Understanding employee well-being practices in Australian organizations

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Abstract: Research has shown that employee well-being is associated with a range of positive outcomes such as reduced stress and improved productivity. The aim of this study was to assess the awareness of Australian HR Managers of a broader range of concepts related to wellbeing and of the nature and prevalence of well-being programs in Australian organisations. An email invitation was sent to 3471 HR professionals in Australia of whom 319 responded to the online survey (9.2%). Findings indicate that Australian HR professionals offer a range of services related to emotional, intellectual, social and physical well-being, but only a minority include services related to spiritual well-being. Most respondents consider that the benefits of well-being programs outweigh the costs. However, the low response rate may suggest that many organisations do not yet recognise the importance of promoting well-being at work.

Keywords: Well-being, Australia, Organisational Wellbeing, HRM Practices, Employee Well-being

Introduction

As humans spend much of their waking life at work, understanding how well-being may be fostered in the workplace can make an important contribution to promoting well-being in society. However, as companies seek to make a profit, they may not be willing to invest in employee well-being unless they can see a clear business case for doing so. This research aimed to explore the understanding of well-being in Australian organizations and current practices in Australian organizations relating to employee well-being.

A meta-analysis by Parks and Steelman (2008) found that in a range of studies, participation in organizational wellness programs was linked to reduced stress levels, lower abenteeism, higher job satisfaction and increased productivity. Previous research has also shown that employee engagement contributes to key performance indicators, e.g. customer satisfaction, productivity, profitability, employee turnover and sickness related absence (Harter, Schmidt & Hayes, 2002). Hence, if employee well-being can be shown to contribute to employee engagement, additional benefits can be expected to accrue. The present study sought to answer three questions:

1. What is the current understanding of wellbeing in Australian organizations?
2. How are organizations in Australia promoting wellbeing and what do aspects of well-being do they promote?
3. Do Australian organizations believe they are realizing benefits from investing in well-being?

Employee well-being and employee engagement

It has long been known that in addition to physical well-being, humans also need affection and to belong to a community to overcome feelings of loneliness and alienation (Maslow, 1970, Kurtz, 1988). Thus it is of no surprise that regardless of their stress levels, people with higher levels of social integration, report greater mental well-being (Cohen & Wills, 1985; Rose, 2000). Martin Seligman, whose work on positive psychology has identified many of the drivers of well-being, found that engagement is a key element needed to achieve more lasting happiness (Seligman, 2002). Harter (2003:8) state that:

> *"Positive emotions are facilitated by actions within organizations that support clear outcome expectancies, give basic material support, and encourage individual contribution and fulfillment,*

a sense of belonging, and a chance to progress and learn continuously. All of these elements together can be called employee engagement."

Robbins and Judge (2007, p.82) define engagement as `individual's involvement with, satisfaction with, and enthusiasm for, the work they do. They suggest that engagement may be a concept which is shared by job satifaction, organizational commitment, job involvement and intrinsic motivation to do ones's job well.

While it may partly be a re-emergence of the 'happy - productive worker hypothesis' as Harter et al. (2003) term it, engagement nevertheless has been found to be a distinct concept (Saks 2006, Macey and Schneider 2008). According to Saks (2006) and Macey and Schneider (2008), employee engagement has been mostly promulgated by consultants and practitioners and to date has been under-researched.

Many organizations nowadays publicize the well-being programs they offer their employees. In 2005, Aldana et al. estimated that 90 percent of all US workplaces with 50 or more employees had a wellness program. According to a PriceWaterhouseCooper 2007 report, improved performance and productivity as well as a reduction in indirect costs such as absenteeism and presenteeism are the main reasons for companies to invest in such programs (PriceWaterhouseCooper 2007). Secondary reasons included improving the company image internally or externally.

