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WELLBEING STRATEGY: TURNING ACTIVITY INTO STRATEGY

YOUR SPEAKERS TODAY

Kostas Sagias leads Carlsberg's global Health & Safety agenda, embedding safety into how the business grows and operates across 90+ sites and diverse markets.

Passionate about people, with key focus on building H&S leadership capability, fostering ownership, accountability, and a culture where everyone goes home unharmed, every day.



Heather Beach is an international speaker and consultant specialising in organisational wellbeing and psychosocial risk management.

Her work is grounded in the **prevent, promote, support** model, supporting health and safety and leadership teams to develop proportionate, legally robust approaches to managing psychosocial risk.



WHAT IS WELLBEING?



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(Individual) Wellbeing is a complex mix of physical, mental, social and psychological factors. It is strongly linked to happiness and life satisfaction, and in simple terms reflects how people feel about themselves and their lives.



Organisational wellbeing is the extent to which an organisation creates the conditions for people to thrive — through the quality of work, relationships, leadership, and culture — so that individuals feel well, function effectively, and sustain performance over time.

Carlsberg's Mental Health & Wellbeing Model

WELLBEING STRATEGY SHOULD CONTAIN A MIX OF...

Protect & Prevent	Promote	Support
Identify and reduce risks that can harm health or wellbeing. understanding where pressures, pain points, or organisational factors are creating strain, and working together to find practical ways to prevent those risks from developing into harm.	Strengthen and sustain wellbeing by building knowledge, skills, and confidence — through training, communication, and practices that encourage healthy working and positive mental and physical health.	Provide timely, effective help when people experience difficulty — ensuring resources, conversations, and professional support are accessible and visible to everyone.
Legal requirement to do this, best ROI, enables you to do 45003. Allows measurement of your strategy Less used – often as a compliance exercise	Manager training, other training, health promotion campaigns Useful if targeted	EAPS, MHFA, Occ health Needed by most organisations – not often well utilised



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WHERE ORGANISATIONS ARE



THE TRADITIONAL APPROACH: WELLBEING IN SILOS

Wellbeing is siloed, owned by a function, and reliant on one person or team
– leading to duplication, gaps and limited impact.



THE RESULT

- ✗ Siloed ownership and limited collaboration
- ✗ Duplication and inconsistent messages
- ✗ Gaps in addressing root causes
- ✗ Limited visibility of organisation-wide risks
- ✗ Wellbeing seen as someone else's job

- Wellbeing is siloed
- A series of interventions
- Not owned at senior team level
- No outcomes/measurements defined
- Not measured
- Focus is not on work but on individuals

