

Find out about the
strategic approach
they applied

ENERFLEX





Developing and implementing a successful workplace mental health strategy

Every organization is unique and requires a tailored approach to workplace mental health that addresses their specific needs. Regardless of industry or company size, employee well-being is essential to creating a healthy workplace environment.

There are many effective actions that organizations can take to promote mental health in the workplace. We recommend you read this success story of an employer who developed and improved their mental health strategy. You can learn from their experience and apply similar actions to your own workplaces.



Essential components of a healthy organization

A mentally healthy workforce is key to a company's success. In this case study, you'll learn more tactics for success to improve workplace mental health.

Here are 3 critical components of organizational success:

- **Leadership commitment** to changing workplace culture
- **Organizational assessment** to better understand your needs and risks.
- **Tailored mental health strategy**

The case study below showcases what's possible. It highlights Sun Life's commitment to bringing our tested best practices to you in supporting the health of your employees.

Find out about the strategic approach they applied



Staying ahead of the curve

Enerflex, a global company headquartered in Calgary, AB, has more than 2,100 employees worldwide. The company engineers, designs, manufactures, and provides after-market service support for equipment, systems, and turnkey facilities used to process and move natural gas from the wellhead to the pipeline.



The opportunity

Enerflex takes great pride in its strong commitment to employee health and wellbeing. The 2019 'Workforce Choice Awards' selected Enerflex as a finalist for the Health, Wellness and Safety category. This award is unique as the winners are chosen based on how employees rate their workplace experience.

Enerflex knows that healthy employees are critical to creating a vibrant and inclusive workplace. And employee wellness has consistently been a key corporate focus. They host annual health fairs, cardiovascular clinics, and flu clinics – all while implementing rigorous health and safety protocols. These measures have resulted in a thriving, active and engaged workforce.

In 2020, Enerflex expanded its health initiatives by identifying mental health as a key wellness focus in Canada. They knew the statistics: in any given year, one in five Canadians would experience a mental health issue.

Enerflex's mental health-related disability absences were below industry norms. However, they wanted to stay ahead of the curve by proactively prioritizing mental health in response to the pandemic. They knew this was a potential threat to the mental health of employees and their families.

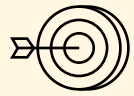


The approach

Enerflex sought a strategic approach to better understand potential organizational mental health gaps and risks. To do this, they worked with Sun Life to complete Sun Life's Workplace Mental Health Risk Assessment (WMHRA). The results showed that Enerflex already had strong alignment with the National Standard of Canada for Psychological Health and Safety in the Workplace. However, there were areas for improvement, including:

- 1. Clear leadership expectations.** Both employees and leaders felt that leaders could benefit from mental health training. This included training about stigma, stress, and supportive conversations.
- 2. Awareness of available support.** Awareness of the Employee Assistance Program (EAP) was inconsistent. Not all employees were aware of the EAP, how it could support them, and how to contact it.
- 3. Balance across the organization.** Responses to the risk assessment differed in some areas between leaders and employees. There were also inconsistencies between departments in how employees perceive mental health at Enerflex. In addition, employees were accessing mental health supports less frequently in some areas of the company than others.
- 4. Psychological protection.** Some employees had not heard leaders talk about health and wellness, particularly mental health, in an open environment. Employees wanted managers to be proactive rather than reactive. This included openly promoting resources, such as providing EAP information at the beginning or end of a meeting. Managers could also include "mental health moments" at meetings as another proactive step.

From these WMHRA outcomes, Enerflex began the process of building its mental health strategy.

