

TACKLE YOUR FEELINGS

IMPACT REPORT 2015-2018

“ If I had my wish, Tackle Your Feelings would be in every home, school, college, university and workplace. Its message is gentle, compassionate, empowering. It is not intimidating or frightening. And therein lies its phenomenal power. It helped me to face my grief, acknowledge my feelings and to tackle them, every day. Tackle Your Feelings changed my life. This campaign has the power to save lives. ”

Member of the public



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EXECUTIVE SUMMARY

CAMPAIGN OVERVIEW

Tackle Your Feelings (TYF) was a three-year mental wellbeing campaign run by Rugby Players Ireland in partnership with Zurich and funded by the Z Zurich Foundation. The campaign leveraged the highly influential platform of rugby to ignite widespread, sustainable change in how people think and act around their mental wellbeing.

TYF adopted an innovative and unique approach to breaking down stigma around emotional vulnerability. Built on a foundation

of diversity and inclusion, the campaign encompassed the whole island of Ireland and featured professional rugby players, Zurich employee and farmer ambassadors all leading from the front, opening up about their own mental wellbeing challenges and the strategies they used to overcome them.

A whole range of bespoke mental wellbeing tools and resources were created throughout the campaign to help people make personalised action plans to improve their mental wellbeing.

DID IT WORK?

In a word, Yes! TYF achieved an unprecedented reach, with campaign content being viewed in excess of 23 million times. The ambassador videos alone were viewed over 2 million times, or to put this figure in context, videos were viewed by approximately one third of the combined population of Ireland and Northern Ireland. This smashed our initial target of 800,000 views.

TYF was also comprehensively successful in motivating people to become more proactive in taking care of their mental wellbeing. This achievement becomes even more meaningful when you consider that the primary target audience was men aged 18-35, a group who typically tend to be heavily influenced by stigma. Encouragingly, the campaign worked equally well for people who had never previously considered mental wellbeing as personally relevant and for those who were already proactive.

The impact on behaviour change was assessed with the help of MT Impact Consulting (MTIC), social impact measurement specialists, who designed a custom-made impact measurement framework specifically tailored to the TYF campaign.

Imitation is the greatest form of flattery: Exceeding all expectations, TYF reached an international audience and inspired similar campaigns across the globe. The TYF website was accessed in over 130 countries and the app was downloaded in 35 countries. Campaigns that launched after TYF and adopted a similar approach included:

- The English Rugby Players' Association (RPA) 'Lift the Weight' campaign (launched February 2017).
- New Zealand Rugby's 'HeadFirst' campaign (launched March 2017).
- 'Program MindFIT', a collaboration between Zurich Australia, the Australian Football League Players' Association (AFLPA) and the Australian Football League Coaches' Association (AFLCA). This is a 5-year programme inspired by and modelled on TYF which received significant investment from the Z Zurich Foundation and Zurich Australia.

WHAT WERE SOME OF THE HIGHLIGHTS?

- The uptake of the Zurich Employee Assistance Programme doubled over the 3 years of TYF, with a 400% spike in the 4-week period following the Zurich internal TYF panel discussions.
- TYF panel discussions were delivered to the Zurich EMEA Leadership team in Dublin and to a full house of Zurich Corporate Center employees in Switzerland.
- One third of Rugby Players Ireland's total membership of professional rugby players acted as champions or ambassadors for the campaign, not including those who supported through engaging with or reposting social media content.
- Omniplex, Vodafone, Facebook and Event Fuel all lent non-monetary support to amplify the reach and impact of TYF, the combined value of which was approximately €200,000.
- Demand for TYF workshops exceeded our capacity to supply, with multinationals such as LinkedIn, Oracle, Accenture, BNY Mellon, Vodafone, Aldi, EY and many more all seeking to host employee workshops.
- The app was downloaded 7,000 times over 7 months, surpassing our initial target of 4000 by 75%.

