managers continue to develop their leadership skills situational leadership is a course all those with line management responsibility have undertaken. Development centres are attended by those identified as future senior leaders.
	Promotion of external relationships with professional bodies and academic institutions	Pride in the company	Professional subs paid. Presence on external working groups / committees	Take up of professional subscriptions paid to professional institutions is detailed in the Technical Knowledge & Professional Memberships section of the Annual Report.

Better specialist support can help teams manage health issues at work or facilitate a more efficient return to work for those off work. Better support and interventions to manage health and wellbeing can be provided by: Occupational health; Human resources; Employee assistance / counselling; Training for line managers and employees.

	The Company demonstrates:	The workforce / organisation demonstrates:	Mix of management KPIs										
Entry	Attendance/ absence management policies that are not punitive	Fewer spells of short term absence and shorter duration of extended absences	Sickness absence as a spot rate	As at end 13/14 this was running at 5.2 days per head per year.									
	Access to occupational health advice	Increased trust in the company and its agents	Uptake / utilisation for occupational health service	34 referrals during 2013/14									
	Manager defined adjustments to aid rehabilitation and speed return to work	Improved co-operation with return to work plans	Maintain an appropriate process	Absence policies and procedures are in place. Please see the policies section of the 'working for NHBC' web pages setting out the approach for managing absence.									
Intermediate	Health and wellbeing policies are linked to enhanced personal and business performance	Improved physical fitness and psychological resilience	Sickness absence as a trend over time	This is reported in detail in the Wellbeing section of the annual report and NHBC continues to operate below CIPD benchmarks.									
	Access to employee assistance programmes that provide a broad range of advisory services on a confidential basis	Greater responsibility in addressing issues that might impact work	Uptake / utilisation rate of employee assistance programme and related schemes	An employee assistance programme is available to all staff. 5.8% of colleagues take advantage of childcare vouchers. Additional benefits such as CycleSolutions continue to receive positive feedback.									
	Access to specialist adjustments advisory service	More flexibility in adapting to work and customer requirements	Duration of extended absences	A minimum of 50% funded private medical help is available to all employees. There were 49 occurrences of long term sick (four weeks or longer) during 2013/14									
Mature	A comprehensive framework of resources and services that address prevention, early intervention and rehabilitation for both physical and psychological health	A shared responsibility for overcoming obstacles to high performance	Sickness absence trends broken down by major causes and benchmarked against relevant indices	Top reasons for absence and our intervention approach are detailed to the board on a regular basis.									
			Rate of rehabilitation into their own job of workers absent for an extended period	<table border="1"> <thead> <tr> <th></th> <th># staff with absences 20+ days</th> <th>%age of those in post on 1<sup>st</sup> Jan following year</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>40</td> <td>87%</td> </tr> <tr> <td>2013</td> <td>47</td> <td>87%</td> </tr> </tbody> </table>		# staff with absences 20+ days	%age of those in post on 1 <sup>st</sup> Jan following year	2012	40	87%	2013	47	87%
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Customer satisfaction of employees making use of services provided	Not appropriate for NHBC. We have confidential services for employees and respect that confidentiality in full.												

Creating a safe and pleasant working environment by: Promoting a physically safe working environment with optimal air quality, temperature, noise, lighting and layout of work spaces; Promoting healthy behaviours such as emotional resilience which builds self esteem, healthy eating, physical activity, smoking cessations, sensible drinking and avoidance of drug misuse.

