



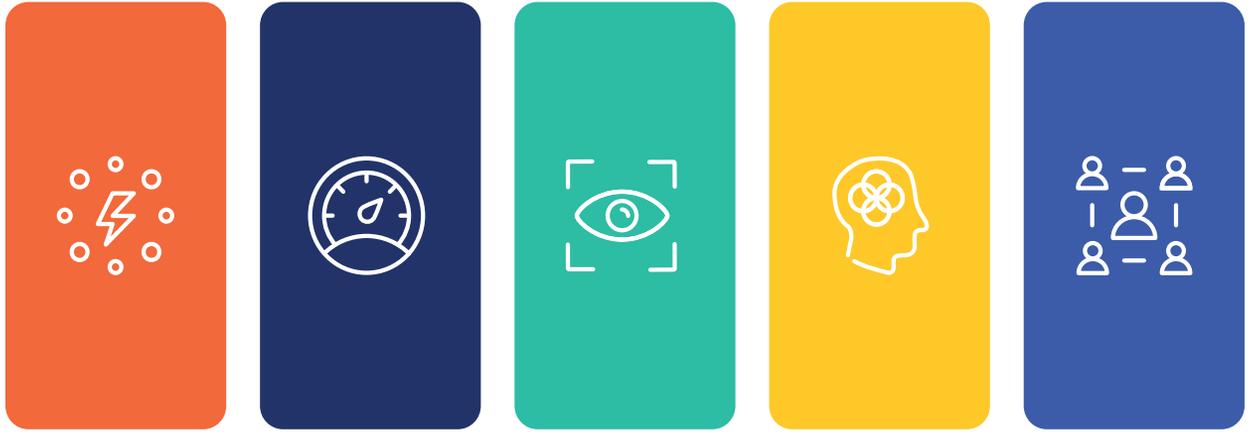
Mastering Resilience

ENERGY TOOLKIT



Introduction

Wraw is founded on the 5 Pillars of Resilience, a validated and evidence-based model, offering a holistic view of five key elements that support wellbeing:



ENERGY Sustaining and renewing physical energy to have the capacity to keep going through challenging times.

FUTURE FOCUS Having a clear sense of purpose and direction to help to move forwards without getting stuck or feeling held back.

INNER DRIVE Sustaining self-belief when times get tough, displaying confidence, motivation and perseverance.

FLEXIBLE THINKING Having an open and optimistic mindset, enabling a positive and adaptive response to change and challenges.

STRONG RELATIONSHIPS Building open and trusting relationships, and being willing to call on these for help and support if facing a challenge.

We hope you enjoy working through the exercises and reflections in the Energy Toolkit. There is a Toolkit for each of the 5 Pillars.



The Energy Pillar

Energy is the foundation of physical, mental and emotional resilience. This pillar centres on the extent to which you sustain and renew physical energy in order to have the capacity to keep going during challenging times. Enjoying regular intervals of self-care, restoration and recovery helps you to re-energise, even during high-paced or intense periods.

You are a human production plant for energy, producing a renewable source of energy transfer molecules that enable you to feel fired up and energised throughout the whole day. These molecules feed your immune system, your digestive tract, your liver and your brain – in fact every organ, gland and soft tissue in your body.

Without them you'd be running on empty, feeling sluggish and lethargic, lacking fuel for your wellbeing and rendering you prone to viruses and bugs.

Our energy levels play a crucial role in relation to resilience - they influence the way we think, our overall health, our general mood and sense of happiness. Low energy is bad news and affects every part of our life.





Physical activity

The extent to which you sustain physical exercise and movement



Sleep

How much you preserve your sleep and ensure you maintain good sleep patterns



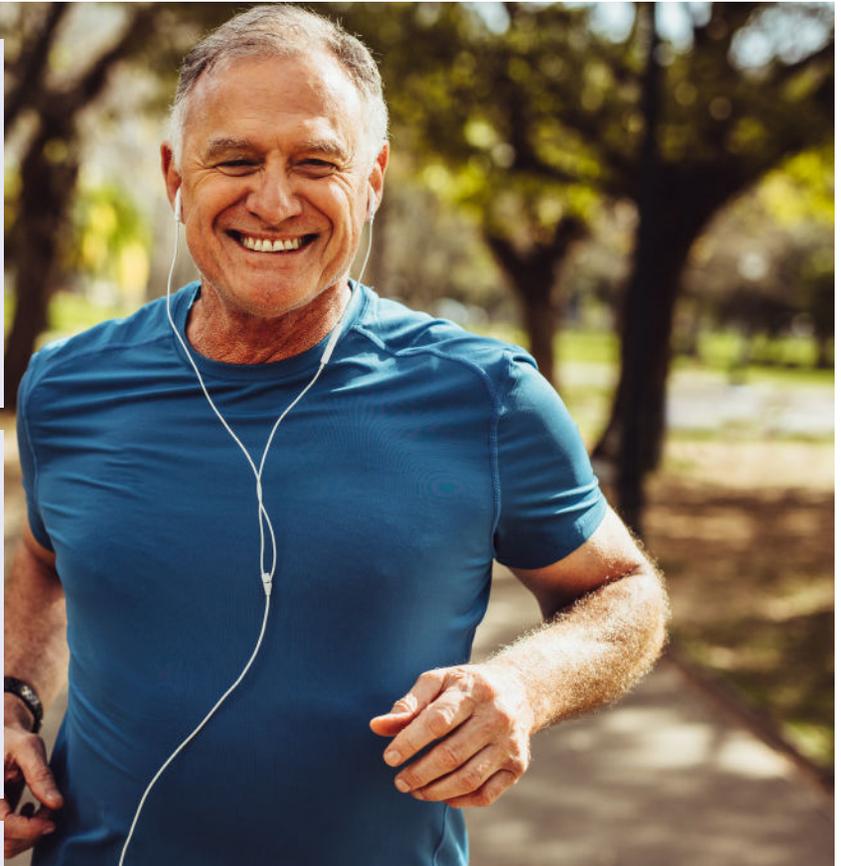
Boundaries

How much you sustain physical energy by taking breaks and maintaining boundaries (not allowing work to take over)



