INDICATORS OF A THRIVING WORKPLACE SURVEY

2018
NATIONAL REPORT

super*friend*®

WHO IS SUPERFRIEND?

SuperFriend is a national mental health organisation influencing positive change in workplace mental health and wellbeing.

As an industry super funds' initiative, SuperFriend achieves positive mental health and wellbeing outcomes for super fund and group insurance employees and members. We partner with all profit to member super funds and group life insurers to create tailored solutions for mentally healthy workplaces by understanding the industry's unique needs. Through our collaborative partnerships, we have the potential to influence positive change in mental health and wellbeing for hundreds of thousands of Australia's workers.

SuperFriend has a suite of workplace programs and resources to guide organisations in building more positive, supportive and high-performing teams. We focus on the positive aspects of the organisation that are working well and build on those to create an optimal environment for all workers. The benefits are a reduction in business costs, and an increase in engagement, worker retention, wellbeing, productivity and profitability.

ACKNOWLEDGEMENTS

We would like to thank the Social Identity and Groups Network at the University of Queensland for their work on revising and validating the current set of indicators in this survey. We would also like to thank Di Marzio Research for undertaking the data collection and analysis for this report. Finally, we are appreciative of all the participants this year who helped bring this important research to life.

SUGGESTED CITATION

SuperFriend. Indicators of a Thriving Workplace Survey. Melbourne: SuperFriend; 2018.

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FOREWORD

SuperFriend is proud to present the 2018 edition of our **Indicators of a Thriving Workplace** Survey report, from our research involving over 5,000 Australian workers in a broad range of industries and occupations. The survey tracks the progress of mental health and wellbeing across Australia against an ideal or desired state.

Business owners, managers and workers in small, medium and large organisations from different industries across Australia participated in this fourth annual survey. We've now captured insights from over 15,000 workers across the country since this survey began in 2015. For this edition, we've included 40 scientifically validated indicators, which equip you with a clear understanding of what a thriving workplace looks like.

Our ultimate goal is to help Australian workplaces be mentally healthy, and this work is a vital part of bringing that to life.

Within this 2018 report, you'll find an overview of the indicators we've tested which are known to be optimal for worker mental health and workplace success. The indicators cover the five key domains of thriving workplaces: leadership, connectedness, policy, capability and culture.

We hope you find our 2018 **Indicators of a Thriving Workplace** survey report useful in helping your business understand and address mental health and wellbeing in your workplace, and that it helps you work towards positive change. Alongside the results, you will find evidence-based strategies for taking action.

Here's to a thriving and mentally healthy Australia!

Margo Lydon
CEO, SuperFriend

WHO WILL BENEFIT FROM READING THIS RESEARCH?

Business owners and leaders

Workplace champions charged with improving mental health and wellbeing in the workplace

Managers in specialist roles (e.g. Human Resources, Occupational Health and Safety, Health and Wellbeing)

Practitioners and researchers working in the mental health sector.

AIM OF THIS RESEARCH

The aim of this survey is to measure and track Australia's **current state** against the **desired state** of a thriving or mentally healthy workplace, by asking people currently employed about their experience in *their* workplace.

This survey includes 40 scientifically-validated indicators of a thriving workplace and additional contextual attitudinal questions, which have been refined since this research commenced.

5 KEY DOMAINS OF A THRIVING WORKPLACE

Thriving workplaces are mentally healthy workplaces where people can do their best and be their best. These 40 indicators are presented across five essential domains to build thriving workplaces: **leadership, connectedness, policy, capability** and **culture**.

LEADERSHIP   **CONNECTEDNESS**   **POLICY**   **CAPABILITY**   **CULTURE**

| INDICATORS OF A THRIVING WORKPLACE

The five domains of a thriving workplace are presented below along with the indicators that apply:

LEADERSHIP

Leaders work with their teams using a strengths-based and coaching mindset. They are positive role models and set an example for healthy and productive workplace behaviours and interactions. Organisations should understand the importance of education, resources, time and tools to develop capable leaders.

1. Leaders are accessible when you need them and will listen.
2. There is a clear expectation that all leaders should role model the values of the workplace.
3. To improve work performance, leaders provide useful and constructive feedback.
4. Leaders create a sense of cohesion within work teams.
5. Leaders can be seen to proactively encourage and promote good mental health policies and practices.
6. Leaders actively provide opportunities to develop professionally.
7. Leaders act as champions for their work teams.
8. Reward and recognition are received for good work.

CONNECTEDNESS

Positive, high quality interpersonal connections are essential to maintaining positive mental health and wellbeing. They are the fabric of teamwork and collaboration. Having a shared vision and knowing how their role fits into the organisational framework can unite workers, creating purpose and meaningful work. Trust, fairness and social inclusiveness are outcomes where positive interpersonal connections occur.

1. People in the workplace are courteous and treat each other with respect.
2. People in the workplace feel that they are part of a team.
3. Relationships in the workplace are built on trust.
4. Everyone works together effectively, particularly when trying to accomplish difficult goals.
5. People identify with the workplace.
6. There is a strong sense that people have a shared purpose.
7. People in the workplace care about each other.
8. Work feels like a community where people support each other beyond just getting the work done.

POLICY

Organisational systems and formal processes drive the development of mental health-focused workplace policy. These policies are actively implemented in the workplace. A clear strategy or policy on mental health and wellbeing should exist, and be understood, visible and accessible to all workers.

1. There are effective policies and practices against workplace bullying and harassment.
2. There is easy access to confidential counselling or support services.
3. There are policies to ensure that any changes in the workplace are managed in a clear, supportive and positive way.
4. There are clear structures in place to ensure transparent decision making.
5. There is good return to work policies and practices for those who have time off with mental health conditions.
6. There is a good mental health policy, strategy or action plan.
7. The mental health policy, strategy or action plan can be seen in action.
8. There is a policy to ensure that all leaders regularly participate in mental health and wellbeing training.