TACKLE YOUR FEELINGS

Tackle Your Feelings (TYF) was a three-year mental wellbeing campaign run by Rugby Players Ireland in partnership with Zurich and funded by the Z Zurich Foundation. The campaign officially launched in March 2016, with preparatory work beginning in October 2015. The Z Zurich Foundation provided a grant of €1,025,000 to fund the creation and delivery of the campaign across all four provinces on the island of Ireland.

TYF focused on preventative mental wellbeing and targeted men and women aged 18-35. Drawing on positive psychology and sport psychology principles, TYF encouraged people to improve their

self-awareness and to take action to work on their mental wellbeing, well before hitting a crisis.

KEY MESSAGES

The key campaign messages were:

- a) **Be honest with yourself about how you are feeling.**
- b) **Make space every day to connect with your emotions.**
- c) **Find the strategies that work for you.**

AIMS AND OUTCOMES

TYF had an ambitious vision. This vision was channelled into three key campaign aims:

- a) **Break down stigma around mental and emotional wellbeing.**
- b) **Change behaviours and equip people with tools and techniques to proactively work on their mental wellbeing.**
- c) **Create a movement whereby people become champions of the campaign message in their own communities.**

MTIC, experts in social impact measurement, were engaged to assess the effectiveness of the campaign. They created a tailor-made impact measurement framework which broke down these aims into specific measurable outcomes (see behaviour change outcomes diagram). Three 'ingredients' were identified as having an influence on the overall success of the campaign. These were **campaign reach**, **content** and **context**.

OUR VISION

#TACKLE YOUR FEELINGS

We have a vision for a society where emotional vulnerability is viewed as a strength. Where being honest with yourself about how you are feeling is brave. Where it's second nature to connect with your emotions. Where you feel empowered to open up to others for support. Join us. Lead from the front.

RECIPE FOR SUCCESS!

EXTENSIVE CAMPAIGN REACH

- Over 23 million views of campaign content
- 2 million ambassador video views (that's nearly 1/3 the combined population of Ireland and Northern Ireland!)
- Website hits from 130 countries
- Social media reach of over 14 million



EFFECTIVE CAMPAIGN CONTENT

- 92% of people improved their mental wellbeing score in the TYF app
- 42% of workshop participants increased the frequency of looking after their mental wellbeing to once or more per week
- 41% completion rate for TYF self-awareness tool (3 times higher than the industry average)



External Context: Campaign impact measurement took into account other mental health and wellbeing initiatives, the influence of stigma and the accessibility and availability of other mental wellbeing resources

STRATEGY

The Science: The campaign strategy was underpinned by two psychological theories; Prochaska and DiClemente's (1983) Transtheoretical Model of Behaviour Change (TTM) and Bandura's (1977) Social Cognitive Theory (SCT). These theories provided insight into the stages that a person moves through when becoming more proactive about their mental wellbeing and the factors that influence this journey.

The Audience: TYF aimed to reach men and women aged 18-35. The chosen audience matched the age profile of elite and professional rugby players, maximising the potential impact of the campaign. The campaign specifically attempted to engage people in the early stages of behaviour change who would not normally consider mental wellbeing as personally relevant. Given that the stigma around mental wellbeing is greater among men than women, TYF was designed to appeal particularly to men. TYF also had an

opportunity to reach more specific audiences and expose them to campaign content in a more concentrated way. Zurich employees, Zurich managers and professional rugby players were all exposed to campaign content to varying degrees and featured as distinct groups in impact measurement surveys.

Getting the Word Out: The outreach strategy for TYF was primarily built around social media outreach through paid, earned and owned channels. This outreach was supported by traditional PR activity directed at sports and lifestyle media at key points throughout the campaign and by Zurich social media and marketing activity. TYF was also promoted at talks and events and through distribution of campaign brochures and promotional materials.

€2.25 million in PR value generated over three years

“ Well done to the brave and inspirational speakers who spoke so openly and were willing to share their experiences, it has already helped me - my takeaway is to be more proactive in my own mental wellbeing ”

Zurich Employee

WHAT DID WE DO?

