

“Most of us know at least one colleague who's struggling but won't come forward. So, people hide it, push through it, and sometimes that has tragic consequences. Yes, we need policy changes, but we also need a complete cultural shift in how aviation views mental health.”

Anonymous commercial pilot

Take the Well-being Culture Survey



How does your organization stack up?



The Culture Metric:

Assessing the Maturity of Workplace
Well-being Culture

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Overview

1. What is well-being?
2. Global Toll of Poor Mental Health
3. Workplace Well-being Survey Results
4. Optimize Your Well-being Culture
5. 10 Tips and Takeaways



What is Well-being?



Wellness vs. Well-being

- Wellness is just one piece of well-being
 - Specific activities or choices aimed at improving an individual's health (e.g., exercising, healthy eating, meditating)
 - Workplace wellness initiatives often only benefit a few
- Well-being takes a wider view and looks at how people perceive their lives
 - State of feeling safe, healthy, productive, and happy with a strong sense of purpose and life fulfilment
 - Encompasses physical, mental, emotional, and economic health
- Workplace Well-being
 - Holistic approach to fostering worker well-being
 - Combination of policies, practices, and initiatives (i.e., a program) to enhance overall quality of work life, while promoting a healthy work-life balance and influencing a positive, supportive workplace culture
 - No one-size fits all



The five key elements of well-being in order of impact:



**Career/
Employer**



Physical/Safety



Social



Community



Financial

Source: Wellbeing at Work: Clifton, Harter 2021, Gallup Press

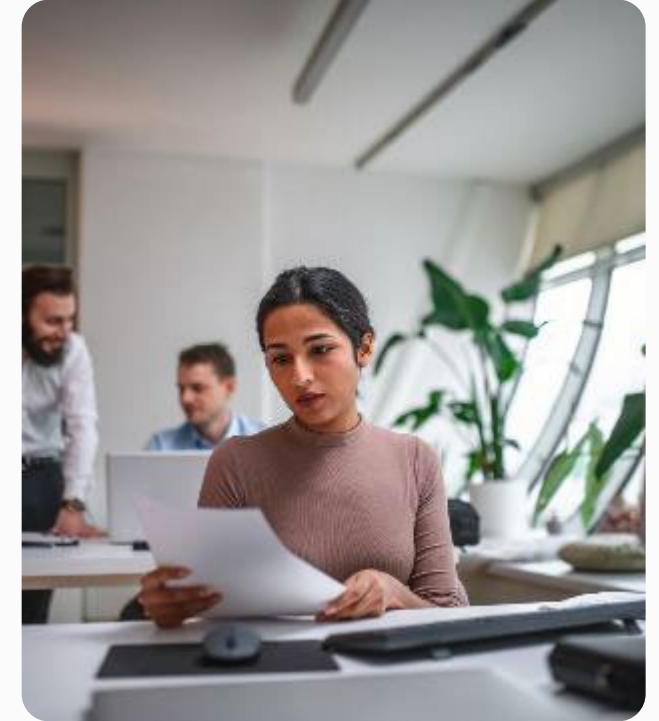


Global Toll of Poor Mental Health



Impact of Poor Mental Health on Employers

- Est. \$6 trillion per year by 2030: Economic impact of mental health conditions (60% increase from 2010 levels)
 - Greater than the current global impact of heart disease, cancer, or diabetes
- Business impact - diminished profitability, higher turnover, and reduced competitiveness
 - Only 35% of employees are thriving in life while 56% say they're struggling. And 9% are suffering.
 - Lost productivity from depression and anxiety cost the global economy 1 trillion USD/year
- Government mental health spend remains below 2% globally
- For every US \$1 invested in mental health treatment returns US \$4 in "better health and the ability to work"



"I love tech and the problems we solve. The intellectual challenge still excites me. But we need to be honest about this culture we've created – where burnout is treated as a personal failure rather than a systemic issue."
- Anonymous tech worker

What's Not Working

Healthcare

- **High Stress Levels:** higher-stress results in burnout, high turn-over, and insufficient staffing, resulting in lower patient care quality.
- **Employee Engagement:** Engagement in healthcare is crucial yet often low. Programs focused on recognition, ergonomics, and improving work conditions can help boost engagement.