CAPABILITY

Supporting positive mental health and wellbeing by building and applying workers' skills is an organisational asset. When organisational systems and processes promote the use of these skills, it's a visible demonstration of the organisation's culture and values. This can help differentiate an employer brand and make a workplace desirable.

1. People can successfully overcome most of the challenges they face.
2. People are generally highly engaged with their work.
3. People rarely feel bored or disengaged.
4. The talents, skills and competencies of the workforce are well utilised.
5. Team leaders make sure people have the resources to do the job.
6. People feel comfortable voicing concerns about their job or the things that might affect their job.
7. There is access to mental health and wellbeing education (i.e. information, training).
8. People in the workplace have the skills and expertise to support each other's mental health and wellbeing.

CULTURE

Positive organisational culture is essential to both individual and organisational performance. Organisational culture is the unwritten and unspoken guidelines for what is and what isn't acceptable within a workplace. An organisation's purpose, structure, unstated norms, values, rules and routines form foundations of culture. When organisational culture includes a strong people focus, it creates a ripple effect for positive mental health and wellbeing and acknowledges that people are key to success.

1. People would be happy to continue working in their workplace for as long as they can.
2. People feel committed to their work team.
3. People are motivated to work hard because their job is interesting and important to them personally.
4. People feel good about working at their workplace.
5. The experiences at work contribute positively to the mental health of people.
6. There is support to help people practice good work/family/life integration.
7. Efforts are made to help people find purpose and meaning in their work.
8. The culture encourages open discussion about issues that affect mental health and wellbeing.

MENTAL HEALTH AND WELLBEING AT WORK

We spend a significant amount of time at work throughout our lifetime and our experiences at work contribute to both our identity and our wellbeing. The workplace is therefore an ideal setting to promote positive mental health and wellbeing where we can bring our best selves to work and thrive. By promoting positive mental health and wellbeing in the workplace, employers can support all workers to thrive, whether they are experiencing a mental health condition or not.

"The insecurity of casual work and general 'invisibility' and 'low value' of casual employees to employers are both strong causal factors for mental ill-health in the workplace."

"I left a permanent position due to workplace bullying. It has taken [job] security from me because I now work contract with an end date; but my mental health has improved, and I think that is more important."

MENTAL HEALTH AT WORK

1 in 5
Currently experience a mental health condition.

45%
Of these, 45% experience stigma in their workplace, and

18–24 years
Younger workers are the most represented group.

"My workplace is not aware I have a mental illness. There is such a stigma towards mental health and that's the reason I don't tell anyone."

JOB STRESS

Job stress is a major risk for depression and anxiety. While stress can be a normal part of life, job stress is defined as not having the right resources or capabilities to match the expectations of the job.[1]

25%
Of people experience high levels of stress in their current job.

Of these, 1 in 5
say they will definitely leave their employer within the next 12 months.

Senior managers
report the highest levels of job stress.

x2
People who experience **low levels of stress** in their job are twice as likely to describe their employer as **the best or one of the best** in the industry in terms of creating and sustaining a mentally healthy workplace than those who experience high levels of stress.

MENTAL HEALTH ISSUES EXPERIENCED AT WORK

29%
Job insecurity

24%
Bullying

22%
Work-related insomnia

22%
Lack of flexible working arrangements

17%
Discrimination

13%
Stigma

7%
Violence

7%
Sexual harassment

"All the good intentions in the world don't matter when the workload is so big – there is no time for self-care and supporting others."

WHAT IS PREVENTING EMPLOYERS FROM TAKING ACTION?

33%
Lack of time and everyone is too busy.

30%
Managers **lack skills and training** to address mental health and wellbeing issues.

25%
Lack understanding around mental health and wellbeing issues.

25%
More important business issues to address.

24%
Perceived costs of taking action.

22%
Lack of commitment at the very top of the organisation.

21%
Greater **focus on physical health.**

21%
Not enough of a problem to justify action being taken.

21%
Lack of commitment among managers across the organisation.

19%
A **compliance culture** means they only do what they have to do.
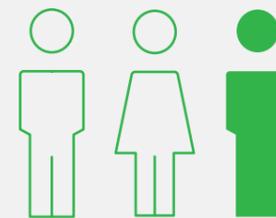
16%
Don't know where to start to improve mental health and wellbeing.

16%
No targets or KPIs have been set within their organisation.

OF THE 1 IN 3

Who reported that employers are too busy to take action,

51% half say there are more important business issues to address, and

47% nearly half say there is nobody responsible for taking action.

> *"In my experience, mental health is largely ignored because the injury can't be seen. Managers and team leaders have little appreciation of how much productivity is there to be gained (or lost) from mental health issues."*

> *"I think most employers are just not equipped or educated to deal with mental health issues and therefore most of the time would not even think to relate a productivity issue or absenteeism issue to a potential mental health issue."*

BENEFITS OF INVESTING IN WORKPLACE MENTAL HEALTH AND WELLBEING

64% Believe it would **improve productivity**.

55% Believe it would **reduce sickness and absence**.

50% Believe that it would **improve staff retention**.

43% Believe it would **increase commitment to organisational goals**.

28% Believe it would **reduce compensation claims and associated costs**.

28% Believe it would **reduce presenteeism**.

