



Alcohol in Business and Commerce Survey: Workplace Alcohol Questionnaire – 2007

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1. Executive Summary

Excessive alcohol consumption has a major impact on the workplace and the wider economy through problems such as reduced performance and productivity, increased absence, accidents, inability to work and premature deaths (Strategy Unit, 2003). To investigate the impact of alcohol on the workplace and how strategies can be developed to help tackle this, Health@Work commissioned the Centre for Public Health at Liverpool John Moores University to conduct a research study examining workplaces in Liverpool.

The research study was conducted in three parts: a telephone survey of 302 businesses in Liverpool, face-to-face interviews with representatives from ten companies involved in the survey and an employee survey (n=62; using the employees from those companies interviewed).

Key findings from the study show that:

- Overall, employers believe consumption levels amongst staff to be low but they know when employees are most likely to be consuming excessive alcohol (for example, after football matches) and thus when the workplace might experience the most levels of harm. Further, consumption may not be low amongst all employees when 12.3% would like to reduce their alcohol consumption.
- Nearly half (46.6%) of businesses in Liverpool provide alcohol to staff at least once a year (for example, at Christmas), although some companies do moderate consumption (for example, through a maximum quantity purchased).
- Two thirds of employers planned a Christmas party, of whom half planned to provide alcohol. Nearly all (96.9%) Christmas parties were intended to be held in a location where alcohol would be likely to have been available.
- Nearly a third (28.1%) of companies in Liverpool are negatively affected by alcohol, and 31.1% of companies are negatively affected by alcohol consumed by staff outside working hours.
- A fifth (19.0%) of employees surveyed reported arriving in work with a hangover at least once in the last two weeks and 15.3% reported being late in the last year due to alcohol.
- Several of the employers interviewed discussed situations when alcohol-related problems amongst staff had needed to be managed either through disciplinary procedures or through providing support.
- Over half of businesses think that alcohol contributes to employee sickness absence by at least a small amount and 5% reported that a lot of employee sickness absence experienced is related to alcohol.
- Two thirds (66.8%) of companies have an alcohol policy and 62.3% provide at least one form of support. These companies are more likely to be larger and more established. Companies with policies are more likely to be those in the health sector compared with the leisure and hospitality sector.

It is important to remember that some of these findings (for example, relating to levels of harm experienced) may be underestimates. This is because, as mentioned by the interviewees, employers may find it difficult to be aware of the exact levels of staff alcohol consumption outside work and because employers may be unwilling to disclose such sensitive details in a survey.

A number of recommendations have been developed from this study, including:

- To raise employers' awareness about how alcohol can affect businesses and the importance of implementing an alcohol policy.
- To raise awareness with employers on how alcohol-related issues are wider than dependency issues, and that occasional excessive drinking can negatively affect the workplace as well.
- To target smaller companies for alcohol policy development and those in the leisure and hospitality industry with policies that are directly applicable to their situation.
- To ensure policies and interventions encompass both dependent drinkers and non-dependent drinkers.
- To suggest alternative Christmas party plans which do not include alcohol.
- To develop targeted alcohol initiatives that can be used by employers on days when they are expecting higher levels of alcohol consumption (such as surrounding bank holidays and before big football matches).
- To further investigate alcohol-related consumption, behaviour and knowledge amongst employees so that the true nature of their situation can be more fully understood.
- To raise awareness amongst employers of the potential benefits of the successful interventions outlined in Section 5 such as the Health Management System and provide support for those looking to establish such interventions. This support will be particularly important for smaller businesses who may not have the resources to dedicate to alcohol interventions.

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2. Introduction

Excessive alcohol consumption has a major impact on the workplace and the wider economy through problems such as reduced performance and productivity, increased absence, accidents, inability to work and premature deaths. In fact, up to 25% of workplace deaths are estimated to be alcohol-related and an estimated 58,000 years of work are potentially lost through alcohol-related deaths that occur prior to the of age 65 years. Further, 11-17 million working days are lost annually through alcohol-related sickness and another 15-20 million through reduced productivity. Thus, nationally, the impact of alcohol on the workplace is estimated to cost £6.4 billion each year (Strategy Unit, 2003). In Liverpool, levels of harm experienced by the workplace are likely to be higher than nationally. This is because Liverpool experiences significant levels of harm through excessive alcohol consumption: for example, the local authority has the highest rate of alcohol specific hospital admission in England for both males and females. In addition, Liverpool has the second highest rate of all alcohol-related crime and alcohol-related violent crime (NWPHO, 2007). However, contrary to what would be expected, research has shown that the majority of alcohol-related problems and work performance issues are associated with non-dependent drinkers who may occasionally drink too much (Mangione et al., 1998): 54% of workplace alcohol-related problems are caused by light drinkers and 87% by light-to-moderate drinkers (Weise et al., 2000). Further, not only can excessive alcohol consumption impact on the workplace, but pressure and strain at work can make individuals vulnerable to alcohol misuse (Midford, 2001).

Alcohol policies and support in the workplace could be used to tackle alcohol-related impacts (Hughes et al., 2004). Limited encouragement to do so is provided through legislation. For example, employment law states that alcohol dependence must be managed in the same way as other forms of sickness (allowing the employee time to overcome it; Hughes et al., 2004). Further, employers and employees are required under Health and Safety legislation to maintain a safe working environment. There is however no direct legal requirement to use an alcohol policy. This means that, whilst companies are increasingly using such policies and a number of guidance documents have been produced (Alcohol Concern, 2000; Health@Work, undated), there are wide discrepancies in practice. A number of studies have researched the implementation of alcohol policies (see Box 1). A number of recent employee surveys highlight employee attitudes regarding alcohol and the workplace (see Box 2).

Box 1: Alcohol policies

- A survey of 505 UK Human Resources professionals found that 60% of organisations have rules about the possession of drugs and alcohol on the premises. A similar proportion had a combined policy for drug and alcohol problems and rules about alcohol consumption during work time. The use of the disciplinary procedures was the most common approach for managing alcohol-related problems (CIPD, 2007).
- A sample of 4,000 UK members from the Chartered Management Institute reported that 45% have an alcohol policy. Almost a quarter were fully committed to tackling alcohol in the workplace. However, nearly half indicated that their business only responds when specific problems arise (CMI, 2003).
- A survey of 800 employers in Leeds and Leicestershire revealed that 30% claimed to be operating a formal alcohol policy (Powell, 1994).
- A European survey found limited implementation of policies or regulation of workplace consumption: for example, in France, only the consumption or distribution of spirits is banned in the workplace; and in Belgium, the ban only includes drinks with an alcohol content of over 6% (Alcohol Concern, 2000).

Box 2: Employee attitudes regarding alcohol and the workplace

- A survey of over 2,000 workers revealed that just under a third planned to come in late at some stage in the weeks before Christmas and a fifth would take at least one day off as sick leave. Furthermore, nearly half felt coming into work hungover during the build up to the festive season was acceptable (Teletext Holidays, 2007).
- A Royal & SunAlliance (2006) survey estimated that one in six employees had been under the influence of alcohol at work at least once in the last six months, with two million Britons taking one or more days off sick due to an alcohol-induced illness. Furthermore, 60,000 employers were estimated to attribute the effects of alcohol on up to 10% of absenteeism and workplace underperformance.
- A survey of over 1,000 people found that nearly a quarter (23%) of British employees has an alcoholic drink during their lunch break at least occasionally. Of those who did, four in ten said they would be more tempted to do so in the summer (YouGov, 2007).

In the context of these high levels of harm and to provide further understanding of the relationship between alcohol and the workplace in Liverpool, Health@Work commissioned the Centre for Public Health at Liverpool John Moores University to investigate the impact of alcohol on the workplace and how companies are currently managing it. This information will be used to develop services that are appropriate to the needs of businesses in Liverpool. Thus, the research aimed to provide insight on a number of key topics, including:

- Beliefs surrounding the impacts of alcohol on businesses;
- Use and management of alcohol at corporate and staff events;
- Existence and details of alcohol policies;
- Methods of support currently available; and
- Support needed.

To do this, the research project was split into four parts:

- The employer survey aimed to understand the nature of the impact of alcohol on the workplace, and the nature of the strategies currently being used to tackle alcohol-related harms in the workplace;
- The employer interviews aimed to provide a more in-depth understanding of the situation facing employers in their business by tackling more sensitive issues face to face (such as details regarding specific experiences);
- The employee survey aimed to provide further understanding of the impacts of alcohol on the workplace from an employees' point of view; seeking to understand experiences, motivations, attitudes and awareness of the companies' own strategies; and
- A literature search aimed to identify and report on current interventions that are being implemented elsewhere, which could be used in Liverpool to tackle alcohol-related harms in the workplace.

3. Methodology

3.1. Employer survey

A telephone survey was conducted with businesses in Liverpool. Businesses were identified through Health@Work databases (a list of all businesses with which Health@Work had previously had contact). The list provided detailed information on 1,433 businesses. Duplicates, incomplete records and businesses based outside Liverpool were removed from the database providing a list of 1,193. Of those remaining, 78 did not answer the phone on repeated attempts. Thus researchers spoke with 1,015 businesses, of whom 26.6% (n=302) participated in the study. Because of the database used and the large number of refusals, the survey cannot be said to be representative of all businesses in Liverpool. However, researchers sought to contact a large number of businesses and to do so from a wide range of different sectors, sizes and ages. Further, every effort was made to make the survey as convenient as possible to employers (for example, through providing self completion surveys).

The telephone survey was conducted from November to December 2007 on all days of the week and from 9am to 8pm to maximise convenience for the participants. Researchers telephoned each business to identify the relevant person to complete the survey (such as Human Resources or a senior manager). The study was explained to the participant and the survey was either conducted at the time or a more suitable time was arranged. Key areas of the survey included: how alcohol can impact on businesses; use and management of alcohol at corporate and staff events; whether an alcohol policy exists; methods of support currently available to staff; and support needed (See Appendix 1 for the questionnaire). Data were entered and analysed using the statistical package SPSS version 14.

3.2. Employer interviews

Potential interview participants were recruited from the employer survey (see Section 3.1). Initially, 122 employers agreed to participate and all were contacted by researchers in January to arrange an interview. In total, ten businesses agreed to take part and a meeting was set up with either the company owner or manager. The face-to-face interviews were conducted at the participant's workplace and lasted between 20 minutes and one hour. Key themes included: perceived alcohol use amongst employees; problems experienced due to alcohol; procedures for handling alcohol-related problems; use of an alcohol policy and raising awareness in the organisation; and training needs. Notes from the interviews were themed to examine the full depth of the data.

3.3. Employee survey

Potential companies for involvement were recruited from the employer interviews (see Section 3.2). Participants were asked to distribute a short anonymous survey amongst a number of employees, which could be returned directly to researchers with the pre-paid envelope supplied. These surveys assessed alcohol-related behaviour and attitudes, and knowledge of the policy if in place (see Appendix 2 for the questionnaire). All interview participants (ten) agreed to distribute a small number of surveys amongst staff. Approximately 165 questionnaires were distributed and 62 (37.6%) were received. Data were analysed using the statistical package SPSS version 14.

4. Results

4.1. Employer survey

4.1.1. Business demography

In total, 302 businesses participated in the survey from a wide range of sectors. The largest proportion of participants are in the leisure and hospitality sector (31.1%), with the second highest being from retail based businesses (22.5%; see Figure 1 and Table 1). The average number of employees is 127, although a quarter of all companies (24.8%) have between 11 and 20 workers (see Figure 2). On average, businesses were approximately 21 years old.

On average, 38.0% of employees are male in the companies involved. Industrial businesses have the largest proportion of males with the education sector having the least. Those from an ethnic minority background make up 8.0% of employees on average (they are mainly employed in leisure and hospitality).

4.1.2. Alcohol provision

A quarter (25.8%) of businesses provide alcohol for clients (such as in residential homes, hair salons or offices); of these over half (54.5%) provide alcohol at breakfast, three quarters (74.2%) at lunchtime and 97.7% in the evening (see Figure 3). Overall, employers providing alcohol at breakfast represent 4.0% of all employers, 7.6% do so at lunchtime and 13.9% in the evening. Businesses providing alcohol before the evening were most likely to be pubs, restaurants and hotels.

Nearly a third (32.1%) of employers provide alcohol for staff, the majority of which only do so in the evening. Alcohol is not routinely provided by most businesses but is offered on special occasions such as Christmas (see page 9).

Figure 1: Sector of businesses

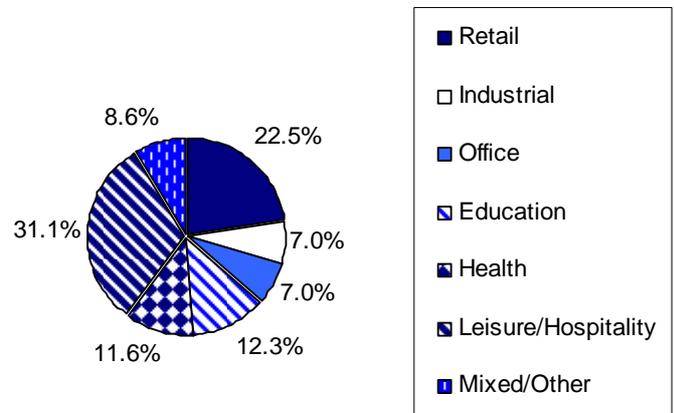


Table 1: Types of businesses included in each sector

Sector	Businesses included
Education	Primary and secondary schools, nurseries.
Health	Nursing homes, chiropodists, vets, pharmacies.
Industrial	Manufacturing, wholesale, engineering, distribution.
Leisure and hospitality	Restaurants, pubs, hotels, theatres, social clubs, cafes and golf clubs.
Office	Offices
Retail	Shops
Mixed or other	Service, transport, charities, translation, social housing.

