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Introduction

Now in its third year, Gallagher's Workplace
Trends Report: Workplace Wellbeing Index
continues to be one of Australia's largest and most
comprehensive studies into employee wellbeing
and its impact on business performance. With
2,499 responses, the report provides a census
representative sample of the Australian working
population, allowing for segmentation along key
demographics and industries.





The 2023 Workplace Wellbeing Index reflected the battle for skilled workers peak in an employee-driven market where competition to attract and retain top talent remained fierce. These trends were set against a backdrop of increasing obligations for organisations to proactively design and manage workplaces that minimise risks to employees' physical and psychological health.

Year-on-year, while we see a **slight softening of the employment market,** the pressure for organisations to **provide a compelling employee value proposition (EVP) and duty of care around staff wellbeing remains strong.**

The move towards more flexible and hybrid working methods following the rapid changes brought on by the global pandemic is starting to see a shift, according to the latest research findings. Some sectors are pushing staff to return to the office, with some even linking this to career progress and promotion. Such moves have been slammed by some commentators as taking a step backwards and welcomed by others, who see it as restoring the balance in the employee/employer relationship and strengthening company cultures.

Year-on-year, while we see a slight softening of the employment market, the pressure for organisations to provide a compelling employee value proposition (EVP) and duty of care around staff wellbeing remains strong.

Regardless of which side of the fence you sit on, what is certain is the rising need for transparency, with an expectation that employment practices and policies will be shared and debated openly. As a testament to this, we saw the first public reporting of gender pay gap data for organisations earlier this year. It highlighted that more work is needed to achieve meaningful change, encourage diversity at every level of the organisation, and tackle the gender pay gap in a continued challenging economic climate with sustained cost of living pressures adding to stresses experienced by employees and, in turn, organisations.

As such, in shaping this year's Workplace Wellbeing Index report, we sought to dig deeper into the key themes of employee wellbeing, remuneration and benefits, and the ways in which employers are taking meaningful action to deliver tangible business outcomes. Ultimately, we have witnessed a positive shift in the focus of conversations about the world of work, and this year's report will continue to support this conversation. Beyond reporting the benchmark trends, we wanted to delve deeper into these themes to uncover further insights that can aid organisations' progress, strengthen the employee experience, and accelerate performance.

KEY EMERGING TRENDS OF 2024

Financial wellbeing is at a critical point, and low wellbeing continues to present a growing risk that impacts the bottom line

Striking the balance between remuneration and benefits—the must-haves, differentiators, and ones to watch

Shifting the dial on wellbeing means turning the dial on business performance



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 the overall business goals. If this report raises any questions you would like to explore further, please get in touch with our team of experts listed at the end of the report.

¹Gender Pay Gap Data. Workplace Gender Equality Agency

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Over
2,400
Participants

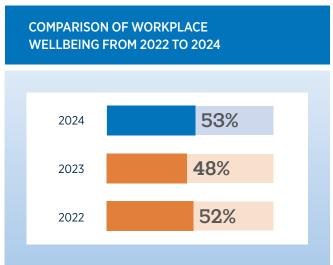
witnessed a positive shift in the focus of conversations about the world of work, and this year's report will continue to support this conversation.

EmployeeWellbeing

Financial wellbeing is at a critical point, and low wellbeing is a growing risk that impacts the bottom line.

Workplace wellbeing is the state of feeling good, fulfilled, and having a purpose at work. Over the last three years, workplace wellbeing has remained relatively stable. In 2024, just over half organisation's focus on their wellbeing, and 10% have resigned

of employees (53%) indicated they are currently experiencing high wellbeing at work, an improvement from 48% in 2023. Workplace wellbeing remains a priority for employees, with 74% saying it is one of their top priorities over the next month. However, only 63% of employees are satisfied with their due to lack of wellbeing at work.



Work creates a sense of community, gives purpose and structure to our daily lives, shapes our identity, and provides financial security.² The most successful organisations understand their crucial role in people's lives and are implementing holistic frameworks that support multiple aspects of people's wellbeing.





²Kelloway, EK et al. Mental Health in the Workplace. Annual Reviews (January 2023).

The rising significance of financial wellbeing

Within employees' private and professional lives, many factors contribute to our overall standard of workplace wellbeing, including financial aspects. When people are satisfied in the areas of work and life that are important to them, they are more likely to experience high levels of workplace wellbeing.

Given the rising cost of living pressures, this year's survey found that individuals are increasingly focused on the financial aspects of their personal and professional lives. A closer look reveals that the most significant gaps between 'importance' and 'satisfaction' are in base salary, incentives, and employee benefits.

This trend is more evident for females than males, who report notably larger gaps between importance and satisfaction across all workplace remuneration areas. The finding sheds light on the importance of efforts needed to close the gender pay gap. Later in the report, we outline how organisations can use diverse voices to close these gaps and advance equality.

HOW DO PEOPLE RATE THEIR WORKPLACE'S APPROACH TO REMUNERATION?





