Direct
Health
Solutions.
a Sedgwick business

2023

Absence management and wellbeing survey

12th edition

Prepared by Direct Health Solutions, a Sedgwick business,
June 2023

2023 Absence management and wellbeing survey

Acknowledgment

Direct Health Solutions (DHS), a Sedgwick business, would like to take this opportunity to sincerely thank all participating organisations, managers and human resource professionals who took the time to complete this survey. Your continued interest and support of our research will greatly assist in improving our understanding of how absenteeism is viewed and managed in Australia.

DISCLAIMER: This survey should only be used as a guide and is current as of June 2023. This report has been formulated using survey data collected between 1 January 2022 and 31 December 2022. When determining policy, procedures and practices it is important to draw on a variety of sources, including other survey data, economic indicators and related research material.

Prepared by Direct Health Solutions, a Sedgwick business
Level 11
50 Berry Street
North Sydney NSW 2060

www.dhs.net.au
1300 625 123

Table of contents

Foreword

Welcome to the 12th edition of the Direct Health Solutions (DHS) Absence Management Survey. This year's survey provides an in-depth analysis of the levels, causes and management practices of unplanned absenteeism in Australia. After a break conducting this survey during COVID-19, we are excited to share the most recent trends and changes in absence management practices.

The report measures absenteeism levels from 1 January 2022 – 31 December 2022. 132 organisations across Australia participated in the survey, providing a wide range of industry-related data. Participants were asked to provide data and responses based on all unplanned absenteeism, including personal leave, workers' compensation leave and unauthorised leave, paid and unpaid.

The objective of this research is to provide human resources (HR) and operational managers access to current absenteeism rates to benchmark their organisation against their peers, and to share any current absence management trends and approaches.

The survey reveals an unprecedented 23% increase in absenteeism levels — from 11.2 days in 2019 to 13.8 days per employee per annum in 2022.

Managing absenteeism is challenging for managers, and it has become more challenging since COVID-19. The challenge is exacerbated in Australia where we are experiencing unprecedented labour shortages across many industries, rising wages and shifting working practices.

There are some common queries we receive from organisations which may resonate with you:

- How have absenteeism levels changed over the last few years?
- What is the range of absenteeism rates across industry sectors?
- Are HR practices keeping up with changes in current working arrangements?
- What are companies introducing to address absenteeism?

As a premier provider of workforce absence management services, we have seen a significant shift in two areas. The first is a move to centralise absence reporting to improve the tracking and recording of absence. This is driven by a move to an increasingly decentralised workforce environment, and also rising concern among employers that they are not accurately recording absence.

The second key shift is increasing the use of absence management-specific workflow software to provide best-practice workflow tools for managers and HR to more effectively manage employee absence and report on absenteeism across the organisation in real time. Workflow tools such as absence trigger management, case management and alerts for problematic absence are an increasingly vital tool for organisations to leverage.

About DHS

Established in 2004, Direct Health Solutions (DHS) is a leading provider of absence management services in Australia. On average, DHS assist businesses to reduce employee absenteeism rates by 20% to 40% using their nurse-led absence assist program, a best-practice approach to absence management.

DHS now manage over 500,000 absence and health-related calls annually through a 24/7 absence and injury management health call centre. Our absence reporting service is staffed by registered nurses available to record employee absence and provide immediate health advice and support to employees when they need it most. Our dedicated absence management service supports organisations across all main industry sectors, such as mining, transport, logistics, education and healthcare.

DHS has developed best-practice processes underpinned by cutting-edge absenteeism workflow software. This enables HR departments to ensure their managers have the right tools and processes to support employee absence and have oversight of their absence levels and hotspots in real-time.

Rounding out our absence management service, from day one we provide manager training on how to hold effective absence discussions with employees; we also provide guidelines on how to tackle problematic absence and reduce injuries by up to 60% through our DHS InjuryAssist triage programs.

In early 2022, DHS was acquired by Sedgwick, a leading global provider of technology-enabled risk, benefits and integrated business solutions and the world's largest provider of workforce absence solutions.

Sedgwick's expert team help simplify disability, leave of absence, job accommodations and income replacement for employers of all types and sizes, bringing efficiency and positive outcomes to their programs. Sedgwick provides clients' employees with a single point of contact and a seamless user experience marked by empathy, consistency and powerful digital tools.

Sedgwick work with more than 80% of the Fortune 100 in the United States and have implemented cutting-edge leave management programs across most industry sectors. With Sedgwick, DHS can now offer customer leading-edge, industry-specific absence management solutions, provide access to a wide range of expertise and consulting knowledge, and vastly increase the value we can offer our customers.

Sedgwick is a leading global provider of technology-enabled risk, benefits and integrated business solutions. The company provides a broad range of resources tailored to clients' specific needs in casualty, property, marine, benefits, brand protection and other lines. At Sedgwick, caring counts; through the dedication and expertise of more than 31,000 colleagues across 80 countries, the company takes care of people and organisations by mitigating and reducing risks and losses, promoting health and productivity, protecting brand reputations, and containing costs that can impact performance. Sedgwick's majority shareholder is The Carlyle Group; Stone Point Capital LLC, Caisse de dépôt et placement du Québec (CDPQ), Onex and other management investors are minority shareholders. For more, see sedgwick.com

Common challenges to managing absenteeism

- **It's too easy to take a sick day** – employees are allowed to send an SMS or leave a message

- **Poor data capture** – under-reported absence masks the true extent of the issue

- **Poor absence monitoring and tracking** – limited management information outside of historic payroll reports

- **Entitlement/'sickie' culture** – you can't manage it

- **Privacy concerns** – you're not allowed to manage it

- **It's not clear who is responsible** – it's a human resource issue to deal with

- **Inadequate employee health support** – early intervention is limited to workplace injuries

- **Poor management software** – managers lack clear workflows and guidelines for return to work interviews, and alerts for problematic absence patterns

- **Low manager engagement and capability** – it's not what a manager wants to be doing

- **Working from home and decentralisation** – absence can be hard to observe

How DHS helps organisations manage and reduce absenteeism by up to 40%

AbsenceAssist is a best-practice, telehealth-led absence management program for employers that implements consistent absence management practices, provides workflow management software and assists managers to positively impact employee absenteeism. Leveraging the latest data research and practical feedback from employers, AbsenceAssist comprises:

Centralised absence recording and notification

With a 24/7 telehealth centre, we record every absence and send immediate notifications to relevant stakeholders, including guidance on how to efficiently work with an employee to assist them back into the workplace.

Immediate health advice and support

All employees have access to confidential health advice for their medical absences from one of our registered nurses who can provide them with advice on how to return to the workplace safely and in good health. This service is available to employees at any time, even if they are not at work, and extends to their family members.

Real-time online absence reporting

Track and monitor employee absence in real-time with AbsenceTrack, a workflow system for managers to tackle absenteeism. Access live dashboards with real-time absence information, detailed employee analysis and proactive alerts and triggers when absence thresholds are reached.

Management workflows
Back to work discussions

Customise how you want your manager to engage with employees following an absence. Our software provides structure for return to work interviews, medical certificate capturing, and tracking for HR to ensure managers are proactively managing absence.

Absence triggers

Tailor your absence triggers to prompt managers and/or HR to proactively review problematic absence in real-time. AbsenceTrack provides for any type of trigger, such as days lost, frequency of absence, or Bradford Factors.

To find out more about how DHS can assist your business, please visit the DHS website at **www.dhs.net.au**

Key survey findings

Absence levels

Employee absence increased 2.6 days per employee per annum, from 11.2 days in 2019 to 13.8 days per in 2022. This represents a 23% increase in absenteeism, and it is the highest level of absence we have reported since the commencement of our research 15 years ago, with the median sitting at 14 days per annum.

58% of respondent organisations believe their absence levels increased in the last 12 months, 18% indicated they had decreased and 24% indicated they remained the same.

Included for the first time this year, the education industry had the highest rate of absenteeism at 7.6%. Among industries previously surveyed, public entity/government was rated highest at 7.1%, followed by travel, tourism and hospitality at 7%, and telecom and utilities at 6.6%.

Contact centre absenteeism increased by 11.5% in 2022 to 14.5 days per employee per annum, compared to 13 days per employee per annum in 2019. Absenteeism in contact centres remains higher than for non-contact centres, which is 12.8 days.

COVID-19 and working from home

80% of employers reported an increase in absenteeism during COVID-19 in 2022. At the same time, 47% of respondents believed absence levels were lower for employees working from home.

51% of respondents believe more staff are taking an unnecessary sick day compared to pre-COVID-19 levels. 73% believe it is easier to take sick leave than it was prior to COVID-19.
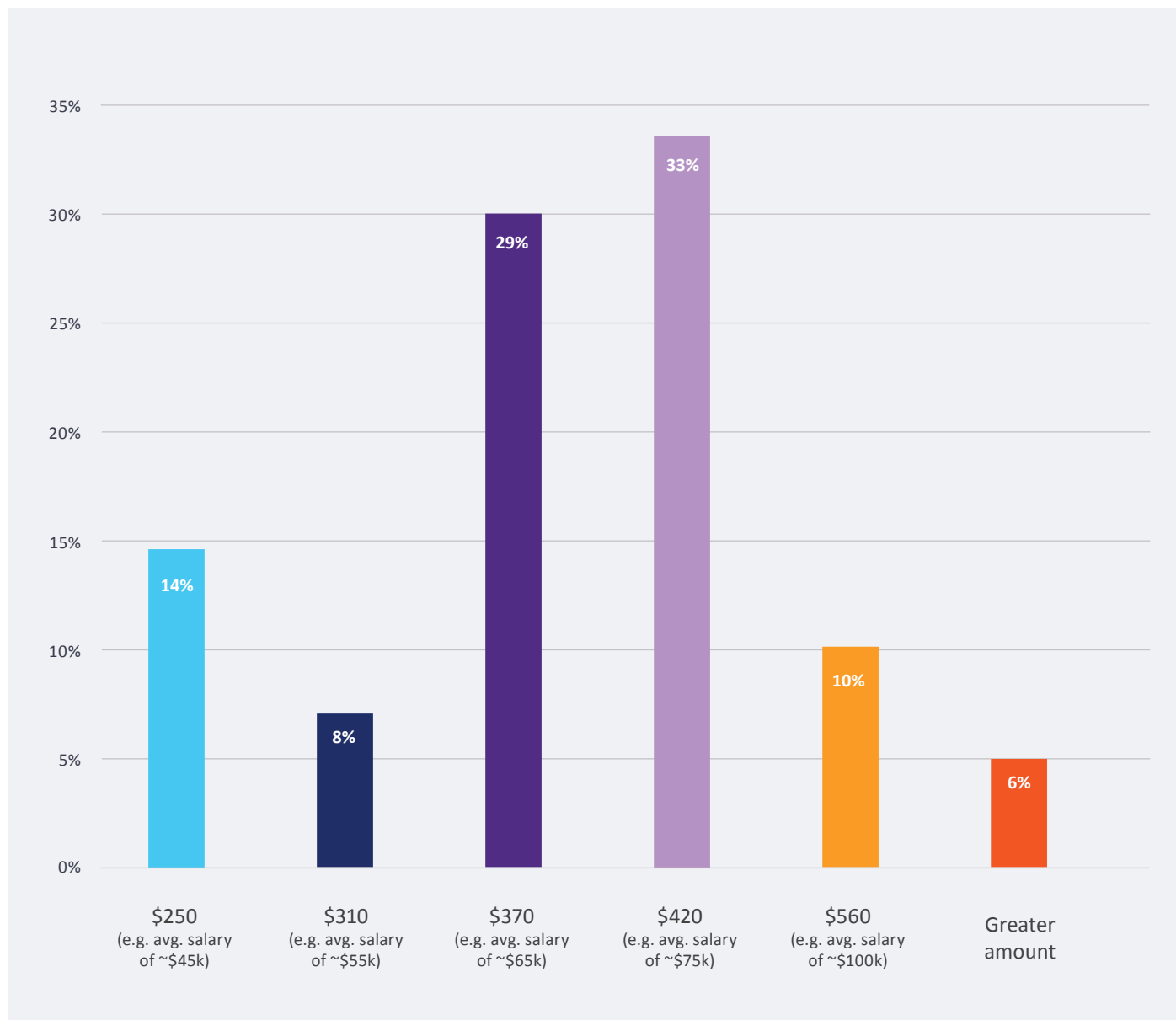
Absence reporting

