

WorkWell

A Deloitte podcast series to empower your well-being



Smashing the mental health stigma

Jen Fisher (Jen): Hey, this is Jen. Before we get started with today's show, I have a quick ask of you. If the show has helped you in any way, please take a couple of minutes to rate and review the show, let us know what you think, let us know what has helped you, let us know what you want more of, what you want less of, but just take a couple of minutes to do that – it would mean a ton to me, and it will help us get better and better in the future. I really do want to hear from you.

We talk a lot about mental health on the WorkWell Podcast because I believe it's time to move beyond mental health awareness. We are all aware. Instead, let's all strive to become mental health literate about what it means to have mental health, what it means to have mental ill health, and why it's particularly important in the workplace. One of the best ways to do this is by sharing our own stories, because let's be honest, mental illness affects all of us. Whether it's you, someone you love, or someone you work with. We can't continue to turn a blind eye to the very real needs of those that way too often suffer in silence and alone. When leaders and influencers are open and honest about their own mental health challenges, it creates a safe space for everyone to speak up and seek the help that they need. This is the WorkWell podcast series.

Hi, I am Jen Fisher, Chief Well-being Officer for Deloitte and I am so pleased to be here with you today to talk about all things well-being. I am here with Rob Stephenson, a mental health influencer, speaker, and founder of InsideOut, a social enterprise focused on ending the stigma of mental health in the workplace and promoting best practices for managing mental well-being. Rob, welcome to the show.

Rob Stephenson (Rob): Hey, Jen, thank you for having me. I am so excited to be here.

Jen: I am excited for this conversation. So, I want to start and I want our audience to know, like, tell me about Rob. Who are you? What's your journey? How did you become passionate about mental health? Tell us all the details.

Rob: Thank you. It would be my pleasure. I am many things like all of us. There is no one thing that define us but I am father, I am a husband, I am a son, I am a cyclist, I am a DJ, and I am an entrepreneur, and I am a campaigner, but I am also bipolar. I experience bipolar disorder, which, as you know, is a mental illness and this is a mental illness that's characterized by extremes of mood. From dark depression, where I cannot get out of bed at

times and do my job or look after my children, to periods of mania where I can believe that I am always right to take risks, like bad financial decisions.

My story and my journey comes from that challenge really and when I was 30, I was diagnosed with this condition. I am 48 now and over the next 15 years, I learned to kind of manage it proactively, but also with the help of therapy and medication and lot of other things. I did so under the radar with just close friends and family knowing about it because of the stigma of mental illness. I didn't think anything of it but in the UK, in 2017, something amazing happened. Prince Harry spoke out about seeing a therapist and this really put mental health on the agenda here in the UK. I just thought Jen, why am I hiding this? Why am I putting physiotherapy in my diary every time I go and see a therapist when I have got a team around me that I love and respect? My team must have thought I have got the worst physiotherapist in the world who cannot fix this back injury, right? and yet I am coming and telling stories about 100-mile bike rides. So, I decided to share my story, which I did in a really awkward Facebook post, but it was that post that changed my life because I got, as you would expect, people reaching out and checking in and seeing if I was okay. I also got a lot of people sharing their story back because I have kind of given people permission to do so. I really started to understand just how many people experience the mental health challenge but do so in silence because of the stigma. It was friends, it was family members, it was business contacts. So right there and then I kind of changed my life, changed direction, and became a campaigner and really then looked for a way to contribute to the movement of ultimately creating mentally healthier workplaces in societies where people can put their hand up and say, "hey! I am struggling with mental illness" and that is okay to talk about it.

Jen: So, take me back, because you said you got diagnosed at 30. What was life like for you? I mean, did you know that something was wrong? Did other people point out to you that something might be wrong? What were you experiencing and what did that look like?

Rob: It was really interesting. It took me a long time to know something was wrong. I knew I was different, which I am in our world, so we all are, but I see the signs of this going back to my late teens. I remember when I was 21, when I was at university, and I remember the story vividly. It was about 7 PM and I was in my university room, on my own, and I was under the covers and I heard a knock at the door. When I heard this knock at the door, I froze and my heart started racing and I started sweating and Jen, I prayed that I had locked the door and the people on the other side couldn't come in. It was a fear reaction and I could hear them saying, "he must be in there, he must be in there". After a while they went away and I could breathe and relax, but the thing was, it was two of my best friends at university coming to pick me up at the agreed time. I could not face them to go out to whatever we had agreed to go to out to and I didn't know why. It was really weird and I thought I just went through periods of thinking I was antisocial and didn't like people. Then at other times, when I am experiencing things like mania, hypomania, that I now know about, I would be the life of the party, taking my clothes off in public and doing silly things. I thought that was kind of who I was, which in a way it was, but I didn't realize it was a mental health challenge that was affecting my behavior. As I went through my 20s and just turned 30, I started to spend more and more time not facing going to work and being out of the workplace. On my 30th birthday, I told the story of all my friends around this big circular table at this Moroccan restaurant and the cake comes out and this big procession of singing and dancing presented to the head of the table and it was my best mate because I wasn't there. I was alone in somebody else's flat, not being able to face being out. There

