



Wellbeing Report 2024



Introduction

A chaotic world makes wellbeing all the more important

Since the Covid-19 pandemic, there have been a host of new challenges to the wellbeing of our employees and their families – long Covid, adjusting to hybrid working, the financial impact of the winter fuel crisis and high levels of inflation, and armed conflicts around the world.

Against this backdrop, we have strived to provide support, services and programmes that help our employees – with a particular focus on prevention and ensuring the role of the line managers and leaders in the business have the confidence, competence and ability to signpost to the right support at the right time. Inclusive health is important and the impact of equity inclusion and diversity on the wellbeing and psychosocial health and safety of our people. Throughout the year we've partnered with our People Networks on a wide variety of health and wellbeing initiatives with targeted conversations and learning sessions for colleagues and managers on a variety of intersectionality health topics.

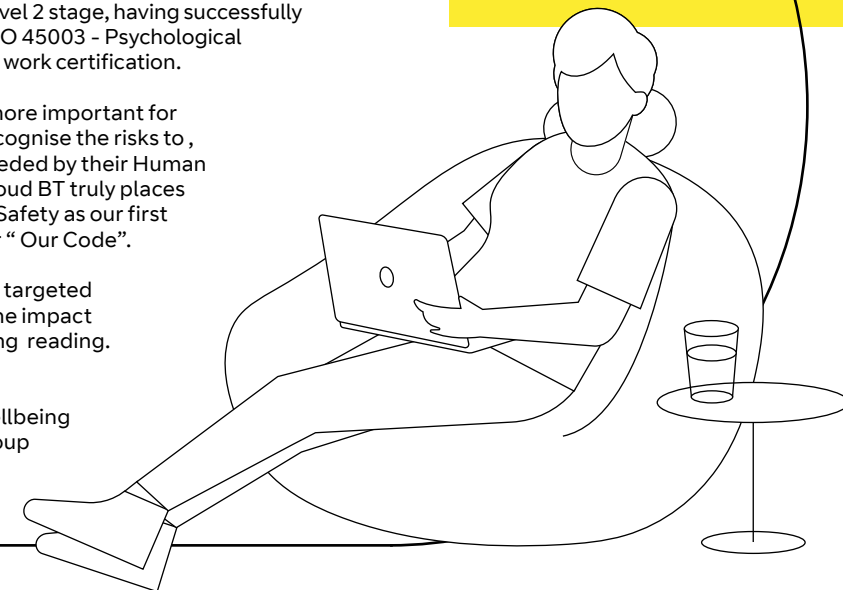
I am particularly proud that several of our products and campaigns have been externally recognised for their impact and success and our expertise was recognised in the contribution to global guidance and standards, specifically the BS 30416 - Menstruation, menstrual health and menopause in the workplace.

The regulatory strengthening of workplace mental health, psychosocial risk management and controls of these is something we welcome and are already at the level 2 stage, having successfully passed stage 1 of ISO 45003 - Psychological health and safety at work certification.

Never has it been more important for organisations to recognise the risks to, and the support needed by their Human Capital and I am proud BT truly places the Wellbeing and Safety as our first commitment under "Our Code".

I hope the strategy, targeted programmes and the impact makes for interesting reading.

Bruce Greenhalgh
Senior Health & Wellbeing
Specialist at BT Group



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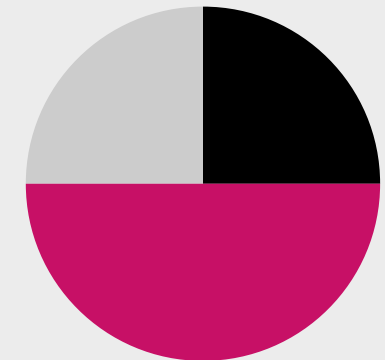
Our plan

We focus on five drivers of wellbeing:

Health	Physical health	Rested Exercise Nourishment/water Breaks/within work recovery Barriers to recovery Physical problems from workplace	Resilience Stress Line manager Organisation Aware of support – formal/informal
	Mental health		
Security	Work conditions	Safety Bullying/harassment	Financial and mental health Confidence in future Ability to withstand shock
	Financial security		
Environment	Physical & systems	Facilities Working patterns Tools Commute	Fairness Identify with values
	Culture		
Relationships	Line manager	Communication Support Stretching and embracing growth Atmosphere Fairness Change management	Support Respect Personal investment
	Colleagues		
Purpose	Engagement	Clear goals and line of sight Accomplishment Motivation	Ability to influence decisions Career development/progression Workload Use of skills Job fit Competence
	Job quality		

Subjective wellbeing

- ☐
Happiness
- ☒
Job satisfaction
- ☒
Life satisfaction



Our plan continued

Our model aligns to the World Health Organisation primary, secondary and tertiary, which also underpins our approach to the prevention of ill-health at work, the early identification and signposting to suitable support and evidence based support and treatment services.