Healthy consumption

The degree to which, despite pressures, you eat and drink healthily without relying on substances to calm or stimulate



WHY IT'S IMPORTANT

Increasing your overall energy levels will provide a platform for your resilience to expand and grow, reducing the risk of unhealthy stress and increasing your capacity to cope in the face of challenge and adversity.

Having more energy gives you the opportunity to enjoy every part of your life. We can view the Energy Pillar as comprising four key areas, shown left.

There is no shortage of information out there as to what we could be doing to support each of these areas. For many people, the challenge is to put the ideas into action. So, as we explore each of these areas further, take some time to reflect on what you currently do. Is it time to make some changes and develop the habits that support optimum energy levels?



PHYSICAL ACTIVITY AND RESILIENCE

It is now generally accepted that regular physical activity can increase the concentration of endorphins and certain neurotransmitters in the brain, such as serotonin and dopamine.

Serotonin can positively impact mood and dopamine can reduce symptoms of depression. Regular physical activity can lower cortisol production, often associated with chronic stress. Over time, high levels of cortisol can impact our ability to learn, form new memories and regulate the stress response itself. Undertaking regular aerobic exercise effectively oxygenates the brain, enhancing the production of proteins which help to develop new connections and repair brain cells. Physical activity not only supports a general level of physical fitness, it helps regulate mood and supports 'mental' fitness, too.

Scientific evidence shows that physical exercise benefits cognition (thinking) with regard to planning, decision-making, attention, inhibition and memory.

Source: C. Cotman and N. Berchtold, "Exercise: a behavioral intervention to enhance brain health and plasticity," *Trends in neurosciences*, vol. 25, no. 6, pp. 295–301, 2002.

Exercise in midlife has been shown to decrease the rate of developing dementia and Alzheimer's disease.

Source: R. Andel, T. Hughes, and M. Crowe, "Strategies to reduce the risk of cognitive decline and dementia," vol. 1, no. 1, pp. 107–116, 2005.



Those who average less than seven hours sleep a night have been shown to be around three times more likely to develop cold symptoms when exposed to the virus that causes the common cold.

Source: S. Cohen and W. Doyle, "Sleep habits and susceptibility to the common cold," *Archives of internal medicine*, vol. 169, no. 1, pp. 62–67, 2009.

Lack of sleep can negatively impact our ability to learn and integrate new experiences.

Lack of sleep can negatively impact our ability to learn and integrate new experiences.

SLEEP AND RESILIENCE

The majority of adults require seven to nine hours of sleep per night. However, in today's 24/7 world, that's often easier said than done.

Sleep is key to resilience, and its role is most apparent when we consider what happens when we don't get enough – our mood can fluctuate, our concentration and focus can become fractured. We might even start to experience an element of physical disorientation, too. Accessing good quality sleep enhances recovery, physical and emotional health, and it provides a regular and welcome window for our body and mind to integrate and learn from our day-to-day experience.



BOUNDARIES AND RESILIENCE

Sometimes, our ability to engage in regular physical activity and access good quality sleep is actually influenced by how we create and manage the boundaries between the different parts of our lives.

With the ‘balance’ between our work and home lives being increasingly about the integration of one with the other, lines often become blurred. However, for both to work well together, there has to be a cut off point where our commitment to work does not erode the valuable down-time that we give to hobbies, interests, relationships and general self-care. Long-term resilience is founded on building a sustainable approach that allows you to be your best self both at work and at home. Balancing periods of ‘performance’ with adequate recovery can ensure you maintain a steady and sustainable level of energy across all parts of your life.

Chronic stress negatively impacts various parts of our brain, including the amygdala, hippocampus and prefrontal cortex, resulting in anxiety, memory impairment, low mood and diminished mental flexibility.

Source: B.S. McEwen, “Protective and damaging effects of stress mediators” N. Engl J Medicine 338:171-9, 2006.



Nutrition plays an important contributing role in the development, management and prevention of specific mental health problems such as depression, schizophrenia, attention deficit hyperactivity disorder, and Alzheimer's disease.

Source: Mental Health Foundation, "Feeding minds – the impact of food on mental health".

HEALTHY CONSUMPTION AND RESILIENCE

How we fuel our whole body and nourish and replenish our vital processes plays an important role in both our day-to-day and longer term resilience.

Eating healthily, keeping a check on sugary and fatty foods, consuming a balanced and nutritious diet and ensuring we're adequately hydrated all feed into sustaining optimum physical and mental energy levels. Good nutrition is vital to good physical and mental health. It's hard to run at optimum efficiency when we're running on empty.



