

EE improves staff wellbeing

- Stress has been seen as the biggest impact on prison staff's health at work (Nurse, Woodcock & Ormsby, 2003), whilst emotional burnout has been reported to be linked to increased absenteeism (Gil-Monte et al., 2013; Harizanova & Tarnovska, 2013; Lambert et al., 2005)
- To reduce prison staff absenteeism, organisations should invest in improving employee job satisfaction and reducing job stress (Lambert et al., 2005)
- Implementing EE principles improved the quality of relationships in the staff team, improved staff morale, and led to fulfilling working lives (Kordowicz, 2018)
- Management, co-worker, supervisor, and community support lead to a higher sense of personal accomplishment at work (Gould et al., 2013; Lambert, 2007)
- Higher levels of job satisfaction are linked to lower levels of emotional burnout (Hockenberry, 2014; Keinan & Malach-Pines, 2007; Lambert et al., 2012)
- EE was perceived to improve staff sickness absence in HMPPS settings (Kordowicz, 2018)

EE improves offender wellbeing

- Prison social climate has an influence on prisoner wellbeing (Wortley, 2002)
- Prisoners who rate their prison climate more negatively had more stress-related sick calls (Wright, 1993)
- EE creates a culture of trust, which impacts prisoner wellbeing (Kordowicz, 2018)
- Participation and involvement in prison improves prisoners' self-esteem and confidence, and increases their sense of responsibility (Brosens, 2018)
- Purposeful activity has been shown to be a protective factor against self-inflicted death in prisoners (Leese, Thomas & Snow, 2006)
- Perceptions of relationships with staff, safety, fairness, and care within a prison predicted health care satisfaction in prisoners (Ross, Liebling, & Tait, 2011)

EE improves safety of environment

- A positive social climate is associated with lower rates of violence (Friis & Helldin, 1994) and less aversive reactions to problematic situations (Eltink et al., 2015)
- Secure forensic settings with a more positive atmosphere were associated with lower levels of aggression (Robinson, Craig, & Tonkin, 2016), and higher ratings of group cohesion are also associated with less aggression (Tonkin et al., 2012)
- Increases in trust contribute to a reduction of incidents and an increased sense of safety amongst staff and residents (Kordowicz, 2018)
- Listening to prisoners' concerns leads to a more stable environment (Solomon & Edgar, 2004)
- Better understanding between prisoners and staff led to improved safety and security within a prison (Bishop, 2006)

EE improves offender engagement in therapy

- The context within which treatment happens for offenders has been found to be more influential than actual treatment procedures (Marshall & Burton, 2010)
- Relationships are the primary medium of therapeutic change (Jeffcote, 2017)
- Group climate can improve treatment effectiveness for offenders (Marshall & Burton, 2010)
- Positive social climates in prison have been associated with higher engagement with treatment, better treatment outcomes, therapeutic alliance, higher trust in therapists, and less fear of self-disclosure (Long et al., 2011; Stasch et al., 2018)
- Meanwhile, poor organizational climate may serve as a barrier to successful treatment of prisoners (Belenko et al., 2016)

EE contributes to offender rehabilitation

- Attending to the social and emotional wellbeing of offenders assists in engaging them in behavioural change processes (Felson et al., 2012), which can help individuals to successfully integrate changes after release (Heffernan et al., 2012)
- Interpersonal channels are most effective in persuading an individual to adopt a new idea (Rogers, 1962)
- Prisoners who rated their institutional experiences more positively were less likely to be recalled to prison (Mulvey, Loughran, & Losoya, 2012).
- Prisoners who perceive incarceration as hostile are more likely to be re-arrested after release (Listwan et al., 2013)
- Prisoners who feel safe are more likely to secure meaningful roles throughout incarceration (Blagden & Perrin, 2016)
- Positive social climate in prison was related to more empathy in incarcerated juvenile offenders (Heynen et al., 2016) which is associated with prosocial behaviour and desistence from violence (Eisenberg et al., 2006; Pinker, 2011)
- Psychometric change of dynamic risk factors in prisoners was consistently correlated to ratings of prison climate, with prosocial changes relating to more positive climate ratings (Woessner & Schwedler, 2014)

EE improves overall organisational wellbeing and success

- Trust and interpersonal interactions oriented to the 'common good' within prisons improve institutional legitimacy and performance (Weaver, 2018)
- Offenders satisfaction with services was significantly associated with being well respected and regarded by staff (MacInness, Courtney, Flanagan et al., 2014)
- Deficiencies in job satisfaction or organizational commitment can jeopardize organizational health by opening paths to burnout, absenteeism, and staff turnover (Whitehead et al., 1987; Lambert et al., 2005; Camp et al., 1995)
- Job satisfaction and organisational commitment have been associated with prison staff turnover (Matz, Wells, Minor et al., 2012)
- Job demands, such as dangerousness and high workload, increase burnout and turnover rates while decreasing job satisfaction and organizational commitment (Rogers, 2018)
- Both training and alleviating stress are important for staff to effectively do their job and promote a positive organizational climate (Lugo, 2016)
- Improved social climate of institutions can increase staff well-being and commitment to their work, decreasing leave days and reducing disciplinary issues with staff, security of the institution, and overtime, and higher job turnover (Day et al., 2011; Joseph, 2013; Twerksbury & Higgins, 2006)