Our approach to health has three stages:

1

Planning and prevention:
Preventing work causing ill health.

2

Informing and educating:
Encouraging optimum health.

3

Restoration:
Enabling a return to good health.

Embedding wellbeing in our culture

To achieve our pledge that ‘We always put wellbeing and safety first’ (from the BT Group Code), and make wellbeing central to our culture, we need a consistent and integrated approach. We’re engaging stakeholders across all parts of the business – starting with leadership, by implementing targets and measures through internal reporting and this annual wellbeing report.

We have defined the governance structure, roles, responsibilities and expectations, from the top down, and report performance to the BT Group Executive Committee on a monthly basis. We also report the impact and effectiveness of our campaigns, interventions and preventative programmes on an annual basis to our Executive Committee and the BT Group Board.

We report to our ExCo and Board on a monthly basis on outcome measures such as sick absence and mental health rates and work-related mental health. We also analyse these against data from our periodic colleague surveys which include questions on engagement, belonging and ‘I believe in the company success,’ which assists us in identifying a number of leading indicators of wellbeing at work and helps us inform group wide strategy, targeted interventions and unit level health and wellbeing plans.

Our achievements have been acknowledged by the CCLA, with our performance putting us in the top 10% of the FTSE100.

We work in partnership with our trade union colleagues and meet on a regular basis at ‘Good Work’ meetings and are part of the European Telecommunications Network Operators

Association. We also work with a variety of stakeholders, including all our BT People Networks and our European works council. We are a founder member of the World Wellbeing Movement, are part of the Business in the Community Wellbeing Network and attend the National Forum for Health and Wellbeing at Work. Our approach is to seek views and provide expert consultation and oversight.

Putting our colleagues’ wellbeing first is not just the right thing to do, it can benefit our operational performance and deliver for our customers.

Managing change successfully

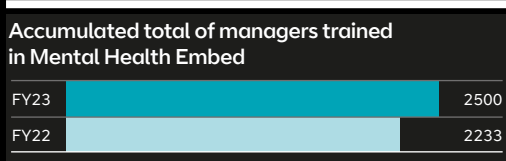
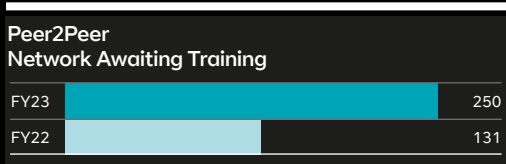
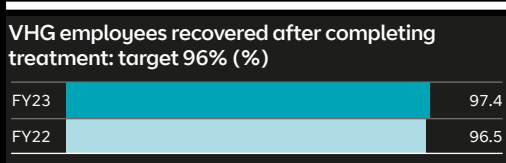
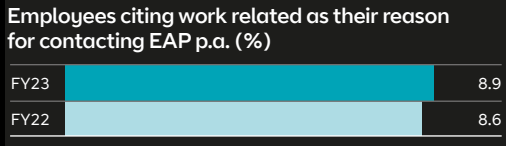
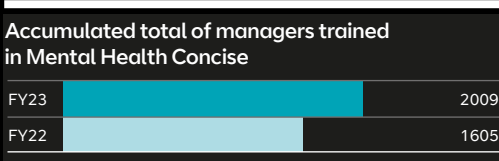
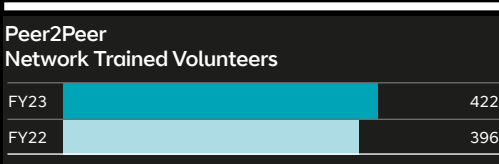
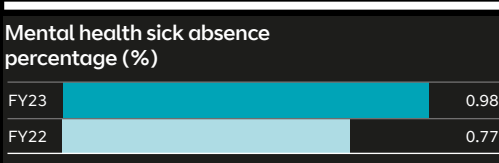
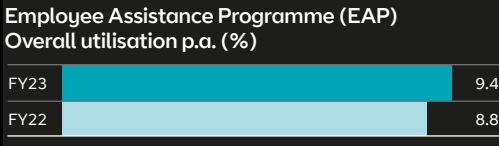
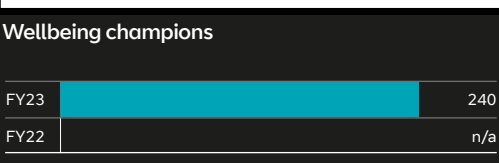
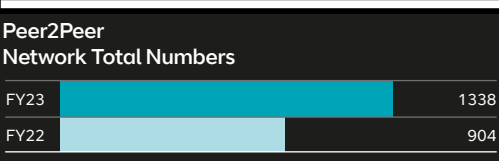
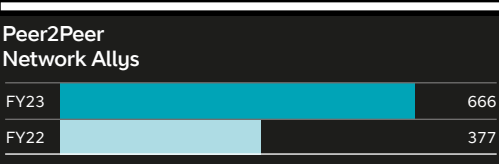
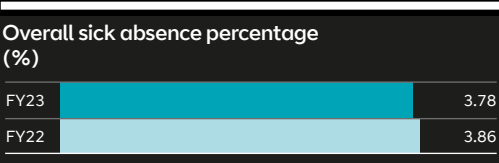
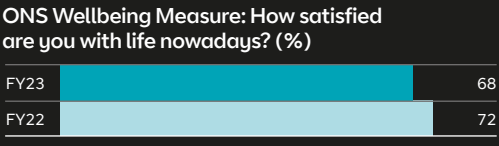
Change is a constant feature of modern life, at work and outside. Our business sector is particularly fast moving, so dealing well with change is a priority. Change can cause real uncertainty and stress and affect people in different ways.