All campaign activities were designed to achieve one or more of the outcomes identified in the impact measurement framework. The activities centred on the idea of role modelling the behaviour of 'tackling' feelings, engaging in honest discussion and empowering people to feel more confident and capable in proactively taking care of their mental wellbeing.

Number of Views of Campaign Content

Over 23 million views

including social media reach of over 14 million

Ambassador Videos

Over 2 million views

across 62 countries

Rugby player, Zurich and farming ambassadors featured in videos opening up about personal wellbeing challenges

12 Panel Discussions

Panel discussions featuring ambassadors and a clinical psychologist were delivered to the public, Zurich Ireland employees, Zurich EMEA leadership team and Zurich corporate center employees



TYF App

7,000 downloads

across 35 countries

(75% more downloads than our target Of 4000)

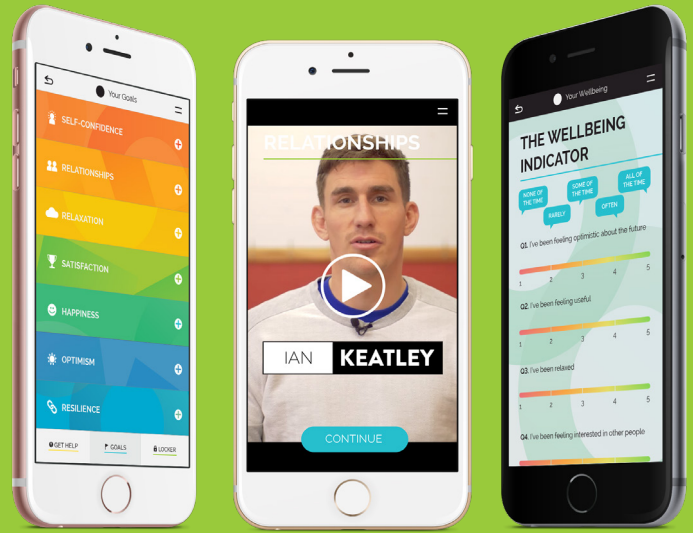
A bespoke app was created to improve people's self-awareness, proactivity and awareness of strategies for looking after mental wellbeing

TYF Website

Over 37,500 visits

across 130 countries

A dedicated website was created featuring ambassador videos, bespoke practical tools, techniques, information and links to mental health organisations and helplines



Rugby Player Activations

5 activations

across 350 players

Each professional and national representative team received a budget to spend on activating the TYF brand and messaging in their playing environment

TYF Workshops & Public Talks

3000 people attended

over 50 workshops and talks

A series of workshops, talks and presentations were delivered across the island of Ireland with corporates, Zurich brokers, Zurich customers, university students and farmers to bring the campaign messages to life in the community

3,329 Competition Entries

A series of social media competitions were run through Rugby Players Ireland social media channels to drive awareness and engagement with the campaign

Public Activations

Fun TYF activations were held at public events including featuring 'The Beast' one-person scrum machine at rugby festivals and provincial rugby matches, café takeover, tag tournament, physical games representing different aspects of mental wellbeing and distribution of TYF cupcakes, donuts and branded coffees

“ Since Tackle Your Feelings I would say I am a lot more open about mental wellbeing. I am a lot more open about how important my mental wellbeing is to myself and I am more likely to seek help when I need it or before I need it in the form of literature or listening to podcasts. ”

Rugby Player

Collaborations

Non-monetary support of approx.

