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Workplace Wellbeing Index

— 2023 —
WORKFORCE
TRENDS
REPORT
SERIES

Benchmarking data and insights on workplace wellbeing strategy.

AUSTRALIAN EDITION



— 2023 —
WORKFORCE
TRENDS
REPORT
SERIES

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Introduction

Workplace wellbeing has become an increasingly important focus for organisations in recent years. It's widely recognised that a healthy and engaged workforce can contribute significantly to an organisation's success.





Faced with the need to compete in a **challenging market**, **increasing public awareness of wellbeing**, and the **emergence of policies to protect employees**, employers need to understand and prioritise workplace wellbeing to attract and retain top talent.

Improving the quality of our lives is not just good for employees; **it's shown to have a direct impact on an organisation's bottom line**. This report examines the strong relationship between greater employee wellbeing, and accelerated business performance outcomes.

Wellbeing is at the centre of Gallagher Better WorksSM, our strategic approach to investing your people's health, talent, financial wellbeing and career growth to align with your overall business goals. It focuses on the full spectrum of organisational wellbeing – taking a strategic approach to investing in employee wellbeing at the right cost structures, to support diverse workforce needs.

Making the best decisions for your employees and organisation starts with asking for feedback from those that matter most—*your people*.

Now in its second year, Gallagher's Workforce Trends Report: Workplace Wellbeing Index provides a comprehensive snapshot of what is driving the attraction and retention of employees, and how organisations can compete in this challenging market where, more than ever, employees have the power to choose. The events of the last couple of years have seen dramatic shifts in the world of work, from fleeting adjustments to genuine changes in expectations and approaches to work.

The data and insights highlighted in this report are gained from Gallagher's Workplace Wellbeing Index survey results, gathered from December 2022 to January 2023. It is, to date, **one of Australia's largest and most comprehensive studies into employee wellbeing and its impacts on business performance**, with 2,606 employees from across Australia contributing. The census representative sample included a roughly even split on several demographics. It included employees on a full-time, part-time, or casual basis, with those who were currently unemployed excluded. From reading this report, you will gain practical insights on trends and best practices to help you face your future with confidence.

THE KEY TRENDS EMERGING FROM THIS YEAR'S RESEARCH ARE:

1

Organisations must look beyond just salary and perks to attract and retain top talent.

2

Employees' wellbeing is still low and presents a growing risk for organisations.

3

Understanding the employee experience is important but taking focused and deliberate action is critical.



Unpacking these trends, and taking meaningful action with practical strategies, will **help organisations ensure they can compete in a fast-changing landscape, win the fight for talent and improve business performance** with happier, loyal and more engaged employees.

As the country's leading consultants in business performance and workplace wellbeing, Gallagher works with organisations of all sizes, from local businesses, to global names, ensuring their people strategy is aligned with their overall business goals. If this report raises any queries or concerns, please reach out to our team of experts listed at the end.



Over
2,600
Participants

Gallagher's Workplace Wellbeing Index provides a comprehensive snapshot of what's driving the attraction and retention of employees, and how organisations can compete in this challenging market.



Remuneration and Benefits

Organisations must look beyond
just salary and benefits to attract
and retain top talent.

In a candidate-driven market, **organisations can easily fall into the trap of racing to beat competitors on arguably more superficial aspects of the employee experience**, like salary and incentives. Results from our latest study show that when looking to join a new organisation, remuneration, reward and benefits emerge as the most crucial factors for attracting employees. What is also clear from the data is that although a competitive salary is vital, that is no longer enough to retain an employee.

Personal finances now more important than ever

With cost of living rises and continuing economic uncertainty confronting many Australians, **remuneration, rewards, and benefits is front of mind**. When reflecting on the different domains of their life (such as mental health, physical health, personal finances, social relationships, career, spirituality, and overall sense of purpose), **personal finances have increased from the third most to second most important factor** for respondents.

This is perhaps driven by the **sharp decline in satisfaction with personal finances** with less than half (45%) of employees indicating they are happy with their personal situation. Completing the picture, only half (50%) of employees were satisfied with their base salary, whilst under half (45%) were satisfied with the incentives they can receive over and above their base salary.

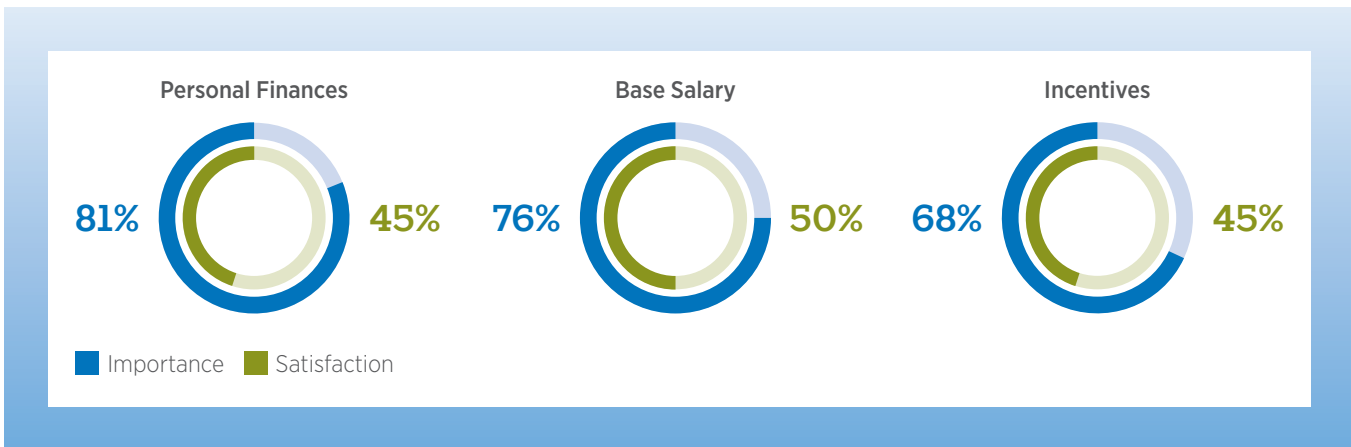
Employees are requesting a better salary, with some describing it as the need for “giving us a liveable wage.”

When asked to describe the one key thing their organisation can do to support wellbeing, **financial support was the second most requested action**, behind work life balance. This has moved up from third most important in 2022 to second most in 2023. **Employees are requesting a better salary**, with some describing it as the need for “giving us a liveable wage”, and paying “relative to the market”. Employees have described conditions as “very tough financially”, and have asked for their employers to increase their salary to “keep up with inflation” and to account for “price of living increases”.

While organisations must be market-competitive with their salaries, as explored later in this section, throwing excessive dollars at employee base salaries to get people in the door is not a sustainable strategy to combat low levels of financial wellbeing. The dissatisfaction with personal finances allows proactive organisations **the opportunity to look at modernising their benefits programs to include financial wellbeing initiatives**. By understanding that an employee’s financial situation is unique, the most successful financial wellbeing programs are multi-faceted with both short-term relief options and long-term behavioural change strategies incorporated into them.