Practical Exercises

EXERCISE 1 - LIFE IN BALANCE

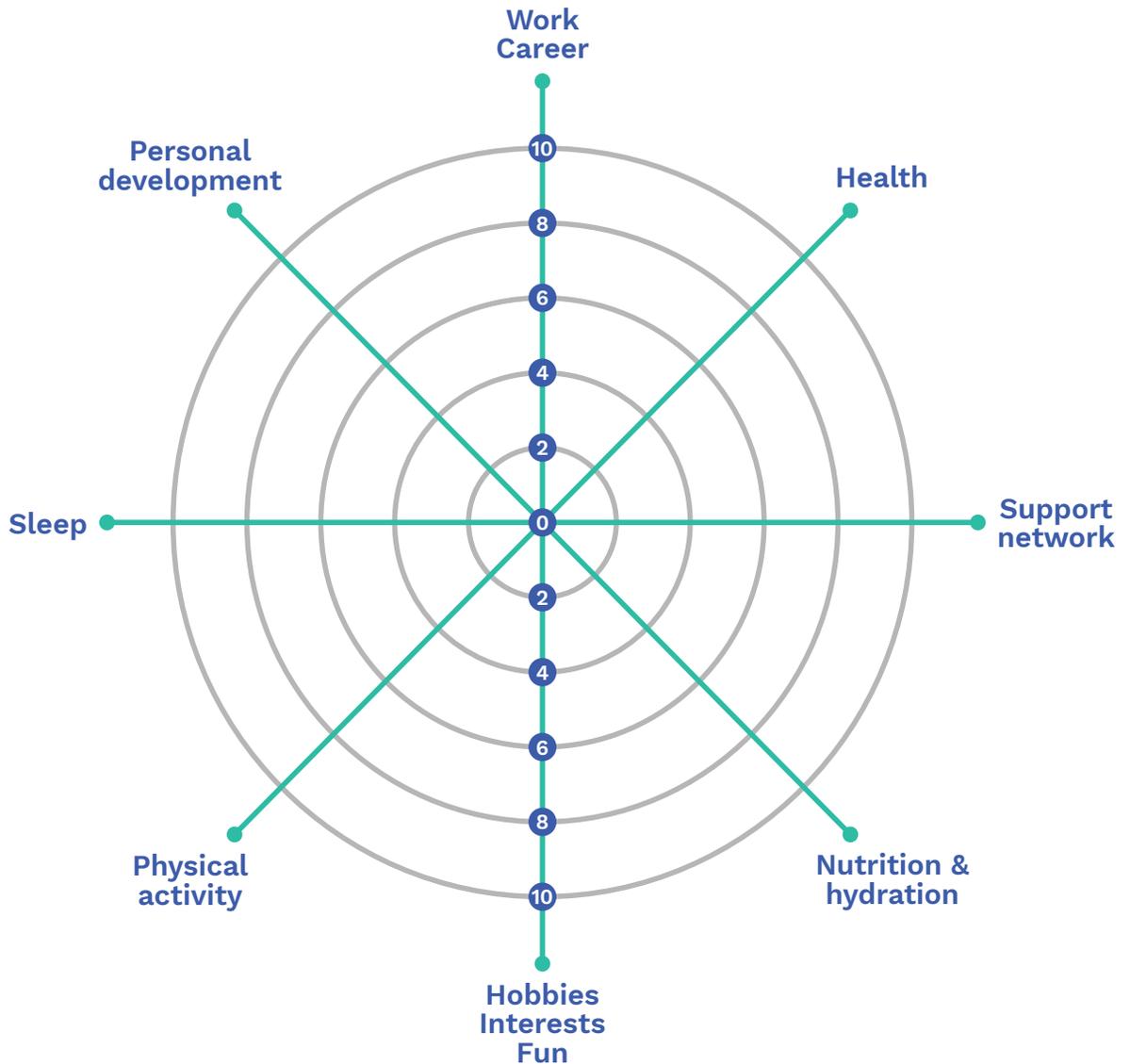
One of the biggest challenges to our energy management can be the constant demands that are placed on our time – with a bulging inbox and a growing to-do list, it can be tempting to allow ‘work’ to take over. We may find ourselves saying ‘yes’ to each new request and neglecting the other areas of our life that are just as important. Over time, this will leave us feeling fatigued and dissatisfied, and inevitably our energy levels will decline.

To start to address this, we can put in place some healthy boundaries. This means ensuring we have time for all the different aspects of our life, as well as plenty of time to rest and recharge. The first step is to gain some clarity on how we’re currently spending our time and energy. With this new awareness, we can then make some decisions about what’s important to us and start to redress the balance.