€200,000

Corporate organisations lent support to the campaign by providing non-monetary value to amplify the reach and impact of the campaign. These included Facebook, Vodafone, Omniplex Cinemas and Event Fuel

Zurich Broker, Customer & Client Engagement

A series of TYF talks, competitions and promotional activity were delivered directly to Zurich brokers, customers and clients

Some of our Collaborators



REACH EFFECTIVENESS

TYF achieved a phenomenal reach throughout its 3-year duration. People were exposed to campaign content over 23 million times. Surpassing all expectations, TYF reached a global audience with statistics showing that the website was accessed in 130 countries. Viewership statistics confirmed that the main consumers of campaign content were in the 18-35 age group, with a slightly higher percentage of men viewing online content. Social media proved to be an effective channel with which to communicate the messages of the campaign. Ambassador videos had arguably the greatest overall impact of all social media content in terms of changing attitudes

and breaking down stigma around mental wellbeing. Competitions were the most impactful element of social media content in terms of generating engagement with posts and campaign messaging and ultimately increasing awareness of the brand.



GOING GLOBAL

The TYF influence spread far beyond the borders of Ireland and Northern Ireland. Inspired by the success of the TYF campaign, Zurich Australia created a programme modelled on the Irish TYF campaign, in partnership with the Australian Football League Players' Association (AFLPA) and the Australian Football league Coaches' Association (AFLCA). This 5-year initiative is called Program MindFIT and leverages the profile of the AFL in Australia to educate coaches and communities around mental health first aid. Program MindFIT received significant investment from the Z Foundation and Zurich Australia.

The TYF influence also spread across rugby nation borders. Both the Rugby Players' Association (RPA) in England and New Zealand Rugby launched mental wellbeing campaigns fronted by rugby players in the year following the launch of TYF. The RPA's 'Lift the Weight' campaign focused on breaking down mental health stigma among professional players and the wider community. New Zealand Rugby's 'HeadFirst' campaign aimed to break down stigma and provide mental wellbeing resources to players, coaches and the general public.

“ I was particularly inspired by Jack McGrath's story. I'm also a prop in rugby, and Jack is someone who I look up to. I have struggled with depression the last few years, and I always thought as a big rugby player it would be weak for me to discuss my problems. Seeing how Jack came out and told his story helped me to feel better about myself and my struggles. ”

Member of the Public



IMPACT

HOW DID WE MEASURE IMPACT?

Impact was assessed by creating a comprehensive impact measurement framework informed by Prochaska and DiClemente's (1983) TTM. The measurement framework focused on evaluating changes in attitudes and behaviours experienced by individuals who had been exposed to campaign content in a direct way. We were particularly interested in assessing what stage of the mental wellbeing journey individuals were in when they first engaged with the campaign, and how far they then moved towards becoming consistently proactive in looking after their mental wellbeing.

The groups we surveyed included TYF workshop participants, Zurich managers, Zurich employees and rugby players. Of these, workshop participants received the most direct education around campaign content. Zurich managers and employees were exposed to TYF through consistent Zurich internal communications throughout the three-year campaign and some people from both audiences took part in TYF workshops. Rugby players did not receive any direct education around TYF messaging and content and so any changes in this group could be attributed to exposure to TYF through Rugby Players Ireland communications, taking part in TYF as ambassadors and champions or seeing their peers do so.

The main instruments used to evaluate impact included:

- Surveys administered at two different time points in the campaign with Zurich employees, Zurich managers and rugby players
- Pre, post and 4-week follow up surveys administered to TYF workshop participants
- Research panel assessing app effectiveness
- Three public 'Omnibuzz' surveys to assess attitudes around mental wellbeing in the general public
- TYF app engagement and impact metrics
- Semi-structured interviews with target audiences
- Case study from a member of the public
- Public campaign feedback survey
- Public and Zurich panel discussion feedback surveys

DID TYF MAKE A DIFFERENCE?

Overview: TYF was undeniably successful in changing people's attitudes and behaviours around mental wellbeing. TYF broke down stigma in individuals and had a positive effect on proactivity.