Technology

- **Fast Pace and Isolation:** those working remotely, experience higher levels of social isolation. Solutions to foster greater community and team collaboration are essential.
- **Rapid Change and Skill Gaps:** Fast pace and pressure to innovate increases stress expose skill gaps and the need for continuous learning. Offering mentorships, training programs and development opportunities can address these needs.

Construction

- **High Suicide Rate:** Workers in construction are committing suicide almost 2X the average. Work-related stress, high turn-over, and substance abuse are driving suicides.
Substance Abuse: The industry faces a high degree of substance abuse in many cases related to work-related injuries and pain management. Worker training and awareness on mental health services, and safety injury prevention initiatives can make a difference.

Manufacturing

- **Physical Safety:** High rates of musculoskeletal injuries due to the physical nature of the work. Ergonomic assessments and improvements can significantly reduce injuries and enhance productivity.
- **Operational Efficiency:** There is often a need for better process optimization and efficiency. Implementing design improvements, automation, and ergonomic solutions can help.

Retail

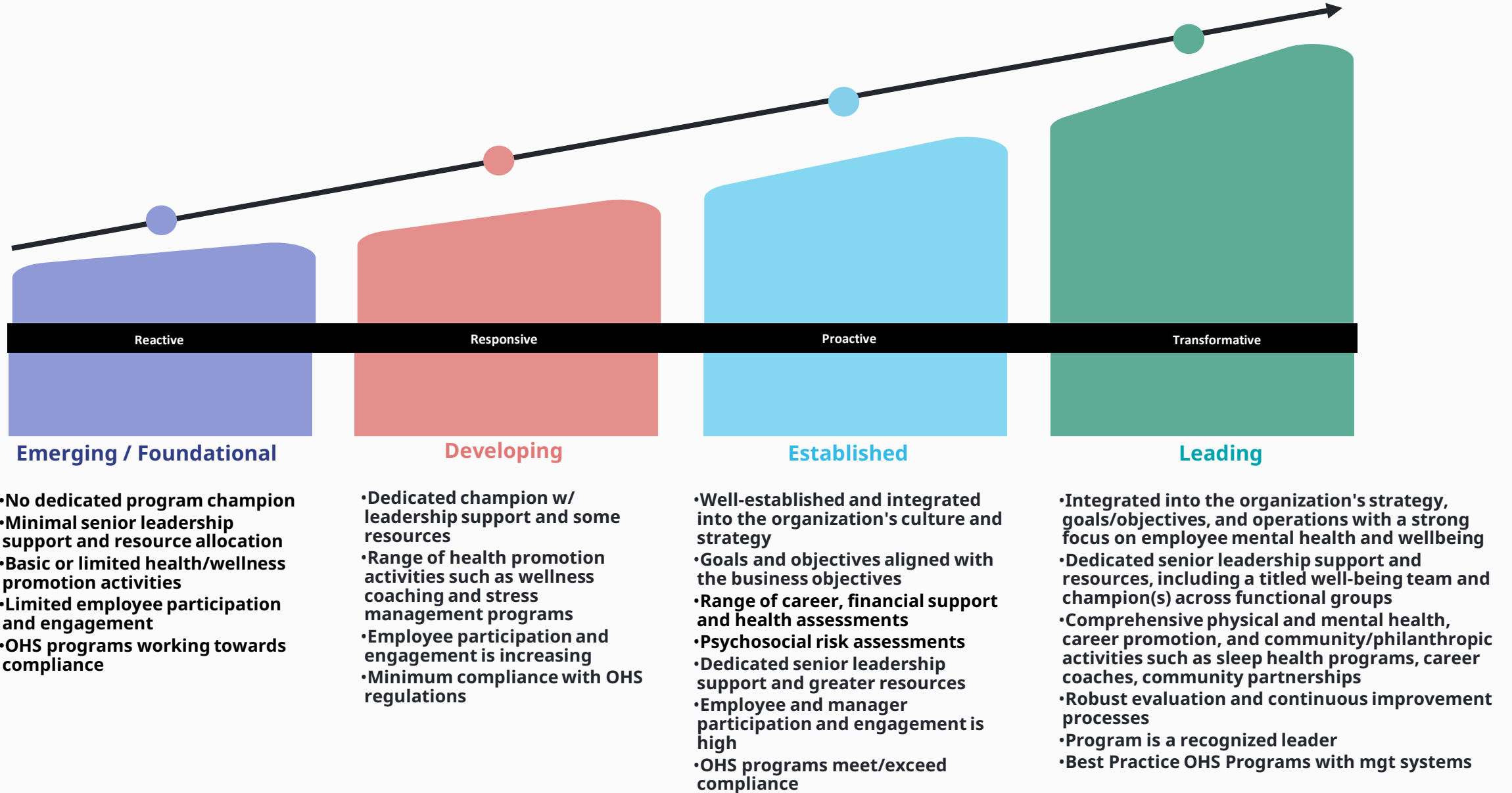
- **High Turnover:** Retail suffers from high employee turnover rates and absenteeism. Strategies for better employee engagement, training, and career development are essential.
- **Customer Service Stress:** Employees frequently face stressful customer interactions. Training in customer service skills and stress management can improve employee well-being and customer satisfaction.



