



HEALTH AND WELLNESS STRATEGIES FOR AN EVOLVED WORKFORCE

HRD
HUMAN RESOURCES DIRECTOR
CANADA

Understanding the 'duty to inquire' into mental health performance issues



Written by: **Emily Douglas**

AS MORE AND more employers adopt a remote or flexible working policy, we're spending less face-to-face time with our teams. And while technology has helped catalyse overnight digitization, it's also led to a disconnect in performance management – especially when it comes to identifying and helping employees suffering with poor mental health.

When it comes to mental health concerns, employers have a duty to inquire – even if an employee isn't forthcoming in revealing their issue.

"The main thing is to be aware of mental health and disability issues as and when they arise," says Evan Oikawa, associate lawyer at Osuji & Smith. "It's important to be aware that even if an employee doesn't expressly say that they need accommodation, or even if they don't say that they have a disability, there's a number of cases which suggest that employers may have a duty to inquire."

"If the circumstances suggest there may be a mental health issue, some tribunals have said that employers have a duty to ask questions to find out if there's some underlying performance issues. That's one of the key things to keep in mind – even if the employee doesn't voice that they have an issue, there still may be circumstances where courts or tribunals may expect an employer to take steps to ask questions. And if employers fail to do that, then they may be exposed to legal risk."

As with all mental health related issues, it's incumbent on employers to tread carefully. You cannot ask an employee for an outright diagnosis, nor should you ask questions that could be deemed "intrusive". And, above all, don't make any dangerous assumptions.

"Take this example," says Oikawa. "You see an employee sleeping in his truck at work, maybe he's stumbling around and it looks like he's drunk. As an employer, you may be inclined to look at that as

a disciplinary issue and escalate to a performance management review. However, in reality that employee is suffering with a mental illness, maybe alcoholism, or even has a disability such as diabetes. If that's the case, there's an expectation on the employer to be sensitive to the situation and ask whether the employee's behaviour is down to something else. When an employer does that, they're going a long way in protecting themselves from potential claims related to mental health or disabilities."

In remote work, the issue is only further complicated. When an employee is working remotely, the employer may not have a good idea of what that work environment looks like. You may not know exactly how or if an employee is coping. As such, it's important to keep in touch.

"It's important to have regular meetings," says Oikawa. "When an employee is away from the physical office, it's easy to let these one-on-one chats slide. However, open communication and regular check ins are critical in assessing individuals mental state – and recognizing if or when you have to start asking some questions."

It all comes down to knowing your people and their behaviours. As HR leaders, we often have to ask the difficult questions – even if it makes us uncomfortable. The duty to inquire is clear – closing your eyes to issues isn't a viable excuse.

"The case law on the duty to inquire is clear," says Jonathan Borrelli, employment lawyer at Keyser Mason Ball. "The legal obligation arises if it's obvious to an employer that an employee really needs accommodation – even if they didn't ask. Where there is evidence that the employer simply ignored their legal duty to inquire and rushed to judgement, it could be seen as failing in the accommodation process leading to discrimination. As such, failing in the duty to inquire could lead to liability on the employer for damages for wrongful dismissal and human rights."

Leading with empathy when you're stressed, depressed, and burned out



Written by: **Emily Douglas**

WITH “NATIONAL BOSSES Day” right around the corner, employers across Canada are making an effort to look inwards and perfect their leadership style. And it seems that self-development can't come soon enough. A recent report from Robert Half found that while 62% of Canadians are “generally” satisfied with their employer, almost one in ten are deeply unhappy. Remote workers seem to have a better relationship with their leader than their in-office counterparts – with the main areas of concern being the culture of overwork and a lack of healthy work-life balance. And for HR professionals, the situation is just as dire.

The importance of “stepping away”

Data from Paychex found that for 70% of HR leaders, the pandemic was the most challenging time of their careers. And while many professionals may have assumed the stress would dissipate with the COVID restrictions, they were sadly mistaken. A report from Gartner found that despite this culture of overwork, just 14% of companies have taken any steps to help ease their managers' burdens. In fact, since the pandemic, HR leaders' workloads have only continued to increase, building to a now near unmanageable level – so much so that HR managers are the most likely profession to take time off due to stress.

In the face of a mounting wellbeing crisis, employers have to not only protect their own mental health but also safeguard the entire organizations, something that feels impossible for many burned out managers. Speaking to *HRD*, Arianna Huffington, founder of the Huffington Post and passionate advocate for mental wellbeing,

recalled a time when she had to convince a CHRO to take some time off. After the HR leader told Huffington she didn't have the “luxury of taking a break”, the CEO offered her some much-needed advice.

“I told her that she should look at taking time for herself as an investment into her leadership – not a luxury. She saw results just by making that small investment in herself. Her [decision-making] was better. Her leadership, more empathetic and more creative, so there's really a connection. It's the culture shift that we need to be making.”

Communication as a self-preservation tool

In the fast-paced, tech-driven world, communication can be a double-edged sword. There's no way employers could forgo tech – but equally, the nature of these tools means we rarely switch off. The remote working culture bred a miasma of being constantly “switched on”, with managers also unwilling or unable to set healthy work-life boundaries. In order to fight this toxic HR trend, it's important to communicate in the right way – and always be mindful of that “OOO” email bounce.

“Whether you oversee fully remote, hybrid or fully in-person teams, an important tool for any manager is regular communication. Communicating openly enables managers to understand their employees' needs and concerns”, says Evangeline Berube, VP at Robert Half Canada. “But understanding staff concerns is only one part of the equation. Perhaps more important to maintaining a positive dynamic with your team is finding solutions.”

In short, acknowledging that employees are juggling personal demands, regardless of their work location, requires empathy and flexibility. But, for already worn-out managers, that's much easier said than done.

The business case for compassion

The current state of the Canadian economy, rising inflation and the crippling cost of living, is just adding more fuel to the post-pandemic fire. All the more reason to start upskilling your managers in the virtue of compassionate leadership – not only to protect mental health but to stem turnover. A report from Businessolver found that 93% of employees would be more likely to stay with an empathetic employer – and 82% would actually quit to find a more compassionate company culture.

“People are just so burned out right now,” Brock Hart, CEO of Overlap Associates, tells *HRD*. “Working from home can lead to a culture of overtime, people have lost their jobs, they're dealing with childcare – it's a stressful time.

“Empathy can really help here too. Having compassion at work helps in these moments of crisis, we're able to demonstrate that we recognize and acknowledge and care about people's life circumstances and situations. In short, human-centred design doesn't just apply to customers or clients, but also helps place that overall importance on employee wellbeing.”

Recently, *HRD* reported on the best way to practice some leadership self-care, with insights from Kathryn Torangeau, senior people & culture manager at Wave Financial. Delve into some downtime here.

Mental health support no longer a 'nice to have', it's a strategic necessity



Written by: **Emily Douglas**

WITH WORLD MENTAL Health Day just around the corner, new research from Robert Half found that while 63% of Canadians feel their company offers adequate wellbeing support, there's still much room for improvement. Data released today shed light on what action leaders can take to address the fallout between what employees want and what HR leaders are offering.

