



**Chambers  
Ireland**  
Advancing business together

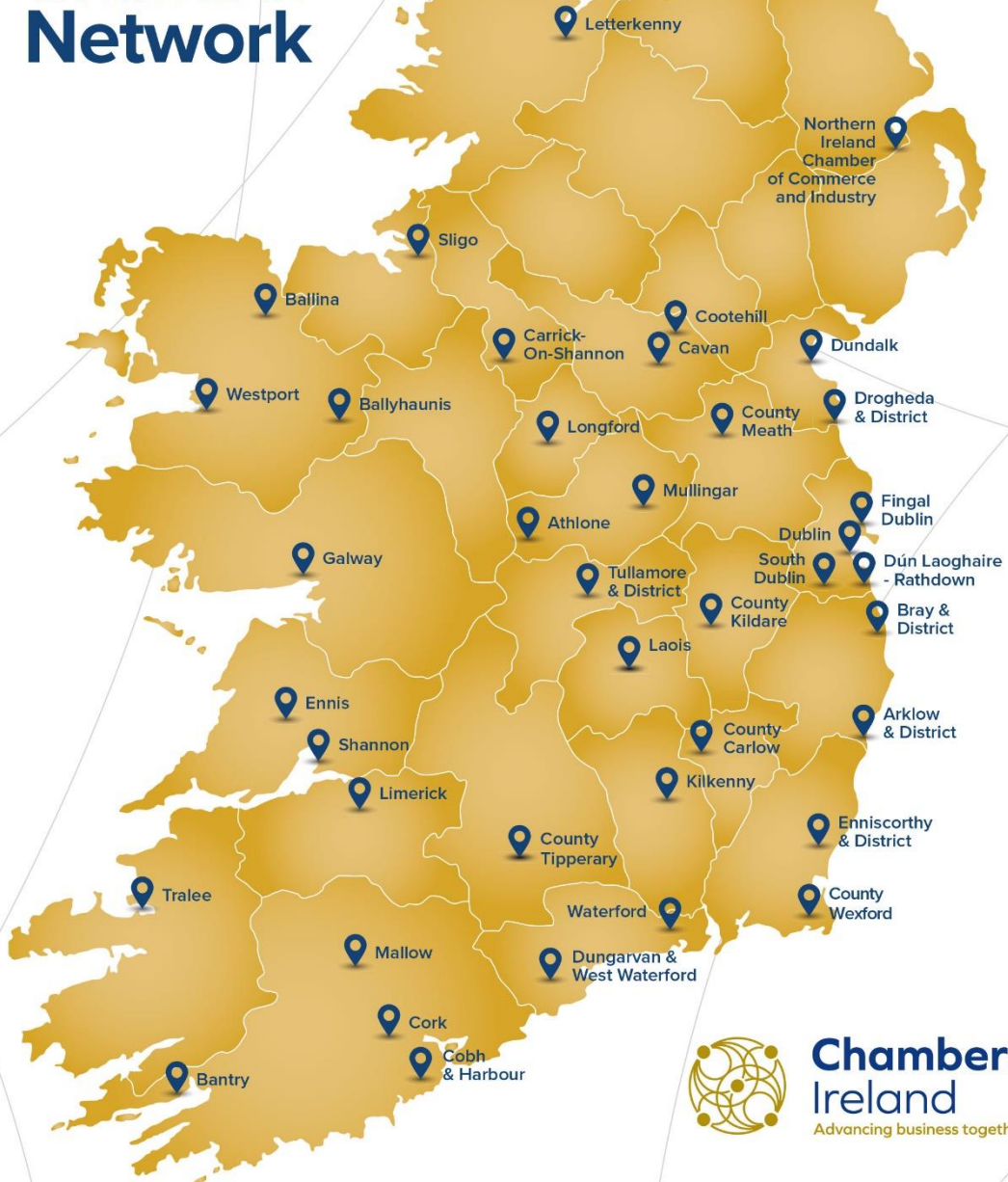


# Research Report on Healthy Ireland Healthy Workplace Framework





# the Chamber Network



## Contents

1	About Chambers Ireland .....	6
2	SDG Champion Programme 2023-24 .....	6
3	Executive Summary .....	7
4	Purpose of this Research .....	8
5	Methodology .....	8
5.1	Data Range .....	8
5.2	Focus Group Research .....	8
5.3	Participant Selection and Sample Size .....	9
5.4	Technique Used .....	10
6	Key Findings .....	11
6.1	Awareness .....	11
6.1.1	Awareness of Healthy Ireland .....	11
6.1.2	Awareness of the Workplace Framework .....	11
6.1.3	Awareness of Employees of Health & Wellbeing .....	12
6.1.4	Awareness of Health and Wellbeing Frameworks for Business .....	12
6.2	Activity Levels of Businesses on Health and Wellbeing .....	12
6.2.1	Remote and Hybrid Working .....	14
6.2.2	Employee Assistance Programmes and Health Checks .....	14
6.2.3	Summary of Activities and Events .....	15
6.3	Further Supports .....	16
6.3.1	Training Supports .....	16
6.3.2	Legislation .....	17