Our ‘Healthy Change’ model guides managers, HR and colleagues on how to best manage change. We have a number of toolkits to help with this, including a guide for line managers and two short videos from our Global Health and Wellbeing Clinical Lead. We also have Employee Assistance for extra support.

Putting our colleagues’ wellbeing first is not just the right thing to do, it can benefit our operational performance and deliver for our customers.

Our plancontinued

Our wellbeing performance






Our approach

Engagement

How we engage our colleagues

To build a team of fulfilled, safe, happy and healthy colleagues, in culture where everyone can thrive, we have to engage them with the subject. We have three stages to our engagement plan: inform, support and promote.

What we do	<div>Inform and educate managers and colleagues</div> <div></div> <div>Develop focused, evidence-based wellbeing campaigns to educate and promote the importance of wellbeing.</div>	<div>Support services, resources and tools</div> <div></div> <div>Provide clinical and professional governance on all wellbeing services, ensuring the support and resources are easily accessible by all colleagues.</div>	<div>Promote wellbeing strategy</div> <div></div> <div>Work with stakeholders across all parts of the business to embed a consistent and integrated approach to wellbeing as a core part of our culture.</div>
Priority areas	<div>Support HR programmes addressing psychological wellbeing for colleagues and managers.</div> <div>Develop modular MH training boxset in podcast format to address key issues e.g. Burnout, Anxiety, Loneliness, Grief & Bereavement.</div> <div>Educate managers and leaders on their responsibility for the prevention of Psychosocial risk to colleagues.</div>	<div>Conduct a gap analysis against ISO45003 based on audit and implement required changes.</div> <div>Targeted CFU & Networks Partnership Support Plan. Where identified need (potential for harm). Criteria: mental health absence, perform, engagement, turnover e.g. Pilot Health Coaches intervention.</div> <div>Peer2PeerSupport Network Global rollout</div>	<div>Refine Wellbeing Explained's governance, and standards and normalise governance and compliance. Align standards and governance with ISO45003.</div> <div>Enrolling Leadership in the embedding of wellbeing into the culture of BT by implementing targets & measures: internal reporting; and annual wellbeing report.</div> <div>Support HR team working on the implementation of Leadership standards and the BT code to ensure wellbeing is at the heart of change.</div>
Shared priorities	<div>Leadership sponsorship</div> <div>Simple and easy to access procedures, policies and processes</div> <div>Vendor and supplier management</div> <div>Effective governance</div>		