According to the report, 30% of your people would seriously consider hopping ship to a company that offers better mental health support, with 66% of employees demanding enhanced, personalized, wellbeing resources this year.

"With mental health and wellness top of mind for workers, companies need to offer benefits and perks to meet their needs," Sandra Lavoy, regional director at Robert Half Canada, tells HRD. "Managers play an important role in directly supporting their teams. If a manager is concerned that someone on their team is struggling, keeping lines of communication open is critical - including conducting regular check-ins to assess how they're feeling and to help balance priorities."

According to the data, the most effective actions HR leaders can take include offering flexibility (51%), modelling a healthy work-life balance (35%), offering regular check-ins (34%), and setting clear expectations around workload and priorities (34%).

"Making sure employees are aware of the mental health resources and benefits available to them is also key to ensuring all relevant options are being shared and utilized," says Lavoy.

Addressing employee burnout when you're burned out yourself

As the data highlighted, one of the most difficult aspects of the mental health crisis for HR is leading when you yourself are struggling. Burnout amongst management is on the rise - so much so that it's leading to a wellbeing crisis. Speaking with Arianna Huffington, founder of the Huffington Post, she revealed the unique role HR leaders have in stemming the post-pandemic mental health epidemic.

"Let's face it, companies can no longer afford to do maintenance -

they need to be constantly innovating, constantly creating. This is much harder to do that when you're running on empty, when you and your team are all burned out. As such, taking care of your employees is now essential for the business. Essential for leaders. There's a new urgency to the work HR leaders are doing, because unless firms make a concerted effort to inspire and uplift their struggling staff, we're going to have a mental health crisis on our hands."

And the research only intensifies these insights. The report found that by offering enhanced mental health support employers can not only stem the turnover tide, they can actively boost morale and candidate attraction. Fifty-seven percent of employees say they would like their current employer to provide expanded benefits, such as employee assistance programs and access to free therapy. Taking a more personalized approach to wellbeing is just one of the ways HR can improve the employee experience - after all, that 'one-size-fits-all' approach simply won't cut it anymore.

"Burnout, stress, and other mental health concerns can all have a major effect on employee wellbeing, productivity, morale, and retention," says Lavoy. "Thirty percent of Canadian workers would consider switching jobs for better mental health benefits. As such, companies that don't keep up with workers' needs and expectations in this area should be prepared to lose out in the competition for top talent."

Mental health packages as an attraction technique

In this tight labour market, candidates and employees are in the driver's seat when it comes to negotiating better pay, perks, and benefits. HR leaders should be aware that they're looking for comprehensive packages that will support them in personal and professional ways - and not empty promises.

"For employers, it's important to be diligent at prioritizing and check in regularly with their team to discuss projects, obstacles, and where they should focus their time and efforts," says Lavoy. "Bringing in contractors to assist with workload during heavy periods can also help to prevent burnout, as can encouraging time off, modeling healthy work-life balance, and cultivating a strong team with fun, camaraderie, and support."

What are the top 4 mental health supports desired by workers?



Written by: **Jim Wilson**

MORE THAN EIGHT in 10 (81 per cent) of U.S. workers say that they will be looking for workplaces that support mental health when they seek future job opportunities, according to a report.

Specifically, workers want the following mental health supports, according to the American Psychological Association (APA):

- flexible work hours (41 per cent)
- a workplace culture that respects time off (34 per cent)
- employment that provides remote work opportunities (33 per cent)
- a four-day work week (31 per cent)

Nearly three-quarters of younger workers are prepared to leave their current employer for another that is offering better benefits, according to a separate survey.

Stepping up

The good thing is that employers seem to be stepping up in this regard, according to APA's survey of more than 2,000 adults in the U.S. conducted from April 2 to May 2, 2022.

In fact, 71 per cent of employees believe their employer is more concerned about their

mental health than they were in the past.

Plus, many workers already enjoy flexible work schedules (46 per cent), remote work options (37 per cent), a culture where time off is respected (28 per cent) and four-day work weeks (14 per cent).

"More than two years into the COVID-19 pandemic, the workplace looks very different than it did before many businesses were forced to shut down or adjust their practices," according to APA. "Facing the stress of isolation, fears of the virus, and an overwhelming news cycle, it appears many workplace leaders have realized the need to address mental health concerns among their staff."

Numerous workers in the U.S. have had mental health troubles in the past year, and 28 per cent have quit their job because of it, according to a previous report.

Room for improvement

Still, there is a lot of room for improvement.

Many employers are still not offering flexible work hours and the opportunity to work remotely even though 95 per cent of workers

who enjoy these report that these are effective supports.

Similarly, although only 28 per cent report that their employer offers a culture where time off is respected, 96 per cent of those whose employers respect time off say that it is effective, including 63 per cent who call it very effective.

In addressing mental health struggles among workers, employers must reach out to their workers and ask if they are OK, one expert told Canadian HR Reporter.

Company cultures and employee perceptions around mental health have changed, according to Kelly Greenwood, founder and CEO of Mind Share Partners, and Julia Anas, chief people officer at Qualtrics, in an article on Harvard Business Review.

"Although employers have started to invest more, employees have rightfully increased their expectations. The future of workplace mental health demands culture change — with more vulnerability, compassion, and sustainable ways of working," they say.

Employers urged to focus on mental health programmes



Written by: **Dexter Tilo**

CANADIAN EMPLOYERS ARE being encouraged to put more premium on their mental health plans, as a new study revealed that future employees are prioritising their mental wellness when looking for new jobs.

A national study from the Chartered Professionals in Human Resources Canada (CPHR Canada) revealed that 85% of employees think employers should be focusing on mental health programmes in the workplace.

This result should be considered by Canadian employers, according to Anthony Ariganello, CEO of CPHR Canada.

"The results of this study show that employees are much more aware of mental wellness than they were before the pandemic hit," said Ariganello in a statement. "This means it's something that should be an important consideration for all managers and CEOs as well."

In addition, 70% of the report's respondents also said they have a positive view of HR professionals, with a majority admitting that they would rather speak with them if they are facing a problem instead of going to a senior manager or colleague.

Ariganello said this sends a clear message that organisations should have trained HR professionals managing HR strategies.

"It's not the case that HR professionals should be employed only by larger-scale companies, and small and medium-sized businesses should take note of that," said the CEO.

"Human Resources are business resources – organisations cannot say their team is their most valuable resource, but not ensure their needs and concerns are being met, by having someone in-house dedicated to their well-being."

CPHR Canada is an organisation representing 27,000 members in the HR profession across Canada's provinces and territories. Its survey comes after a report from RBC Insurance that Canadian workers are willing to leave their current job for another that offers better benefits.

According to that report, the top three most sought-after benefits are mental health support, health spending account, and options to add additional coverage to meet personal or financial objectives.