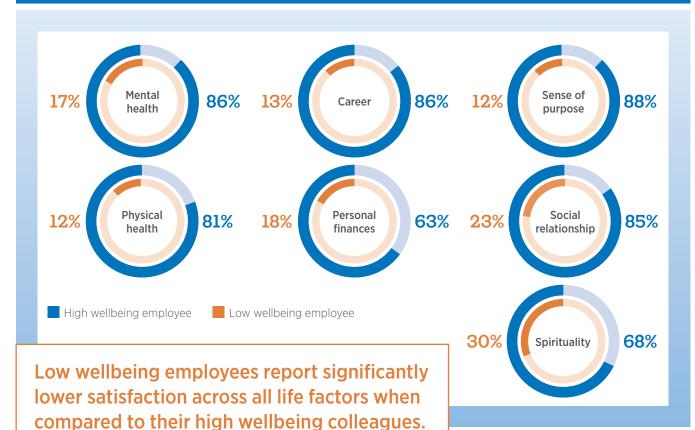
This year's survey found that individuals are increasingly focused on the financial aspects of their lives.

RATINGS OF WORKPLACE APPROACH TO REMUNERATION BY GENDER IDENTITY

	Males		Females			
	Importance	Satisfaction	Gap	Importance	Satisfaction	Gap
Your base salary	76%	59%	-17%	82%	49%	-33%
The incentives you can receive over and above your base salary	68%	52%	-16%	72%	40%	-32%
Employee perks (benefits)	61%	50%	-11%	66%	40%	-26%

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COMPARING SATISFACTION WITH LIFE FACTORS AMONG LOW AND HIGH WELLBEING EMPLOYEES



The most successful organisations recognise that the quality of our lives impacts our wellbeing at work. Employees who are experiencing low workplace wellbeing report substantially

lower satisfaction across all areas of their life compared to their high wellbeing colleagues. This dissatisfaction with life can consume employee's attention and their ability to sustain their relationships and performance at work.

Compared to previous years, people now rate their personal finances as important as their mental health. **Proactive** organisations understand this and are designing compelling remuneration and benefits offerings that better support their people's wellbeing.

How can wellbeing accelerate your business performance?

Focusing on employees' wellbeing not only benefits employees but also the business performance. People with high wellbeing report the following:

- 2 times more willingness to go above and beyond.
- 1.5 times higher self-rated performance.
- 6.2 times higher engagement at work.
- 3.4 times stronger intentions to stay.



People with high wellbeing report

3.4x stronger intentions to stay.

The costs of failing to prioritise employee wellbeing

Failing to take responsibility for people's wellbeing can be costly for organisations in the long run. A range of hidden costs can arise from low wellbeing in the form of sickness and injury claims, lower productivity and engagement, and lower retention and replacement costs.

Injuries and claims

These figures confirm that employees who are experiencing lower levels of wellbeing at work are at a higher risk of experiencing both mental health-related and physical injuries at work.

- 66% of people with low wellbeing report having experienced a mental health-related injury in the last 12 months, compared to 5% of people with high wellbeing.
- 21% of people with low wellbeing have experienced a physical injury in the last 12 months, compared to 7% of people with high wellbeing.



of people with low wellbeing report having experienced a mental health related injury

Financial impact of poor mental health

Mental health conditions comes with a significant personal impact as well as a financial cost for organisations.

Individuals often need to take time off for their recovery, and according to Safe Work Australia, in 2020-2021, **the median time lost due to serious mental health claims was 34.2 working weeks, compared to 8.0 working weeks** per serious claim for all injuries and diseases.³

The return to work journey is also more complicated when it comes to mental health. In 2021, the return to work rate for people with mental health condition claims was 79.1%, compared to 91.6% for all injuries.³

In addition to these productivity losses, mental health claims can impact the bottom line. In 2020-2021, **the median compensation paid for mental health conditions was \$58,615 per serious claim, compared to \$15,743** per serious claim for all injuries and diseases.³

Presenteeism and absenteeism

Presenteeism occurs when employees continue to work or be 'present' even when they feel they should take time off. The cost of presenteeism is lower productivity and an increased risk of injury.

In the last month, 63% or nearly two-thirds of employees have continued to work despite feeling they should have taken time off.

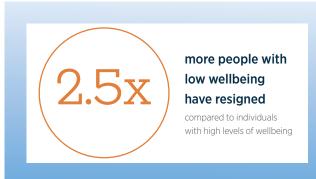
Absenteeism refers to when employees take time off work due to poor wellbeing. In the last month, 39% of employees have taken time off due to their wellbeing.



³Psychological health and safety in the workplace. Safe Work Australia (February 2024).PDF file.

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Impact of work pressure and workplace harassment

Within Safe Work Australia's data the most common mechanisms attributed to claims for mental health conditions were work-related harassment and/or workplace bullying (27.5%), work pressure (25.2%), and exposure to workplace or occupational violence (16.4%).³

Our data confirms this, with **over 50% of employees experiencing low levels of wellbeing reporting dissatisfaction with their workload and their organisation's approach to workplace bullying and harassment.** Within this population, the approach to bullying and harassment was one of the most important aspect of the respondents' workplace environment.

Employee turnover

Poor wellbeing also impacts retention rates. 2.5 times more people with low wellbeing have resigned in the last twelve months compared to individuals with high levels of wellbeing.

How can organisations improve their employees' wellbeing?

In order to design holistic wellbeing strategies, employers must understand the main factors that influence employee workplace wellbeing. The following are the top drivers of workplace wellbeing, listed in order of importance.

TOP DRIVERS OF 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 60% of the variance in employees' perceptions of wellbeing at work.