Our approach continued

Campaigns

Our 2023 campaigns and programmes

Internal campaigns and initiatives are core to how we connect with colleagues to raise awareness and engagement with wellbeing topics. We ran a number of these throughout 2023 – we go into more detail about these in our ‘Strategy in action’ section – including:

- Mental health campaign, including webinars and focused activity for World Mental Health Day
- Global Peer2Peer Support Network rollout
- Black History Month initiative with our Ethnic Diversity Network
- Webinars for our Able2 network
- International Men’s Day health campaign
- Support projects for Gender, Carers, Pride, Peer to Peer, Jewish and Armed Forces networks
- Review of adjustments at work process
- Rebooted our Recharge Your Wellbeing programme
- Review of musculoskeletal absence data to improve the support process
- Updated our approach to remote work
- Took part in multisector public services and telecoms social dialogue project
- Communicated about changing Right to Disconnect rules
- Further developed our Long Covid Recovery Programme
- Ran numerous health and wellbeing initiatives in India
- Piloted our Medical Assistance Programme

Systems

Our systems for psychosocial safety

We have two systems for helping our managers understand their responsibilities for addressing psychosocial risks to employees: STREAM and STRIDE. We also introduced a psychosocial risk assessment, which sits alongside the physical safety risk assessment. Using criteria from the HSE and ISO 45003, it has been included in the Health and Safety handbook for all managers to use.

STREAM

The first is our online stress assessment tool known as STREAM. In every talk to every colleague, the STREAM tool is promoted, and its use encouraged, so our managers are equipped to support their colleagues.

A number of modifications were put in place this year to simplify and update the system. While many were aesthetic and technical, some were in response to direct feedback – for example, we removed the gender question to address concerns from those employees identifying as trans or non-binary.

STRIDE

In addition, the managers are also made aware in training sessions that if they receive a notification that a colleague has a psychosocial concern that they also have access to STRIDE. STRIDE is a computer-based training for managers educating them about psychosocial risk and how to best support their colleague. In addition, we have also developed a psychosocial risk assessment see below.

Audit

Continually improving to close the gap

Last year, we conducted a gap analysis against ISO 45003 – Occupational health and safety management: Psychological health and safety at work – and began to implement the required changes.

ISO 45003, created in 2021, includes guidelines for managing psychosocial risks. The audit was conducted by an external psychologist who had previously worked at the HSE. The audit included:

- Analysis and review of current resources available to employees at all levels, using a shallow and deep dive approach.
- Analysis and review of resources available and accessible to managers within BT Group, to establish that communication is consistent, easily assessable and in-line with best practice.
- Analysis and review of safety management systems in place and used across the organisation with the purpose of risk identification, including health and safety manuals; and new, current and pre-2023 risk assessment templates.

The key findings showed that BT Group’s mental health maturity is high, and has the resources available to prevent, promote protect and support our employees, meeting a number of the key requirements of ISO 45003. There is evidence we’re using data in an appropriate way to guide interventions.