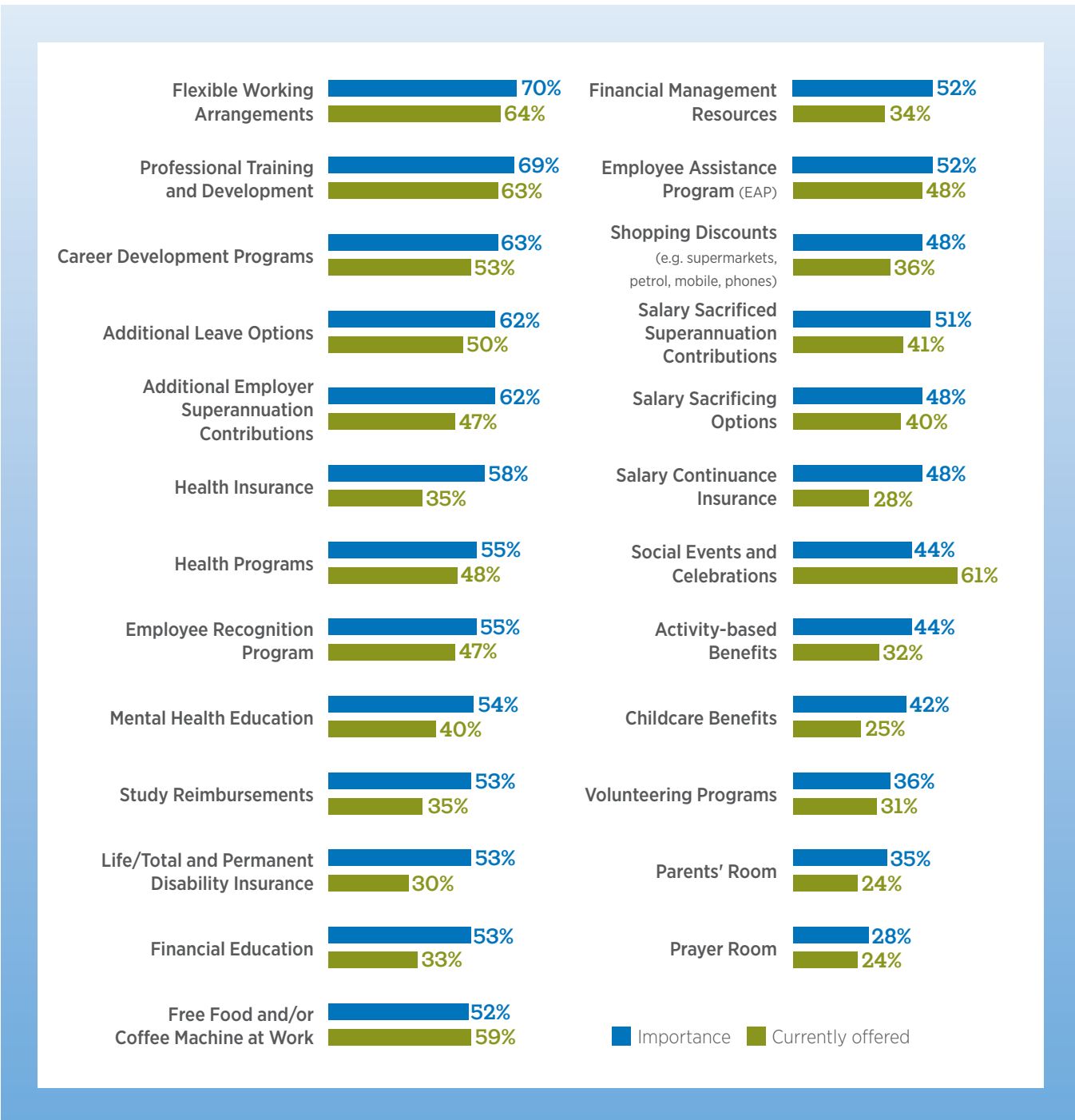
WHAT EMPLOYEES FEEL IS IMPORTANT IN KEY FINANCIAL AREAS, COMPARED TO THEIR SATISFACTION



When asked which workplace benefits are most important and what is currently offered, we see further detail around strategies that can be delivered to support the financial wellbeing of employees. For example over half of employees list financial education (53%) as being important yet only a third (33%) are offered this by their current employer.



WORKPLACE BENEFITS THAT ARE IMPORTANT TO EMPLOYEES, COMPARED TO WHAT IS CURRENTLY OFFERED BY ORGANISATIONS



When considering joining a new organisation, what do employees rate as most important?

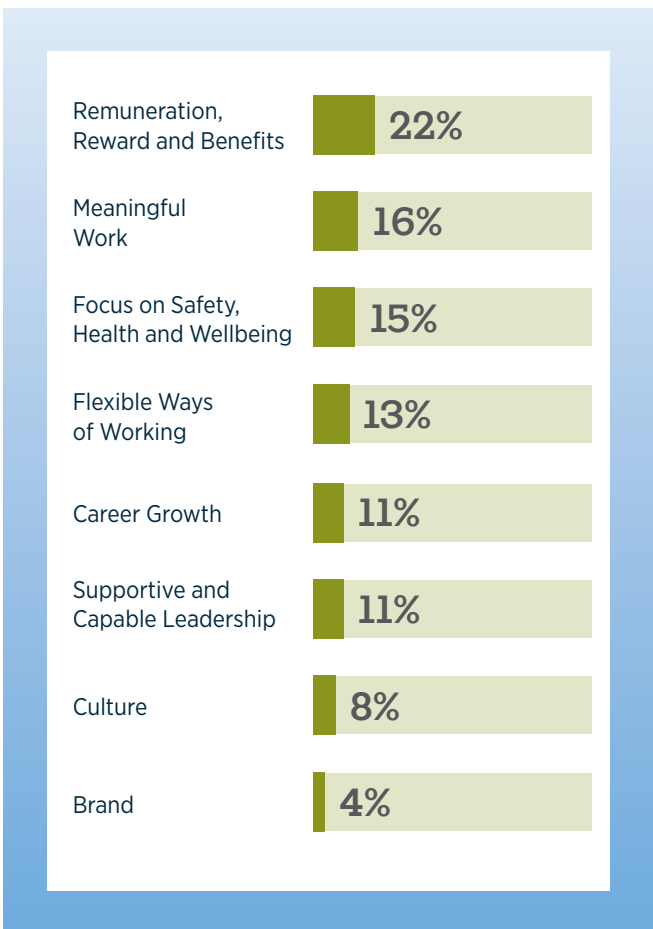
In this year’s study, we presented employees with the various components of an employee value proposition, which defines the give-and-get of the employment relationship. When asked to rank their most important consideration when looking to join a new organisation, **remuneration, reward and benefits emerged as the most crucial factor.**

However, what’s front of mind for someone when joining an organisation may not lead to retention in the long term. **It may create disparity or unintended consequences with existing, loyal employees** whose salaries are not adjusted to match newer colleagues.

Implementing inconsistent strategies in these areas can lead to **employees not feeling valued, a drop in productivity or leaving the organisation.** Our research shows organisations need to have a clear understanding of what motivates the different segments of their prospective and existing workforce to join and leave. Having access to, and knowing how to use this information, allows organisations to target wider talent pools and to attract and retain better talent.

What’s front of mind for someone when joining an organisation may not lead to retention in the long term.

CONSIDERATIONS WHEN JOINING A NEW ORGANISATION



WHAT IS AN EMPLOYEE VALUE PROPOSITION (EVP)?

An EVP encapsulates all of the factors people weigh up when evaluating an employer. It is the promise that convinces people to join and the lived experience that motivates them to stay.

Remuneration, Reward and Benefits

Remuneration and financial incentives paid to employees.