Workplace Well-being by the Numbers

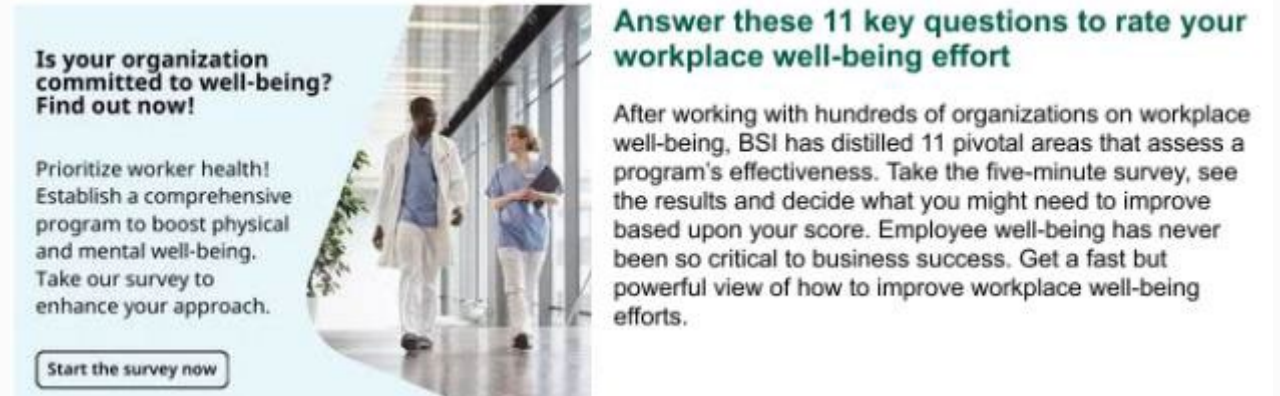


Xavier's Well-being Culture Maturity Continuum



Well-being Culture Maturity Assessment Tool

- Designed to gauge the maturity of an organization's well-being culture
- Survey questions on mental health resources, leadership support, program depth, employee satisfaction, and more
- EHS Today, LinkedIn, other media channels
- Over 100 participants
- Multiple industries
- Primarily US-based companies