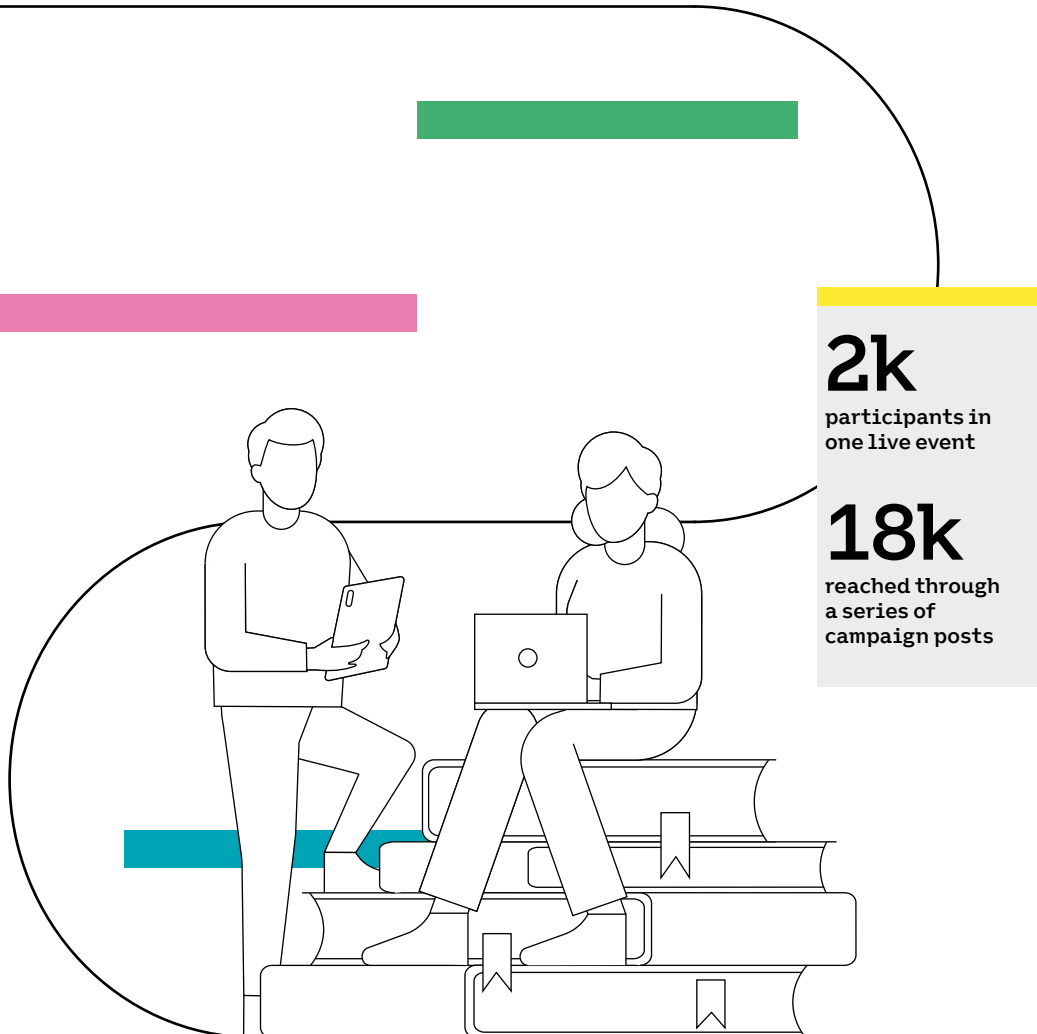
However, as with any mature system, there is a need to keep up to date with best practice and changes in legislation. It suggested an internal review is undertaken every 18 months to assess where updates may be necessary.

The audit found that, overall, our desire to continuously improve puts us in a different perspective to other organisations of a similar scale. However, we need to not become complacent but improve in a cyclic review process, in-line with new thinking in the field.

The next stage – securing an audit from BSI against ISO 45003 – has now started.



Wellbeing strategy in action



World Mental Health Day

Raising awareness of mental health

Every year, we focus on a mental health campaign to help raise awareness of the support available for all things mental health, and the actions we can take to improve our mental health. An important part is to reduce stigma and get people talking.

In October, for World Mental Health Day, we focused on our intention of everyone having access to support for mental health when they need it. Our senior leaders have been sharing personal experiences to normalise and legitimise opening up about the challenges and how they overcame them. Numerous events were held throughout October, with one live event having more than 2,000 participants listening to a panel and presentation as part of a successful Guinness World Record attempt. The BT Tower also lit up with a message of support.

The 'posts' during the campaign reached more than 18,000 colleagues and the videos were viewed more than 5,000 times. We also held in-person 'Care for a cuppa' events with a member of the Peer2Peer support network in attendance at 17 locations. An opportunity for an informal chat over a brew and to learn about the support available in BT.

Webinars are hosted on our 'Your Wellbeing' platform and available to all colleagues.



Mental health training

Developing mental health training

We reviewed and further developed our mental health training, including modular focussed activities to address issues such as anxiety and preventing suicide. These webinars are hosted on our 'YourWellbeing' platform and available to all colleagues.

Every Customer Facing Unit (CFU) and Group Function has a wellbeing lead. The Occupational Health and Wellbeing Centre of Expertise meets with all the wellbeing leads collectively, and then individually, monthly, to share and discuss initiatives and challenges. The need for support is assessed against four 'potential for harm' criteria: mental health absence, performance, engagement, turnover. Based on this, appropriate targeted support is provided.

Overarching programmes are centrally created and locally customised and delivered. These are further augmented by CFU initiatives in response to business needs.