24% Believe it would **increase ability to attract new talent**.
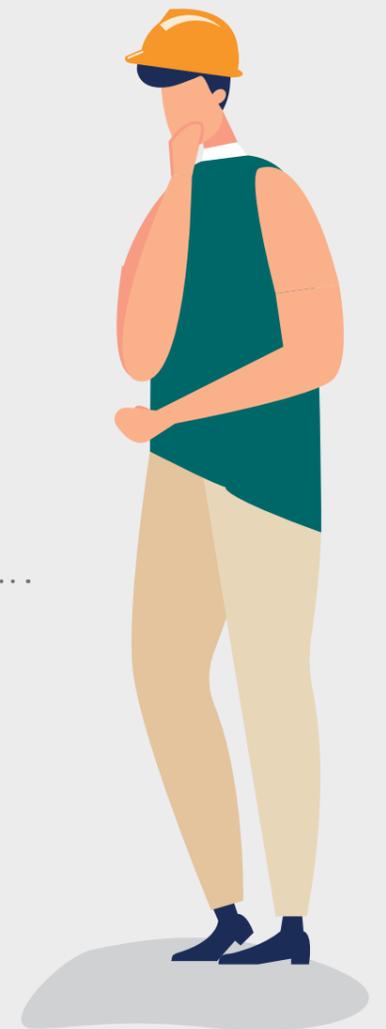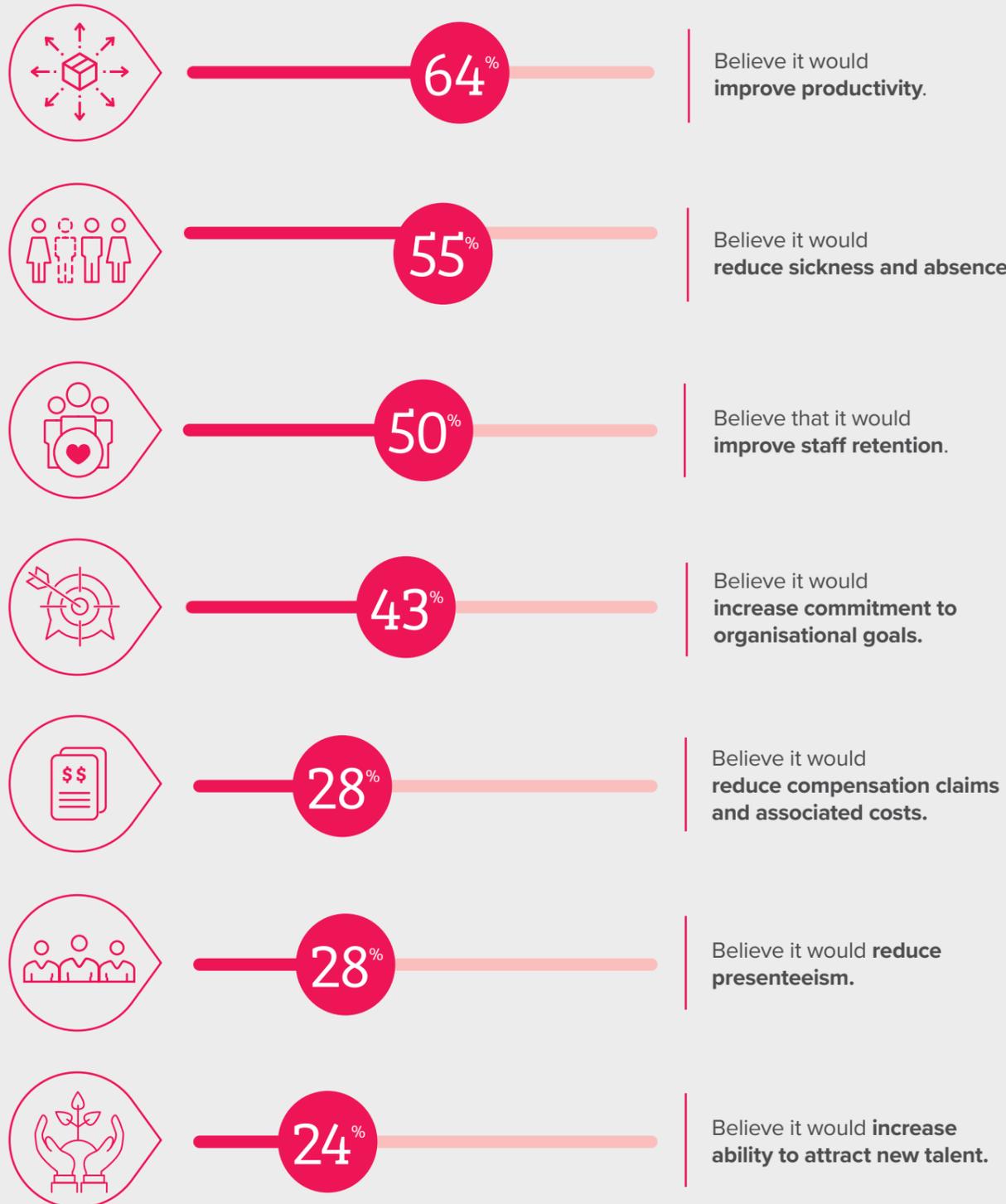
People in large businesses (200+ employees) were more likely to report the benefits of investing in workplace mental health and wellbeing compared to medium (20-199 employees) and small businesses (2-19 employees).

"More companies should implement effective strategies to assist employees who are suffering from stress, anxiety and depression as this could greatly help the employee, which would further enhance workplace productivity."

ARE WE THERE YET?