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Remuneration and Benefits

Striking the right balance between remuneration and benefits to attract and retain top talent — the must-haves, differentiators, and ones to watch.

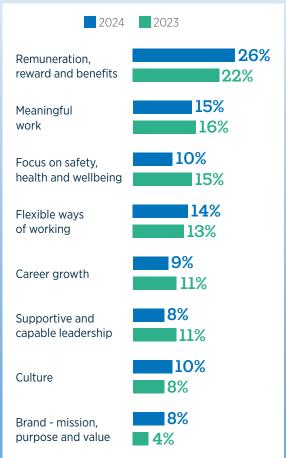
When deciding to join a new organisation, what matters most?

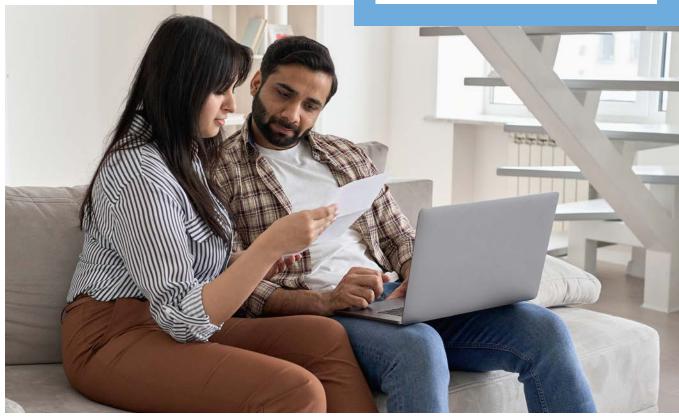
Similar to last year's study, we presented employees with various components of an employee value proposition (EVP), which defines the give-and-get nature of the employment relationship.

When asked to rank the most important consideration when selecting an employer, remuneration, reward, and benefits remained the priority. The only exception was within the education and training sector, where employees are most concerned with finding meaningful work.

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the most important
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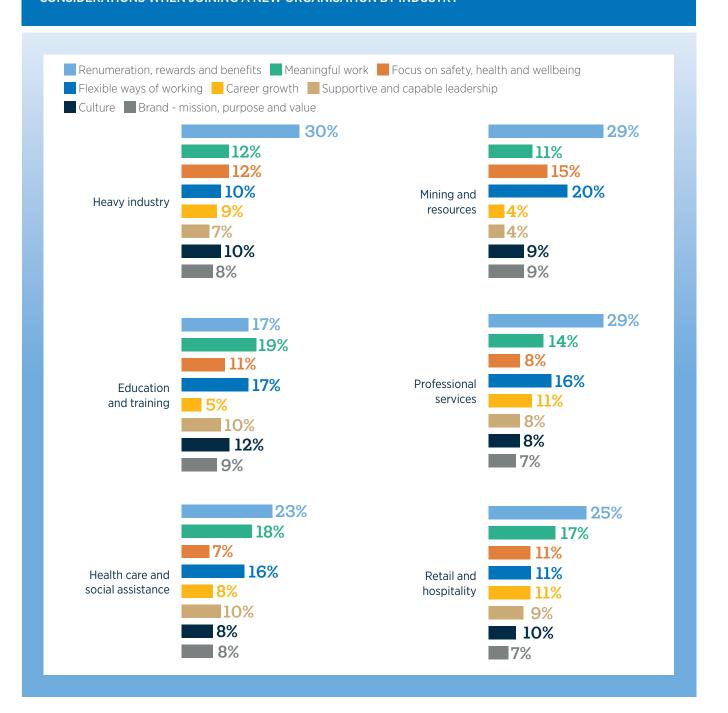
CONSIDERATIONS WHEN JOINING A NEW ORGANISATION







CONSIDERATIONS WHEN JOINING A NEW ORGANISATION BY INDUSTRY



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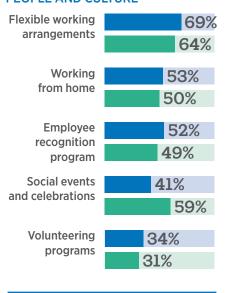
AUS EDITION

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

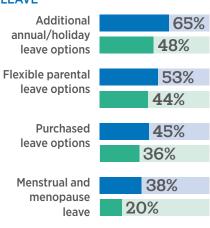


FINANCIAL Additional 64% employer superannuation 49% contributions Salary sacrificed **52**% superannuation contributions 49% Salary 52% sacrificing options **47**% **Financial** 52% management 31% resources (e.g., budgeting tools, retirement calculator) **Financial** 51% education 29% Shopping 46% discounts (e.g. supermarkets, 31% petrol, mobile, phones) Childcare 37% benefits

PEOPLE AND CULTURE



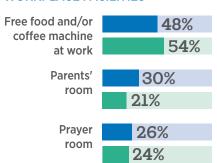
LEAVE



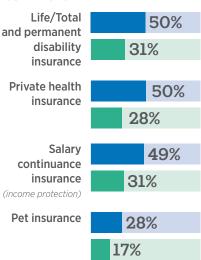
GROWTH AND DEVELOPMENT



WORKPLACE FACILITIES

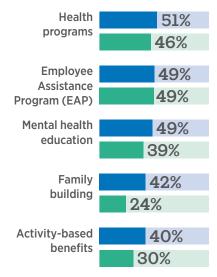


INSURANCES



21%

HEALTH



With the increased cost of living pressures, it is not surprising that such benefits are increasingly viewed as essential.