7	Summary of Key Findings.....	18
8	Recommendations.....	21
9	Areas For Further Cooperation .....	24
10	Conclusion .....	25
11	Glossary.....	26
12	Appendices .....	27
12.1.1	Gratitude to Chambers That Took Part.....	29
12.1.2	Focus Group Photos .....	30
12.1.3	Authors .....	31

## **1 About Chambers Ireland**

Chambers Ireland is an all-island business organisation with a unique geographical reach. Our members are the Chambers of Commerce in the cities and towns throughout the country and are active in every constituency. Each of our member Chambers is central to their local business community, and all seek to promote thriving local economies that can support sustainable cities and communities.

Our Network has pledged to advocate for and support the advancement of the United Nations Sustainable Development Goals (SDGs). Accordingly, we use the Goals to identify policy priorities and communicate our recommendations.

## **2 SDG Champion Programme 2023-24**

### **3 GOOD HEALTH AND WELL-BEING**



Chambers Ireland has been appointed as part of the 2023-2024 SDG Champions Programme, developed to raise public awareness of the Sustainable Development Goals, and demonstrate that everyone in society can contribute to the 2030 Agenda for Sustainable Development. The role of an SDG Champion is to act as an advocate and promoter of the SDGs and a good practice example of how an organisation can contribute to the SDGs and integrate them into their work and activities. Work in health and wellbeing supports SDG 3, SDG 5, SDG 8, SDG 9, and SDG 11.

### 3 Executive Summary



The work outlined in this report was completed over a period of three months. Chambers Ireland obtained the views of businesses through 19 focus groups, which we conducted with the support of the Chamber Network. We are delighted to present this report to Healthy Ireland.

Having a healthy and productive workforce is an important element of any vibrant and robust economy. The Irish economy is no different in this regard, as we seek to use our skilled and educated workforce to give us an edge against other nations. It is vital that our members understand the importance of their employees' health, both physically and mentally, as they seek to develop their businesses.

We have seen many new trends in the past couple of years in our membership around the country. More businesses are employing remote and hybrid models of work on a full-time basis than ever before. We are also seeing the highest level of participation in the workforce than ever before, with overall unemployment at a record low level.

High employment levels also mean high skills shortages across multiple industry sectors. Businesses are finding it more and more difficult to attract and retain staff than ever before, especially with the increased pressure on firms to increase wages to match the cost-of-living increases, which we have seen over the past eighteen months.

Due to all these changes affecting the Irish workforce, it provided an opportune time to evaluate the health and wellbeing of our workforce. This report, funded by Healthy Ireland, underscores our commitment to the ongoing betterment of our national workforce and informs the implementation of the Healthy Workplace Framework. Chambers Ireland are delighted to be able to contribute to this ongoing work by conducting this research and presenting its findings publicly.

## **4 Purpose of this Research**

The purpose of this research was to study businesses to provide baseline information on workplace wellbeing activity and the engagement of their employees in Health and Wellbeing. The research will identify the level of engagement with the Healthy Workplace Framework provided by Healthy Ireland and what further supports are required for increased engagement on the topic.

## **5 Methodology**

Qualitative data was collected using focus groups. The focus group sessions explored a range of issues related to health and wellbeing in the workplace, including:

- The importance of health and wellbeing to businesses.
- The challenges and barriers to promoting health and wellbeing in the workplace.
- The role of businesses in promoting health and wellbeing.
- The types of initiatives that businesses are using to promote health and wellbeing.

### **5.1 Data Range**

Chambers Ireland has a network of 39 Chambers within Ireland, with over 8,000 independent business members representing an est. 900,000+ employees. As the largest business networking group in Ireland, this gave Chambers Ireland access to a wide range of views from business leaders. Chambers membership comprises businesses of various sizes from all industries and sectors. This enables Chambers to represent a valid cross-section of the businesses in Ireland.

### **5.2 Focus Group Research**

Focus group discussions are used as a qualitative approach to gathering data to gain an in-depth understanding of issues. A focus group's open and natural discussion format allows for a wider variety of perspectives and is suitable for exploratory research of this type. The method



used in this instance obtains data from a randomly selected group of individuals representing the business community rather than from a statistically representative sample of a broader population.