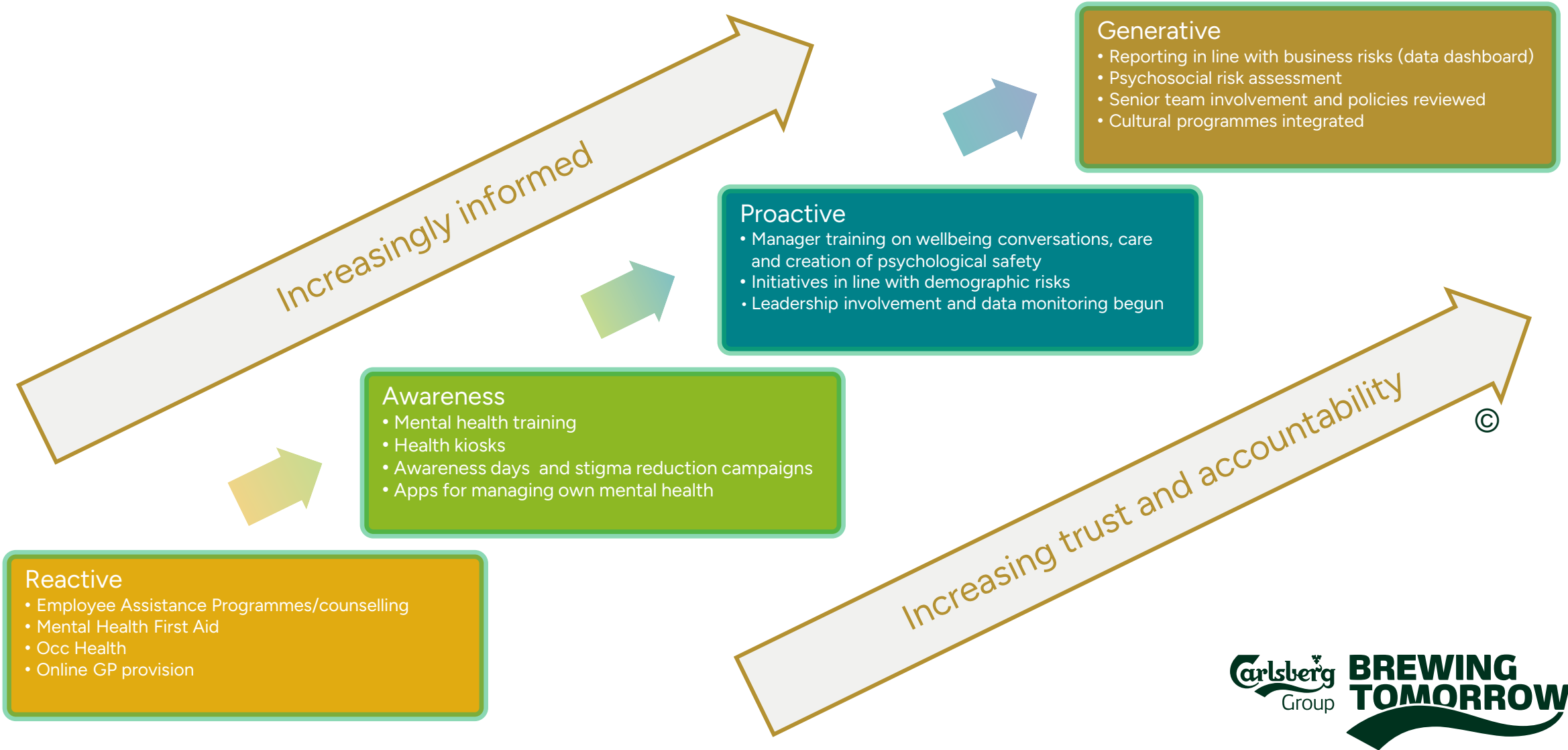
Discuss on your tables where this description does fit you and does not fit your organisation

HOW MATURE IS YOUR ORGANISATION'S WELLBEING?



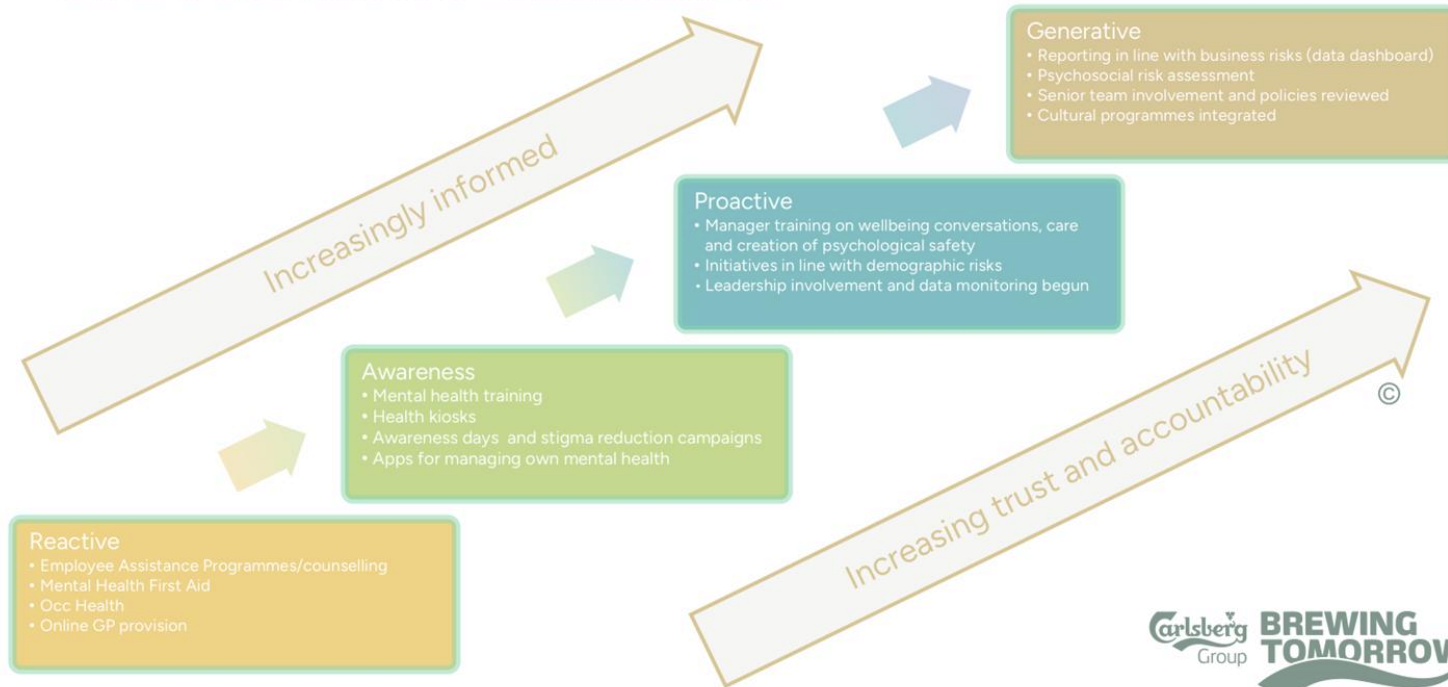
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(acknowledgements to Parker-Hudson)