Figure 2: Number of employees

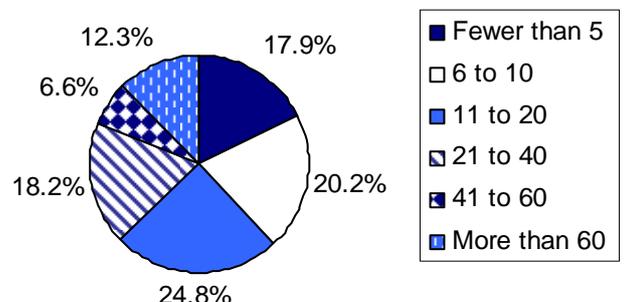
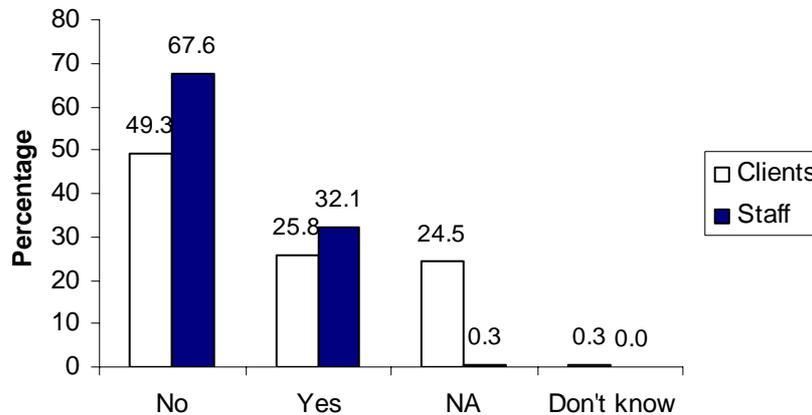


Figure 3: Percentage of businesses providing alcohol to clients and staff



Percentages may not add up due to rounding.

Christmas party plans

Of the 302 businesses involved in the survey, 67.1% said they would be having a Christmas party in 2007. Offices (85.7%) were the most likely to do so with industrial businesses (47.6%) being the least likely. Of those having a Christmas party, the majority (70.2%) specifically stated that their party would involve a meal and nearly all (96.9%) would be held in a location where alcohol would be likely to have been available. However, a range of different party plans were mentioned (see Box 3).

Box 3: Party plans

- Meal
- Getting drunk
- Staff party
- Hiring a bar
- Night out at Goodison
- Comedy club
- Buffet/entertainer
- Elvis tribute night
- Family event with face painters
- Bowling
- Shopping day in York
- Party in Madrid
- Hotel
- Strip club

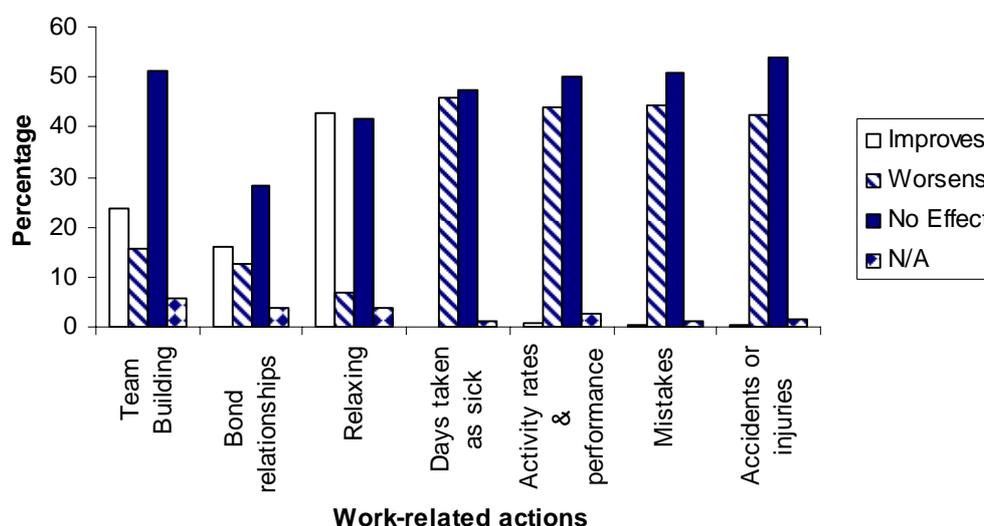
Over half (54.5%) of all employers having a party planned to provide at least some alcohol for the event. This figure is substantially higher than the number of businesses who previously reported providing staff with alcohol (which was 32.1%). Thus in total 46.6% of businesses in Liverpool provide alcohol to staff at least once a year. Businesses most likely to provide alcohol at Christmas are industrial businesses (90.0%) with those in the education sector (34.8%) being the least likely. Businesses whose workforce consists of from 40-60% ethnic minority employees are less likely to provide alcohol at the party.

4.1.3. Effects of alcohol on the workplace

A third of businesses (33.8%) think that alcohol affects their company. The majority of these (86.7%) believe that this effect is negative (28.1% of companies overall). Businesses in leisure and hospitality are the most likely (43.1%) to think that alcohol has any impact (although here over nine in ten think that this effect is positive). Education employers are the least likely (5.9%) to report any effect of alcohol. A third of employers (31.1%) think that alcohol consumed by employees outside working hours affects their company, all of whom think that this effect is negative (thus 31.1% of all companies overall). A similar proportion (35.3%) think that they should be interested in consumption outside work.

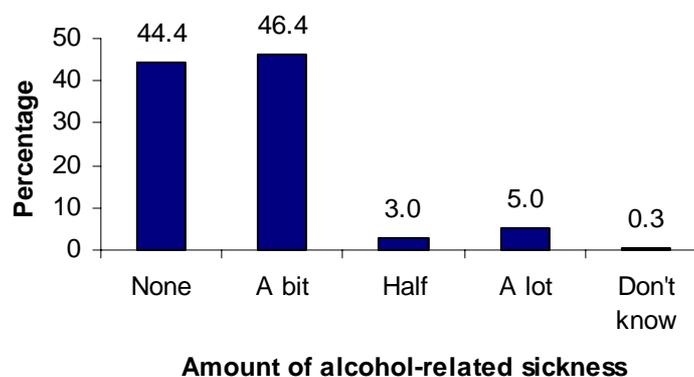
When asked about the effect of alcohol on individual factors, a larger proportion of businesses reported experiencing an effect (see Figure 4). Positive effects are experienced regarding aiding relaxation (42.8%), team building (23.3%) and bonding with clients (16.0%). In contrast, some employers also believe that alcohol can negatively affect these characteristics. Negative impacts are most commonly experienced regarding days taken as sick leave (46.0%), the possibility for mistakes (44.5%), impaired activity rates and performance (44.1%), and the possibility for accidents or injuries (42.5%). However, a large proportion of organisations are not experiencing any effect of alcohol on their business (a small number of businesses said that the impact of alcohol on certain factors is not applicable to their business). When asked about sickness absence specifically, half (55.4%) of businesses think that alcohol contributes to employee sickness absence at least by a small amount (see Figure 5). The education sector are the least likely to report sickness absence (38.8%). Five per cent of employers reported that a lot of employee sickness absence is related to alcohol. These are more likely to be in the health sector (8.6% of whom reported this).

Figure 4: Percentage of businesses where alcohol is impacting on specific factors in their workplace



Please see Appendix 4 for figures relating to this graph.

Figure 5: Percentage of businesses where alcohol affects sickness absence

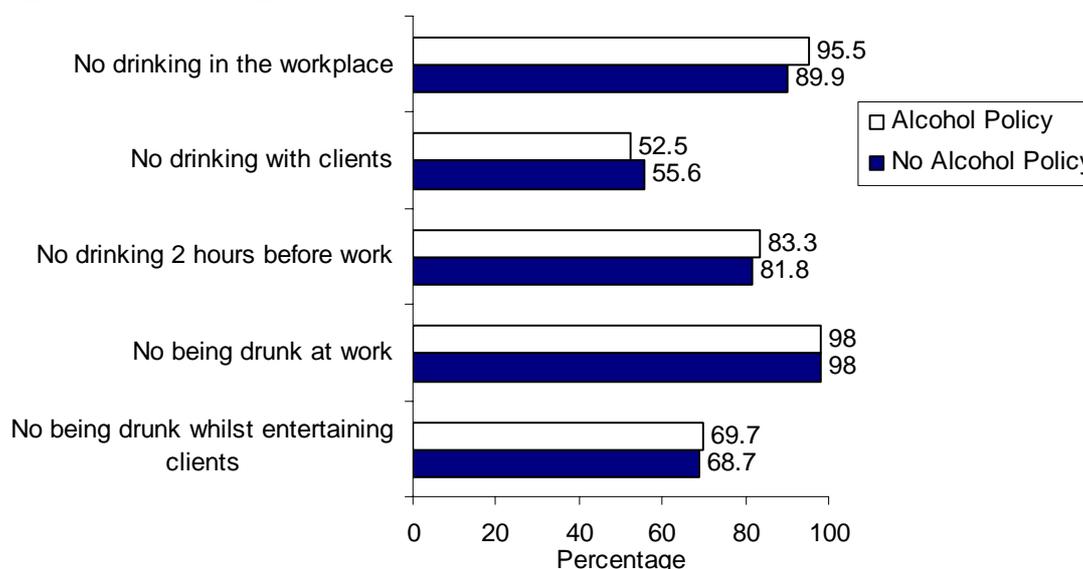


Percentages may not add up due to rounding.

4.1.4. Staff rules

In total, 99.7% (n=296) of businesses have at least one alcohol-related rule (of those rules discussed see Figure 6). The most commonplace rules are regarding consumption and drunkenness in the workplace (see Figure 6). Businesses with an alcohol policy (see Section 4.1.5) are more likely (65.9%) to have all five of the rules discussed than those without an alcohol policy (34.1%). Only a small amount (3.4%) of businesses test employees for alcohol.

Figure 6: Percentage of businesses with alcohol-related rules



Percentages may not add up due to rounding.

Alcohol at work: a disciplinary, health or performance issue?

If an employee repeatedly arrived in work intoxicated, the majority of businesses (88.2%) would treat it either wholly or partially as a disciplinary matter and over half (55.7%) as a breach of health and safety regulations. Those with an alcohol policy would be more likely (93.4%) to discipline an employee than those without a policy (77.6%). More than half (55.4%) of companies would offer the individual support. Health-based employers would be more likely (80.0%) to treat the matter as a health and safety issue than the other sectors.

4.1.5. Alcohol policies

Two thirds of businesses (66.8%) have an alcohol policy. Existence of a policy is related to a number of different factors:

- Businesses in the health sector are most likely to have an alcohol policy (88.6%) with those classed as mixed or other (see Table 1 for definition) being the least likely (48.0%), followed by those in the leisure and hospitality sector (59.8%; see Figure 7).
- A large proportion of businesses within the leisure and hospitality sector (40.2%) and office based organisations (38.1%) do not have an alcohol policy.
- Businesses aged between 5.1 and 10 years are the most likely (79.6%) to have an alcohol policy in place. Those established in the last two years are the least likely to have an alcohol policy (51.2%), but conversely a large proportion (48.7%) of older companies (over 20 years old) do not have one either.

- The presence of an alcohol policy is related to the number of employees: the larger the company the more likely they are to have an alcohol policy (see Figure 8). Nearly all businesses with over 60 employees had an alcohol policy compared with just under half (47.0%) of those with under five employees.