### 5.3 Participant Selection and Sample Size

There were 177 participants representing a distinct business across 19 focus groups. All businesses within the nineteen local Chambers were informed of the focus group and asked if they would participate. The businesses that responded to participate in the research did so without pressure from their Chamber to answer in any way.

The average company size, removing one outlier, was 179 employees. The median number of employees was 48, while the mode was 5. We had business representatives from 10 different sectors. Figure 1 shows the percentage of the ten business categories represented during the focus groups. The most significant representation came from the manufacturing and engineering sector, with 20% of participants, while the lowest represented sector was from legal and professional services, with just 2% of participants.

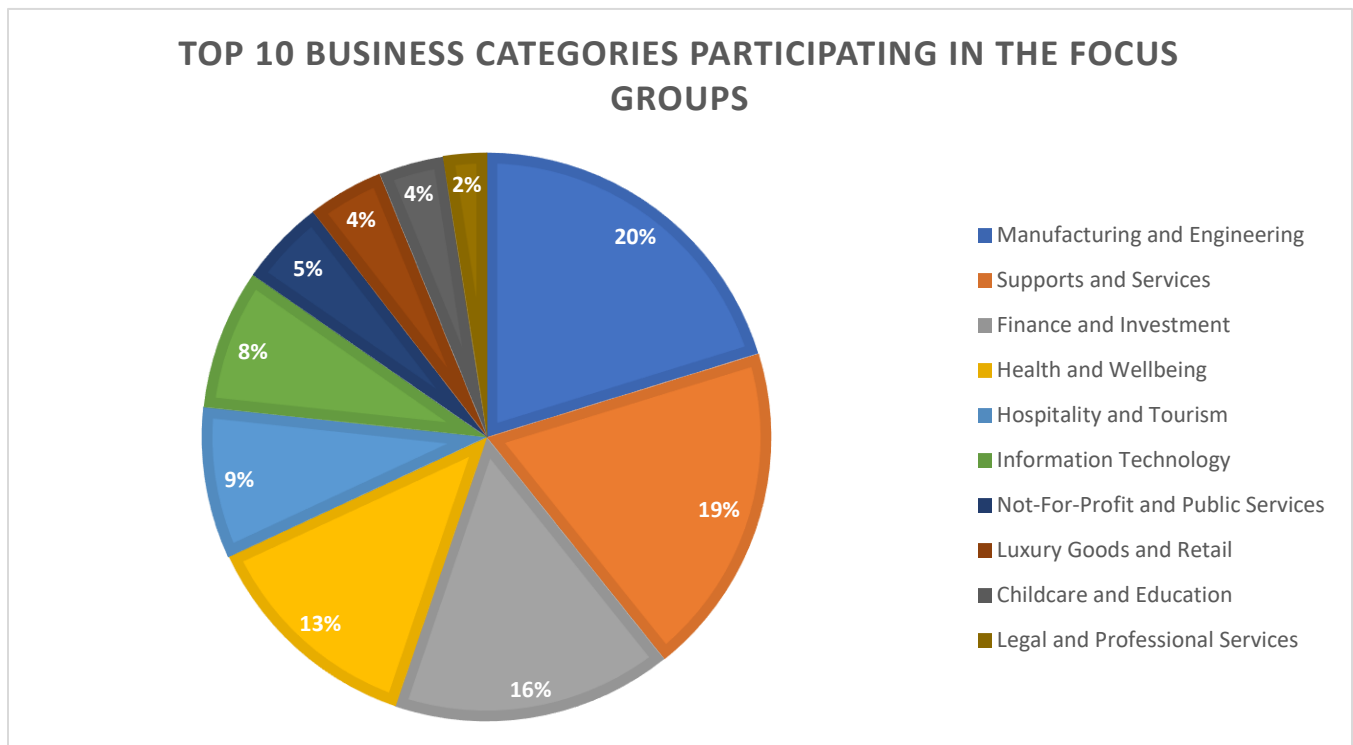


Figure 1. Top 10 Business Categories Participating in the Focus Groups

The role of participants was primarily at the management or middle management level within their organisation. We also had owner-managers from small companies participate. The participant breakdown was 30% males, 68.5% female and 1.5% unspecified. 33.3% of participants were wholly or partly responsible for the Human Resources function within their organisation.

## 5.4 Technique Used

The focus group data was organised using a descriptive coding technique to identify relevant themes. A **narrative analysis** was then used to explore the key issues concerning the discussion topics. This was used to create all of the key finding's sections in the report.