This year's responses show an increase in the under-reporting of absences, more than doubling that of the last assessment. This is likely a post-pandemic reality, with more people now working from home but in an environment that is understaffed at all levels, including administratively.

Do you believe absence is under-reported in your organisation?
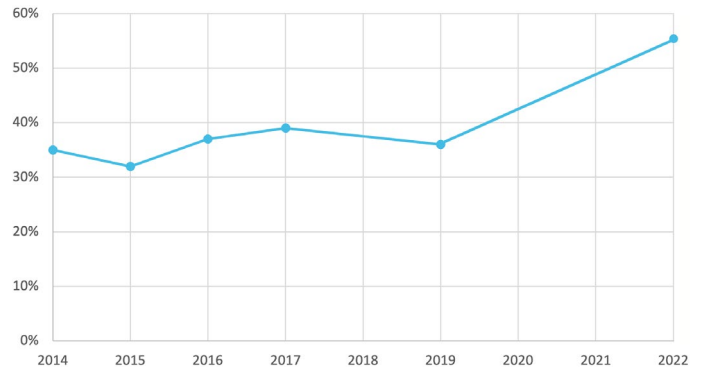
Do you believe absence is under-reported in your organisation?	Yes
2022	55%
2019	36%
2017	39%
2016	37%
2015	32%
2014	35%

Cost per day by salary

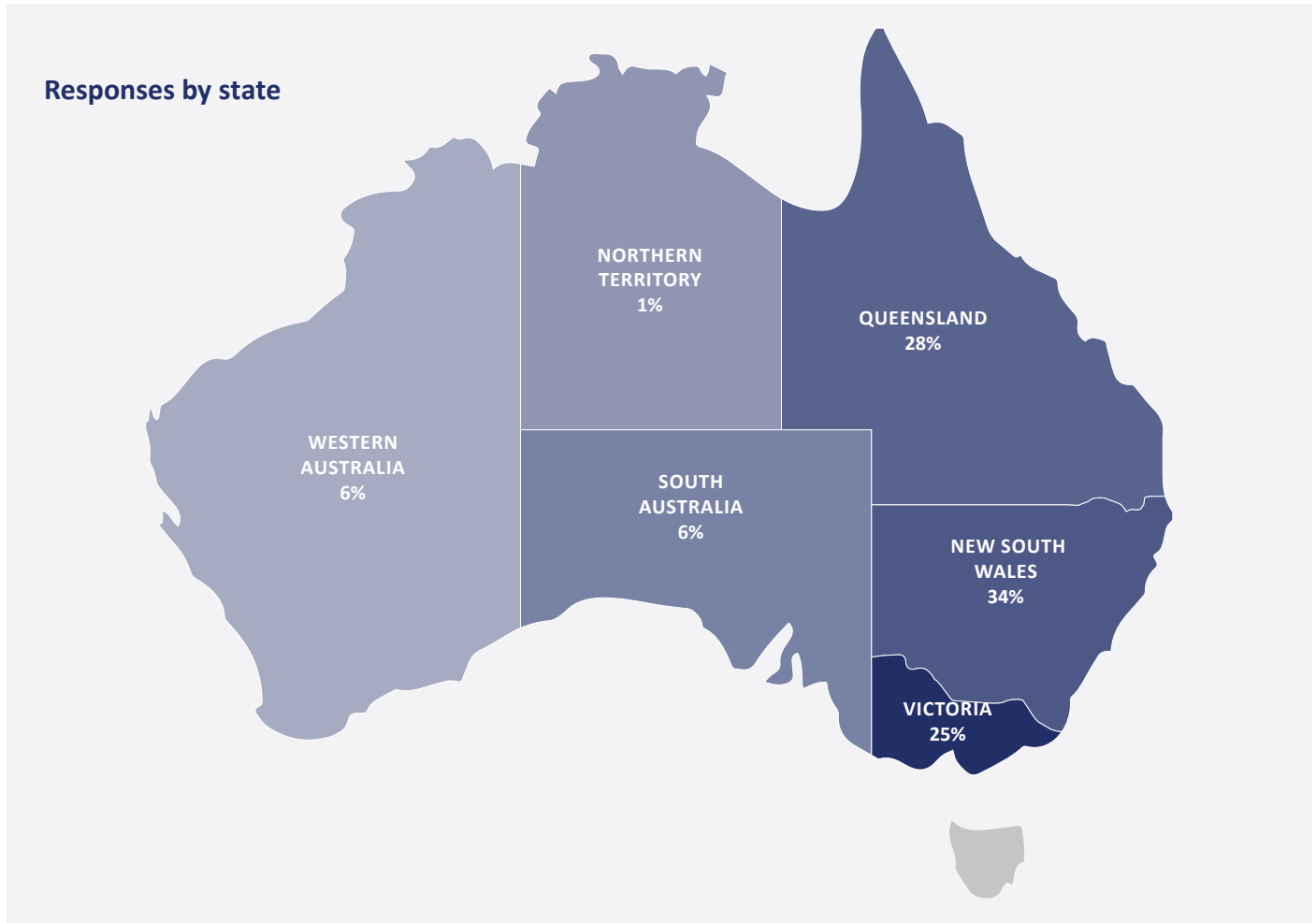| Salary	%
$250 (e.g. avg. salary of ~$45k)	14%
$310 (e.g. avg. salary of ~$55k)	8%
$370 (e.g. avg. salary of ~$65k)	29%
$420 (e.g. avg. salary of ~$75k)	33%
$560 (e.g. avg. salary of ~$100k)	10%
Greater amount	6%

*All values in Australian dollars

Survey demographics

Over 130 organisations across Australia participated in this survey. This survey was not open to international organisations.

Responses by state

NORTHERN TERRITORY
1%

QUEENSLAND
28%

WESTERN AUSTRALIA
6%

SOUTH AUSTRALIA
6%

NEW SOUTH WALES
34%

VICTORIA
25%

Respondents by industry sector

| Industry sector	% respondents	Industry sector	% respondents
Banking, finance and insurance	10%	Not for profit	6%
Construction	2%	Other	12%
Education	5%	Outsourced service provider	1%
Gaming	4%	Retail	4%
Government	3%	Telecommunications and utilities	5%
Healthcare/aged care	8%	Transport and logistics	7%
Manufacturing and production	20%	Travel, tourism, hospitality	3%
Mining and resources	10%		

Respondents by industry sector

- Banking, finance and insurance — 10%
- Construction — 2%
- Education — 5%
- Gaming — 4%
- Government — 3%
- Healthcare/aged care — 8%
- Manufacturing and production — 20%
- Mining and resources — 10%
- Not for profit — 6%
- Other — 12%
- Outsourced service provider — 1%
- Retail — 4%
- Telecommunications and utilities — 5%
- Transport and logistics — 7%
- Travel, tourism, hospitality — 3%
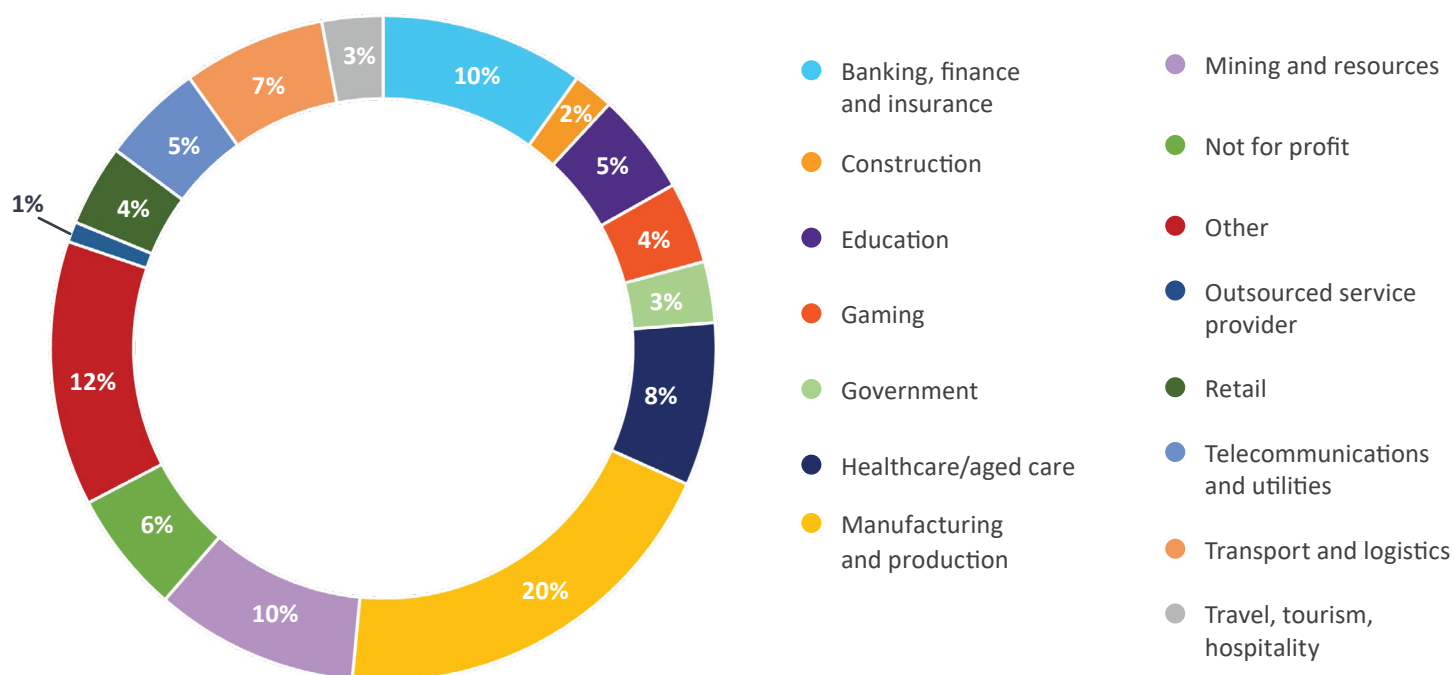
Respondent organisations by employee population	% respondents
5000+	19%
1000-4999	35%
500-999	19%
250-499	11%
100-249	12%
0-99	4%