ACTIVITY

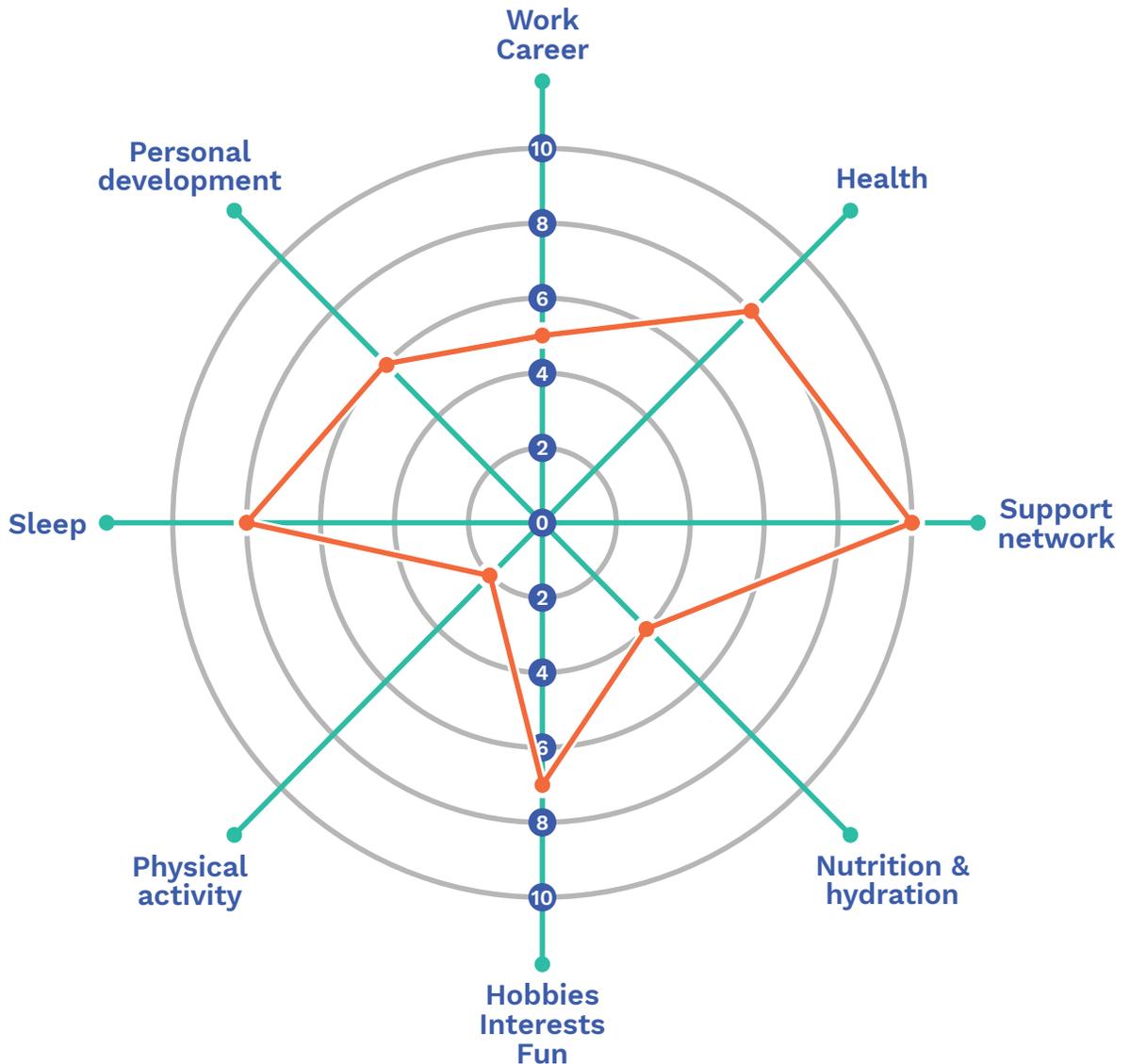
The balance wheel

The balance wheel draws on the principles of positive psychology to support a real-time check-in on the different aspects of our life. We can take stock on what is working well and identify areas that require our attention.

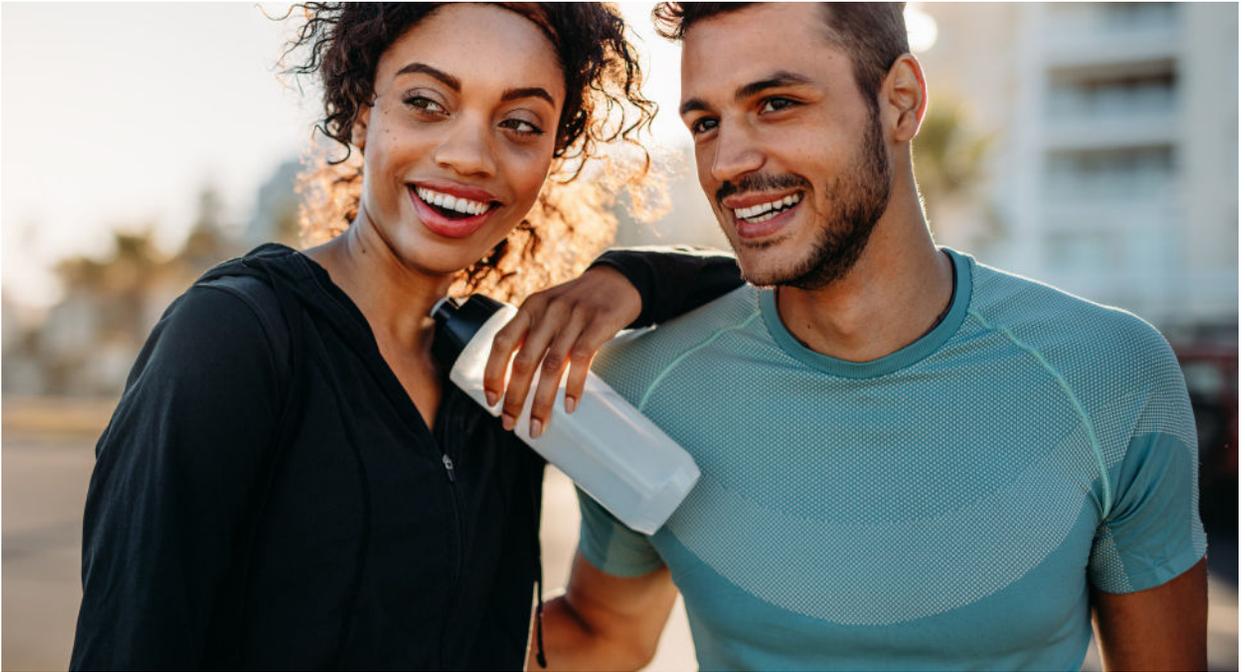


Consider each spoke of the wheel. To what degree do you feel satisfied with this area of your life? Give this area a satisfaction rating from 0 to 10 where 10 is extremely satisfied. Place a cross on the spoke to show your rating.