The '**Awareness**' section explores the understanding of focus group participants and their perceived knowledge of health and wellbeing, including initiatives that support this within their organisations. '**Activity Levels**' refers to how active a firm is in health and wellbeing. '**Further Supports**' is the request for additional assistance from the organisations involved in the study. Under each of these three headings, there are subheadings; these have been grouped and are seen in the table below:

Awareness	Activity Levels	Further Supports
Awareness of Healthy Ireland and the Health Workplace Framework	Communication and Culture	Policies, Legislation, Cost, and Funding
Healthy Ireland Awareness	Activities and Events	Facilities and Accessibility
Age Demographics and Awareness	Employee Assistance Programmes and Health Checks	Training / Employee Feedback Additional Supports

Table 1 Awareness, Activity Levels and Further Supports

## 6 Key Findings

### 6.1 Awareness

Participants were asked to rate the significance they attribute to health and wellbeing in the workplace on a scale of 1 to 10, with 1 indicating the lowest importance and 10 representing the highest importance. Participants were requested to provide an honest score reflecting their current organisation's status. The average score for this question of 7.3 indicated that businesses generally see themselves as doing well on health and wellbeing but also have room for improvement.

#### 6.1.1 Awareness of Healthy Ireland

Participants were generally aware of Healthy Ireland. The majority, 85%, were aware of Healthy Ireland and had a strong knowledge of the role in the community. Most of the awareness of the Healthy Ireland brand was generated through their community activity on initiatives like the Park Runs around the country, which was seen as a success in engaging the general public. Less than 15% had engaged with Healthy Ireland through their employment.

It was notable that those who gave a lower score on the importance placed on health and wellbeing in their workplace experienced a lower turnout when their company organised engagements on health and wellbeing. They stated the reason for this was their employees weren't interested in participating. Therefore, if employees weren't engaging the company overall saw health and wellbeing as less important.

#### 6.1.2 Awareness of the Workplace Framework

Over 90% of participants were unaware of the 'Healthy Workplace Framework'. No participants from companies with less than 50 employees were aware of the framework. They were unaware of its current availability to businesses and its intended purpose. Over 95% of participants were unaware of a website to support the framework or the resources available to support businesses in engaging with the framework. In every focus group, at least one participant asked for case studies to be made available to assist businesses in generating their

own health and wellbeing strategies. These are currently available on the website supporting the framework, although no participants were aware of their availability or location.

### 6.1.3 Awareness of Employees of Health & Wellbeing

When we delved into participants' thoughts on health and wellbeing, we discovered that employees aged 18-35 years were said to be more aware or spoke more openly about health and wellbeing than employees 35+. Younger demographics of workers were more willing to discuss mental health issues more openly with fellow employees and management. Participants mentioned the changing workplace dynamic brought on by a broader societal acceptance of health and wellbeing as an important factor in this openness, as employees now felt they had more freedom to discuss personal issues.

### 6.1.4 Awareness of Health and Wellbeing Frameworks for Business

45% of participants mentioned engaging with a framework or support from another organisation other than Healthy Ireland. These are listed below.

List of Health and Wellbeing Frameworks Mentioned by Participants
Ibec Corporate Wellness Programmes
Great Places to Work
First Aid Responders
Industry-specific frameworks

Table 2. List of Health and Wellbeing Frameworks Mentioned By Participants

## 6.2 Activity Levels of Businesses on Health and Wellbeing

This section explores businesses' activity levels on health and wellbeing. Participants spoke in depth about what they were doing to support employees' health and wellbeing.

### Engagement

The participants' engagement predominantly favoured initiatives promoting mental health over those centered on physical wellbeing. At the same time, some showed commitment to both

aspects of employee wellbeing, but this was less prominent. Furthermore, larger employers with over 50 employees displayed a higher degree of engagement in health and wellbeing initiatives.

It was noticeable that those who gave a lower score on the earlier importance of health and wellbeing question also experienced a lower turnout when activities did take place in the space. They also struggled to understand why this was the case, some mentioning that their employees weren't interested in participating.

### **Budget**

Dedicated budget allocation for health and wellbeing was a feature more commonly found in larger businesses—75% of companies during the research admitted to ad hoc and unplanned spending at the onset of each reporting year.

### **Strategy**

A noteworthy discussion arose regarding strategy implementation, with larger companies taking the lead in formalising health and wellbeing strategies; smaller enterprises below 50 employees, despite acknowledging its significance, demonstrated a lower likelihood of having a well-defined strategy in place.

### **Management**

Unifying the landscape, health and wellbeing management predominantly was part of the Human Resources (HR) function. 85% of participants highlighted a single manager as taking on this responsibility instead of the entire management team.

Confidentiality emerged as an essential aspect of cultivating trust between management and employees, and it proved instrumental in nurturing transparent communication and fostering a supportive workplace culture. Furthermore, participants underscored the transformative impact of introducing wellness champions within teams. These champions played a pivotal role in enriching the organisation's culture and assisting colleagues' health and wellbeing.