Figure 7: Percentage of businesses with an alcohol policy

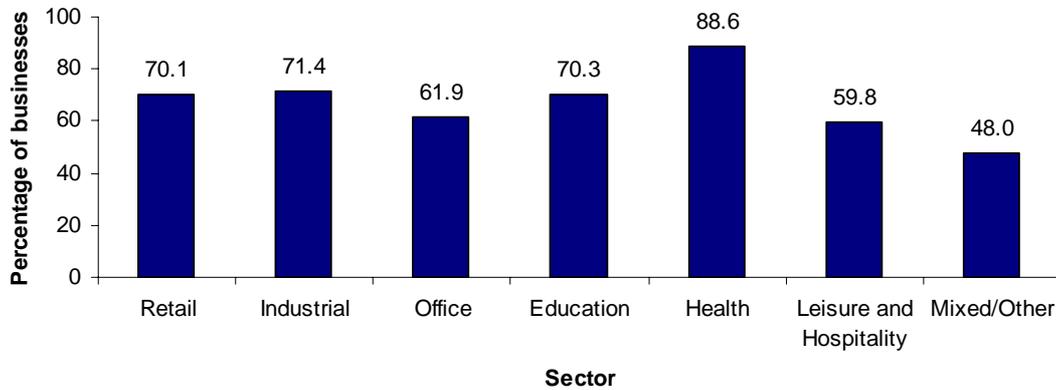
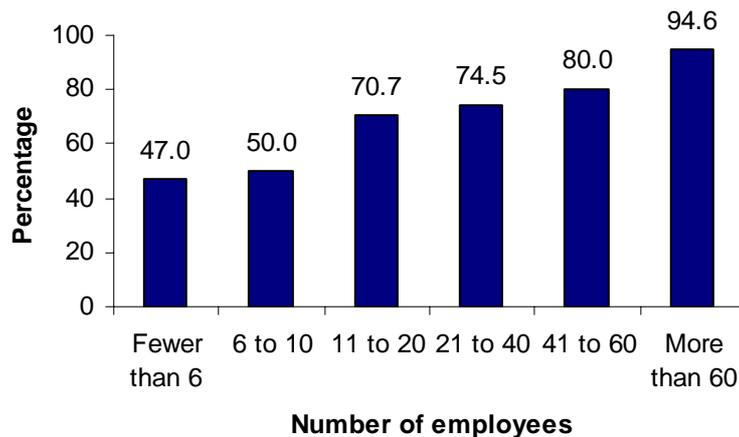


Figure 8: Percentage of businesses with an alcohol policy by size

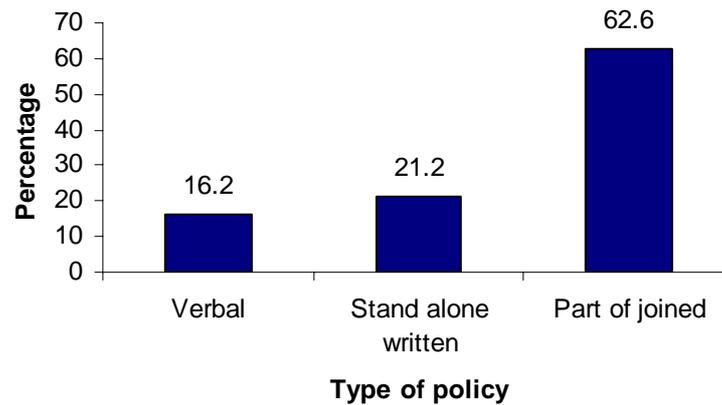


Percentages may not add up due to rounding.

Of those with a policy, nearly two thirds (62.6%) have a joined policy and a fifth have a stand alone written policy (see Figure 9). Businesses in all sectors (except for those classified as mixed or other¹) are more likely to have a joined policy rather than a verbal or a stand alone written alcohol policy.

¹ Half (50.0%) of businesses in the mixed or other category had a stand alone written policy compared with 41.7% with a joined policy.

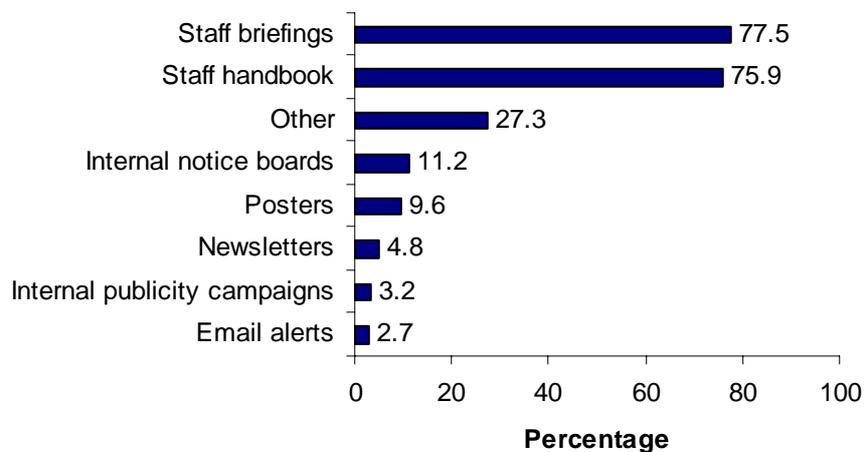
Figure 9: Percentage of businesses with a policy in place



Alcohol policy promotion

Of those businesses with an alcohol policy, nearly all (94.0%) promote it to staff, mainly through staff briefings (77.5%) and the staff handbook (75.9%; see Figure 10). Over a quarter of businesses use other methods of policy promotion these include: during the staff induction, inclusion in a contract, training and courses, and a computer based test after reading the policy. A small number of businesses stated that the policy is common sense and staff know its contents without being told.

Figure 10: Methods of alcohol policy promotion



Usefulness of alcohol policy

Three quarters (75.5%) of businesses think an alcohol policy is useful if they have one already or think it would be useful if they put one in place. Those with an alcohol policy are much more likely to perceive an alcohol policy to be beneficial (85.3%) than businesses who do not (14.7%; Figure 11). Business size is linked with the perceived usefulness of an alcohol policy with larger businesses much more likely to think a policy is, or would be useful (see Figure 12). All businesses with over 60 employees feel that a policy is, or would be useful.

The type of policy held by a business does not affect its perceived usefulness. Although very small numbers are involved and caution should be applied, those businesses reporting that a lot of employee sickness absence is related to alcohol

are more likely (93.3%) to think that a policy is useful compared with 64.4% of businesses not reporting alcohol-related sickness.

Figure 11: Percentage of businesses perceiving an alcohol policy was or would be useful

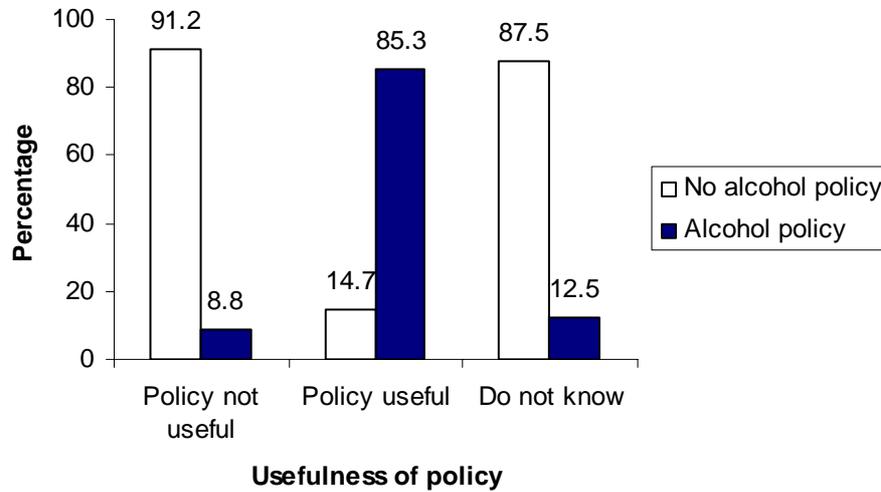
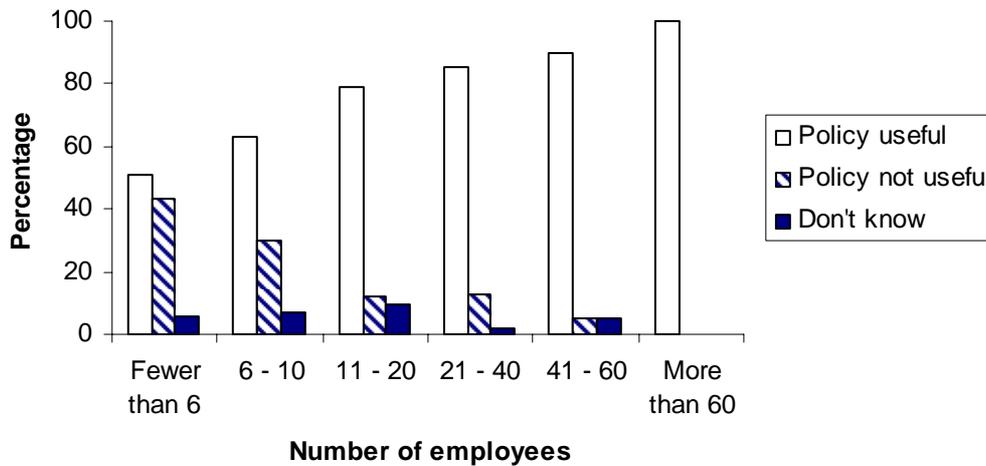


Figure 12: Percentage of businesses perceiving an alcohol policy as useful by size



Please see Appendix 5 for the figures related to this graph.

4.1.6. Support provided

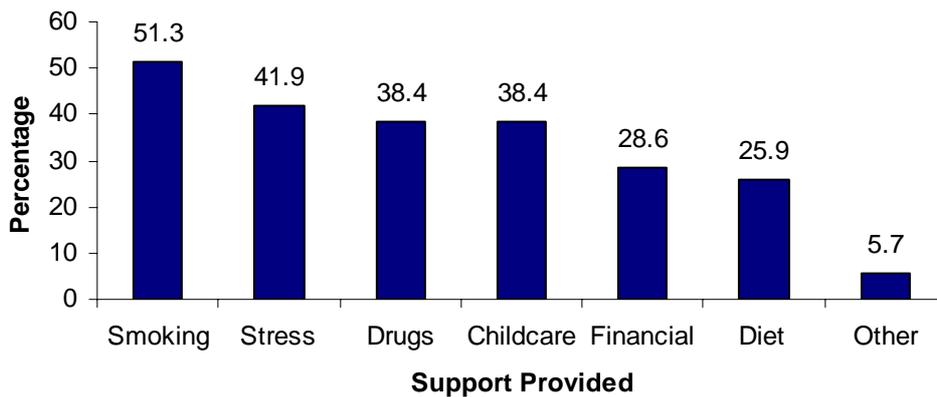
Participating businesses provide a number of different types of support to employees:

- Nearly two thirds (62.3%) provide at least one form of support to employees regarding alcohol. The most common forms are advice (47.3%), counselling (26.8%) and referral (25.5%) to specialist services (see Appendix 6). Those with alcohol policies and with written stand alone policies are more likely to do so (76.1% and 78.6% respectively). Offices are the most likely to provide support with over three quarters (76.2%) offering at least one form compared with 57.4% of those in leisure and hospitality. Whether support is offered is related to business size: nearly nine in ten (89.2%) organisations with more

than 60 employees provide at least one form of support compared with half of businesses with fewer than six employees.

- Nearly a third (32.7%) train staff to recognise the signs of alcohol problems (36.9% of those with a policy, 24.2% of those without).
- Businesses provide support for staff in other areas too. This is mostly for smoking (51.3%) and stress (41.9%; see Figure 13 and Appendix 7). Other types of support reported by employers include: health insurance and a staff helpline, and support mechanisms addressing bullying and bereavement.

Figure 13: Other types of support provided by businesses to employees



4.1.7. Advice for businesses

Nearly all businesses are aware of at least one alcohol-related support service of those mentioned. Nearly all recognise Alcoholics Anonymous (97.6%; see Figure 14) but the majority are unaware of Addaction (14.9%) and Lifestyles Clinics (34.1%). However, if employers need to speak to someone about an alcohol-related issue in their workplace, over half of businesses would do so internally (see Table 2). Importantly, 13.2% of businesses (n = 40) would not know who to contact.

Figure 14: Businesses knowledge of alcohol-related support services

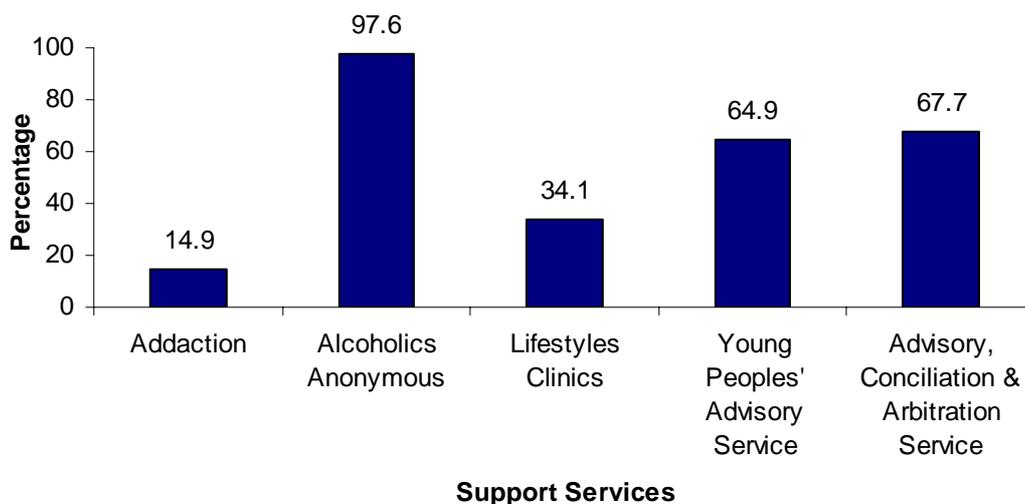


Table 2: Organisations that businesses would contact for advice on alcohol

Contact	Number of businesses	Percentage of businesses
Internal	167	55.3%
Don't know	40	13.2%
Health organisation	30	9.9%
Other	27	8.6%
Businesses Advisory e.g. FSB	25	8.3%
Charity or alcohol treatment services	15	5.0%
Local council	6	1.9%
No one	4	1.3%

Businesses could select multiple organisations.

In total, 36.6% of businesses think that adequate support is available for alcohol-related issues in the workplace; however a quarter (25.8%) think support is inadequate. When asked who should provide this support, nearly a third of all businesses think that it should come from the government and a further fifth think businesses should handle it internally (see Table 3). A large proportion (20.5%) do not know.