Meaningful Work

Autonomous, purposeful work.
Small, empowered teams.

Focus on Safety, Health and Wellbeing

Proactive efforts to protect physical and psychological health.

Flexible Ways of Working

Flexible work environment and productive processes.

Career Growth

Career pathways and development opportunities.

Supportive and Capable Leadership

Supportive and capable leaders, who set clear and transparent goals.

Culture

An inclusive, diverse, supportive and recognition rich environment.

Brand

Mission, purpose and values.



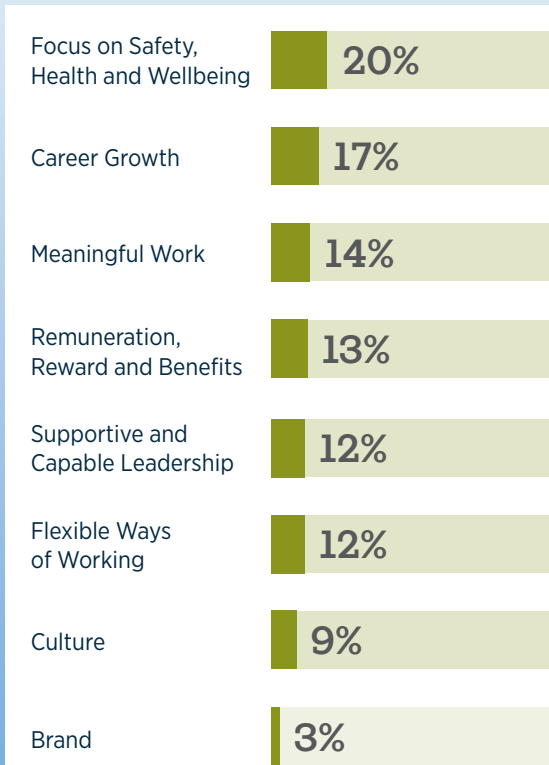
The generation gap

Younger employees (aged 18-24 years old) cite an organisation's **focus on safety, health and wellbeing, career growth and the opportunity to do meaningful work** as all **more important** than remuneration and benefits.

Shifting values of long-term employees

Employees who have been working at their current organisation for between two to three years place **almost equal importance** on remuneration, reward and benefits, career growth, meaningful work and a focus on safety, health and wellbeing.

CONSIDERATIONS WHEN JOINING A NEW ORGANISATION - YOUNGER EMPLOYEES



CONSIDERATIONS WHEN JOINING A NEW ORGANISATION - EXISTING EMPLOYEES





of on-site employees list remuneration, rewards and benefits as being most important

There are clear differences between employees that are working on-site versus those who work remotely. **Remote employees place equal importance on the ability to continue to work remotely as remuneration, rewards and benefits.**

Organisations considering adjusting employees' ability to work flexibly need to consider how these decisions can influence the employee experience. For example, if employees feel that benefits are being taken away, productivity can decrease and employees can become demoralised and ultimately leave.

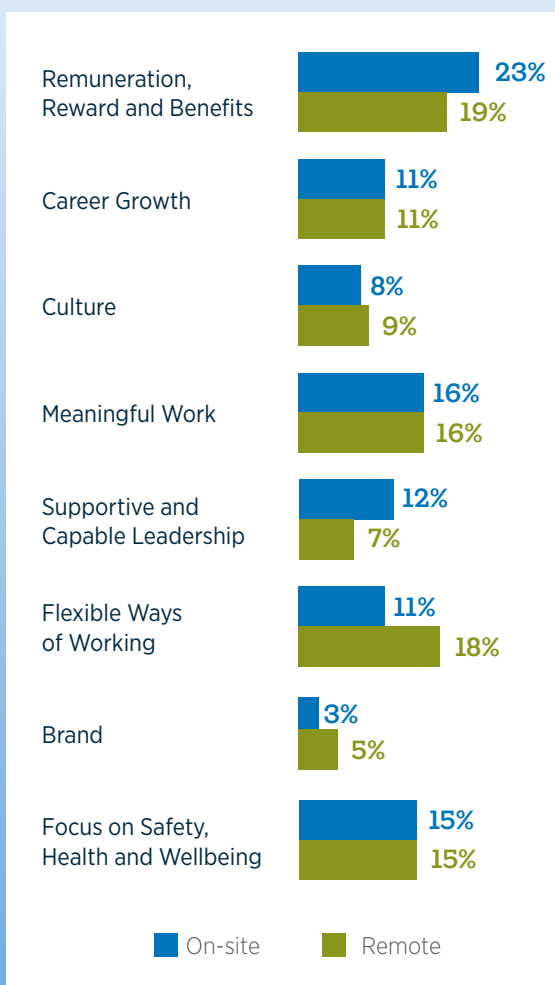
What is clear from the research is that what works for one segment of your workforce doesn't always work for another.

Organisations that develop differing strategies for attraction and retention, with consideration given to different demographics will see a distinct advantage in their employee value proposition. In addition, looking beyond the immediate want or need and understanding what drives talent retention in your organisation provides a more comprehensive blueprint for the design of a truly impactful and authentic employee value proposition.

A static or one-size-fits-all employee value proposition is likely to be ineffective in resonating with prospective employees.



ON-SITE AND REMOTE EMPLOYEES VALUE DIFFERENT THINGS WHEN CONSIDERING JOINING A NEW ORGANISATION



Why do people stay once they have joined an organisation?

In a tight labour market, employees have the power to choose, and labour market mobility is expected to continue this year, with **only 64% of employees intending to stay for 12 months**, a notable drop of 7% since last year. Conversely, **many employees (14%) are actively looking to leave** their organisation in the next 12 months. Replacing employees has a significant impact on the bottom line, with the **average cost of hiring increasing from \$10,000 to \$23,000** per candidate in the past year¹. A 100 person organisation with 14 employees leaving throughout the year, could be faced with annual replacement costs of \$322,000.

When we examine the factors that predict an employee's intention to stay at an organisation, we get an even greater sense of how these factors can help us shape an engaging employee value proposition.

Beyond the usual offerings like base salary, incentives or perks, we see a core set of factors that show the strongest relationship with an employee's intentions to stay with an organisation. Here we see a clear trend towards more long-term aspects of the employee experience that speak to career, purpose and connection.

Connecting drivers to wellbeing strategies

From this insight, we can see that the best organisations are able to create the right environment to both attract and retain talent with a meaningful and effective employee value proposition, which considers both the immediate and long-term needs of their workforce.

Organisations that are able to connect drivers of both attraction and retention will gain a distinct advantage. For example, offering flexible work in an environment lacking meaning, purpose and leadership support is likely to provide only short-term value. Similarly, a focus on career development without a clear and transparent remuneration strategy is likely to be beaten by the competition in attracting new talent.



TOP FIVE DRIVERS OF INTENTIONS TO STAY

- 1 Long term career development opportunities
- 2 Role having meaning and purpose
- 3 How well change is managed
- 4 Support from immediate leader
- 5 Approach to bullying and harassment

Offering flexible work in an environment lacking meaning, purpose and leadership support is likely to provide only short-term value.