The future of benefits

Remuneration, rewards, and benefits are a priority for employees. Given their importance, it is crucial for organisations to periodically review and refine these offerings to ensure employee wellbeing, talent retention, and maintain a competitive edge.

The must-haves for employees

Flexible working arrangements

Professional training and development

Career development programs

The majority of employees see these benefits as crucial and most organisations offer them. Those who are not are likely struggling to attract talent and getting left behind. For organisations looking to introduce new restrictions to their flexible working options, this may come at the cost of retaining employees.

Interestingly, men and women placed equal importance on family building and fertility support benefits.

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The differentiators

Most employees see these benefits as important, but not many organisations offer them. Here, we see a clear trend relating to financial-focused benefits such as financial education, financial management resources, and insurance. With the increased cost of living pressures faced by employees, it is not surprising that such benefits are increasingly viewed as essential. Given that most organisations still do not provide such benefits, they present a real opportunity for organisations to support employees' financial wellbeing whilst differentiating their benefits offerings.

The ones to watch

These are the emerging benefits, that can help to create a more progressive offering.

Year-on-year, salary sacrificing has shown the biggest increase in the proportion of employees reporting they have access to these benefits. Here, we see 8% more organisations offering salary sacrificing options (excluding superannuation) and 7% more organisations offering salary sacrificed superannuation contributions compared to last year.

We are also seeing newer entrants into the benefits market such as family building and fertility support benefits.

New market entrants include family building and fertility support providers

One of the newer entrants into the benefits market are family building and fertility support benefits. Some fertility providers are actively developing employer-focused partnerships. This can take a variety of forms, from reimbursements (egg/sperm freezing, IVF/IUI treatments, adoption, or surrogacy expenses), leave to attend treatments, on-call support, and on-demand education. Interestingly, men and women placed equal importance on this benefit, and approximately a quarter of employees reported having access to it.



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THE DIFFERENTIATORS

CATEGORY	WORKPLACE BENEFITS	IMPORTANCE	CURRENTLY OFFERED	GAP
FINANCIAL	Financial education	51%	29%	-22%
INSURANCES	Private health insurance	50%	28%	-22%
FINANCIAL	Financial management resources (e.g. budgeting tools, retirement calculator)	52%	31%	-21%
INSURANCES	Life / Total and permanent disability insurance	50%	31%	-19%
INSURANCES	Salary continuance insurance (income insurance)	49%	31%	-18%
LEAVE	Additional annual / holiday leave options	65%	48%	-17%
FINANCIAL	Additional employer superannuation contributions	64%	49%	-15%
GROWTH AND DEVELOPMENT	Study reimbursements	51%	36%	-15%
LEAVE	Flexible parental leave options	53%	44%	-9%

THE ONES TO WATCH

CATEGORY	WORKPLACE BENEFITS	IMPORTANCE	CURRENTLY OFFERED	GAP
HEALTH	Family building / fertility support (e.g. reimbursement, paid leave)	42%	24%	-18%
LEAVE	Menstrual and menopause leave	38%	20%	-18%
FINANCIAL	Childcare benefits	37%	21%	-16%
INSURANCES	Pet insurance	28%	17%	-11%
HEALTH	Mental health education	49%	39%	-10%

Personalisation is key

When designing a benefits program, it is vital to consider people's life stages and other key demographic factors, as staff are likely to have different challenges and needs depending on their stage of life. No matter the age or industry, flexible working arrangements remain a priority, confirming its place as a must-have benefit.

No matter the age or industry, flexible working arrangements remain a priority.

TOP THREE MOST IMPORTANT BENEFITS BY LIFE STAGE



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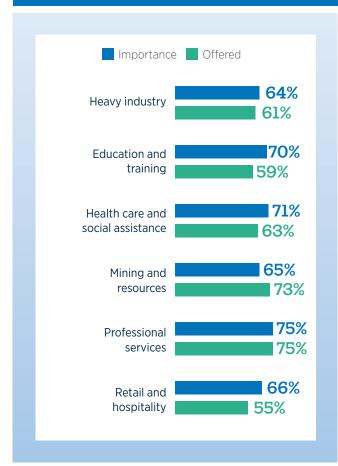


Designing flexible workplaces

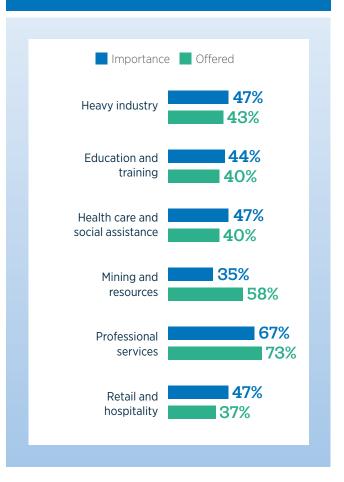
With flexibility confirming its spot as the most important benefit to employees, we have taken a deeper dive this year to better understand some of the trends. Workplace flexibility acknowledges people's need for balance in their personal and professional lives and provides the working conditions that will support them in best achieving this.

Flexibility presents options in how, when, and where work is done. In a flexible workplace, leaders trust their people and empower them with the right resources and environments in which to thrive. Three years on from the lifting of pandemic lockdown restrictions, the appetite and expectation of flexible and hybrid working has not diminished, a trend that is consistent across industries.