This survey includes 40 desired state indicators across five key domains. The survey measures the current state of workplace mental health and wellbeing across Australia to determine how far we are progressing towards the desired state of workplace mental health and wellbeing.
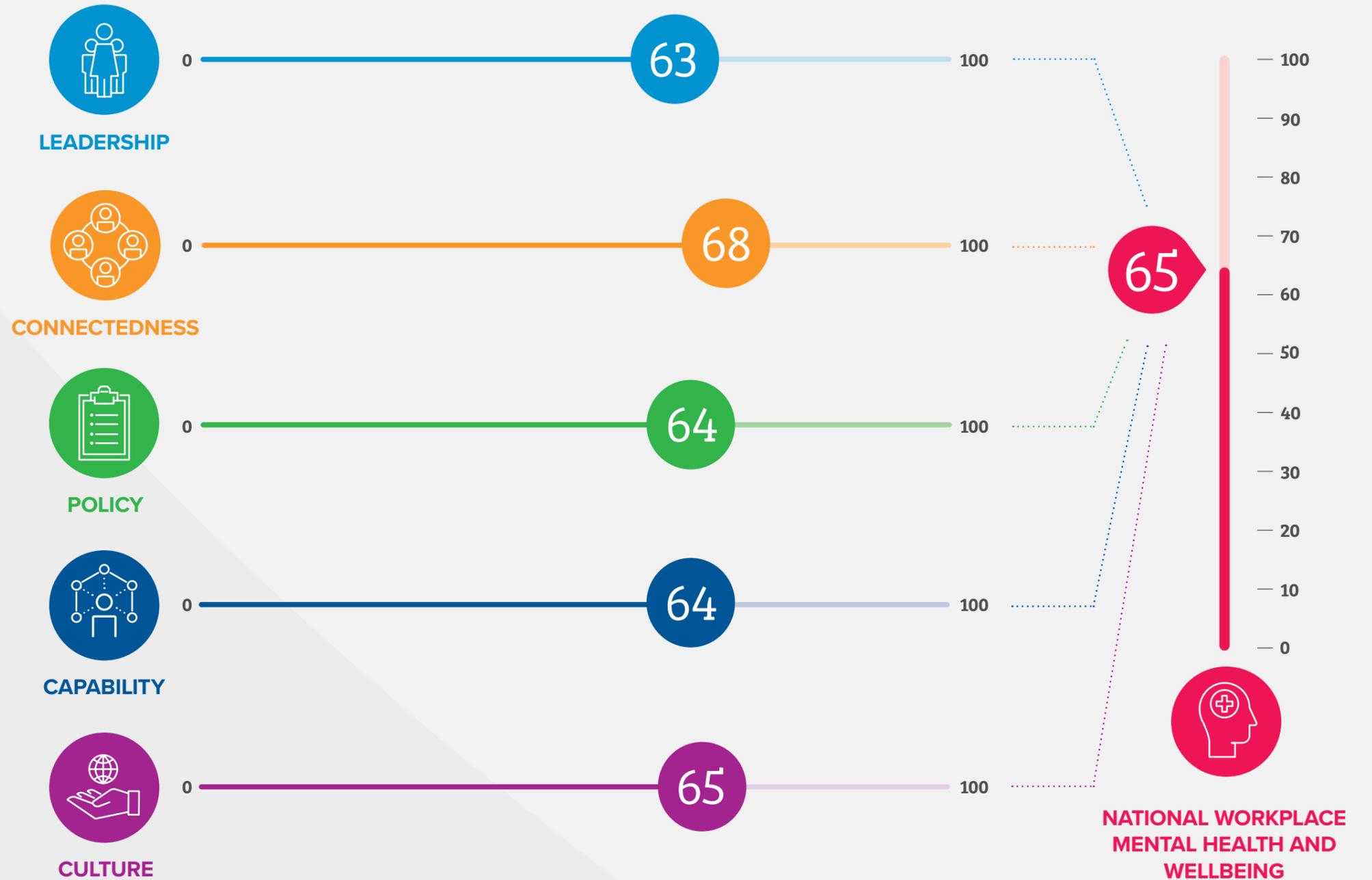
According to the 2018 results, the national workplace mental health and wellbeing score is 65. This suggests that we are two thirds of the way towards optimal mental health and wellbeing. These results suggest we are slightly more progressed in the **Connectedness** domain in comparison to **Culture**, **Capability**, **Policy** and **Leadership**.

BUSINESS SIZE

(National index scores)

67 — Small (2-19 employees)

65 — Medium (20-199 employees)

63 — Large (200+ employees)

An index score of 100 represents the desired state of mental health and wellbeing in a workplace.

LEADERSHIP
0 —— 63 —— 100

CONNECTEDNESS
0 —— 68 —— 100

POLICY
0 —— 64 —— 100

CAPABILITY
0 —— 64 —— 100

CULTURE
0 —— 65 —— 100

100 — 90 — 80 — 70 — 60 — 50 — 40 — 30 — 20 — 10 — 0

65

NATIONAL WORKPLACE MENTAL HEALTH AND WELLBEING

WORK ROLE

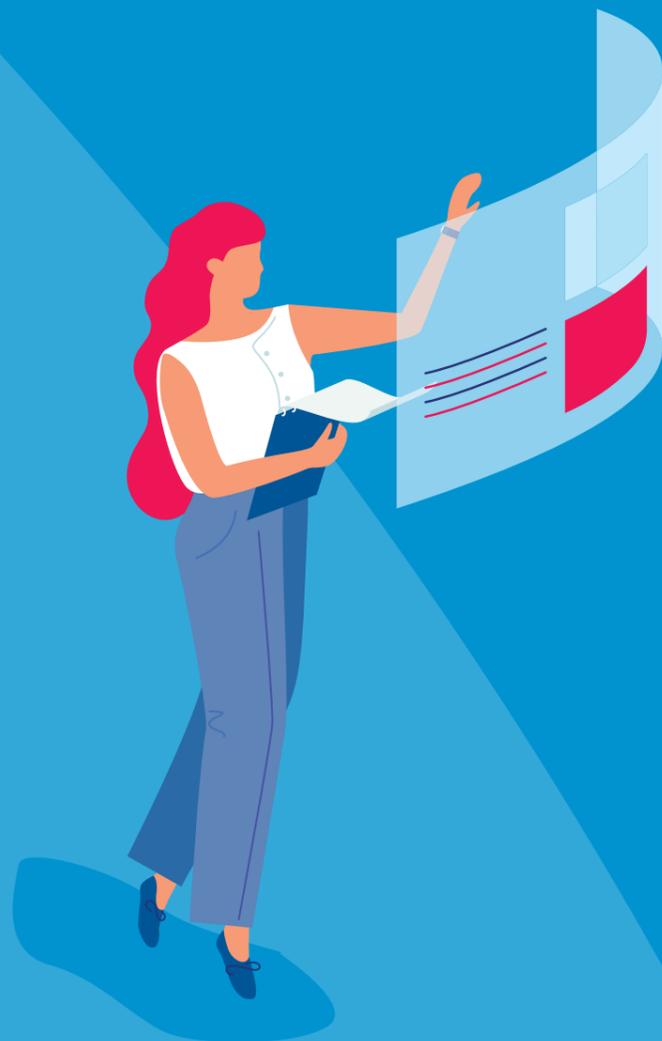(National index scores)

