INDICATORS OF A THRIVING WORKPLACE

INSIGHTS INTO THE RETAIL INDUSTRY

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Indicators of a Thriving Workplace Survey

The aim of the survey is to measure and track the current state of mental health and wellbeing in Australian workplaces against the desired state of optimal mental health and wellbeing in a workplace.
38 desired state indicators

12

**LEADERSHIP**
The existence of supportive and committed leadership in the organisation that endorses and prioritises initiatives that support a mentally healthy workplace.

9

**POLICIES AND PRACTICES**
The existence and use of robust policies, strategies and processes that address mental health within an organisational framework. There are clear processes driving policy development and implementation in the workplace.

11

**CAPABILITY AND CULTURE**
The application of knowledge and skills within an organisation to support positive mental health and wellbeing, and to influence the culture through changing practices and improving the environment.

6

**CONNECTEDNESS**
A work environment that is characterised by strong interpersonal and social support, trust and fairness, and inclusiveness.
Retail sample

637
Retail Sector

34% Male
66% Female

Business owner
- National: 16%
- Retail Sector: 11%

Manager
- National: 32%
- Retail Sector: 29%

Non-manager
- National: 52%
- Retail Sector: 60%

Small (2-19 employees)
- National: 46%
- Retail Sector: 30%

Medium (20-199 employees)
- National: 20%
- Retail Sector: 27%

Large (200+ employees)
- National: 34%
- Retail Sector: 35%

Under 30
- National: 13%
- Retail Sector: 28%

30-39
- National: 26%
- Retail Sector: 20%

40-49
- National: 21%
- Retail Sector: 21%

50-59
- National: 24%
- Retail Sector: 18%

60+
- National: 16%
- Retail Sector: 12%
Are we there yet?

LEADERSHIP: 59

CONNECTEDNESS: 59

POLICIES AND PRACTICES: 48

CAPABILITIES AND CULTURE: 45

NATIONAL WORKPLACE MENTAL HEALTH AND WELLBEING: 53
<table>
<thead>
<tr>
<th>STAFF TURNOVER</th>
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<tbody>
<tr>
<td>1 IN 2</td>
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<tr>
<td>Would look for another job if they worked in a workplace with a poor mental health environment.</td>
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<tr>
<td>2 IN 5</td>
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<td>Have left a job because of a poor workplace mental health environment.</td>
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33% Experience ongoing levels of stress in their current job.

32% Reported working with someone with mental health issues.
What is preventing employers from taking action?

- 46% Believe that employers have a lack of understanding around mental health and wellbeing issues.
- 41% Believe employers focus more on physical health / OHS than mental health.
- 37% Believe managers lack skills and training to address mental health and wellbeing issues.
- 32% Believe employers don’t have enough time and everyone is too busy.
- 29% Believe employers don’t know where to start to improve mental health and wellbeing.
- 27% Believe the perceived costs prevent employers from doing more.
- 24% Believe a culture of compliance prevents employers from taking action because they only do what they have to do.
Benefits of investing in workplace mental health and wellbeing

- 59% Believe it would improve productivity.
- 53% Believe it would reduce absenteeism.
- 55% Believe that it would improve staff retention.
- 46% Believe it would reduce compensation claims and associated costs.
- 37% Believe it would provide employers with the ability to attract and recruit new employees.
Retail progress towards the desired state by business size

- **Leadership**
  - Small (2-19 employees): 63
  - Medium (20-199 employees): 59
  - Large (200+ employees): 56

- **Frameworks & Policies**
  - Small (2-19 employees): 45
  - Medium (20-199 employees): 46
  - Large (200+ employees): 54

- **Organisational Capability & Culture**
  - Small (2-19 employees): 49
  - Medium (20-199 employees): 44
  - Large (200+ employees): 43

- **Connectedness**
  - Small (2-19 employees): 65
  - Medium (20-199 employees): 57
  - Large (200+ employees): 56

- **Overall Mental Health & Wellbeing**
  - Small (2-19 employees): 56
  - Medium (20-199 employees): 51
  - Large (200+ employees): 52

Legend:
- Small (2-19 employees)
- Medium (20-199 employees)
- Large (200+ employees)
Retail progress towards the desired state by work role

- **Leadership**: Owner 76, Manager 58, Employee 56
- **Frameworks & Policies**: Owner 59, Manager 48, Employee 46
- **Organisational Capability & Culture**: Owner 63, Manager 45, Employee 41
- **Connectedness**: Owner 71, Manager 59, Employee 57
- **Overall Mental Health & Wellbeing**: Owner 67, Manager 52, Employee 50
What are retail workers saying?

I have recently left a major retail employer because of the effect it was having on my mental health. They had no concern for mental health issues, and in fact, their policies and behaviours exacerbated these issues.

Executive staff should encourage employees.

Ive worked for previous companies where stress levels were ridiculously high and as a result I think I was technically mentally ill which has left a lasting impact on my life. If the counselling available in my current work environment had been available I think it would have made a difference.

Listening is the hardest thing for managers.
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