were many, many stories like that and stories of the risk taking and the erratic behavior but I just thought it was me, which again it was and it is, but I didn't know that I have got something called a mental illness until I had this amazing boss who said "I think you could do with some help. I think it would be useful for you to see a doctor". She also researched the numbers of some local therapists and encouraged me to call, which I did. That was the start of the process to understanding but I had no idea. I didn't know about my mental illness. I didn't think it applied to me.

Jen: I think that is many of us, right? That we don't think it applies to us until it does. You mentioned stigma and your decision to share your story. Why do you think that this stigma exists in society and quite frankly, why does it still exist? You know what I mean, I know there is a long history but it's also perhaps more pervasive in the workplace because of the fear that is associated with it. So can you talk about that also?

Rob: Yeah, I can. I think it's a really difficult one because I think the way mental illness has been portrayed over the years with mental asylums and mad people, has meant that there is a fear of mental illness. A fear of people with it and a fear of encountering someone that has got that illness and a fear of getting it. So I think that is one thing and we have seen how society has portrayed mental illness and it's changing but I think growing up, you think of mad house and the language around that can be very offensive to people with the challenge as well. I think the other thing is when we think of the workplace, there is a perception that if you have got a mental health challenge, you will be seen as weak, which is totally not the truth, far from it and the reverse. I think there is a perception if you start feeling depression or anxiety or whatever the challenge might be, you have to hide that because people might think you can't do your job because you are weak. Now, this is the stigma that we must smash and I think part of it is language, part of it is education, part of it is the way we portray mental health. When I do my keynotes, I often talk about and show a slide that I got from google images. A lady with a head in her hands in a black and white photo and this was on page 1 when I googled mental health. That is the sort of images that is coming up whereas if we search for physical health, we see vibrancy, we see aspiration, we see fitness. So, there is a kind of brand problem for mental health as well that we perceive illness. So, I think all of those things contribute to the stigma including a lack of knowledge and it has been really encouraging to see, in the last few years, that that is changing. I think coming up in the workplace for me, I just didn't think for a second I would talk about this mental illness that I have discovered I have got when I was 30.

Jen: I'd love for you to explain your "Form Score". I think what you just touched on around mental health and physical health - there are days that we wake up and we don't feel physically well, we are sick. We don't think about our mental health in that same way or talk about our mental health in that same way. It's not commonplace to say, "Okay. There are days that we are going to wake up and yes, we all have mental health and there are going to be days that we are struggling." Does that mean we have a mental illness? Maybe, maybe not but we are all still susceptible to struggling with our mental health and quite frankly, especially now in the middle of a global pandemic and everything else going on in the world, probably quite regularly, right?

Rob: Absolutely. Well, you know Jen, my favorite quote from the pandemic about mental health is "100% of us will know what it is like to struggle with our mental well-being and our mental health as a result of the pandemic to some degree or another". Whether that is from isolation, from the stress of home schooling, from worries about the future, worries about the economies, whatever it might be. We have all been tested a little bit and my hope is

that we will ultimately have more empathy for people that do struggle more regularly. I think we have got to start with the fact that look, we all have mental health, like we have physical health. It is one in one of us that have it, it is one of the most beautiful things about being a human being and the most complex things. If we accept that and we sit on a continuum of mental health, from struggling through to thriving and everything in between, we can then accept that we can influence it. This then brings a real power and empowers people to think about how to proactively manage their mental health, like we do our physical health and we get better at that, right? We know we need to exercise, we know we need to limit sugar, we know we need to look after our blood pressure and all of that.

Jen: and get more sleep.