INDUSTRY COMPARISON OF FLEXIBLE WORKING ARRANGEMENTS



INDUSTRY COMPARISON OF WORKING FROM HOME



Many flexible working arrangements can be implemented to benefit both businesses and their people, spanning:

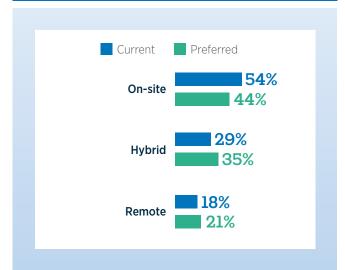
- How we work, such as through job sharing and job rotations.
- When work is done, through part-time hours, changes to start, end times or breaks, compressed working weeks, time in lieu, and leave options (such as unpaid, carers, unlimited).
- Where we work. This includes the physical location where work is performed, such as working from home, different office locations, or working from anywhere.

If yours is a business or industry where people are tied to a particular place, you may want to think about other forms of flexibility and how to implement them creatively.

Fighting for control in a new flexible world

A core component of the flexible working conversation centres on where work will be performed. For many organisations, on-site is the dominant arrangement, followed by hybrid and, lastly, remote work. However, when we look at the preferences of employees, the trend is towards hybrid and remote work.

COMPARISON BETWEEN EMPLOYEES' CURRENT AND PREFERRED WORKING ARRANGEMENTS



Many flexible working arrangements can be implemented to benefit both businesses.

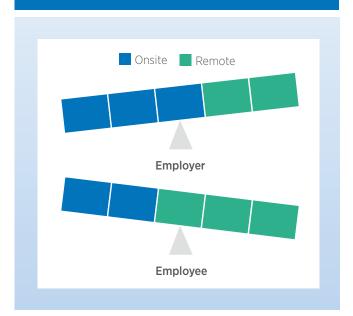
How can organisations design an effective hybrid working model?

When designing a hybrid working model, many organisations have settled on a 3:2 approach: three days at the office and two days from home. However, workers would prefer to flip this to a 2:3 approach, where there are two days in the office and three at home. Managing this disconnect to find a middle ground requires a high degree of engagement and coordination between employers and their staff, including:

- Planning and honest reflection about the best conditions for the work that needs to be done. The number of on-site and remote days required can differ on how interdependent people's work is. Independent work suits more days at home, whilst roles requiring ongoing collaboration need more days in the office.
- Leaders who can set expectations, establish team norms, and build trust with their teams. The importance of leaders cannot be overstated, as they play a key role in shaping the experience and opportunities for people to meet these needs.
- **Technologies and processes** to support effective collaboration and communication amongst teams.
- Experimentation by trialling different approaches for a set period of time and collecting survey and focus group evaluation data.
- Consultation and feedback from your workforce.

When done well, organisations can create a hybrid working model that helps them realise the benefits of collaboration, community and the opportunity for deep work.

EMPLOYER AND EMPLOYEE HYBRID WORK PREFERENCES





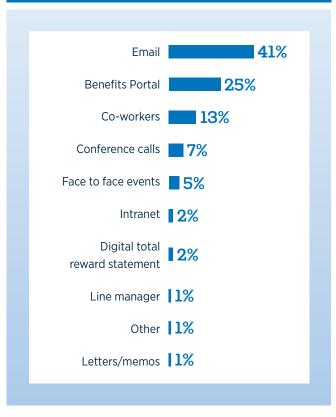
Communicating your benefits

Curating the best benefits program is only one part of your strategy. **Investing time is equally important to ensure that your people know about your benefits and how to access them.** This will make a big difference in the uptake of your offering and help deliver a larger return on investment in your program.

When communicating benefits, it is necessary to use a variety of channels and touchpoints to ensure that the message sticks. On average, **employees prefer receiving information from two to three channels**, such as email, a benefits portal and co-workers.

When communicating benefits, it is necessary to use a variety of channels and touchpoints to ensure that the message sticks.

HOW DO YOU PREFER TO BE KEPT INFORMED ABOUT BENEFITS?



Email

Email campaigns can effectively remind people of your benefits and direct them to your benefits hub, where they can access more detailed information. These are particularly effective if you have windows of time for a special discount or where employees can apply for certain benefits. Whilst email enables you to reach a large proportion of your organisation quickly, its impact can be lost within full inboxes, so it is important to supplement it with other channels.

Benefits portal

A dedicated benefits portal serves as a single source of truth for your benefits program. Instead of trawling the intranet, digging up the employee handbook or searching for the right person to talk to, employees can quickly and easily see the full array of offerings in one place. This makes your benefits more accessible and empowers employees to self-serve.

As an organisation, you have the additional ease of being able to update information in real time as you make changes to your offerings.

Co-workers

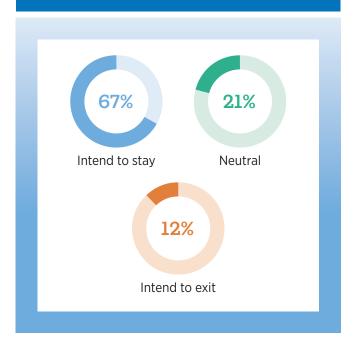
The power of social proof cannot be underestimated. Yet, despite its effectiveness, it is often an underutilised channel, as evidenced in our 2024 State of the Sector Report for Internal Communications.⁴ Your current employees can be the most prominent advocates or detractors of your benefits program. Ideally, you want current users to recommend benefits based on their positive experiences, which can influence others to try them out.