Well-being programs are described variously in the literature and by companies, e.g. health management programs (Wolfe et al. 1994), health promotion programs (Cogwell Anderson & Kaczmarek 2004; Wolfe et. Al 1993) wellness programs (PriceWaterhouseCooper 2007), organizational wellness programs (Parks & Steelman 2008) or fitness and wellness programs (Gebhard & Crump 1990). The focus of these programs is often on physical health, focusing either on modifying behaviors which may contribute to the development of health issues, e.g. weight control, exercise and fitness, giving up smoking, stress management, or on managing existing conditions e.g. type 2 diabetes or heart disease (Wolfe et al. 1994, PriceWaterhouseCooper 2007). Programs may be targeted at those at risk of developing or who already have conditions such as high blood pressure or high cholesterol levels (Goetzel et al. 2002) while other initiatives may be aimed at people who would like to improve their lifestyle habits in general (Aldana et al. 2005).

However physical health is only part of the story. As early as 1948,the World Health Organization's (1948) definition of health included not only physical, but also mental and social well-being. More recently, O'Donnell (2009, p.iv) defined optimal health as
'a *dynamic balance of physical, emotional, social, spiritual, and intellectual health'*
These dimensions were explored in the study reported here. While the first four may be commonly understood, the term 'spiritual wellbeing' may be less well understood in the business context. Here we use the term to refer not to a religious aspect but to having a sense of meaning and purpose in life.

According to Ho (1997) employees of companies which offered wellness programs showed more positive attitudes toward their job as well as more satisfaction with their job. Higher job satisfaction leads to lower stress levels and lower absenteeism, and ultimately to improved employee motivation and productivity. Serxner (2001) also found that participants in wellness programs had lower absenteeism rates compared to people who did not participate in wellness programs (Serxner et al. 2001). Hoeven and Jong (2007) reported that while physical health may affect the length of time an employee is absent from work, social and psychological well-being can affect how often the employee misses work.

Therefore programs which target different aspects of well-being may result in different benefits.

Although there has been some Australian research into the psychological constructs contributing to individual well-being, e.g. Cotton and Hart (2003), there has been little research into organizational practices relating to well-being. Recent surveys indicate that while the majority of Australian workers are happy with their work life balance, there has been an increase in those dissatisfied (25% full-time women and 20% full-time men (Pocock et al. 2010). Other research has found that employees' passion for their jobs has lessened since the Global Financial Crisis, a drop of 18% in one year (Perry 2010). Passion for one's job is one of the largest indicators of self belief. This survey also found that over a quarter of those surveyed showed signs of depression.

As there is a growing interest in well-being in organizations in Australia, a survey was conducted among Australian Human Resource (HR) Managers to explore current practices, in order to answer the research questions listed in the introduction.

Method

Public perceptions of well-being reported in Australian media suggest that well-being is primarily associated with physical well-being. The survey questions were designed to elicit responses related to the broader range of concepts identified in the literature review as related to well-being, i.e. physical, intellectual, emotional, social and spiritual.

A survey method was used as it allowed the researchers to gather a broad range of responses relating to the understanding of employee well-being and how well-being is being promoted in Australian organizations. A survey method is appropriate for the purpose of this study as according to Zikmund et al. (2010), 'The typical survey is a descriptive research study with the objective of measuring awareness, knowledge, behaviour, opinions and attitudes'.

The focus for the survey was organizations with 50+ employees and turnover ≥ AU$10 million, as these organizations are more likely to have formal HR roles and awareness of current practices. An online survey link was sent to HR managers who usually have most knowledge of and take the lead in assessing and running programs related to employee well-being. Hence, they are most likely to have the knowledge and experience to answer the research questions. Online was chosen as the medium as HR professionals are computer literatate and this allows the quick and easy collection and analysis of responses.

The survey questions allowed for participants to tick boxes and also to provide comments or alternative responses to each question. Numerous free text responses were received, allowing the emergence of some themes not identified prior to the survey and illuminating the responses with some real life examples. While the full survey is too long to include here, a copy of the main questions has been included in Appendix One.