Respondents by labour type	% respondents
Manual	**61%**
Non-manual	**39%**
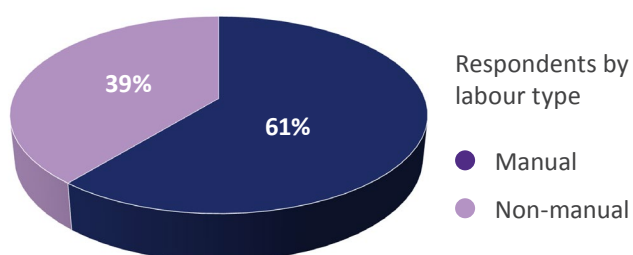
Respondents by sector	% respondents
Private sector	**97%**
Public sector	**3%**

Respondents by labour type

- Manual
- Non-manual

Respondents by sector

- Private sector
- Public sector
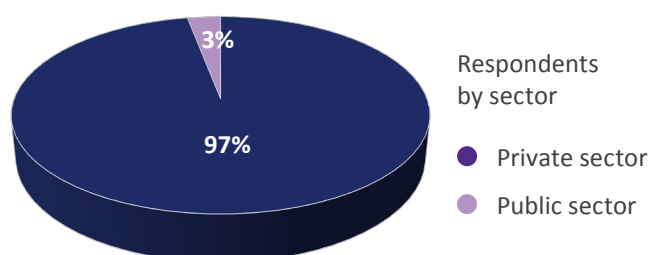
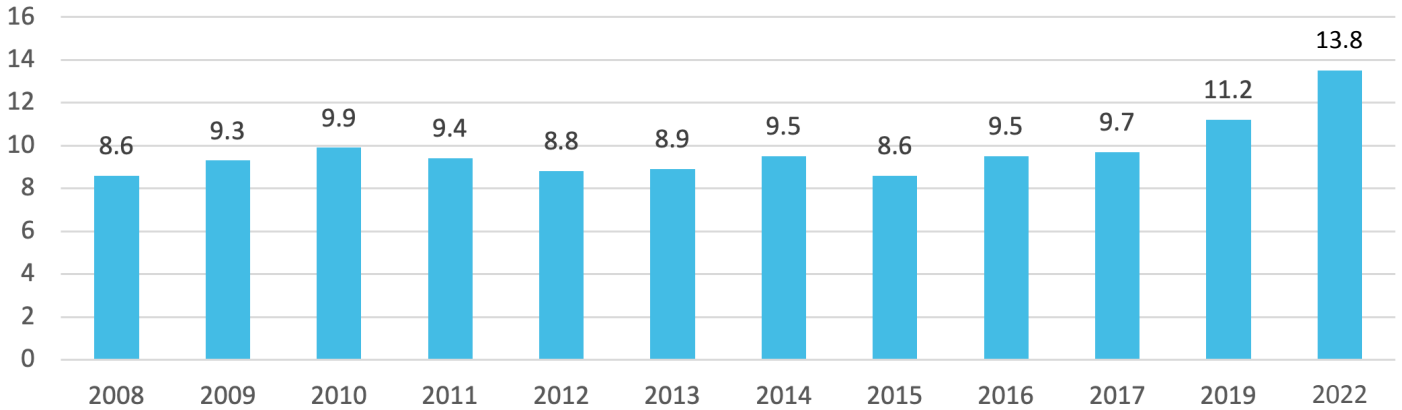| Respondents by group	% respondents
Non-contact centre	**72%**
Contact centre	**28%**

Respondents by group

- Non-contact centre
- Contact centre
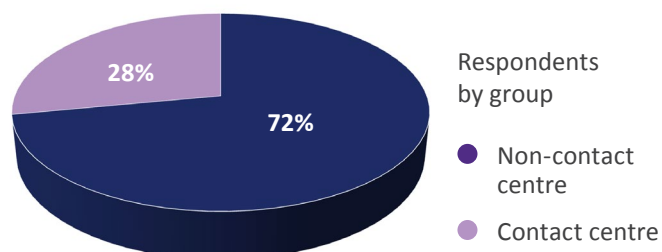
Employee absence levels

Average absence days lost per employee per annum

Employers average 13.8 days lost per full-time employee (FTE) due to absence. This is an increase of 2.6 days, or 23%, over 2019. 58% of employers believe that absenteeism levels have increased over the past year.

Over the past 12 months, do you believe that absenteeism levels in your organisation have:
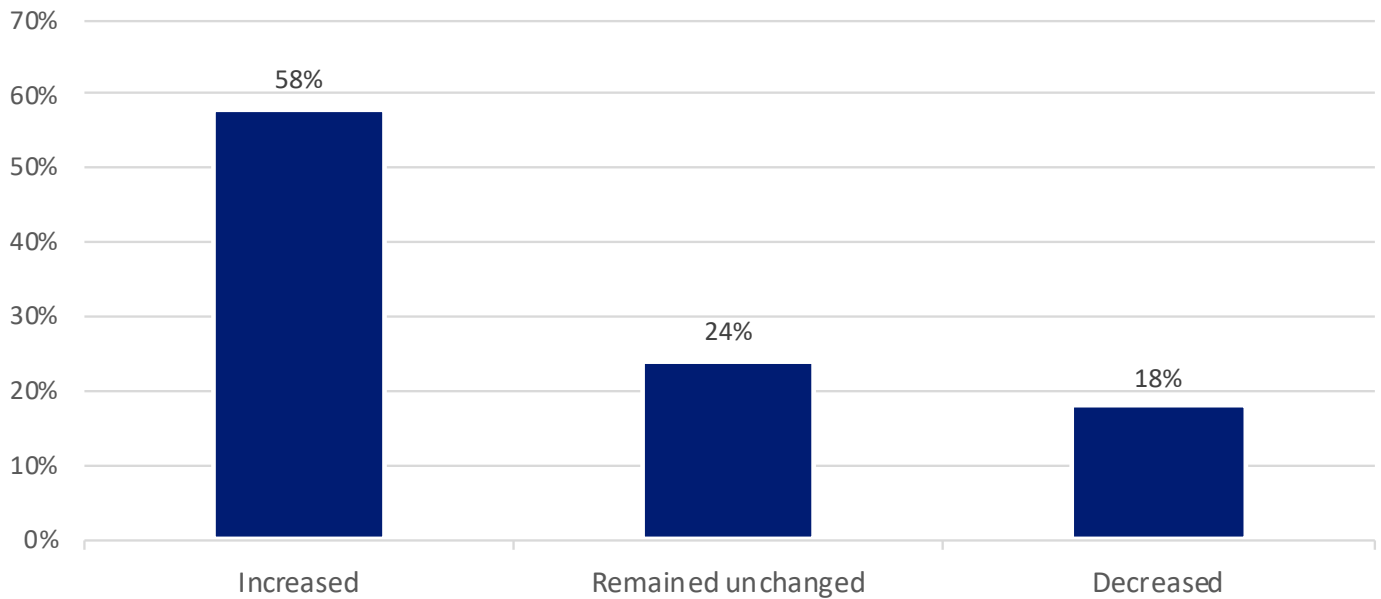
Please indicate/estimate the average number of days per FTE lost and the organisation's percent of absence rate between 1 January 2022 and 31 December 2022: Include all unplanned personal leave (e.g., sick, carer's, compassionate, unauthorised/unpaid absence and workers compensation absence).	No. of days lost per FTE in 2022	Absenteeism rate
Average	13.8	6.0%
Median	14.0	5.3%
Min	7	3%
Max	32	14%
Mode	14	5%

Absenteeism rate (between 0.0% and 100.0%)	%
3% - 4%	19%
5%	32%
6% - 7%	28%
8% - 9%	16%
10% or more	5%

Average of absence rate
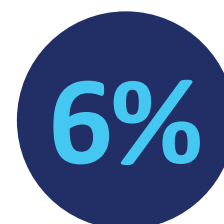
6%

Do you believe absence is under-reported in your organisation?	%
Yes	55%
No	45%

Absence rate by size of organisation ● 2014 ● 2015 ● 2016 ● 2017 ● 2019 ● 2022
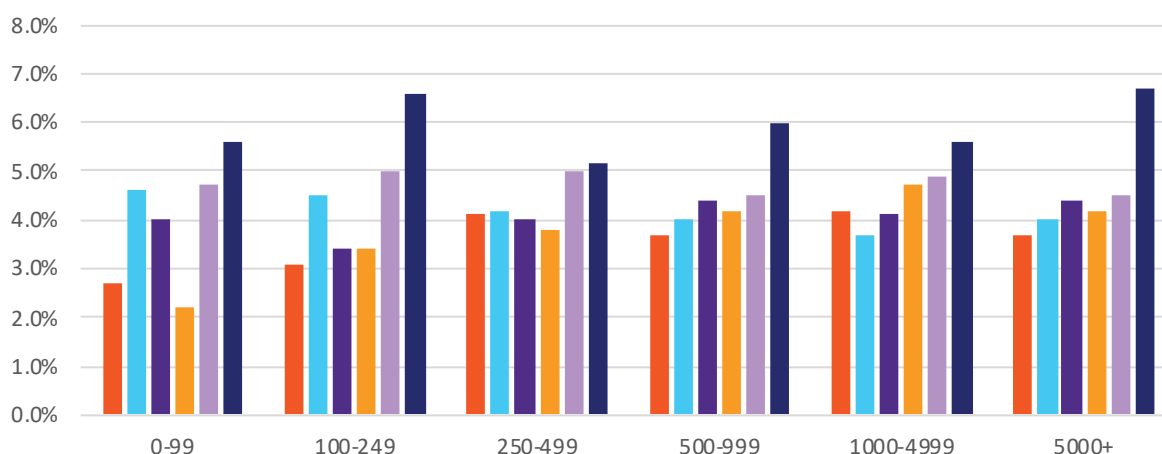
2019 absence days lost per employee

