



Supporting your team with cancer: a manager's guide.

Practical advice, useful tips and expert insight to help everyone.

For your team's wellbeing.

February 2021.

Supporting employees who are living with cancer

Many of us face cancer in our lifetimes and it could be affecting members of your team right now. We know how important they are to you. So here's how to support them best when they need it most.



Cancer and the workplace

Supporting employees in work

What you need to know



Cancer and the workplace

For most people, cancer will be life changing. It affects both their personal and professional lives and brings with it lots of challenges along the way. Someone with cancer may be dealing with the effects of treatment as well as the cancer itself^{2,3}. They may be worrying about money² or overwhelmed by the number of important decisions they're faced with. It is important to try to understand them as much as possible so you can better support them during this time.

It's estimated that there are over 890,000 working-aged people (16 to 65) living with cancer in the UK, and this number is set to rise to 1,150,000 by 2030¹.



¹The Rich Picture: People of working age with cancer. Macmillan Cancer Support. www.macmillan.org.uk, updated 2017

²Work and cancer. Macmillan Cancer Support. www.macmillan.org.uk reviewed 30 April 2019

³Be a Workforce for Good. CLIC Sargent Cancer Care for Children. www.clicsargent.org.uk accessed 11 January 2021



Staying in work

Not everybody wants to continue working with cancer, and others won't be able to². But work can provide some normality, keep up morale and self-esteem⁹. Helping your employees stay in work, or come back to work when they feel able, can make a big difference to their health and wellbeing.

By supporting those employees who want to stay in their role, you can also:

- retain their valuable knowledge and skills
- avoid having to train new employees
- avoid other team members having to increase their workload



60%
of people living with cancer who wanted to stay in work, wanted to do so for a sense of normality³.



87%
of employed people say it was important for them to continue working after they were diagnosed with cancer⁹.



²Work and cancer. Macmillan Cancer Support. www.macmillan.org.uk reviewed 30 April 2019

³Be a Workforce for Good. CLIC Sargent Cancer Care for Children. www.clicsargent.org.uk accessed 11 January 2021

⁹Working through Cancer: surveying experiences of cancer and work. Macmillan Cancer Support. www.macmillan.org.uk, published 2018



What every manager needs to know.

It's important to know that living with cancer is considered a disability in UK law⁴. This means people can't be discriminated against because of their diagnosis⁴. As an employer, this also means you have to make reasonable adjustments to help people do their jobs⁴.

Reasonable adjustments may include things like:

- taking time off for medical appointments^{2,3}
- encouraging them to work more flexible hours², so they can work when they feel able to
- adapting their role and duties to suit their needs, as well as updating any performance objectives³
- suggesting they take extra breaks if they feel tired or need a rest, or work from home if they can⁵

You should also discuss any services available through your workplace that might be helpful to them. This includes²:

- occupational health
- human resources
- trade union representatives
- an employee assistance programme (EAP)

Make sure that your employee understands what they'll be paid if they need to take sick leave². If you have an occupational or company sick pay policy, make sure you explain whether this is instead of Statutory Sick Pay, or on top of it².

²Work and cancer. Macmillan Cancer Support. www.macmillan.org.uk reviewed 30 April 2019 ³Be a Workforce for Good. CLIC Sargent Cancer Care for Children. www.clicsargent.org.uk accessed 11 January 2021 ⁴Equality Act 2010. UK Government. www.legislation.gov.uk published 2010 ⁵Work and money. Pancreatic Cancer UK www.pancreaticcancer.org.uk updated September 2019 017



What to expect.

Cancer, and some of the treatments for it, can cause physical side-effects^{1,2,3}. This might impact on somebody's ability to work, or work in the same way as before their diagnosis. These include^{1,3,7}:

- pain
- fatigue
- weight changes
- digestive problems, such as sickness, nausea and diarrhoea
- hair loss
- a reduced immune system

As well as these physical side-effects, cancer diagnosis and treatment can affect mental health. People might experience a range of emotional responses to being diagnosed with cancer and to the treatment they need, including⁶:

- depression
- anxiety
- feelings of fear, anger, shock and guilt
- feeling isolated and alone

These vary from person to person, and over time. It's important to have sensitive conversations and understand that somebody's symptoms, feelings and preferences might change over time.

