

Leeds Mindful Employer Network

Supporting people going through **redundancy** or being **laid off**

a guide for **employers and managers**





Redundancy, unemployment and mental health

Going through redundancy or periods of no work can be very unsettling. It can cause uncertainty, stress and anxiety, and can make existing mental health problems worse¹.

There is also a strong link between unemployment and suicide. A recent report found that almost 60% men who die by suicide are experiencing economic problems such as unemployment, money worries, debt or housing arrears at the time of their death².

Redundancy and laying-off can affect people in lots of different ways. It can lead to feelings such as:

- Shock
- Low self-esteem
- Loss of sense of identity
- Uncertainty and lack of control
- Worry about the future
- Resentment and anger
- Relief and excitement

Most people will experience a range of these feelings at different points in the redundancy process.

Loss of income can mean that finances become a major source of stress. People may worry about debt and unmanageable bills.

Redundancy can also put a strain on family relationships and sometimes people can find themselves turning to alcohol, drugs or gambling as ways to help them cope.

However people are affected, there are always free advice services and local groups and activities that can help. Please see a list of places you can signpost people to in our accompanying leaflet: Self-help for men who have been made redundant.



How you can help

As an employer or manager you can provide important information and support to help someone facing redundancy. Being available to listen to people's concerns and signpost to the right services for support can be crucial in helping to reduce the impact on their mental health.

As well as following the right legal process, you can encourage people to:

- Acknowledge how they are feeling
- Think about how their mental health might be affected
- Open up to family, friends or someone trained to listen
- Consider different coping strategies
- Access specialist support and advice
- Reflect on their experience, knowledge, skills and attributes
- Think about future opportunities
- Make a plan for the coming days and weeks
- Engage with local groups, activities and volunteering opportunities

Providing space and time for a supportive, confidential and non-judgemental conversation outside of the formal redundancy process can be a huge help.

- Provide as much certainty as possible. Try not to delay the delivery of bad news or soften it with false hopes if you know this is unrealistic.
- Remind people that redundancy is a strategic decision and is nothing personal against the individuals affected.
- Try not to assume how someone is feeling, they will appreciate being asked.

If you don't feel comfortable having conversations with people yourself, consider who else within your organisation may be able to support you.



Think about everyone involved

Redundancy can affect everyone involved in the process, not just those who are leaving. It's not easy having to make difficult decisions, deliver bad news or see colleagues leave. Try to consider the impact on your own wellbeing as well as everyone else who may be affected. This might include:

- Employees at risk of redundancy
- Managers who are delivering the news
- The people leading the consultation
- Employee representatives
- Those staying on

This guidance has been produced in partnership with Leeds Men's Health Unlocked Network.

It is intended to be used alongside our leaflet: 'Self-help for men who have been made redundant'.

Please let us know if it has been helpful and share any feedback or ideas for improvements:
mindfulemployer@leedsmind.org.uk



Places to signpost people to:

Legal rights

Acas:

<https://www.acas.org.uk/redundancy>
<https://www.acas.org.uk/lay-offs-and-short-time-working>

Citizens Advice:

www.citizensadvice.org.uk/work/leaving-a-job

Finances

Money Helper:

www.moneyhelper.org.uk/en
www.moneyhelper.org.uk/en/work/losing-your-job

Money Helper (pension options):

<https://www.moneyhelper.org.uk/en/work/losing-your-job/your-pension-options-if-you-re-made-redundant>

StepChange:

debt advice www.stepchange.org/

Moneybuddies:

<https://moneybuddies.org.uk/>

Leeds Money Information Centre:

www.leeds.gov.uk/leedsmic

Turn2Us benefits calculator:

<https://benefits-calculator-2.turn2us.org.uk/>

Mind:

money and mental health: <http://www.mind.org.uk/information-support/tips-for-everyday-living/money-and-mental-health/>

Mental health

Mind:

coping with redundancy during the pandemic: <https://www.mind.org.uk/workplace/coronavirus-and-work/coping-with-redundancy/>

MindWell:

local mental health information for Leeds
<https://www.mindwell-leeds.org.uk/>

Listening services

Samaritans:

<https://www.samaritans.org/>

Shout:

<https://giveusashout.org/> or text 85258

Alcohol / drugs

Forward Leeds:

<https://www.forwardleeds.co.uk/>

Gambling

Leeds Community Gambling Service:

<https://www.gamcare.org.uk/get-support/find-local-treatment/leeds/>

Relationship and domestic abuse

Relate:

<https://www.relate.org.uk/relationship-help/talk-someone>

Behind Closed Doors:

<https://www.behind-closed-doors.org.uk/>

Leeds Domestic Violence Service:

<https://ldvs.uk/>

Local activities and groups

Let's Unlock:

List of activities and events aimed at men
<https://datawrapper.dwcdn.net/M7mhQ/8/>

Mindwell local peer support groups:

<https://www.mindwell-leeds.org.uk/finding-support/peer-support-groups/>