QUEENSLAND
12.3

WESTERN
AUSTRALIA
14.6

SOUTH
AUSTRALIA
8.3

NEW SOUTH
WALES
11.5

VICTORIA
10.1

2022 absence days lost per employee

NORTHERN
TERRITORY
12.0

QUEENSLAND
13.5

WESTERN
AUSTRALIA
15.0

SOUTH
AUSTRALIA
11.8

NEW SOUTH
WALES
13.1

VICTORIA
14.1

Absence rate by state

Legend: ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2019 ■ 2022
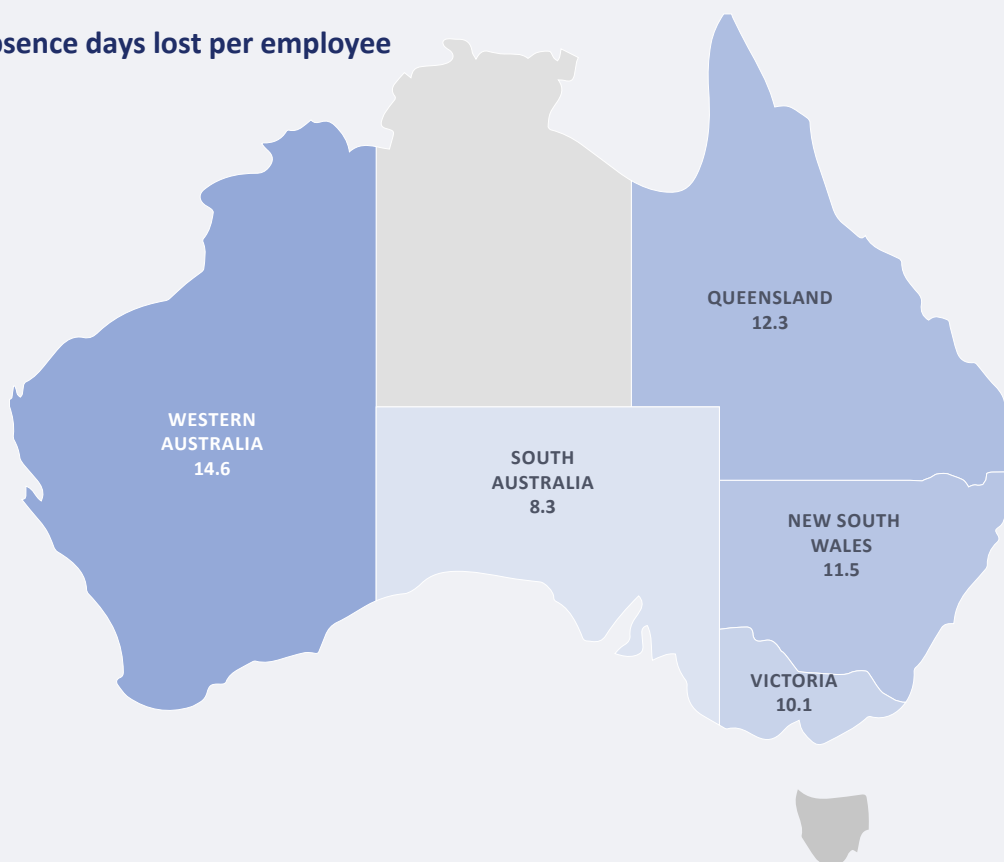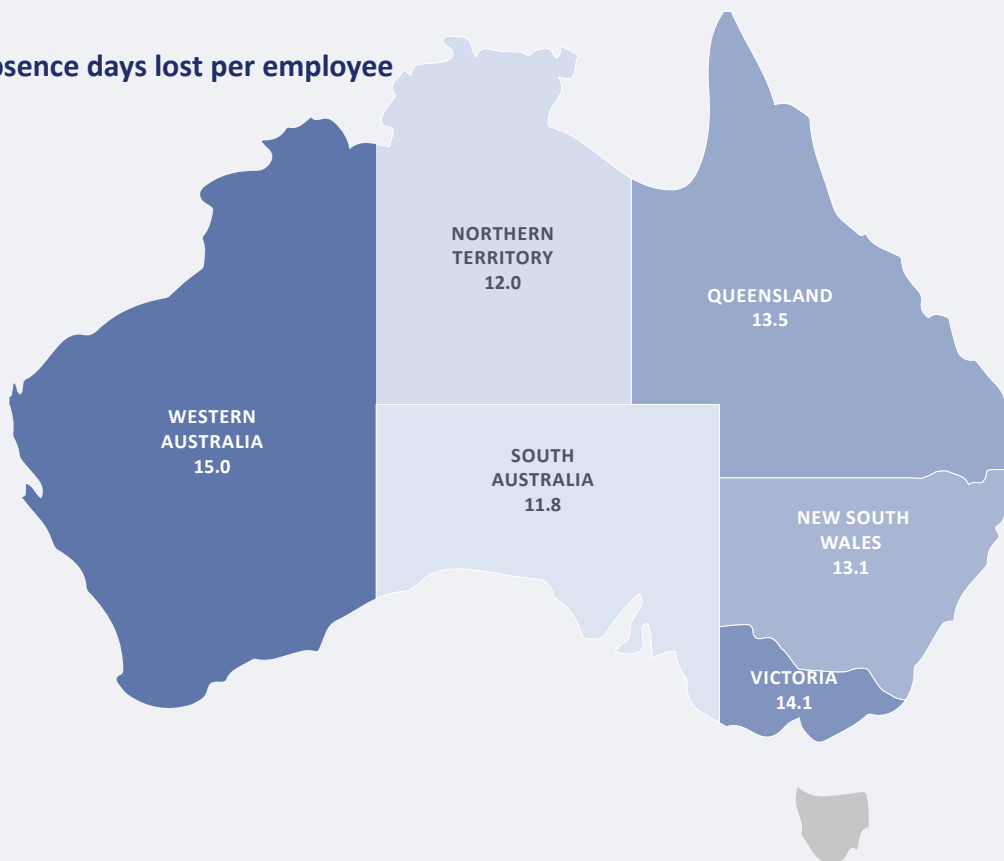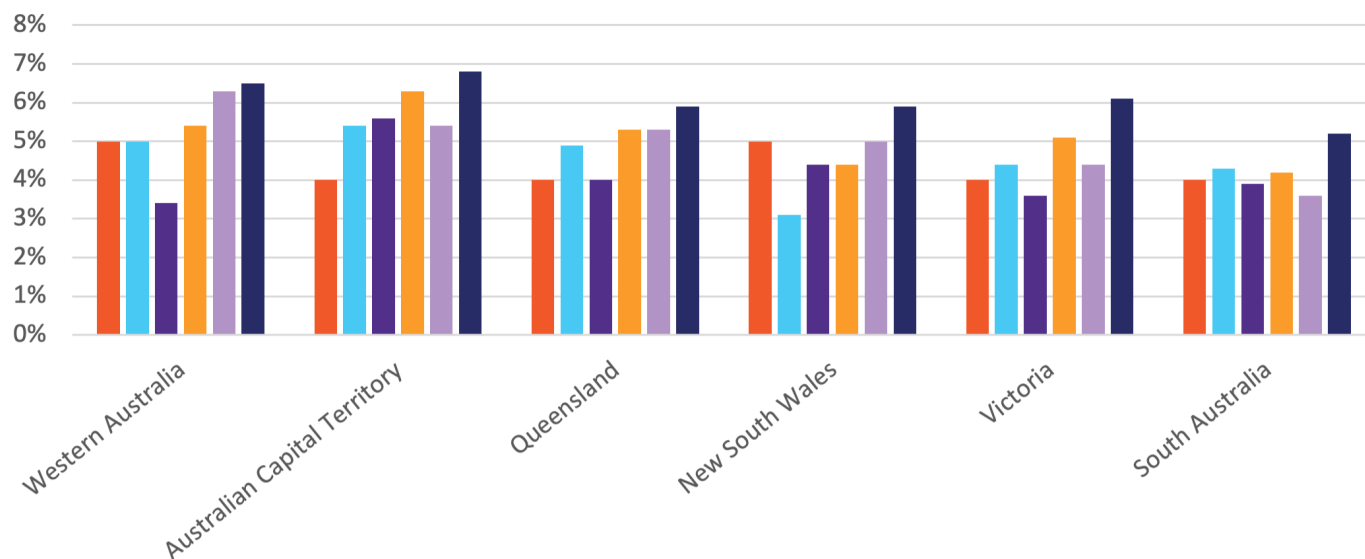
Absence rate by industry

Legend: ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2019 ■ 2022
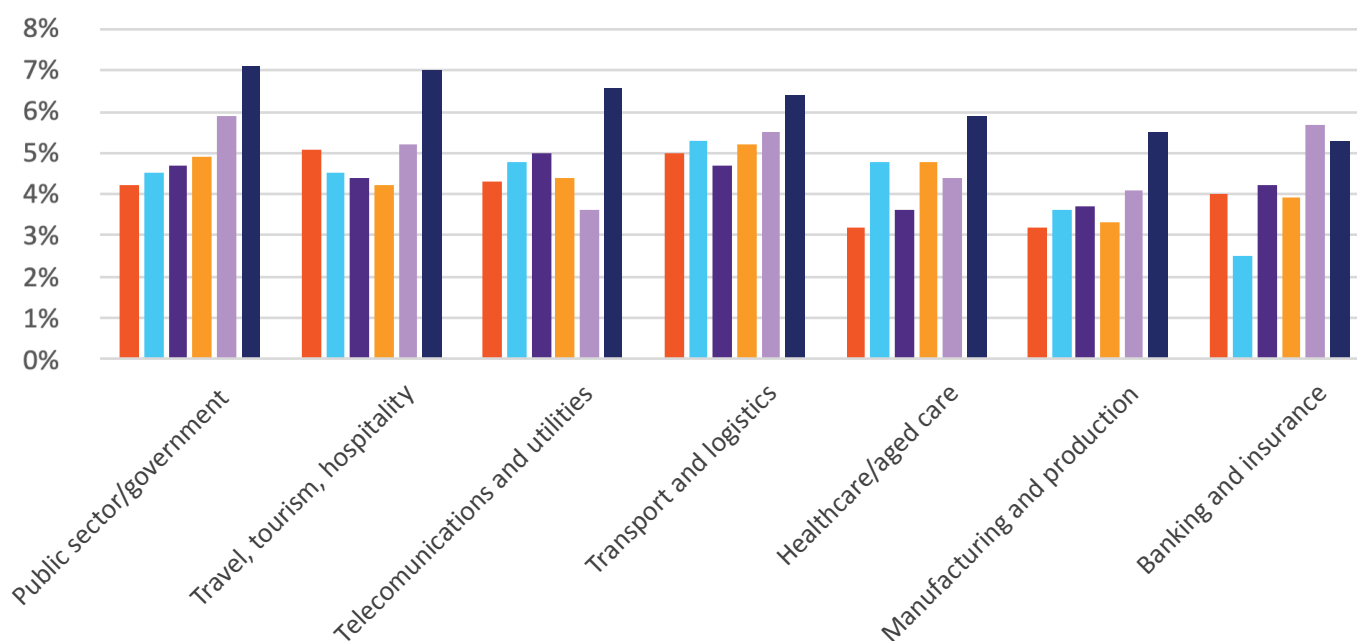
Absence rate by sector