The key findings are summarised below:

- TYF succeeded in changing attitudes and behaviours in people at every stage on the behaviour change journey.
- Most people who engaged with TYF already had some level of understanding of mental wellbeing concepts and an appreciation for the importance of being proactive.
- Evidence showed that TYF also reached people who had not previously considered mental wellbeing as personally relevant and successfully motivated these people to become proactive in using strategies to support their mental wellbeing.
- Direct intervention in the form of workshops generated the most significant positive changes in individuals. As such, the benefits experienced by people appear to be in proportion to the level of direct exposure to campaign content.
- The content of workshops determined the nature of the benefits experienced by audiences (i.e., Zurich managers improved more on outcomes relating to supporting other people's mental wellbeing, whereas Zurich employees improved more on outcomes relating to their personal mental wellbeing).

Reducing Stigma: TYF generated some encouraging findings in relation to reducing stigma in individuals. Workshop participants, attendees of TYF panel discussions and Zurich employees all reported feeling more comfortable talking about their feelings as a result of attending TYF events. Workshop participants experienced the greatest change, increasing levels of comfort by 60%. Workshop participants and Zurich managers also reported increases in their level of comfort with supporting someone else who was going through mental wellbeing challenges.

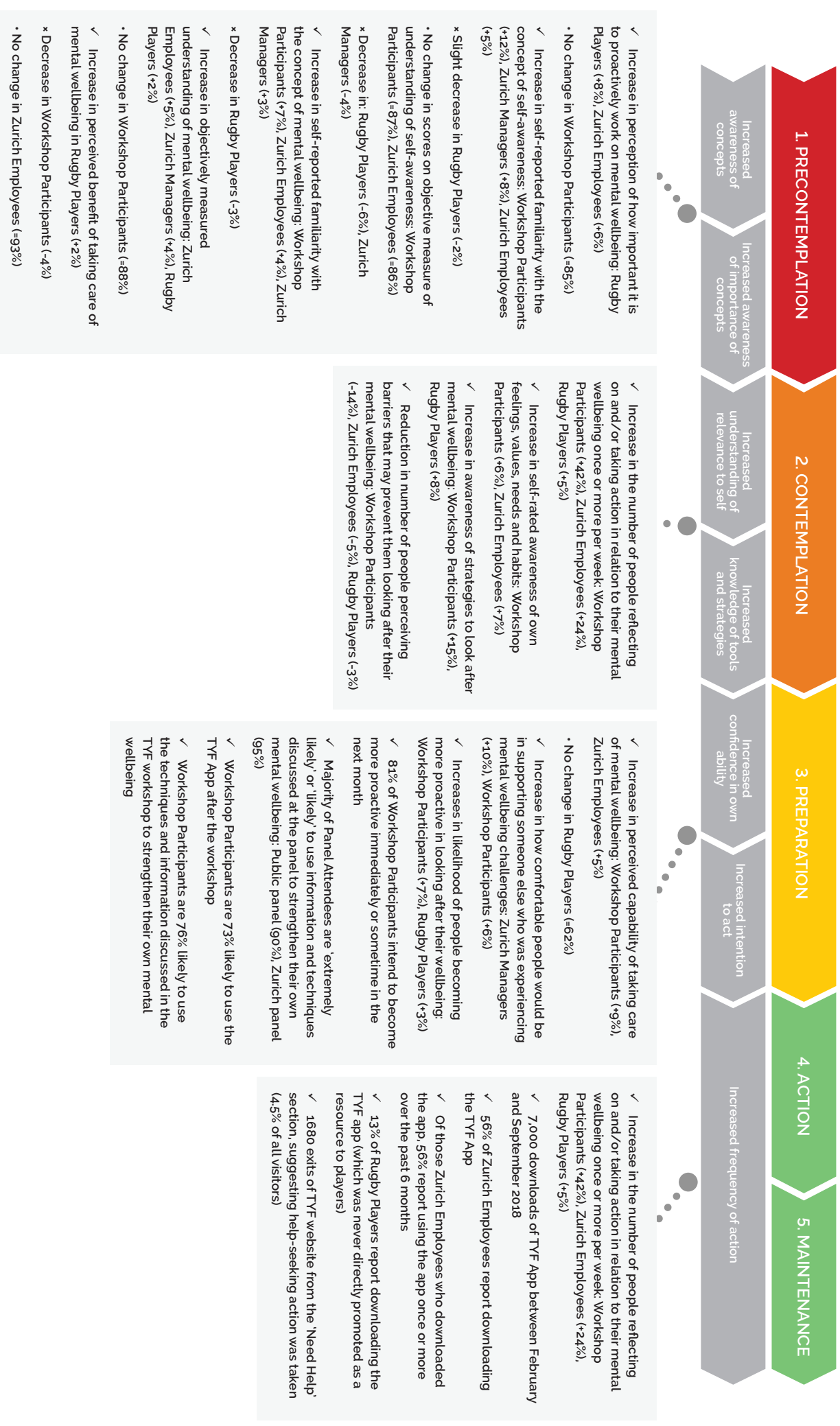
Workshop participants, Zurich employees and rugby players all experienced a reduction in the number of 'barriers' to looking after mental wellbeing over the course of the campaign. Qualitative findings from the research panel indicated that the app was a particularly useful resource in overcoming barriers, notably those of 'stigma, engagement, commitment and time'.

