the joshbersin company

The Definitive Guide to Wellbeing

THE HEALTHY ORGANIZATION

Healthy organizations are good for business, good for people, and good for society.

At the end of the day, employees are the lifeblood of the company—driving both the revenue and the innovation. Today brings many more risks to consider, pushing the topic of health way up to the CEO.

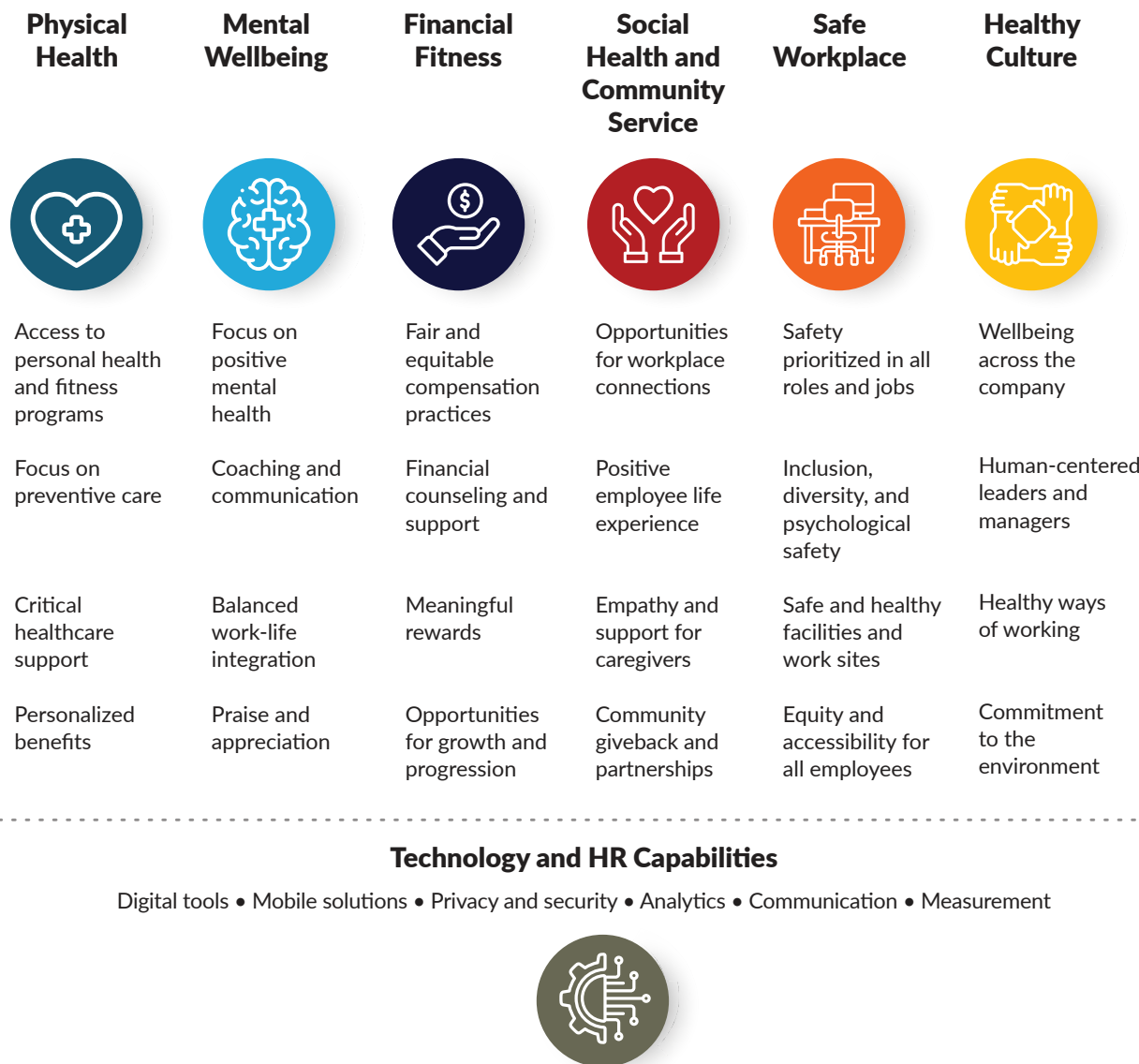## ■ Why Healthy Organizations Are Important

A healthy organization not only has healthy employees but also healthy business practices, job design, and reward systems. It's an organization that thrives under stress. And, it's a company with financial and business results to envy.

COMPANIES LEVERAGING THE RIGHT WELLBEING STRATEGIES ARE . . .

BUSINESS OUTCOMES

2.7x more likely to **delight customers**

2x more likely to be a great place to work

INNOVATION OUTCOMES

1.9x more likely to **innovate effectively**

2.2x more likely to exceed **financial targets**

3.2x more likely to **engage** and **retain employees**

10.8x more likely to have **lower** rates of **absenteeism**

2.8x more likely to **adapt well to change**

PEOPLE OUTCOMES

■ The Healthy Organization Framework

Our framework comprises 7 elements and 24 dimensions, each of which contribute in different ways.

Physical Health	Mental Wellbeing	Financial Fitness	Social Health and Community Service	Safe Workplace	Healthy Culture
Access to personal health and fitness programs	Focus on positive mental health	Fair and equitable compensation practices	Opportunities for workplace connections	Safety prioritized in all roles and jobs	Wellbeing across the company
Focus on preventive care	Coaching and communication	Financial counseling and support	Positive employee life experience	Inclusion, diversity, and psychological safety	Human-centered leaders and managers
Critical healthcare support	Balanced work-life integration	Meaningful rewards	Empathy and support for caregivers	Safe and healthy facilities and work sites	Healthy ways of working
Personalized benefits	Praise and appreciation	Opportunities for growth and progression	Community giveback and partnerships	Equity and accessibility for all employees	Commitment to the environment

Technology and HR Capabilities

Digital tools • Mobile solutions • Privacy and security • Analytics • Communication • Measurement

■ Our 6 Key Findings

It's abundantly clear from our research that a healthy organization is about much more than just fitness classes and safety training. The following six findings will help you get started.

1 It pays off when the business works with HR to build a healthy organization.

2 Leadership really matters in a healthy organization, but most companies aren't walking the walk.

3 Healthy organizations are winning the war for talent.

4 A safe workplace remains the number one focus area for companies, and we can't afford to regress.

5 Healthy organizations are committed to healthy practices that go beyond company walls.

6 Simple, transparent wellbeing technology fosters innovation.

■ The Healthy Organization Maturity Model

Organizations fall into four levels depending on the wellbeing practices they deploy, with companies operating at Level 1 seeing the least positive impact and Level 4, the most.

Percent of surveyed companies

LEVEL 4 Healthy Organization — **15%**

LEVEL 3 Healthy Work — **28%**

LEVEL 2 Employee Wellbeing — **24%**

LEVEL 1 Employee Safety — **33%**

To learn more about healthy organizations, see: The *Definitive Guide to Wellbeing: The Healthy Organization*. Our full report includes the following:

- The complete research findings (and study methodology)
- A full explanation of the Healthy Organization Framework, as well as the dimensions that matter most
- The detailed Healthy Organization Maturity Model
- Step-by-step guidance on how to advance through the levels of the Healthy Organization Maturity Model
- Examples of excellence: True-life stories from **Cisco Systems, Dream, and Unilever**