

## INTRODUCTION

CBRE's success depends on its people. In order to give our clients a world class experience we need to ensure our people are operating at their optimum and are in the best of their health, both physical and mental. It is therefore vital that we provide the right frameworks and policies to best support our people.

This policy document provides a framework within which CBRE facilitates good working practices and supports the wellbeing of employees.

## DEFINITION OF WELLBEING

The [World Health Organization](#) defines health and wellbeing as:  
"A state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity...Mental health is not just the absence of mental disorder. It is defined as a state of wellbeing in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community."

There is no consensus around a single definition of wellbeing, but there is general agreement that at minimum, wellbeing includes the presence of positive emotions and moods (eg contentment, happiness), the absence of negative emotions (eg depression, anxiety), satisfaction with life, fulfillment and positive functioning. In simple terms, wellbeing can be described as judging life positively and feeling good. Happiness can come and go in a moment, whereas wellbeing is a more stable state of being well and feeling satisfied and content.

## POLICY GOALS & OBJECTIVES

- To build and maintain a workplace environment and culture that supports everyone's wellbeing; mental and physical.
- To positively raise awareness and enhance attitudes in regards to wellbeing through various events and communications.
- To encourage those who need it to seek support and help.
- To develop supportive policies, practices and procedures (in conjunction with HR) which support wellbeing. This will include flexible working (where appropriate) and encouraging a manageable work/life balance.
- To facilitate employees' active participation in a range of initiatives that support health and wellbeing eg exercise, healthy eating, quitting smoking, alcohol awareness.

## RESPONSIBILITIES

Everyone in the workplace has a responsibility to promote and maintain a healthy workplace.

### MANAGERS

Managers have responsibility to:

- Actively support and contribute to the implementation of this policy, including its goals and objectives.
- Champion good management practices by creating a working environment where potential work-related stressors as far as practicable are avoided, minimised or mitigated.
- Develop a culture that is open and supportive of people experiencing stress or other forms of mental ill-health.
- Establish working arrangements whereby employees feel they are able to maintain an appropriate work life balance.
- Pro-actively have discussions with employees about their wellbeing during key career conversations (eg appraisal time).
- Ensure that there is good communication within their team and there are opportunities for individuals to raise concerns about their work, seeking advice from HR and/or the Health and Safety Team at an early stage where concerns are raised.
- Be open to detect early warning signs where individuals may be suffering from stress or depression.
- Encourage employees to take responsibility for their own work and effectiveness as a means of reducing their own stress and that of their colleagues.
- Consider flexible working requests, whether it be a permanent arrangement such as part-time hours, or ad hoc requests to work from home or from other office locations on occasion.
- Encourage initiatives and events that promote health and wellbeing.
- Support the health and wellbeing training and briefings provided to increase awareness of all employees.

### EMPLOYEES

Employees have responsibility to:

- Understand this policy and seek clarification from management when required.
- Raise concerns with their line manager if they feel there are work issues that are causing them stress and having a negative impact on their wellbeing.
- Take responsibility for their own health and wellbeing by adopting healthy lifestyles.

- Take responsibility for their own development skills to ensure that they are trained to work effectively in their team and so reduce of the risk of stress.
- Support and contribute to providing a safe, healthy and supportive environment for all workers.
- Consider opportunities to be more effective by working from home or from other office locations on occasion; and to propose and agree arrangements with line managers.

## HR/HEALTH & SAFETY TEAMS

- Provide advice to managers and employees on best practice in relation to dealing with any issues that arise.
- Ensure there are arrangements in place to support individuals experiencing stress, referring them to the Employee Assistance Programme/Wellbeing Champions/Occupational Health advisers where appropriate.
- Ensure there are arrangements in place to support managers experiencing problems with employee performance.
- Co-ordinate training and briefings to increase awareness of all employees.
- Organise appropriate events and initiatives to promote health and wellbeing.
- Review and propose updates to the policy as appropriate.

## WELLBEING CHAMPIONS

The Company has in place a number of Wellbeing Champions who are a diverse group of people from different parts of the business. Their purpose is to promote and help to raise awareness of one's wellbeing; and they are trained to support individuals if they are experiencing any personal difficulties. Whilst the Wellbeing Champions are not trained counsellors, they are there to listen and to guide employees to specialist advisors or to support groups, should that be necessary. If anyone should find him or herself struggling with any form of stress or anxiety, or a broader health issue, they are encouraged to reach out to their manager, a HR Manager or a Wellbeing Champion. All discussions are in strict confidence.

## STRESS AT WORK

This policy accepts the Health and Safety Executive definition of work-related stress as "the adverse reaction a person has to excessive pressure or other types of demand placed on them". There is an important distinction between 'reasonable pressures' which stimulate and motivate; and 'stress' where an individual feels they are unable to cope with excessive pressures or demands placed upon them.

The Health and Safety Executive have produced a number of Management Standards which cover the primary sources of stress at work that, if not properly managed, can be associated with poor health and wellbeing, lower productivity and increased sickness absence. These are:

- **Demands** – ie workload, work patterns and the work environment.
- **Control** – ie how much say the person has in the way they do their work.
- **Support** – ie the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- **Relationships** – ie promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- **Role** – such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- **Change** – such as how organisational change (large or small) is managed and communicated within the organisation.

## WELLBEING INITIATIVES

CBRE demonstrates its commitment to wellbeing in a variety of ways, for example:

- The Company has signed the **Time to Change Pledge**, the first company in the real estate industry to do so. Time to Change aims to change how we all think and act about mental health problems, and to make sure that people who are facing these problems, feel supported.  
<http://www.time-to-change.org.uk/>
- Events are hosted and communications are regularly sent to raise awareness of mental health issues.
- A dedicated Wellbeing section has been set up on the intranet which provides employees with a wide range of information and support.
- Wellbeing Champions are in place.
- Regular reviews are undertaken of the Company's policies, such as Flexible Working, Absence Policy, Shared Parental Leave.
- Active lifestyle are encouraged by providing workplace facilities such as bike racks, showers and lockers, where possible.
- The eating of healthy and nutritious food is encouraged at office locations.