Table 3: Organisations that businesses thought should provide alcohol-related support

Contact	Number of businesses	Percentage of businesses
Government	95	31.5%
Internal	66	21.9%
Don't know	62	20.5%
Health organisation	37	12.3%
Council	24	7.9%
Charity or alcohol treatment services	16	5.3%
Other	13	4.3%
Business Advisory e.g. FSB	14	4.6%
Alcohol industry	6	2.0%

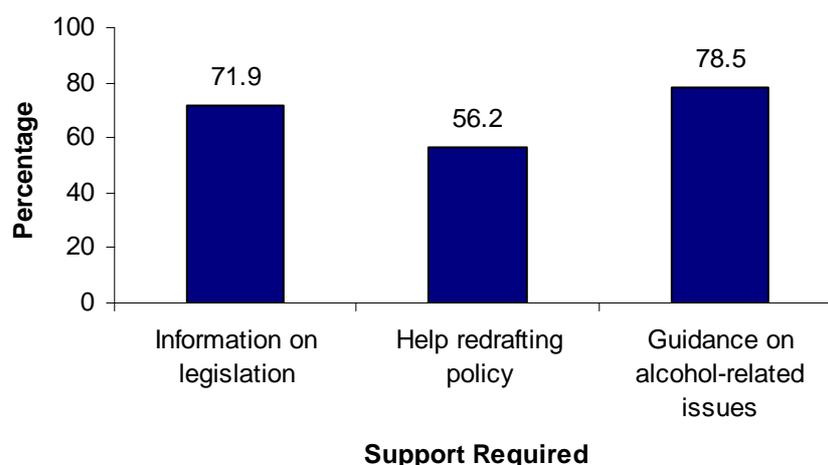
Businesses could select multiple organisations.

4.1.8. Development of policy

Nearly a quarter of businesses (22.6%) want to develop or redevelop their alcohol policy especially those in leisure and hospitality (35.8%; who were less likely to have a policy than other sectors) and those with a joined policy already in place (55.1%). Over a third (35.1%) of larger companies (over 60 employees) reported wanting help with a policy. A large proportion (18.2%) of participants do not know if they want to develop or redevelop an alcohol policy. When asked specifically about particular areas where guidance could be provided, 40.6% of participants suggested one or more areas where this could be the case (nearly double the amount who reported wanting to develop or redevelop their policy)². Of these, over three quarters (78.5%) would like guidance on alcohol-related issues (see Figure 15).

² For a small number of participants, this question was not relevant if such issues were dealt with centrally or by a specific department in the business.

Figure 15: Percentage of businesses who thought guidance would be useful (of those who suggested one or more areas where guidance would be useful)



4.2. Employer interviews

In total, ten interviews were conducted with business representatives (either the company owner or manager) involved in the survey. Although the information provided by the interviews is extremely valuable (it provides a more in-depth understanding of the situation), the numbers involved in this section were very low. Thus, caution should be used when using the information supplied. However, a cross section of businesses varying in sector³, size (fewer than ten employees to over 100) and the proportion of male staff members (0% to 100%) were included.⁴ In this way, it is hoped that the information provided is balanced.

4.2.1. Effects of alcohol on the workplace

Half (five) of businesses reported an effect of alcohol on the workplace, and all think this is negative. The most common negative effects reported are sickness absence and hangovers (particularly on Monday mornings or if local football teams had been playing the night before). Those who reported an impact stated that it is usually the same one or two employees who are affected and alcohol is therefore not regarded as a major issue. However, one participant emphasised that one employee's lack of productivity can impact on other staff members who may then feel the burden of making up the work. Of those where no effect was reported, this is mainly because of the nature of the job (intoxicated employees would be either a danger to themselves or other people). However, the effects of alcohol may be under-reported. This is because:

- Six interviewees are aware that a number of employees drink heavily outside work but because they have never presented themselves in an inappropriate way, this is not perceived as having an impact.
- All participants agree that alcohol-related problems amongst staff are hard to identify and suspicions are extremely hard to prove. As such, those businesses who reported no affect may be affected but may be unaware of it; a fact that a number of the interviewees highlighted themselves.
- Employers may be unwilling to report a negative impact. One interviewee stated that in the phone survey they had reported no alcohol-related problems

³ Researchers spoke to representatives from, for example, a school, a vet, an office, a manufacturing company.

⁴ All businesses had less than two employees from an ethnic minority group.

because they did not feel comfortable talking about such issues on the phone but they reported such issues to the interviewer.

4.2.2. Alcohol consumption and socialising among employees

All interviewees reported that the vast majority of their employees drink alcohol. The majority (eight) think their staff drink in moderation but four stated that a small number of employees drink noticeably more. These are generally younger employees with no family commitments. However, most are unaware of exact quantities consumed by staff because it has never impacted on their work and because managers cannot know what staff do in their own time. Although employers perceive staff to have relatively low levels of alcohol consumption, they also think that staff may use alcohol as a way to unwind at the end of the day.

All participants reported that staff socialise together outside work with varying degrees of regularity from yearly at Christmas to at least weekly. Of those interviewed, six companies provide alcohol to staff at least yearly (such as for the Christmas party). However, a number of companies moderate their provision (see Table 4). Those who stated that staff socialise together more frequently (three) reported a positive effect on team building although alcohol is not seen as beneficial and is not used for team building.

Table 4: Alcohol provision to staff

Company	Staff events held	Level of alcohol provision	Provision at least yearly
One	Christmas party	Alcohol provision is moderated (a glass of wine each).	✓
Two	Christmas party, training courses	Alcohol used to be provided but not now due to increased responsibility placed on employers.	
Three	Christmas party	Alcohol is provided by the company and clients	✓
Four	Christmas party and lunch with clients	All alcohol is provided to staff at the Christmas party. Alcohol is provided to clients whilst on business lunches.	✓
Five	Christmas party and training courses	Until last year, alcohol was provided at every company event. This stopped after a number of related accidents occurred.	
Six	Christmas party	Alcohol provision is moderated (maximum amount of money placed behind the bar).	✓
Seven	None	None	
Eight	Christmas party and staff nights out	A couple of bottles of wine are provided between staff for the Christmas party but not for any other staff nights out.	✓
Nine	Christmas party	No alcohol is provided. Staff are given money towards their meal.	
Ten	Christmas party	Alcohol provision is moderated (wine on tables).	✓

Company numbers have been randomly allocated.

The majority of participants (seven) stated that employees do not drink alcohol at lunchtime unless it is a special occasion where only a small amount would be consumed (e.g. one drink). This low level of lunch time drinking is because a number of interviewees (six) stressed that this would be extremely dangerous for both the individual and for others due to the nature of the job.

4.2.3. Employer responsibility

Six interviewees realised that the company would be liable if alcohol is provided at an event and an employee is subsequently involved in an alcohol-related incident.⁵ In fact, one business has stopped providing alcohol due to this (see Table 4). A second employer does not invite employees under 18 years to the Christmas party so that they are not liable for underage drinking. However, for some, this responsibility is seen as being not applicable either because they do not supply alcohol or because only small amounts are offered. In addition to company provision of alcohol, staff can also buy alcohol themselves at company events (as for example the majority of Christmas parties are held in a location where alcohol is available; see Section 4.1.2). All interviewees think that it is difficult to tell employees how much to drink and when to stop at social events. However, it is generally felt that culturally, individuals are no longer held responsible for their own actions.

4.2.4. Alcohol rules and policies

The majority of employers (seven) do not have a written alcohol policy (see Table 5). This is mainly because alcohol is not currently a major issue in their workplace. However, eight employers at least have a disciplinary code which could incorporate alcohol issues (e.g. an intoxicated employee would not be fit for work and would violate the disciplinary code). Further, some employers use rules instead:

- Four participants do not allow any alcohol on the premises.
- Six interviewees do not have specific rules surrounding lunch time drinking but this was something that staff tend not to do anyway.
- No interviewees have rules surrounding drinking in employees' own time as all believed that staff actions in their free time is not their concern unless it affected their work.

Table 5: Presence and promotion of alcohol policy and rules

Company	Presence of alcohol policy or rules	Promotion of policy or rules
One	Generic disciplinary code (not alcohol specific).	The rules are in all contracts.
Two	They follow the generic umbrella organisation's alcohol policy.	All staff have a copy. New additions are circulated in staff meetings.
Three	Stand alone written alcohol policy.	Policy is in the staff handbook.
Four	Stand alone written alcohol policy.	A summarised version is in the staff handbook (disseminated on induction). A full copy is available from Human Resources.
Five	No alcohol policy but are looking to develop one.	N/A
Six	No alcohol policy but are looking to develop one.	N/A
Seven	Combined drugs and alcohol policy.	Employees have their own booklet summarising the policy. Posters are also used.
Eight	Generic disciplinary code (not alcohol specific).	All staff have a copy.
Nine	Generic disciplinary code (not alcohol specific).	Employees are aware of what is acceptable.
Ten	Health and Safety policy incorporates alcohol.	Employees are aware of what is acceptable.

Company numbers have been randomly allocated.

⁵ Two are unsure and two are certain that they could not be legally accountable.

All participants with either an alcohol policy or rules stated that staff are aware of the policy/rules (see Table 5) and that it is not important to frequently remind them of this. However, one interviewee noted that it was unlikely that employees know the specifics of the alcohol policy. One business has recently introduced random drug and alcohol testing, which was introduced to tackle large numbers of employees arriving into work still intoxicated from the night before.

4.2.5. Experiences of alcohol-related problems and actions taken

Seven participants have experienced at least one alcohol-related issue with employees (see Table 6). Only one employer has dismissed an employee directly because of alcohol; instead support is normally offered.

Table 6: Experience of managing alcohol-related issues in the workplace for those who have experienced an alcohol-issue

Company	Scenario	Action-taken
One	An employee admitted having a problem after it was smelt on their breath.	Paid support was offered from the employee's preferred counsellor.
Two	The employee confided to the manager about their alcohol problem.	Employee was given time off and was provided with counselling.
Three	Two employees came into work intoxicated after lunchtime drinking.	Both employees were dismissed.
Four	Alcohol was smelt on an employee by staff.	Employee was given advice and time to resolve the problem.
Five	An employee came into work still intoxicated following a big football match the night before. A second employee repeatedly arrived in work late on Monday mornings or not at all, particularly following football matches the night before.	The first employee was sent home and was told to take a day's holiday. The second is now on their final written warning.
Six	An employee drank at lunchtime and could not drive in the afternoon due to being over the legal limit. A second employee admitted to having an alcohol problem (linked to their depression).	The first employee was suspended under Health and Safety regulations. The second is receiving counselling.
Seven	It is suspected that one employee drinks heavily outside of work and this may be affecting attendance.	None until work is affected.

Company numbers have been randomly allocated.

4.2.6. Promotion of sensible drinking

The majority of interviewees do not promote sensible drinking mainly because alcohol is not seen as having a significant impact on the workplace for it to be worthwhile. However, one did report participating in a campaign at Christmas encouraging sensible drinking and another circulated alcohol-related information received from Health@Work. Participants generally feel that although they do not promote sensible drinking, they do not encourage staff to drink. This is mostly in reference to the Christmas party and other staff social events where alcohol is either not provided at all or it is only provided in relatively small quantities.

4.2.7. Further training and information

None of the interviewees have previously contacted an external body for alcohol-related information mainly because alcohol has never been an issue before or because they feel their business is fully equipped to deal with any such problems (a large number of survey participants would seek support internally if alcohol-related advice was needed; see Section 4.1.7). Suggested potential points of contact include the local council, the Health and Safety Executive and the yellow pages. A number of employers would like additional training and information in case it is needed but are unaware of where to obtain this at no cost. Other initiatives suggested by employers, which could be used for tackling alcohol problems in the workplace, include:

- A definitive poster highlighting safe limits;
- Training and support;
- Information to have alongside the policy on the health damages of alcohol;
- A poster with shocking alcohol figures to educate and raise awareness;
- A referral contact in the NHS to make it easier to locate the right sort of help;
- A poster or leaflets for staff detailing who to contact if they have an alcohol-related problem. This would assure anonymity and the employee could deal with the problem themselves without involving the employer.

However, two participants specifically stated that they would not like to see anything else implemented, and that there is enough in place to manage such a problem.

4.3. Employee survey

In total, 62 employees completed and returned the employee survey. Caution must be used when interpreting the data because low numbers are involved, employees were from a small number of businesses (ten) and because sampling techniques may lead to bias in the types of respondents involved. For example, those employees completing and returning the surveys may be those who are less likely to be experiencing alcohol problems. However, the survey provides a very valuable insight into alcohol's affects on the workplace from an employee's perspective.

Three quarters of participants (74.2%) are female with an overall average age of 37.3 years (ranging from 17 to 63 years). The majority (73.8%) describe themselves as Christian and the majority (88.7%) describe themselves as White British. When describing their workplaces:

- Employees work in a range of sectors including a school, a vet, a wholesalers and an office;
- Over half (56.5%) have worked at their company for over five years;
- Nearly half of participants (45.2%) work between 31 and 40 hours a week and a third (33.9%) worked over 40 hours a week; and
- Over half (58.1%) use machinery at least occasionally and just over half (53.2%) drive at least occasionally for work.