Marketing firm takes 3-pronged approach to mental health



Written by: **Jim Wilson**

WHILE THE WORST of the pandemic may be over, other issues such as COVID-19, monkeypox and the economy mean that supporting workers' mental health is of utmost importance, according to Stephanie McRae, head of DE&I at Publicis Groupe Canada, in talking with Canadian HR Reporter.

"There's still things happening in this world which [are] causing stress on employees, so it's important that we continue to support our employees in that."

Publicis Groupe is stepping up to the challenge with its three-pronged approach, she says: "Creating better access to mental health, educating our employees, and then providing some training around it."

Access to resources

For the first approach, Publicis is giving workers mental health benefits of up to \$5,000 per year.

"We've also increased the type of mental health services coverage. So, anything from psychology, psychotherapy or a psycho educator, a clinical counselor, a social worker... [these] are all resources that people can access."

The company has also created a mental health resource toolkit for workers that includes the Headspace mindfulness app and employee assistance programs (EAPs).

Also, the mental health benefits cover not just workers, but family. McRae's husband, for example, gets \$5,000 per year as part of that offering.

"If your loved one is struggling with a mental health issue, it impacts you as well. And while they might need their support, you might need some support to keep yourself resilient and [have the] ability to function, and having some support and coping mechanisms to deal with that."

Safe spaces for workers

Publicis Groupe has also formed a mental health business resource group called Headline, which allows for a dedicated conversation on mental health and wellbeing for interested employees throughout the year.

"They also assist with planning various education sessions on mental health throughout the year, [to which] all employees have access and the ability to participate in," says McRae.

"This month, we have a session on mindfulness, nutrition and burnout -- all topics coming up this month."

Just yesterday, Publicis Groupe had a Mental Health Awareness Day session about setting boundaries. Jhanelle Peters, mental health clinician with the Toronto Raptors, was the guest speaker.

Earlier this year, they had sessions specifically for parents and caregivers

"We had a bit of a safe space conversation around that, given the amount of stress and anxiety that parents and caregivers have gone through the last couple of years," says McRae.

With all the education sessions on mental health, and on diversity, equity inclusion, the firm talks about having a safe space, she says.

"We talk about it as a place for us to learn and share ideas. And we allow everyone to come forward, and make it really feasible -- all via Zoom," says McRae.

"We had those sessions recorded [for] folks who want to go back and revisit the content. Or if they weren't able to make the session, they can do that on their own. And us as leaders, we just try to be more transparent about it."

Mental health training

Publicis Groupe also partnered with the Mental Health Commission of Canada to provide workers with Mental Health First Aid (MHFA) training, doing so for the second year in a row.

The training explains how to recognize when people are in a mental health crisis, what best to do in those situations, and how to best connect them with the resources that they need.

While over 100 employees participated in the sessions last year, with a similar number expected this year, Publicis also had its leadership team go through the process the second time around.

"We've ensured they understand from the top the importance of mental health and how to help employees when they're struggling. And I think it's really key, especially as we continue with our flexible remote work environment," says McRae.

"We're not in a room with each other daily to pick up on hints that someone might be struggling, so it's really key that we continue that training."

Revealed: 13 psychological factors for workplace mental health



Written by: **Dexter Tilo**

ACCORDING TO THE Centre for Addiction and Mental Health (CAMH), 39% of Ontario employees wouldn't tell their manager if they had a mental health issue – which probably goes some way in explaining why mental illness costs the Canadian economy \$51 billion every year in lost productivity. As with any risk to your organization, the best defense is a good offense. Never has this been truer than in the case of workplace mental health.

In their second article of the series, the Workplace Safety & Prevention Services' (WSPS) Organizational Health Team talked to HRD Canada about the 13 psychological factors for workplace mental health – where they came from and how you can implement them into your organizational strategy.

The 13 factors are defined as elements that can impact employees' psychological responses to work and workplace conditions. The factors are based on how we organize our work and manage our people with mindfulness and carefulness. When these factors are addressed, they can positively influence employee and organizational health, resilience and sustainability. Consistent with research into fundamental psychosocial risk, the 13 Factors have been validated as part of the development of the National Standard for Psychological Health and Safety in the

Workplace.

It's important to note that each one of these factors is tied to the next. That's to say, they flux and influence one another creating positive or negative changes in the mindset of your workforce. They are:

- | | |
|--------------------------------------|-----------------------------------|
| 1. Organizational culture | 7. Recognition and reward |
| 2. Psychological support | 8. Involvement and influence |
| 3. Clear leadership and expectations | 9. Workload management |
| 4. Civility and respect | 10. Engagement |
| 5. Psychological demands | 11. Balance |
| 6. Growth and development | 12. Psychological protection |
| | 13. Protection of physical safety |

The first step in implementing these factors is understanding them. Thinkmentalhealth.ca, a website created by Ontario Health and Safety System Partners boasts an impressive video series – 'have That talk' – which details the intricacies of each factor individually. It's a great tool you can use to further educate

yourself on how to initiate discussions with your team, build awareness and prompt open communication.

"These videos can be used to initiate discussion in meetings or safety talks to build staff awareness of the 13 factors," says Workplace Mental Health Consultant, Danielle Stewart. "Organizations should also conduct a needs Assessment, to see how the 13 Workplace Factors impact their organization." Perception surveys, such as the Guarding Minds@ Work survey is a great needs assessment tool that can be used.

Once you're fully versed in the factors' nuances, it's time to talk about implementation. A good place to start is Thinkmentalhealth.ca readiness survey tool. Here, employers answer a range of questions using a scale of one to five – the website then calculates how ready the business is to adopt and implement a workplace mental health program.

Measuring the ROI on investing in mental wellbeing is something of a hot topic right now. But can you really put a price on the mental health of your workforce? Implementation is dependent on existing policies and programs already in place within your organization, as well how you scored in the readiness assessment. Ensure you give yourself enough time to do some thorough



research into the best tools and programming for your organization. There's a plethora of free resources, categorized by readiness state, that are readily available on [Thinkmentalhealth.ca](https://www.thinkmentalhealth.ca) to help you during implementation.

In order for any workplace mental health program to be successful, it's essential that your senior leadership team is visible and active throughout the development stage. Psychologically Healthy and Safety programming takes effort and patience. Remember –, creating a mentally healthy workplace requires continual improvement over time, there is no quick fix.

"A common mistake organizations make after conducting a needs assessment is not reporting back to staff in a timely and honest manner," added Stewart.

One way of ensuring your program flourishes is by understanding the diversity of your workforce and encouraging worker participation at all level, – to offer their input and suggestions. Research from Cloverpop, a decision making and collaboration software company, found that inclusive teams make better business decisions 87% of the time, with those decisions yielding 60% better results.

Essentially, do not treat mental health initiatives as some kind of 'flavour of the month' trend. It's not something to be violently forced upon your staff. These programs need to be implemented for the right reasons, with the mindset of transforming your workplace rather than ticking a box on a health and safety report.