Private ● **Public** ●

Year	Private	Public
2014	4.1%	4.2%
2015	3.4%	4.5%
2016	4.1%	4.7%
2017	4.1%	4.9%
2019	4.7%	5.9%
2022	5.9%	7.1%
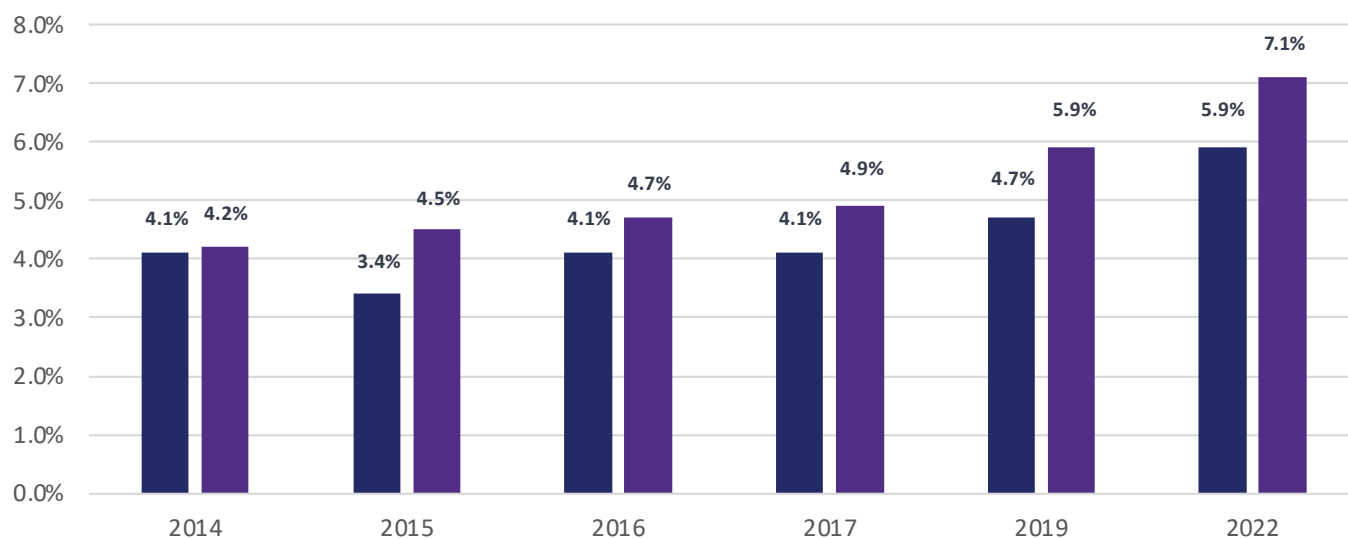
Cost of absence

DHS has created an absence cost calculator to help organisations assess the underlying expenses associated with absenteeism. Accurately gauging the cost of absence is a crucial step towards planning effective absence management programs. Apart from direct personal leave expenses that are paid from budgeted personal leave entitlements, organisations frequently incur significant indirect costs. These indirect costs typically involve hiring additional staff to cover for sick leave, overtime pay, and agency staff, which can be up to 80% more expensive. Additionally, there are administrative costs associated with managing sick leave and absence processes.

Do you measure the cost of absence in your organisation?   ● 2019   ● 2022
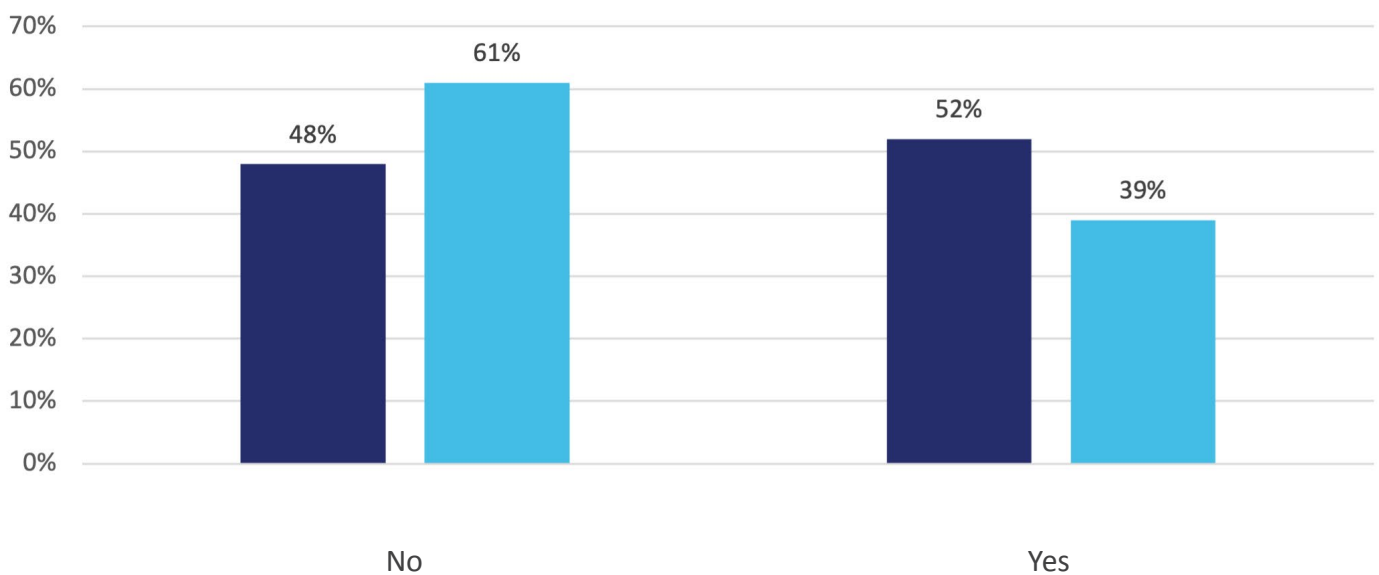
Indirect costs

- Administration of leave
- Replacement employee costs and costs associated with onboarding employees
- Costs to manage the operational impact of absence
- Service disruptions
- Increased health and safety risks
- Employee morale/psychological impact on employees having to pick up the slack

Direct costs

- Salary and payroll tax costs for absent employees
- Overtime costs to cover absent employees
- Replacement labour hire at more costly rates
- Reduced workforce productivity
- Increased workers compensation premium costs

Despite the fact that leave entitlements are often considered an uncontrollable cost by businesses because they are based on annual entitlements, the average of ten days per annum taken by employees incurs a direct payroll cost of 4.3-4.5%. Many employees with accrued entitlements will incur even greater expenses. The table below provides an example of the expenses associated with absenteeism to demonstrate

how costly it is for businesses. The indirect costs will differ among organisations depending on the extent of backfilling and additional staff employed to cover for absenteeism.

Only 39% of organisations measure the cost of absence, which is an increase from our previous survey, but 80% said reducing absence is a focus.

Please estimate the direct cost of one absence day (include gross salary, super, on-costs).	%
$250 e.g. average salary of approx $45,000	14%
$310 e.g. average salary of approx $55,000	8%
$370 e.g. average salary of approx $65,000	29%
$420 e.g. average salary of approx $75,000	33%
$560 e.g. average salary of approx $100,000	10%
Greater amount	6%

Is reducing absence a focus for your organisation?	%
Yes	80%
No or unsure/don't know	20%

Do you measure the cost of absence in your organisation?	%
Yes	39%
No or unsure/don't know	61%

*To request a complimentary absence cost assessment for your organisations, please contact DHS.

Causes of absence

Only 46% of organisations record the reason of absence. The top five drivers of short-term absence are carer's leave, unexpected illness, taking an unnecessary sick day, COVID-19 and mental health. The top five drivers of long-term absence are prolonged illness, injury (non-workplace), injury (workplace), mental health, COVID-19, and other musculoskeletal disorders.

Do you currently record the reasons for sickness absence (e.g., cold, flu) for individuals in your organisation?

46%	54%

- 🔵 Yes   🟣 No

Which are the main drivers of short-term employee absence? Please select your top three.

	Top 3 selections
Carer's leave	60%
Unexpected illness	53%
Taking an unnecessary sick day (entitlement mentality)	45%
COVID-19 related	35%
Mental health-related (e.g., stress, depression, anxiety)	23%
Poor management of employee absence	15%
Injury (workplace)	13%
Chronic health issues	10%
Injury (non-workplace)	10%
Work pressure	6%
Lack of engagement	5%
Lack of flexibility	5%
Drugs and/or alcohol	1%
Transport difficulties	0%

*Note: Questions where respondents can select more than one or select all will sum to a total > 100%.

Which are the main drivers of long-term employee absence? Please select your top three.

	Top 3 selections
Prolonged illness	46%
Injury (non-workplace)	44%
Injury (workplace)	40%
Mental health-related (e.g., stress, depression, anxiety)	34%
COVID-19 related	29%
Other musculoskeletal disorders	29%
Surgery	19%
Back problems	15%
Cancer	14%
Heart problems	1%

*Note: Questions where respondents can select more than one or select all will sum to a total > 100%.

COVID-19 impact

80% of organisations believe COVID-19 led to increased absences. 93% of organisations said absenteeism was the same or lower for employees working from home. Staying home and not coming into the office was the most common initiative organisations implemented in response to COVID-19.

How do you believe COVID-19 restrictions have affected absences?

| 80% | 4% | 16% |
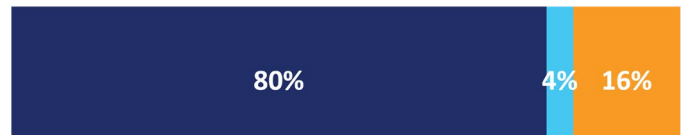
- ● COVID-19 has led to increased absences
- ● COVID-19 has led to reduced absences
- ● COVID-19 has not affected absences
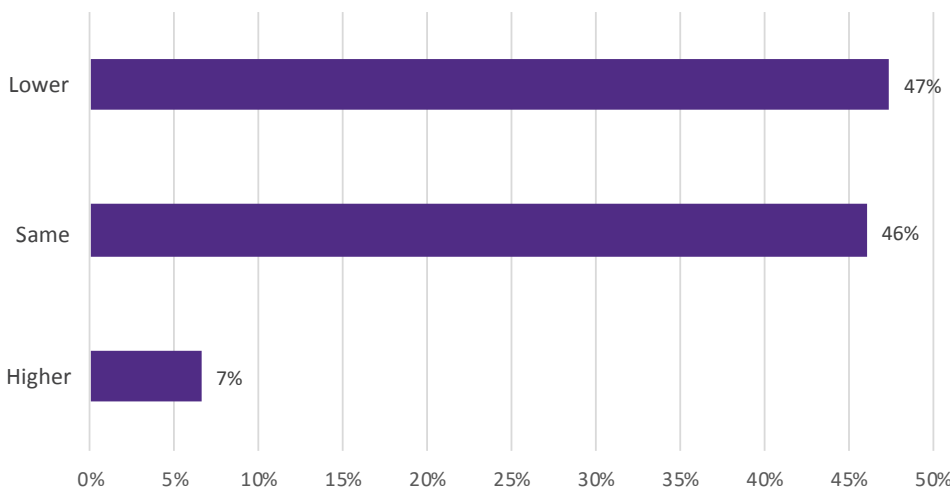
Is absenteeism higher, lower or the same for employees working from home?