### 6.2.1 Remote and Hybrid Working

The participants expressed varying viewpoints during the discussions about remote and hybrid working. There were both positive and negative reactions to the topic of remote and hybrid working.

#### Positives

- It allowed employers to offer flexibility. Employees could split their time between working from the office and remotely.
- Allowed employers to retain and recruit employees by offering a better work life balance.
- It has led to happier employees.
- It decreased office management costs.

#### Negatives

- Isolation of employees.
- It damages the culture within an organisation.
- Envy in organisations among employees where some roles were not suited to remote or hybrid working.
- It is hard for management to engage with employees.

A quarter of the respondents indicated that the nature of their roles or the industry they were part of did not allow for remote or hybrid work arrangements. Specifically, participants in sectors such as construction and hospitality highlighted the impracticality of remote work.

### 6.2.2 Employee Assistance Programmes and Health Checks

Larger companies were more inclined to have employee assistance programmes (EAPs) than smaller companies (below 50 employees). The larger companies tended to circulate information on their company's health and wellbeing services as they had multiple means of doing this.

In addition to EAPs, companies offered various physical health check programmes. Monitoring employees' physical health was found to be particularly advantageous, with instances shared

where these checks had identified health issues in employees, facilitating the required prompt medical attention. Participants who had engaged in these health checks viewed them as beneficial.

The implementation of both EAPs and physical health checks had various challenges. Often, employees were said to have distrusted these initiatives/programmes and hesitated to share their data with their employers. Confidentiality emerged as a significant concern, as employees harboured fears that management might gain access to their private information. Notably, some employees refrained from utilising physical health checks and EAPs due to concerns that such actions might expose vulnerabilities in their health. In their view, this perception could be misconstrued as a 'weakness' and potentially used against them.

### **6.2.3 Summary of Activities and Events**

In the past year, 75% of participants had run events or activities to engage their employees in physical health. Participants offered ideas on the various activities they completed as part of their health and wellbeing strategy. These are listed in Table 3 below. Among the most common activities was allowing or persuading staff members to walk during their workday.

Less than 10% of companies provided volunteer days as an option; even when they did, the participation rates often remained disappointing. It was a common sentiment that these volunteer opportunities existed but were not effectively promoted among employees. In a few instances, companies prioritising health and wellbeing reported a more favourable uptake of volunteer days. These companies primarily work in an office environment; it is also worth noting that a couple of times, comments were made on how volunteer days could be possible in a remote working environment. Employees perceived charity work as positively impacting their health and wellbeing.

Team Building Activities Mentioned	Employee Health Checks Mentioned	Other Employee Supports
<ul style="list-style-type: none"> <li>• Running and training</li> <li>• Monthly events</li> <li>• National calendars</li> <li>• National wellbeing days</li> <li>• Breathwork</li> <li>• One-to-one sessions</li> <li>• Demonstrations</li> <li>• Education</li> <li>• Mentorship</li> <li>• Sports Teams (Astro, Rugby, Golf, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Health monitoring</li> <li>• EAP programmes</li> <li>• Counselling</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• One-To-One</li> <li>• Staff Training</li> <li>• Up-Skilling/Retraining</li> <li>• Nutrition Programmes</li> <li>• Anti - Smoking Campaigns</li> <li>• Volunteer days</li> </ul>

Table 3. Short List of Health and Wellbeing activities run by companies.

### 6.3 Further Supports

The ‘Further Supports’ section are the requests for additional assistance from the organisations involved in the study.

#### 6.3.1 Training Supports

There was a need for more training in health and wellbeing. As participants spoke during the focus groups, they were observed taking notes of each other's practices, and it made it clear that they relished the opportunity to learn from those around them. On some occasions, it was coming to the end of the discussions, and they would mention that they could use more training. Larger companies could often do more training in these areas, but smaller companies wouldn't have as much funding or time. Many of them do it through partnerships with other organisations.



Companies would like training in the following areas:

1. To raise general awareness of Health and Wellbeing.
2. To equip managers with the relevant information and skills to respond to issues.
3. To help companies understand the legal exposure of dealing with Health and Wellbeing issues.

There were some calls for accreditation for following training to a high standard. Participants advocated for a government-led accreditation system. Accreditation for training to showcase their efforts and commitment to health and wellbeing in their workplace would make their companies more attractive in retaining staff.

### **6.3.2 Legislation**

During the discussions, participants shared their insights and expressed concerns regarding government policies, recent legislation, and the costs associated with implementing health and wellbeing initiatives. Government funding was requested to facilitate these changes at all the focus groups. However, participants also emphasised the importance of government direction in identifying the right resources to support business leaders in implementing such initiatives.

It is important to note that managers were sometimes nervous about giving advice that could lead to legal ramifications against the company. Work needs to be done to avoid such situations in the future.