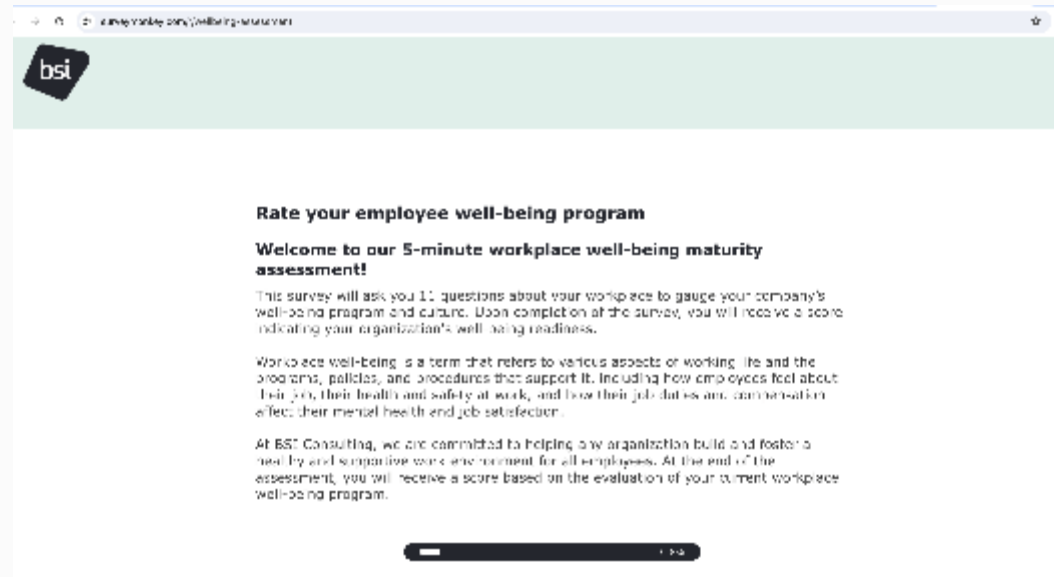
Is your organization committed to well-being? Find out now!

Prioritize worker health! Establish a comprehensive program to boost physical and mental well-being. Take our survey to enhance your approach.

[Start the survey now](#)

Answer these 11 key questions to rate your workplace well-being effort

After working with hundreds of organizations on workplace well-being, BSI has distilled 11 pivotal areas that assess a program's effectiveness. Take the five-minute survey, see the results and decide what you might need to improve based upon your score. Employee well-being has never been so critical to business success. Get a fast but powerful view of how to improve workplace well-being efforts.



bsi

Rate your employee well-being program

Welcome to our 5-minute workplace well-being maturity assessment!

This survey will ask you 11 questions about your workplace to gauge your company's well-being program and culture. Upon completion of the survey, you will receive a score indicating your organization's well-being readiness.

Workplace well-being is a term that refers to various aspects of working life and the programs, policies, and procedures that support it, including how employees feel about their job, their health and safety at work, and how their job duties and compensation affect their mental health and job satisfaction.

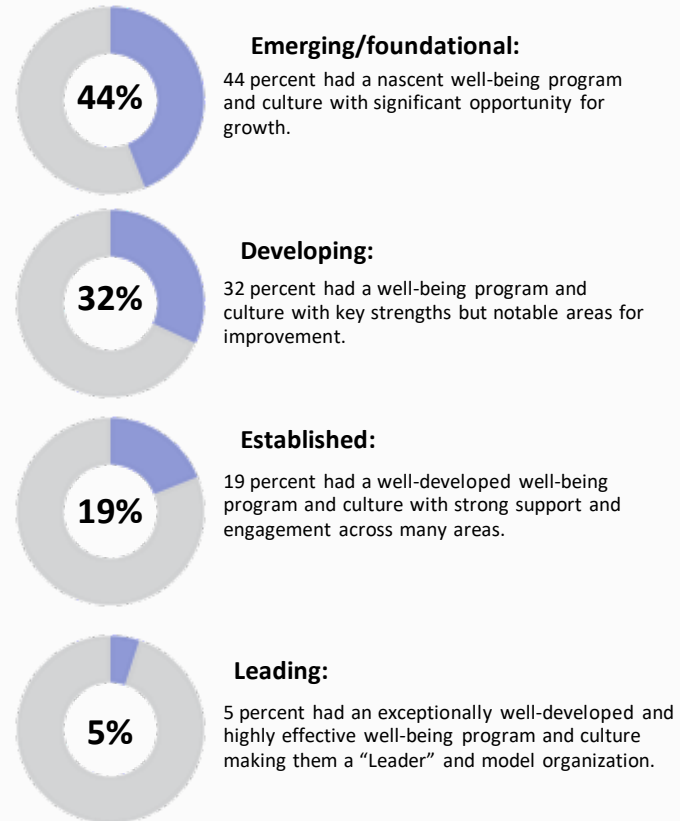
At BSI Consulting, we are committed to helping our organization build and foster a healthy and supportive work environment for all employees. At the end of the assessment, you will receive a score based on the evaluation of your current workplace well-being program.