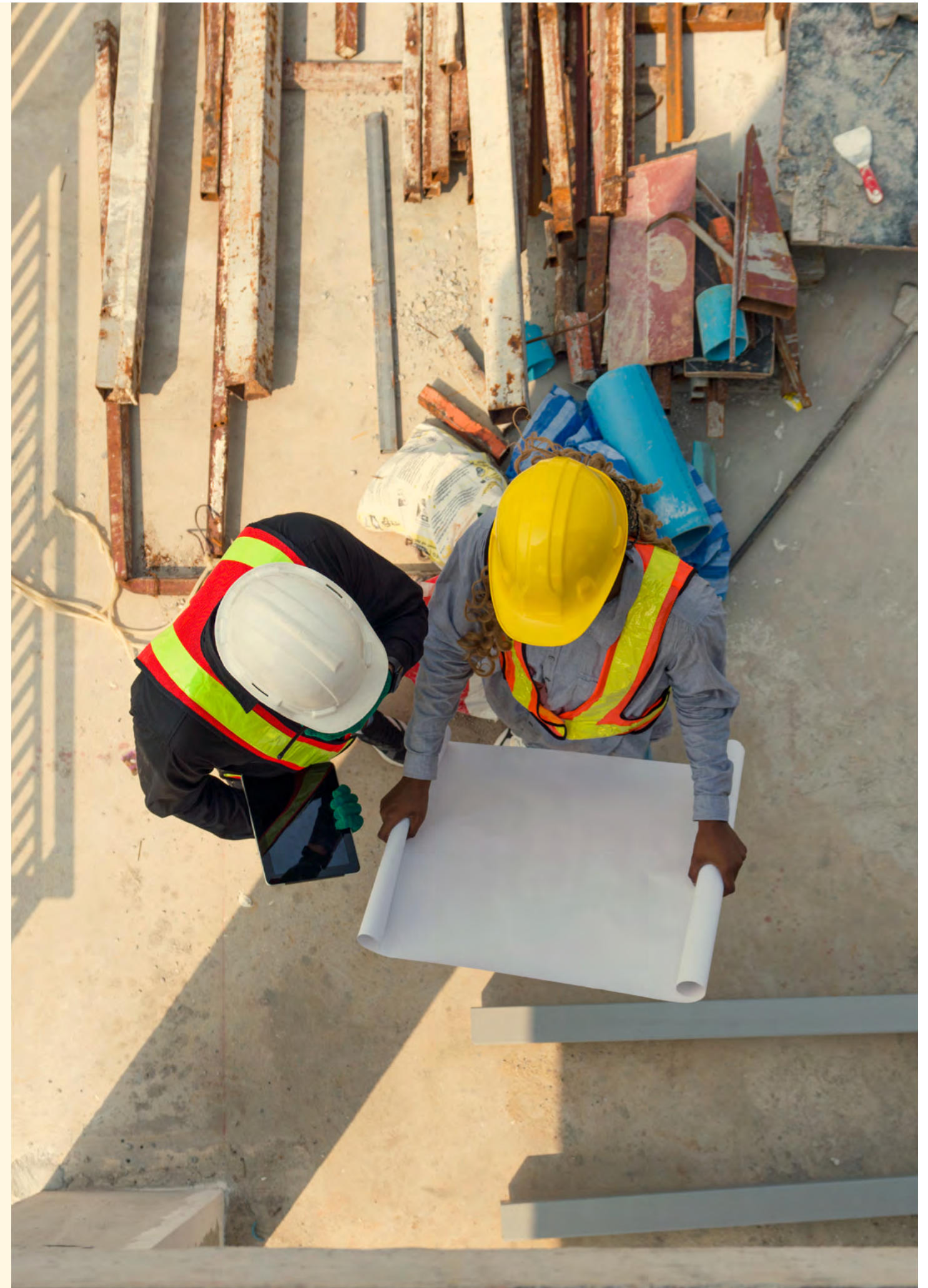


The actions

Enerflex had a good track record on mental health, and they were not in crisis. They were able to focus to ensure they were getting the fundamentals of a mental health strategy right. They were looking to put the building blocks in place. And they used the Sun Life Mental Health Strategy Toolkit as a guide to accomplish this.

Here are the key actions they took.