Now, join the crosses to form your wheel. It might look something like this:



As you look at your wheel, you will get some idea as to whether your life is in balance. The following activities will help you to explore this further and identify some concrete ways to support greater satisfaction across all areas of your life.



Part 1. The current reality

Take each section of the wheel in turn. Why have you given it the score you have? Grab some paper and make some notes to summarise where you are now. What is the current reality? And how do you feel about it?

Example:

Work/Career: I work for a good company and I'm progressing fast. I also feel like I'm spending most of my time working and I'm struggling to switch off. I'm often exhausted in the evening and at weekends.

Part 2. A vision for the future

This is an opportunity to reflect on what you really want. Allow yourself to imagine what things would look like if each of these areas of your life was working brilliantly for you. What would be different? What would you be doing? How would you be feeling? What would others notice?

Example:

Work/Career: I feel energised and excited. I'm running a team and we've completed two major projects. At the same time, I'm getting enough time at home and we all have clear expectations about when we are and aren't available. I've got the next goal in mind and my manager is supporting me with the training I need to progress. I'm enjoying great relationships across the business and I'm learning a lot about the different areas.



Part 3: Next steps

As you connect with this vision for your future, you can start to wonder how you got there. What steps did you take to move you forward? Make these steps concrete and actionable. As we make changes in our life, it often means agreeing new expectations. What conversations are you having to do this?

Example:

Work: I spoke to my manager about my hopes for my career and we agreed a development plan. I talked to my team to agree times when we are available to take calls and answer emails. I identified people I wanted to get to know and sent an email to arrange a coffee and a chat.

ACTIVITY

Yes and no

As we seek to build greater balance in our life, our commitment may be challenged. A new project comes in and we can quickly find ourselves working over the weekend. We agree new expectations about when we're available but find ourselves finishing off 'just one more task'.

As you look towards the future, take a moment to think about what you are choosing to say 'yes' to, and what you are choosing to say 'no' to?

Example

I am choosing to say yes to quality time with my family in the evening, to my health and to my best self at work. I am choosing to say no to weekend working and to trying to do everything.

You might also become curious about how you decide to spend your time and energy each day. What are you saying 'yes' and 'no' to?

TOP TIPS FOR KEEPING LIFE IN BALANCE



Regular breaks

Build regular breaks and pauses into your day, to create windows of recovery and minimise the build up of unhealthy stress.



Technology

Take control of your tech. Agree expectations with colleagues.