HOW MATURE IS YOUR ORGANISATION'S WELLBEING?



(acknowledgements to Parker-Hudson)

What are you doing?

What are you measuring?

Where does wellbeing “sit”

MENTAL HEALTH & WELLBEING VISION

1. Where we started

Which challenges we faced

How alignment was achieved

2. Where we are today

What was implemented

What will be measured

Wins & lessons learned including critical success factors

3. What's next?

Moving from intentions to action

EMPOWERING
PEOPLE

SAFETY, HEALTH &
WELLBEING



MENTAL HEALTH & WELLBEING VISION

1. Where we started

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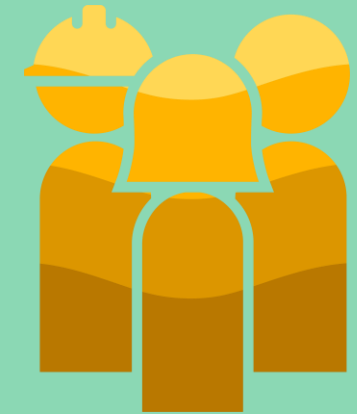
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Define: Understanding the task

WHERE ARE WE TODAY ?

- I understand the current state, including challenges, strengths, and opportunities
- I understand the importance of mental health & well-being at Carlsberg.
- I have insights of existing data.

WHERE DO WE WANT TO GO ?

- I am inspired by our vision
- I know the desired result
- I understand the key improvement areas
- I am aware of the challenges

HOW DO WE GET THERE ?

- I know the steps and timeline
- I define the responsibilities
- I know how to contribute to this based on my own role.
- I know how we collaborate on this project.



**EMPOWERING
PEOPLE**

**SAFETY, HEALTH &
WELLBEING**

Detail: Gap analysis against mental health provisions

PREVENT: Do we have workplace stress/ psychosocial risk assessments in place?

In some countries, depending upon legislation and/ or culture

PROMOTE: Have we delivered any training on mental health for managers and/ or employees?

Some none, some a great deal. **Different approaches** – internal and external resources used

SUPPORT: What are we currently doing when people are struggling?

Most are doing great! Occ health, co doctor, insurance/ pension provider, employee assistance programme. Programmes are not **openly communicated** and rarely used

MEASURE: How we collect mental health performance data?

In most countries **no system in place** /only generic absence data

In some markets collecting data is **challenging**

MyVoice (global employee engagement survey) not explicit focus on mental health



Deploy: Building a team

Sponsors

- *CHRO & EVP Group Supply Chain*



SteerCo

- *VP Group Sustainability*
- *VP Group HR*
- *Director Group Health & Safety*

Project Group (11 members)

- H&S specialists
- L&D specialist UK
- HR data analyst
- Occupational med professionals
- Talent Management specialists
- DE&I specialists
- Internal Communication specialists

Heather Beach External consultant



- *How do you see your role in this initiative?*
- *What concerns do you foresee, and how can we address them together?*
- *"What would be critical for you to feel that this project is a success?"*