	The Company demonstrates:	The workforce / organisation demonstrates:	Mix of management KPIs	
Entry	Suitable and sufficient health and safety training for workers and managers	Awareness of risks to themselves and others impacted by their activities	Statutory health and safety reporting	RIDDOR is submitted to the HSE in accordance with the requirements. Audits of departments are undertaken by H&S specialists and action plans implemented and monitored. Please see Health & Safety section of the annual report.
	Provision of advice on personal behaviours that promote improved Health & Wellbeing	An understanding of key behaviours on current and future health status	Workforce demographics marking health status	We do not currently measure demographics in terms of BMI, cholesterol etc, however do monitor reasons for absence (trends and emerging trends) in detail.
Intermediate	An internal quality system for health & safety with analogous requirements placed on contractors	Acceptance of some responsibility of the health & safety of themselves and other they are working with directly	Trend health & safety data via H&S committee	Robust procedures are in place. Please see Health, Safety and Wellbeing section of the annual report.
	Provision of company campaigns and programmes to promote Health & Wellbeing	Participation in programmes to improve their overall health & wellbeing	Trend in workplace demographics marking health status	Take up of individual programmes is monitored. For example there was a 9.5% rise in the number of flu jabs issued in 2013 compared to 2012 and flu related absence decreased.
Mature	A certified, externally validated health & safety management system with analogous requirements placed on contractors	Commitment to shared responsibility to prevent all avoidable harm to themselves, their colleagues and the public	Trend health & safety data aligned to strategic commitments and measured through multiple channels	Robust procedures for managing workplace Health & Safety are in place, including regular board reporting and disclosures of key metrics in the Annual Report.
	Provision of an integrated health promotion system that addresses both the physical and psychological wellbeing and incentivises continual improvement	Sustained behavioural change that benefits their own health and wellbeing and those of others around them	Trend in objective measures of health & wellbeing	

– position employee wellness and engagement as a boardroom issue

Wellness is comprised of the mutually supportive relationship between the physical, psychological and social health of the individual. (Towers Watson)

Engaged employees work with passion, commitment and trust to drive and sustain their flourishing organisation. (BitC)

Engagement combined with wellness enables sustained employee performance; Employees feel trusted and that their work is valued and makes a difference; Employees believe their views are respected and considered; A proactive approach to employee physical, psychological and social wellbeing; Customers and business partners proactively want to work with the company and its employees.

	The Company demonstrates:	The workforce / organisation demonstrates:	Mix of management KPIs	
Entry	Recognition of the link between employee engagement and wellness to business performance	A culture that values a happy, healthy and engaged workforce in terms of benefits to the business	Staff turnover as a spot rate	6.8% FY 2013/14
			External awards	NHBC do not actively seek PR benefits for managing health and wellbeing of staff in this manner. The benefits are in staff retention; increased engagement & productivity; and suppression of sickness absence.
Intermediate	Invests material resources, meaningful time and commitment to the implementation of employee wellness and engagement effort	Board level director can speak competently and provide evidence to illustrate how employee practices are impacting on achievement of business objectives	Staff turnover as a trend over time	Health, Safety & Wellbeing is reported to the board at each meeting. The report includes details of absence trends broken down by length of absences, time lost, main reason for absences according to standardised classification recommended by HSE, and trends therein.
	Plans developed for achieving business objectives require the need for HCM practices into account	Innovative collaborations and partnerships with other parties to develop thinking and the implementation of best practice	Impact assessment of programmes conducted to demonstrate effectiveness and where possible return on investment	Where possible return on investment is monitored. For example, flu jabs are offered to all staff and taken up by a quarter of staff. The resultant absence patterns are subsequently monitored in cohorts of staff who took the benefit, and those that did not.
Mature	Addressing the challenge of presenteeism and resilience within the HCM policies	Board level directors proactively communicate on such issues with external stakeholders such as investors		
		Employees regularly and proactively engage with management and external stakeholders in a constructive and positive way	Employment equity (gender, ethnicity, sexual orientation, disability, age, etc) at multiple levels in the organisation.	A diverse workforce is essential in meeting the needs of the business. Numerous demographic trends are reported internally, as well as board diversity in the annual report. NHBC are also represented on the Construction Industry Council Diversity Panel.
		Company demonstrates ability to quickly and easily adapt and evolve working practices in light of changing business needs and operating environment		