¹ Bryant-Norved, Monica. "Understanding true costs of rising staff turnover" *hcamag.com*, 28 June 2022

Next Steps

- **Ensure you are meeting your employees' fundamental needs** for pay, safety, health and wellbeing, and working practices, before focussing on the more exciting aspects of employee value proposition. If your employees are in survival mode, these will not have an impact.
- **Review your remuneration and benefits** offering internally and externally, to understand what your current and future workforce value, and what your competitors are doing. Anticipating and addressing what your workforce wants is key in attracting and retaining talent.
- **Establish and regularly review your employee value proposition.** Having a consistent and compelling story of the give and get of the employment relationship is a non-negotiable.
- **One size does not fit all.** Understand what the different segments of your current and future workforce value, and support them to access the workplace offerings that are meaningful to them. Educate leaders in explaining the employee value proposition and what it means for employees.



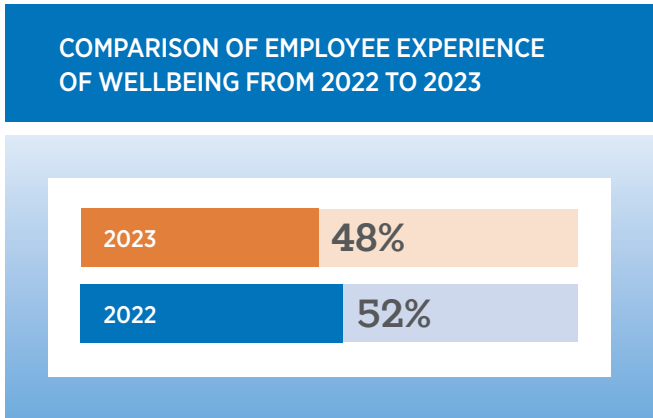


Employee Wellbeing

Employees' wellbeing is still low and
presents a growing risk for organisations



Workplace wellbeing is feeling good and experiencing fulfilment and purpose at work. A year on since our last survey, **workplace wellbeing is still a priority for employees**, with 75% saying wellbeing is one of their highest priorities over the next month. Further, there has been **no meaningful shift**, with less than half of employees (48%) indicating they are currently experiencing high wellbeing. **This represents a massive opportunity for organisations** – the ones who make a concerted effort to improve employee wellbeing stand to reap strong business performance outcomes.



Low wellbeing, mental health, burnout and workplace stress has a significant and direct impact on an organisation’s bottom line.



Younger employees display significantly lower levels of wellbeing than older employees.

A new generation of employees

Breaking the results down further, we see **younger employees displaying significantly lower levels of wellbeing than older employees** (5% lower), with employees over the age of 65 reporting the highest levels of wellbeing. While some may be quick to label this a generational trend, perhaps a more practical explanation is younger employees are earlier in their careers, experiencing more life transitions and the events of the last two years have had a disproportional impact on this population as they navigate starting and establishing a career in an unstable environment. This conclusion is supported by broader public health research examining the incidence of mental health challenges in younger age groups.^{2,3}

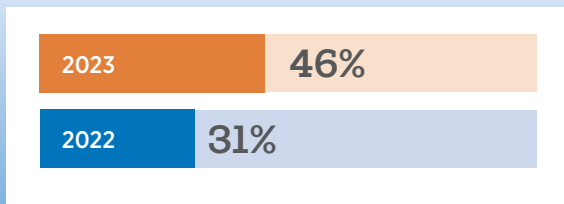


Beyond the immediate experience of wellbeing, we also see **an increased risk of burnout** for employees reporting lower wellbeing. We see this increasing trend of employees saying they are continuing to work even when they feel they should take time off or taking additional time off due their wellbeing. In a post-Covid world, burnout runs the risk of becoming a significant problem. **Employees are feeling pressures on their health, time and finances.** Organisations who are able to implement meaningful employee wellbeing strategies are in a position to help individuals across these areas, which in turn helps organisations grow in a challenging environment.

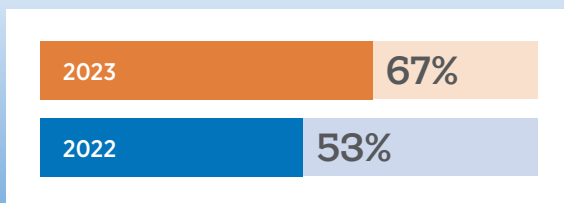
There is also a strong economic argument to take action on workplace wellbeing. **For example, if 46% of a 100 person workforce only take one day off per month, this equates to a monthly cost of \$16,630.84, and an annual cost of \$199,570.08.**⁴ Importantly, this is only the direct cost of absenteeism and does not consider the additional indirect costs such as manager or human resources time spent dealing with absenteeism, temporary staff, time spent training temporary staff, loss of production, quality loss, or overtime.

These findings show an increasing and significant risk for organisations if left unaddressed, both in relation to increasing leave and loss of productivity, but perhaps more concerning, results point to an increase in the likelihood of work-related injury claims.

ABSENTEEISM
TIME OFF DUE TO WELLBEING IN PAST MONTH



PRESENTEESIM
TIME NOT TAKEN OFF EVEN THOUGH IT FEELS NECESSARY IN THE PAST MONTH



² "Supporting Young People's Mental Health Through The Covid-19 Crisis" OECD, 12 May 2021

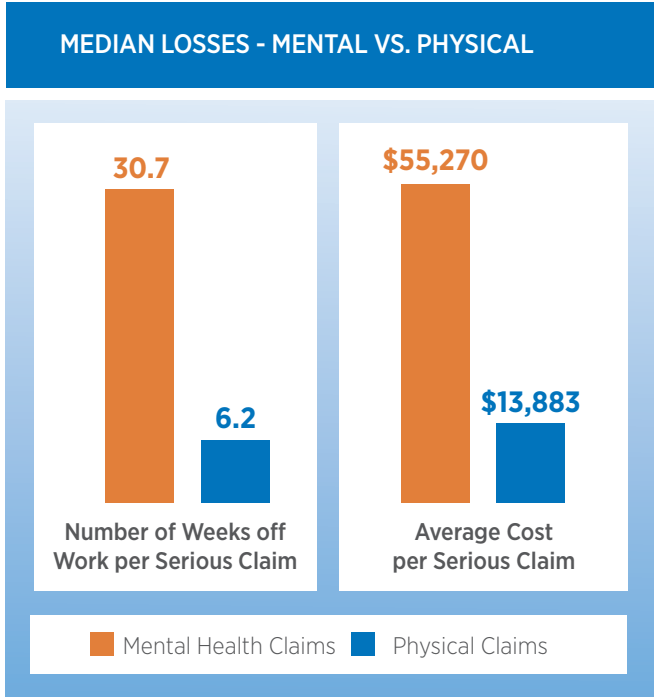
³ "National Study of Mental Health and Wellbeing" ABS, 22 July 2022

⁴ Based on ABS data of average weekly earnings of \$1807.70, and estimated daily earnings of \$361.54. "Average Weekly Earnings, Australia" ABS, November 2022

Psychosocial risks in the workplace

Mental health-related claims are increasing as a proportion of all serious claims in the workplace, with a rise from 6.2% of all serious claims in 2014-2015 to 9.3% in 2020-2021. Australian Life Insurance companies cite mental health as one of the biggest and increasing causes of claims on disability insurance policies, and they are also one of the costliest forms of workplace injury, leading to significantly more time off work and higher compensation paid when compared to physical injuries and diseases.