Rob: Get more sleep, absolutely. Do all of that but we don't have that general level of literacy about our mental health. For me, I think part of those, because of the stigma and you say the words health, you think of illness, so the Form Score is it's just a simple concept. It is a way of communicating how you are feeling with a score of 10, so today I am a 7 out of 10 and I know that what's stopping me being an 8 out of 10 is I didn't sleep as well as I could have done. I haven't been able to exercise because I am experiencing the challenges of long COVID, which affect my nervous system, but I have got a good sense of purpose, I have balanced stress well, I am eating a nutritious diet, I am connected to friends and family, so all of these things go into that number out of 10. It's a lot easier, sometimes to say, "I am a 5 out of 10 or 4 out of 10", then it might be to say, "I am experiencing depression or anxiety because of this or this" and I think it's trying to provide a new language and a period of self-reflection for people to think "Actually, yeah, how am I today?" where my mental health is concerned.

Jen: Yeah and it reminds me of when you do go to the doctor, if you are in pain, they ask you on a scale of 1 to 10, how painful is it, right? It's just something that is comfortable and common and it doesn't require you to come up with the words or the emotions, which can be difficult or uncomfortable for people sometimes. That is why I like it so much. You do reflect and think about it but you don't feel this pressure of having to come up with the exact right words or the exact reason why because maybe sometimes you are just not feeling with it, right? and you don't always know exactly why. I think, maybe over time, you become more aware or more astute as you start to focus on your own mental health but sometimes you just don't feel great and that is okay.

Rob: Yeah, it is absolutely okay and Jen, you know, where I see it working really well at the moment is in kind of team meetings and catchups. In that forum, it is really unlikely and particularly if you are working remotely, you are going to say, "I am struggling today with anxiety" or "I am just having a bad day with mental health". You might say, "I am a 4 out of 10" and then the manager can lock that, give them a call later and say, "Hey, I see you are 4 out of 10, is there I can do to help? Do you need any support?". It can just facilitate that conversation because it's less threatening to give a number and you are right. That just then helps with building that self-awareness as to what is driving your mental health each day.

Jen: What do you tell colleagues and managers? I think some of the common fears around talking about mental health, even sharing a score, you know - for me as a leader, if I have someone who is regularly saying they are a 4 or a 5 and I am reaching out and wanting to help them and wanting to provide support, but they aren't open to it, right? I think our

natural tendency is to want to try to help fix and you can't fix in all cases and so let's talk about that a little bit.

Rob: Yeah, I think if you speak to people that are the partners, the loved ones of those aligned myself with the mental illness and mental health challenge, I think what you find is that there is a common theme that actually at some point they realize that it's not about fixing because they can't. They are either not professionals, as much as they want to fix, they sometimes don't have the tools or sometimes the person doesn't want to be fixed and doesn't need that. The skill then becomes around building up confidence to listen, a nonjudgmental listening. Also, I think asking the person who is struggling, "How can I help you? What is helpful for you right now?" because sometimes I think we believe that we have got to work it all out, right? Whereas that person may or may not know, but it might be, well, I just need to be left alone or I just need to have a bit of downtime or actually, I just need a hug or virtual hug or whatever it might be. Jen, I know, and you are very vocal on this, that you are a cancer survivor. The analogy for me is if someone turned to me and said, "I have just been diagnosed with cancer", what I wouldn't be doing is worrying whether I could diagnose a course of chemotherapy or not. What I would be saying is "That is really rubbish. I am really sorry to hear that. What do you need? Can I give you a hug? I am here for you". Because of the fear of mental illness, we don't do that often enough. We have a tendency to shy away from it and I think this is all about being a little bit more human and the world needs more humanity right now.

Jen: Yeah. I couldn't agree more and I often make that same comparison with a cancer diagnosis or any really physical illness. We don't typically, when somebody comes to us and says, "I have been diagnosed with X" and it's a physical illness - we also in the workplace say "Do what you need to do and don't worry about the work". Often times because mental health and mental illness are so highly stigmatized, but also so misunderstood, we say, "Just power through, you can rest on the weekend. You can take a vacation after the project is over. Go for a walk, get some fresh air". While all of those things are good on the surface, they aren't going to be super helpful in the moment for somebody who might really be struggling with a mental illness.

Rob: Yeah, absolutely, and I think it's about giving people the literacy to support others from a peer support of view by equipping them with the knowledge that you are not going to be able to solve this. That is generally not what a person is going to need. They might need some motivation and inspiration to go and seek professional help and you can be the person that is inspiring them to do that. They might need to just know where to look within the firm for the resources or the company for the resources that are available. So, we don't need to worry about whether we can fix people because we shouldn't be trying. We just got to be there for them. I think if we can, honestly, give people that sort of knowledge and confidence to do that, then I think we can support each other a lot better.