Deploy: Building a Plan

Set-up SteerCo & working group

Diversified across functions & markets

Understanding the current reality & Agree the cultural aspiration

Gap analysis and recommendations

Organisational Stress Risk Assessment

Assess impact of mental health

Opportunities, threats, drivers and organisational context

Core messaging and narrative

Set benchmarks and 3-year plan targets (e.g., burnouts, MyVoice index)

Set the wellbeing strategy

Engage leaders

Embed mental health and wellbeing into our culture and ways of working

Deliver the strategy

Engage with third party EAP providers and Occupational Health services

Group-wide and localised training programs

1st aiders network

Topic

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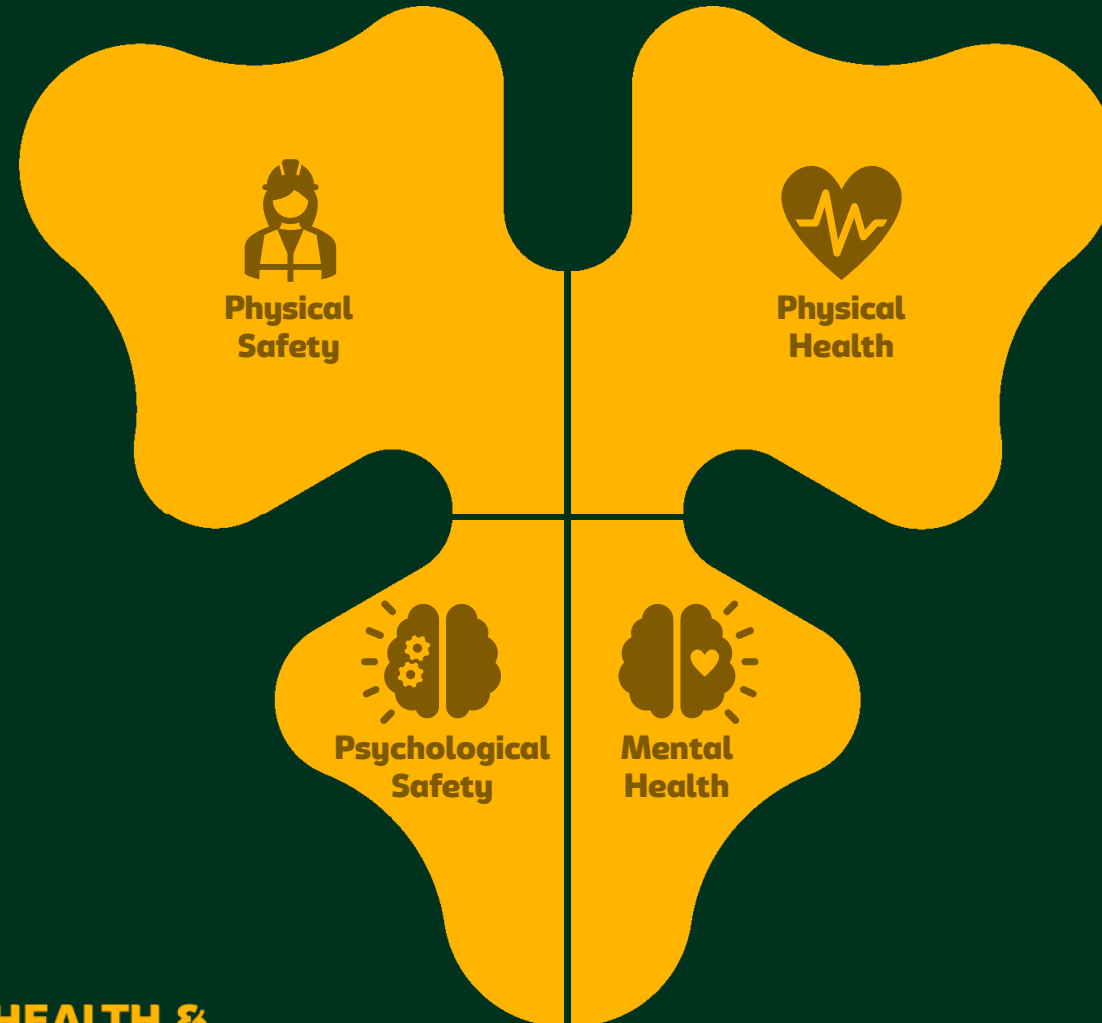
Moving from intentions to action

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HOLISTIC APPROACH TO SAFETY, HEALTH & WELLBEING



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MISSION, VISION & PRINCIPLES



Mission

Creating a workplace where the whole person is supported, and where Mental Health & Wellbeing is part of how we work and lead.