From 2019 to 2020 the median time lost for mental health conditions was 30.7 working weeks per serious claim, compared to 6.2 working weeks per serious claim for physical injuries and diseases. The median compensation paid was \$55,270 per serious claim, compared to \$13,883 for physical injuries and diseases.⁵ Low wellbeing, mental health, burnout and workplace stress have a significant and direct impact on an organisation's bottom line.



WHAT IS A PSYCHOSOCIAL HAZARD?

A psychosocial hazard is anything at work that can harm people's mental health. They can arise from the work environment, work equipment, the design of work, or even workplace interactions or behaviours.⁶ For example:

- Job demands
- Low job control
- Poor support
- Lack of role clarity
- Poor organisational change management
- Inadequate reward and recognition
- Poor organisational justice
- Traumatic events or material
- Remote or isolated work
- Poor physical environment
- Violence and aggression
- Bullying
- Harassment, including sexual harassment
- Conflict or poor workplace relationships and interactions

⁵ "Key WHS statistics Australia 2022" Safe Work Australia, 17 January 2023
⁶ "Code of Practice: Managing Psychosocial Hazards at Work." Safe Work Australia, July 2022



People with high wellbeing report
2.3x higher
 engagement at work.

TOP DRIVERS OF WELLBEING



Current legislative and industrial relations environments are such that organisations have **increasing obligations to proactively design and manage strategies that eliminate or reduce psychosocial risks** for their employees. Organisations that are at the forefront of this, and provide a workplace supportive of wellbeing benefits encompassing physical, emotional, career and financial wellbeing will stand out from the pack.

Offering robust wellbeing benefits to employees makes good business sense for organisations as people with high wellbeing report:

- **2.3 times** higher engagement at work
- **1.7 times** stronger intentions to stay
- **1.4 times** higher self-rated performance
- **1.5 times** more willing to go above and beyond.

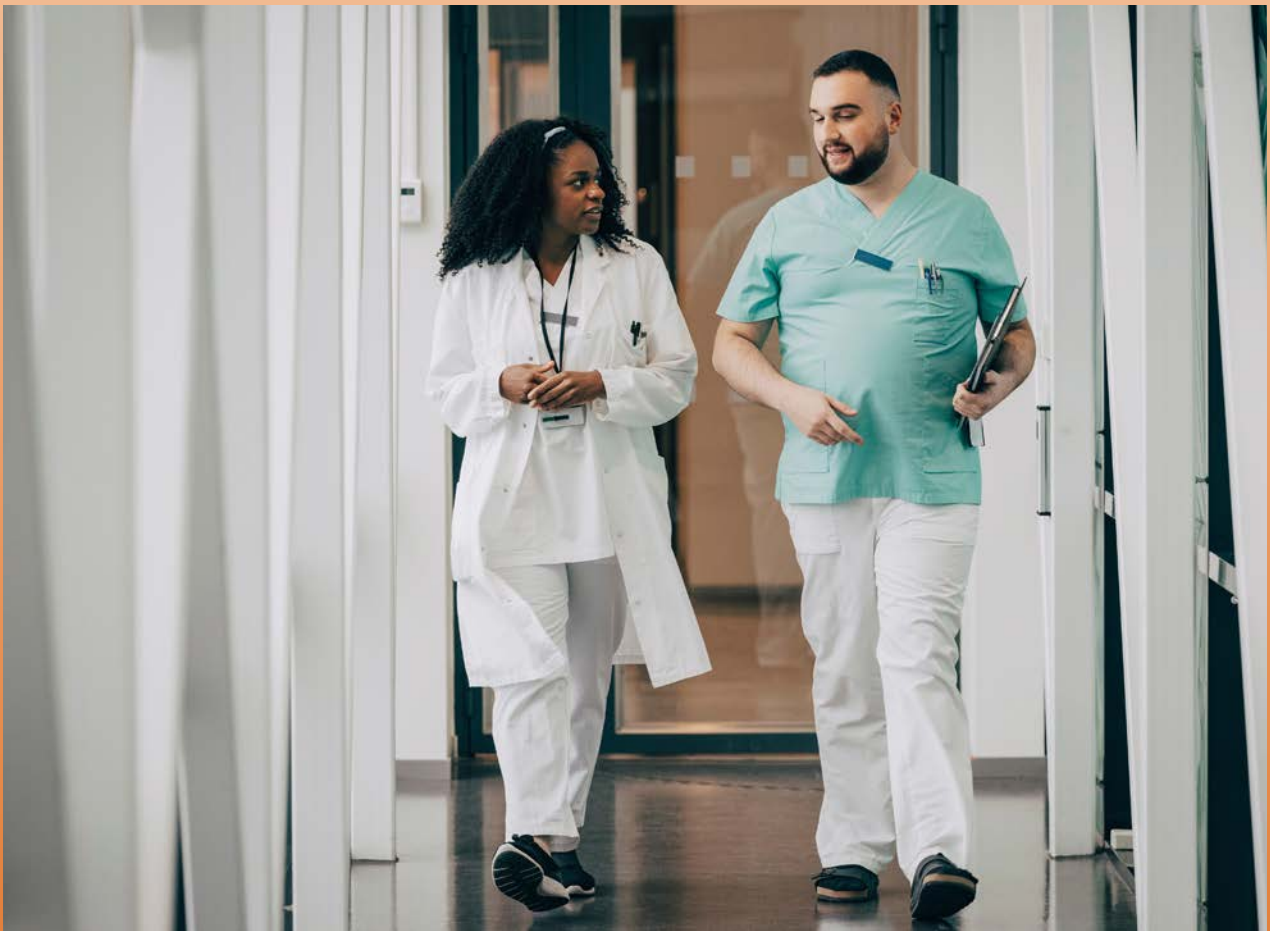
How can organisations improve their employees' wellbeing?


To design and implement authentic, effective employee value propositions that deliver meaningful wellbeing solutions to employees, we need to examine the factors that predict employees' workplace wellbeing.

Note: The order in the table is based on regression and relative weights analysis that examines the proportion of explained variance in employee wellbeing that is accounted for by each area. Overall, the combination of the above predictors explained half of the variance of employee's perceptions of wellbeing at work.

Next Steps

- **Choosing not to focus on the wellbeing of employees will come at cost.**
- **Understand and comply with your health and safety duties as an employer.** To meet your duties to ensure health and safety, you must eliminate or minimise psychosocial risks so far as is reasonably practicable.
- **Develop manager's mental health literacy,** to help destigmatise mental health and encourage open and safe communication.
- **Provide employees with the time, permission, and resources** to access available workplace supports.
- **Support employees to engage in purposeful and meaningful work.** Emphasise the positive contribution they are making, or find ways to connect them with the end customer who benefits from their work.
- **Identify and measure lead and lagging indicators of wellbeing** in your workplace, so you can identify when action is needed.





Taking Targeted, Meaningful Action

Listening to employee's experiences is important, but taking targeted and meaningful action is critical



Employees who are confident in their organisation's ability to take meaningful action show **1.7x stronger intentions to stay.**

A year on from our previous survey and **we have not seen a meaningful closing of the gap** between the percentage of employees that are given with opportunities to provide feedback on their wellbeing, and their confidence action will be taken. Whilst the majority (67%) of organisations are meeting their obligation to ask for employee feedback, a third (33%) are not.

Seeking feedback is crucial when designing and implementing employee value propositions and talent attraction and retention strategies. However, it can be a large task and yield ineffective data if not done properly. Engaging qualified external expertise can be useful to gather, interpret and understand relevant feedback to help engage employees.