## 7 Summary of Key Findings

This report identified various topics as prominently featured in the focus group discussions. Below are the key findings included in this report:

### 1. Recruitment and retention of staff:

- It was found that organisations which had a strategy and supports in place on health and wellbeing found it easier to recruit and retain staff.
- Potential employees consider an organisation's health and wellbeing strategy before joining an organisation.
- It helps SMEs compete better for employees if they have a strong strategy for health and wellbeing.

### 2. Awareness:

- Participants, on average, rated themselves at a 7.3 out of 10 on the importance of health and wellbeing in the workplace.
- 85% of participants were aware of Healthy Ireland and their activities.
- 45% of participants mentioned engaging with a framework or support from another organisation other than Healthy Ireland.

### 3. Age Demographics:

- Age effects the knowledge and engagement of staff. Young employees (less than 35) are more likely to be aware of the importance of Health and Wellbeing and are more likely to engage in conversations within work settings on it.
- Generational differences in views on health and wellbeing mean that different approaches must be taken in dealing with various issues.
- Today's Employees are more open to discussing mental health issues, want to eat more nutritious meals and care more about being mindful than in the past.
- Understanding and addressing the needs of younger employees in the health and wellbeing space is essential to avoid burnout or staff turnover.

### 4. Employee Assistance Programmes:

- Take-up levels on EAP programmes are less than 10%.

- Varying levels of awareness and utilisation of EAPs.
- The emphasis on confidentiality as a critical issue underscores the importance of trust in the workplace. Employees must feel comfortable seeking help without fear of privacy breaches.
- All businesses must clearly outline the confidentiality measures for EAPs to increase the service's trust and usage.
- Smaller companies are less likely to have an EAP programme in place.

#### 5. Training and Supports for Businesses on Health and Wellbeing:

- Adequate training is essential for promoting mental wellbeing at work. Upskilling and retraining further boost job performance and alleviates self-doubt among employees.
- Participants wanted Healthy Ireland to offer a place where employers could read case studies to help them learn more about what they could offer to their employees in this regard.
- The smallest companies spend on health and wellbeing on an ad-hoc basis.

#### 6. Communication and Culture:

- Communication and culture within the organisations were paramount to the success of businesses dealing with health and wellbeing.
- Participants often stressed their difficulty maintaining good communication and wanted to create a better organisational culture.
- Workplace culture suffered during and following the pandemic. Participants gave the following reasons for this:
  1. Remote working leads to less interaction among employees.
  2. Employees are working in isolated situations.
  3. New staff are not incorporated into employment teams as easily.

4. There is no longer a support structure for new employees to learn in the role.

5. Employees are reporting higher levels of workload and burnout.

- Communication and culture are a top-down approach and requires staff at all levels to participate in initiatives that support a healthy working environment.
- Diverse views were expressed on how to handle various workplace situations. While some preferred involving third-party support for struggling employees, others stressed the importance of direct conversations.
- Participants expressed challenges in dealing with difficult situations and knowing how to support employees. There was also fear from employers regarding overstepping boundaries, such as saying something that may be deemed offensive or which exposed the company to legal action.
- There was a worry that employees didn't trust employers to do things confidentially.
- There is still a stigma surrounding mental health; participants expressed their desire to address these common issues.

7. Further Supports:

- Discuss policies, legislation, costs, and funding related to health and wellbeing initiatives.
- There were suggestions for a national wellbeing hub and training programmes.
- Support is needed around implementing facility changes, accessibility, and employee feedback.
- Participants lacked proper training in utilising survey feedback effectively.

## 8 Recommendations

Participants recognised the significance of addressing physical and mental health, emphasising nutrition, communication, culture, and the stigma surrounding mental health. To translate these insights into actionable targets, the following steps are recommended from the research data gathered:

### 1) **Increase Awareness:**

- a) Develop targeted communication campaigns to raise awareness about Healthy Ireland and its activities among businesses and employees. Small business employers need to be taught and reminded through various communications of the importance of health and wellbeing.
- b) Highlight the importance of workplace health and wellbeing and promote available resources and other supports.
- c) Increased awareness is needed of the national wellbeing hub now available at [www.healthyworkplace.ie](http://www.healthyworkplace.ie), where businesses can find information, case studies, templates, and local events related to workplace wellness.

### 2) **Provide Relevant Information:** Address the challenges faced by businesses in finding relevant information by creating easily accessible and comprehensive resources. Update and expand resources on the website to maintain its relevance over time.

### 3) **Workplace Framework:** When businesses see the Healthy Ireland Workplace Framework, they must understand how and why they should use it.

- a) Increased awareness of the Healthy Workplace Framework and the supports on the accompanying website are required.
- b) Educate businesses, especially SMEs, on the benefits of engaging with the framework. Provide guidance and support in implementing the framework to promote health and wellbeing among employees.