Sharing stories can be a compelling way to encourage employees to talk about your benefits. For example, you can create a video or short passage spotlighting a particular employee, what benefit they use, and what impact it has had on them, such as saving them money, improving their health, or helping them meet new people.

Social proof is particularly significant to younger employees, with a quarter of those aged 18-24 indicating they prefer this channel. For employees entering the workforce for the first time, there is considerable interest in hearing from colleagues to help guide them in maximising their benefits.



EMPLOYEE INTENTIONS TO STAY

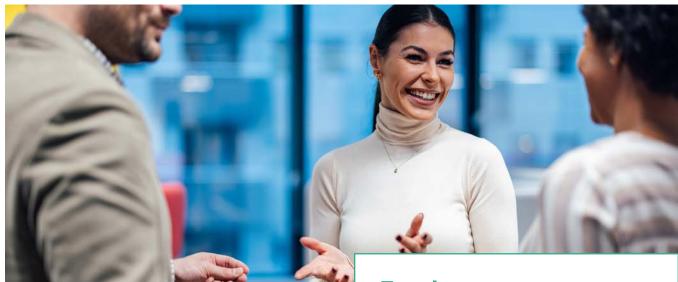


What drives intention to stay

Encouragingly, 67% of employees polled in this year's survey said they intend to stay for the next 12 months, a three percent increase year-on-year. To understand employee retention, we must study the factors that predict their intentions to stay. These factors speak to people's fundamental needs to grow and learn, to connect with others, to be supported in their choices, and to be purposeful. The follwing are the top drivers of intentions to stay, listed in order of importance.

⁴State of the Sector 2023/24. Gallagher 2024. PDF file.

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TOP DRIVERS OF INTENTIONS TO STAY



Note: The order in the table is based on regression and relative weights analysis that examines the proportion of explained variance in intentions to say that is accounted for by each area. Overall, the combination of the above predictors explained one-fifth of the variance of employees' intentions to stay.

⁵Indeed's 2024 AU Jobs & Hiring Trends Report. Hiring Lab (January 2024).

Employers can proactively respond to labour market changes by reviewing their remuneration, rewards and benefits.

Remuneration reviews are a win-win strategy

Unlike in previous years, base salary has emerged as a key driver of intention to stay. The labour market is beginning to soften in 2024, from the post-pandemic job boom of 2022 and 2023. A decline in job vacancies of 26.3% across 2023⁵ and increasing immigration have come together to alleviate some of the prior difficulties in recruiting staff at a time when employee wellbeing faces pressure from the increasing cost of living.

Employers can proactively respond to labour market changes by reviewing their remuneration, rewards and benefits. This will ensure they remain competitive in attracting new talent in the labour market whilst not leaving the existing workforce behind.

There are several actions that organisations can take in this area:

- **Evaluating and benchmarking** job roles to ensure salary ranges are competitive in the market.
- Reviewing remuneration by searching for, identifying and closing gaps.
- Reviewing remuneration decision-making processes to minimise bias.
- Reporting on progress to their workforce.

Taking Targeted, Meaningful Action

Shifting the dial on wellbeing means shifting the dial on business performance outcomes.

Understand the priorities of your workforce

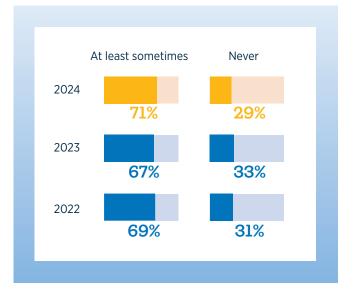
Consulting with your workforce is essential to creating a safe workplace that supports employee wellbeing. By drawing on your people's knowledge and experience, you can make more informed decisions. Open communication about potential risks and concerns can assist employers and employees in finding solutions together. This cooperation helps build more trusting relationships, a greater understanding and commitment to decisions and ensures a safer workplace.

Positively, we have seen a marginal increase in the percentage of employees who have the opportunity to provide feedback on their wellbeing at work, at 71% compared to 67% in 2023, indicating that more workers are being invited to contribute to these vital discussions, at least some of the time.

That said, there has not been a significant increase year over year in employees' confidence in action taken following feedback. **Just over 50% of employees reported feeling confident action would be taken after providing feedback,** indicating a clear area for improvement on the part of employers.



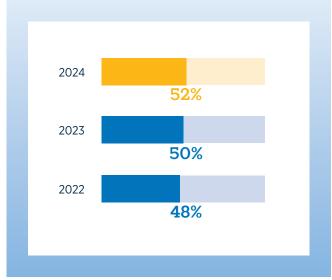
HOW OFTEN DO YOU SURVEY YOUR WORKERS' WELLBEING?





of employees reported feeling confident action would be taken after providing feedback

PERCENT OF EMPLOYEES CONFIDENT IN APPROPRIATE ACTION POST WELLBEING SURVEY





There is a strong need for active leadership, which focuses on engagement through regular quality communication.