- **Leader engagement** – and a mental health and wellness committee. To ensure leadership visibility and support, they appointed their Canadian President as their mental health sponsor. They also formed a mental health committee to champion mental health as part of their total well-being initiatives. The committee includes employees, along with representatives from Human Resources and the Company's Health, Safety, and Environmental department. The mental health and wellness committee ensures action plans meet the needs of Enerflex employees. It also helps promote mental health and wellness initiatives and encourage employee buy in.
- **A more inclusive mental health culture.** The mental health sponsor and committee began communicating about mental health regularly. These communications used inclusive and respectful language to reduce stigma. Here are some examples:
 - Mental Health Strategy Announcement,
 - Mental Health and Wellness Committee Introduction,
 - Words Matter – A Mental Health Moment,
 - Mental Health Update to Managers – What's Next? (now that training has occurred), and
 - Mental Health and Wellness Committee Update for Employees (sharing the training and next steps).
- **Manager training.** Enerflex introduced mandatory manager mental health training. They did this to help managers better understand how they can support their employees and prevent workplace mental health issues.
- **Employee training.** To further increase understanding, the Company offered voluntary employee access to mental health and resilience training through its Employee Assistance Program (EAP).
- **Increased channels for treatment.** Through its EAP provider, the Company implemented online Cognitive Behaviour Therapy. This ensured that employees in any location could access this form of mental health treatment. The service is reimbursable under the employees medical coverage.
- **Measuring results.** Enerflex set a baseline mental health measurement by conducting a psychological safety pulse survey for employees. They'll repeat this survey each year to measure success in improving workplace mental health.





The results

It's still very early days in Enerflex's new focus on workplace mental health. Measuring their progress is an important part of their strategy.

Early indications are very promising, as there have been no mental health short term disability claims for the first half of 2022.

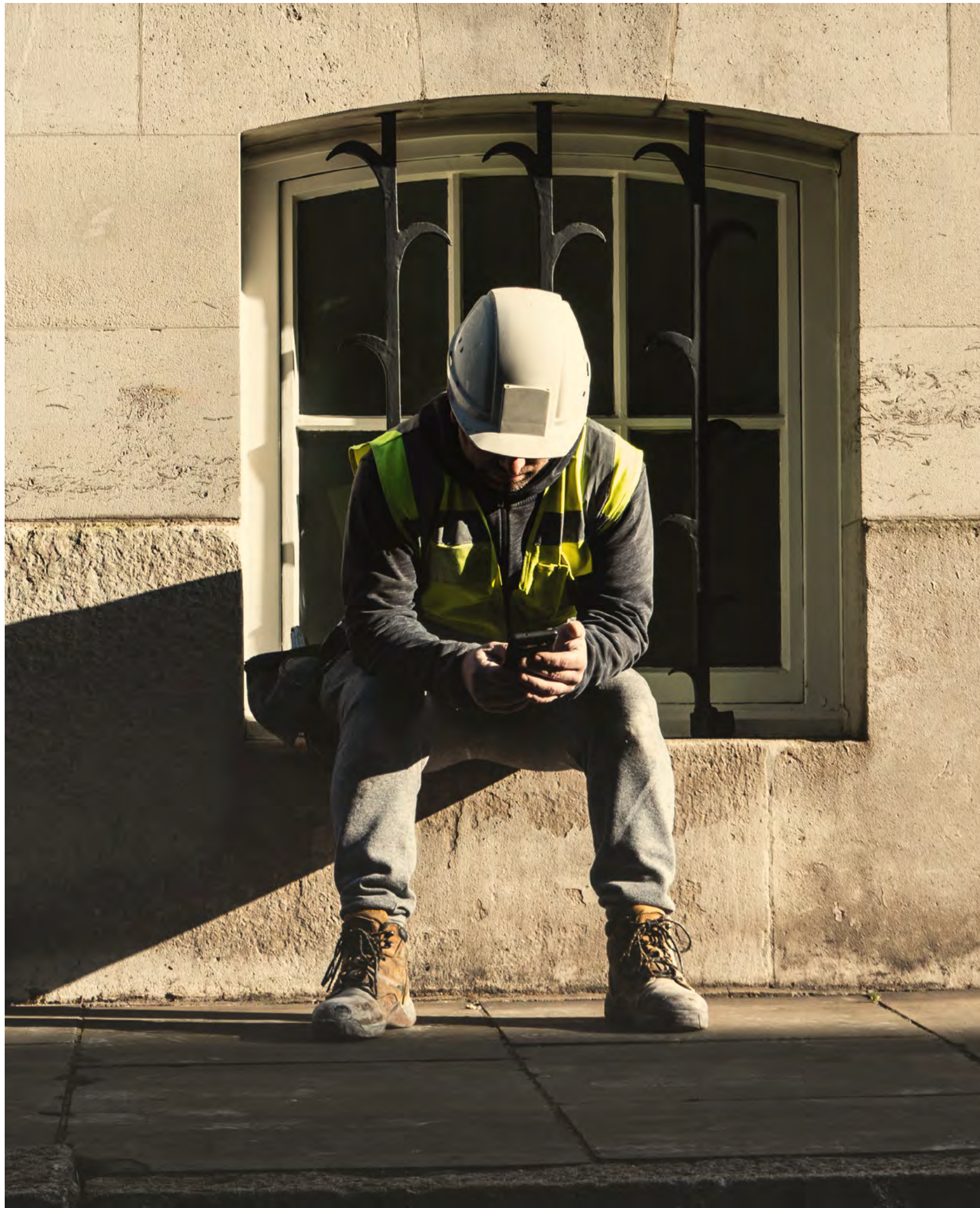
Enerflex will learn more about the impact of their mental health strategy and actions in the months to come. They will do this by:

- Analyzing absence and disability data;
- Re-surveying employees, and
- Repeating the Workplace Mental Health Risk Assessment.

"At Enerflex, we're deeply committed to ensuring the health and safety of our employees. We want to provide this within all our offices, manufacturing facilities, and field worksites. We recognize individual challenges that our people may encounter, especially during the past two years of uncertainty and change. So, focussing even more attention on supporting employee mental health was a natural progression for us. In establishing this goal, we sought out resources that would help facilitate and grow this effort. Our partnership with Sun Life accelerated this process. It also gave us the momentum we needed to enhance protections in our workspaces and better support our personnel".

Mike Judson, Health Safety and Environment (HSE) Manager, Canada.





The Sun Life mental health strategy toolkit

A free resource to help you take action

Our [mental health strategy toolkit](#) is a free resource. It guides you step-by-step, providing practical tools and resources to improve workplace mental health.

We built the toolkit based on our own organizational health consulting best practices. We know the approaches work because we've seen them work with organizations of every size – in every industry. It's a one-stop shop that brings together all our mental health practices, tools and resources. It walks you through the stages of building a strategy, integrating access to our solutions. This includes:

- Information on what factors influence mental health in the workplace
- Advice on assessing your organization's mental health needs and setting mental health objectives
- Specific tips on talking to employees about mental health
- Manager mental health training videos
- Return-to-work tips for managers
- Key metrics for measuring success.

Enerflex's proactive approach helps future proof their workplace

Much has changed in the past two years. And a mental health approach that worked pre-pandemic might not adequately support employee health going forward.

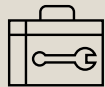
Enerflex didn't wait for a crisis to happen. Their proactive approach provided an assessment of current risks and employee perceptions of mental health supports. From there, they took actions to address gaps. It's a forward-thinking model that will help future proof their workplace to support employee mental health in years to come.

Take your next step towards improving workplace mental health.

You don't have to do it alone!

The pandemic has made having a mental health strategy that much more critical. This case study shows how you can make a difference and improve workplace mental health with the right approach.

Get started with our free Mental Health Strategy Toolkit.



[Use the Free tool kit now](#)

It was created based on our:

- years of experience working with Clients to create healthier workplaces
- extensive testing within our own organization to find solutions that work

It's a great resource to help organizations get started, as well as to guide employers already on their journey.



Need more support?

We're here to help.

Connect with your Sun Life Group Benefits representative to discuss which [Organizational Health Solutions](#) may be right for you.



This report provides you with general information only. It doesn't provide you with employment, legal, health, or financial advice. Consult with the appropriate professional advisor to meet your organization's needs.

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