An initial pilot survey was run with a convenience sample of volunteers to test the clarity of the questions and the time to complete. The survey was then sent to 45 HR Managers of similar organizations in a single region of Australia, of whom ten responded. Following the analysis of these results, the questionnaire was slightly re-worded before sending to the larger group.

Response rate
Three hundred and nineteen surveys were completed, which provides a useful snapshot of current practices, although the response rate was a disappointing 9.2% percent. Of these, 49% (154 organizations) already had an employee well-being program in place. A further 12.4% (39 organizations) had a plan to implement a well-being program within the next 12 months while 12.4% (39 organizations) had a plan to implement one in the longer term. Only 10.5% (33 organizations) said they did not plan to introduce any such program. 136 organizations (42.6% of respondents) requested a copy of the survey findings and to be involved in further research, which provides an indication of the high level of interest among respondents. Many of these respondents may be regarded as early adopters, those who are already convinced of the case for promoting well-being in business.

Findings

Understanding of employee engagement and well-being
Respondents identified Leadership as by far the most helpful factor in ensuring best performance from employees, followed by Positive Organizational Culture, Communication and Employee Engagement as shown in Table 1.

Table 1 Participants believed to be most helpful in ensuring best performance from employees

Topics	Count	%
Leadership	140	50
Positive Organisational Culture	41	14.6
Communication	35	12.5
Employee Engagement	29	10.4
Alignment between Individual and Organisational Values	24	8.6

The most important factors in contributing to employee engagement were seen as gratitude/appreciation/recognition, a feeling of being valued at work, trust and job satisfaction as shown in Table 2.

Table 2 Concepts believed to be most helpful in ensuring best performance from employees

Concepts	Count	%
Gratitude/Recognition/Being Valued	98	43.9
Trust	53	23.8
Job Satisfaction	42	18.8
Goal Setting	15	6.7
Autonomy/Empowerment	15	6.7

In relation to helping employees achieve their potential and achieve organizational goals, the most important concepts were seen as trust and shared values, followed by happiness, optimism and gratitude as shown in Table 3.

Table 3 Concepts believed to be most helpful in achieving goals and potential

Concept	Count	%
Trust	181	31.8
Values	163	28.6
Happiness	82	17.4
Optimism	75	13.2
Gratitude	69	12.1

These concepts have been identified in previous research relating to positive organizational scholarship and positive psychology as contributing to an individual sense of well-being. Happiness, optimism and gratitude are not traditionally associated with Human Resource Management, however morale and employee satisfaction have been a concern of HRM managers for many years, while gratitude can be associated with appreciation and recognition. It may be easier for concepts to be taken on board if they relate on some way to familiar concepts. Respondents were mostly unsure about the usefulness of other concepts related to positive psychology such as thought disputation, early morning light and flow. The latter concepts, if not alien, are certainly less part of the normal language of Australian organistions than terms such as trust and values.

The words respondents most frequently associated with well-being were: physically and mentally healthy, motivated, committed, productive, focused, happy, unstressed, having fun and grateful as shown in Table 4.

Table 4 Words most associated with wellbeing

Word	Count	%
Physically healthy	236	85.8%
Mentally healthy	222	80.7%
Happy	201	73.1%
Motivated/committed	182	66.2%
Relaxed/unstressed	181	65.8%
Productive	148	53.8%
Focussed/attentive	120	43.6%
Having fun	117	42.5%
Grateful/appreciative	71	25.8%

All these responses are very positive and show a business and an individual benefit, e.g. productive and happy, motivated and having fun. Respondents also suggested a variety of other words such as emotionally stable, work life balance, spiritual health, financially healthy, vitality, positive attitude, serving, social interaction, fulfilled, engaged and team oriented. The variety of responses suggests that there is not yet a common view of well-being but there are certainly some high expectations with regards to its value in organizations.