It's a journey – but it's one worthwhile.

97% of young employees are burned out - here's how to help them



Written by: **Dexter Tilo**

DESPITE ENJOYING THE benefits of flexible and hybrid models, a new report found that 97% of employees between 18 and 34 years old are burned out. The latest *360 Global Well-Being Survey* from Cigna International revealed the effects of hybrid and flexible work among young people, who've been the most impacted by workplace changes over the past year.

The data found that 40% of young employees are worried about the rising costs of living, 20% are stressed over the lack of learning and development opportunities, and many more are struggling to engage in their work despite feeling that they are "always on."

"All over the world, the younger generation has been most impacted by the changes in workplace culture," said Jason Sadler, president at Cigna International Markets. "While they welcome the move to flexible working models, they need support to adapt to the new work culture. Employers need to ensure all employees, especially younger staff members, have the opportunities to develop and grow in their careers. They also need to be careful that 'out of sight' isn't 'out of mind,' and that Whole Health and well-being forms a central pillar of their business and workplace strategy."

What's more, 48% of employees between ages 18 and 34 are already looking for new jobs amid the economic uncertainty. Up to 73% of employees between 25 and 34 years old and 71% of employees between 18 and 24 years old are also spending more time evaluating their priorities. Michelle Leung, HR officer at Cigna International Markets, warned employers against complacency in the flexible workplace era, which she said could result to a "generational divide."

"Remote work shouldn't mean less opportunity, growth or sense of belonging for younger people," said Leung. "If we are not careful, this could quickly escalate into a generational divide – those who built lasting professional careers during the years of traditional onsite work, and those who were disenfranchised during the remote transition – the, so called, Great Resignation and the Quiet Quitting phenomena."

"The workplace is fundamentally changed. More than ever, bosses and managers need to tune into employee needs if they want to retain good staff. They need to invest more time and consideration to help employees grow, get satisfaction from their jobs and to perform at their best."

How to talk to an employee about their mental health



Written by: **Louis White**

NO MATTER HOW much training, guidance and or legislation is put in place, the reality is there's still a lingering stigma around discussing mental health in the workplace. Most employees are not comfortable sharing personal issues or mental battles that they are going through and sometimes this affects their work quality.

If you're struggling with depression, a relationship break-up, separation from your children or a death of a loved one, it's hard to convey your feelings to yourself, let alone work colleagues. So, what exactly is HR's role in encouraging employees to speak up?

"We've come a long way as a society in improving prejudice and removing the stigma of mental health and wellbeing conversations in the workplace, however, there's still a long way to go," Jamie MacLennan, Senior Vice-President and Managing Director, Asia-Pacific at LifeWorks, said. "Unfortunately, many people still have negative attitudes and beliefs towards those struggling with mental health and wellbeing. These attitudes are often a result of a lack of awareness and understanding.

"Furthermore, our Mental Health Index research shows that more than half of employees believe that their career options would be limited if they had a mental health issue and their workplace was aware. This fear also causes people not to openly discuss it, making it harder to break down the

stigma."

Therein lies the major issue – people are reluctant to share because of the consequences that they think they will suffer. If it is not bad enough to be experiencing a mental health issue, this can be compounded by adding another mental health issue on top of it. Hardly an ideal scenario.

"Fighting prejudice against mental health at work starts from the top down," MacLennan said. "Companies must implement human resource policies that protect employees with mental health issues and proactively encourage them to take care of their mental health.

"Mental health awareness initiatives, EAP and wellbeing programs are important solutions that help to break down the current prejudice against mental health in the workplace. Human resource needs to work together with leadership teams to ensure they're setting the right policies and procedures that work for the organisation and its employees.

"Most often, even with all the support of senior executives, front-line managers are at the coal face of identifying and dealing with mental health, however, they are often the least trained and supported in what to look for and what to do. It is imperative that organisations support their policies with training for their managers."

Identifying and supporting people with mental health concerns is a big challenge for many companies. It is not easily identifiable and the topic has to be carefully handled, but the problem can't be ignored.

"Companies that don't address mental health in the workplace will have higher absenteeism, higher employee turnover, less employee productivity and overall dissatisfied workplace," MacLennan added. "Our research found that 45% of Australians end their workday feeling mentally and/or physically exhausted. While absenteeism contributes to a loss in productivity, benchmark data indicates that this is a small proportion of the overall loss.

"The greater impacts to productivity loss are from discretionary effort and presenteeism. Mental health scores are strongly associated with productivity. Finally, creating a culture of support and implementing human resource policies that reflect this culture are critical to make all employees feel valued."

Mental health concerns are only likely to increase in society as we enter into a more fragmented workplace and with differing goals for Generations Y and Z. It is an issue where employees are protected by legislation but they also need to be protected in the workplace too by feeling comfortable enough to share what they are experiencing without any ramifications.

Wellbeing? Benefits? Tech? Worker expectations soar after COVID-19



Written by: **Dexter Tilo**

EMPLOYEES' EXPECTATIONS ON their employers have gone up since the start of the pandemic, new research has revealed, with millennials driving up these expectations.

Research from Benefex revealed that 77% of workers admit they expect more from their employers now since the start of the pandemic, with eight in 10 saying their employee experience at work is more important compared to last year.

According to the report, there was a significant increase in employee expectations from workers below 40 years old. They were also more demanding and discerning when it came to the quality of the technology and systems provided by their employers, with almost two-thirds criticising their workplace technology saying it was behind the ones they use at home.

Furthermore, 51% of millennial workers expect more from their employers when it comes to wellbeing, with four in 10 having high expectations on their benefits package and working for an employer that is aligned with their values.

The report also revealed that 30% of millennial employees were more interested and engaged when it comes to the benefits offered by their employers, with 23% saying they negotiated a better package for themselves since joining their firms.

In terms of flexible workplace arrangements, millennial staff were also more expressive when it comes to their opinions on the workplace arrangement, with four in 10 admitted to seeing that flexible working is a right not a privilege.

Growing expectations were also not limited to current staff, according to the report, as job candidates also reported having higher expectations for their potential employers, particularly on:

- Commitment to well-being

- Benefits provision
- High ethical standards
- Flexible working provisions

What this means for employers

The findings come amid significant workplace changes since the start of the pandemic - with some reports saying employees now having upper hand in the current market.

Matt Macri-Waller, Benefex founder and chief executive officer (CEO), said that it is now the responsibility of employers to identify growing expectations that could further evolve as they come from a new generation of employees.

"Many of the heightened demands placed on employers are stemming from younger workers. The onus is very much on employers to recognise these rising expectations are unlikely to fade away over time," he said. "New generations of workers have very different ideas about what employers should be doing to support them, both in and outside work, and the likelihood is that their needs will continue to evolve over time."

According to Macri-Waller, the pressure is now on employers to respond to these expectations in order to stay relevant and competitive amid a tight labour market.

"The pressure on employers to respond to rising employee expectations is showing no sign of easing up. Workers are giving far more consideration to the entire employee experience they have at work with very clear views on what they want and how it can be improved," said the CEO.