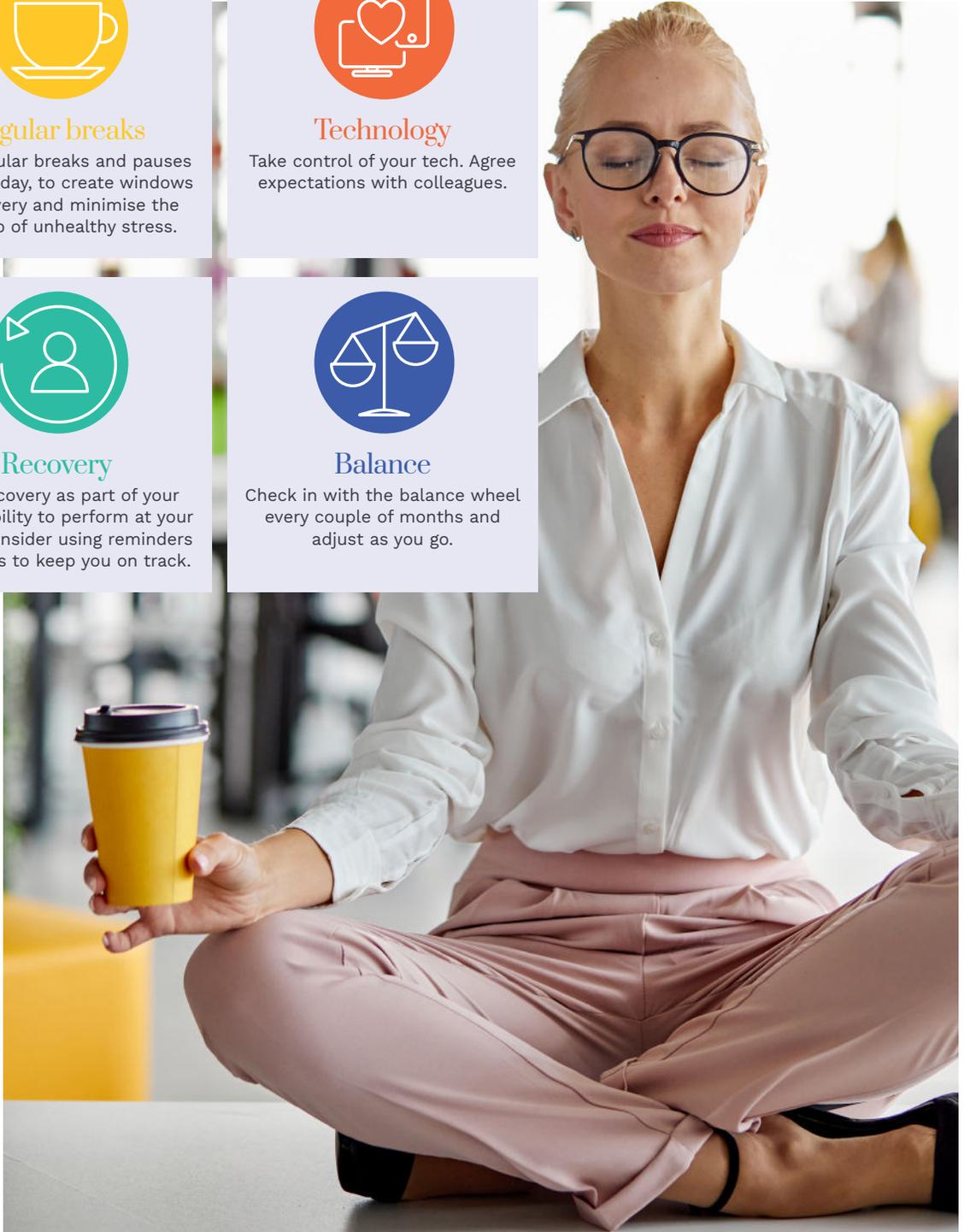
Recovery

View recovery as part of your overall ability to perform at your best – consider using reminders and alerts to keep you on track.



Balance

Check in with the balance wheel every couple of months and adjust as you go.



EXERCISE 2 - FOCUSING ON HEALTHY CONSUMPTION

In this exercise, we are going to look at which foods and drinks fuel your energy levels.

Very few people recognise the enormous impact that blood sugar levels have on their energy, not to mention their general health, wellbeing and resilience.

When blood sugar levels are too low you can often feel faint, hungry, tired and irritable. When they are too high you can feel hyper, stressed, agitated and even aggressive – the wrong type of energy. These highs and lows trigger the release of hormones that help to keep blood sugar levels within safe limits. Nonetheless, having constant highs and lows in blood sugar levels is a little bit like being on a rollercoaster: one minute you have too much energy and then the next you have too little. It's exhausting for the body trying to adapt and re-balance.

Managing your blood sugar levels so that they are even throughout the day ensures that your energy levels are balanced, your stress hormones reduced, you no longer feel tired all the time, you avoid big mood swings, you no longer have sugar cravings and the foods you eat keep you fuller and satisfied for longer.

The table below lists common, everyday foods that either give you energy or sap your energy:

ENERGY GIVERS

- | | | | |
|-------------------|--------------|--------------------|------------------------|
| ● Wholemeal bread | ● Fruit | ● Eggs | ● Dark chocolate 70%+ |
| ● Wholemeal pasta | ● Vegetables | ● Nuts | ● Basmati rice |
| ● Egg noodles | ● Salads | ● Seeds | ● Water |
| ● Porridge | ● Lean meat | ● Beans and pulses | ● Herbal or fruit teas |
| ● Rye bread | ● Fish | ● Oatcakes | |

ENERGY SAPPERS

- | | | | |
|---------------|------------------------|----------------------|------------------|
| ● Dried fruit | ● White rice | ● Flavoured yoghurts | ● Fruit juices |
| ● White pasta | ● White or 50:50 bread | ● Ice cream | ● Smoothies |
| ● Croissants | ● Cake | ● Fizzy drinks | ● Alcohol |
| ● Potatoes | ● Biscuits | ● Cordials | ● Tea and coffee |
| ● Chips | ● Confectionery | ● Crisps | |

ACTIVITY

Consider the number of givers and sappers you ate yesterday. Be brutally honest with yourself and see whether this reflected your energy:

	Number of energy givers	Number of energy sappers	Energy levels (rate 1-10)
Yesterday			

The ideal scenario would be to have 100% energy givers; these foods and drinks tend to be nutrient rich and the healthiest options for us. However, we understand that it is very hard to be perfect and setting your targets realistically can be different for everyone. If you set your expectations too high and fail it is hard to benefit from any improvements. If you set a sensible target, it may not be perfect, but you'll notice the difference in your energy levels and be more likely to stick with the changes and even build on them.

The table below can be used to help you track and monitor your intake of givers and sappers, and the difference this makes to your energy levels. Even simply keeping a note of what you are eating will help you to make a more conscious choice about what you eat.

	Number of energy givers	Number of energy sappers	Energy levels (rate 1-10)
Today			
Day 1			
Day2			



Sometimes, it can help to identify some small but specific changes you can make.

Consider:

One food/drink sapper that I can eliminate/reduce:

One food/drink giver that I can introduce:

One food/drink giver that I can continue:

Ultimately, if you can reduce your sappers to a maximum of two per day you are doing well.

TOP TIPS FOR OPTIMISING HEALTHY CONSUMPTION

- Plan to eat every 2½ hours, i.e. 3 meals and 2 small, healthy snacks daily.
- Reduce caffeine and sugary drinks and increase your water intake to 1½ litres per day.
- Eat breakfast every morning before you leave the house. The first meal of the day fires your metabolism and fuels energy needs.

Without adequate fuel, your body will release adrenalin to speed up the release of sugar from stores. Adrenalin is a stress hormone that changes your biochemistry and challenges your resilience.

Our Meal Planner in the appendix offers some ideas on how to plan and enjoy an energy-giving diet.



EXERCISE 3 - GET MOVING

For anyone who has introduced or increased their physical activity, they'll recall after a couple of weeks the extra energy that they start to feel physically, which is strange isn't it, as exercise uses up energy?

