Beyond Wellness Programs: What Really Drives Wellbeing at Work

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Rebecca Moulynox: Hi everybody, welcome to our wellbeing webinar, thank you for joining us today. On the panel today we have Jenny Le from Talent International, who's Head of HR there, and Jonny Mirkin, CEO and founder of GivenWell. Brad, CEO and founder of Hub, will be joining us shortly as well.

Rebecca Moulynox: Thanks everyone for being here. I think this is a topic we get a lot of questions about at Great Place To Work, which is why we wanted to host a webinar on it. We've just completed a wellbeing report with Johns Hopkins University, who looked at six years of Great Place To Work data, not just in Australia but in a number of other countries too. What that trend analysis shows is that wellbeing in the workplace was okay before COVID, but not great. Oddly enough, we then saw a real spike in employee wellbeing during COVID: workplaces were spending a lot more time and effort taking care of their people. Since then, post COVID, we've actually seen a pretty big drop in wellbeing sentiment.

Rebecca Moulynox: So what we wanted to do today is talk to people who are at the forefront of this in their organisations, and in the organisations they work with, about what they're seeing and what they'd suggest to help other organisations get better at workplace wellbeing, because there are certainly a lot of articles and trends at the moment about wellbeing and burnout not being where it could be in Australian workplaces.

Rebecca Moulynox: We've got a few questions lined up, so thank you to the panel for spending time with us today, we really appreciate it. I'll start with a fundamental one. Jenny, I might come to you first: when we say wellbeing at work, what are we talking about, and how do you define it in your organisation?

Jenny Le: Thanks Rebecca, great to be here. Wellbeing has become such a broad topic. The way I'd best define it is the environment and the surrounding conditions that let our people do meaningful, purposeful work without sacrificing their health, energy or ability to thrive.

Jenny Le: The world we're working in right now is incredibly demanding. The pace is relentless, competition is fierce, change is constant, and there's this ongoing pressure to do more with

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less, which I'm sure everyone's felt in one way or another. Wellbeing is a shared responsibility. It's not just on our people, it's on leaders and the wider company too. It's about having the right environment and systems that people can fall back on when times get tough, and aiming to genuinely improve the lived experience of our people, not just today but every day from here.

Rebecca Moulynox: Fantastic, thank you. I love that point about change being constant, because it really is at the moment, and getting used to that is hard for everyone. Jonny, how about you? What do you see as wellbeing at work?

Jonny Mirkin: Hi, nice to meet everyone, and thanks again for having me. It's a really interesting one for us. It's actually one of the first questions I usually ask when I meet people: what is wellbeing? I find everyone has a different answer, so I don't think there's one single definition.

Jonny Mirkin: At the end of the day, teams are a collection of all kinds of humans. Everyone's got a different story, background, culture, religion, age, they live in different places, so what wellbeing means for one person can be very different for someone else. I think that's part of the challenge: people are often working off different definitions, with good intentions, and when we start from different definitions we can miss the mark. So for me, wellbeing at work comes down to leaning in and understanding what wellbeing looks like for each individual, then working out how to support them at work to make life a bit better.

Rebecca Moulynox: Fantastic, thank you, great segue, we'll come back to that shortly when we talk about wellbeing across different generations and backgrounds. Brad, I wanted to ask you the same question. You have the added dimension of running a business where other businesses work too, so from your point of view, what does wellbeing look like?

Brad Krauskopf: Sorry I joined a little late, a couple of technical difficulties there. To build on what Jenny and Jonny said, which I agree with, and bring in more of a numbers angle: we track a team experience score internally, and because a lot of customers use our workspaces, we also track the more standard NPS and customer experience scores. Ultimately, if our customers, we call them members, are engaged with the workspace, there's a good chance they'll renew, so we're constantly thinking about how we keep our members engaged.

Brad Krauskopf: How people feel about their workspace is a really good proxy for whether they're well in the workspace. One interesting thing we're seeing is people craving in-person interaction, a lot of which comes from the workplace itself, we see people's wellness increase

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when they come into the office. On the team side, alongside Great Place To Work data, which, as Jonny said, captures how different things matter to different people, we also get constant weekly and monthly feedback from the team. That feeds into our team experience score, which looks at things like whether people are getting learning and development, good leadership, autonomy, and so on. Ultimately, if people are happy at work, they'll be well at work.