"Employers must act now to develop robust, future-focused strategies to give their people the employee experience they are looking for now and tomorrow, in order to stay relevant and compete in an ever more dynamic and competitive labour market."

Cisco leaders focus on measuring employee wellbeing



Written by: **John Corrigan**



THE WORLD HAS been rocked by crisis after crisis over the past two years.

The COVID-19 pandemic, Russia's invasion of Ukraine, school shootings, the Buffalo supermarket massacre, the Supreme Court overturning Roe v. Wade, historic inflation, the list goes on and on. And now we're on the precipice of another recession.

More than two-thirds (68%) of American workers say thinking about current global events has a negative impact on their mental health, according to a recent study by Blueboard. It's all weighing on people's minds, and that's on top of the struggles they face at work. More than two-thirds (67%) of workers say they experience stress at work at least once a week, up from 62% pre-pandemic, according to recent data from ADP Research Institute.

In fact, 15% of workers feel stressed every day. Key sources of stress include length of the working day (28%), problems with technology (26%) and concerns over job security (25%).

Cisco, the San Jose, CA-based tech giant, has been determined to monitor the mental

health of its nearly 80,000 employees during all the turmoil. That's why Chairman and CEO Chuck Robbins, as well as head of HR Francine Katsoudas, ordered a team of company researchers to create and validate a measure of employee well-being. Representatives of the team shared their process and findings in a presentation at the Workhuman Live conference in Atlanta.

"Well-being helps explain engagement, which in turn helps explain retention," said Madison Beard, senior leader of applied research, people research and intelligence at Cisco. "If people aren't well, they can't be engaged in your company."

Understanding how well-being impacts the employee experience has allowed Cisco to better serve its people by reshaping strategy, policies and benefits. After all, its employees power the company's purpose of creating an inclusive future for all, and the only way to achieve that vision is to care for its people in a holistic way.

"Our intention is to create a culture of well-being," said Roxanne Bisby Davis, senior director of people research and intelligence at Cisco. "Have conversations with

individuals in your organization about how they're doing. There's no work/life separation anymore. Look for cues and listen. Ask for their cameras to be turned on and learn their body language."

Of course, HR leaders have to look out for themselves, as well. As a result of the pandemic and everything that's come along with it (transition to remote work, return to office, evolving laws and regulations, etc.), 98% of HR professionals are fatigued and under pressure, according to Ireland-based Workvivo, a workplace communication app, which surveyed more than 500 HR professionals in the United States and United Kingdom.

In the past six months alone, 94% of HR pros surveyed said they felt overwhelmed and 88% said they dreaded work. The magnitude of the Great Resignation, in which companies across the U.S. are experiencing historic turnover, and the transitioning of entire workplace structure and culture has left HR departments under-resourced and under immense pressure.

"You have a responsibility in how you advocate for yourself, understanding and



enforcing your own barriers,” Davis said. “Regardless of your role, ask yourself if your current workload is sustainable. Do I have the support I need to succeed? Am I able to appropriately advocate for my needs? You shouldn’t have to stay someplace that you’re miserable. Ask for support when you need it, and if you don’t get it, move on.”

Davis can attest to the importance of asking for support. During the height of the pandemic, she struggled to juggle her work responsibilities with her caregiving duties outside the office, so she informed her team of what she was going through. She’s proud to say

they leaned in, stepped up to the plate and helped out.

“Talk with your leader and team about how to leverage attention to enhance your well-being,” Davis said. “You have to verbalize that you need help.”

A recent survey HRD America commissioned from Blind, an anonymous professional social network, indicates that even some of the biggest companies in the U.S. aren’t doing enough for their employees. More than half (55%) say they haven’t used any mental health benefits offered by their employer, and 13% believe their employer doesn’t offer any mental health benefits.

Mental health support post-pandemic: Why HR must do more



Written by: **Emily Douglas**

BENEFITS AND PERKS – they’ve never been as important as they are right now. Across Canada, employers and employees are grappling with rising inflation, with the cost of living crisis, and with mental health struggles. Collectively, we’re all feeling the winter blues set in – and it’s causing depression, anxiety, and isolation to peak.

Enhanced benefits, supercharged perk packages, are an easy way to show your people you care – something that won’t go amiss in the Great Resignation. HRD recently launched our 5-Star Benefit Programs, research looking at the trends and predictions across the sector. In it, we found that wellness benefits and mental health support were the most in-demand perks in Canadian workforces, closely followed by upskilling and cost-of-living support.

Since the pandemic, employers have been forced to reevaluate what makes a good benefits

package. Kate Interisano, compensation and benefits manager at 5-Star Benefit Programs winner Niagara Casinos, tells HRD that her company looked at safeguarding mental wellbeing – from the top down.

“The pandemic had a substantial impact on Niagara Casinos and our associates,” she says. “Due to the government mandated closures, we were forced to remain closed for roughly 17 months which meant the majority of our associates were without work. A zero revenue environment for 17 months created its challenges; however we were able to maintain benefit coverage for all associates during this time.

“As the closure extended, we were forced to make some changes to safeguard the benefit plan to reduce costs and ensure coverage could be maintained as we gradually reopened and rebuilt the business.

“We also saw the pandemic take a toll on our associates and their dependents’ mental health. While we have always focused on providing our associates with benefit coverage and resources, the pandemic further highlighted the need to expand our coverage to provide access to more practitioners. We partnered with Sun Life to participate in their Mental Health Coach pilot program as added support and continue to promote our Employee and Family Assistance Program and alternate public resources.”

A recent report from Mercer found that 42% of employees who have access to mental health support are less likely to leave their current employer when compared to the 27% who don’t have access. By focusing on your employees’ psychological wellbeing, you’re not only showing you care, but futureproofing your organization against the turnover tide on the horizon.

1 in 4 workers quit jobs over mental health

Written by: **Jim Wilson**

NUMEROUS WORKERS IN the U.S. have had mental health troubles in the past year, and 28 per cent have quit their job because of it, according to a report from JobSage.

Overall, 28 per cent experienced burnout, and many others had to deal with stress (55 per cent), depression (38 per cent), lack of motivation (37 per cent), anxiety (36 per cent) and anger (31 per cent).

Two in five claim their work had the biggest negative impact on their mental health. The top sources of work-related stress include:

- being overworked (37 per cent)
- lack of work-life balance (33 per cent)
- inadequate compensation (31 per cent)
- job insecurity (29 per cent)
- lack of support (29 per cent)
- lack of flexibility (29 per cent)

Now, more than half (53 per cent) of workers believe their work is suffering because of poor mental health, according to another report.

Mental health benefits

Nearly nine in 10 (86 per cent) of employees who have mental health benefits use them, most often for online therapy (57 per cent), emotional support lines (55 per cent) and in-person therapy (50 per cent).