Our body is very sophisticated – as we exercise more it recognises the need to produce more energy and responds by adapting and increasing our capacity to create more energy within our cells. Of course, we need the right fuel to sustain this energy production.

Research demonstrates that exercise builds our physical stamina and resilience. In addition, it triggers the release of neurotransmitters and hormones making us feel positive and energised, and this helps to burn off stress and combat anxiety and worries.

When we think about physical activity, there can be tendency to focus on the traditional notion of 'exercise'. However, there are many and various opportunities every day to 'get moving':



COMMUTING

- Try walking to work at least once a week
- Leave the car at home and get public transport
- Get off at an earlier station or bus stop and walk
- Try cycling to work at least once a week

OUT AND ABOUT

- Walk/cycle to the shops or postbox
- Use the stairs, not the lift
- Park further away if you have to drive
- Walk a dog for an hour (borrow one if you haven't got one!)

AT WORK

- Take the stairs, not the lift
- Take a walk or swim in your lunch break
- Go to the gym before work or in your lunch break
- Go and see people face-to-face rather than using email all the time
- Offer to go and get the coffees (or herbal teas!)

AROUND THE HOUSE

- Do more housework or do it more vigorously
- Do more gardening
- Tidy out the spare room
- Clear out the loft
- Run up the stairs
- Crack on with some DIY
- Clean the car
- Dance to a CD

WITH THE KIDS

- Walk or cycle to and from school
- Take a longer route home when walking
- Play games in the park
- Join in at swimming times
- Have skipping competitions

START A NEW ACTIVITY

- Badminton
- Golf
- Aerobics
- Trampolining
- Swimming
- Fencing
- Yoga
- Nordic walking
- Cycling
- Ice-skating
- Dancing
- Handball
- Circuit training
- Spinning
- Tennis
- Pilates

It's important when introducing any exercise to ensure it is something that you enjoy. So, cast your mind back to a time when you took up a hobby or a sport that you enjoyed.

Alternatively, select something new from the list above.

Two activities that I will enjoy are:

While some people enjoy taking up a new activity on their own, others prefer to have an exercise 'buddy' who will share this experience with them.

By committing to doing something together, you are more likely to keep to your original plan. Buddies can help to motivate each other and keep each other on track.

A friend or colleague that I will do the activities with:

Enjoy the extra energy your body is going to be producing for you!

TOP TIPS TO GET YOU MOVING

- Review your average week and identify everyday ways to build in more physical activity.
- Consider what you enjoy and what fits realistically within your lifestyle – if it feels manageable and you enjoy it, you're more likely to do it!
- Experiment with different sports and activities – sometimes, we can get into a rut and stick with the same old, same old, just because it's familiar. Shaking things up a little can also spark new motivation and momentum.



EXERCISE 4 - ENJOYING RESTFUL, REFRESHING SLEEP

Sleep is as important to our health as eating, drinking and breathing. It allows our body to repair itself and our brain to consolidate our memories and process information.

However, sleep can prove to be a very precious and rare resource. Different factors can impact on our ability to access restful and refreshing sleep.

What disrupts sleep?

- Outside noises from neighbours or traffic
- Too much exercise before bed
- Temperature in the room
- Back or joint problems
- Uncomfortable bed
- Lack of exercise
- Sleep apnoea
- Shift work
- Alcohol
- Caffeine
- Mobile devices & technology in the bedroom
- Worries
- Snoring
- Sugar
- Stress
- Pets

This list is not definitive, but it gives you an idea of how many different factors can impact on the quality and quantity of your sleep. At different times in your life, you may be affected by one or several of the above. At such times, it is important to identify what these factors are, as this will allow you to take steps to address them. The steps listed below will help you do this.



TOP TIPS FOR GETTING A GOOD NIGHT'S SLEEP

- Relax before bedtime – develop a pre-sleep ritual
- Avoid napping in the armchair before you go to bed
- Restrict caffeine four to six hours before bedtime
- Keep your bedroom dark, quiet and cool
- Have a notepad by the side of your bed – download any actions or worries you may have
- Avoid alcohol as a sleep aid
- Eat any large meals two and a half to three hours before bedtime
- Keep pets off the bed
- Avoid watching stressful TV before bedtime
- If all else fails, keep a sleep diary to learn about your sleep patterns and habits

The Sleep Diary, in the appendix, can be used as a tool to help you identify what might be preventing you from sleeping, and also pin-point how you can work towards enjoying the cleansing and re-energising benefits of a refreshing sleep.



SUMMARY

Physical energy levels are crucial to our resilience and stamina. When we don't pay attention to our physical resilience, wellbeing and energy, we're at a much higher risk of reaching our tipping point and becoming vulnerable to ill-health. We're often so switched off to the risks that we don't notice the early warning symptoms and signs - low energy, disrupted sleep, low mood and anxiety. Many people think they are invincible or have the time to clean up their act in the future; they may believe that paying attention to their wellbeing right now doesn't matter or take priority. However, our body is a system and the choices we make today will inevitably influence how we feel tomorrow, next week, next year.

The ultimate level of resilience is a combination of mental, emotional and physical strength. Fuel your body with energy molecules, nourish it with maximum nutrients, sleep like a baby and exercise for fun. You'll reduce the risk of all degenerative diseases, enjoy a good work life balance, look amazing and feel happy.