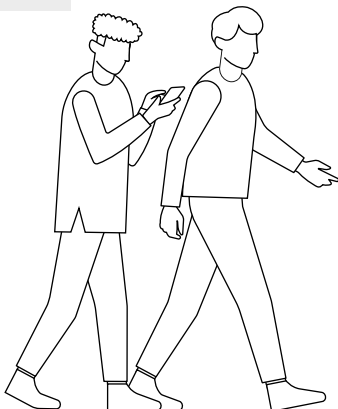
Wellbeing strategy in action continued

International Men's Day

Promoting men's health

On 21 November, we celebrated International Men's Day with our Openreach colleagues from the Gender Equality Network. The focus was on men's health, in particular mental health. We supported speakers, took part in panel discussions and presented on mental health topics.

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Peer2Peer support network

Rolling out Peer2Peer support around the world

First launched in autumn 2017, with just a handful of colleagues in just the UK, our Peer2Peer Support Network's aim is to support any colleague who is dealing with a mental health issue. By the end of 2023 it comprised more than 1,300 colleagues, in 25 countries, across all 5 continents.

The aims of the network can be summed up with 'Listen, Support and Signpost'. Within the network, 400 colleagues have been trained in managing mental health, our version of mental health first aid. To become a trained volunteer, a colleague needs to be deemed suitable by their manager, provide a third-party reference, have lived experience of having or supporting someone with mental health issues, complete an induction, and agree to a charter of good practice.

The network continues to grow and thrive, with new initiatives including two weekly support groups provided over TEAMS: 'the Phone Box' for men and 'the Exchange' for women.

400

colleagues have been trained in our version of mental health first aid.



Wellbeing champions

Championing wellbeing

Introduced in 2021, our network of volunteer wellbeing champions enabled us to engage and harness the discretionary effort from colleagues passionate about wellbeing across all BT Group's divisions. All the champions undertake an induction training and subsequent upskilling/awareness sessions. The key activities of a champion are to:

- Actively understand & support the delivery of BT Group/CFU Wellbeing strategy.
- Align any local activities to BT Group/CFU Wellbeing strategy, seeking appropriate sign-off first (via CFU Wellbeing leads & OH&W Specialists).
- Promote & signpost BT Group's wellbeing support services, collateral & resources.
- Help shape future wellbeing strategies through regular feedback.
- Role model, advocate & provide ambassadorship for the Wellbeing agenda.



Wellbeing strategy in action continued

Inclusive health

Ensuring health and wellbeing are inclusive

At BT Group, it's important that all our colleagues are supported whatever their background or health and wellbeing circumstances. Throughout the year, we've partnered with a number of our People Networks on a wide variety of health and wellbeing topics:

- Worked with our Ethnic Diversity Network to address mental health care disparities.
- Ran webinars for our Able2 network on topics such as Occupational Health and BT Passports, Living with a disability and the impact on mental health.
- Ran sessions supporting members of our Jewish network on coping with the impact of the situation in the middle east. We have a session for our Muslim network planned in 2024.
- Supported and guided our Gender, Carers, Pride, Peer to Peer and Armed Forces networks on topics such as cancer and suicide prevention.

We've also listened to our networks' to improve how our colleagues experience our support services and campaigns, and help them be more inclusive:

- For colleagues with disabilities, we partnered with our Able2 network to review how managers and colleagues discuss and implement adjustments at work. This included enhancing a formal adjustments assessment process and webinars to raise awareness and understanding of the informal BT passports.
- With our Ethnic Diversity Network, we recognised the ask for counsellors who had expertise or direct lived experience of issues impacting colleagues' communities and worked with our EAP and mental health counselling service to address concerns.

This year we've received external recognition for some of our work in the inclusive health space. Our Chief Medical Officer was invited to be a member of the technical committee who created the BSI Menstrual and menopausal health matters in your workplace standards. These aim to raise awareness and expertise in organisations to effectively support menopause in the workplace. Our menopause awareness eLearning courses for managers and colleagues was recognised as best training initiative at the Menopause Friendly Accreditation Awards 2023. Our Covid recovery programme aimed at supporting people struggling with the ongoing effects of long Covid was a finalist in the Business Disability Smart Awards.