Employees also claim their employers offer flexibility (40 per cent), mental health coverage (39 per cent), access to counselling (36 per cent), wellness programs (32 per cent) and access to mental health programs (31 per cent).

Despite this, one in five workers say their employer does not do enough to support their mental health, finds JobSage's survey of

more than 2,000 employed Americans in March. And the benefits offered do not seem to hit the mark of what employees want:

- better work-life balance (47 per cent)
- more time off (42 per cent)
- greater schedule flexibility (41 per cent)
- workplace discussions about mental health (37 per cent)
- training on topics like stress management (35 per cent)

More than two-thirds (68 per cent) of employers say they have enhanced their wellbeing proposition, yet, just 51 per cent of employees say that their employer is more focused on their total wellbeing, according to another report.

More to do

Now, employers need to step up.

"Now, more than ever, employees are looking for employers that align with their values and personal goals," says JobSage.

And there are new solutions available that can help employers address the issue, according to Mercer.

"Digital platforms for scientifically validated therapies such as cognitive behavioural therapy (CBT) can make it easier to offer solutions to all employees, improving access to care options outside of traditional face-to-face counselling," it says. "A strong mental health strategy allows an employer to set a framework, identify gaps, address employee preferences and cover needs across the entire spectrum of mental health conditions."

The Ontario Association of Social Workers (OASW) is calling on all Canadian companies to provide at least \$1,500 for employees' mental health benefits.

Financially stressed workers costing employers billions: Report



Written by: **Jim Wilson**

FOR THE SECOND year in a row, Canadian employers are losing billions of dollars due to workers' financial stress.

Employers are expected to lose more than \$40 billion due to workers dealing with personal financial matters at work, up from the \$26.9 billion they lost in 2021, finds the National Payroll Institute.

"On average, a financially stressed worker spends nearly 30 minutes every day dealing with their financial situation — and not on business tasks at hand," explains Peter Tzanetakis, president of the institute.

"Over the year, that's over three weeks of lost productivity per employee."

Impact on performance

Overall, 36 per cent of Canadians are comfortable financially, down from 46 per cent in 2021.

Almost three-quarters (72 per cent) of working Canadians spend at least some of their workday actively dealing with or thinking about their personal financial matters, up from 68 per cent in 2021.

And one in five (20 per cent) are aware that stress related to their finances had directly

impacted their workplace performance. This number jumps to 46 per cent within the "stressed" cluster, up from 39 per cent last year, finds the survey of 3,033 working Canadians in June and July 2022.

Also, those in the "comfortable" cluster spend nearly eight minutes per day thinking about their finances on the job, significantly less compared with the more than 29 minutes per day of those in the stressed cluster.

A record number of Canadians say their personal finances are worse off today compared to a year ago, according to the Bloomberg Nanos Canadian Confidence Index (BNCCI), a weekly measurement of the economic mood of Canadians on the strength of the economy, job security, real estate in their neighbourhood, and their personal financial situation.

Employer takeaways

This is a cause for concern for employers.

"It's convenient to frame employee financial health as an individual problem, but the reality is that it has big implications on businesses," says Tzanetakis.

Aside from lost productivity and increased absenteeism, financial stress also leads to

increased absenteeism, decreased employee motivation, strained relationships with colleagues and turnover, he says.

"If the financial well-being of working Canadians continues to deteriorate as it has in 2022, businesses should expect that the impact of the distraction subtraction will further impede productivity," says Matt Davison, dean of Science at Western University and director of the Financial Wellness Lab of Canada.

"With ongoing labour shortages, it's imperative for a business to ensure that the employees they already have on payroll are focused and engaged."

Here are some ways employers can help workers deal with the rising cost of living, according to Randstad UK:

- Provide a discount scheme for workers.
- Provide an employee assistance program (EAP).
- Offer a one-off cost-of-living bonus.
- Encourage employees to continue saving money from their salary.
- Remind employees of their pensions.
- Create a welcoming and understanding environment where there's no stigma around financial struggles.

Measuring the success of mental health initiatives

Written by: **Jim Wilson**

EMPLOYERS ARE TALKING a lot about prioritizing employees' mental health. Unfortunately, they are not measuring the success of their programs on that end.

While 93 per cent of organizations say mental health is a key pillar in their wellness strategy, only 24 per cent assessed and measured the value employees got from their current benefits within the last year, according to data from Forrester, a research and advisory company in the U.S.

Also, while 83 per cent of firms say that senior leadership visibly advocates for the importance of mental health and well-being for their business, only 24 per cent say mental health and well-being measures are actually being integrated into leadership decision-making. At the same time, only 14 per cent of leaders and 10 per cent of managers self-assess how well employee mental health is supported by their company.

"You can't monitor what you can't measure. At the end of the day, that's the key takeaway. And so if you're investing in your employees, you need to understand what the returns are in that investment. And I think it's really powerful to see just how expensive the impact of mental health is on your business," says Arielle Trzcinski, principal analyst at Forrester.

"We still see a lot of folks saying, 'Well I'm checking the box because I talk about it as being important' or 'I've directed my employees to free resources,' for instance... But they're not necessarily tying and measuring the impact to their business."

Employer programs focused on improving employee wellbeing are good for business overall, according to a separate report. And one in five (18 per cent) Canadian employers have raised the maximums for their psychological service benefits since the pandemic began, according to a separate survey.

Barriers to mental health care

Without these measurements, employers cannot determine how mental health issues are affecting their business. And well over a year into the pandemic, employees still face barriers to access to mental health care, says Trzcinski.



Arielle Trzcinski

"Things like cost. Thinking about supply shortage, so geographic barriers where there just may not be a clinician that's close by. You could be driving a hundred miles to go and find a clinician, and that is after you get an appointment, which has significant delays before you get an appointment. And so that does not work for everyone. What if you don't have a car? What if you can't afford it?" she says.

"There's all these... systemic or infrastructure barriers, but there's also significant stigma. So let's say that there's one clinician or psychiatrist in town. Maybe you don't want your car sitting in the parking lot and have people know that you've gone to seek help. So there's a lot of stigma still around mental health."

Start with culture and training

To address mental health issues, employers need to commit to



multiple efforts. And it starts with a culture change, says Trzcinski.

“So how do we change the culture? Culture is going to come from creating a more open conversation around reducing the stigma around mental health as an employer. So how do we make workers comfortable in conversation and sharing if they need help for instance? So that starts, in many ways, with executive sponsorship. Executives coming and saying ‘It’s been a hard year for me’ for instance. And ‘I dealt with anxiety last year and I needed professional help, here’s what I did’. And sharing stories,” she says.

“There’s a sense of executive vulnerability that is really powerful in helping employees recognize that it’s OK to not be OK.”

Workers are becoming more reluctant to speak up to their colleagues and managers about significant subjects relating to work, judging by a recent survey.

Training is also key, says Trzcinski.