4.3.1. Alcohol use and behaviour

Nine in ten participants (91.9%) drink alcohol. When asked about consumption at work, very low numbers reported drinking or being drunk at work, buying alcohol for clients or staff, or drinking two hours before work. However, whilst very few drink alcohol at lunch on a work day (at least occasionally); a higher proportion (19.0%) reported arriving in work at least once in the last two weeks with a hangover. These individuals are much more likely to be male and aged under 35 years (however the number of males involved in the survey was very small). When asked about experiences of alcohol-related harm in the last year:

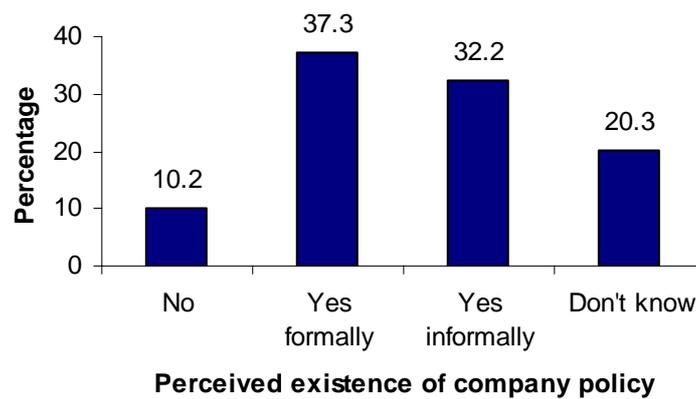
- 15.3% were late to work in the last year due to alcohol, with a higher proportion of males reporting this;

- Very low numbers reported being sick in at work, making a mistake at work or taking sick leave due to alcohol in the last year; and
- No employees had had an accident at work in the last year due to alcohol.

4.3.2. Knowledge of company policies

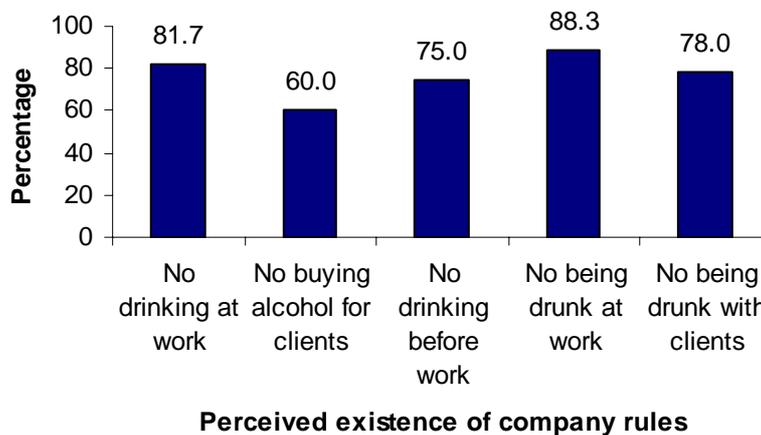
Nearly two thirds of employees think that their company has an alcohol policy either formally or informally but a fifth do not know (see Figure 16). When asked about the presence of company rules, participants are most likely to report that they are not allowed to be drunk at work (88.3%; see Figure 17).

Figure 16: Percentage of employees perceiving the company to have an alcohol policy



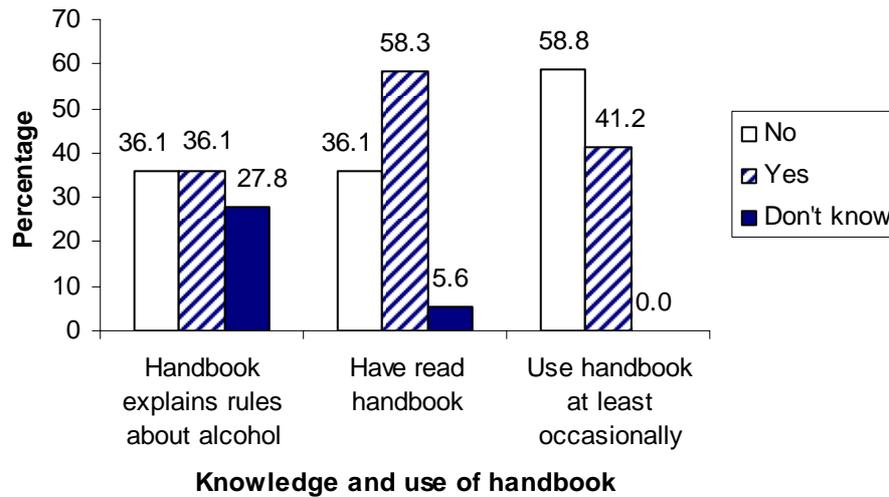
Percentages may not add up due to rounding.

Figure 17: Percentage of employees perceiving the company to have alcohol-related rules



The employer survey shows that one of the most popular methods of promoting an alcohol policy is through the staff handbook (see Section 4.1.5). However, a quarter of employees (24.6%) do not know if their company has a handbook and even amongst those who are aware of one existing (59.0%), knowledge surrounding the handbook and use of it is relatively low (see Figure 18). Further, in a small number of cases, individuals in the same company responded differently to whether a handbook exists.

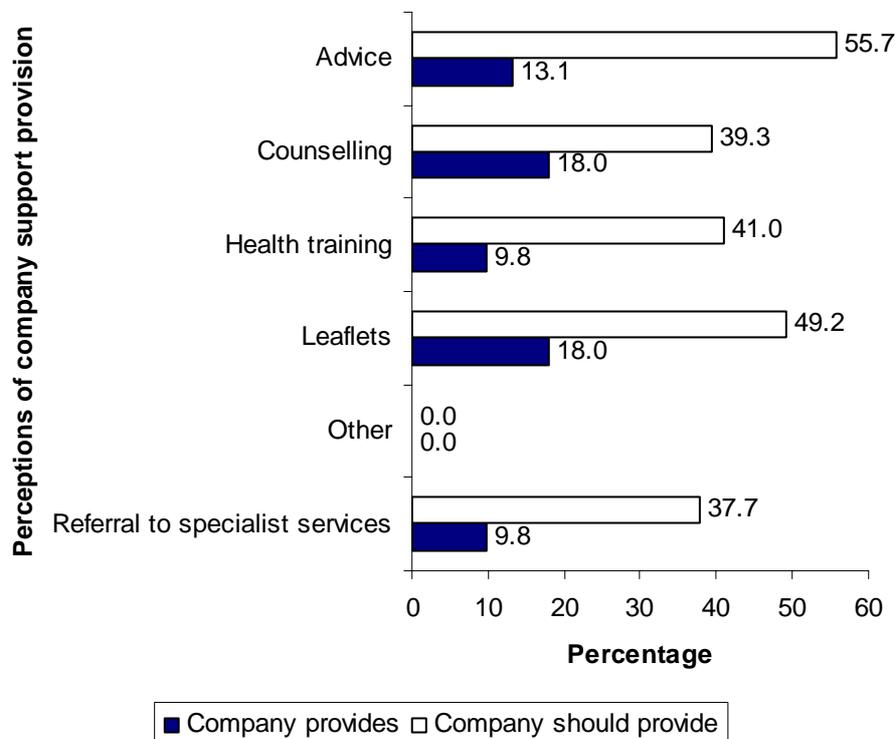
Figure 18: Knowledge and use of company handbook amongst those who reported that such a handbook existed in their company



4.3.3. Company support

In total, 23.0% of participants reported that their company provides at least one form of support for employees of those discussed. The most commonplace methods reported were counselling and leaflets (see Figure 19). However, much larger proportions think that their company should provide these interventions (67.2% think companies should provide at least one). None suggested any other support mechanisms either that exist already or that could be implemented.

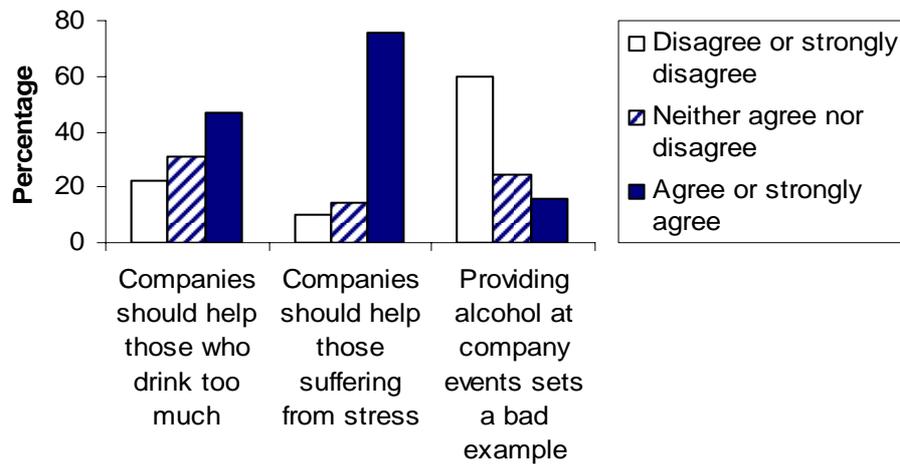
Figure 19: Perception of company support provision and of the support mechanisms that companies should provide



4.3.4. Attitudes surrounding alcohol

Employees were asked whether they agreed or disagreed with a list of 17 statements addressing a variety of different topics. This section highlights participants' responses to those statements. Three quarters (75.4%) of employees believe that companies should provide help for those suffering from stress but much fewer (46.8%) believe that they should do so for those who drink too much (see Figure 20). Six in ten think that providing alcohol at company events sets a bad example to staff.

Figure 20: Employee beliefs surrounding company actions

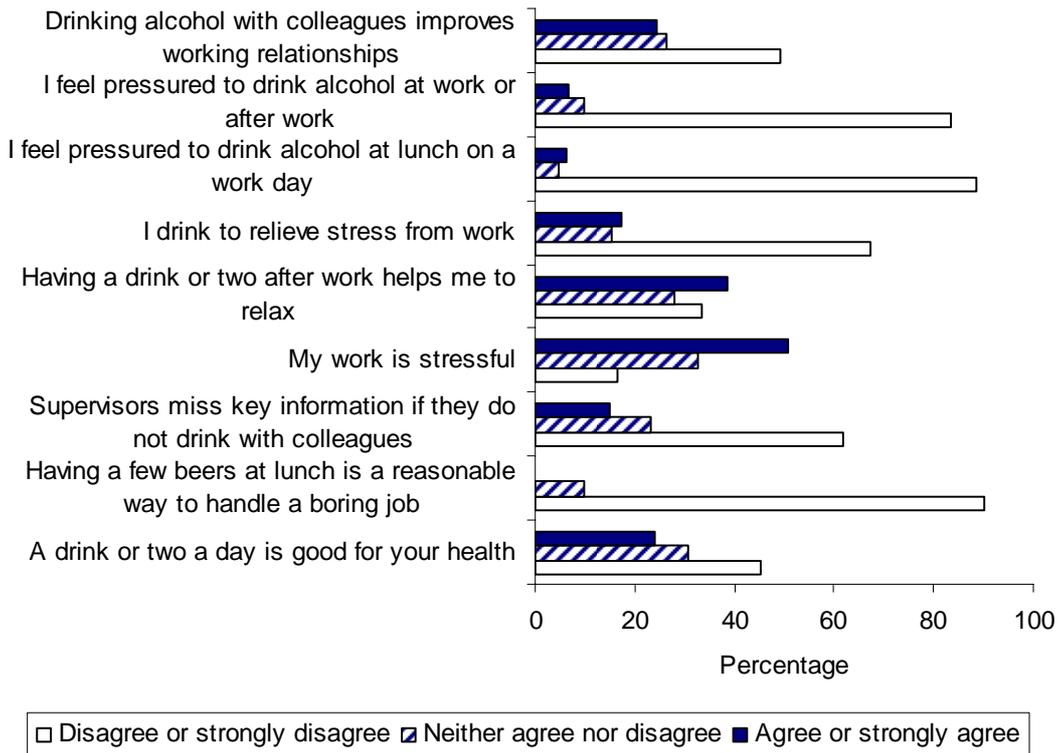


Please see Appendix 8 for the figures relating to this graph.

Although few employees feel pressured into drinking in or around work, over a third (38.6%) agree that “Having a drink or two after work helps me to relax”, and half (50.9%) believe their work is stressful (see Figure 21), supporting employer beliefs on how employees use alcohol (see Section 4.2.2). Other findings from the statements show:

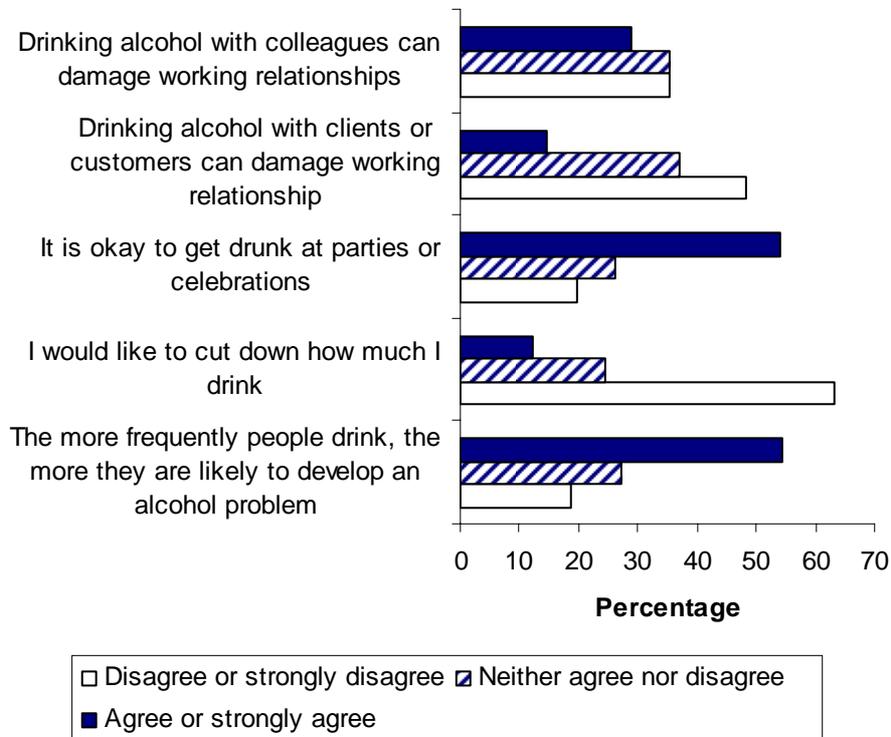
- Participants are more likely to see alcohol as having a damaging effect on relationships with colleagues than relationships with customers or clients (see Figure 22);
- Over half (54.1%) believe it is okay to get drunk at parties and celebrations; and
- 12.3% of employees would like to reduce their alcohol consumption.