Lower — 47%
Same — 46%
Higher — 7%

What COVID-19 management initiatives have you continued to implement within your organisation?	Top 3 selections
Requiring employees with any symptoms to stay away from work	**91%**
Provision of personal protective equipment (PPE)	**51%**
Social distancing	**44%**
Promoting working from home	**41%**
Mandatory vaccines	**39%**
Proactive health management updates	**38%**
Onsite rapid antigen testing (RAT)	**38%**
Onsite temperature checks	**29%**
Telehealth services (e.g., nurse hotline, mental health hotline)	**16%**
Employee COVID-19 hotline	**9%**

Absence behaviour

56% of respondents believe short-term absences are more problematic than long-term or high-frequency absences. 43% of respondents believe non-genuine absences have increased over the past year. 51% of respondents believe that taking an unnecessary sick day has become more of a problem since COVID-19 began and 73% believe that it has become easier to take sick leave since COVID-19. 53% of organisations do not require evidence for all absences.

Which type of absence is most problematic in your organisation?

2019

2022

- ● Short-term absences - 1-2 days
- ● High-frequency absences by employees 1 or more days per month
- ● Long-term absences - greater than 10 working days

Based on their level of agreement managers responded to the following statements.

01 Managers are less involved in managing sick leave and absenteeism

02 It's easier to take sick leave since COVID-19

03 Employees are more willing to take a non-genuine sick day since COVID-19 began
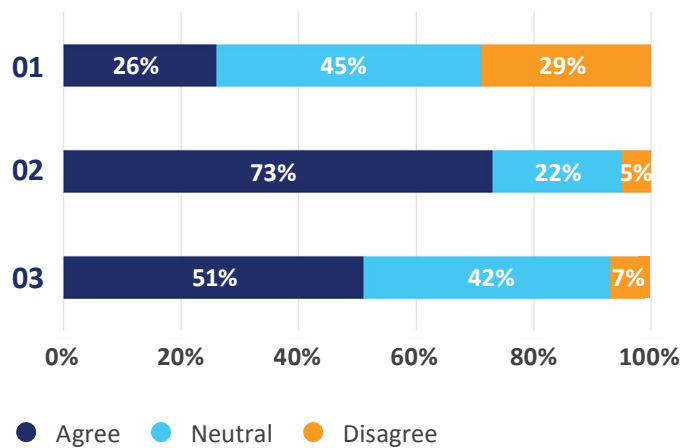
	Agree	Neutral	Disagree
01	26%	45%	29%
02	73%	22%	5%
03	51%	42%	7%

- ● Agree
- ● Neutral
- ● Disagree

Do you require evidence, such as a medical certificate for all absences in your organisation?	%
Yes	47%
No	53%
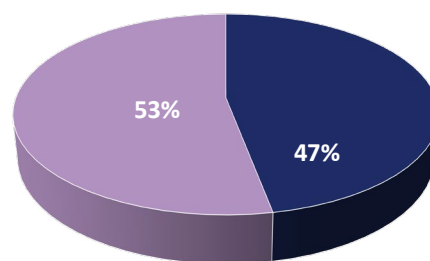
Do you require evidence, such as a medical certificate for all absences in your organisation?

● Yes　● No

Over the past 12 months, how do you believe absenteeism levels in your organisation have changed?

● Increased　● Remained unchanged　● Decreased　● Don't know

	Increased	Remained unchanged	Decreased	Don't know
2019	37%	34%	25%	4%
2022	55%	23%	17%	5%
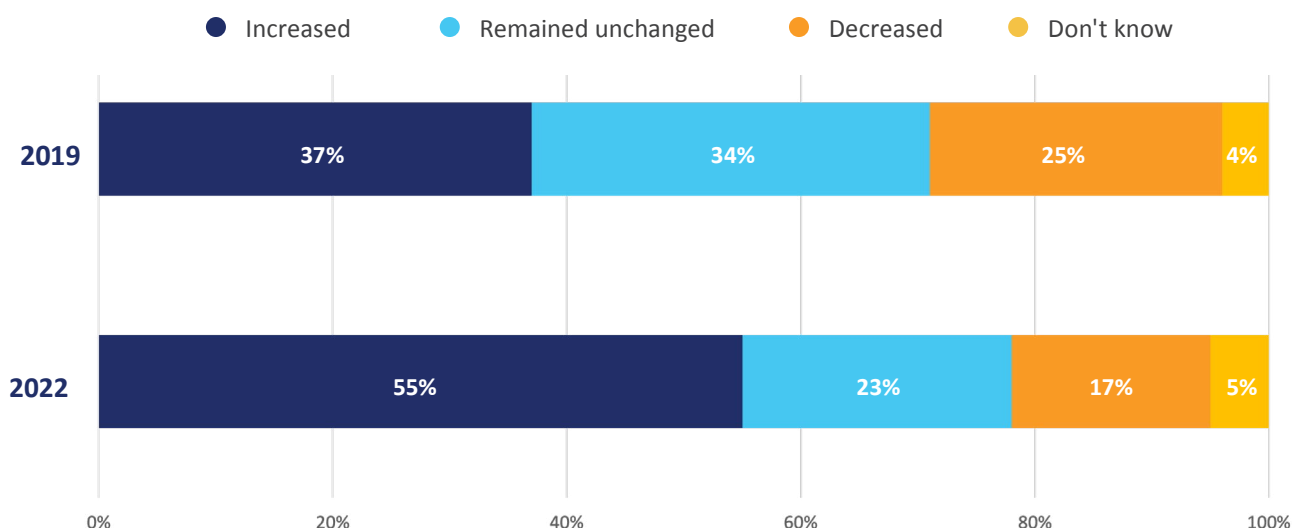
In the last 12 months, how do you believe the incidence of non-genuine absenteeism have changed?

● Increased　● Remained unchanged　● Decreased　● Don't know

	Increased	Remained unchanged	Decreased	Don't know
2019	26%	36%	29%	9%
2022	43%	38%	1%	18%
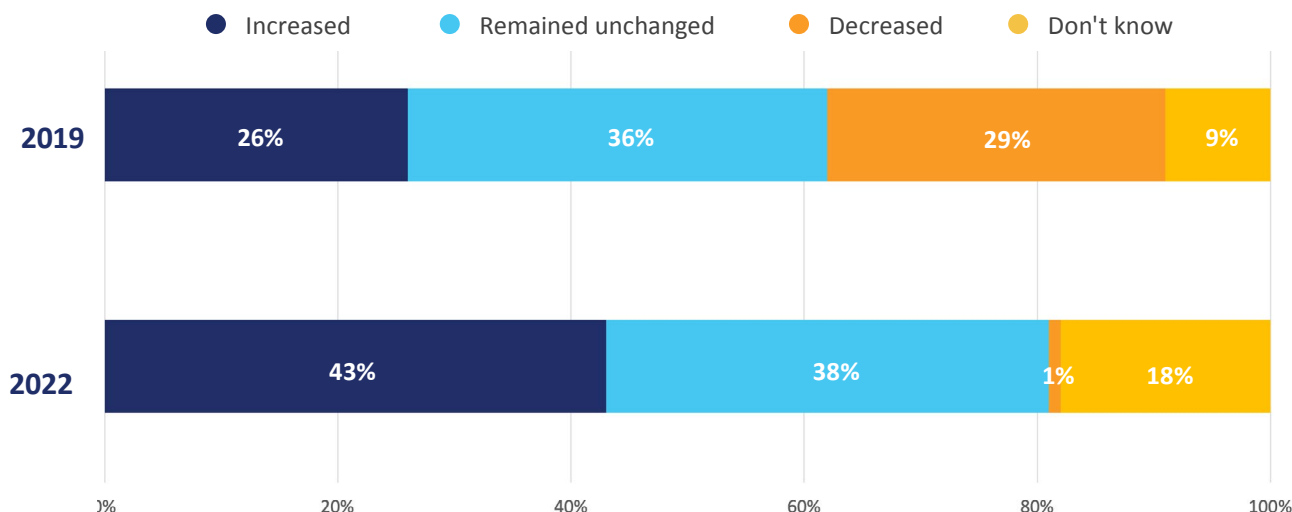
Absence reporting and systems

Respondents were asked the following questions:		Yes	No
01	Do you provide your managers with access to real-time reporting on absenteeism?	53%	47%
02	Do you have a stand-alone absence management reporting system?	44%	56%
03	Do you have a centralised absence reporting hotline or telehealth service for employees to call in absent?	42%	58%

01 53% 47%

02 44% 56%

03 42% 58%

0%   20%   40%   60%   80%   100%

● Yes   ● No
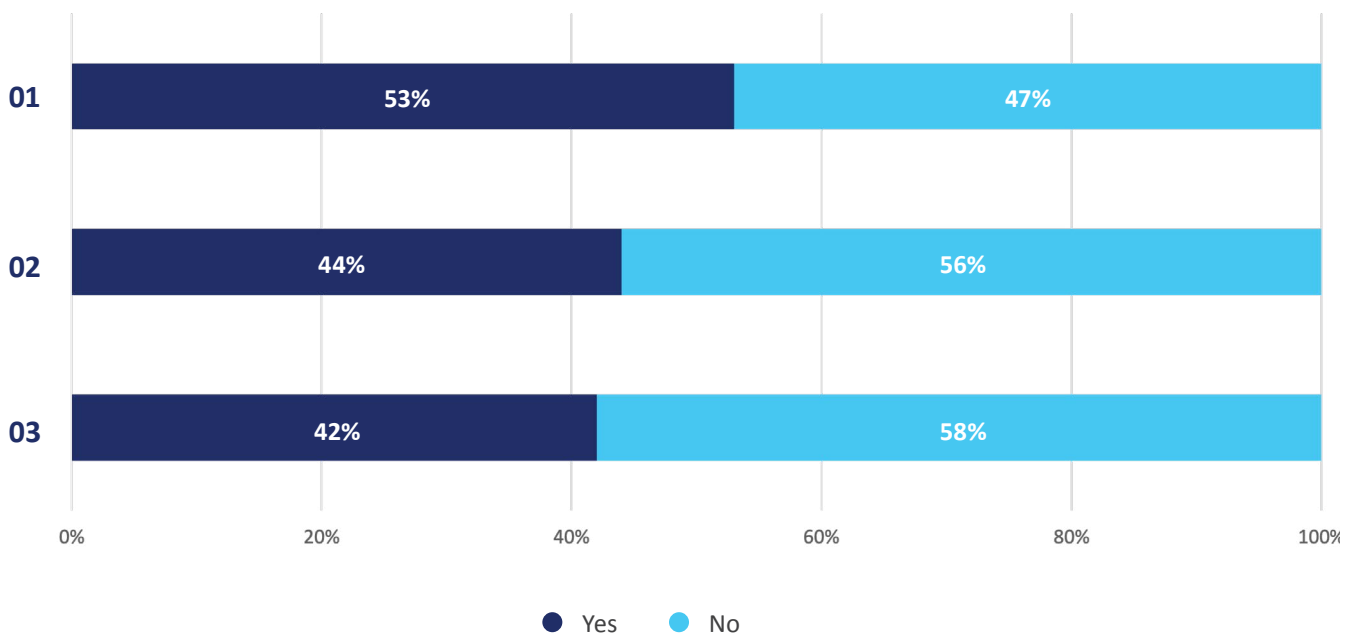
How would you rate the effectiveness of your absence reporting system?