Vision

To be recognized globally as a leading employer and trusted voice on mental health and wellbeing, with a culture where speaking up is encouraged and support is offered without stigma.

Principles

Embed a comprehensive, globally adaptable vision that aligns with our growth principles and strategic goals.

Mental health and wellbeing will be treated with the same importance as safety — supported by strong leadership, clear communication, and meaningful employee engagement.

A vision known for their impact, and our exceptional wellbeing approach will help us attract and retain top talent.

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**SAFETY, HEALTH &
WELLBEING**



MENTAL HEALTH & WELLBEING MODEL



Deliver: Foundation year 2026

Set-up SteerCo & working group

Understanding the current reality & Agree the cultural aspiration

Set the wellbeing strategy

Deliver the strategy

Prevent

Wellbeing index in MyVoice

Global psychosocial risk assessment

Global Mental Health and Wellbeing Standard

Embed Mental Health and Wellbeing into H&S, HR and ESG strategies & processes

Mental Health part of ESG scope

Promote

Global kick off/ launch and Comms plan

E-learning awareness & stress management

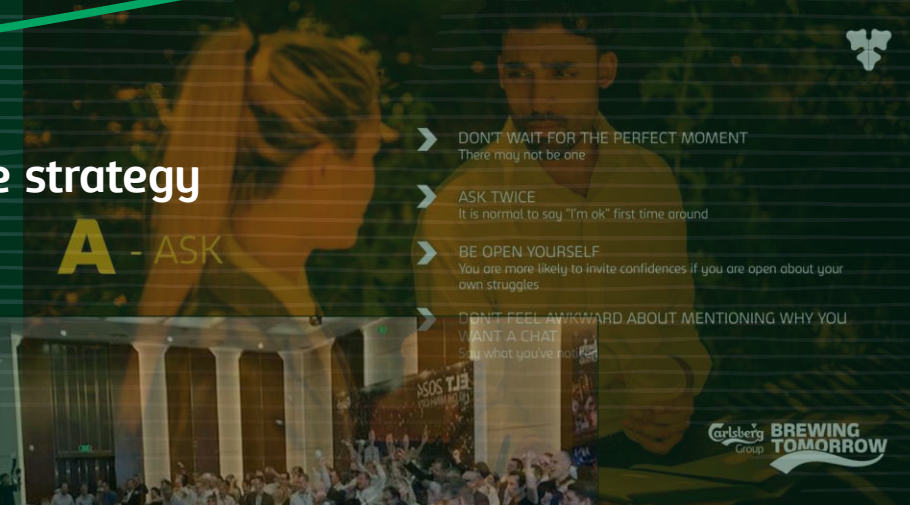
People Leaders Training

Wellbeing exercises on H&S days

Support

Global standard for professional EAP support

Wellbeing Academy: Global CarlsNet page with all materials



Support For You



TWO MEASURES TO TRACK MENTAL HEALTH & WELLBEING

Wellbeing Index in MyVoice

- Create a single, clear view
- Establish a baseline
- Track trends over time
- Measure impact of initiatives
- Enable data-driven decisions
- Increase visibility and accountability

Psychosocial Risk Factor Assessments

- Create a structured view of risks
- Establish a baseline of risk exposure
- Track risk trends over time
- Identify priority risk areas
- Support prevention, not just reaction
- Measure effectiveness of interventions
- Enable compliance
- Drive accountability and action



Topic

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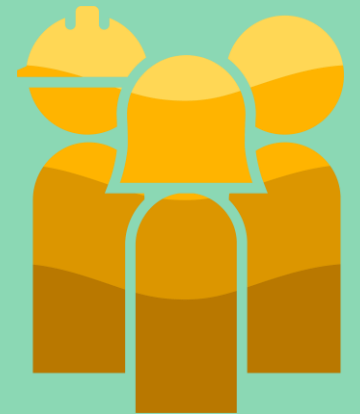
What was implemented

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Moving from intentions to action



MENTAL HEALTH & WELLBEING

3-YEAR PLAN

2026 Foundation

To implement the “must do initiatives” based on gap analysis

1

2027 Build & engage

Establish wellbeing committees and peer supporters, regularly review wellbeing policies, and plan awareness days with the right support and communication