Figure 21: Motivations for drinking alcohol



Please see Appendix 8 for the figures relating to this graph.

Figure 22: Potential for alcohol-related problems



Please see Appendix 8 for the figures relating to this graph.

5. Effectiveness of workplace interventions

5.1. Alcohol policies

There is a general presumption that workplace health policies are beneficial because they facilitate planning, support decision making, and help to enable performance evaluation (Dussault and Dubois, 2003). They can also reduce the risk of accidents or injuries, secure against potential compensation claims, implement procedures for successfully managing alcohol-related problems, identify support mechanisms and raise awareness (Health@Work, undated). Smoking policies have helped to reduce smoking prevalence amongst employees by 10-14%, even among groups with high smoking prevalence (Evans et al., 1999; Farrelly et al., 1999). However, few studies have evaluated the impact of alcohol policies on staff and productivity. Box 4 describes Manchester City Council's alcohol policy and the effects so far witnessed.

Box 4: Case study of Manchester City Council (IAS, 2007)

Key points about Manchester City Council's alcohol policy include:

- It seeks to: inform staff of alcohol-related harms; offer support for employees to look for help at an early stage; provide help where needed; be sympathetic; and not encourage excessive consumption at any council functions or events.
- If employees with suspected problems refuse treatment, their work is monitored, and disciplinary procedures are sought if necessary.
- Six counselling sessions are available in-house, with referral available to local services if necessary.
- The council guarantees that employees will be able to return to their position after treatment, unless the nature of the job contributed to the problem (in which case, the council will re-assign them). Staff are then monitored for a year.
- The employee is guaranteed confidentiality.
- All new employees are given a health screen by the occupational nurse. Here, they complete a questionnaire on alcohol consumption.
- Each employee receives a copy of the policy and a leaflet on drinking.
- Line managers are trained to identify problem drinkers (via poor performance, sickness or disciplinary problems) and on support available.

The policy has not been evaluated. However, in the last two years, 50 employees have undergone treatment, with 35 remaining in the council's employment.

Elsewhere, workplace culture and norms have been shown to have the potential to influence drinking behaviours both at work and beyond the workplace, and that this can be encouraged further by the use of a workplace policy. Barrientos-Gutiérrez et al., (2007) found that in environments where drinking is discouraged, workers are 45% less likely to be heavy drinkers, 54% less likely to be frequent drinkers, and 69% less likely to drink at work than their counterparts in workplaces with the most relaxed attitudes toward drinking. Furthermore, permissive drinking norms have been found to be the strongest predictor of employee problem drinking (Bacharach et al., 2002).

A workplace's tolerance of drinking may also be partly influenced by the gender mix of its workers. Studies of male dominated occupations have described heavy drinking cultures in which workers use drinking to build solidarity and show conformity to the group (Trice, 1992; Sonnenstuhl, 1996). Some male-dominated occupations

therefore tend to have high rates of heavy drinking and alcohol-related problems (Hoffman et al. 1997; Mandell et al. 1992).

Guidelines show how policies can be developed to maximise effect, with suggestions including:

- To consult fully with staff (ADCA, 2003; Health@Work, undated), management and union leaders to avoid confusion (Ames et al., 1992);
- To link alcohol policies with health and safety guidelines to prevent confusion or inconsistency (ADCA, 2003);
- To promote the policy to employees (Health@Work, undated); and
- To monitor and review the policy (Health@Work, undated).

5.2. Other interventions

There is no single effective approach that is suitable for all workplaces (ADCA, 2003; London Drug Policy Forum, 2007). However, a wide range of interventions have been implemented both in the UK and internationally (see Table 7). The most successful programmes are found in companies where programmes are fully integrated into company management and are aligned with company goals and strategies (De Greef and Van den Broek, 2004). Such programmes can help companies perform better and achieve their own objectives, for example for every £1 spent on workplace health programmes, £3-£8 can be saved (Lowe, 2003).

Table 7: Workplace interventions

Intervention	Description	Potential impact
Alcohol testing	Alcohol testing can prove whether employees are under the influence of substances whilst at work. Tests can be used when employers suspect alcohol use amongst employees (and need evidence to prove it) or after an accident in the workplace (and need to provide evidence to identify whether alcohol was involved).	In America, such tests are mandatory for those working in the transport industry (Roman and Blum, 2002). However, they can raise a number of human rights, privacy and ethical concerns. Unions are particularly concerned by tests (IAS, 2007). Further, testing may not identify a hangover (which could impact on the workplace) if they no longer have any alcohol in their bloodstream (Weise et al., 2000).
Brief interventions at work	These can use a wide variety of different methods to reduce consumption and related harm including motivational interviewing. They are not recommended for harmful drinkers.	In Sweden, brief interventions were offered to employees (98.2% or 327 participated; Hermansson et al., 1998). A fifth (21%, n=68) screened positive for excessive consumption. A third of these contacted the occupational health service about their alcohol use. Also, motivational interviewing in America helped problem drinkers reduce consumption and related harms after six months (Anderson and Larimer, 2002).
Drug-free workplace programmes	These are multi-faceted and include: a policy describing the employer's expectations about alcohol and drug use; an Employee Assistance Programme (EAP); and drug testing.	In the US, these programmes reduced injuries at work between 1994 and 2000 for manufacturing, services and particularly construction (Wickizer, 2004).
Employee Assistance Programmes	These aim to identify and address employees' personal problems (such as health, financial etc) that may be impacting on productivity and lead to loss of employment. EAPs may be used to provide employees with counselling, support or referral.	EAPs are cost effective (Blum and Roman, 1995) and a number of studies highlight their value in returning employees with alcohol problems to effective performance (see Roman and Blum, 2002). For example, workers who were referred to the EAP for risky alcohol use in America were assigned to either in-treatment, compulsory attendance at Alcoholics Anonymous meetings (or a choice). All three groups reduced their alcohol use and improved their job performance two years later (Walsh et al., 1991).
EAP complimentary programmes	Some companies offer such programmes to educate employees about the potential effects of drinking and to encourage seeking help from an EAP when needed.	Education should provide information on the potentially adverse effects of drinking on the workplace (Mangione et al., 1999). However, information-only interventions are not always effective (ADCA, 2003; Jones et al., 2007).

Intervention	Description	Potential impact
Health management system	In Germany, Volkswagen has established a health management system involving modules such as work design, employee participation and information / communication (De Greef and Van den Broek, 2004). Supplementary modules of health coaching and counselling can also be chosen. About €130 per employee is invested.	Results included (De Greef and Van den Broek, 2004): <ul style="list-style-type: none"> • The number of industrial accidents decreased from 13.8% in 1988 to 10.7% in 1999 per one million hours worked. • The therapeutic measures for 25 alcoholic employees led to their absenteeism falling from 1,420 to 351 days per year.
Health promotion - 1	In America, a social health promotion programme aimed at improving work climate and alcohol outcomes consisted of either an 8-hour workplace social health promotion programme (providing skills in peer referral, team building and stress management) or 4-hour informational training (Bennett et al., 2004).	Those in the health promotion group reported a reduction in problem drinking from 20% to 11% between 1992 and 1999 and working with or missing work because of a hangover from 16% to 6%. Those in the information group saw a reduction in problem drinking from 18% to 10% (Bennett et al., 2004).
Health promotion - 2	In Germany, a workplace health promotion programme dealing with alcohol, smoking, nutrition and exercise was established.	This programme resulted in a reduction in absenteeism over four years, and halved the number of accidents over ten years (De Greef and Van den Broek, 2004).
Helpline	The Sick Doctors Trust runs a helpline for doctors suffering from stress and substance misuse (Sick Doctors Trust, 2006).	The helpline receives an average of 20 phone calls a month (Sick Doctors Trust, 2006). The Trust use adverts in the medical press to raise awareness of their services.
Lawyers Assistance Programme	To combat the high alcohol-related mortality rate amongst lawyers, this programme has been launched (Ganz, 2008). It consists of a helpline and treatment centre.	It is too early to evaluate the impact of this intervention.
Project WISE	This is a substance use prevention programme offering substance misuse awareness training, information on how to reduce risky drinking and brief counselling to employees.	This was established at a large managed care organisation in America and it increased the EAP referrals after 22 months (partly because supervisors were more able to recognise the signs of related problems; Lapham et al., 2003). However, rates of binge drinking, job loss, and injury were not affected.
Peer intervention programmes	Employee education programs can be used to help peers suggest assistance to each other as co-workers may notice the impact on job performance before supervisors.	Little is known about its impact because of confidentiality (Roman and Blum, 2002). However, such programmes can be highly effective amongst union-based employees (Bacharach et al., 1994, Bamberger and Sonnenstuhl, 1995)
Screening	At Manchester City Council, all new employees are given a pre-employment health screen by the occupational nurse (IAS, 2007). Within this, employees complete a questionnaire on alcohol consumption.	Screening makes up one part of Manchester City Council's policy (IAS, 2007). However, there has been no formal evaluation either of the impacts of screening or on the policy generally (see Box 3).

6. Discussion

This study was divided into four stages: employer survey, employer interviews, employee survey and a review of the effectiveness of alcohol policies and interventions. The key findings from these stages are discussed by topic under the following headings: alcohol consumption, alcohol provision, effects of alcohol on the workplace, alcohol policies, workplace culture and support provided. Finally, recommendations drawn from the findings are presented.

6.1. Alcohol consumption

The majority of employees working in the participating organisations drink alcohol (91.9% of employees reported doing so). Employers feel that most employees do not drink to excess or are not thought to do so unless it is a special occasion (for example, after a football match). However, although employers may know when excessive consumption may occur, it is difficult for them to be aware of the exact levels of alcohol consumption amongst staff outside of work. In fact, 12.3% of employees would like to cut down their alcohol consumption.

6.2. Alcohol provision

Nearly half (46.6%) of businesses in Liverpool provide alcohol to staff at least once a year. This is most likely to be for special occasions such as the staff Christmas party. Although such provision is often moderated, employers are still responsible for any incidents arising that result from this provision (for example, see The Guardian, 2003). A number of interviewees were unaware of this and it was generally felt that culturally, individuals were no longer held responsible for their own actions. The majority of interviewees reported that they do not encourage staff to drink alcohol, however overall only a very small number of employers reported Christmas plans for staff which did not involve alcohol in the survey (3.1%). It is vital that employers review their practice in settings where alcohol is consumed legitimately at staff events. Alcohol consumption at work-sponsored employee social events has been linked to personal injuries, third party injuries and sexual harassment (Hughes et al., 2004). Thus it is important that alcohol policies consider the wider setting for harm prevention strategies for employees, as the drinking norms that are established in the workplace can be decisive in determining what is acceptable and what is not (Ames et al., 2000).

6.3. Effects of alcohol on the workplace

The employer survey showed that nearly a third (28.1%) of participating companies in Liverpool are negatively affected by alcohol. Further, a third of employers (31.1%) felt that alcohol consumed outside of work by employees affected their organisation negatively. However, generally both the employer survey and the interviews highlighted that employees' activities in their spare time was not the business of an employer and there was little that could be done by employers to reduce employee consumption especially away from the workplace. It was felt that interventions would only be required when work performance suffers or policies are violated. Findings from Mangione et al., (1998) highlighted similar issues, for example, corporate executives thought they had little influence over employees' drinking practices away from the worksite and many felt it was not the company's business to intrude into employees' private lives.

When asked about the specific affects of alcohol (for example, on sickness rates and relaxation), over 40% of employers reported negative impacts on areas such as sick leave, the possibility for mistakes and reduced performance rates (taking sick leave

was also one of the impacts of alcohol most commonly reported by employees). Such effects were more likely to be felt after specific events such as a local football match. It is however likely that employers underreported the prevalence of such harms due to a potential unwillingness to report a negative impact over the telephone. One interviewee mentioned that in the phone survey they had reported no alcohol-related problems because they did not feel comfortable talking about such sensitive issues on the phone but in fact their business was negatively affected by alcohol. Further, underreporting may also have occurred if the employer was not aware of any related incidents (this was also raised in the interviews). For example, the employee survey showed that 19.0% of employees had arrived in work with a hangover in the last two weeks. Working with a hangover may decrease productivity rates and increase the possibility of mistakes or accidents (Weise et al., 2000) but employers are likely to be unaware of the situation. Even when employers did know that employees were suffering the after effects of intoxication, the interviews showed that they felt it would be extremely difficult to prevent this from happening.