Rebecca Moulynox: Fantastic, thank you, that covers a lot, especially what it looks like when people are genuinely feeling great at work. Jonny, I'll come back to you. Your own experience with burnout, which led to hospitalisation, ultimately inspired GivenWell. How did that journey shape your understanding of what employees actually need versus what organisations are typically offering in the wellbeing space?

Jonny Mirkin: Yeah, it's a really interesting one. There's a lot of conversation about burnout, it's one of the most common words thrown around, but going back to your earlier question, actually defining what burnout is: as people leaders and organisations, we think we know what we mean by it. For me, I had no idea what burnout was until I ended up in hospital. That was a real moment of, wow, this is bad. My body was shutting down, and it affected every part of my life.

Jonny Mirkin: Before that, my experience of team wellbeing had always been the off-the-shelf, one-size-fits-all approach: EAPs, health insurance, sick leave, fruit bowls, whatever it might be. There's this idea that if you want to look after your people, you do the standard thing. My experience was very different, it involved therapy, nutrition, exercise, meditation, lots of different facets. It wasn't just mental health, it was physical and emotional too. I think that's been the big learning from my own experience: wellbeing is genuinely holistic. If you want to address it properly, you need to think about all of it, not just one dimension.

Rebecca Moulynox: When you set up GivenWell, you interviewed a lot of leaders about what they were doing. What gaps did you find between what companies thought they were doing on wellbeing and what employees actually needed?

Jonny Mirkin: For most organisations there hasn't been a lot of choice, so in most cases they go with the usual approaches: EAP, insurance, maybe a few extra benefits or workshops. When we interviewed customers, two fundamental challenges came up again and again. The first is that most of the ways we look after our teams are reactive, a bottom-of-the-cliff mentality. EAP is for people already in crisis. Insurance is for when they're already sick. Same with sick leave or

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mental health leave, these kick in once people are unwell and need support. They're important, but everyone knows we'd rather be at the top of the cliff, thinking proactively about wellbeing.

Jonny Mirkin: The second gap came down to engagement and utilisation, which ultimately affects impact. Whatever organisations have tried, from EAPs to other initiatives, utilisation tends to be low, usually somewhere between 1% and 20%. That's fine for the people who do engage, but it means 80% of a team often gets no support at all. When we asked organisations why, it came down to trying to do one thing for an entire team. Some people love therapy, some don't. Some love the gym, some don't. As long as you're running a one-size-fits-all approach, you're going to get limited engagement and, ultimately, limited impact. Those were the two big gaps we identified, and what we started building around.

Rebecca Moulynox: When you give employees that freedom, what are you seeing, how are they actually using it?

Jonny Mirkin: It's been really interesting. Our approach coming out of that research was: what if we empowered teams to look after themselves? What if we, as an organisation, got out of the way and gave teams a budget to spend on the support they choose? We're still only a baby, we launched in August last year, so we're pretty new to this, but what we've seen has been striking. In our first year we've had 99% engagement, meaning 99% of staff given a wellbeing allowance through GivenWell have actually used it.

Jonny Mirkin: They've spent it on all kinds of things. Some are obvious, like therapists and coaches, but we've also seen people spend it on mole maps, perimenopause support, ADHD coaching, surfing, massage, mindfulness, meditation, yoga, you name it. Every day we see something we wouldn't have expected, and it's a constant reminder that wellbeing really does mean different things to different people. For one person it might be finally being able to afford a dentist appointment, for someone else it's speaking with a coach. It's been genuinely great to see.

Rebecca Moulynox: Fantastic, thank you. Brad, I'll come to you next as a follow-on, since Hub Australia focuses on workplace and community. How does the physical workspace influence people's mental and emotional wellbeing, and what role do you think a flexibility and hospitality-driven approach plays in helping people feel genuinely cared for?

Brad Krauskopf: I completely agree with what Jonny said about needing a personalised approach, everyone's looking for something different. But I'd add that all of that is well and

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good, and kind of beside the point, if you haven't got the base of the pyramid right first. Great Place To Work data shows this often, if you've got a bad manager, or pay and conditions aren't right, or health and safety isn't right, none of the extras, like a wellness fund, are going to land.