Ineffective approaches to employee listening programs can **erode employee's confidence** that their voice will lead to meaningful action. Too often we observe organisations with the best intentions failing to realise the benefit from their listening programs.

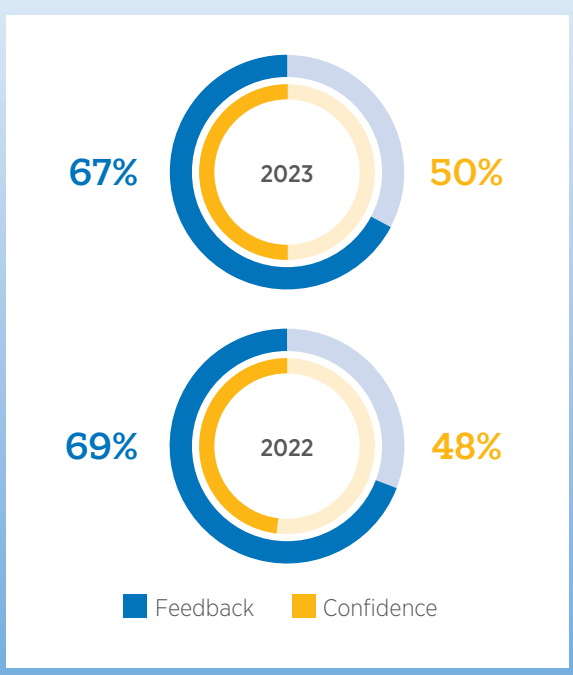
First, organisations may experience **analysis paralysis**, collecting volumes of data and doing nothing with it, because they may not have the capability or confidence to take action. Sitting on data will not enable organisations to achieve these positive business outcomes or to meet their obligations.

Second, **organisations may ask and immediately act on employee feedback.** This can be a trap, as it leads to superficial offerings that are on employee's minds right now. Often, this approach is easy to implement and easy to imitate, and will not provide you with a competitive edge in the talent market. In an environment where attraction and retention is critical, organisations that adopt an active wellbeing strategy are likely to be outperforming those that chose to ignore or not listen to their employees at all.

Evidence shows that employees who are confident in their organisation's ability to take meaningful action show significantly more positive wellbeing and workplace outcomes.

- **1.8 times** higher wellbeing
- **2.8 times** higher engagement
- **1.7 times** stronger intentions to stay
- **1.3 times** more willing to go above and beyond.

THE GAP BETWEEN EMPLOYEES PROVIDING FEEDBACK, AND THEIR CONFIDENCE THAT ACTION WILL BE TAKEN



1/3 of organisations are not meeting their obligation to ask for employee feedback

There is a clear imperative to promote wellbeing in the workplace. From a social perspective, **employees are increasingly seeking to work in fulfilling, meaningful, and enjoyable work environments.** From a **legal perspective, organisations are faced with increasing obligations to manage psychosocial risks at work.** Promoting workplace wellbeing is also the right thing to do. From a moral perspective, we are increasingly aware of the important role that workplaces play in protecting wellbeing, and the damaging impact of dysfunctional workplaces.

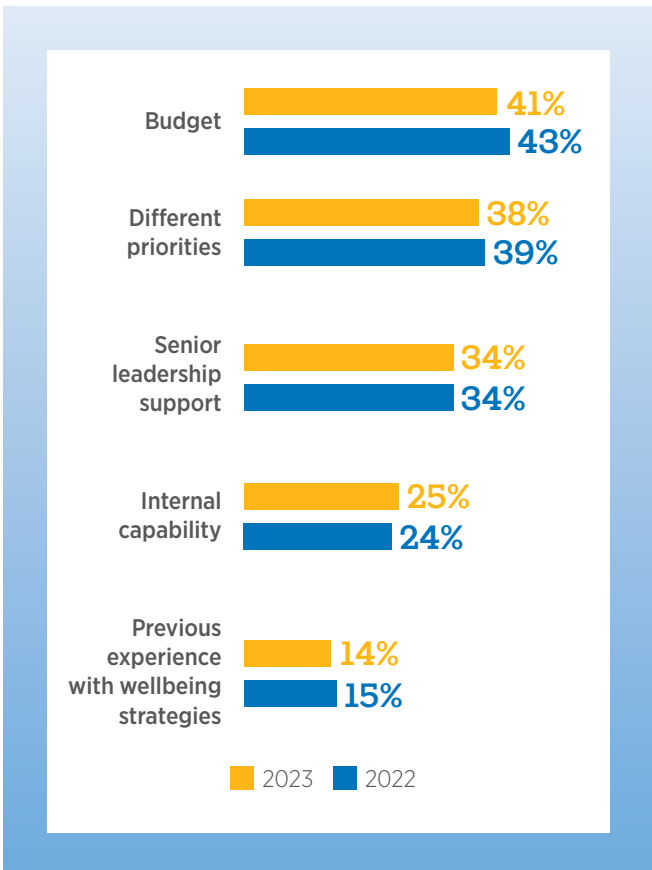
Organisations that understand this and want to focus on improving workplace wellbeing, must be aware of and overcome several hurdles. **Budget remains the biggest barrier to implementing wellbeing strategies,** followed by competing priorities, and senior leadership support.

Diverting budget and spend towards wellbeing has historically been viewed as a discretionary decision. However, our research supported by the increasing legislative obligations on employers make a very clear business case that wellbeing is no longer a luxury but rather a necessity.

WHAT ARE THE BIGGEST BARRIERS TO IMPLEMENTING WELLBEING STRATEGIES IN YOUR ORGANISATION?



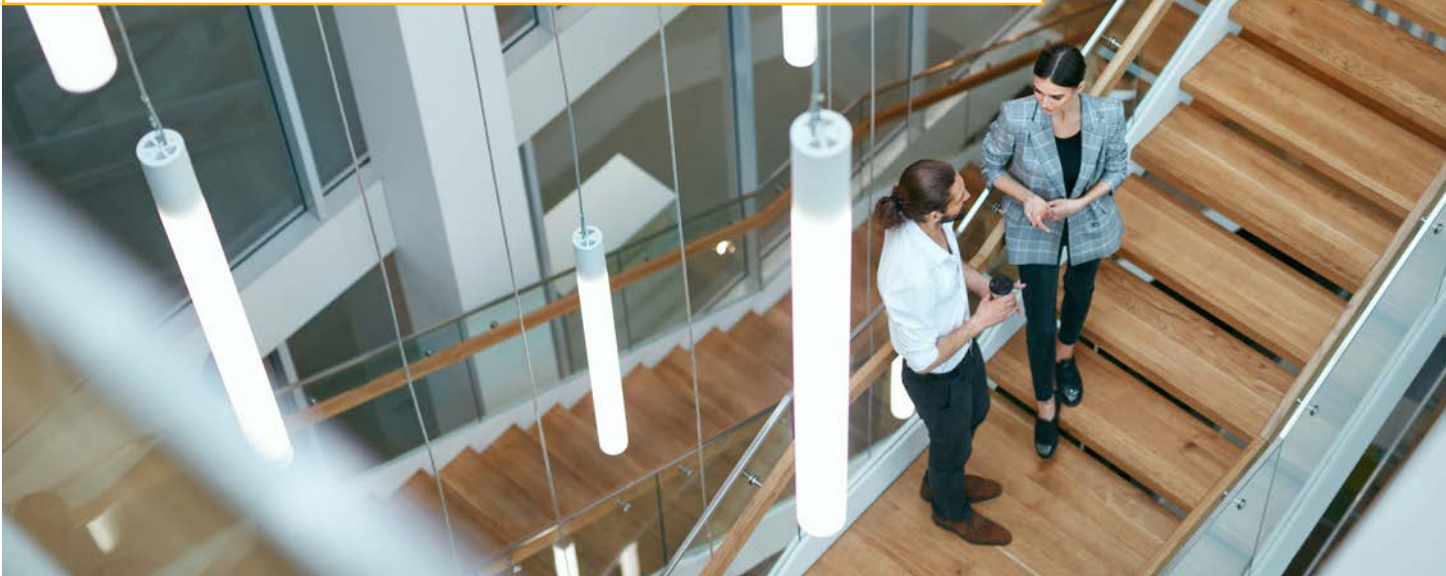
YEAR ON YEAR COMPARISON OF BARRIERS TO IMPLEMENTING WELLBEING STRATEGIES



‘The Executive Blind Spot’