- c) Consider creating templates or step-by-step guides to help businesses implement the framework effectively.
- d) Ensure the framework's benefits are articulated and supported with evidence or success stories.

#### 4) **Support General Health:**

- a) Develop programmes and initiatives that promote workplace physical, mental, and social wellbeing.
- b) Support initiatives that provide access to healthcare, preventative measures, nutrition, exercise, resilience, and mindset training.
- c) Address the challenges or barriers businesses might face in implementing such programmes and provide solutions.

#### 5) **Address Communication and Culture:**

- a) Offer guidance and training on effective communication and fostering a positive workplace culture. Ensure that the guidance offered addresses the needs of all employees, including those working in hybrid or remote setups, to create an inclusive and supportive environment across various work arrangements.
- b) Provide sample communication templates for challenging situations (e.g., discussing mental health with an employee), making it even more practical.
- c) Address the stigma surrounding mental health through open discussions.

#### 6) **Cater to Different Age Demographics:** Recognise and address different age groups' unique healthcare needs and communication preferences.

- a) Develop initiatives and resources, considering generational differences and provide support tailored to differently aged employees.
- b) Educate employers on how to work with different age groups.

- c) Consider including case studies or success stories that showcase businesses effectively addressing generational differences.
- 7) **Look at Benefit in Kind Tax Initiatives:** Establish government initiatives supporting employer spending in the area, such as Benefit in Kind tax incentives. These could be vouchers for employers specifically for spending in the health and wellbeing area.
- 8) **Enhance Employee Assistance Programmes and Health Checks:** Increase awareness and utilisation of Employee Assistance Programmes (EAPs) by providing information and addressing concerns about confidentiality and trust.
- 9) **Encourage Workplace Wellness Initiatives:** Promote and support workplace wellness initiatives.
- a) Encourage the appointment of wellness champions within organisations and facilitate team-building activities.
  - b) Encourage employers to consider offering employee health checks and counselling services to support employee wellbeing, ensuring that these services are confidential.
  - c) Highlight the benefits of investing in employee wellbeing and the potential positive impact on productivity and employee satisfaction.
- 10) **Policies and Funding:** Collaborate with businesses and offer guidance on policies, legislation, and funding that support health and wellbeing initiatives in the workplace.
- 11) **Create a National Discussion Forum:** Create a forum for employers who can regularly discuss and give feedback on the issues in the space. There could be several of these established regionally, which could feed into a national group and, in turn, into government strategy in the area.
- 12) **Provide Training and Support:** Develop training programmes and resources for businesses to enhance their understanding and implementation of health and wellbeing initiatives. Offer training on dealing with employee feedback, creating effective wellness strategies, and addressing specific health issues.

In addition, guide employees on where and how to upskill and reskill them to support their ongoing job competency.

## 9 Areas For Further Cooperation

Chambers Ireland is happy to assist in further studies that need to be completed. Here are the recommended areas of interest:

1. Assess the effectiveness of communication campaigns in raising awareness about Healthy Ireland and its activities among businesses and employees.
2. Assist in spreading awareness among businesses on the Healthy Workplace Framework and supports which businesses can access in developing a strategy around health and wellbeing.
3. Evaluate the usability and impact of the website ([www.healthyworkplace.ie](http://www.healthyworkplace.ie)) in meeting the information needs of businesses.
4. Explore effective communication strategies for fostering a positive workplace culture and addressing mental health stigma.
5. Evaluate the utilisation and effectiveness of Employee Assistance Programmes (EAPs) in supporting employee wellbeing and work-life balance.
6. Examine the impact of workplace wellness initiatives on employee satisfaction, engagement, and productivity.
7. Assess policies, legislation, and funding mechanisms supporting workplace health and wellbeing initiatives.
8. Assess the effectiveness of training programmes in enhancing businesses' understanding and implementation of health and wellbeing initiatives.



## **10 Conclusion**

The Healthy Workplace Framework is a vital resource that can help businesses engage their employees on health and wellbeing, and in adequately making it available, Healthy Ireland can make significant progress in promoting health and wellbeing in the workplace. Our research shows that increasing awareness, improving communication, implementing support mechanisms, securing funding, and providing training and resources can ensure businesses utilise the framework to its optimum.

We have seen that highlighting the significance of nutrition, communication, culture, and the stigma surrounding mental health in the workplace is essential in developing and maintaining employees' physical and mental health. By engaging with the framework, businesses can create healthier work environments, prioritise employee wellbeing, enhance productivity and job satisfaction, and retain and recruit employees.