Brad Krauskopf: To bring it back to your question: if people can work from anywhere, why come into the office? It's usually not to do work as we traditionally think of it, not to sit on a spreadsheet or join a video call. What people are really looking for from the office is to connect with their teammates, to learn, to innovate. Or it might be, this is my day out of the house, and part of how I've earned the commute is that I'll catch a show after work, see a friend, or go to the gym. People are looking for an experience when they come into the office, not just somewhere to work, and that's the hospitality angle that Hub, and a lot of other coworking and flex operators, focus on. Hospitality isn't a checklist of customer services, it's ultimately about how you make people feel, what that memorable experience is. If we can provide that for our members, it becomes part of the experience they have with their employer, who is our customer.

Rebecca Moulynox: I love the community aspect of that, and how you talk about the experience of being at work, because it's one of the things we all miss when we're not in the office. At Great Place To Work we're fully remote, and when we do get together I don't think any actual work gets done, we're too busy chatting to each other! Thinking about the more holistic approach to wellbeing, not just physical and mental health, but purpose, belonging and flexibility too, how does that tie into creating more inclusive moments that reduce loneliness?

Brad Krauskopf: People always want to be part of something bigger, that's true of all of us, even if everyone's version of what that bigger thing is looks different. Physical place is well understood to be a key part of how you build community. When a GM, CEO or founder chooses a workspace for their company, they're saying something about their brand, about what their team means to them, about their values and culture.

Brad Krauskopf: So one of the really key things is that people need to be deliberate about that workplace choice, because it goes a long way toward helping people feel part of something, which removes loneliness and helps them connect. Workspace is often overlooked as just an expense, rather than seen as an investment in culture and brand.

Rebecca Moulynox: Thank you, we talk about that a lot at Great Place To Work too, HR isn't a fluffy cost centre, it feeds into all of this. Creating a great workplace is never just one thing, it's a lot of things combining to make somewhere people want to be, physically or online,

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somewhere they feel connected and part of something. Last question for you, Brad: Hub's Love Where You Work report just came out, and it talks about the death of the Friday night drink, which anyone who's been in the city on a Friday night lately has probably noticed, the pubs just aren't as full as they used to be. What do you see taking its place, and how does it reflect the growing importance of human connection and wellbeing as technology and AI continue to shape how we work?

Brad Krauskopf: Thanks for bringing up that report. This isn't to say people no longer want to be social, we've seen a shift in things like alcohol consumption, but not in the underlying desire to connect. When the pandemic hit, we turned to personal friends and family to fill that core human need for connection, learning, whatever your flavour is. We adapted to get it from somewhere else. Then when lockdowns lifted, we didn't snap back, we'd quite liked spending more time with friends, family, or new hobbies, and we didn't decide to go back to doing that with people from work.

Brad Krauskopf: So yes, there's a death of the Friday drink, but there's an interesting paradox alongside it: we don't necessarily want to drink with our colleagues anymore, but we're craving more time with them. It's a bit like wanting to work from home while also being desperate for more time with colleagues, something has to give. What we're seeing now is that people want more purposeful, deliberate and meaningful interactions with their colleagues. Getting drunk on a Friday night with workmates isn't really what people are chasing anymore. What they do want is a shared learning experience, one of our favourites was setting up a painting class for the team. Mine was a genuinely terrible painting, but I gave it to my daughter, and now every time I walk into her room there's a painting I did with colleagues. Everyone will have their own version, but people want meaningful interaction with colleagues, because that builds relationships, which builds better teams, which leads to better business and career outcomes.

Rebecca Moulynox: I love that, purposeful interactions rather than meaningless ones, coming together to do something that works for everyone. Jenny, I want to come to you next, Talent International's been recognised as one of Australia's best workplaces, and one of the best in New Zealand too, which is amazing. As Head of HR this is obviously something you think about constantly. Can you tell us about specific practices or policies you have that directly impact wellbeing at Talent International?