Employee well-being programs were linked with organizational goals for half the organizations in the survey. Table 5 shows the frequency of responses, with the commonest goals relating to employee engagement, attracting, retaining and developing staff, and health and safety.

Table 5 Goals to which participants related their well-being programs

Theme	Count	%
Engagement	27	35.06
Attraction/retention	11	14.29
Health and safety	17	22.08
Other	22	28.57

Respondents also identified a range of other goals to which their well-being programs contributed, including mission, vision and values, culture, performance and productivity, developing employee potential and work life balance.

How are organizations promoting well-being?

Respondents offered a range of services which can be broadly classified using O'Donnell's (2009) five dimensions of well-being: Physical, Emotional, Intellectual/Mental, Social and Spiritual.

The highest ranked category was emotional well-being, with 81.8% of organizations providing a service such as counselling to address stress or emotional issues or induction activities to make new employees feel part of the organization. Intellectual (mental) well-being was almost as popular, with 81.5% of organizations offering services to address the intellectual development of employees, particularly through training and development activities. Far fewer offered popular current management practices such as coaching (40.8%) and mentoring (40.1%). Social well-being was fostered by a large number of organizations (80.9%) who said they had formal organizational gatherings, flexible working hours, and diversity policies and practices in place. Physical well-being was supported by 67.1% offering such services as support to give up smoking, flu injections, gym facilities or gym membership, and activities such as walking, jogging or swimming. Least common was support for spiritual well-being, with only 31.3% of organizations offering provisions such as time off for religious observance, a quiet room, yoga or tai chi.

Organisations used a variety of methods to promote their programs, including newsletters, intranet, meetings, taster sessions and champions.

Benefits of well-being programs

Almost half the respondents (46.7%) believed that the benefits of having a well-being program in place exceeded the costs, with a further 23.8% believing the costs and benefits to be about equal. Although only 9.7% stated that they believed the costs to outweigh the benefits, a further 19.75% skipped the question so their views are unknown.

The highest ranking benefits for which respondents reported they had evidence were job satisfaction (45.5%), motivation (38.6%), communication (37.35), teamwork (36.4%), staff retention (35.2%), employee engagement (32.3%), productivity (32%), coping with change (31.7%), employee attitudes towards the organization (30.4%) and absenteeism (28.2%).

One respondent noted that their internal surveys had shown that well-being is a key driver of people engagement, that highly engaged people tend to build high levels of engagement with customers, leading to increased business and showing that well-being has a direct link to marketplace success. Another commented that their organizational development strategy included building an adaptive and aligned culture, and that their health and well-being program helped achieve this. Another organization's well-being program enabled employees to maximise their potential which, in turn, provided a better service to their community.

Organizations also noted that their well-being programs impacted positively on issues such as staff retention, accidents, workers' compensation and absenteeism.

Respondents also had the option to indicate that they believed that such improvements resulted but did not have evidence of this. This showed some interesting differences, for example, although only 24.8% said they had evidence that promoting well-being improved alignment between employee values and organizational culture, 38.6% believed this to be the case. Similarly, only 17% had evidence of an improvement in customer satisfaction, but 36.4% believed this to be the case. This is perhaps to be expected in the early stages of implementing new practices, when people are not yet sure of how to measure effectiveness. Benefits identified by respondents are listed in Table Six.

Table 6 **Benefits for which respondents said they had evidence or believed to be the case**

Benefit	Evidence % responses	Belief % responses
Employee satisfaction	45.5	31.0
Motivation	38.6	35.4
Communication	37.3	33.2
Teamwork	36.4	36.7
Staff retention	35.1	34.8
Employee engagement	32.3	40.8
Coping with change	31.7	36.1
Productivity	32.0	40.1
Employee attitudes toward the organization	30.4	39.5
Absenteeism	28.2	40.1
Leadership	25.1	36.7
Alignment between employee values and organizational culture	24.8	38.6
Recruitment	25.1	34.2
Preventing distressed employees' negative influence	21	38.2
Customer satisfaction	17	36.4

46% of respondents said that they did not specifically measure the impact of well-being programs. Many respondents observed that measuring outcomes is the most difficult aspect of running a well-being program. While usage and satisfaction with the program are relatively easy to measure, respondents found it difficult to convert other non-tangible benefits into monetary value. The most popular measurements used were employee opinion/climate survey (57.1%), staff turnover and absenteeism (49.2%), and workers' compensation claims data (39.2%). However, most organizations are not tracking usage of their well-being programs, making assessment of putative benefits questionable.