Interestingly, the public 'Omnibuzz' survey findings shed light on the nature of stigma in relation to mental health and wellbeing at a wider societal level, suggesting a widespread and systemic existence. The public survey in 2018 revealed that 66% of people agreed with the statement "I feel I would be treated differently if I had a mental health issue and people knew about it".

BEHAVIOUR CHANGE OUTCOMES

This diagram depicts the TYF impact measurement framework mapped on to the TTM stages of change. For each stage of change, the target campaign outcomes are presented along with the actual changes observed in individuals who took part in impact surveys.

STAGES OF BEHAVIOUR CHANGE



These findings suggest that, although stigma around mental health and wellbeing seems to be deeply embedded in society, it is possible to reduce stigma in individuals through direct intervention and repeated exposure to campaign messaging. Over time, with enough individuals being exposed to this level of intervention, it could be hypothesised that societal stigma would eventually be reduced.

Changing Behaviours: The main focus of the impact measurement framework was in moving individuals along the pathway from 'never considering mental wellbeing' to sustained proactivity in looking after their wellbeing. The behaviour change outcomes diagram details the outcomes observed in surveyed audiences at each stage of change. Regardless of which stage of change people were in when they first engaged with the campaign, the findings show that the campaign was successful at eliciting positive outcomes at every stage to move people further along the pathway.

Data findings from the TYF workshops suggest that campaign content, delivered in a concentrated manner, was effective in moving individuals through each stage of behaviour change, often with people achieving multiple forward steps on the pathway simultaneously. For example, the data shows (a) an increase in the level of frequency with which individuals reflect on or take action in relation to their mental wellbeing; (b) increases in people's confidence in their ability to look after their mental wellbeing; (c) increased intention to act and (d) evidence of action taken as a result of exposure to the campaign, among other positive outcomes.

Both quantitative and qualitative data also indicated that some individuals had first encountered the campaign when they had little knowledge or appreciation of mental wellbeing but were subsequently inspired to take action, solely as a result of campaign messaging. These individuals reported being moved to the 'action' stage, even without directly engaging with campaign behaviour change resources.

Creating a Movement: Sustainability was a key aim of the TYF campaign. The campaign strategy included activity which would 'create a movement' and encourage people to become champions of the TYF message in their own communities, thereby extending the impact of TYF beyond the three years of funding. There were a number of indications that a 'movement' was indeed inspired by the campaign. At the individual level these changes included (a) workshop participants reporting 72% likelihood of taking action to support and spread the message of the TYF campaign; (b) 20% of all Zurich employees reporting engaging in TYF Champion activity to promote the campaign in their own communities and (c) 36% of workshop participants and 19% of rugby players reporting taking similar action to raise awareness and stimulate further action in relation to the campaign.