35%	40%	20%	5%

● Very effective, easy to get accurate data when I need it

● Average

● Not effective, difficult to get accurate data when I need it

● Do not have a reporting system

How does your organisation collect data on absenteeism for reporting purposes? Please select all that apply.

56%	37%	28%	27%	21%	12%
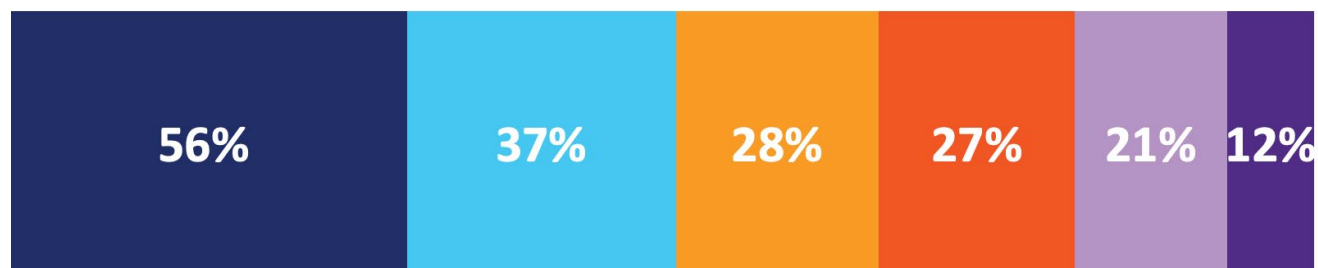
- ● Payroll system/employee kiosks
- ● Time and attendance system
- ● Stand-alone absence management system
- ● Workforce scheduling system
- ● Manual leave forms
- ● Excel

Do you need a HR case management system?

HR case management systems or software solutions offer a powerful technology platform. This enables HR departments to use one centralised database to manage employee relations issues and case investigations. Typically, the platform features inbuilt intelligence to record, manage and report employee relations (ER) issues, and to identify, track and investigate ER issues efficiently and quickly.
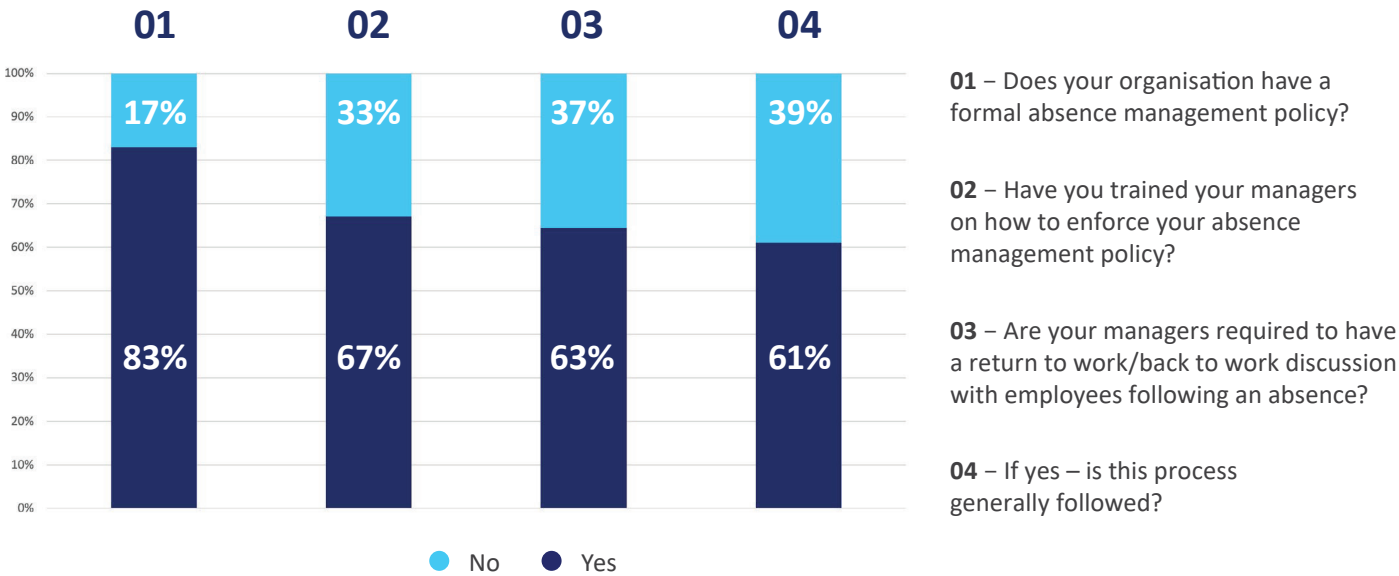
12 reasons every organisation needs HR case management software:

01 Eliminates blind spots and information silos

02 Centralises all case information in an organised, accessible format for key stakeholders

03 Spotlights patterns and recurring issues in employee misconduct, safety and security, and discrimination

04 Protects your organisation against liability in cases of recurring employee misconduct or safety and security issues

05 Minimises risk associated with spreadsheets or home-grown systems or separate solutions, and stops valuable information slipping through the cracks

06 Promotes transparency by capturing every complaint

07 Fast-tracks case progress by monitoring it in real-time

08 Uses alerts and notifications to enforce a consistent investigative process and provide early notice for cases that are off track or high risk

09 Saves you time and money, by helping you create investigation reports in seconds and close cases faster

10 Enables data-driven decision making, trend forecasting and predictive modelling

11 Allows you to understand the root causes of misconduct

12 Ensures compliance with industry regulations

Policies and practices

The most common methods for managing absence are employee assistance programs, return to work interviews, and escalation to senior manager for chronic absence cases. The most effective methods were escalation to senior management followed by return to work interviews and formal trigger review points in place to review absences.

Respondents were asked the following questions:

	01	02	03	04
No	17%	33%	37%	39%
Yes	83%	67%	63%	61%

01 – Does your organisation have a formal absence management policy?

02 – Have you trained your managers on how to enforce your absence management policy?

03 – Are your managers required to have a return to work/back to work discussion with employees following an absence?
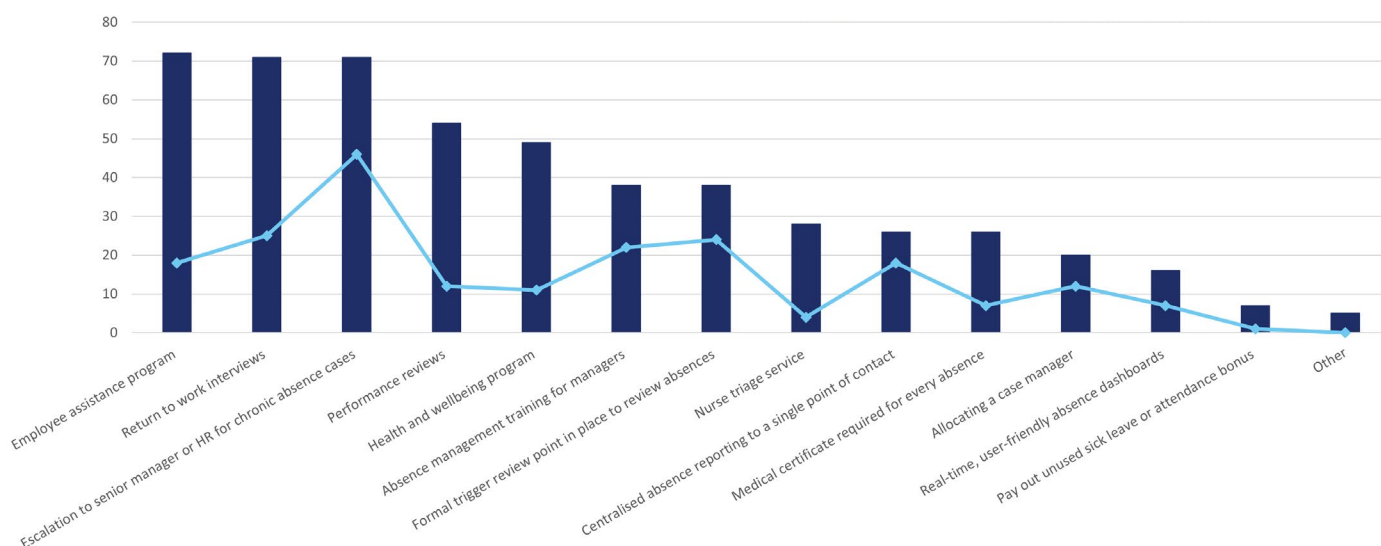
04 – If yes – is this process generally followed?

Have you provided training to your front-line managers on holding absenteeism discussions with their direct reports in the last 12 months?

Yes	No
42%	58%

Absence management methods

● %   ● # of times marked top 3 for effectiveness

Please select any of the following methods your organisation uses to manage absence and indicate which three methods you believe are most effective to manage absence	%	% marked top 3 for effectiveness
Employee assistance program	**72%**	**18%**
Return to work interviews	**71%**	**25%**
Escalation to senior manager or HR for chronic absence cases	**71%**	**46%**
Performance reviews	**54%**	**12%**
Health and wellbeing program	**49%**	**11%**
Absence management training for managers	**38%**	**22%**
Formal trigger review point in place to review absences	**38%**	**24%**
Nurse triage service	**28%**	**4%**
Centralised absence reporting to a single point of contact	**26%**	**18%**
Medical certificate required for every absence	**26%**	**7%**
Allocating a case manager	**20%**	**12%**
Real-time, user-friendly absence dashboards	**16%**	**7%**
Pay out unused sick leave or attendance bonus	**7%**	**1%**
Other	**7%**	

*Note: Questions where respondents can select more than one or select all will sum to a total > 100%.