74 Business owner

69 Senior leader

65 Manager

63 Employee

LEADERSHIP

Leaders work with their teams using a strengths-based and coaching mindset. They are positive role models and set an example for healthy and productive workplace behaviours and interactions. Organisations should understand the importance of education, resources, time and tools to develop capable leaders.

LEADERSHIP INDICATORS

The following data shows the percentage of people responding **'strongly agree'** for each indicator in their workplace.

23%
Leaders are accessible when you need them and will listen.

23%
There is a clear expectation that all leaders should role model the values of the workplace.

18%
To improve work performance, leaders provide useful and constructive feedback.

16%
Leaders create a sense of cohesion within work teams.

15%
Leaders can be seen to proactively encourage and promote good mental health policies and practices.

15%
Leaders actively provide opportunities to develop professionally.

15%
Leaders act as champions for their work teams.

14%
Reward and recognition are received for good work.

TOP 3 LEADERSHIP INDICATORS TO CREATE AND SUSTAIN A THRIVING WORKPLACE

1 Leaders can be seen to proactively encourage and promote good mental health policies and practices.

2 Leaders act as a champion for their work teams.

**3** Leaders create a sense of cohesion within their work team.

It is definitely the team leaders who set the tone for the entire organisation.

POSITIVE LEADERSHIP IS GOOD FOR WORKPLACE MENTAL HEALTH AND WELLBEING

x3 People who report having a great job which they love doing, rank leadership in their organisation three times higher than those who say they have a terrible job.

x2 People who are optimistic that the state of mental health and wellbeing in their current workplace will improve in the foreseeable future, rank the leadership in their organisation twice as favourably than people who are not optimistic about the future of mental health and wellbeing at their organisation.

ACTION IDEAS FOR POSITIVE LEADERSHIP
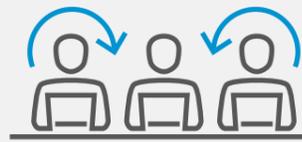
Understand, explore and leverage team members' strengths: Understanding strengths at work in new and different ways, taps into intrinsic motivation and helps improve personal performance.

Understand people's growth and development goals: Seek to understand the aspirations and development goals of team members. Look to develop people skills and expertise.

Reward and recognition: Provide relevant acknowledgement and appreciation of people's efforts in a fair and timely manner.

Set performance, job-related goals and provide feedback: Make regular time to set and review goals using a coaching approach to strengthen performance and professional relationships.

CONNECTEDNESS

Positive, high quality interpersonal connections are essential to maintain positive mental health and wellbeing. They are the fabric of teamwork and collaboration. Having a shared vision and knowing how their role fits into the organisational framework can unite people, creating purpose and meaningful work. Trust, fairness and social inclusiveness are all fostered where positive interpersonal connections occur.

CONNECTEDNESS INDICATORS

The following data shows the percentage of people responding **'strongly agree'** for each indicator in their workplace.

26%
People in the workplace are courteous and treat each other with respect.

25%
People feel that they are part of a team.

20%
Relationships in the workplace are built on trust.

20%
Everyone works together effectively, particularly when trying to accomplish difficult goals.

20%
People identify with the workplace.

19%
There is a strong sense that people have a shared purpose.

18%
People care about each other.

18%
Work feels like a community where people support each other beyond just getting the work done.

TOP 3 CONNECTEDNESS INDICATORS TO CREATE AND SUSTAIN A THRIVING WORKPLACE

1 At work it feels like a community where people support each other beyond just getting the work done.

2 People in the workplace care about each other.

3 Everyone works together effectively, particularly when trying to accomplish difficult goals.

"When people are included at their workplace and are given positive feedback regarding their work it boosts their mental health."

SUPPORTIVE WORKPLACE ENVIRONMENTS ASSIST EMPLOYEES TO THRIVE

x3 People who report having a great job which they love doing, rank connectedness in their organisation nearly three times higher than those who say they have a terrible job.

x2 People who are optimistic that the state of mental health and wellbeing in their current workplace will improve in the foreseeable future, rank the connectedness in their organisation nearly two times more favourably than people who are not optimistic about the future of mental health and wellbeing at their organisation.

ACTION IDEAS TO CREATE CONNECTEDNESS

Foster high-quality connections: Include time on meeting agendas to check in with how people are feeling, offering space for narratives and stories.

Notice and harness people who are 'positive energisers': Identify people who can create positive energy networks.

Create spaces to connect: Create informal places for people to interact with others away from their work stations.

Create platforms for dialogue: Conduct engagement surveys or host regular round table discussions to plan, implement and get feedback on mental health and wellbeing in the workplace.