Jen: That kind of inspires a couple more questions. Why is it so important for business leaders and organizations to make mental health a priority in a workplace? I think we have talked about a little bit of it but I know that you have a strong and very poignant point of view on this, so I want to make sure we cover it.

Rob: Absolutely. Well, I think why should business leaders make mental health and well-being a priority? One, it is absolutely the right thing to do and people need it right now because people are struggling right now. There is a risk of burnouts, the impact of isolation, people have a general level and I am generalizing, but a general level of anxiety around

what is going on in the world. So, people are struggling and it is the right thing to do to look after what we say in the workplace are our greatest assets, the people that work within the business. So, morally it is the right thing to do. I think importantly as well and importantly for executives that might be tuning into this is actually the business case really backs it up as well, Deloitte in the UK did some fantastic analysis on the UK economy around the cost of mental ill health to UK employers. We got something like 45 billion pounds or the cost to our employers and actually 29 billion of that is due to something called presentism, which are people turning up to work like every day but are underperforming because of suboptimal mental health. Now, that is a 29 billion cost towards a 29 billion opportunity to close that productivity gap and these numbers will be much bigger now as a result of the pandemic. Furthermore, the return on investment for interventions into mental health and well-being particularly, if you look at preventing people from falling into illness is between 5, 8, and upwards to 1. So, it's morally the right thing to do. People will need it right now. The business case is there. The return on investment any CFO would sign off on, so as a leader, if you are not focusing on this right now and I am going to use the words of John Flint, the previous CEO of HSBC, "Why not and are you truly a leader".

Jen: I couldn't agree more, why not? That is the question I am asking.

Rob: I think Jen, you must be seeing this as well and we are certainly seeing this. I am seeing on a global basis and I am helping a lot of organizations do it - is that organizations are really getting on the journey or they are accelerating where they are at down the path of that journey because people need to do it.

Jen: I think, global pandemic or not - I think that global pandemic perhaps is some ways has been an accelerator but I think even prior to it. I mean, there is much more of a recognition that we all have mental health and we also all are affected by mental ill health whether it's us or a loved one or a colleague. We can't continue to ignore the impacts of that for the individual that is struggling, but for the impact that it has on all of us. If we love someone that is struggling with their mental health, talking about presentism. We are not showing up at work our best either, right? It really does have a ripple effect and I don't think that it's wise for anyone or any organization to turn your back on it.

Rob: I think you are right, and I just want to add one point that I think is important here. The care is that people caring for people, for loved ones with the mental health challenge, their voices isn't as loud. That we don't hear about their plight as much as we do of the people that are struggling. I always use this opportunity to give a shoutout to those people who are caring for people like me who are struggling, and my wife does an amazing job. I was really pleased that we got an article that my wife wrote published in one of them. We need more voices like that because that resonated with so many people. So many people listening to this will be in that same boat that they are caring for someone wanting to help, holding down a job, looking after kids, whatever it might be. That becomes a pressure on them as well and they are going to then care for their own well-being to give themselves the resilience capacity to deal with what they have got to deal with. So, it's important we recognize those people.

Jen: Absolutely. I am so grateful you made that shoutout. So, let's talk about InsideOut and the work that you are doing - what that looks like in terms of helping organizations really bring the discussion of mental health to the forefront. Actually, in my own view, celebrate it, right? Breaking down the stigmas in a really positive and inspiring way.