2

2028 review & consolidate

Review program results, share best practices, and improve data collection for psychosocial risk assessment

3





THANK YOU



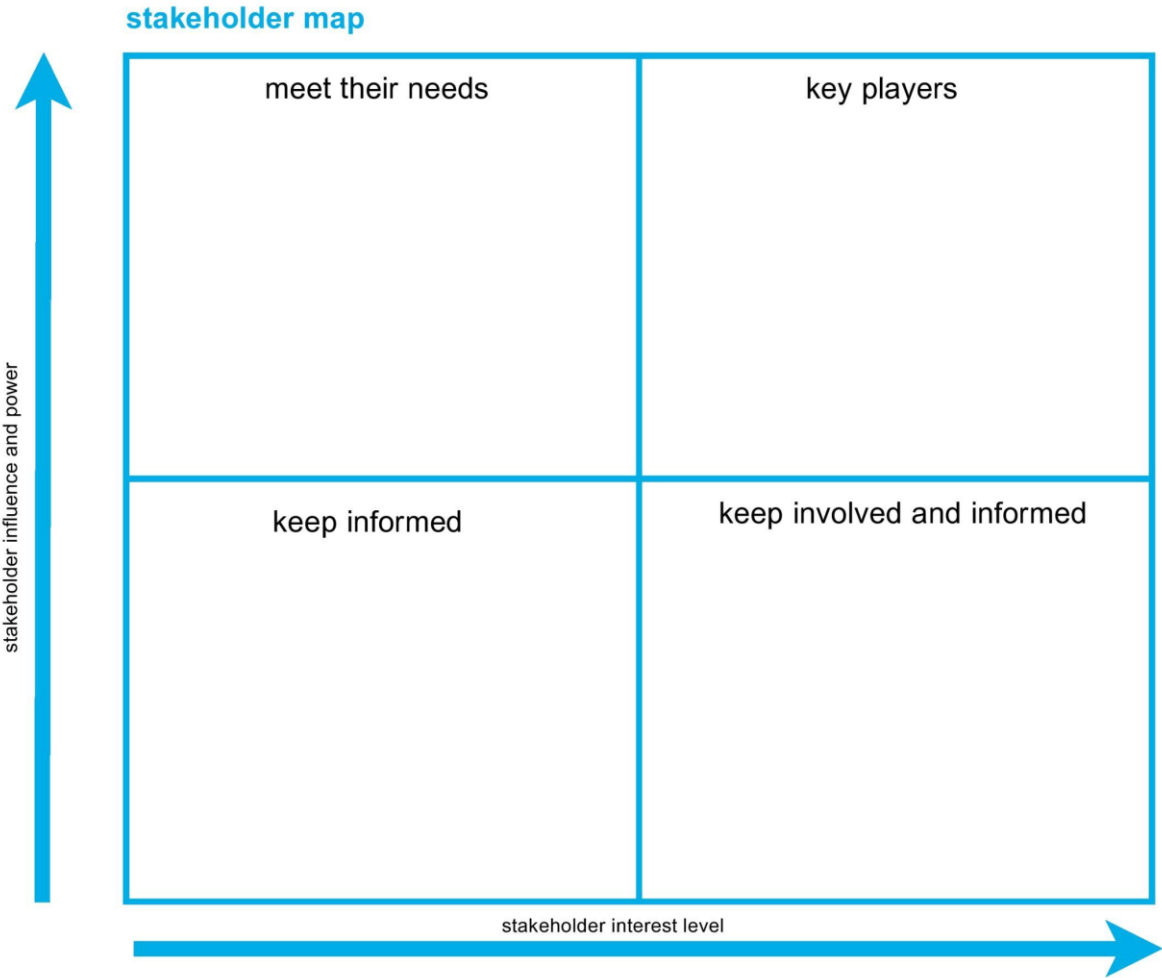
Influence mapping

Exercise: Influence Mapping (~15–20 mins)

Map key stakeholders
Who matters most?
What do they care about?
Where are the blockers?

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Stakeholder	Why would they care?	What do we need from them?	How do we influence them?
e.g. Ops Director	Productivity, absence	Prioritise workload changes	Show impact on output



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Action: One Strategic Shift

(~10 mins)



One thing
to change



One metric
to track



One stakeholder
to influence



Key takeaway:

Alignment + measurement + influence = credibility & impact

Download

Our Guide to Creating your wellbeing strategy



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