Table Seven shows the cross-tabulations between the five categories of well-being services and the benefits for which respondents said they had seen evidence.

Table 7　　　　　**Benefits for which respondents who offered specific
types of well-being services said they had seen evidence**

	Employee Sat	Commu-nication	Motivation	Teamwork	Staff Retention	Coping Change	Produc-tivity
Physical Well-being	57%	48.1%	47.7%	47.2%	45.3%	41.1%	41.1%
Emotional Well-being	55.6%	44.4%	46.4%	43.7%	42.5%	38.3%	38%
Intellectual Well-being	55.8%	45%	47.3%	44.2%	42.7%	38.5%	38.8%
Social Well-being	46.9%	36.4%	40.3%	37.2%	35.7%	30.2%	32.6%
Spiritual Well-being	41%	39%	39%	32%	36%	28%	32%

Table Seven shows that the most common benefits attained were improvements in employee satisfaction, communication, motivation, teamwork, staff retention, coping with change and productivity. These benefits were most frequently associated with physical, intellectual/mental and emotional well-being and less frequently with social and spiritual well-being.

Discussion
With such a low response rate (9.2%), the authors do not claim that responses are representative of Australian organizations, merely of those who responded to the survey. The response rate may be due to a number of reasons, including a technical issue with the first mail shot and the fact that the email link was blocked by some IT systems. It may also be that HR managers simply did not have time to respond or that the topic is not yet seen as important by many HR managers. However those who replied clearly had a strong interest in the topic, with most already having or planning a well-being program and many organizations getting in touch to express their interest in the findings and in being involved in further research.

The number of respondents (230 organizations or 73%) which either had a well-being program in place or planned to implement one is lower than the 90% of American organizations reported by Aldana (2005). It is often the case that new approaches to managing people are adopted later in Australia than in the US and this may be the case here.

Many of the concepts listed such as trust and leadership are familiar to HR managers from the general HR management literature, e.g. Robbins and Judge (2007) and Whetten and Cameron (2007). Others such as gratitude and optimism, can make a real contribution to the well-being of individuals, according to authors such as Csikszentmihalyi (2003) and Seligmann, and are worthy of exploration by Australian organizations.

The fact that many respondents believe that there are benefits although they do not have concrete evidence is consistent with Miller and Haslam (2009) who found that the business case for employee health was often based not on factual data but on the basis of a believe that this would improve people management, corporate reputation or alignment with business objectives. In fact, some of their participants argued that decision-makers were more likely to be swayed by intuitive, emotional and ethical arguments than by empirical

data. Respondents to the current survey also suggested that it is not just about the costs, that it is 'the right thing to do' and that organizations should have at least a basic well-being program in place to support a high performance culture. One noted that in their increasingly complex environment, staff feel less resilient and that the cost of doing nothing is high. Benefits were reported more often by organizations whose programs were linked with their organizational goals than by organizations which had not linked their program in this way. This may be because the process of linking well-being programs to goals is likely to make people more aware of the benefits than organizations that put programs in place without such a process.

It is interesting that Australian organizations who replied are offering a range of well-being programs, with most respondents addressing emotional, intellectual and social well-being in some way. Two-thirds of the respondents also offer programs promoting physical well-being, such as giving up smoking or encouraging use of gyms, typical of the health and well-being programs described by Wolfe (1994). It can be seen from this limited snapshot that some Australian organizations are addressing four of the five types of well-being identified by O'Donnell (2005), emotional, intellectual, social and physical, but with few offering services to foster spiritual well-being.