1 of 11

BSI Well-being Survey Results



Survey participants received a total score that rated the maturity of their workplace well-being culture. The scores by classification were as follows:



The well-being culture maturity spectrum is represented in the following graphic:



Take the survey and see how you rank here: [Rate your employee well-being program](#)

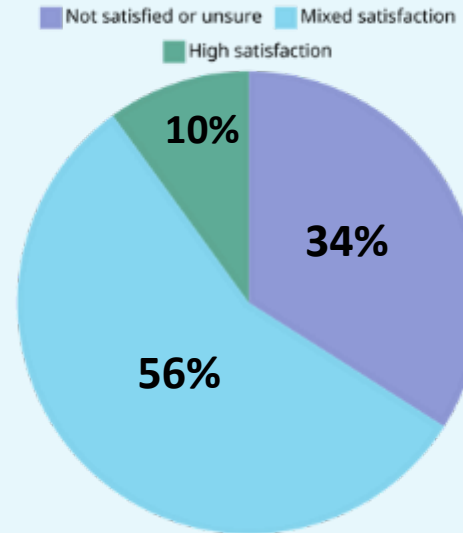
BSI Well-being Survey Results

Are your well-being program offerings meeting the needs of your employees?

- Not satisfied or unsure: 34%
- Mixed satisfaction: 56%
- High satisfaction: 10%

What does this mean?

Only 10% of respondents are confident that their employees are highly satisfied with their well-being offerings, while one-third reported that their employees are not satisfied or are not even asking the question.

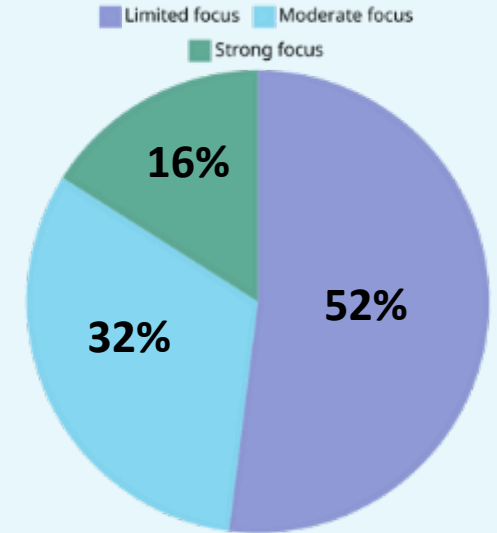


To what extent does your well-being program focus on employee mental health including awareness, education, and training?

- Limited focus: 52%
- Moderate focus: 32%
- Strong focus: 16%

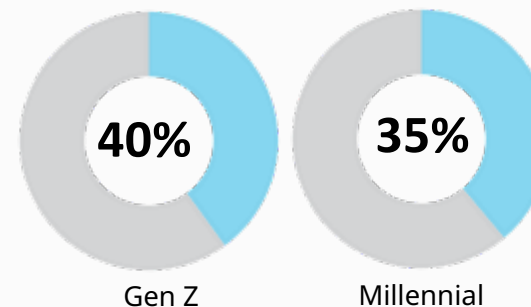
What does this mean?

Over half of companies are barely scratching the surface on mental health, suggesting it's not yet viewed as a priority or an issue. While it's clear that mental health still isn't getting the consideration it deserves in most workplaces, the data also suggest some companies are starting to make some real strides to support mental health.