So why with all this evidence do organisations or those at the executive table still resist or ignore the critically of employee wellbeing? Perhaps the answer lies in the **gap in experience between those employees doing the work and those making the decisions.** Our findings consistently show that there are significant differences in the employee experience between team members and executives. Here we see a **stark difference with executives or leaders of the organisation consistently reporting more positive sentiment across key metrics.** If executives are unaware of this bias or are unable to see beyond their own experience they will continue to struggle to realise the benefit of a focus on wellbeing. When making decisions around the table, executives need to check their perspectives and how that may be influencing their decisions.

There is a clear disconnect and it is important to ensure that executives understand the experience of employees, what they want, and how to deliver, rather than fall victim to ‘The Executive Blind Spot’.



The importance of gaining senior leadership support and investment cannot be overstated. Two steps are crucial to truly understand what drives your employees, and how to deliver effective and engaging wellbeing initiatives,

1. Employees must have a feedback environment they trust where they can be genuine and truthful, and
2. Executives must understand the need for, and be supportive of investing in wellbeing programs.

One of the biggest mistakes organisations can make is having executives and senior leaders design and decide on wellbeing programs without understanding genuine employee feedback, falling victim to “The Executive Blind Spot”. With our research showing the significant difference in wellbeing and engagement between senior leaders versus team members, this is almost a guaranteed way to develop ‘out-of-touch’ or ‘token’ programs that may do more harm than good on employee morale.

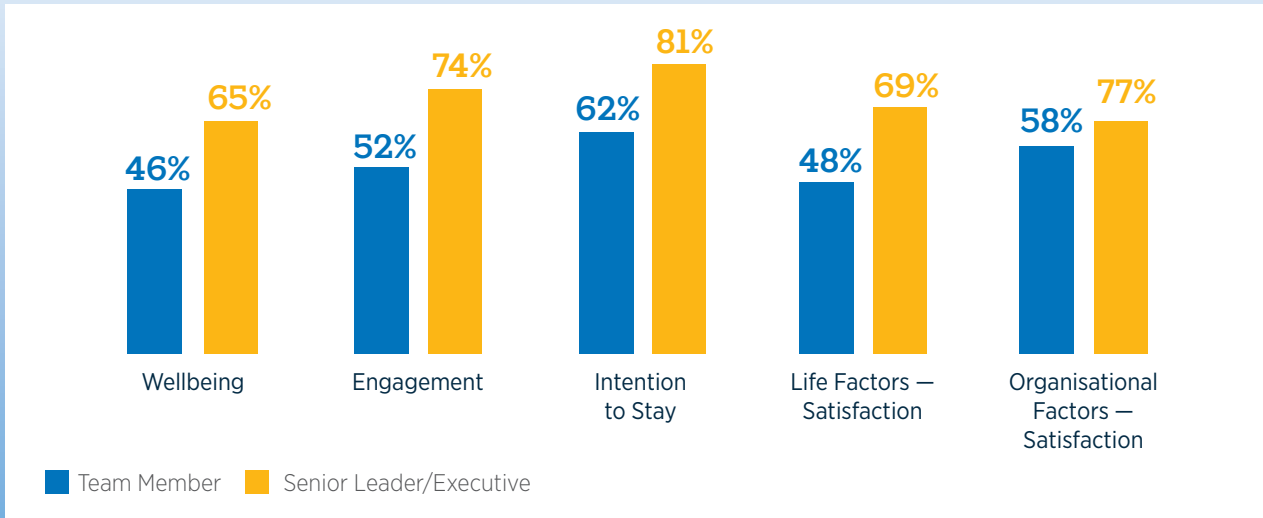
In addition, organisations must recognise that there may be a **lack of trust in internal feedback processes**, which will result in disingenuous or inauthentic responses – particularly if team members have given feedback in the past and no action has been taken. Often an external expert can help provide trust and credibility to the feedback process as well as interpret data and help design employee wellbeing programs that are unbiased and a best fit for the organisation as a whole.

Senior Leaders/
Executives
are on average

1.4x

more positive
about key aspects
of their life and
work environment

COMPARISONS OF LEADERSHIP VERSUS TEAM MEMBERS



Wellbeing is no longer a luxury but rather a necessity.

Organisations that develop dynamic and responsive employee listening programs that **drive positive action and shift the key levers that are shown to drive attraction and retention, will continue to have a competitive advantage.** In a tight post-Covid labour market, employees have more power to choose. Organisations that are not able to deliver effective and meaningful wellbeing programs to diverse groups of employees run the risk of losing talent, productivity and market share to competitors.

Next Steps

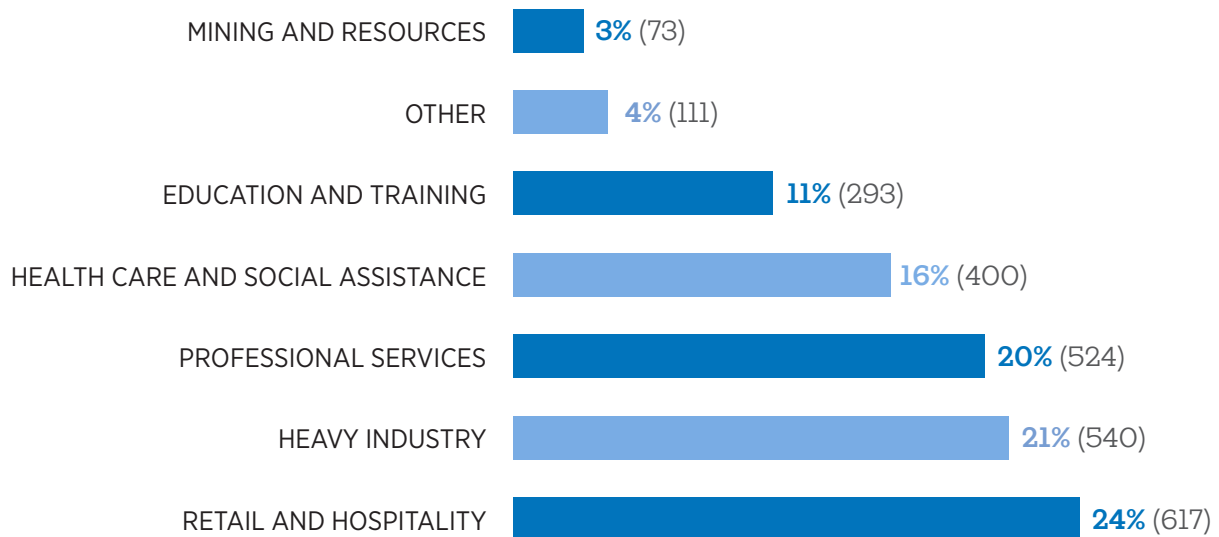
- **Equip leaders and decision-makers with mechanisms to listen to and act on employee feedback.** This will enable them to make data-driven decisions, rather than act on gut-feel or anecdotes.
- **Communication is key.** Connect the wellbeing initiatives back to employee feedback. This will increase employees' confidence in action being taken and their willingness to provide suggestions in the future.
- **Identify bright spots,** or create small pilots to build momentum over time.
- **Take a systems view, incorporating decision-makers from across the organisation.** No one team or individual can be responsible for employee wellbeing; it needs to be a shared commitment.
- **Ensure initiatives are provided at both the individual and the organisational level.**
- **Don't fall victim to 'The Executive Blind Spot'** by leaving the development of, and investment in, wellbeing programs to be determined solely by executives.



