

# HR/D&I/Wellbeing Team of the Year

## Winner

### Motability Operations

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This award celebrates teams that have a positive impact across their workplace in driving the implementation of mental health initiatives and strategies and delivering measurable results

Motability Operations is the organisation that brings the Motability Scheme to more than 640,000 people with disabilities. As the UK's leading car scheme for disabled people, it provides a wide choice of cars, wheelchair-accessible vehicles, scooters and powered wheelchairs to meet customers' individual needs. An employer of 1,250 people across three offices, it recognised that increasing the focus on mental health would have a positive impact for employees, customers and broader society. The HR team knew they had pockets of excellence in many parts of the business but wanted to consolidate the company's approach.

The team commissioned Mental Health at Work to undertake an analytical and diagnostic consultancy review. This helped them develop a universal approach to supporting knowledge, competence, and confidence around mental health. The company is passionate about raising understanding and reducing stigma, encouraging early conversations, giving employees choice and promoting its range of resources. This links to its organisational ambition for an inclusive culture where employees can speak up and feel connected.

The HR team have executed and driven Motability's strategy in a wide variety of ways. They commissioned a robust

training programme, "Manage Mental Health", where 226 line managers/coaches attended full-day training to build confidence and skills. They also produced an Employee Health & Wellbeing toolkit to promote team-level discussion and support regular conversations about wellbeing.

Twice-monthly e-newsletters promote a range of resources including the wellbeing intranet page. Mental Health Awareness Week and World Mental Health Day are used as opportunities to raise awareness of mental wellbeing. The HR team also works to update policies and introduce new ones that relate to mental health, in areas such as reasonable adjustments, flexible working and time away from work. Webinars address topics such as men's mental health and wellbeing for working parents.

Motability also offers apps to help employees look after their mental health, including Unmind, Peppy and OnHand. A system of employee "appreciation tokens" is designed to thank employees for their efforts. The HR team have also worked to promote the benefits of gaps between meetings, shorter meetings and "pausing for thought" around meeting invitations.

The company has also focused on communicating its "time out for wellbeing" approach. It gives employees



Motability's HR team produced a toolkit to promote team conversations about wellbeing

the choice to do their own thing or attend all-company events such as the Big Coffee-Break, Walkie Talkies and charity step challenges.

Another initiative was the creation of Mental Health Allies in partnership with Mental Health at Work. This involved recruiting and training 65 volunteers, representing all departments. Expert listeners and signposters around mental health offer a confidential space to talk.

## Achievements

Use of the company's employee assistance programme (EAP) has increased thanks to HR's regular communication, mental health manager training, and the allies network encouraging employees to proactively seek help. Use of the EAP is at 9%, compared with a portfolio average of 5%. At Motability, 23.6% of claims on the company's private medical insurance are mental health-related, compared with a portfolio average of 4.76%, showing that the team's efforts to promote the benefit have cut through. Feedback from the company's managers and allies training programme showed 92% of participants found it relevant on a professional and personal level. ■

## Judges' comments

- + Some good stats and shows adapting to changing needs by reviewing policies and support tools.
- + I like the use of external resources, research etc. and the dashboard with management.
- + Impressive results across the board.

## Shortlisted

- SANTANDER UK
- Wave HR  
WAVE UTILITY