Absence management best practices

Managing employee absence can be a challenging task for employers, but there are several best practices that can help. Here are some ways to effectively manage employee absence:

01
Have clear policies and procedures that outline the process for employees to take leave and what is expected of them when they return to work. This includes providing documentation, notifying the employer in advance and following up with a return to work interview.

02
Monitor and track employee absences to identify any patterns or issues that need to be addressed. This can help employers understand the reasons for absences and develop strategies to prevent future absences.

03
Communicate with employees regularly about absence management policies and procedures. This includes providing information on sick leave entitlements and any support services available to employees.

04
Promote health and wellbeing by providing support services to employees who are experiencing difficulties that may lead to absences. This can include access to counseling services, flexible work arrangements, and health and wellness programs.

05
Foster a positive work culture that encourages employees to take care of their health and wellbeing. This includes promoting work-life balance, providing opportunities for physical activity, and recognising and rewarding employees for their contributions.

06
Conduct return to work interviews to ensure that employees are fully recovered and ready to return to work. Address absences if they have become a pattern and escalate to senior management if necessary. Take time to discuss any issues or concerns that the employee may have.

Mental health and wellbeing

The top three causes of employee stress are workload, non-work factors, and personal illness (the second two an employer cannot control). The most common initiatives organisations have implemented for employee wellbeing are employee assistance programs, flu vaccinations, and health and wellbeing activities.
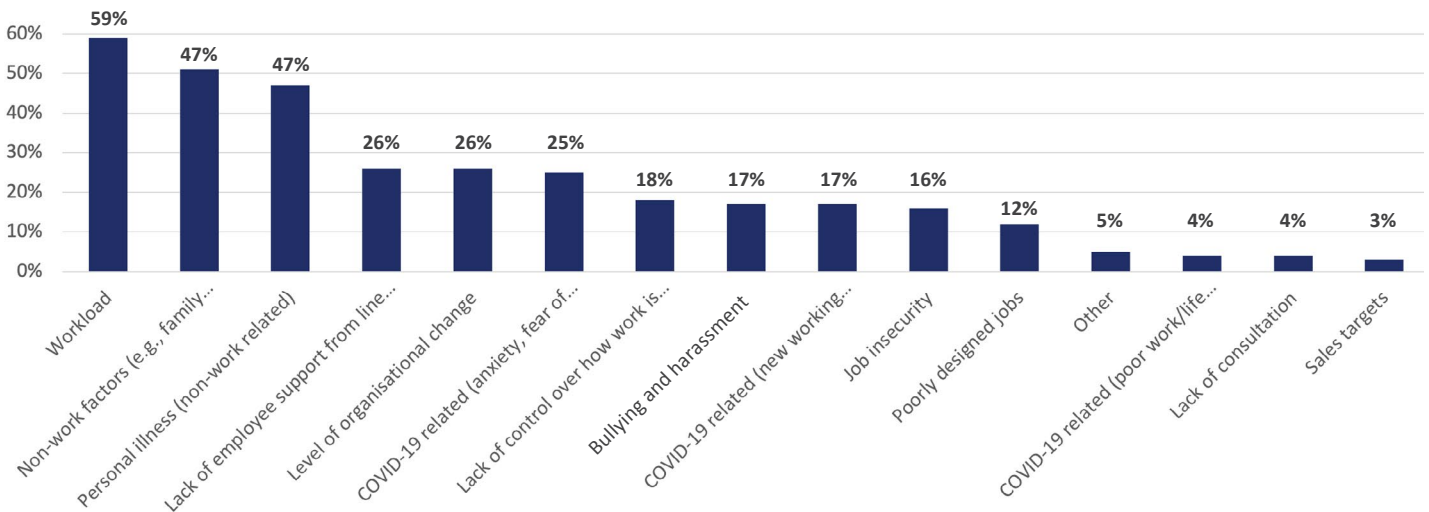
In the past 12 months, has there been a change in the level of absence due to mental health problems (e.g., stress, anxiety, depression, COVID-19 related absence) in the workplace ?

- 5%
- 38%
- 38% 57%

● Increased　　● Stayed the same　　● Decreased
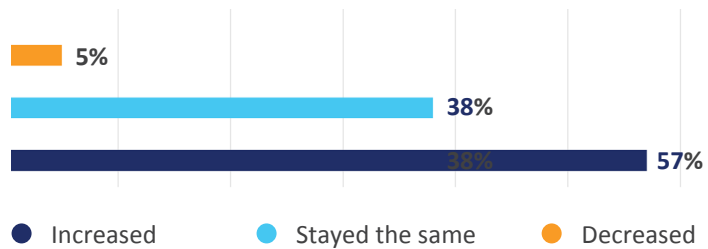
Has your organisation's allocated budget for wellbeing benefits changed as a consequence of COVID-19?
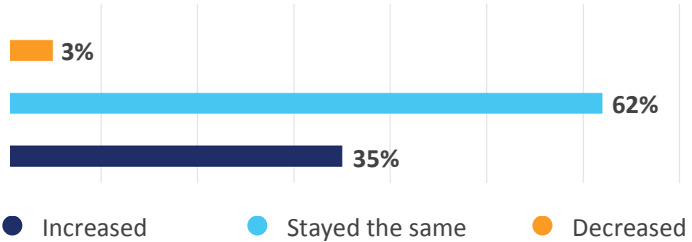
- 3%
- 62%
- 35%

● Increased　　● Stayed the same　　● Decreased

Which of the following are significant causes of employee stress in your organisation?

Category	%
Workload	59%
Non-work factors (e.g., family...)	47%
Personal illness (non-work related)	47%
Lack of employee support from line...	26%
Level of organisational change	26%
COVID-19 related (anxiety, fear of...)	25%
Lack of control over how work is...	18%
Bullying and harassment	17%
COVID-19 related (new working...)	17%
Job insecurity	16%
Poorly designed jobs	12%
Other	5%
COVID-19 related (poor work/life...)	4%
Lack of consultation	4%
Sales targets	3%

Which of the following are significant causes of employee stress in your organisation?	%
Workload	**59%**
Non-work factors (e.g., family responsibilities, relationships)	**51%**
Personal illness (non-work related)	**47%**
Lack of employee support from line managers	**26%**
Level of organisational change	**26%**
COVID-19 related (anxiety, fear of workplace)	**25%**
Lack of control over how work is carried out	**18%**
Bullying and harassment	**17%**
COVID-19 related (new working arrangements)	**17%**
Job insecurity	**16%**
Poorly designed jobs	**12%**
Other	**5%**
COVID-19 related (poor work/life balance)	**4%**
Lack of consultation	**4%**
Sales targets	**3%**

*Other stressors − verbatim

- Customer expectations post-COVID-19
- Manager issues
- Our permanent employees are directly affected by the state of the casual workers (high churn and having to train people almost every day who end up leaving) or casuals not showing up with no warning (having to run a skeleton crew plus OT)
- Pay scale

Which initiatives, if any, has your organisation implemented to promote employee wellbeing?
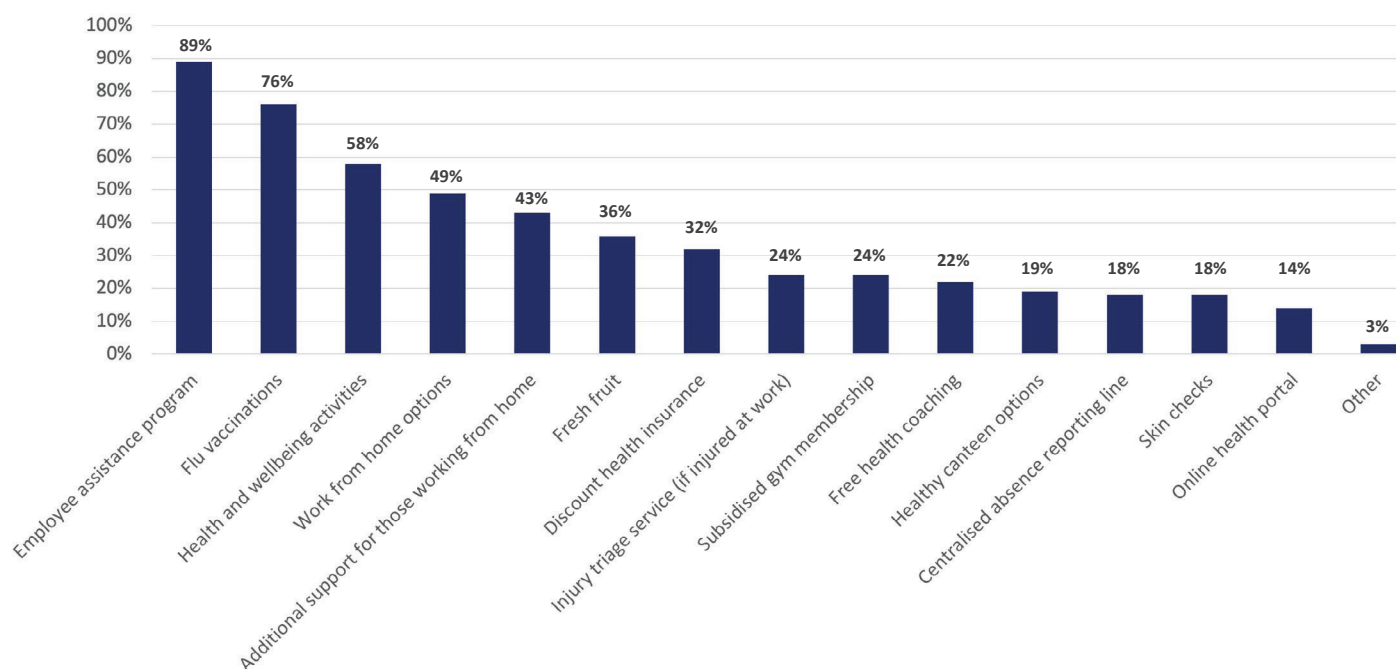
Which initiatives, if any, has your organisation implemented to promote employee wellbeing?	%
Employee assistance program	**89%**
Flu vaccinations	**76%**
Health and wellbeing activities	**58%**
Work from home options	**49%**
Additional support for those working from home	**43%**
Fresh fruit	**36%**
Discount health insurance	**32%**
Injury triage service (if injured at work)	**24%**
Subsidised gym membership	**24%**
Free health coaching	**22%**
Healthy canteen options	**19%**
Centralised absence reporting line	**18%**
Skin checks	**18%**
Online health portal	**14%**
Other	**3%**

Other wellbeing initiatives – verbatim

- Free 24/7 gym onsite with HIIT classes available
- Personal wellbeing leave