POLICY

Organisational systems and formal processes drive the development of mental health-focused workplace policy. These policies are actively implemented in the workplace. A clear strategy or policy on mental health and wellbeing should exist, and be understood, visible and accessible to all people.

POLICY INDICATORS

The following data shows the percentage of people responding **'strongly agree'** for each indicator in their workplace.

21% There are effective policies and practices against workplace bullying and harassment.

19% There is easy access to confidential counselling or support services.

14% There are policies to ensure that any changes are managed in a clear, supportive and positive way.

14% There are clear structures in place to ensure transparent decision making.

14% There are good return to work policies and practices for those who have time off with mental health conditions.

13% There is a good mental health policy, strategy or action plan.

11% The mental health policy, strategy or action plan can be seen in action.

11% There is a policy to ensure that all leaders regularly participate in mental health and wellbeing training.

TOP 3 POLICY INDICATORS TO CREATE AND SUSTAIN A THRIVING WORKPLACE

1 There is a good mental health policy, strategy or action plan.

2 The mental health policy, strategy or action plan can be seen in action.

3 There are clear structures in place to ensure transparent decision making.

> " *The leaders in my workplace feel that they are providing a positive work environment because there are policies in place, but the policies do not deliver because there is no understanding of the impact of work practices.* "

POLICIES SUPPORT GOOD MENTAL HEALTH AND WELLBEING IN THE WORKPLACE

x3 People who report having a great job which they love doing, rank mental health and wellbeing policy in their organisation nearly three times higher than those who say they have a terrible job.

x2 People who are optimistic that the state of mental health and wellbeing in their current workplace will improve in the foreseeable future, rank the mental health and wellbeing policy in their organisation two times more favourably than people who are not optimistic about the future of mental health and wellbeing at their organisation.

ACTION IDEAS TO CREATE CONNECTEDNESS

Develop a mental health and wellbeing strategy: Develop and promote a mental health and wellbeing strategy through a consultative process within the organisation.

Complete regular policy reviews: Include people in groups responsible for the implementation and continuous improvement of the mental health and wellbeing strategy.

Embed mental health and wellbeing from policy into culture: Provide regular education to leaders and look for ways to incorporate key messages and content into existing mechanisms.

Measure the effectiveness of programs and understand need: Create metrics to measure the effectiveness and impact of policies and strategies.

CAPABILITY

Supporting positive mental health and wellbeing by building and applying people's skills is an organisational asset. When organisational systems and processes promote the use of these skills, it's a visible demonstration of the organisation's culture and values. This can help differentiate an employer brand and make a workplace desirable.

CAPABILITY INDICATORS

The following data shows the percentage of people responding **'strongly agree'** for each indicator in their workplace.

19%
People are able to successfully overcome most of the challenges they face.

19%
People are generally highly engaged with their work.

19%
People rarely feel bored or disengaged.

18%
The talents, skills and competencies of the workforce are well used.

17%
Team leaders make sure people have the resources to do the job.

17%
People feel comfortable voicing concerns about their job or the things that might affect their job.

12%
There is access to mental health and wellbeing education (i.e. information, training).

11%
People in the workplace have the skills and expertise to support each other's mental health and wellbeing.

TOP 3 CAPABILITY INDICATORS TO CREATE AND SUSTAIN A THRIVING WORKPLACE

1 People in the workplace have the skills and expertise to support each other's mental health and wellbeing.

2 People in their job are generally interested in their work.

3 Team leaders make sure people have the resources to do the job.

"More educational material should be available for all employees in the workplace. More people need skills to recognise a mental health issue and the pathways in place to receive counselling and assistance."

CAPABILITIES BUILD AND PROMOTE MENTAL HEALTH AND WELLBEING IN THE WORKPLACE

x3 People who report having a great job which they love doing, rank mental health and wellbeing capability in their organisation nearly three times higher than those who say they have a terrible job.

x2 People who are optimistic that the state of mental health and wellbeing in their current workplace will improve in the foreseeable future, rank mental health and wellbeing capability in their organisation nearly two times more favourably than people who are not optimistic about the future of mental health and wellbeing at their organisation.

ACTION IDEAS TO BUILD WORKFORCE CAPABILITIES

Customise job roles: Leaders could consider customising jobs to increase job control and job satisfaction for people.

Complete a regular learning needs analysis: Understand the skills and capabilities needed to protect and promote the mental health and wellbeing of people.

Build coaching capability: Foundational coaching skills can be taught and used by all. Goal setting and regular reviews create energy and motivation to increase performance and psychological wellbeing and boost longer-term career development.

Lead with compassion: Train managers to increase awareness of mental health and reduce stigma.

CULTURE

Positive organisational culture is essential to both individual and organisational performance. Organisational culture is the unwritten and unspoken guidelines for what is and what isn't acceptable within a workplace. An organisation's purpose, structure, unstated norms, values, rules and routines form the foundations of culture. When organisational culture includes a strong people focus, it creates a ripple effect for positive mental health and wellbeing and acknowledges that people are key to success.

CULTURE INDICATORS

The following data shows the percentage of people responding **'strongly agree'** for each indicator in their workplace.

24% People would be happy to continue working in their workplace for as long as they can.

23% People feel committed to their work team.

22% People are motivated to work hard because their job is interesting and important to them personally.

21% People feel good about working at their workplace.

16% The experiences at work contribute positively to the mental health of people.

16% There is support to help people practice good work/family/life integration.

13% Efforts are made to help people find purpose and meaning in their work.

12% The culture encourages open discussion about issues that affect mental health and wellbeing.