"The pizza in the break room on a really busy day when you don't have time to eat is appreciated but we want something more helpful and sincere."

– Anonymous nurse.



Workers report frequent stress or anxiety, with approximately half experiencing burnout at work.

[Source: Deloitte](#)

BSI Well-being Survey Results

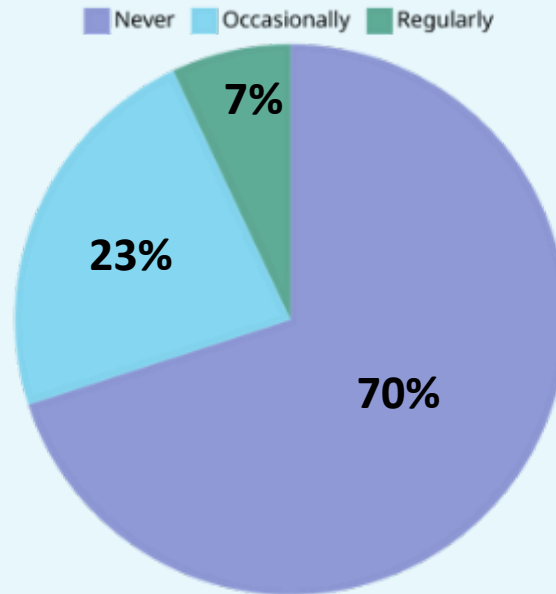
How frequently does your well-being program conduct psychosocial risk assessments?

- Never: 70%
- Occasionally: 23%
- Regularly: 7%

What does this mean?

Psychosocial risks are factors in the workplace that can negatively impact employees' psychological and social well-being such as high work demands, lack of job autonomy, lack of peer or manager support, and job insecurity. Changes in the workplace such as new work policies, automation, worker monitoring tools and AI, management changes and so forth can also lead to greater stress felt by workers.

This is one of the biggest blind spots we've seen in this survey - 70 percent of employers never assess psychosocial risks. While there are challenges to accurately assessing psychosocial risk, the benefits can shed some major light on systemic cultural issues inside your business.



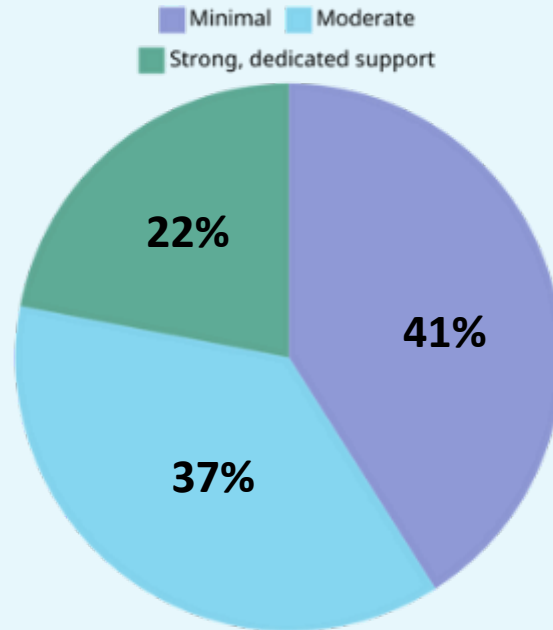
BSI Well-being Survey Results

What level of support does the well-being program receive from senior leadership?

- Minimal: 41%
- Moderate: 37%
- Strong, dedicated support: 22%

What does this mean?

Almost half (40 percent) of senior leaders provide minimal support while only 22 percent are fully committed to their organization's well-being programs. This lack of support suggests that workplace well-being isn't treated as important, or as a priority. Without the backing of leadership, these programs are likely to remain underfunded and ineffective.



"Our senior leadership roles don't have clear ... responsibilities for well-being."