On a broader level, a number of different organisations provided non-monetary support to amplify the reach and impact of the campaign. Omniplex Cinemas, Facebook, Vodafone and Event Fuel all contributed significantly to the campaign by providing support in the form of consultancy services, advertising, broadcasting and hosting events. Additionally, 5 rugby teams featured the TYF logo on their jerseys for a season, inspired by the first Senior Cup team who took the initiative in doing this at St Mary's College in Rathmines.

The main piece of campaign activity which proved the most successful in inspiring a movement was the TYF workshop. Although only 25 workshops had been planned for delivery, as awareness of the workshops spread, a number of different global organisations contacted Rugby Players Ireland directly looking to host workshops for their employees. Ultimately, demand outweighed the capacity to supply workshops. Similarly, Rugby Players Ireland was approached by guidance counsellors and teachers requesting TYF talks in their schools and to use the TYF brand as part of their schools' mental wellbeing weeks. The level of interest displayed by both corporates and schools formed the basis of the proposal to extend the TYF campaign by 4 years to generate greater impact in these two spaces.

KEY LESSONS AND RECOMMENDATIONS

• The campaign elements which worked particularly well and should be retained in future activity include:

- a) Focusing on the benefits of optimising mental wellbeing
- b) Use of role models
- c) Maintaining a sense of authenticity across all ambassadors and content
- d) Using direct and unthreatening language across all campaign content
- e) Creating practical resources that address common barriers to looking after mental wellbeing
- f) Looking for opportunities to repeatedly expose the same audiences to campaign messaging and content (i.e., incorporate more traditional PR such as radio and billboard ads)

- The level of interest from individuals wanting to volunteer to support the campaign exceeded our capacity to accommodate these offers. Future TYF planning should identify concrete opportunities and calls to action so that volunteers can lend their support amplify campaign reach and impact.
- The support of other organisations substantially enhanced the reach and impact of the campaign. Future TYF activity should create a structured process for encouraging other organisations to collaborate. Goodwill towards the campaign can then be harnessed in a tangible way that intensifies the TYF movement.

CONCLUDING SUMMARY

TYF was undeniably successful in achieving its aims. The reach of the campaign surpassed all expectations. The impact assessment proved that TYF increased people's proactivity and understanding of the personal relevance of mental wellbeing and moved people fully along the pathway from 'never thinking about mental wellbeing' to taking action. The campaign was also successful in breaking down elements of stigma in individuals, with role modelling, authenticity and appealing resources some of the key factors in the campaign's success.

The existence of a TYF movement is already clearly visible, with organisations such as Facebook, Omniplex Cinemas and Vodafone lending support to amplify the reach and impact of the campaign and global organisations such as LinkedIn, EY, Aldi, Oracle, BNY Mellon, Accenture and Vodafone all seeking to host workshops for their employees. Within the rugby community, teams are already proudly championing the TYF campaign by wearing the logo on jerseys and becoming part of the movement.



A detailed analysis of the campaign's contribution to changes at a societal level was beyond the scope of the impact assessment. It is clear that stigma around mental health and wellbeing is still deeply embedded in society. A societal issue of this magnitude will take many years to be truly transformed, however, the results of the TYF campaign show a promising trend in the right direction.

TYF's extraordinary reach is a potent asset when coupled with the campaign's proven ability to motivate individuals to become more proactive. It is fair to suggest that, over a longer period of time, TYF has the potential to replicate success across a much broader audience and ultimately play a part in fulfilling a vision for widespread societal change.

ACKNOWLEDGEMENTS

Rugby Players Ireland and Zurich would like to thank the Z Zurich Foundation for their considerable support and sponsorship of the TYF campaign. We would also like to acknowledge the input of the rugby, Zurich and farming ambassadors who so generously shared their personal experiences as part of the campaign.

This impact report was written and prepared by Créde Sheehy-Kelly, TYF Campaign Manager. We would also like to acknowledge Maritza Tucker and MTIC for their valuable and extensive work on the development of the campaign impact measurement strategy and for providing insightful feedback on this report.