Jenny Le: Thanks Rebecca, the Best Workplace badge is one we wear proudly. What Jonny and Brad have both said really resonates, especially Jonny's point about reactive versus proactive

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practices, and the gap between the two. At Talent we have a good number of practices we live by, but the one I'll speak to is our most recent initiative, our annual health check day, where every team member gets access to a proactive health check, fully covered by our provider.

Jenny Le: For us it's more than just an initiative, it's about building a culture where investing in your wellness is a core part of your job. When people take care of themselves, that mindset ripples out to everyone around them, and when people are energised and healthy, that energy flows through to our teams and to our customers. Like any initiative, it can be implemented well, but if it isn't adopted and role-modelled by leadership, it's a genuinely hard culture shift to make.

Jenny Le: Our leaders got firmly behind this initiative, and what really helped it stick was their willingness to be vulnerable and authentic about their own health journeys. For example, our CEO, Mark Nielsen, has been publicly open about his: he did a health check just before taking part in a Hyrox event, got his results, and soon after was in surgery for a quadruple bypass. It was abrupt and sudden, and I think it sent a genuinely powerful message, that investing in yourself could save your life. We've also had an employee do a proactive skin check through this program and be diagnosed with early-stage skin cancer. These stories, and our own lived experience, have shown us that investing in yourself is non-negotiable. It's a message we live by and promote every day, and it has to come from the top down.

Rebecca Moulynox: I love that, embedding it in the culture, and it being something leaders are proud of. We see it a lot in the workplaces we work with, when leaders are genuinely at the forefront and talking about it, it becomes embedded across the organisation, leading from the top really does make a huge difference. With your programs, how do you actually check they're working? Do you have a way of measuring whether they're having a real impact on wellbeing?

Jenny Le: My approach comes down to four main areas. First, start with the opportunity, not the solution. This is where wellbeing initiatives often go wrong, starting with a solution looking for a problem. There are so many great ideas out there that we get excited to adopt, but if they don't link back to the wider business strategy and purpose, that's where misalignment creeps in.

Jenny Le: Second, unpack the opportunity: what systems or practices do we already have, what's working, what isn't? Lean on your feedback loops, whether that's an engagement survey, focus groups, one-on-ones, check-ins or exit interviews, to keep a genuine finger on the pulse of what your people need. Pulling together what Jonny and Brad both said, wellbeing is

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such a broad term, it can be physical, mental, emotional or social, so you need to unpack that clearly, work out what to prioritise at a business-wide level, and build toward a genuinely holistic offering over time. That won't happen overnight, it takes time, and it's important to get it right.

Jenny Le: Third, gain leadership buy-in. As I mentioned earlier, if it isn't adopted, supported and promoted from the top, the message won't filter down, and that affects the cultural uplift and momentum you're chasing. Fourth, measure the impact and share the accountability: look at engagement levels, attrition, absenteeism, change agility scores, understand the impact and, most importantly, learn from it. Not everything will be perfect, so fail fast and learn from it. If something worked well, how do you build on it? If something didn't, what needs to change? It's also important to share that accountability, I don't think it should sit only with the CEO or the P&C team, it's a genuinely shared responsibility across our people, the leadership team and the wider business.

Rebecca Moulynox: Fantastic, thank you, and I love that note about measuring in different ways, things like change agility, because wellbeing really is more than one thing, it's about how people feel in an organisation and about their work, and that touches an enormous amount of the workplace, not just whether someone feels bad today and skips the office, or how many sick days a team is taking. Good segue into our next round, I'll ask each of you a couple more questions, then we'll move to audience Q&A, so please do drop questions into the chat. If you're a manager wanting to assess your team's wellbeing, what should you actually be observing and asking about? Jonny, maybe you first.

Jonny Mirkin: I think it echoes what Jenny was just saying, it's really about asking the questions and listening to what people say. We see a lot of organisations falling in love with ideas, we're going to do this, we're going to do that, but if you want to actually meet the team where they're at, sit down, listen, and talk to them. What do you do for wellbeing in your personal life? What would you like to do? Engagement surveys, exit surveys, all the things Jenny mentioned, are a genuinely good place to start.