- Anonymous warehouse worker



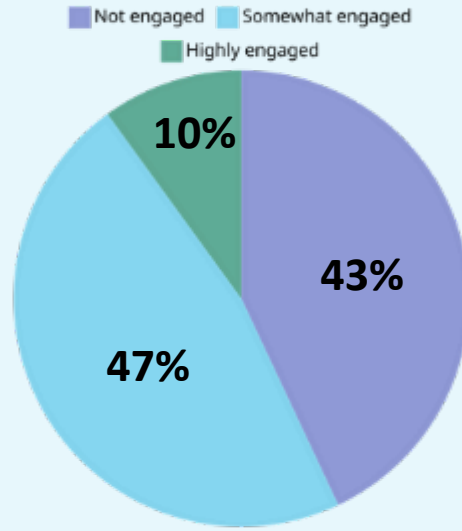
BSI Well-being Survey Results

How engaged are managers in your well-being program?

- Not engaged: 43%
- Somewhat engaged: 47%
- Highly engaged: 10%

What does this mean?

These metrics show that middle managers are following the lead of their senior leadership in not prioritizing well-being.



The Reality of the Bottom Line

“With the seemingly endless commitments and challenges organizations face, it isn’t possible to drop everything to focus on this one thing. Given that, we must embed key proven (well-being) concepts into current work and initiatives. And yes, it is difficult to do it well.”

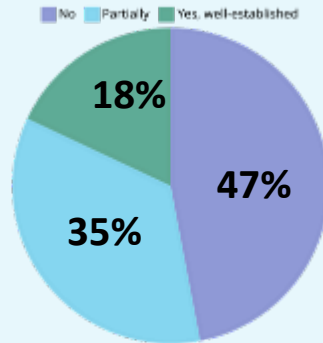
Dede Montgomery, MS, CIH – Total Worker Health Practitioner, Author



BSI Well-being Survey Results

Does your organization have a named well-being officer, team, and champions across functional groups?

- No: 47%
- Partially: 35%
- Yes, well-established: 18%

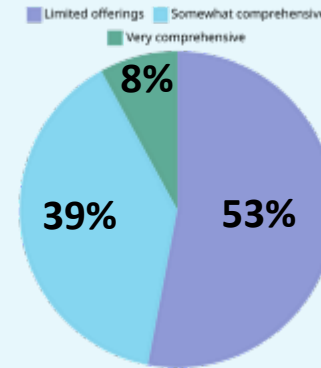


What does this mean?

Almost half (47 percent) of organizations have no dedicated well-being lead or team which reinforces the previously mentioned lack of organizational support. Without designated well-being champions, there is little or no accountability for progress or improvement.

How comprehensive are the offerings in your well-being program?

- Limited offerings: 53%
- Somewhat comprehensive: 39%
- Very comprehensive: 8%

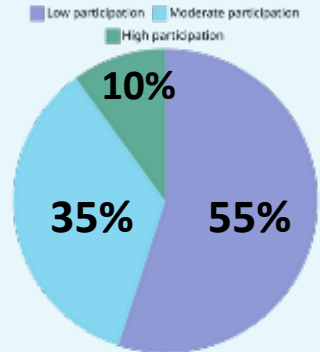


What does this mean?

Program offerings are generally fair to middling, with over 90 percent offering just basic services beyond an employee assistance program.

What is the level of employee participation in your well-being program, its initiatives, and interventions?

- Low participation: 55%
- Moderate participation: 35%
- High participation: 10%



What does this mean?

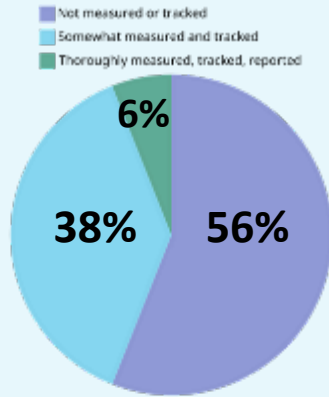
Over half of organizations seeing low participation suggests that there's potential stigma around using the well-being resources or the offerings just don't meet the needs of employees. Employers invest thousands into their Employee Assistance Programs (EAP), yet [less than 5 percent](#) of workers utilize them. In many cases, workers cannot easily access the services offered when it's convenient for them or when they need them most.