¹The Rich Picture: People of working age with cancer. Macmillan Cancer Support. www.macmillan.org.uk, updated 2017 ²Work and cancer. Macmillan Cancer Support. www.macmillan.org.uk reviewed 30 April 2019 ³Be a Workforce for Good. CLIC Sargent Cancer Care for Children. www.clicsargent.org.uk accessed 11 January 2021 ⁶Cancer and your emotions. Macmillan Cancer Support. www.macmillan.org.uk reviewed 29 September 2017 ⁷Coronavirus (COVID-19) and cancer. Cancer Research UK. www.cancerresearchuk.org reviewed 08 December 2020



Dealing with cancer and coronavirus (COVID-19)

For people living with cancer, coronavirus can be particularly dangerous⁷. This is because both having cancer, and the treatment for it, can weaken the immune system⁷. Some people with cancer are classed as extremely vulnerable and will have been advised to 'shield'⁷.

Speak to your employer and check the government guidance on how best to support them and keep them safe.

Keep in mind that some people might also have their treatment or other medical appointments delayed or changed⁸. This might mean you have to adapt your plans and continue to do so as government guidance changes. This can also be very distressing for the person living with cancer⁸, so remember to keep your conversations sensitive and respectful.



⁷Coronavirus (COVID-19) and cancer. Cancer Research UK. www.cancerresearchuk.org reviewed 08 December 2020

⁸Coronavirus (COVID-19) and cancer treatment. Cancer Research UK. www.cancerresearchuk.org reviewed 16 September 2020

Conversations about cancer

1. Be respectful

It's important to keep conversations open, sensitive and respectful. Try to be understanding when you communicate and remember to listen. Some people might like to bring a friend or family member with them to provide emotional support during certain conversations³.



2. Be willing to learn

If you don't know much about a type of cancer, its treatment or side-effects, look it up. If they don't mind, ask your employee to explain how the cancer or its treatment might affect them. It's important to remember that cancer treatments can affect people differently. You should also bear in mind that they might not yet be sure how it will affect them². You can find out more about cancer by visiting www.bupa.co.uk/health-information/cancer



3. Be discreet

Some people with cancer may not want their colleagues to know². And, even if they do, it's important to discuss how their colleagues are told². Some people would rather tell people themselves, while others would prefer it to be communicated by a manager or colleague.



4. Be supportive

As well as being there for the team member who is living with cancer, try to help everyone else understand the situation as best you can too. If other team members are being made aware of the person's diagnosis, they might also have mixed emotions, concerns and questions for you.



5. Stay connected

If your employee will be having time away from work, ask them how they would like to be contacted³. Make sure you keep in touch when they're away, but don't make them feel pressured to return. It's important to ask how frequently they would like to be contacted, and in what way. Remember this could change.



²Work and cancer. Macmillan Cancer Support. www.macmillan.org.uk reviewed 30 April 2019

³Be a Workforce for Good. CLIC Sargent Cancer Care for Children. www.clicsargent.org.uk accessed 11 January 2021

What should I do to prepare for their return?

It's important that both you and your employee feel ready for them to come back to work. When you're having these conversations, there are some important things to bear in mind.

- Talk about any reasonable adjustments they may need when they return, such as flexible hours or extra equipment.
- Although people may want to get back to work, it can be hard for them to know how tiring they will find it, so try and start slowly.
- Make sure that their workload is manageable, and that they know they can speak to you if it becomes too much.
- They may still have to attend regular appointments, such as follow-ups with their doctor or to see a counsellor.
- Remember that people's physical and mental health might also change over time.

Going back to work can also feel daunting, so it's important to try and understand any general concerns your employee has. For example, some cancer treatments can cause changes to their appearance, such as hair loss, which can make people worried about how their colleagues will perceive them. Having a conversation about their return to work before it happens can help to ease these concerns.

Even if you've kept in touch, people might worry they have missed out on changes that have happened while they've been away. Talk about anything that may be different when they return before they start working again.



Resources.

Further information:

Bupa's cancer information hub:

bupa.co.uk/health-information/cancer

Macmillan's work and cancer resources:

macmillan.org.uk/about-us/what-we-do/how-we-work/work-and-cancer

Sources

1. The Rich Picture: People of working age with cancer. Macmillan Cancer Support. [www.macmillan.org.uk](https://www.macmillan.org.uk/about-us/what-we-do/evidence/research-publications/rich-pictures.html) updated 2017 <https://www.macmillan.org.uk/about-us/what-we-do/evidence/research-publications/rich-pictures.html>
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7. Coronavirus (COVID-19) and cancer treatment. Cancer Research UK. www.cancerresearchuk.org reviewed 16 September 2020 <https://www.cancerresearchuk.org/about-cancer/cancer-in-general/coronavirus/cancer-treatment>
8. Working through Cancer: surveying experiences of cancer and work. Macmillan Cancer Support. www.macmillan.org.uk, published 2018 https://www.macmillan.org.uk/_images/working-through-cancer_tcm9-341781.pdf

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