Jonny Mirkin: And echoing Brad, get the basics right first, there's no point building an elaborate wellbeing strategy if you've got a toxic workplace, terrible managers, or workloads that are unsustainable. If you want to assess where your team's wellbeing is at, sit down and talk to them. It doesn't need to be fancy, or use all sorts of flashy technology, sometimes it's

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just a matter of doing some one-on-ones and you'll get a pretty good feel for the room. Go back to basics and talk to people, most people won't bite.

Rebecca Moulynox: Brad, how do you do it at Hub, and have you seen other organisations do anything different?

Brad Krauskopf: We've got all manner of different surveys, but I'd come back to what Jonny said, weekly one-on-ones that everyone has in some form with their manager are genuinely your best source of data. When I say data I don't mean to make it sound academic, it's more about how you capture and understand the feedback that's already sitting there in bits and pieces. If you don't bring it all together, you won't actually have it there to base decisions on.

Brad Krauskopf: There's another important angle here too. Think of it as a kind of trinity: how you're going at home, how you're going at work, and how you're going personally. If one of those is off, you can usually cope, but as soon as two or more are out of kilter, it's genuinely hard to manage anything. You could offer all the free massages and wellness perks in the world and it just wouldn't matter if someone's got too much going on outside of work. So you need to understand the whole person. Each month at our leadership meeting, everyone shares something going on for them outside of work, that bit of understanding that everyone's life is more than just work, and taking a genuine interest in those other things, serves you and your whole team really well.

Rebecca Moulynox: Absolutely. One of the things we ask in the Great Place To Work survey is whether your manager cares about you as a person. It's such a critical part of people feeling a sense of belonging, that people understand who they are and what they're going through, and that organisations understand people hit rough patches sometimes, and that doesn't mean it lasts forever, or that they're a bad employee. There are certainly ways organisations can support people through tough times too. Jenny, is there anything you'd add on what organisations could be observing, or how you approach it at Talent International when assessing where people's wellbeing is at?

Jenny Le: I wouldn't say anything too different. It's important to assess how frequently, and how, your people are showing up to work: what's the team's absenteeism rate, how do they respond to change, are they engaged, are they innovating, how well are they collaborating, not just within their own team but with others too? It's also important to unpack what wellbeing actually means to them, it's such a broad term, so are you meeting their specific needs? Understanding that at an individual level is a great starting point for gauging the wellbeing of

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your team, and from there you can look at it at a business level and work out what changes you need to make.

Rebecca Moulynox: Thank you. A quick one for everyone: if an organisation is just starting its wellbeing journey, what's one change they could make in the next 30 days that would make a real difference? Jenny, want to start?

Jenny Le: Yeah. I'm a firm believer in really unpacking the sentiment and key themes your people are feeling. If we're talking about wellbeing, what's the perception of how you're actually doing in that space? Lean on the feedback you're getting directly, we run an engagement survey once a year, but also pulse check-ins throughout the year, focus groups where needed, and we look at data from exit interviews, among other sources.

Jenny Le: Really lean on the data and what it's telling you. If you don't have those mechanisms or channels in place, I'd strongly recommend getting them, otherwise you're going in blind and just assuming what your people need from a wellbeing point of view. So: get the mechanisms and channels in place, start looking at the data, compare it year on year to understand whether things have genuinely improved and why, and actually learn from it. That would be my main tip.

Rebecca Moulynox: Great, thank you. Brad, what about you, what could an organisation do in the next month that would have an impact on wellbeing?

Brad Krauskopf: Well, you could send out a Great Place To Work survey, I'm sure you'd like that! It doesn't necessarily need to be that, but getting the data so you actually know where you're at is a great starting point. I'll borrow a quote I jotted down from a seminar I was at yesterday, from Steven Bartlett on Diary of a CEO, who was himself quoting someone else, something along the lines of: burnout is a lack of meaning at work.

Brad Krauskopf: I don't think that's the whole story though, you could have plenty of meaning at work and still burn out if you're working too many hours, for too many years, at too high a stress level, meaning alone doesn't make you immune to burnout. But for the most part, if you can start gathering data around the why, why people are actually working with you, you'll get a genuinely good insight into whether you're taking care of your team, and whether there's a risk of burnout.

