



Employee wellbeing and inclusive work practices

As the workforce increasingly spans multiple generations, new expectations for prioritizing employee health and wellbeing in work environments have emerged. Technological advancements, demographic shifts, and evolving societal norms increasingly require organizations to adapt to the needs of an ever-changing workforce. With hybrid working patterns gaining prevalence, there is a heightened focus on fostering inclusive, positive work cultures and creating environments that prioritize employee health and wellbeing.

As global employers and the leading producers of beer, wine, and spirits that form the International Alliance for Responsible Drinking (IARD), we want to play our part in promoting progressive work cultures that thrive by encouraging employers to consider the development of alcohol in the workplace policies that promote inclusion and informed choice whether employees choose to drink or not.

This has additional resonance for the tens of thousands of businesses including cafes, restaurants, bars, and retail that may be working with alcohol beverages. Alcohol can also often be present not only at social events in the workplace but as part of business dinners, networking events and engagements.



Key findings

Workplace norms have shifted, what unites generations in the workplace is the importance of positive and inclusive work cultures.

Based on a Survey of 1,167 senior business leaders across Great Britain (May 2024), the report by leading U.K. thinktank the Work Foundation reveals*:

- ▶ Only one in five (21%) business leaders have a workplace alcohol policy that promotes inclusion and informed choice, whether employees choose to drink or not.
- ▶ Given the increase in hybrid working, when asked about policies around socializing at work, 34% of leaders agree opportunities for socializing in person are important.
- ▶ Despite this consensus, four in five (81%) employers do not have guidance on inclusive social events such as having non-alcohol beverages available.
- ▶ Over a quarter (28%) think that social events that accommodate employees who choose not to drink alcohol are important to create a positive work culture for a multigenerational workforce.



IARD resources to support effective workplace policies

To help support inclusive work cultures that take account of the diverse needs and preferences of employees across multiple generations, IARD has launched resources that are intended to inspire organizations to develop alcohol workplace policies and give their line managers tools to recognize signs of alcohol misuse and manage situations sensitively and effectively. These materials are not intended to replace policies that may already exist but instead to provide inspiration where nothing might be in place. As well as having effective mechanisms to support employees struggling with alcohol-related issues and to protect their colleagues, organizations should also foster an environment where employees don't feel pressured to consume alcohol at work-related events, and alternative non-alcoholic beverages are always available.

As IARD members, we are united in our global commitment to help achieve the UN's goals to tackle the harmful use of alcohol". WHO and SDGs are both UN.

We are grateful to the Work Foundation as authors of the report and to contributors from around the world who helped inform the discussion from an international perspective.

IARD resources for senior leaders to develop alcohol in the workplace policies and interactive training tools for line-managers www.iard.org/actions



* Atay, A. and Williams, E. (2024). Working together: Maximising the opportunities of a multigenerational workforce, Work Foundation at Lancaster University.