Any consultation or feedback must be matched with action. When employees are confident in action being taken as a result of their feedback, they report:

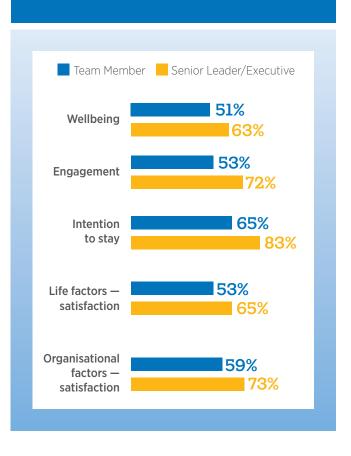
- 1.7 times higher wellbeing.
- 2.7 times higher engagement.
- 1.7 stronger intentions to stay.
- 1.3 more willing to go above and beyond.

There is a strong need for active leadership, which focuses on engagement through regular quality communication. Moving beyond simply listening to taking meaningful action requires leaders to have the capability and support to deliver impactful communication, yet we know this is often a gap.⁴ Again, this presents an opportunity for organisations to further evolve their employee listening strategies by providing leaders with the skills, resources, and support to drive action.

How can diversity address the 'executive blind spot'?

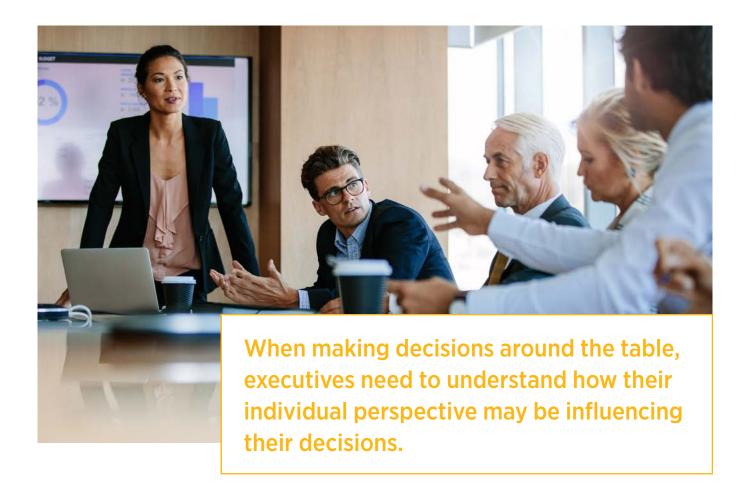
Similar to our 2023 report, there is a clear disconnect between the experience of executives and team members. **Executives report more positive sentiment across key metrics.** If they can see past their own experiences, executives may be able to better understand the need for wellbeing programs at their organisations and meet their obligations to provide a workplace in which all staff members can thrive. When executives and senior leaders create wellbeing programs without genuine employee feedback, they fall victim to the 'executive blind spot'.

THE EXECUTIVE BLIND SPOT



⁴State of the Sector 2023/24. Gallagher 2024. PDF file.

28 2024 WORKPLACE WELLBEING INDEX AUS EDITION



The importance of diverse voices

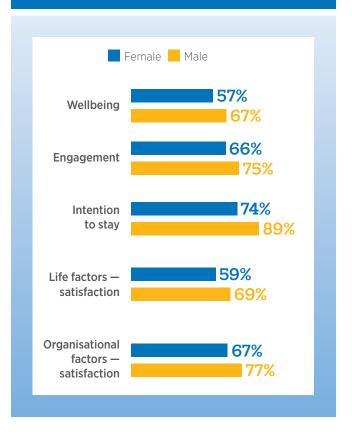
Diving deeper into the dynamics of the executive blind spot, we see a gender divide at the executive table. **There is** a significant difference between male's and female's experiences, with men consistently reporting more positive sentiment across key metrics.

For example, 64% of male executives report being satisfied with their personal finances, in contrast to just 45% of female executives. In relation to flexibility, a significant 70% of female executives place importance on the ability to work from home, compared to just 53% of male executives.

When making decisions around the table, executives need to understand how their individual perspective may be influencing their decisions. If executives are unable to see past their own experiences, they are likely to struggle to make informed decisions about their wellbeing strategy and realise the benefits of that strategy.

This is particularly challenging for organisations with a substantial gender imbalance within their executive leadership team. Having a diverse range of voices will help you develop more creative solutions and make more informed decisions.

COMPARING EXPERIENCES OF MALE AND FEMALE SENIOR LEADERS/EXECUTIVES

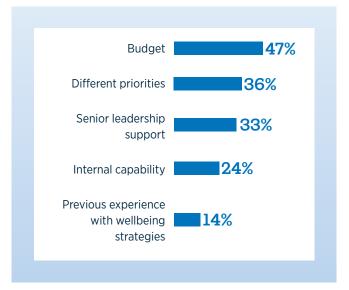


Overcoming barriers to wellbeing

Once an organisation decides to commit to workplace wellbeing, several barriers need to be overcome. Budgeting remains one of the most significant barriers to implementing wellbeing strategies in Australian organisations, followed by varying priorities and senior leadership support.

The business case is clear. Improving workplace wellbeing has a positive impact on business outcomes, reduces costs, and helps organisations meet their increasing legislative obligations. Organisations must harness data to evaluate the impact and return on investment of any initiatives or programs and allocate budgets and investments where there is a clear return. As a practical first step, organisations can undertake a stocktake of their current EVP and benefits strategy to understand the returns and find opportunities to strengthen the offering.