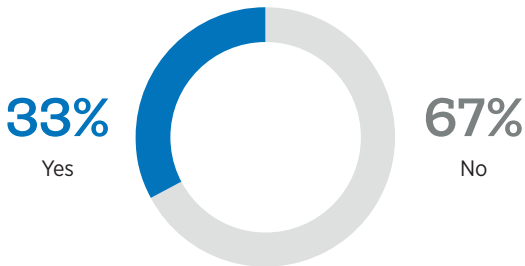
PARTICIPANT PROFILE

The survey took place between December 2022 and January 2023, with **2,606 employees** from across Australia responding. The census representative sample included a roughly even split on several demographics. It included employees on a full-time, part-time, or casual basis, with those who were currently unemployed excluded. The sample was substantially larger than 2022's Workplace Wellbeing Index of 1,660, with an additional 946 employees participating.

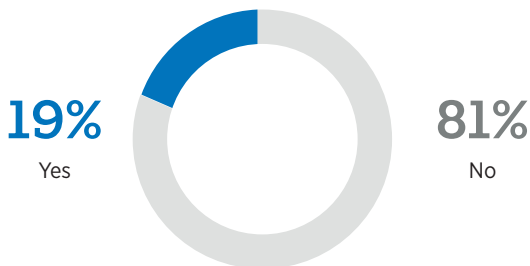
Number Of Participants By Industry



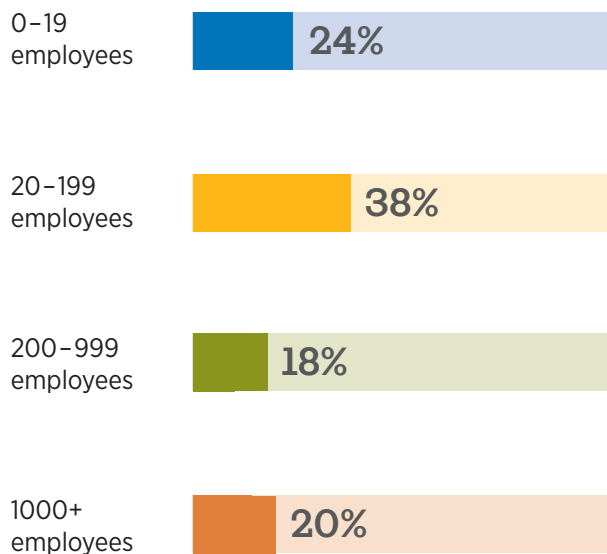
Public Sector



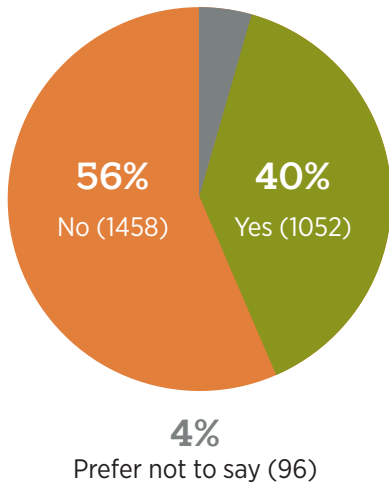
Not for profit



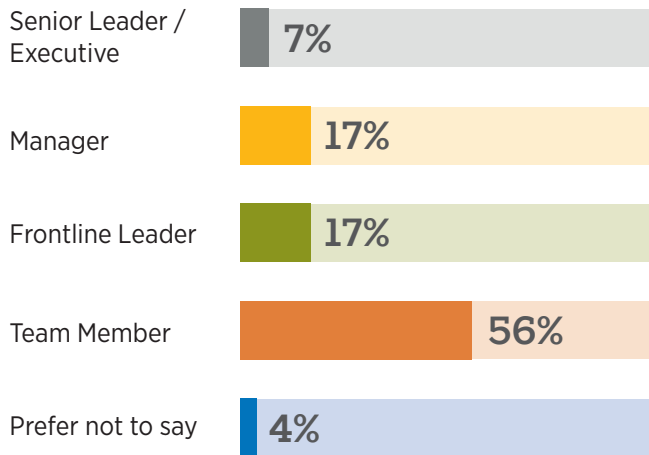
Size of Organisation



Leadership



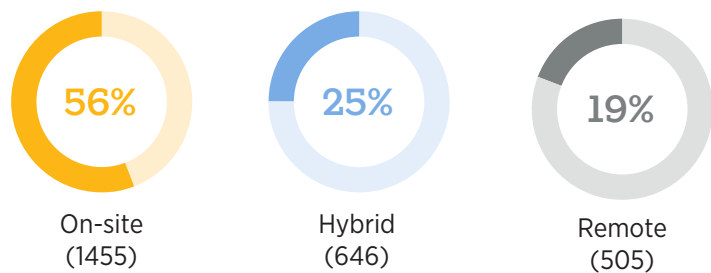
Leadership Level



Employment Status

Full Time	1705	65%
Part Time	638	24%
Casual	234	9%
Other	29	1%

Current Working Arrangement



Age

18-24	578	22%
25-34	821	32%
35-44	525	20%
45-54	283	11%
55-64	239	9%
65+	151	6%
Prefer not to say	9	0%

Gender Identity

Female	1350	52%
Male	1198	46%
Transgender	10	0%
Non-Binary	22	1%
Other	7	0%
Prefer not to say	19	1%

Tenure

0-6 months	237	9%
6-12 months	348	13%
1-2 years	493	19%
2-3 years	401	15%
3-5 years	368	14%
5-10 years	366	14%
10+ years	393	15%

RESEARCH LEAD



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Bachelors of Psychological Science (Honours 1)

Dr. James Allen is a highly accomplished executive psychologist with over 18 years of experience in private and public organisations, delivering transformational change in challenging business environments.

Dr. Allen has a passion for continuous improvement and identifying innovative yet pragmatic solutions to complex business problems using a firm grounding in evidence-based practice.

He received his doctorate from the University of Queensland and is a member of The Australian Psychological Society (APS). Throughout his career, Dr. Allen has worked closely with executives to deliver tangible business outcomes, across a range of disciplines including talent management, leadership development, organisational culture, diversity and inclusion, and workplace wellbeing.

Today, Dr. Allen continues to work with business leaders to accelerate their business outcomes.



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