TOP 3 CULTURE INDICATORS TO CREATE AND SUSTAIN A THRIVING WORKPLACE

1 Efforts are made to help people find purpose and meaning in their work.

2 People feel good about working at their workplace.

3 The culture in the workplace encourages open discussion about issues that affect mental health and wellbeing.

"People work to all hours to get jobs done because of a lack of staff or short timeframes …. it's scary because as it becomes the 'norm' to work more hours, it becomes an expectation. Everyone should be entitled to go home at a reasonable time to spend time with their family and friends."

"My employer is working hard to improve the culture around mental health. I still think there's a lack of trust and misunderstanding from employees surrounding mental health issues."

CREATING A CULTURE OF CARE FOR PEOPLE TO THRIVE

x3 People who report having a great job which they love doing, rank the culture in their organisation more than three times higher than those who say they have a terrible job.

x2 People who are optimistic that the state of mental health and wellbeing in their current workplace will improve in the foreseeable future, rank the culture in their organisation twice as favourably than people who are not optimistic about the future of mental health and wellbeing at their organisation.

ACTION IDEAS TO IMPROVE CULTURE

Complete a culture survey: Invite people to provide feedback and to share key findings and organisational actions.

Craft positive organisational values: Co-create these values with employees and bring them to life through specific examples of behaviours for each value.

Model values-based behaviours: This can be done in day to day work practices such as meetings and collaborative work opportunities.

Engage all levels of the organisation in a culture of care: Create opportunities to engage and educate all employees and where applicable, Board members on what a culture of care looks like at the organisation.

PEOPLE THRIVE IN A MENTALLY HEALTHY WORKPLACE

There are multiple benefits of working in mentally healthy workplaces for the individual, team and organisation.

61% Feeling of being **valued**

56% Ability to bring their **best self** to work

54% Willingness to **contribute more**

52% **Commitment** to the organisation

46% **Optimism** about completing work tasks

45% **Compassion** towards work colleagues

46% Willingness to **share ideas and knowledge**

38% Ability to **go home with energy** in reserve

WHAT DO THRIVING ORGANISATIONS LOOK LIKE?

6%

The survey identified a group of people who reported that **80% or more** of the desired state indicators were definitely present at their workplace. This group of people represented 6% of the total survey sample.

IN THRIVING ORGANISATIONS

96% People are committed to their work team.

95% People are motivated to work hard because their job is interesting and important to them personally.

95% People are courteous and treat each other with respect.

93% Efforts are made to help people find purpose and meaning in their work.

92% There is an expectation that all leaders role model the values of the workplace.

91% Effective policies and practices against workplace bulling and harassment are in place.

"In my workplace we all love what we do and get a huge amount of personal satisfaction. We are fully supported if any problems arise."

"Happy employees at all levels reduces absenteeism and increases productivity."

WHAT DO PEOPLE IN THRIVING ORGANISATIONS THINK ABOUT THEIR WORKPLACE?

89%
Described their employer as the best or one of the best in the industry with regard to creating and sustaining positive mental health and wellbeing for its employees.

88%
Will definitely stay in their job for the next 12 months.

87%
Are strongly optimistic that the state of mental health and wellbeing at their current workplace will improve in the foreseeable future.

87%
Describe their job as great and one which they love doing.

53%
Are rarely stressed or not stressed at all in their current job.

"I am very lucky to have a wonderful and supportive work-life balance."

"Everyone is accepted and treated respectfully. Really lucky to work in this environment."

ADDITIONAL RESOURCES

SuperFriend offers a range of resources to provide simple and practical solutions for workplaces to improve mental health and wellbeing. You can download many of these from

superfriend.com.au/resources/

"My workplace has excellent managers that always take the time to listen."
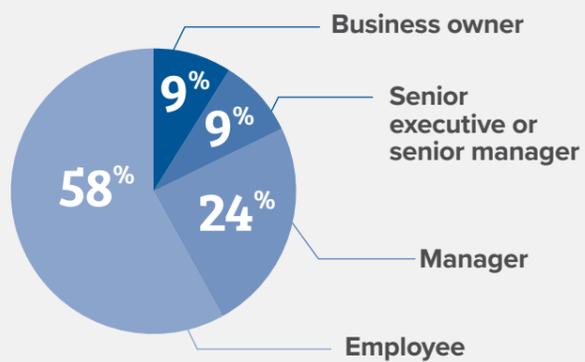
SURVEY METHODOLOGY