“There also has to be a sense of training that has to be emphasized. So we think about managers and people managers. Typically, the

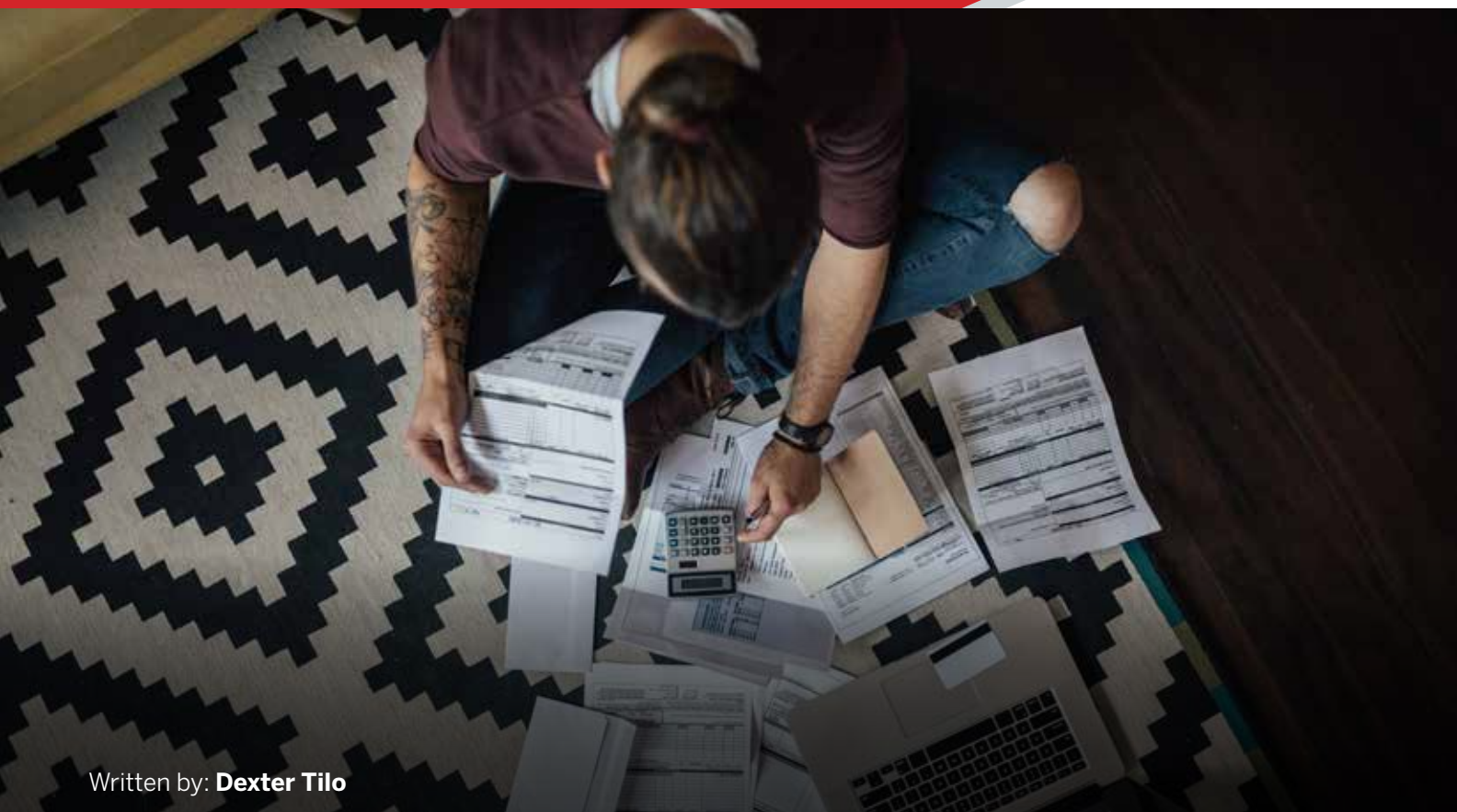
average age of managers is roughly 30 years old. The first time that they get training is when they’re 42. And that’s just training to manage people, [without even considering] how do we identify signals of burnout?... So how do I ensure that [managers know] what signals to look for,” she says.

“We also need to make sure that we do training around how do we help folks have the right language... thinking about how do we ensure that people can have an open conversation about how they are feeling. Sometimes people need the right language to know what terms they can and can’t use.”

Ultimately, it’s about removing the barriers to access to mental health care, says Trzcinski.

“How do we meet employees where they are, whether through virtual mental health capabilities or even providing someone on site and in person. Perhaps employees can’t do virtual mental health at home because of internet issues, perhaps their home is not a safe space. [It’s about thinking] about how do we overcome those barriers and meet our employees where they are.”

Canadian wellbeing plummets as financial pressure peaks



Written by: **Dexter Tilo**

IT'S ESSENTIAL FOR employers to follow through with their promises – especially when it comes to extending financial support. That's according to Paula Allen, global leader and senior vice president at LifeWorks, who spoke following the release of their 2022 report. The latest Financial Wellbeing Index from LifeWorks posted a worrying 64 wellbeing score, reflecting the declining trend in financial health amongst Canadian workers since the pandemic.

According to the report, 29% of Canadians have concerns around their ability to cover basic living expenses, with individuals under the age of 40 years old 75% more worried than their older counterparts. Some 47% of Canadians claim they're not concerned about their ability to cover basic living expenses, while 24% remain unsure.

The findings underscore growing financial concerns amongst employees amid fears of inflation and another recession.

For 55% of Canadians, the biggest impact of inflation is reflected in the rising cost of groceries. For 35%, the price of gas is the most worrying issue, while five percent said their biggest concern is making debt repayments.

How can employers help?

Paula Allen, global leader and senior vice president, research and total wellbeing, revealed how important it is for employers to extend

support for employees in these tough times.

"As the financial wellbeing of Canadians reaches its lowest point in 18 months, it's important for employers to remember that actions always speak louder than words when it comes to support," said Allen.

According to Allen, investing in financial education and providing access to financial programmes and services are "critical first steps," as financial worries begin to seep into the workplace.

"Financial wellbeing plays a monumental role in overall wellbeing, and also impacts work productivity. As strategic planning for 2023 begins, organizations that prioritise this will find themselves well ahead of competitors in the months and years to come," she said.

Idan Shlesinger, president, retirement and financial solutions and executive vice president, added that Canadian organisations now have the opportunity to provide much-needed support to their employees who're struggling between short- and longer-term priorities.

"Recognising that resources aren't effective if there are accessibility barriers, breaking these down should be a top priority as leaders look to drive their business forward," said Shlesinger.

CEOs need to embrace their role as Chief Mental Health Officer



Written by: **Emily Douglas**

IN THIS NEW world of work, mental health has risen dramatically to the very echelons of organizational strategy. No longer a ‘nice to have’, a ploy rolled out to entice new talent or boost external branding, psychological health is the lynchpin of a company’s culture. However, as the importance of mental health grew, executives seemed increasingly unsure who was supposed to be spearheading the mental health campaign. Was it HR’s role, as it historically has been, to promote mental wellbeing? Well, yes in part – but now we need the CEO to join the ranks.