Within each category, the most commonly offered services were traditional HR practices such as training and development, counseling and company social functions. This may be due to the respondents being HR Managers, who are aware of their organizations' services in these areas, even if, prior to this survey, they may not have considered how these services collectively contribute to employee well-being. Aggarwal and Bhargava (2009) reported that HR practices can positively impact the perceptions of individual employees and the culture of the organization.

Few organizations responding to this survey were offering newer services such as stress reduction programs (11.9%), resilience training (7.5%) or meditation (4.4 %). A broadening of the concept of well-being to include all categories of well-being and an evaluation of the impact of the different services which contribute to each category either individually or collectively would be worth exploring.

It was not surprising to find that less than one third offer support for spiritual well-being as the concept of spiritual leadership in organizations is relatively new in the Western world, although it is beginning to be explored by academic researchers. Fry (2003), for example, reported that workplace spirituality programs had led not only to personal outcomes such as serenity or job satisfaction, but also to improved productivity and reduced staff turnover. However, as one respondent put it in response to the question about spiritual well-being in this survey, 'we haven't been asked to provide this yet', suggesting that organizations will be reactive rather than proactive in this area. Given Australia's multicultural society, such demands may come sooner rather than later, e.g. for a prayer space or for time off for religious observance. In developing services in this area, it will be important for organizations to work with their employees before deciding which practices to implement and how, in order to implement services which employees value and will make use of, and to communicate the benefits of these programs effectively. While the number of organizations including spiritual well-being in their well-being programs may be small at present, case studies of organizations which are active in this area would be beneficial in understanding the impact this can have.

It may be easier to track benefits relating to intellectual, emotional or physical well-being than for either social or spiritual well-being. Spiritual offerings in the workplace are still

relatively new in the western world and it may also be the case that organizations have yet to determine the optimum way to introduce such services and to measure any resulting benefits. However it may also be that as with other practices related to managing people, the benefit of implementing a bundle of practices may be greater than the sum of individual practices (CIPD 2001). The challenge will be to identify the appropriate bundle for a particular organization, its context, resources and strategy.

Limitations

Given the low response rate, the authors do not claim that the sample is representative or that the results can be generalised. Rather, the authors hope that the findings may be taken as an initial snapshot of what some Australian organizations claim they offer in relation to employee well-being. A further cautionary note in interpreting the data is a reminder that the findings are based on self-reports. There has been no validation of the claims made by the respondents of the services they offer or the benefits they report they have achieved. Furthermore, although many free text responses were received, this online survey lacked the richness of data qualitative research could provide. Investigating employee perceptions would also enhance the findings.

Conclusion

Many respondents are currently offering well-being programs of some type, although services associated with fostering mental, social and emotional well-being are mostly based on traditional HR services. Physical well-being is now being promoted by many organizations and it is this which attracts media attention as a recent development. Services relating to spiritual well-being are less common among the Australian organizations which responded to this survey as are some newer services such as resilience training.

It appears from the responses received that organizations which offer well-being programs are experiencing real business benefits. Many organizations claim that they have evidence of these benefits, despite the difficulties in measurement. However given the limitations outlined above, further research is recommended to validate the findings and to explore in depth both the organizational and employee perspectives. It would also be useful to compare the impact of different well-being programs to determine the criteria which lead to effectiveness in particular contexts, to explore the importance of linking well-being with organizational strategy and to evaluate alternative ways of measuring impact.