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Recharge rebooted

Rebooting our Recharge programme

In January 2023, we encouraged colleagues to take proactive steps to maintain their wellbeing through our 28-day programme, 'Recharge Your Wellbeing'. The programme is always available, but once a year we give it a 'reboot'.

Underpinned by the five ways to wellbeing, the programme draws off evidenced-based approaches to complement the five ways with activities easily incorporated into a working day. The January campaign led to more than 1,800 registrations, with very positive feedback – including anecdotal comments such as 'this has changed my life'.

28

day programme, 'Recharge Your Wellbeing' encouraged colleagues to take proactive steps to maintain their wellbeing





Wellbeing strategy in action continued



MSK plan

A more strategic approach to musculoskeletal support

During 2023, Occupational Health and Wellbeing (OH&W) identified an upward trend in musculoskeletal (MSK) related absences in the Openreach part of BT Group. We conducted a review, based on strategic data, to identify problem areas that contributed to significant MSK-related absence, and that have an impact on productivity, reliability, and associated costs.

There were four parts to the review:

- Sickness absence evaluation
- Audit of long-term absences and permanent restricted duties
- Focus groups of people managers
- OHS and physiotherapy provider review.

As a result, we transitioned from reactive utilisation of occupational health to a more strategic and impactful approach. This facilitates remaining in or returning to work following injury or illness, with work a part of rehabilitation.

In addition, two clinical intervention pilots were launched – the MSK Specialist Assessment and Medical Assistance Programme. These aim to guide colleagues through structured pathways to clinical support services, early stratification based on the risk of prolonged sickness absence and facilitating a sustained return to work.

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Long Covid recovery

Helping recovery from long Covid

Established in 2022, our Long Covid Recovery Programme was created with our specialist rehabilitation provider. Designed to support colleagues who had ongoing covid symptoms, but not severe enough to enrol on an NHS programme, it helps employees manage the effects of long Covid and improve their health, wellbeing, and functional capabilities.

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Healthy minds

Healthy Minds Openreach

Our first phase of the Openreach Everyone Home Safe & Well programme has progressed well this year with over 30,400 colleagues (91.5%) so far taking part in our dedicated safety culture training, Hearts & Minds. The aim is to embed twelve lifesaving rules and four 'everyday safety' behaviours right across the business.



Wellbeing strategy in action continued

External partnerships

Supporting our external partnerships

The Conference Board

Our Senior Wellbeing Specialist supports the Conference Board, a not-for-profit organisation, in the role of Council Director for Wellbeing Executives. The role involves facilitating discussions and sharing expertise on all things wellbeing.

Global retail chain

We provided specialist support and consultancy to a global retail chain on the subject of suicide prevention. This included two education sessions to Senior Managers and HR professionals.

Government departments

At the request of several government departments and the Ministry of Defence, we provided training sessions on the occupational health and wellbeing strategy and operating model in BT.

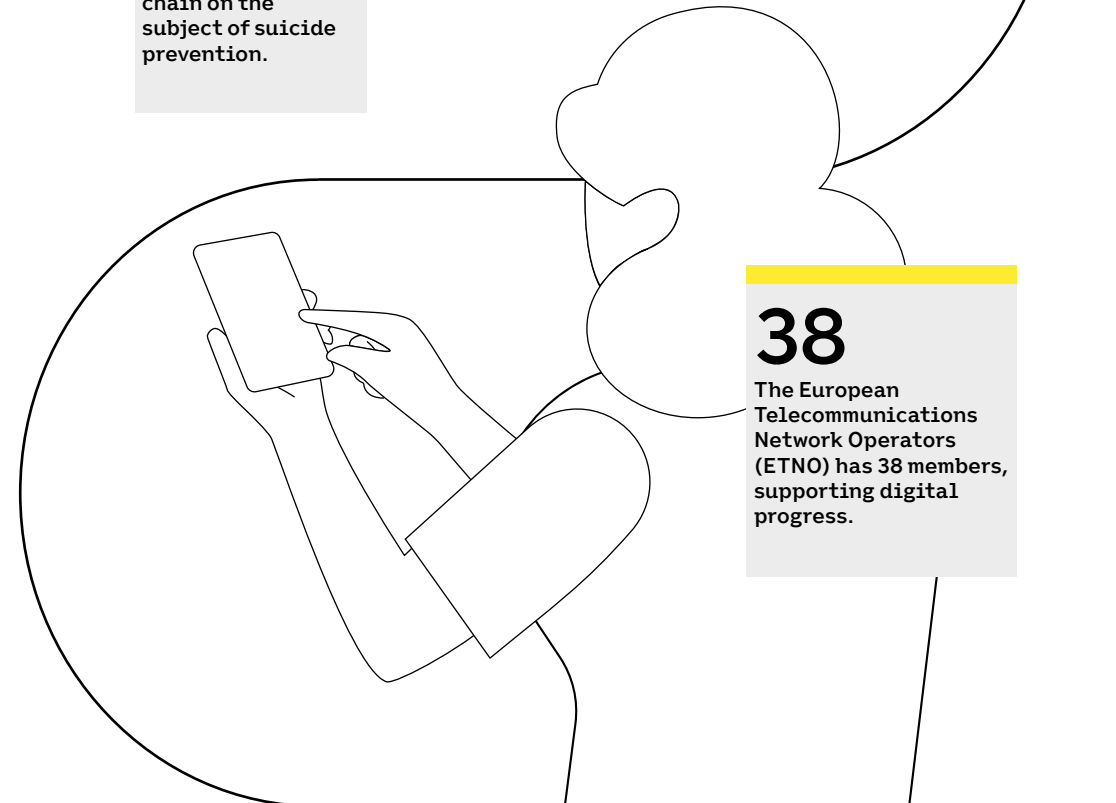
European Telecommunications Network Operators