"The perks look amazing on paper. Free meals, gym memberships, meditation rooms, and weekly yoga sessions. But who has time for yoga when you're juggling three different projects with competing deadlines?" - Anonymous tech worker.

BSI Well-being Survey Results

How effectively does your well-being program measure, track, and report progress and challenges to leadership?

- Not measured or tracked: 56%
- Somewhat measured and tracked: 38%
- Thoroughly measured, tracked, and reported: 6%

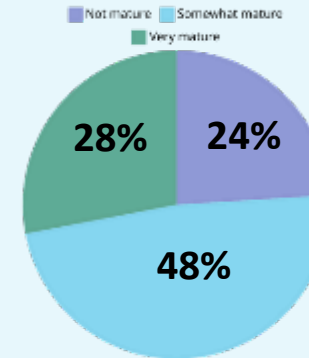


What does this mean?

The numbers here are particularly troubling. With more than half of companies investing in well-being yet not tracking any metrics. These companies are essentially operating well-being programs in the dark. Without data or insufficient data, companies can't identify which initiatives are working or failing, justify spending to leadership, or re-prioritize efforts and resources.

How mature are your organization's EHS (Environmental, Health, and Safety) programs?

- Not mature: 24%
- Somewhat mature: 48%
- Very mature: 28%



What does this mean?

These results are a mixed bag. While 28 percent have very mature, high performing EHS programs, nearly a quarter (24 percent) are still working towards compliance. It's good to see a solid middle ground with 48 percent somewhat mature.

"Everyone claims they want us to 'reach out' and use the mental health resources, but the moment you actually take a mental health day or schedule therapy during market hours, there's this subtle shift – suddenly you're seen as less reliable, less committed."
- Anonymous finance worker.



Optimize Your Well-being Culture



Benefits of Workplace Well-being

- Greater productivity
- Higher motivation/engagement
- Higher morale
- Lower absenteeism
- Lower presenteeism
- Greater loyalty/retention
- Job satisfaction
- Greater creativity
- Lower healthcare costs
- Improved safety
- Fewer injuries
- Improved quality
- Improved customer service
- Positive workplace culture
- Talent attraction and retention
- Stress reduction
- Lower theft
- Greater work-life balance
- Greater employee growth



Measure the Benefits

Companies that have implemented well-being initiatives have measured marked improvements

Reduce
injuries by
25%

Reduce
absenteeism
by 40%

Increase
employee
productivity
by 35%

Retain Talent
- 47%
jobseekers
due to
culture



Where to Start (or Continue)

- Assess your organization's current well-being culture
 - Perform a gap assessment
 - Perform engagement surveys
 - Identify specific challenges and areas for improvement
 - Re-assess your health and safety impact
- Identify key well-being focus areas
 - Create a workplace well-being strategy with goals, objectives, and metrics
 - Benchmark other like industries or companies for best practices
 - Ensure leadership participates
 - Build a business case to secure buy-in, if needed
 - Connect well-being to your ESG strategy
 - Roll out specific programs, services, interventions, and activities aligned with your strategy and employee needs



Don't Stop There



- Don't Do it Alone
- Engage employees on well-being offerings
 - Involve employees in the planning process
 - Promote your well-being services and benefits
 - Get regular feedback from employees
- You can't be well without safety
 - Recognize and reward safe work
 - Adopt a management system approach
 - Align safety goals with business goals
- Monitor, evaluate, and continuously improve
 - Measure your well-being program participation and outcomes
 - Refine your approach
 - Celebrate your successes and report on any challenges

10 Quick Tips and Takeaways

1

Build a business case and strategy for workplace well-being.

2

Secure leadership buy-in and participation.

3

Prioritize employee growth, development, and career opportunities.

4

Identify and empower your well-being champions.

5

Engage your employees on what they need most.

6

Conduct regular progress and gap assessments.

7

Strive for a best practice health and safety program.

8

Ensure mental health resources and education are readily accessible.

9

Promote your well-being offerings regularly.

10

Measure and track progress and celebrate successes.





Well-being Survey



Well-being E-book



Thank You

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