## 11 Glossary

Awareness	Knowledge or perception of a situation or fact.
Communication	Communication is exchanging information, ideas, and messages between individuals or groups through various mediums and channels. It involves the transmission and reception of information to convey meaning and understanding. Communication can take many forms, including verbal, nonverbal, written, and visual, and it plays a crucial role in human interaction, collaboration, and the dissemination of knowledge.
Culture	Culture refers to the shared beliefs, values, customs, behaviour, and artefacts characterising a particular group or society. It encompasses the ideas, attitudes, and practices learned, transmitted, and shared among individuals within a social group. Culture shapes how people perceive the world, interact with others, and interpret and assign meaning to their experiences. It includes language, religion, traditions, social norms, art, music, food, and clothing. Culture is not static but evolves over time through various influences and interactions. It plays a fundamental role in shaping individual and collective identities, providing a framework for social interaction, and influencing human Behaviour and communication patterns.
Workplace Wellness	Workplace wellness, or corporate wellbeing outside the United States, is a broad term for activities, programmes, and/or organisational policies designed to support healthy behaviour in the workplace.

## **12 Appendices**

### **Health & Wellbeing in the workplace**

#### **Focus group questions**

##### **Awareness**

1. What level of importance do you place on Health & Wellbeing in the workplace? 1 – 10
2. Are you aware of Healthy Ireland?
3. Are you aware of support from the government on Health & Wellbeing?
  - i. What are you aware of?
4. Are you aware of any workplace guidelines on Health & Wellbeing?
5. How aware are your staff of the importance of wellbeing?
6. Are you aware of the National Healthy Workplace Framework?
7. How aware are your staff?
8. Is there greater awareness of Health & Wellbeing in staff of different ages?

##### **Activity**

1. How active would you say your company is in Health & Wellbeing?
2. Is this at management level?
3. Who is responsible for Health & Wellbeing in your company?
4. Is it an all of company approach?
5. Is Health & Wellbeing part of your corporate strategy?
6. Does your company have a budget for Health & Wellbeing?

7. Do your staff participate in your company's Health & Wellbeing activities?

### **Future needs**

1. What is your greatest need to move this agenda forward?
2. What do you require to create a health & wellbeing strategy?
3. What information do you need?
4. What would you like to see in a national framework?
5. Is your company likely to engage with a framework?
6. Would your company be looking to increase participation in the future?
7. What do you require to create a health & wellbeing plan?
8. What would you like to see at a local level?

### **Additional Information**

1. Are there any further comments you would like to make?

## 12.1.1 Gratitude to Chambers That Took Part

To complete this task, we needed the cooperation of our Chamber network. Each Chamber enthusiastically supported the efforts of Chambers Ireland. From this partnership, we hope there is further cooperation with us and the Chambers listed below.

Ballina Chamber

County Carlow Chamber

Cork Chamber

Dublin Chamber

Dun Laoghaire - Rathdown Chamber

Dundalk Chamber

Dungarvan and West Waterford Chamber

Ennis Chamber

County Galway Chamber

County Kildare Chamber

County Kilkenny Chamber

County Meath Chamber

County Laois Chamber

County Waterford Chamber

Letterkenny Chamber



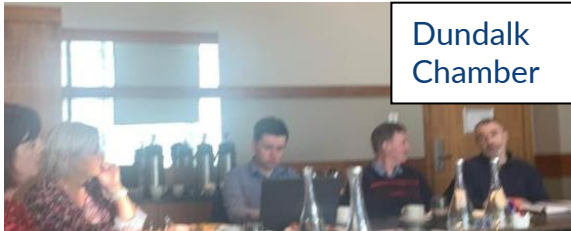
Shannon Chamber

South Dublin Chamber

County Tipperary Chamber

Westport Chamber

### 12.1.2 Focus Group Photos



### 12.1.3 Authors

#### James Kiernan – Director of Relationship Management



James Kiernan joined Chambers Ireland in 2006 and is responsible for commercial and Chamber development. His main task is in the support of the Chamber network of 41 Chambers and for coordinating the commercial activities of the national Chamber. He is the main point of contact for advertising, event sponsorship and membership.

James holds a bachelor's degree in management and marketing from the Dublin Institute of Technology and an MBA from IBAT. Prior to joining Chambers Ireland James worked in marketing and finance positions in Ireland and Australia.

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#### Daniel Traynor – Relationship Development Executive



Daniel is an accomplished Relationship Development Executive dedicated to supporting the Chamber network. With extensive experience spanning multiple years, he excels in managing stakeholder relationships, driving business development initiatives, and has worked on various strategic marketing campaigns.

Daniel is a dedicated professional committed to continuous learning and development. He holds an MSc in Marketing from Queen's University, Belfast, where he earned a distinction. Additionally, he holds a BBS in Business Management with honours from Dundalk Institute of Technology.

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