6.4. Alcohol policies

The survey found that two thirds of businesses (66.8%) had an alcohol policy. This is a higher proportion than that found elsewhere: the Chartered Institute of Personnel and Development (CIPD, 2007) and the Chartered Management Institute (CMI, 2003) found 60% and 45% of organisations respectively have an alcohol policy in place. Consistent with the CIPD, the majority of businesses who did have an alcohol policy were most likely to have a joined policy (for example, joined with drugs or smoking; 62.6%) and smaller organisations were significantly less likely to have policies in place. Alcohol policies are however, fundamental in helping to tackle excessive alcohol consumption and related problems at work (Barrientos-Gutiérrez et al., 2007; Dussault and Dubois, 2003; Health@Work, undated). Implementing comprehensive alcohol policies that address both individual needs, and promote responsible practises at workplace events, are important in developing a healthy workforce and reducing the high costs to the economy (Hughes et al., 2004). This is an outcome which can benefit not only large but also small companies.

When developing alcohol policies, employers tend to focus on more harmful users of alcohol. Thus employers interviewed discussed alcohol-related problems in terms of a few individuals. However, the majority of alcohol-related work performance problems are associated with non-dependent drinkers who occasionally drink too much (Mangione et al., 1998; Weise et al., 2000). This is because non-dependent drinkers who occasionally drink too much account for a significantly larger proportion of the workforce. This means that a policy aimed at reducing the consequences of alcohol-dependent employees may not reach its full potential as implementing interventions across the whole workforce may influence the behaviour of all employees, which could potentially result in a larger impact.

6.4.1. Promotion of alcohol policies

Nearly all participants with policies reported promoting their policy to staff (94.0%). The most popular methods of doing this by far were staff briefings (77.5%) and the staff handbook (75.9%). This was also the case in the Managing Drug and Alcohol Misuse at Work survey, which found that two thirds of respondents communicated policies through their handbook (CIPD, 2007). However, it is important that organisations do not rely on the handbook because as the employee survey showed, employees may display low levels of knowledge and use of the handbook. Thus, the use of a staff handbook as a primary communication method is unlikely to ensure that the issue is seen as an ongoing priority. In comparison, staff briefings may be a much more useful tool for such communications because they represent a more

interactive form of learning. However, it is also important to note that most managers and supervisors themselves may have little knowledge and awareness of their own company's alcohol policy (Ames et al., 1992). This could have implications if they are trying to teach employees about the policy.

6.5. Support provided

The majority of employers (88.2%) would treat an alcohol-related problem either wholly or partially as a disciplinary issue. Examples of this were provided in the interviews where a range of strategies were used from providing support to dismissal. The possibility of job loss is shown by other research: those with a history of alcohol misuse are more likely to change jobs more often or have reduced weeks in employment (Booth and Feng, 2002). This can increase company costs through recruitment and training and as such, providing support may also be a valuable option to increase retention.

The survey showed that nearly two thirds (62.3%) of participating employers provide at least one form of support to employees. The most common forms were advice (46.7%), counselling (26.5%) and referral (25.5%). Referral could be a useful way of improving service use but currently only 0.1% of referrals into specialist alcohol treatment services in Merseyside and Cheshire are initiated by employers (McCoy et al., 2007). Such services need to be further developed, and the employee survey indicates that this would be welcomed by employees.

Workplaces are potentially very valuable settings for alcohol harm prevention strategies aimed at addressing excessive alcohol consumption (Hughes et al., 2004). Individuals spend long periods of time at work, and managers and staff have the opportunity to recognise signs of risky drinking among colleagues who may be at risk or are already experiencing alcohol problems (Roman and Blum, 2002). A wide range of services are highlighted in Section 5, which could be used to tackle alcohol-related harm in the workplace including the Health Management System used in Germany by Volkswagen (De Greef and Van den Broek, 2004), the Employee Assistance Programme (Roman and Blum, 2002) and other general health promotion programmes (De Greef and Van den Broek, 2004). However, there is no single effective approach that is suitable for all workplaces (ADCA, 2003; London Drug Policy Forum, 2007).

6.6. Recommendations

The findings from the study suggest a number of key recommendations for the future:

- To raise employers' awareness about how alcohol can affect businesses and the importance of implementing an alcohol policy in their workplace.
- To raise awareness with employers on how alcohol-related issues are wider than dependency issues, and that occasional excessive drinking can negatively affect the workplace as well.
- To target smaller companies for alcohol policy development and those in the leisure and hospitality industry with policies that are directly applicable to their situation.
- To ensure policies and interventions encompass both dependent drinkers and non-dependent drinkers.
- To suggest alternative Christmas party plans which do not include alcohol.
- To develop targeted alcohol initiatives that can be used by employers on days when they are expecting higher levels of alcohol consumption (such as surrounding bank holidays and before big football matches).

- To further investigate alcohol-related consumption, behaviour and knowledge amongst employees so that the true nature of their situation can be more fully understood.
- To raise awareness amongst employers of the potential benefits of the successful interventions outlined in Section 5 such as the Health Management System and provide support for those looking to establish such interventions. This support will be particularly important for smaller businesses who may not have the resources to dedicate to alcohol interventions.

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8. Appendix

Appendix 1: Employer questionnaire

ALCOHOL BUSINESS AND
WORKPLACE SURVEY

health@work



Q1.

Workplace survey: Part one

Researcher code:

1. What is your job title?

2. How many people work in your organisation?

*Number of people who
are based in Liverpool*

3. When did your organisation begin?

4. What sector is your organisation in?

*Type of organisation?
Retail?
Manufacturing?*

5. How many of your employees are males?

6. How many of your employees are from a
minority ethnic groups?

ALCOHOL IN BUSINESS

7. Do you think alcohol affects your
business?

Y N DK

7a. If yes, does it: Improve

Worsen your business

8. Do you think the alcohol that your staff
drink outside working hours
something that your company
should be interested in?

Y N DK

*E.g. drinking the night
before work.
Is it any of your business?*

9. Do you think the alcohol consumed by staff
outside working hours affect your
business?

Y N DK

9a. If yes, does it: Improve

Worsen your business

10. Do you think alcohol improves or worsens the following in your business?	Improves	Worsens	No effect	Don't know	N/A
Team building	<input type="checkbox"/>				
Bond relationships with new/future clients	<input type="checkbox"/>				
Relaxing	<input type="checkbox"/>				
Number of days taken as sick leave	<input type="checkbox"/>				
Activity rates and performance	<input type="checkbox"/>				
Possibility for mistakes	<input type="checkbox"/>				
Possibility of accidents or injuries	<input type="checkbox"/>				

E.g. Do people work as hard when hungover?

11. How much sickness absence do you believe is due to alcohol in your company?

None A bit Half A lot

12. Does your company provide alcohol for...?

a) Entertaining clients

Y N N/A

b) Entertaining staff

Y N N/A

12. a) If so, when... *(Please tick all that apply)*

Evening
 Lunch
 Breakfast
 Any conditions attached

Evening
 Lunch
 Breakfast
 Any conditions attached

E.g. only at Christmas, only one drink per person

13. What would your company do if a staff member repeatedly arrived in work drunk? *(Please tick all that apply)*

Deal with them through disciplinary procedures
 Treat it as a health and safety issue
 Provide them with support
 Never happened / don't know

Further details if provided:

14. Does your company have an alcohol policy?

Y N

*If no, please go to Q2a.
 If yes, please go to Q2b.*

E.g. specific rules around alcohol, that may be written or verbal

Q2a. Workplace survey:
Part Two A - no policy

Researcher code:

- 15. Are staff allowed to?**
- | | Yes | No | DK | N/A |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Drink alcohol in the workplace | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drink alcohol whilst entertaining clients | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drink alcohol two hours before entering work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Be drunk at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Be drunk whilst entertaining clients | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- 16. Do you?**
- | | Yes | No | DK | N/A |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Provide staff with information on alcohol | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Train staff to recognise the signs of alcohol problems | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Test employees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. Do you think an alcohol policy would be useful? Y N DK

PROVIDING SUPPORT

- 18. What support do you provide for employees regarding alcohol issues?**
- | | Yes | No | DK | Considering |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Leaflets | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Counselling | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health promotion training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Advice | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Referral to specialist services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

E.g. for staff who may be drinking too much, staff who's family members may be drinking too much. Etc.

Health promotion training = providing training on how to improve health

18a. Or are you considering implementing any of the above?

19. Does your company provide employees with support for other issues?

	Yes	No	DK
Smoking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drugs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diet and nutrition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E.g. in terms of leaflets, advice etc.

20. As a business, who would you speak to if you needed advice on an alcohol issue?

21. Which of the following support services have you heard of?

	Yes	No	DK
Addaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alcoholics Anonymous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifestyle Clinics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young People's Advisory Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Advisory, Conciliatory and Arbitration Service

22. Do you think there is sufficient support available on alcohol issues for businesses? Y N DK

23. Who do you think support for businesses on alcohol should be provided by?

24. Are you interested in developing an alcohol policy in the future? Y N DK

25. What support would you need to develop one? (Please tick all that apply)

- Information on legislation
- Help drafting policy
- Guidance on alcohol-related issues
- Other

26. What are your plans for the Christmas party?

27. Will you be providing alcohol? Y N DK

27. We are running interviews in the New Year to talk about these issues in further detail, would you like to be involved? Y N DK

Researchers will arrange a time, day and place convenient to the interviewees nearer the time.

Thank you for your time.

NB: Remind them of the letter which will be sent out with further information on how to get help with alcohol policies etc.

Q2b.

**Workplace survey:
Part Two B - with policy**

Researcher code:

15. Is your alcohol policy... *(Please tick one)*

- Verbal
- Standalone written policy
- Part of a joined policy
- Other

*Joined with e.g.
smoking or drugs
or part of overall
staff handbook*

15. Are staff allowed to?

- | | Yes | No | DK | N/A |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Drink alcohol in the workplace | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drink alcohol whilst entertaining clients | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drink alcohol two hours before entering work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Be drunk at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Be drunk whilst entertaining clients | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

16. Do you?

- | | Yes | No | DK | N/A |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Provide staff with information on alcohol | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Train staff to recognise the signs of alcohol problems | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Test employees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. Do you make employees aware of the alcohol policy or rules? Y N DK

Or advise employees via

18a. If yes, how: *(Please tick all that apply)*

- Staff briefings
- Posters
- Internal notice boards
- Internal publicity campaigns
- Newsletters
- Email alerts
- Staff handbook
- Other

19. Do you think an alcohol policy is useful? Y N DK

PROVIDING SUPPORT

20. What support do you provide for employees regarding alcohol issues?

	Yes	No	DK	Considering
Leaflets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health promotion training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Referral to specialist services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E.g. for staff who may be drinking too much, staff who's family members may be drinking too much. Etc.

Health promotion training = providing training on how to improve health

20a. Or are you considering implementing any of the above?

21. Does your company provide employees with support for other issues?

	Yes	No	DK
Smoking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drugs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diet and nutrition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E.g. in terms of leaflets, advice etc.

22. As a business, who would you speak to if you needed advice on an alcohol issue?

23. Which of the following support services have you heard of?

	Yes	No	DK
Addaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alcoholics Anonymous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifestyle Clinics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young People's Advisory Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Advisory, Conciliatory and Arbitration Service

24. Do you think there is sufficient support available on alcohol issues for businesses? Y N DK

25. Who do you think support for businesses on alcohol should be provided by?

26. Are you interested in developing your alcohol policy further in the future? Y N DK

27. What support would you need to do so? (Please tick all that apply)

- Information on legislation
- Help redrafting policy
- Guidance on alcohol-related issues
- Other

28. What are your plans for the Christmas party?

29. Will you be providing alcohol? Y N DK

30. We are running interviews in the New Year to talk about these issues in further detail, would you like to be involved? Y N DK

Researchers will arrange a time, day and place convenient to the interviewees nearer the time.

Thank you for your time.

NB: Remind them of the letter which will be sent out with further information on how to get help with alcohol policies etc.

Alcohol business and workplace survey

Information sheet

Dear employee,

We would be extremely grateful for your help in completing this **confidential and anonymous** survey. This survey forms part of a research project being undertaken by Liverpool Primary Care Trust, registered charity Health @ Work and Liverpool John Moores University. The survey examines the impact of alcohol in the workplace and the level of lifestyle patterns and use of local support services. The findings will be used to help inform local service development.

What you are asked to do

Please complete the attached questionnaire which will take about **5 to 10 minutes** to complete. The questionnaire is **completely anonymous and confidential** and participation in the survey is voluntary. Participants have the right to withdraw from the survey at any time.

On completion of the survey, please return the questionnaire in the pre-paid envelope supplied.

Thank you for participating in this survey. If you would like any more information about the study, please contact:

Michela Morleo
Alcohol Research Manager
Centre for Public Health, Liverpool John Moores University
Castle House, North Street
Liverpool, L3 2AY
Tel: +44 (0)151 231 4510
Email: m.j.morleo@ljmu.ac.uk

Alcohol, business and workplace survey

Employee questionnaire

Please tick this box to confirm that you have read and understood the Information Sheet on the front page.