Rob: Thank you, Jen. So, when I was looking for a way to contribute to the movement of ending stigma in the workplace, I kind of did a lot of listening in 2017. I kept hearing the same message from various, different stakeholders and conferences and that message was, we do not have enough senior leaders for my workplace who are being open about the fact that they have a mental health challenge. We have got a lot of sports professionals, we have got entertainers, but we don't have enough business leaders. I thought that was where I could contribute to make a difference. So I formed InsideOut, which is a not-for-profit here in the UK, to work on something called the InsideOut leaderboard, which is a list of business leaders who are CEOs or three stages removed or partners and directors in the professions to put their name to a list, very simply, to say we have a mental health challenge and we are prepared to be open about it. I spoke to a lot of people during those early days and people saying, you will never get the business leaders to put their name to it, the stigma won't allow it and I thought I am going to give this a go. I am pleased to say in that first year, we had 42 trailblazing role models who put their name to it and it's really important when our leaders do that because anyone speaking out about mental illness helps normalize the conversation but when a workplace leader does so, that accelerates that process of culture change within that organization much quicker because it gives people permission to also seek help, to also prioritize well-being. So that first year, it was a long, old process to kind of find people. We had two partners from Deloitte, but it was across the boards, CEOs, banking, finance, property, cross-industry sector. That had a real impact because people hadn't seen that done before with the levels of business leaders sharing their story or sharing the fact they have a story. For me, you mentioned the world word "ripple effect" and I think this is really important because in the second year, we started again from 0 and then we published with 69 role models in the UK, because more and more people had seen the work we were doing and saying, "This is a good idea. I want to put my name to it". We have got now 110 in the UK and as you know, we are doing the same in the U.S. Now the pandemic has slowed it all down, but I know, you have agreed kindly to go onto the leaderboard, which I am super grateful and thankful for, but will be publishing a leaderboard in 2021 with U.S. individuals and we are looking to really build it globally because it's a real good way of being able to accelerate that process of destigmatizing and normalizing the conversation, because we look to our leaders, they are role models, right?

Jen: Yeah, absolutely. Thinking about our listeners who are leaders, colleagues, leaders of any kind, right? Because we can define leader in many different ways, and I don't feel like I have a story to share. What can I do to create the right culture in my organization and to make sure that it does support mental health and well-being, even if I don't have a personal story to share?

Rob: Yeah. That is a really good question and many people won't have a personal story to share or they might not feel comfortable yet doing it, which I completely respect as well. I think if leaders make mental health and well-being a strategic priority for their business, for their teams, and make a statement that this is important to the business and we are going to invest resource and time in creating a culture that is mentally healthy, then that is a really good starting point, because the leaders then given permission to the organization to do so. There will be many, many willing advocates and champions who do have a personal story to share within that organization who then want to take that momentum, grab the ball, and run with it and make change. I think for a leader to say, as an organization, "We prioritize mental health and well-being and we are going to put that in a policy, in a statement. We are going to measure the impact of our own initiatives. We are going to report on them, and we are going to role model healthy behaviors from a well-being point of

view in our leadership group. We are going to give people permission to prioritize their well-being” because ultimately, we do that people can then seek help when they need to. I get back to that performance point, we will have high performing cultures because in workplaces, because people can build that resilience capacity like an elite athlete by prioritizing sleep, by taking a lunch break, by having those micro breaks in the day, by making sure that they have a balance life with hobbies and sense of purpose. Leaders could give permission to organizations and cultures to do this.

Jen: Yeah, I think that is really powerful. I have a question and we talked a little bit earlier about that moment when you shared your story kind of beyond friends and family and those that were close to you. You know some of my story and really the sharing of it that kind of came out in a Harvard business review article and my moment of saying, “Wait! Wait. Can we call Harvard business review and tell them to take it down? I don’t want to do it anymore”. Then kind of what ensued and the incredible amount of support and relief and gratitude, which sounds like you have experienced, but in your ongoing life because living with bipolar is not something that goes away after you share your story and you continued to share - does that, for you, help in living with it? And in what ways?

Rob: It does Jen, it does. I think there is a few things here, but one of the main ones is that when we hide who we are and whatever we are hiding that creates a burden. It creates a weight. It creates a pressure that we are living with and we are carrying. For me, first of all, the act of being open allowed that weight to be liberated and I immediately felt lighter. I immediately felt that I could be myself. I didn’t have to put physio in my diary, I could put therapy in my diary and if I was off with depression, I could say I am having a period of depression rather than faking some sort of injury when I am the boss of a business. It made no sense. Actually, what I found, and a lot of my role models on the leaderboard find this as well, is once I could be open and that pressure of being something I wasn’t lifted, actually, the instances of my challenge came less frequent. I have less episodes of depression, now I can be more open. I have less episodes of mania, now I have more open and I am not the only one that says that. I have heard it time and time again. So, I think that is one really important point that being open at the right time for an individual can feel very, very liberating.

Secondly, I think I share my story a lot and I know there is a number of speakers in the kind of mental health sphere that feel they get very fatigued by sharing their story because you do give a lot of yourself, you tell yourself back to the dark times and I understand that. Actually, I feel, particularly on a physical stage when I can connect with people - I really feel it’s free therapy Jen, because I come away feeling connected to individuals. I feel like we have had a human connection that is meaningful, and I feel energized, I really do and it’s a beautiful pleasure that I can help people with what I am doing. I am also being helped myself as I am doing it and I am super grateful for that. So, I think for me and I hear this a lot as well, I wished I was open earlier in my life. I really do.