Rebecca Moulynox: Fantastic, thank you. Jonny, what about you, what could someone do in the next 30 days to start the journey toward improving workplace wellbeing?

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Jonny Mirkin: I think it really depends on who the organisation is, it'll look pretty different depending on the size and makeup of your team. Some of our customers have teams all around the world, lots of data, engagement surveys, exit interviews, so it's easy for them to surface insights. But most of the organisations we work with are actually smaller teams, we've got forestry customers, tradies, all kinds of organisations that might be 90% male.

Jonny Mirkin: As a guy myself, I can say a lot of men don't want to share what wellbeing means to them or how they're feeling, so sometimes it's genuinely hard to get that data. So step one is to consider the type of organisation you are, and what's actually going to work to get that information and resonate with people. As an example, EAPs typically see about two-thirds of their engagement come from women, not men, worth keeping in mind if you're just getting started.

Jonny Mirkin: Another question worth asking is what impact actually means to you. If you want to make an impact on wellbeing, you need to define what that looks like: is it less burnout, less sick leave, more engagement or productivity, less churn, recruiting the best people? How are you going to measure whether you're succeeding? There's probably not much point doing anything until you've set those metrics. At GivenWell, something we take seriously is measuring how our support impacts people's wellbeing, retention and engagement, so we can actually see whether it's working.

Jonny Mirkin: Probably biased, but from our experience, the one thing I'd point to is getting out of the way. Don't overthink it, don't insert yourself if you don't need to. The biggest thing when you're starting out in wellbeing is probably working with the rest of the exec team to secure budget, because to make real impact and see real outcomes, you're going to need budget. You can't sit down one-on-one with everyone on your team, and you can't bring in a hundred different providers to meet everyone exactly where they're at.

Jonny Mirkin: If you're starting now, have those budget conversations early, get it into next year's plan, or at least start the conversation with your CFO or CEO, or if you're the business owner, start thinking about what's appropriate. Budgets vary hugely across organisations, some spend around $10 a head on wellbeing and that's enough for them, at GivenWell that wouldn't really stretch far, we see organisations spending anywhere from $50 a month up to hundreds of dollars a month, depending on where the organisation's at and what they consider real impact. So: think about your team and your industry, then work on securing some budget, because without it, it's genuinely hard to do more than tick a box.

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Brad Krauskopf: And if you don't want to just tick the box, you'll need to find the budget. Can I build on that? A tip on where to find it: look at what you're currently spending on wellness and check you're actually getting a good return on it. We've definitely found times where we've spent a decent chunk of money on something and people just didn't value it. So if you're chasing budget, first check you're not spending money on something that isn't giving you a return.

Rebecca Moulynox: Absolutely. One thing I picked up from an organisation I thought was great was how they reframed the ask, instead of asking for budget, they asked for investment, because they were talking to leadership about this being an investment in their people, their organisation and their customers, happier, harder-working people leading to a better outcome for everyone. They found that shifting from I want budget to I want to make an investment had a genuinely different effect, and helped them secure more funding for things like this.

Brad Krauskopf: I can add to that, the key is measuring on an ongoing basis. It's not just about making the initial business case, it's going back afterwards too. For us, we surveyed all the members using GivenWell and saw a 30% increase in staff who are fully engaged at work. So we can go back to our customers and say, here's what we've seen, what's the value of that to you? We're seeing twice as many staff with genuinely great wellbeing, what does that do for sick leave, for churn, for cost? We're seeing 33% more staff rating their employer as a great place to work, what does that mean for attracting the best people? You can actually put numbers to it. It's just a matter of being intentional about what you're measuring, and how you report it upward. There's plenty of good information out there on the value, most places see a return of somewhere between five and twelve times for every dollar spent on proactive care.

Rebecca Moulynox: Fantastic, thank you, and that actually answers one of our Q&A questions about what metrics people are using to think about impact. I'll take another one from the chat. Jenny, I'll start with you: if you remove a wellness option and replace it with another, how do you best manage that so people don't feel like something's being taken away? More broadly, when you're rolling out wellbeing policies, procedures or experiences, and you need to take something away or bring something new in, how do you communicate that, and explain why, to employees?