A. Employment details

If you work for more than one company, please answer this questionnaire in relation to the company where you were given this questionnaire.

1. What type of company do you work for?

2. How many employees are there? (Please tick one)

- Less than 5
- 6-10
- 11-20
- 21-40
- 41-60
- Over 60

3. Approximately how many hours do you usually work per week for the company? (Please tick one)

- Less than 10
- 10-20 hours
- 21-30 hours
- 31-40 hours
- Over 40 hours

4. How long have you worked in the company? (Please tick one)

- Less than a year
- 1-5 years
- Over 5 years

5. In your job, how often do you work with machines? (Please tick one)

- Never
- Less than monthly
- At least monthly
- Weekly
- Daily or almost

6. In your job, how often do drive? (Please tick one)

- Never
- Less than monthly
- At least monthly
- Weekly
- Daily or almost

B. Alcohol

1. Do you drink alcohol?

Yes No

If no, please go to question C1.

2. Do you drink alcohol at lunch on a work day at least occasionally?

Yes No

3. In the last 2 weeks, have you arrived in work with a hangover?

Yes No

4. In the last year, has the following happened to you as a result of drinking alcohol? (Please tick all that apply)

Been late for work

Had an accident at work

Been sick at work

Made a mistake at work

Taken sick leave

5. How often do you?

	Never	Monthly or less	Monthly	Weekly	Daily or almost
Drink at work	<input type="checkbox"/>				
Buy alcohol for clients on behalf of the company	<input type="checkbox"/>				
Buy alcohol for staff on behalf of the company	<input type="checkbox"/>				
Drink alcohol when with clients	<input type="checkbox"/>				
Drink alcohol 2 hours before entering work	<input type="checkbox"/>				
Be drunk at work	<input type="checkbox"/>				
Be drunk when entertaining clients	<input type="checkbox"/>				

C. Attitudes?

1. Do you agree or disagree with the following statements?

Please answer on a scale of 1 to 5, where 1 is strongly disagree & 5 is strongly agree.

	Strongly disagree	1	2	3	4	5	Strongly agree
My work is stressful		1	2	3	4	5	
The more frequently people drink, the more likely they are to develop an alcohol problem		1	2	3	4	5	
It is okay to get drunk at parties or celebrations		1	2	3	4	5	
Supervisors miss key information if they do not drink with colleagues		1	2	3	4	5	
A drink or two a day is good for your health		1	2	3	4	5	
Companies should provide help for those who suffer from stress		1	2	3	4	5	
I feel pressured to drink alcohol at work or after work		1	2	3	4	5	
Providing alcohol at company events sets a bad example		1	2	3	4	5	
I feel pressured to drink alcohol at lunch on a work day		1	2	3	4	5	
Drinking alcohol with colleagues improves working relationships		1	2	3	4	5	
Companies should provide help for those who drink too much alcohol		1	2	3	4	5	
Drinking alcohol with clients or customers can help business		1	2	3	4	5	
Drinking alcohol with colleagues can damage working relationships		1	2	3	4	5	
Having a few beers at lunch is a reasonable way to deal with a boring job		1	2	3	4	5	

The next two questions are for drinkers only. If you do not drink, please go to question D1.

Having a drink or two after work helps me to relax	1	2	3	4	5
I would like to cut down how much I drink	1	2	3	4	5
I drink alcohol to relieve stress from work	1	2	3	4	5

D. Company policy and support

1. Does your company provide alcohol for staff at least occasionally (eg at Christmas)

Yes No

2. Does your company have rules around alcohol?

Yes formally (eg through an alcohol policy)
 Yes informally (eg verbally)
 No
 Don't know

3. According to your company rules, are staff allowed to...

	Yes	No	Don't know	Not applicable
Drink at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buy alcohol for clients on behalf of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drink alcohol 2 hours before entering work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be drunk at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be drunk when entertaining clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Do you know if your company has a staff handbook?

Yes No Don't know

If no, please go to question 8.

5. Does your staff handbook explain the rules around alcohol

Yes No Don't know

6. Have you read your staff handbook?

Yes No Don't know

7. Do you use your staff handbook at least occasionally?

Yes No

8. Does your company provide any of the following for alcohol? (Please tick all that apply)

Counselling
 Leaflets
 Health training
 Advice
 Referral to specialist services such as Alcoholics Anonymous
 Other (please specify)

8. Should companies provide any of the following for alcohol? (Please tick all that apply)

Counselling
 Leaflets
 Health training
 Advice
 Referral to specialist services such as Alcoholics Anonymous
 Other (please specify)

E. About you (last section!)

All information provided will be strictly confidential and anonymous.

1. How old are you? _____ years

2. Are you: Male Female

3. How would you describe your religion? *(Please tick one)*

Christianity

Islam

Judaism

Not religious

Other (please specify) _____

4. What is the first part of your postcode? (e.g. L21) _____

5. How many children do you have? _____

6. How would you describe your ethnicity? *(Please tick one)*

Asian / Asian British

Black / Black British

Chinese / Chinese British

Mixed race

White British

White European

White Irish

Other (please specify) _____

Thank you!

Please could you return the survey in the freepost envelope provided.

Appendix 3: Demographic details of businesses

		Sub-groups	Sector							
			Retail	Industrial	Office	Education	Health	Leisure & Hospitality	Mixed/ Other	Total
Number of employees	Fewer than 5	18 (26.5%)	2 (9.5%)	1 (4.8%)	2 (5.4%)	2 (5.7%)	23 (24.5%)	6 (24.0%)	54 (17.9%)	
	6 - 10	18 (26.5%)	6 (28.6%)	4 (19.0%)	5 (13.5%)	3 (8.6%)	18 (19.1%)	7 (28.0%)	61 (20.2%)	
	11 - 20	11 (16.2%)	4 (19.0%)	4 (19.0%)	16 (43.2%)	5 (14.3%)	27 (28.7%)	8 (30.8%)	75 (24.8%)	
	21 - 40	12 (17.6%)	2 (9.5%)	6 (28.6%)	10 (27.0%)	11 (31.4%)	12 (12.8%)	2 (8.0%)	55 (18.2%)	
	41 - 60	3 (4.4%)	1 (4.8%)	2 (9.5%)	2 (5.4%)	7 (20.0%)	5 (5.3%)	0 (0.0%)	20 (6.6%)	
	Over 60	6 (8.8%)	6 (8.8%)	4 (19.0%)	2 (5.4%)	7 (20.0%)	9 (9.6%)	3 (12.0%)	37 (12.3%)	
	Age of business (Years)	Fewer than 2	10 (14.7%)	4 (19.0%)	2 (9.5%)	3 (8.1%)	2 (5.7%)	22 (23.4%)	0 (0.0%)	43 (14.2%)
2.1 - 5		8 (11.8%)	2 (9.5%)	1 (4.8%)	3 (8.1%)	0 (0.0%)	16 (17.0%)	2 (8.0%)	32 (10.6%)	
5.1 - 10		12 (17.6%)	1 (4.8%)	3 (14.3%)	6 (16.2%)	11 (31.4%)	17 (18.1%)	5 (20.0%)	55 (18.2%)	
10.1 - 20		3 (4.4%)	6 (28.6%)	4 (19.0%)	10 (27.0%)	16 (45.7%)	14 (14.9%)	6 (24.0%)	59 (19.5%)	
Over 20		17 (25.0%)	6 (28.6%)	8 (38.1%)	13 (35.1%)	4 (11.4%)	18 (19.1%)	12 (46.2%)	78 (25.8%)	
Don't know		18 (26.5%)	2 (9.5%)	3 (14.3%)	2 (5.4%)	2 (5.7%)	7 (7.4%)	1 (4.0%)	35 (11.6%)	
Total		68 (22.5%)	21 (7%)	21 (7%)	37 (12.3%)	35 (11.6%)	94 (31.1%)	26 (8.6%)	302 (100%)	

Appendix 4: Percentage of businesses where alcohol is impacting on specific factors in their workplace

	Improves	Worsens	No Effect	Don't know	NA	Improves and worsens
Team Building	70 (23.3%)	47 (15.7%)	154 (51.3%)	11 (3.7%)	17 (5.7%)	1 (0.3%)
Bond relationships	48 (16.0%)	38 (12.7%)	85 (28.3%)	8 (2.7%)	120 (40.0%)	1 (0.3%)
Relaxing	128 (42.8%)	20 (6.7%)	125 (41.8%)	14 (4.7%)	12 (4.0%)	0
Days taken as sick	0	137 (46.0%)	141 (47.3%)	16 (5.4%)	4 (1.3%)	0
Activity rates & performance	2 (0.7%)	132 (44.1%)	150 (50.2%)	7 (2.3%)	8 (2.7%)	0
Mistakes	1 (0.3%)	133 (44.5%)	152 (50.8%)	10 (3.3%)	3 (1.0%)	0
Accidents or injuries	1 (0.3%)	127 (42.5%)	161 (53.8%)	5 (1.7%)	5 (1.7%)	0

Appendix 5: Percentage of businesses perceiving an alcohol policy to be useful

Number of employees	Policy useful	Policy not useful	Don't know
Fewer than 6	26 (51.0%)	22 (43.1%)	3 (5.9%)
6 to 10	38 (63.3%)	18 (31.6%)	4 (6.7%)
11 to 20	59 (78.9%)	9 (12.0%)	7 (9.3%)
21 to 40	47 (85.5%)	7 (12.7%)	1 (1.8%)
41 to 60	18 (90.0%)	1 (5.0%)	1 (5.0%)
More than 60	37 (100%)	0	0

Appendix 6: Types of alcohol-related support provided by businesses

	Type of support					
	Leaflets	Counselling	Training	Advice	Referral	Other
Yes	64 (21.5%)	80 (26.8%)	56 (18.8%)	141 (47.3%)	76 (25.5%)	20 (6.7%)
No	221 (74.2%)	201 (67.4%)	226 (75.8%)	143 (48.0%)	207 (69.5%)	270 (90.6%)
Don't know	7 (2.3%)	9 (3.0%)	9 (3.0%)	7 (2.3%)	9 (3.0%)	5 (1.7%)
Considering	6 (2.0%)	8 (2.7%)	7 (2.3%)	7 (2.3%)	6 (2.0%)	3 (1.0%)
Total	298 (100%)	298 (100%)	298 (100%)	298 (100%)	298 (100%)	298 (100%)

Appendix 7: Other types of support provided by businesses

	Support Provided						
	Smoking	Stress	Drugs	Childcare	Financial	Diet	Other
Yes	153 (51.3%)	125 (41.9%)	114 (38.4%)	114 (38.4%)	85 (28.6%)	77 (25.9%)	17 (5.7%)
No	142 (47.7%)	168 (55.6%)	172 (57.9%)	175 (58.9%)	204 (68.7%)	212 (71.4%)	277 (93.3%)
Don't know	3 (1.0%)	5 (1.7%)	11 (3.7%)	8 (2.7%)	8 (2.7%)	8 (2.7%)	3 (1.0%)
Total	298 (100%)	298 (100%)	298 (100%)	298 (100%)	298 (100%)	298 (100%)	298 (100%)

Appendix 8: Employee attitudes

Statement provided	Disagree or strongly disagree	Neither agree nor disagree	Agree or strongly agree	Total number of respondents
A drink or two a day is good for your health	28 (45.2%)	19 (30.6%)	15 (24.2%)	62
Companies should provide help for those who drink too much alcohol	14 (22.6%)	19 (30.6%)	29 (46.8%)	62
Companies should provide help for those who suffer from stress	6 (9.8%)	9 (14.8%)	46 (75.4%)	61
Drinking alcohol with clients or customers can damage working relationship	30 (48.4%)	23 (37.1%)	9 (14.5%)	62
Drinking alcohol with colleagues can damage working relationships	22 (35.5%)	22 (35.5%)	18 (29.0%)	62
Drinking alcohol with colleagues improves working relationships	30 (49.2%)	16 (26.2%)	15 (24.6%)	61
Having a drink or two after work helps me to relax	19 (33.3%)	16 (28.1%)	22 (38.6%)	57
Having a few beers at lunch is a reasonable way to deal with a boring job	55 (90.2%)	6 (9.8%)	0	61
I drink to relieve stress from work	39 (67.2%)	9 (15.5%)	10 (17.2%)	58
I feel pressured to drink alcohol at lunch on a work day	55 (88.7%)	3 (4.8%)	4 (6.5%)	62
I feel pressured to drink alcohol at work or after work	51 (83.6%)	6 (9.8%)	4 (6.6%)	61
I would like to cut down how much I drink	36 (63.2%)	14 (24.6%)	7 (12.3%)	57
It is okay to get drunk at parties or celebrations	12 (19.7%)	16 (26.2%)	33 (54.1%)	61
My work is stressful	10 (16.4%)	20 (32.8%)	31 (50.8%)	61
Providing alcohol at company events sets a bad example	37 (59.7%)	15 (24.2%)	10 (16.1%)	62
Supervisors miss key information if they do not drink with colleagues	37 (61.7%)	14 (23.3%)	9 (15.0%)	60
The more frequently people drink, the more they are likely to develop an alcohol problem	11 (18.6%)	16 (27.1%)	32 (54.2%)	59