The voice of Europe's telecommunication network operators since 1992, the European Telecommunications Network Operators (ETNO) has 38 members, supporting digital progress. We've had an active role within ETNO for many years and the current chair is BT's Gregory Gillet. During 2023, we participated in a number of wellbeing initiatives:

- We adopted ETNO's joint statement on remote work. The joint statement's guidelines draw upon best practices for occupational health and safety at work, work-life balance, working hours for remote workers, and training. They emphasise fostering dialogue between employers and unions to maintain equivalent employment rights and conditions for remote workers as for workers on the employer's premises.
- We were part of a multisector public services and telecoms social dialogue project, on the role of social partners in preventing third-party violence and harassment at work. Key areas identified were gender-based violence, occupational health and safety, digitalisation, and cyberviolence.
- We took action and communicated to colleagues about the Right to Disconnect:
 - An objective, reliable, and accessible system for measuring working time
 - Implement employees' right to disconnect in a fair, lawful, and transparent manner
 - Provide, in writing, clear and sufficient information on workers' right to switch off
 - Grant compensation to employees for any work performed outside of working time
 - Refrain from, and protect against, any form of discrimination, less favourable treatment, dismissal, and other adverse measures against workers who exercise this right.
- The chair of ETNO and Dr Caddis, BT's CMO, delivered a session to 3,000 BT managers worldwide explaining the importance and benefits of disconnecting from work.



We provided specialist support and consultancy to a global retail chain on the subject of suicide prevention.



38

The European Telecommunications Network Operators (ETNO) has 38 members, supporting digital progress.



Wellbeing strategy in action continued

India health

Health and wellbeing activity in India

During the year, our colleagues in India – in partnership with local providers and supported by OH&W – provided a range of health and wellbeing activities every month. These included:

- Health: Health check camps, dental camp, cancer awareness, menopause, diets for hot climate, BMI camp and diet consultation, gut health, liver health, heart conditions, kidney awareness, blood pressure.
- Activities: Zumba, survival of the fittest (exercise), desk yoga, laughter therapy, mindfulness.
- Family: Effective communications for parents.
- Learning: Digital detox, handling emotions and anger, freedom from addictions, monsoon wellness, sleep hygiene.
- Social: Mandala art, virtual magic and mentalism, flute meditation, nurturing attitude of gratitude, bridging the gap (between individual's groups or cultures).

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MAP

Our Medical Assistance Programme (MAP) is an early medical intervention programme – it funds prompt access to private investigations and treatment.

Medical assistance

Funding early medical intervention

Our Medical Assistance Programme (MAP) is an early medical intervention programme – it funds prompt access to private investigations and treatment, with the aim of improving absence management and reducing return to work time where there might otherwise be delays in treatment via the NHS.

Piloted in 2023, in the service delivery part of Openreach, and working in partnership with Spire Healthcare and our rehabilitation provider VHG, the case suitability was determined by the BT internal core Occupational Health team.





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