The **Indicators of a Thriving Workplace** survey was completed online by 5,047 working Australians in July 2018.
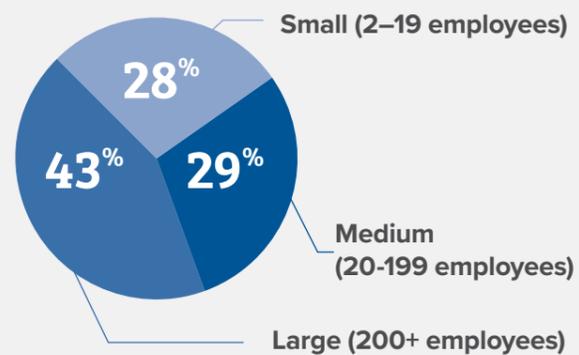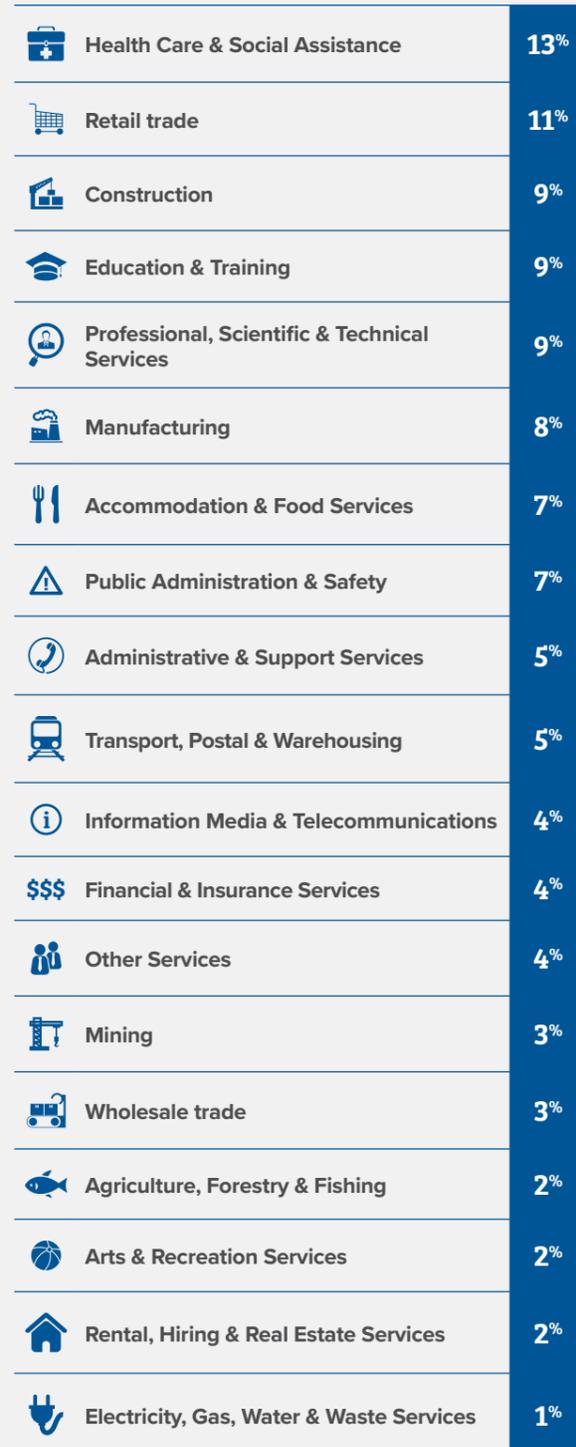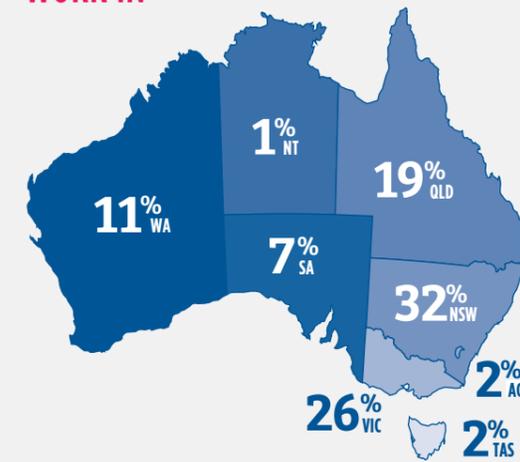
PARTICIPANTS

5,047

WORK ROLE

- 9% Business owner
- 9% Senior executive or senior manager
- 24% Manager
- 58% Employee

BUSINESS SIZE

- 28% Small (2–19 employees)
- 29% Medium (20-199 employees)
- 43% Large (200+ employees)

INDUSTRY

Industry	%
Health Care & Social Assistance	13%
Retail trade	11%
Construction	9%
Education & Training	9%
Professional, Scientific & Technical Services	9%
Manufacturing	8%
Accommodation & Food Services	7%
Public Administration & Safety	7%
Administrative & Support Services	5%
Transport, Postal & Warehousing	5%
Information Media & Telecommunications	4%
Financial & Insurance Services	4%
Other Services	4%
Mining	3%
Wholesale trade	3%
Agriculture, Forestry & Fishing	2%
Arts & Recreation Services	2%
Rental, Hiring & Real Estate Services	2%
Electricity, Gas, Water & Waste Services	1%

WORK IN

- 11% WA
- 1% NT
- 19% QLD
- 7% SA
- 32% NSW
- 2% ACT
- 26% VIC
- 2% TAS

GENDER

- 47% FEMALE
- 53% MALE

AGE

- 18–24: 14%
- 25–34: 24%
- 35–44: 21%
- 45–54: 22%
- 55–64: 15%
- 65+: 4%
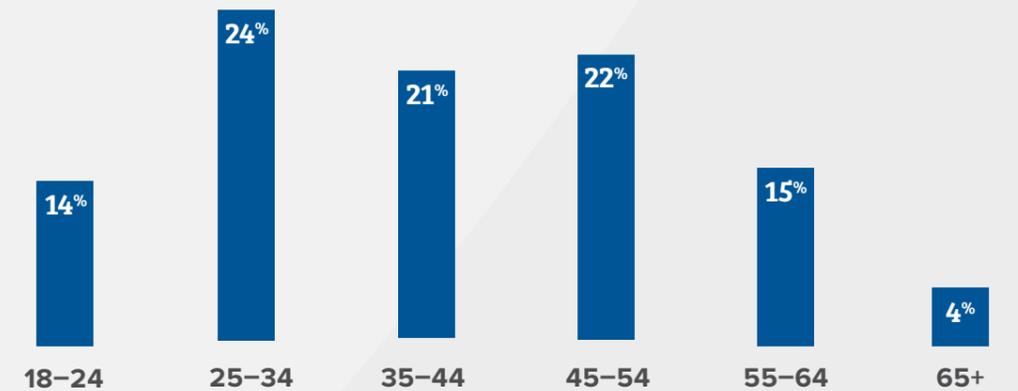
The survey asked respondents to rate the extent to which each of the 40 desired state characteristics of a mentally healthy workplace are currently present in their own workplace using a 6-point scale: strongly agree to strongly disagree and don't know. The survey also asked questions about people's perceptions, attitudes and experiences in relation to workplace mental health and wellbeing at their workplace.