Jenny Le: It comes back to understanding the feedback from your people and what the data's telling you, because people's needs genuinely change over time. If you've got the right measures in place, understand the data, and get it through the right channels, that keeps a

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finger on the pulse and helps shape your vision and your communication to the wider business about why you're evolving your benefits or practices.

Jenny Le: A simple example: we'd had the same EAP provider for many years, since the very start of the business, and we felt the service they offered had become the bare minimum compared to what's now available. So rather than take it away, we replaced it with a refreshed, more beneficial experience. Alongside EAP, we now provide nutritional recipes too, because wellness isn't just about mental agility, it's also about physical health, what you feed your body. We provide workout videos and guided meditation on top of traditional counselling and mental health support.

Jenny Le: It really comes down to what's driving your intent. If the feedback's there, and it's coming from your people through various channels over time, you'll be able to identify the key things driving your agenda. Without that, you're going in blind, the vision isn't really a vision, the communication isn't there, the alignment isn't there, and that affects the outcomes you're trying to achieve.

Rebecca Moulynox: Thank you. One more from the chat: thoughts on engagement for trade-based roles, people who aren't office-based, and teams that aren't on-site, where a traditional corporate approach doesn't necessarily work, what have you seen work well? One example from a Great Place To Work customer: McNab, a construction company in Queensland that was named one of the best workplaces in Australia, runs a tools-down-for-safety day, where everyone stops work. It's not just focused on physical safety, it covers mental health and other kinds of safety too. It's become a genuine tradition in the organisation, and it shows that wellbeing matters enough to stop the tools for a day, without being a cost to the business, it actually supports the organisation's profitability too.

Rebecca Moulynox: We've only got about ten minutes left, so I want to ask you all one final question everyone watching can take away: one piece of practical advice a leader could take back to their team tomorrow. Brad, I'll start with you.

Brad Krauskopf: Listen to your people, and get the data before you act. It's easy to think, I should do this, or I should do that, but what I've found is that quite often what you think people are after isn't actually what they're saying. Get the data, then act, that's the key message.

Rebecca Moulynox: Fantastic, thank you. Jenny, what about you?

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Jenny Le: Brad's stolen mine, so I'll need to say something different! In addition to what Brad said, which is also really important, I think whatever you do in the wellbeing space, it's important that it forms a genuinely critical part of your business strategy...

Rebecca Moulynox: I think Jenny's frozen there, I'll jump across to Jonny, and we'll come back to Jenny if she reconnects. Jonny, what about you, what's one piece of practical advice someone watching could take away?

Jonny Mirkin: From our experience, what's working is this idea of getting out of the way. Everyone on this call is part of a team, and we all have our own version of wellbeing, some people are into yoga, some are surfers, some love therapy, some love massage. At some point you realise, our teams are just like us, they're all unique, they all want their own things.

Jonny Mirkin: Once you've had that realisation, it's a pretty short step to seeing that people want to be treated like adults, they want to be empowered, they want autonomy, independence and personal choice. My encouragement would be, just give it to them, get out of the way, empower the team, and you'd be surprised what happens. Sometimes the more we try to do, the more it can actually work against us rather than for us.

Jonny Mirkin: And going back to that earlier question about taking things away: if people tell you what they want and you give it to them, then they want something else, and you try to take the first thing away to fund the new one, they don't want to lose what they've already got. Whereas if you empower them to choose for themselves in the first place, you're never really taking anything away, it's a constant gift. So that's my key takeaway, get out of the way.

Rebecca Moulynox: Fantastic, thank you so much. Thank you to the whole panel, and thank you to Jenny, who's had some internet issues and dropped off there, it was genuinely great hearing from you all about what you're doing in your own organisations, and what you're seeing in the organisations you work with, around wellbeing.

Rebecca Moulynox: We'll be sending a follow-up email to everyone on this call with our Great Place To Work Wellbeing report, which includes examples from Hub and a range of other companies on what they're doing for wellbeing, along with the report we've done with Johns Hopkins University on wellbeing in the workplace, the different facets of wellbeing, and the trends we're seeing in Australia. Thank you all for joining us, and thank you Jenny, sorry you dropped out there. Really appreciate all your feedback and ideas, have a wonderful Thursday afternoon. Thanks everyone, bye.

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