Acknowledgement

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Appendix   Copy of key survey questions

Table A1 Understanding of Well-Being	
1. Which of the following do you think are most helpful in getting the best performance from your employees? Please select your top three.	Leadership Motivation Employee Wellbeing Communication Employee Engagement Culture Values Alignment
2. Which of the following do you see as most relevant for contributing to employee engagement? Please select your top three.	Goal Setting Focus/Mindfulness Trust Stress Reduction Gratitude/Appreciation Optimism
3. Some concepts which are not part of traditional Human Resource Management have been found to be useful in helping employees achieve their potential and improve their contribution to the organisation. For each of the following concepts, please indicate whether you think that concept is (very important to not important)	Mindfulness Gratitude Early Morning light Happiness Signature strengths Thought Disputation Optimism Presenteeism Goal setting Values Flow Trust Physical Movement
4. What words do you most associate with wellbeing? Please tick all that apply	Happy Productive Motivated/Committed Having fun Physically healthy Relaxed/unstressed Focused/attentive Mentally healthy Grateful/appreciative Other, please specify
5. Does the employee wellbeing initiative in your organisation relate specifically to any of your organisation's strategic goals?	No Yes (if yes, please outline the goal and how the employee program relates to it)

Table A2 Promotion of Well-Being and Different Aspects of Well-Being	
1. Does your organisation have a program in place to support employee wellbeing ?	Yes No but we are planning to introduce one within 12 months No but we are planning to introduce one in the long term (more than 12 months) No and we do not plan to introduce one at any time
Which of the following services or activities related to physical wellbeing of employees exist in your organisation? Please tick all that apply.	Gym or gym membership Dieting counseling Cafeteria Healthy Food Options Support in giving up smoking In-house medical advice Health insurance On-site workout facilities, exercise breaks, exercise co Other (please specify)
Which of the following services or activities related to emotional wellbeing of employees exist in your organisation? Please tick all that apply.	Counselling services Appreciation of employee contributions through awar Mentoring Induction training Buddy system to help new recruits settle in Resilience training Team building activities Other (please specify)
Which of the following services or activities related to mental wellbeing of employees exist in your organisation? Please tick all that apply.	Career planning Periodic review of performance Periodic review of training and development needs Payment of educational expenses and /or time off for Formal training and development relevant to employe Coaching Mentoring Other (please specify)
Which of the following services or activities related to social wellbeing of employees exist in your organisation? Please tick all that apply.	Formal organisational get togethers (e.g. annual Christmas gathering) Equal Employment Opportunity policy and practice Work-life balance programs Diversity management programs Flexible work hours Time off for community engagement and volunteering Other (please specify)
Which of the following services or activities related to spiritual wellbeing of employees exist in your organisation? Please tick all that apply.	Meditation programs Stress prevention programs Retreats Good Mood Safari Time off for community engagement and volunteering A quiet room A prayer space Yoga / Tai Chi or similar Other (please specify)

Table A3 Benefits of Investing in Well-Being	
Do you believe that	Costs of providing a wellbeing program exceed the benefits Benefits of providing a wellbeing program exceed the costs Costs and benefits are approximately equal Please add your comments here
How do you measure the benefits of promoting employee wellbeing in your organisation? Please tick those which apply	We don't specifically measure the benefits We ask participants in the programs what they perceived as the benefits We ask the participants' supervisors/teams what benefits they perceived their employee or team member had achieved Employee opinion/climate survey Staff turnover/absenteeism Productivity data Promotions and awards Worker Compensation claims data External press coverage Other -Please add your comments here
Do you believe that promoting employee wellbeing results in improving any of the following? Please tick those that apply. Response choices were: I have evidence of this I believe this is true but have not hard evidence I am not sure whether or not this is true I do not believe this can be improved by promoting employee well-being I believe this may be negatively affected by promoting employee well-being	Leadership Coping with change Employee satisfaction Motivation Recruitment Staff retention Productivity Teamwork Alignment between employee values and organisational culture Absenteeism Customer satisfaction Employee engagement Preventing distressed employees from influencing other workers negatively Employee attitudes toward the organisation and corporate image Media coverage of organisation Other Please give an example of the benefits your organisation has achieved through implementing a wellbeing program (quantifying the outcomes where possible)