Captaining the ship

“The CEO really has to lead by example,” Christina Fuda, Mental Health First Aid Coordinator at Ontario Shores Centre for Mental Health Sciences told *HRD*. “As part of my job, I actually train directors and executives to understand the importance of investing in personal and organizational mental health. This was right as the pandemic hit – so we were in this sort of transition period where mental health and psychological wellbeing was of paramount concern. However, CEOs were struggling to understand how to move forward.”

CEOs would ask Fuda how to approach the delicate situations rising in their workforces. They noticed that their teams were super

burned out – stressed, depressed, and overworked – but they simply didn’t know how to encourage them to practice some self-care.

“The biggest questions I asked these CEOs was when did you last take a day off?” added Fuda. “When was your last vacation time? So many of them said they couldn’t remember or that they don’t have time for annual leave. And this, in a nutshell, is the problem. If you have a leader who is constantly working, sending emails at two o’clock in the morning, then the team starts to feel these expectations too. However, when you have a CEO that really promotes people taking time off, that encourages vacation times and encourages people to not be answering emails at one o’clock in the morning all, then you’re more likely to see improved mental health.”

Leading by example

It’s all well and good speaking about the importance of self-care and rest – but if you’re not practising it yourself it can come off as conceited and patronizing. As the face of the company, as the captain of the ship, CEOs need to start embracing their dual role as Chief Mental Health Officers. It all starts with leadership. CEOs can make such a big impact if they accept that everyone needs time for mental health training – themselves

included.

“So many times I’ll go to these training sessions but the CEOs are only willing to invest half a day – or an hour! Sixty minutes is not long enough to properly address employee mental health. Yet a lot of them believe this is the only allotted time they have free. Until we start really prioritizing wellbeing – and that example has to flow from the top down – nothing will be resolved. As the CEO, you really have to understand that people need that that time – and that if you don’t have an hour to spare then your team is being pushed too hard. We definitely need to give people the understanding, the education, the training, the knowledge, and the space to have that healthy work-life balance.”

What’s more, it’s not enough for the CEO to simply book the training and then bow out. For optimal change, Fuda recommends that all C-suite executives have the exact same mental health awareness training as their people.

“I always say the CEO should attend this training, too,” she added. “They have got to show that they can also put in this time – that really builds morale, loyalty, and commitment to the cause.”

Importance of health, retirement benefits at highest level in a decade



Written by: **Jim Wilson**

HEALTH AND RETIREMENT benefits have now reached their highest level of importance in a decade, according to a global survey.

Sixty per cent of employees cite their employer's retirement benefits as an important reason they remain with their current company, a huge leap from just 41 per cent in 2010.

And nearly half of workers say their employer's health care (48 per cent) and retirement (47 per cent) plans are important in their decision to join the company, significantly up from 32 per cent and 25 per cent, respectively in 2010, finds Willis Towers Watson (WTW).

"While employees still look at pay as the most compelling reason to stay or leave a company, health and retirement benefits have become a much more significant factor in their decision-making process," says Monica Martin, senior director for retirement, WTW.

"In this tight labour market, organizations that understand the importance that employees place on these core benefits and that provide highly valued benefit programs can differentiate themselves in their effort to become an employer of choice."

Nearly three-quarters (73 per cent) of 13- to 34-year-olds and 69 per cent of 35- to 44-year-olds in particular are prepared to leave their current employer for another that is offering what they consider to be better benefits, reports RBC Insurance.

Specific benefits

More than four in 10 (44 per cent) of employees want their employers to prioritize retirement benefits while 33 per cent want their bosses to do the same for health benefits, according to WTW.

Among those who want their employers to focus on retirement, 62 per cent are seeking a guaranteed retirement benefit, 58 per cent are looking for more generous retirement benefits and 53 per cent are interested in retiree medical benefits.

More than half (54 per cent) of Canadians 55 and older say they are delaying retirement because of increased costs, while 62 per cent have delayed retirement because they do not have enough savings or investment, according to a previous survey.

Of those who want health benefits, 46 per cent want a more generous healthcare plan, 42 per cent want health screenings and risk assessments to help them manage their health and 37 per cent prefer a more generous dental plan, according to WTW.

Over a quarter (27 per cent) of employees also rank help managing their emotional health as their top desired benefit. Among them, 53 per cent want mental health days to manage their emotional health, 40 per cent want stress and resilience management support programs and 39 per cent want a more generous coverage for mental health services and medication.

While fewer Canadians submitted prescription drug claims in 2021, there was a noticeable increase in the number of claims for mental health-related medications during the second year of the pandemic, according to a previous study.

The number of workers willing to lose some cash in exchange for benefits is also growing. Nearly six in 10 (59 per cent) would pay more for a larger, more generous retirement benefit. This is up from 54 per cent in 2020. Also, 46 per cent would forego more pay for a more generous healthcare plan, up from 36 per cent in 2020.

'Work-life balance is king': Is flexibility underrated in the C-suite?



Written by: **Dexter Tilo**

BETTER WORK-LIFE balance emerged as the top pick for employees when they were asked to choose between this and better pay, according to the latest Career Pulse Survey from FlexJobs, as the benefit proves itself as the "king" among all advantages of working remotely.

The report, which surveyed over 4,000 professionals, found that if given the choice, 63% of employees would choose better work-life balance over better pay, with only 31% saying otherwise.

Among the 64%, 44% of them said it was a definite choice, while 19% said they would "probably" choose this over better pay. On the other hand, 15% were sure on choosing better pay while 16% said they would "probably" pick this option over better work-life balance.

"Healthy work-life balance can be

instrumental to the success and longevity of an organisation, and as reaffirmed in our latest report, a top priority for today's workers and job seekers," said Sara Sutton, founder and CEO of FlexJobs, in a statement.

When asked what would improve work-life balance, 87% of employees said that having a remote or hybrid job would do the trick.

It comes amid growing preference on alternative work arrangements over full-time office schedules, with only three per cent of the respondents choosing to work at the office.

According to the report, 65% of professionals said their ideal work arrangement was 100% remote work, while only 32% want a hybrid work arrangement. And if not given the option to work remotely, 57% said they would look for a new job.

"From time and financial savings to increased productivity, remote work provides many valuable benefits for employees - but work-life balance is king," said Sutton.

Other benefits

In addition to work-life balance, the report discovered other benefits of remote and hybrid work:

- **Cost savings.** According to 45% of the respondents, they save at least \$5,000 a year by working remotely, while 29% said they save at least \$2,600 annually.
- **Happiness.** Some 84% said having remote or hybrid work arrangements make them a happier person.
- **Mental health.** Some 77% believe that hybrid or remote work would help them manage their mental health issues.

HRD | Wellbeing Summit

CANADA

Event Partner



MARCH 1, 2023 | OLD MILL TORONTO

Enjoy our exclusive rate of
\$579 when you use code
WELLBEING



#HRDWellbeingCA

wellbeingsummit.ca