Appendix I

SLEEP DIARY

	Total hours slept	Quality of sleep (rate 1-10)	Final meal time	Caffeine consumption and time	Alcohol consumption and time	Anxiety or stress levels (rate 1-10)	Time went to sleep	Number of times woke during the night
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
Saturday								
Sunday								

Appendix 2

MAXIMISE YOUR ENERGY - MEAL PLANNER

Time/Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Breakfast	Porridge with frozen or fresh berries, nuts & seeds (or add cacao & nut butter)	Avocado & eggs or soy beans on wholemeal toast with seeds	Smoothie with oats, milk, banana, raspberries, almond butter & cinnamon	Blueberry bircher muesli	Banana and nut butter on wholemeal toast	Buckwheat pancakes with fruit & yoghurt	Scrambled egg or tofu & avocado on wholemeal toast
Mid-morning snack	Flaxseed cracker & dip	Banana & handful of nuts	Raw vegetables & hummus	Apple	Oven-roasted chickpeas	2 flavoured oatcakes	Raw vegetables & hummus
Lunch	Soup (add protein - lentils, chicken, fish, chickpeas) & wholemeal bread	Sweet potato & veg frittata with salad	Wholemeal pasta with pesto, sweetcorn and tuna	Burritos (steak / chicken / tofu / black bean) with veg, brown rice & wholemeal tortilla	Quinoa, aubergine, feta & pomegranate salad	Wholemeal pitta bread with turkey (or other protein) & salad	Chicken (or other protein) & veg skewers with cucumber & mint tabbouleh
Mid afternoon snack	Mini muffin (e.g. pepper, seeds & cheese)	2 plain oatcakes with hummus	2 squares 70% dark chocolate	Trailmix	Banana & handful of nuts	Granola square	Protein ball
Dinner (Eat 3 hours before bedtime if possible)	Chicken, tuna or tempeh stir fry with veg & wholewheat noodles	Grilled steak, tomato, watercress & mushrooms with new potatoes	Veg & cheese (or tofu) omelette with salad	Baked Sea bass with freekeh or barley, roasted veg & salsa verde	Wholemeal spaghetti bolognese (meat or lentil) & green salad	Thai prawn curry & brown rice or spelt	Shepherd's pie with sweet potato mash & greens

This planner is meant as a guide only – there is no one way of eating as we are all unique with different goals, physiologies and preferences. Ensure your meals are balanced with a high quality protein, some carbs and healthy fats. Select meals based on your individual needs - a plate of food to fuel a run should look quite different to a plate of food to fuel a day at your desk. Batch cook and freeze where you can. Any dairy can be replaced with vegan alternatives, e.g. oat, almond or soya milk, soya or coconut yoghurt.



WANT TO KNOW MORE?

The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles, by Karen Reivich (Broadway Books, 2003)

The Resiliency Advantage, by Al Siebert, PhD (BK Publishers Inc, 2005)

Nutrition for Life, by Lisa Hark and Darwin Deen (Dorling Kindersley, 2007)

Nutrition for Dummies, by Nigel Denby, Sue Baic and Carol Ann Rinzler (John Wiley & Sons, 2010)

The Food Doctor Everyday Diet, by Ian Marber (Dorling Kindersley, 2005)

The Nutritional Health Handbook for Women, by Marilyn Glenville PhD (Piatkus, 2001)

Brain Rules (sleep and exercise sections), by John Medina (Pear Press, 2008)

Why Zebras Don't Get Ulcers, by Robert Sapolsky (Holt Paperbacks, 2004)

Why We Sleep, by Matthew Walker (Penguin, 2017)

The Body Clock Guide to Better Health, by Michael Smolensky and Lynne Lamberg (Holt, 2001)

Rest: Why You Get More Done When You Work Less, by Alex Soojung-Kim Pang (Basic Books, 2016)

The Benefits of Physical Activity, Harvard School of Public Health
<http://www.hsph.harvard.edu/nutritionsource/staying-active-full-story/>

Benefits of Exercise, NHS Choices
<http://www.nhs.uk/Livewell/fitness/Pages/Whybeactive.aspx>



TED Talk: How to Make Work/Life Balance Work, by Nigel Marsh

https://www.ted.com/talks/nigel_marshall_how_to_make_work_life_balance_work

TED Talk: Why Do We Sleep? by Russell Foster

https://www.ted.com/talks/russell_foster_why_do_we_sleep?language=en

TED Talk: How to Live to be 100+, by Dan Buettner

http://www.ted.com/talks/dan_buettner_how_to_live_to_be_100?language=en

Sleep ‘Cleans’ The Brain of Toxins, BBC News, Health

<http://www.bbc.co.uk/news/health-24567412>

Mind: 8 Ways to Relax

https://www.youtube.com/watch?time_continue=7&v=cyEdZ23Cp1E

Mind: Food And Mood

<https://www.youtube.com/watch?v=CSHO9VdVRFg>

Wraw is a product from The Wellbeing Project

DISCLAIMER

All content is provided for general information purposes only and should not be treated as a substitute for the medical advice of your own doctor or any other healthcare professional. The Wellbeing Project uses its best efforts to ensure the accuracy and reliability of all its information. However, no guarantees are made and it cannot accept any liability for the accuracy of content used therein. Users who rely on this information do so at their own risk. By using this material, you agree to be bound by these terms and conditions. Always consult your own GP if you are in any way concerned about your health. You should always promptly consult a doctor on all matters relating to physical or mental health, particularly concerning any symptoms that may require diagnosis or medical attention.



Wraw® is a product of The Welbeing Project
The Wellbeing Project (Europe) Limited

8th Floor
20 St Andrew Street
London, EC4A 3AG

T 0800 085 6899

E team@wrawindex.com

W wrawindex.com

Registered Company No. 06052302