Jen: That should kind of get baked into all of our care plans going forward, right? If you are comfortable.

Rob: Yeah, if you are comfortable. I do recognize that we are not going to smash stigma in a day. It is going to take time and we don’t all work for organizations that are enlightened and forward thinking and I have heard stories of peoples careers having an impact negatively, but they are very few and far between, so it does have to feel right for an individual. I think most people that have kind of come out and shared their story, do feel

that it has been a really positive experience and one that they wished they would have done a little bit earlier in life.

Jen: Yeah. So, beyond sharing your story, how else do you take care of your mental health these days?

Rob: Well, so for me Jen, I kind of look at the drivers of well-being and the ones that are really important to me, and apologies for the background noise, I have got a small elephant that is known as my son running around, just home from school. We are all living that life right now. So, for me, the drivers of well-being that are important are sleep. So, making sure I prioritize sleep, making sure I set myself up for good sleep, turning technology off before bed, kind of reading a book, that kind of stuff. That is a big one. Exercise, generally, is my, probably number priority where with what I do to stay well. I am a big cyclist, normally. Regrettably, as mentioned I am experiencing the symptoms of long COVID, which really impact my ability to exercise at the moment because if I do that, I hit chronic fatigue. That has been a bit of a struggle, so I can do kind of light walks and yoga and that has really forced me to sort of practice a little bit of what I preached, Jen. So, for me, I have had to really employ acceptance and acceptance that I can't be exercising like I normally do. Trying to kind of realign my goals, be very mindful and in the moment about what I can and can't do, not worry about what I used to be able to do and then take a sense of achievement from that small walk or that yoga class. That is exercise but again for me really super important and super important for most or many people right now, it's connections. It's social connection, human connection. I think, if I am not properly connected to my friends, my contacts, my family, then I can start to feel my form drop. I see my score drop as a direct result and I think, in the moment with the pandemic and remote working, we have got to work really hard on those connections. We have got to work really hard to find ways to maintain those connections. For me, the conversations like this and the work that we do, really boost those connections for me so it's a good one.

Jen: I couldn't agree more with that. You mentioned your son, and this is off limits please tell me. For the listeners that are maybe wondering or struggling, how do we talk to our children about mental health and mental illness?

Rob: It's a really good question. When I first started being open publicly about my bipolar and my challenges, I realized I needed to kind of be open with my children. We have been open for a while and they know that sometimes daddy is in bed because he is not feeling well, or his brain is a bit sad or whatever it might be. I remember sitting down with my daughter, Gabby, when she was aged 6 and having a conversation about mental health. I have got this image of the thing she wrote out for me and she crossed out the letter M and put the letter L above it and she is more concerned about the health of our "Lental", our "Lental health". We had this conversation and I said, "Gabby, look, what would you do if you woke up one day and you are not feeling yourself and you are feeling sad? Didn't want to get out of bed, didn't want to play. What would you do?" and she said, "I would find someone who I love, and I would tell them. I would talk". For me, that just drove it home that children don't know about stigma.

Jen: The wisdom of a child, right?

Rob: The wisdom of a child. Something that we overcomplicate as adults. Then I said to her, "If you went to school one day and you saw someone sitting off to the side, not playing, looking sad, looking withdrawn, what would you do"? My 6-year-old daughter, Jen,

looked at me in the eye and she gave me this look like I was just this complete and utter idiot, she said, "Daddy, I would go over and I would see if they were okay. I would ask if they are okay". That, for me, is the big one for the workplace. We often see people, particularly when we are in the physical workplace, but even now, where we notice behavior change of our colleagues and we say nothing. Whereas, actually saying, "How are you today? You are not looking yourself. Just wanted you to know I am here for you if you need to chat", could go a long way and ultimately can save peoples' lives.

Jen: Absolutely. Amen to that and I can't think of a better way or a better note to end this conversation on. So, thank you ,Rob, for sharing so much of yourself, your insights, your wisdom. I think it's something that we all need and will continue to benefit from so, thank you again.

Rob: Thank you, Jen and thank you so much for having me. For everyone listening, thank you for investing the time and just thinking about how you can prioritize your well-being around the workplace and in your lives. Thanks for that personal investment and time as well. Thank you.

Jen: I am so grateful Rob could be with us today to talk about mental health in the workplace.

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