WHAT IS THE BIGGEST BARRIER TO IMPLEMENTING WELLBEING STRATEGIES IN YOUR ORGANISATION?



Improving workplace wellbeing has a positive impact on business outcomes, reduces costs, and helps organisations meet their increasing legislative obligations.

Turning insight into action

Insights from this year's Workplace Wellbeing Index emphasise that organisations must continue to take a proactive approach to enhance the wellbeing of employees. While there are some differences across industry and employee demographics, we have identified the following takeaways and actions as an essential starting point from which to further develop your workplace wellbeing strategy moving forward.

Key takeaways

- Only 63% of employees are satisfied with their organisation's focus on their wellbeing, and 10% have resigned due to their wellbeing at work.
- The most significant gaps between importance and satisfaction are in base salary, incentives, and employee benefits, with the discrepancies particularly worse for women.
- When seeking to join a new organisation, remuneration, rewards, and benefits continue to be among the most important considerations.
- 70% of female executives place importance on the ability to work from home compared to 53% of male executives.
- Just over half of the workforce feel confident that appropriate actions would be implemented following an employee wellbeing survey.

Key actions

1. Know your responsibilities

 Organisations must proactively design and manage workplaces that minimise risks to employees' physical and mental wellbeing.

2. Understand your current state

- Identify and assess the current state of workplace wellbeing in your organisation
- Review or collect data through surveys, interviews, focus groups, HR / WHS records.

3. Listen to your people

 Seek your people's perspectives, ideas, and feedback to ensure a comprehensive and inclusive plan of action.

4. Create a plan

 Plan what you need to do differently to improve and protect your people's wellbeing.

5. Communicate and educate

- Consistently communicate your plan.
- Provide leaders with additional support and training, to build their commitment to upholding workplace wellbeing.

6. Act and learn

 Implement the plan and evaluate whether it is working, so you can ensure it remains effective.

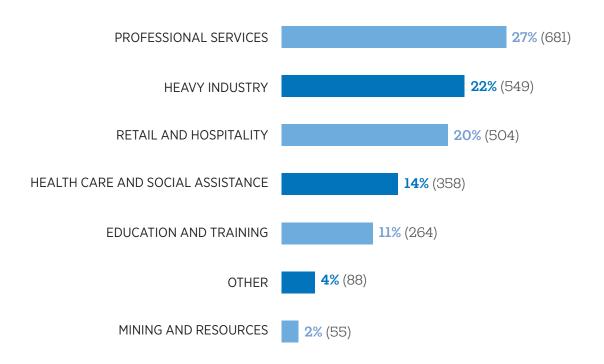
7. Take care of your own wellbeing

 Taking care of yourself helps you be your best at work.

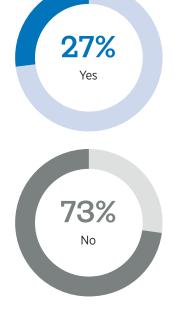
PARTICIPANT PROFILE

The survey took place between December 2023 and January 2024, with 2,499 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.

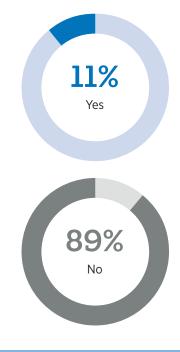
Number of participants by industry



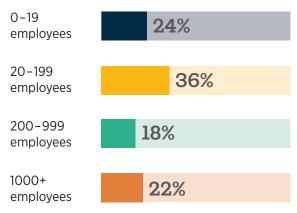


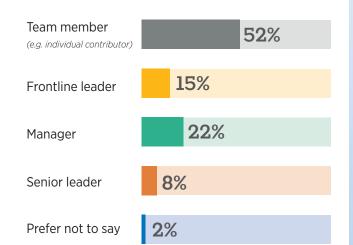


Not-for-profit



Size of Organisation

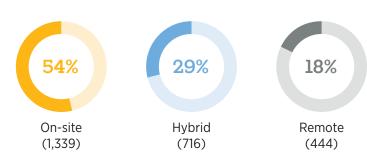




Employment Status

Casual	126	5%
Full time	1,741	70%
Other	6	0%
Part-time	626	25%

Current Working Arrangement



Age

18-24	249	10%
25-34	684	27%
35-44	659	26%
45-54	397	16%
55-64	339	14%
65+	162	6%
Prefer not to say	9	0%

Gender Identity

Female	1,215	49%
Male	1,258	50%
Transgender	5	0%
Non-binary	10	0%
Other	3	0%
Prefer not to say	8	0%

Tenure

124	5%
245	10%
446	18%
340	14%
384	15%
416	17%
544	22%
	245 446 340 384 416

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RESEARCH LEAD



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PhD Organisational Psychology 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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ABOUT GALLAGHER



Enabling your people to be better, means your business can start achieving its best.

Re-imagining the experience of work and inspiring your people to be remarkable has the power to accelerate your advantage. This is where we come in. As the leading employee benefits and HR consultancy in Australia, we understand that every business has its own unique priorities and needs. We create places where people want to work and provide your employees with the tools they need to thrive.

It is our mission to reverse the negative trends of low engagement and high staff turnover.

Our hands on collaboration with your key stakeholders ensures everything we do is relevant to your business goals. Tailored action plans, clear priorities, and continued support and optimisation are all what makes working with Gallagher a truly unique experience.

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